



The problem for us at Resorts Casino in Atlantic City, NJ was that we needed to find out why our additional revenue was not driving profitability. While we had a large internal IT staff, I was not getting any reporting on the problems and I knew that JSA's ability to dig for the data within our system would allow them to quickly pin-point the issues with our database. As a result, in a few weeks during our first analysis meeting Jay showed a very detailed view of our overall database and in particular, the disturbing trend in our database's segmented profit.

While overall we were profitable, one segment JSA specifically pointed out was losing about \$4M annually even though we were spending about \$5M annually in incentives. Jay described a series of connected solutions and produced a pro-forma of the expected program results. Our team was able to implement the JSA target customer mix and quickly turned our results around. Within the first few months of these changes, the previously poorly targeted segment attained profitability, our other programs kicked-in and Resorts recorded its first quarterly operating profit in five years. Since then we have been able to continue to repeat our success as well.

I have known Jay Sarno since 1993 when we were both at the Sands Casino in Atlantic City, NJ. Some years later, as both pursued other venues, I had the opportunity to call Jay in at my other positions where Jay helped again and again. Using Jay's segmentation and ROI process helps target our most beneficial customer's, reduce spending on poorly performing segments and predict future inactive customers so that we can get to them today before they become inactive and essentially lost to our property. He has been an ideal person to bounce ideas off of as well as offering suggestions that had not otherwise thought of. He does this in a quiet manner with a great knack for holding everyone accountable.

Tim Ebling – CFO, *Resorts Casino, Atlantic City, NJ*