

understanding the Harrah's customer experience

Founded at Harvard, we provide world-class research that drives some of the biggest brands today. We specialize in accessing the authentic voice of the consumer and delivering clarity to brands on their unique value proposition and positioning through our work with Deep Metaphors™.



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Harrah's business problem:

How to create a consistent slot floor experience that:

- ▶ systematically compressed costs
- ▶ improved guest experience
- ▶ reduced complexity



A look inside our research that led to Harrah's redesign of the roles and responsibilities of slot floor resources, thus enhancing the consumer experience.

The Insights

What Olson Zaltman Did:

ZMET®

Our patented and pioneered methodology, the Zaltman Metaphor Elicitation Technique (ZMET), allows us to go beyond the surface and illuminate the full complexity of the human mind. As the industry leader in behavioral science, we leverage our ZMET technique to deeply understand the unconscious beliefs and behaviors that impact decision-making.



We talked to slot floor customers to understand the emotional territory of the Harrah's experience and their experience with the brand at each touchpoint of the slot floor experience.

What Harrah's Learned:

The slot floor experience needed to be overhauled to focus on the emotional connections between employees and guests. A major redesign of the roles and responsibilities of slot floor resources was needed.



The Impact

- ▶ Functional departments were replaced with slot floor high performance teams focused on guest needs.
- ▶ Developed new organization structures, training programs, measurement tools and compensation plans.
- ▶ New guest driven processes integrated real time loyalty and marketing interventions designed to change guest behavior and increase share of wallet.

Pilot sites reported a significant increase in customer satisfaction scores and slot revenues.



- ▶ Similar initiatives were being launched at other Harrah's properties and divisions (e.g., Food & Beverage, Table Gaming).

