



Players' Centric Metrics and KPIs

(October 28, 2014)

One of most widely and frequently used buzz-word today is “players’ experience” and, indeed, providing it must be a significant part of operators’ priorities. While most of us stand behind “customer centric” and “know your



player” theories, in general, casinos seem to be getting enough metrics, KPIs and statistical analysis on important aspects of the game like Drop, Win, Hold %, ADW, Coin In, jackpots, discounts and rebates, House Advantage Variances...and many others but not enough on the players who actually produce those metrics.

Truth is, only satisfied players are the key to sustainability and growth for any gaming operation. So, it becomes vital to keep constant observation on a set of key indicators specifically related to the players, their activities, emotions, performance, likes and dislikes.

Here are ten (10) quick and useful KPIs I have assembled to help you transfer your analysis from fix assets based to performance indicators generated by actual living entities.

1. **MARKET SHARE.** How much is your market share of the industry and segments relevant to you? We all know the importance of traffic to casino operations but a large and constant traffic does not mean much unless it is converted into gaming volume. Therefore, it is important to try to determine and never lose sight of both traffic and gaming volume market shares as well as on its supporting activities.
2. **PLAYER'S VALUE, NET WORTH AND PROFITABILITY.** It is good to know that Mr. GreyShirt comes in every week and plays hard during several hours. So much that he is considered a “whale” for your market segment. A customer’s LTV is useful for management to determine revenue stream from a player or segment but how much profit is actually brought in by a specific players after deduction of acquisition and total reinvestment related costs is even more significant and necessary to know. Lifetime Worth (LTW) becomes an even stronger KPI.
3. **AVERAGE SPEND PER VISITOR AND AVERAGE WIN PER PLAYER.** Have you noticed that we keep great statistics per machine, position and table but not so much per visitors and actual players? We can get much more insights and value from similar metrics but using actual visitors and players as denominators. After all, one of our goals is to attract traffic as large as possible and not to have unnecessary machines and table games. Proper segmentation analysis of the resulting metrics is mandatory though.
4. **AVERAGE GAME TIME.** Sometimes referred as time on device for slot machines. This is a very valuable metric and it has considerable financial implications for the whole gaming operation: resource planning and Yield Management. Even more significant, if we can correlate it with specific player segments, individual games or slot machines, table limits, etc.
5. **RETENTION RATES.** We all need repeated businesses. If we are not being able to keep our players coming back for more entertainment, more fun and play time we should act on this condition immediately.
6. **CONVERSION AND GROWTH RATES.** How many visitors from those excellent shows and parties have turned into actual players? Have our Player’s Database productively increased? It is also worthwhile to look at the opposite metric: **Player’s Attrition Rate.** How many and how fast are we losing players? For which reasons? These metrics are better used in conjunction with Retention Rates.
7. **PLAYERS’ REFERRAL INDEX.** How many players have visited and played, at least once, after being referred to by one of our customers? Do you keep track of that? Do you promote such references? As we all

know positive word of mouth is the cheapest marketing tool and is a sign of true loyalty. This metric is widely known as **Net Promoter Score (NPS)**.

8. **PLAYER DEVELOPMENT RATE.** Have you traced your regular customers to the point of being able to say that Mrs. BlackBag have increased the number of visitations? Or have doubled the amount she spends per visit? If you do not measure player development rate or do not even have a consistent program in place, you might be missing significant opportunities.
9. **OVERALL SATISFACTION RATE.** Here is a caveat: We all work to improve the player's experience but we rarely dare to find out just how satisfied our player's and visitors are. Maybe we are afraid to hear the results? In any case, if we do not have a barometer to show us where we stand and how well our initiatives are performing, we are probably just listening to what we want to hear and not necessarily the truth.
10. **BRAND ATTRIBUTES GAP INDEX.** We all think our gaming operation is the best and we love to hear it. But what happens when there are discrepancies between what we think our brand is valued for, what we stand for and what players think? Finding out such gap is a very valuable **KPI** which could assist us in making necessary adjustments to close it.

These **KPIs** will probably get you started in the right path. But allow me to leave you with two final comments on Player's Metrics: 1) gaming operations are very dynamic and players even more. You need to keep frequent measurements of **KPIs** and how they are developing in time. A **KPIs** is not a static measure. 2) **KPIs** are powerful tools if they are used as indicators to measure the delivery of the goals. Do not let **KPIs** become the goal itself or it will severely limit performance improvement.

What other player centric **KPIs** and metric do you use at your gaming operation?



*AGL360CG, SRL is a gaming consulting company addressing its services to the Caribbean and LatAm areas and with strong emphasis on gaming and marketing analytics studies, metric and **KPIs** development to be used by Management to support sound decisions.*

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