

Bouncing Back from COVID-19: Emerging Stronger with your Table Games

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Radford

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Agenda

Introduction

- Speakers & Tangam

Learnings from Macau Operators (10 mins)

- About Macau & Gaming
- Macau COVID-19 Timeline
- Measures and Procedures Mandated

Creating a Success Roadmap for your Reopening (35 mins)

- Reopening Staffing Levels
- KPIs for Measuring and Tracking Success
- Adapting to Changing Demand Conditions

Q&A (15 mins)

Presenters



Ari Mizrahi

- SVP Operations & Casino Strategy at Tangam
- 15 years experience in Casino Ops
- Worked in Las Vegas, Atlantic City, Florida, Pennsylvania, & Connecticut
- Previous roles include:
 - Senior Director of Table Games & Poker Operations - Parx Casino
 - Channel Marketing Manager AC Region - Harrah's Entertainment
 - Director of Poker/Keno/Simulcast - Harrah's Entertainment



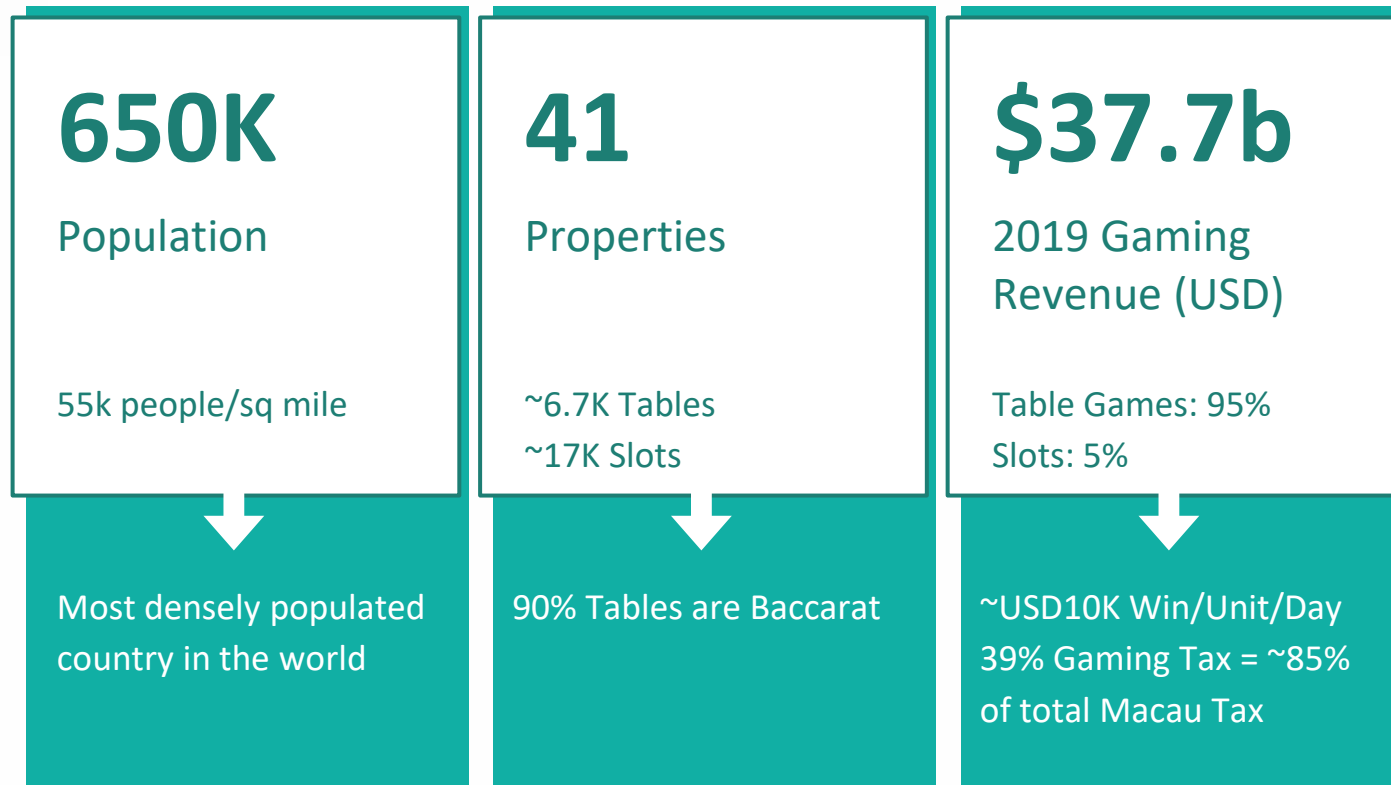
Adrian Radford

- Director Casino Operations & Strategy
- 35 years experience in Casino Operations & Management
- Worked in Macau & Australia
- Previous roles include:
 - Several senior-level management roles - Melco Resorts & Entertainment
 - Casino Operations Manager - Galaxy Entertainment Group
 - VIP Operations Manager - Crown Melbourne



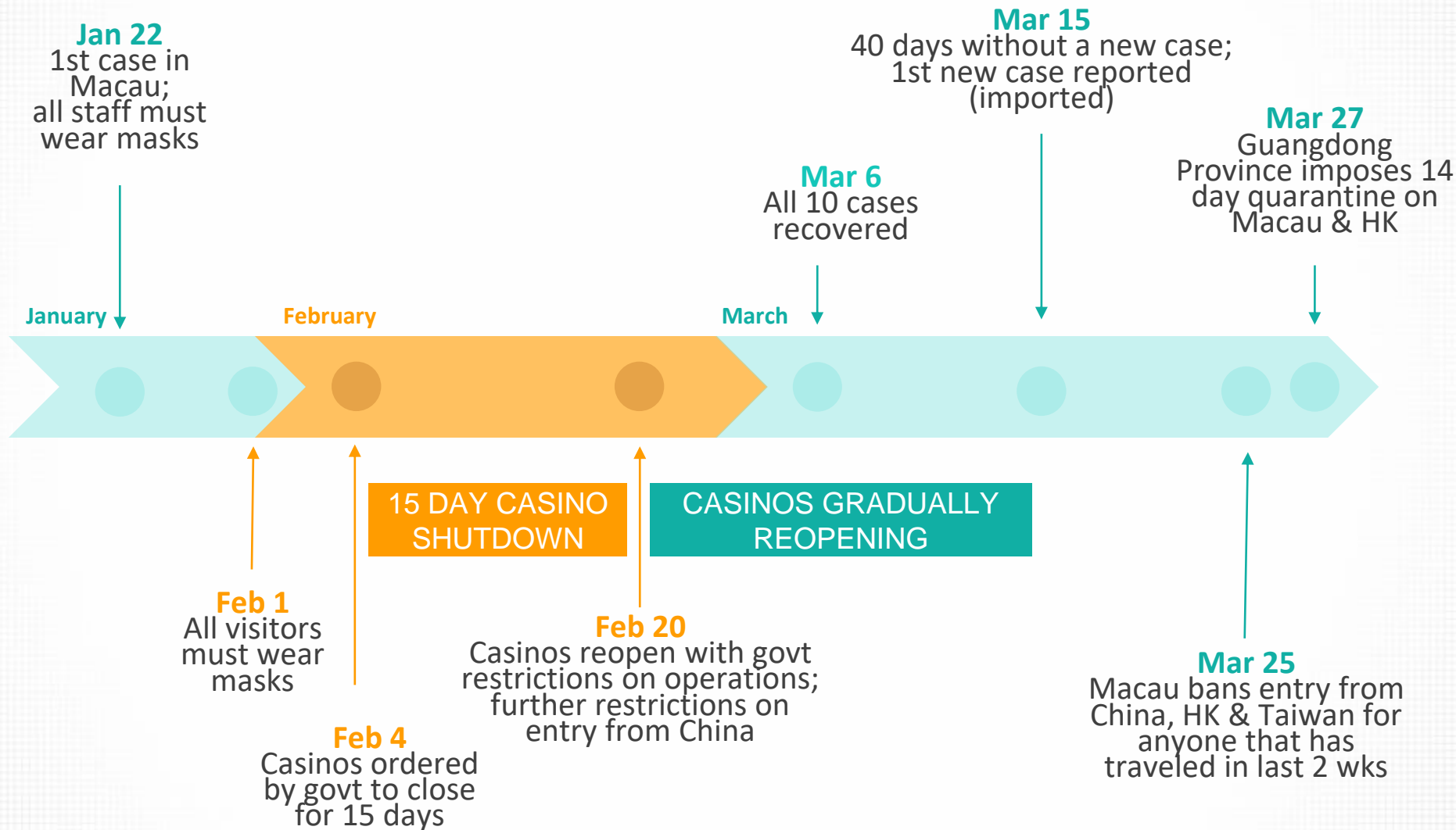
Lessons from Macau Operators

About Macau & Gaming



- Macau is highly dependent on visitors from mainland China. From a total number of 39 million visitors that entered Macau in 2019, more than 27 million (70%) were from the mainland, one third from Guangdong Province

Macau COVID-19 Timeline



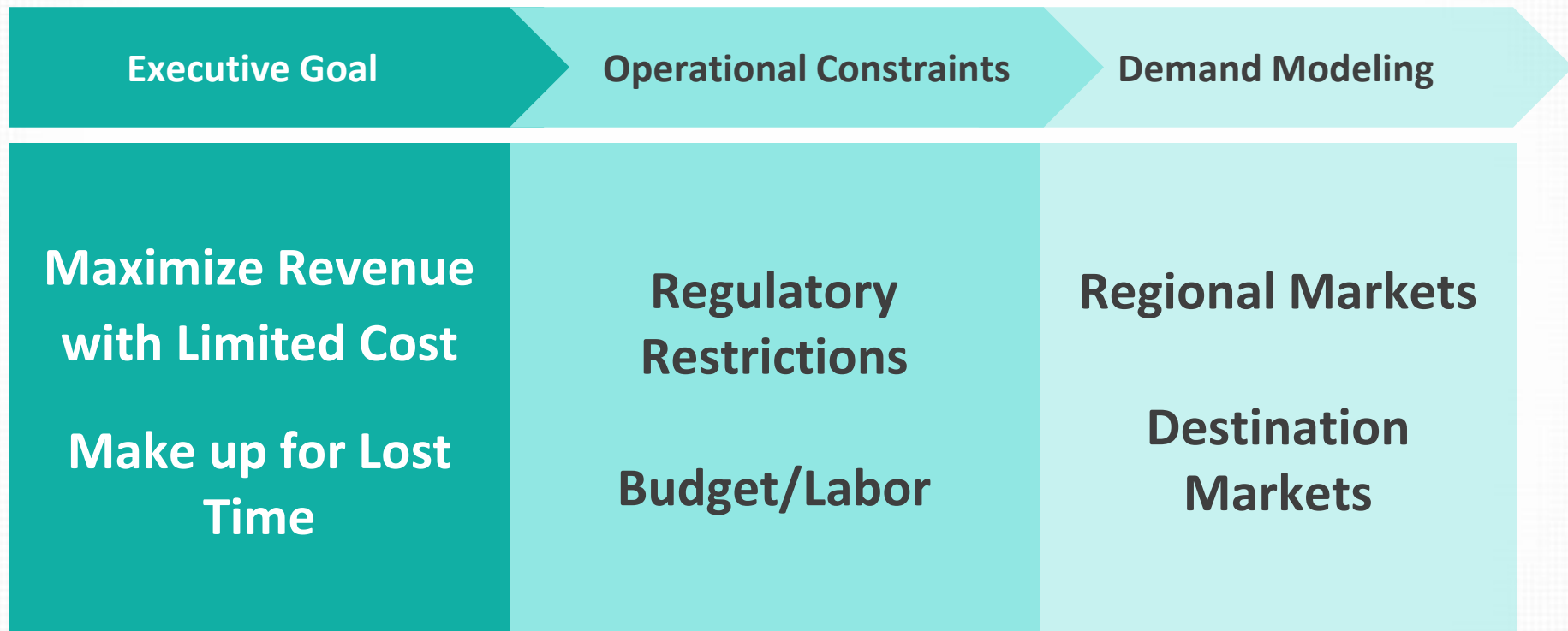
Measures and Procedures Mandated



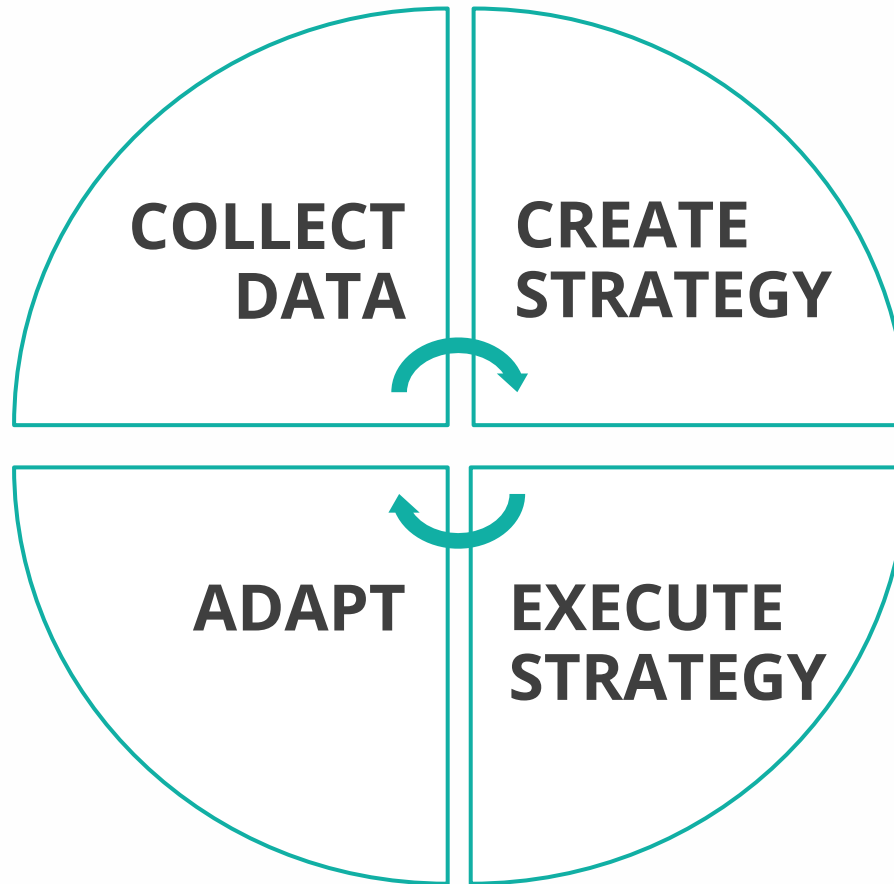
Property Level	Pit Level	Table Level
Temperature checks, masks	50% of tables at reopen	Only 3 seated players - spaced
Daily Online Health Declaration	Open every other table	No standing players
Sanitary signage	Slots - every alternate chair removed	Chips sanitized every round
Deep cleaning		No eating or drinking at table
		Hand sanitizer at every open table and slot bank

Creating a Success Roadmap for your Reopening

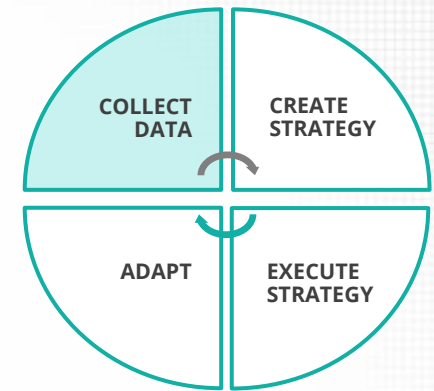
Executive Goals to Table Games Strategy



Roadmap for Reopening



Collect Data



Data	Minimum Standards
Open Hours	Open / Closed Status
Table Minimums	Update table minimums in rating system when limits change
Player Ratings Standards	Carded guests Refused name ratings
Headcounts	Hourly, if not rating 100%
Financials	Daily Drop and Win per Table

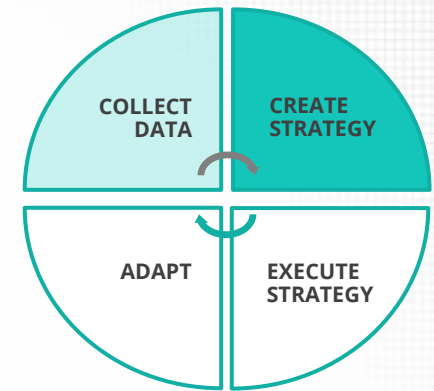
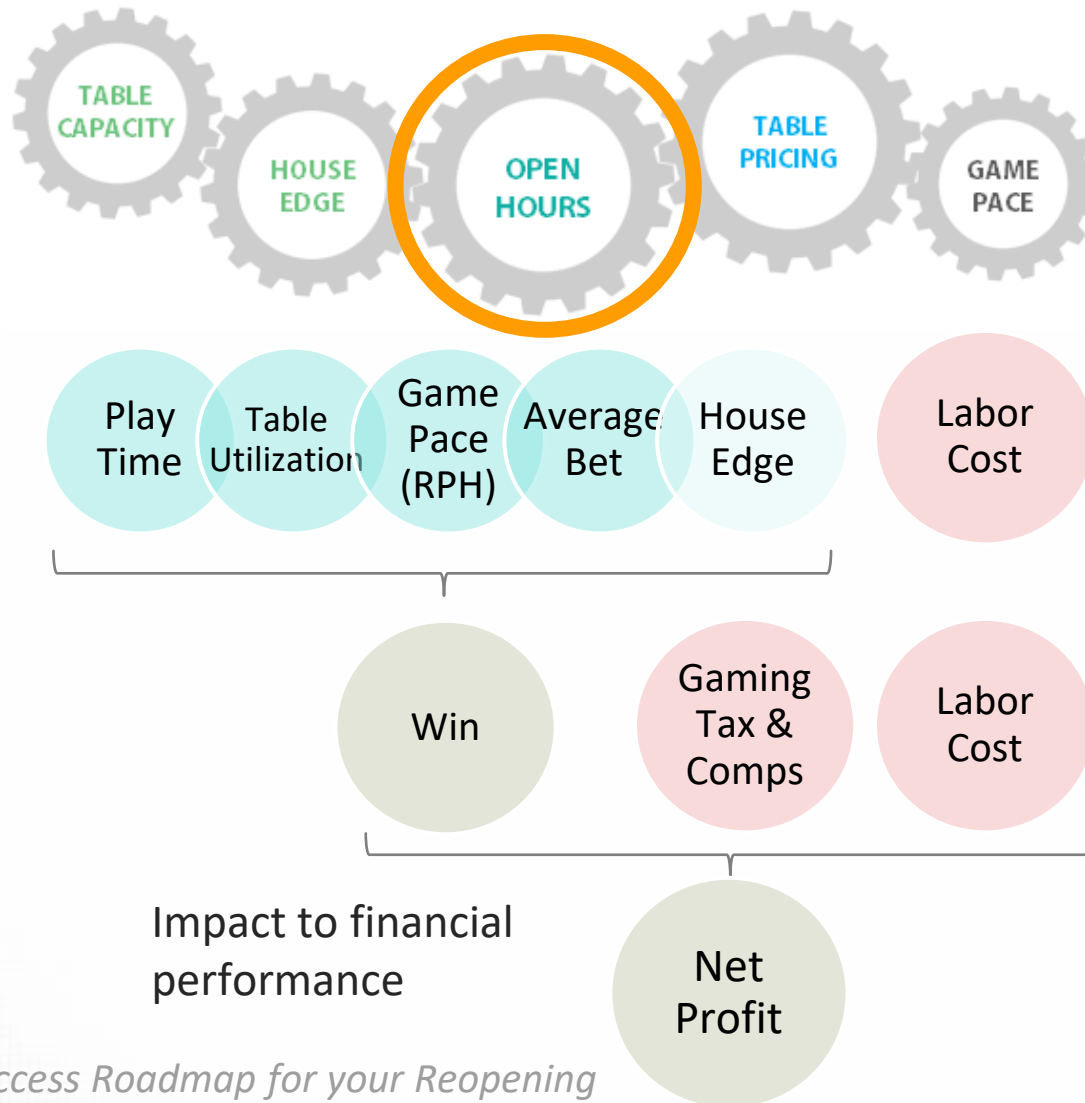
Data Sources:

**Table Mgmt
System**

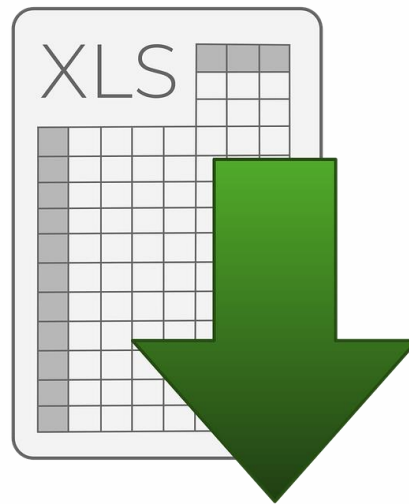
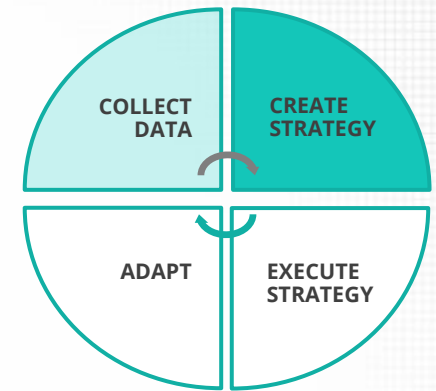
**Data
Warehouse**

P & A Team

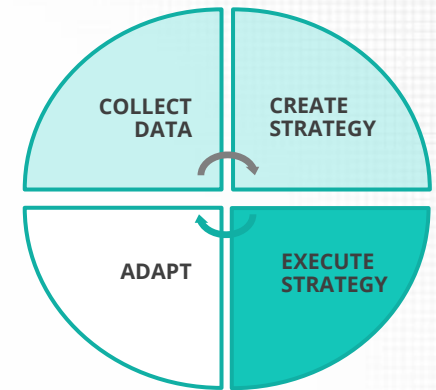
Controllable Levers to Increase Profits



Hands-On Exercise #1



KPIs to Improve Decision Making



What data is being used to make decisions?

Drop \$

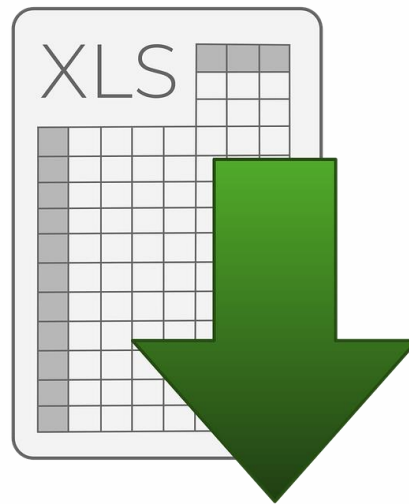
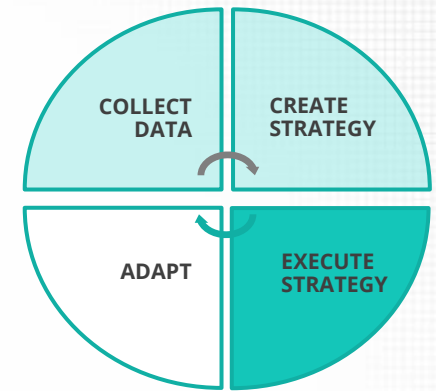
Win \$

Hold %

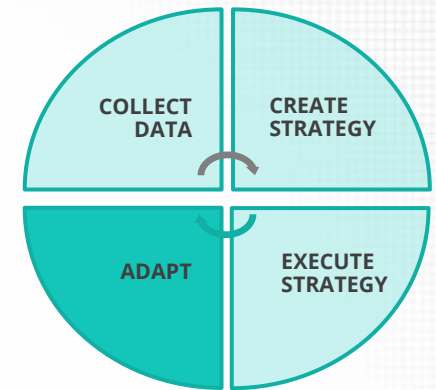
Add these new operational KPIs:

Open Hrs/Day	Win/Open Hour	Avg. Table Minimum	Avg. Occupancy	Avg. Rated Player Wager	Empty Table %
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Hands-On Exercise #2



Be Ready to Adapt



	Takeaway
Data Collection	<p>Source the right fields of data, create segments and prepare operations for data</p> <p>Merge operational and financial KPIs</p>
Create Strategy	<p>Automate report creation to quickly adapt to changing demand conditions</p> <p>Plan your opening spread and pricing</p> <p>Reassess procedures for the new operating environment</p> <p>Floor layout and game mix improvements</p>
Execute Strategy	<p>Empower floor staff to make the right decisions based on profitability</p>

Thank You

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