

From: Michelle Fielding
Sent: Mon, 24 Feb 2020 19:42:11 +1100
To: [REDACTED]
Cc: Sonja
Bauer: [REDACTED]
Subject: FW: Sixth Casino Review - Recommendation 8 [CM-COMP.FID19075]

Hi Rowan

See our responses below and please let me know if you have any queries or concerns.

Regards

Michelle Fielding | Group General Manager – Regulatory and Compliance | Crown Resorts Limited
[REDACTED] | w:
www.crownmelbourne.com.au

From: Rowan Harris [REDACTED]
Sent: Tuesday, 18 February 2020 10:06 AM
To: Michelle Fielding <[REDACTED]>
Cc: Sonja Bauer <[REDACTED]>; Jason Cremona
[REDACTED]; Steve Thurston [REDACTED]
Subject: Sixth Casino Review - Recommendation 8

Hi Michelle,

Thank you for Crown's 30 December 2019 submission in relation to recommendations 7 and 8.

The VCGLR has the following enquiries:

1. I refer to the last sentence of the first paragraph on page 6 of the covering letter which states *"However, the Crown Model requires additional refinement and any machine learning product such as the Crown Model requires sufficient volumes of data and time to realise the success of the algorithm via validation and the impact an interaction may have"*.

a) How and when does this additional refinement happen? Is it progressively with every reporting period or at the end of the 12 months at the time of the detailed review?

The refinement occurs progressively after each tranche, via meetings held between the Customer Analytics Team and the Responsible Gaming (RG) Team.

2. I also refer to the second sentence of second paragraph on page 6 of the covering letter which states *"Crown will continue to run the Crown Model with periodic reports being analysed by the Responsible Gaming and Customer Analytics teams"*.

a) How often are the periodic reports run? (daily, weekly, monthly?) Is there a cycle?

The reports are generated approximately every six weeks. The RG Team have approximately four to five weeks to action the report and the Customer Analytics Team take approximately one week to generate a new report.

- b) How soon does Responsible Gaming and the Customer Analytics teams analyse the periodic reports after they are run?

The RG Team analyses the report on receipt, checking for previous interactions, then places each person's member identifier on a pager that alerts the RG Team when the member next uses their card for a gambling service. If the member is able to be interacted with, the discussions are noted on a spreadsheet, which is returned to the Customer Analytics Team for analysis. The Customer Analytics Team then takes approximately one week to digest and generate a new report.

- c) How many Customer Analytics teams are there?

There are two Crown Customer Analytics teams in Melbourne, the team that runs this report is the Customer Strategy team.

- d) How many staff in each Customer Analytics team are dedicated to analysing the periodic reports? Are they full time equivalents? If not, please specify.

Three employees within the Customer Strategy team are responsible for analysing the periodic reports. They are full time equivalents, but are not solely dedicated to analysing and generating these reports.

- e) How many Responsible Gaming staff are dedicated to analysing the periodic reports? Who are they? (Are they the Responsible Gaming Advisors?)

All Responsible Gaming Advisors are tasked with all elements of the report once received. That is, checking for prior history, technology related work such as placing member identifiers on pagers and removing them, the follow up conversations and recording thereof. Analysis occurs on receipt of the report and at the regular meetings, and is completed by up to 2 Responsible Gaming Advisors and RG Management.

- f) How many estimated total weekly hours on average are allocated to analysing the periodic reports?

The Customer Analytics Team spends approximately one to two hours per week generating the report. Deep dive analysis (as opposed to the regular catch ups), are performed quarterly, and take approximately two to three days of work. Although the RG Team does not record the time spent on this task, the best estimate would be about one to two hours is spent on the above tasks per person listed on the report. It is estimated that of those tasks, up to three days are spent analysing each report.

The VCGLR requests that Crown provides its responses by COB Tuesday 25 February 2020. This information is required to assist with preparation of the Commission paper on recommendations 7 and 8.

Happy to discuss.

Regards

Rowan

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