

Save the EBITDARD from sinking, and its passengers.

A Club in a **metropolitan** area is in the **Top 25% for gaming machine profit**, but was marginally lower than the **Mid 50% for EBITARD** when compared to other clubs of same size or similar location.

The Analysis:

Using CDOL, the Manager realised that his **Total Club Wages was higher** than other Clubs, and this inefficiency was depressing the EBITDARD%.

Rather than undertake wide sweeping cuts to the staff roster, and in doing so hamper customer service, the Club drilled down using the CDOL system to **identify which department(s)** were above industry benchmarks in Wages to cause the inflation in Total Wages.

When comparing to Clubs in metropolitan areas, the Manager learnt that Food wages and Gaming wages were the same as the Top 25% Clubs; however, the Bar Wages and Administration Wages were tracking the same path as the Low 25% Clubs.

The Plan:

From this analysis, the Manager was able to identify processes used in rostering and training in the Food and Gaming departments and **leverage these positive practices** into the Bar and Administration departments.

After implementing **changes to rostering and training** in the Bar and Administration departments, the Club was able to **reduce overall Total Club Wages** to be in line with the Top 25% Clubs.

In addition, the Manager has engaged customer research initiatives as a part of his overall plan to measure service.

The Measured Outcome:

The Manager has made some informed decisions in his strategic plan to reduce Wages%. His EBITDARD% is tracking better as it creeps up **over the Mid 50%** average trend.