

Data in Action

Integrated dashboards now allow Marina Bay Sands Singapore to evaluate staff performance more accurately and efficiently.

COMPANY PROFILE



Marina Bay Sands Singapore is an iconic business, leisure and entertainment destination in Asia. The integrated waterfront development features over 2,500 hotel rooms and suites, Las Vegas-style casino, a popular rooftop Sands SkyPark, shopping mall, theatre, extensive MICE facilities and a host of other lifestyle attractions.

THE CHALLENGE



MBS teams at hotel operations were in need of an automated solution to extract data from multiple sources for various reasons. Staff performance evaluations were administratively tedious and time-consuming as supervisors had to draw data from multiple sources including rosters, leave records and guest feedback.

At the Casino Service Bar Gaming Floor in particular, it was not possible to obtain from sales transactions clear insights on customers' food and beverage preferences based on time periods. At the same time, the point-of-sale system did not tag transactions to individual staff members; sales performance was attributed to the entire team for each shift, making it difficult to appraise each employee.



THE SOLUTION



Using TIBCO Spotfire, a known visualisation tool and with the ability to do analytics, MBS has designed two integrated dashboards to track job performance and promote service excellence for servers on the Casino Service Bar Gaming Floor and hotel butlers.

Butler Scorecard

The scorecard pulls together key metrics used for performance valuation to automatically generate a score for each team member. The sources of data include guest survey records, working hours from the virtual roster, job counts, disciplinary records and internal audit scores.

There are also non-scoring components to the dashboard, reflecting each team member's overtime or leave hours, training hours and training details.

The team implemented the solution after identifying the scope of the project, including key metrics for performance and their weightages on the final score, and creating and testing a prototype.

F&B Scorecard

A percentile-based ranking system helps to accurately reflect team members' performance. To facilitate this, each server is given a unique ID that is tagged to each transaction. For example, team member A is in the top 25th percentile on weekday afternoons but falls to the 75th percentile on weekend evenings. There is cause for finding out challenges or areas for improvement.

The dashboard also reflects hourly sales of menu items so products sold in particular time periods can be altered to suit guest preferences.

The scorecard is a result of multiple discussions to identify pain points and derive transactions-related data to aid in staff appraisal.



RESULTS



With trackable individual performance tagged to specific shifts at the Service Bar Gaming Floor, managers now have a holistic and accurate overview of each team member's sales' figures. Managers can also apply dashboard filters to obtain selected insights. With accurate data, supervisors can provide objective feedback to each staff member and explore ways to improve everyone's performance in a personalised way.



CLEAR & ACCURATE INSIGHTS

With time saved on manual administrative tasks, butler managers can better guide less experienced colleagues; supervisors at the Service Bar Gaming Floor can identify and closely mentor service staff with difficulties.



MORE STAFF COACHING TO DRIVE EXCELLENCE

Butler managers and Casino Service Bar Gaming Floor manager no longer have to pull data from multiple Microsoft Excel sheets for staff evaluation. The system automatically generates reports on a daily, weekly or monthly basis – they can be easily accessed by clicking a link.



3 MAN HOURS SAVED PER MONTH

By reflecting the products sold or unsold on the Casino Service Bar Gaming Floor by time periods, managers can dynamically alter the menu or suspend food sales based on demand. This prevents kitchen staff from having to throw out unsold perishables that remain on the menu during periods of low food sales.



LESS FOOD WASTE

KEY TAKEAWAYS



Original data sources need to be fully accurate and consistent in format to prevent scripting errors for the dashboards. Also, typing errors for staff ID can affect productivity scores — an auto-correct coding solution can overcome this.



A consistent feedback loop between the solution provider and department managers can help refine the types of data that are helpful in fair performance assessment. For instance, the number of refills made to casino F&B trolleys is a new metric as a result of in-depth discussions.



Dashboard and report requirements can be changed over time to adapt to different situations. Teams should engage different stakeholders frequently and reflect on the necessity of enhancements or modifications for improvement.



“The beauty of data analytics is that different insights can be extracted from the same set of data when put into different contexts and situations.”

Yvonne Er

Business Analytics & Optimisation Manager, Marina Bay Sands Singapore