

Audit of ACTUAL situation regarding self-registration and fast-track admission

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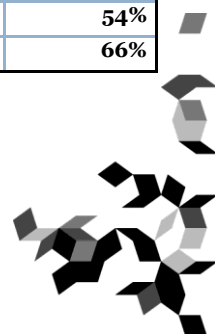
1 INTRODUCTION

The current registration process that exists within Holland Casino (HC) consists of a number of steps, as a result of which the registration and processing of guest flows are not taking place in the most efficient manner possible. During peak periods, between 150 and 550 guests are registered per hour in the lobby areas, which results in waiting times for all of our guests.

Guests are subdivided into Day Card holders and Favorites Card or loyalty card holders.

Below is a summary containing the percentages of guests holding a Day Card or loyalty card at peak times at all locations of Holland Casino, with the exception of Schiphol (not included in the scope). Source: Helios, using as a starting point the busiest day in 2014, expressed in terms of visits per hour.

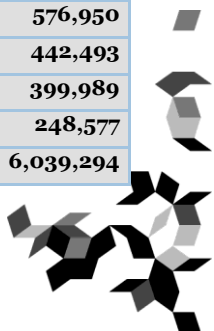
Busiest day in 2014: 27-12-2014		TOTAL NUMBER OF VISITS	DAY CARD	LOYALTY CARD	DAY CARD %	LOYALTY %
Amsterdam	7 pm - 8 pm	289	107	182	37%	63%
	8 pm - 9 pm	376	174	202	46%	54%
	9 pm - 10 pm	405	205	200	51%	49%
	10 pm - 11 pm	506	289	217	57%	43%
	11 pm - 12 am	470	252	218	54%	46%
Breda	7 pm - 8 pm	154	47	107	31%	69%
	8 pm - 9 pm	222	85	137	38%	62%
	9 pm - 10 pm	283	135	148	48%	52%
	10 pm - 11 pm	276	140	136	51%	49%
	11 pm - 12 am	150	64	86	43%	57%
Eindhoven	7 pm - 8 pm	121	38	83	31%	69%
	8 pm - 9 pm	233	97	136	42%	58%
	9 pm - 10 pm	282	118	164	42%	58%
	10 pm - 11 pm	216	109	107	50%	50%
	11 pm - 12 am	131	56	75	43%	57%
Enschede	7 pm - 8 pm	136	37	99	27%	73%
	8 pm - 9 pm	294	120	174	41%	59%
	9 pm - 10 pm	335	158	177	47%	53%
	10 pm - 11 pm	306	142	164	46%	54%
	11 pm - 12 am	220	90	130	41%	59%
Groningen	7 pm - 8 pm	140	62	78	44%	56%
	8 pm - 9 pm	170	67	103	39%	61%
	9 pm - 10 pm	227	117	110	52%	48%
	10 pm - 11 pm	176	75	101	43%	57%
	11 pm - 12 am	104	45	59	43%	57%
Leeuwarden	7 pm - 8 pm	101	20	81	20%	80%
	8 pm - 9 pm	175	67	108	38%	62%
	9 pm - 10 pm	230	116	114	50%	50%
	10 pm - 11 pm	221	119	102	54%	46%
	11 pm - 12 am	125	63	62	50%	50%
Nijmegen	7 pm - 8 pm	115	39	76	34%	66%
	8 pm - 9 pm	235	99	136	42%	58%
	9 pm - 10 pm	327	162	165	50%	50%
	10 pm - 11 pm	166	77	89	46%	54%
	11 pm - 12 am	126	43	83	34%	66%



Rotterdam	7 pm - 8 pm	209	51	158	24%	76%
	8 pm - 9 pm	362	131	231	36%	64%
	9 pm - 10 pm	465	210	255	45%	55%
	10 pm - 11 pm	428	157	271	37%	63%
	11 pm - 12 am	282	99	183	35%	65%
Scheveningen	7 pm - 8 pm	223	85	138	38%	62%
	8 pm - 9 pm	282	114	168	40%	60%
	9 pm - 10 pm	324	139	185	43%	57%
	10 pm - 11 pm	431	245	186	57%	43%
	11 pm - 12 am	269	133	136	49%	51%
Utrecht	7 pm - 8 pm	238	50	188	21%	79%
	8 pm - 9 pm	370	134	236	36%	64%
	9 pm - 10 pm	402	151	251	38%	62%
	10 pm - 11 pm	337	153	184	45%	55%
	11 pm - 12 am	306	119	187	39%	61%
Valkenburg	7 pm - 8 pm	221	65	156	29%	71%
	8 pm - 9 pm	250	98	152	39%	61%
	9 pm - 10 pm	280	125	155	45%	55%
	10 pm - 11 pm	299	159	140	53%	47%
	11 pm - 12 am	229	109	120	48%	52%
Venlo	7 pm - 8 pm	202	57	145	28%	72%
	8 pm - 9 pm	251	81	170	32%	68%
	9 pm - 10 pm	226	84	142	37%	63%
	10 pm - 11 pm	179	74	105	41%	59%
	11 pm - 12 am	144	38	106	26%	74%
Zandvoort	7 pm - 8 pm	103	27	76	26%	74%
	8 pm - 9 pm	171	69	102	40%	60%
	9 pm - 10 pm	206	82	124	40%	60%
	10 pm - 11 pm	141	59	82	42%	58%
	11 pm - 12 am	115	35	80	30%	70%

The processing of Day Card holders and loyalty card holders is fundamentally different, both in terms of time and labour intensity.

Number of visits	2015 actual	2016 forecast
Amsterdam	859,381	911,997
Breda	564,736	575,994
Eindhoven	353,773	360,500
Enschede	306,283	324,998
Groningen	236,346	243,353
Leeuwarden	146,031	150,570
Nijmegen	324,067	337,285
Rotterdam	795,521	794,316
Scheveningen	575,909	603,267
Schiphol	71,632	69,005
Utrecht	539,636	576,950
Valkenburg	431,158	442,493
Venlo	382,029	399,989
Zandvoort	245,213	248,577
All	5,831,715	6,039,294



2 CURRENT PROCESS

When registering guests, HC subdivides them as follows:

1. Day Card holders

These are guests who are given a paper Day Card once they have been identified and registered. Day Card holders may belong to the following types of visitors:

- First-time Visitor
- Non-loyalty card holder
- Guest of loyalty card holder
- Visitor using a free Day Card (provided as part of a package deal, hotel campaign, etc.)

2. Loyalty card holders

Guests with a Favorites Card. HC operates a graded system within its loyalty programme. There are various types of loyalty cards:

- Favorites Card Black 4-12 visits
- Favorites Card Platinum 13-24 visits
- Favorites Card Diamond 25+ visits
- Favorites Card Diamond+ Only available on casino's recommendation

In addition, there are two other types of cards not linked to the loyalty programme:

- Events Card
- Special Customer Card

Below is a summary of the number of cardholders on 1 November 2015. The number of cardholders fluctuates, as the number of visits is the primary factor governing the type of card held. If loyalty card holders visit Holland Casino more frequently or less frequently each year, they will be upgraded or downgraded.

Description	Number of cardholders
Special Customer Card	15
Favorites Card Black	210,270
Favorites Card Diamond	52,606
Favorites Card Diamond+	499
Favorites Card Platinum	51,298

On average, Holland Casino has around 300,000 loyalty card holders.

Examples of various Favorites Cards

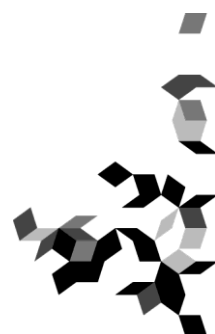
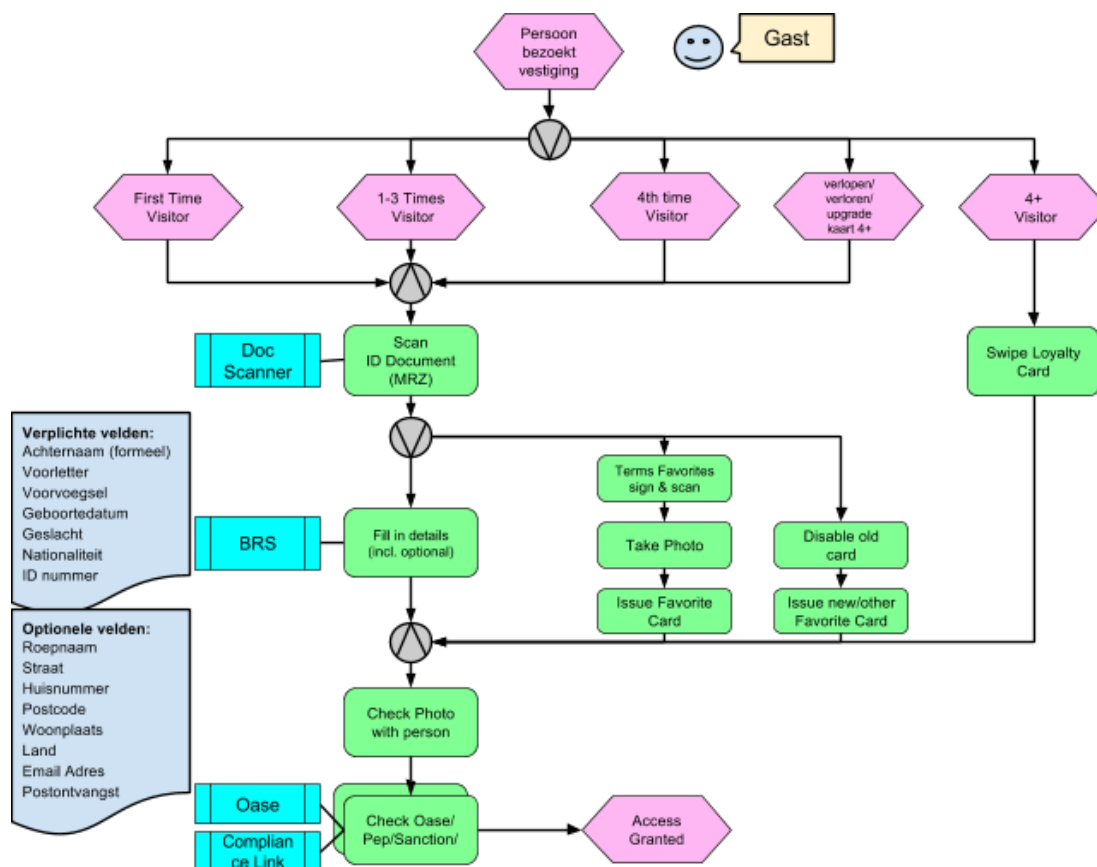


Diagram of registration process

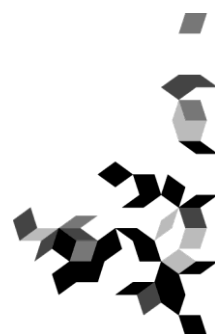


1. First-time Visitor -> Scan ID (MRZ) + Enter all (optional) details if there is enough time.
2. 2nd and 3rd -> Scan ID (MRZ) -> Match from existing BRS record.
3. 4th visit -> If the guest agrees, complete a Favorites membership form + Scan + Enter additional details (address and passport photo) + Issue card.
4. 4+ visits -> Process expired/withdrawn/lost/upgraded/etc. card.
5. 4+ visits -> Swipe loyalty card + Check passport photo against face (face-to-face).

By way of guidelines governing valid evidence of identity, Holland Casino applies the frameworks indicated under the Anti-Money Laundering and Anti-Terrorist Financing Act (Wwft).

First-time Visitors (FTV) and visitors who do not hold an HC loyalty card will receive a paper Day Card after registration. This Day Card, which must be paid for (€5), grants admission to the casino.

If a guest visits the casino four times during the course of any given year, he/she is allowed to take part in the Favorites programme. The guest will be required to sign a copy of the Holland Casino Terms and Conditions (see sample) and must have his/her photograph taken. The signed copy of the Terms and Conditions and the photograph will be stored in BRS, together with the guest's personal details.



Algemene voorwaarden geaccepteerd door F. Jansen, M, 25-04-1933 [Wijzigen]

☒ Voorwaarden geaccepteerd

Mutatiedatum/tijd
04-11-2011 13:09:33

Mutatievestiging
Scheveningen

Gemuteerd door
4480

Zoom Omhangen AV OK Annuleren

Voortelling: F.D. Toewerpen: ()
 Meldingsnummer: 790380
 Geboortedatum (dd-mm-yy): 25-4-1933 ()
 Straat: Anna Bylaade Huisnummer: 7 Toewerping:
 Postcode: 2331 DK Woonplaats: Leiden
 Telefoonnummer: 071- 8893050
☒ Als ik wil dat mijn naam en foto op de kaart worden geplaatst en accepteer ik de voorwaarden
☒ Als ik wil dat mijn naam en foto op de kaart worden geplaatst en accepteer ik de voorwaarden
 Datum: 5/11/11 Plaats van registratie:
 Ondergetekend door:

Ga naar holandcasino.nl voor meer informatie

The guest will receive a Favorites Card, allowing him/her free admission to the casino, if the card is shown upon arrival.

At the casino, the card is swiped through the card reader and the guest's details, including his/her photo, appear on the screen. Based on the photo, the person presenting the card is identified and admission is granted.

The signed copy of the Terms and Conditions is stored once only, while the photograph must be renewed every two years.

NB: During registration and before the guest is granted admission, a (real-time) check is carried out in order to establish whether any special notes/non-conformances can be found in VIPS (BRS+/OASE). This may include an age check (18+), visit restrictions, bans on admission as a result of reported incidents or notes relating to Politically Exposed Persons, sanctions, etc.

3 CURRENT LAYOUT OF LOBBY AREA.

HC operates three types of registration desks:

A) Bounce desk

At this desk, guests are identified and registered. They are not, however, admitted directly into the casino. After having been registered at a bounce desk, the guest will need to proceed to one of the fast-track registration desks, where he/she will be required to present his/her Day Card and proof of identity to a member of the Services staff. The Bounce desk is only used for registering FTVs and guests who do not hold a loyalty card, as well as guests whose Favorites Card was lost, is not working or has expired, and for guests receiving a card upgrade.

B) Flow desk

Each flow desk grants direct admission to the casino. Once identified and registered, the guest may enter the casino through one of the admission gates. These gates may be used by Favorites guests, as well as FTVs and guests who do not hold a loyalty card.

C) Fast-track registration desk

This desk is designed to enable the rapid processing of guests, mainly guests holding a Favorites Card. The guest presents his/her Favorites Card, which is then swiped in



order to make the guest's personal details from BRS appear on the screen. This way, the guest can be identified as the registered holder of the card, after which he/she will be granted admission.

In a lobby area with Bounce desks, an FTV who has already been registered and holds a Day Card will once again need to present his/her Day Card and proof of identity to a member of the Services staff at the Fast-track registration desk in order to gain admission to the casino.

In addition, each casino has a cloakroom area with a cloakroom desk where guests can have their coats etc. stored.

All desks are staffed and depending on the period of the day, a larger or smaller number of staff will be available for the lobby area.

The layout and furnishings and fittings are different at each location of Holland Casino (surface area, atmosphere, style, number of desks and types of reception desks).

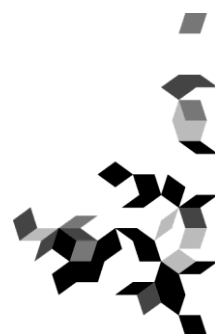
4 CURRENT REGISTRATION TIMES

Source: Recordings of registration times for Day Card holders at Holland Casino Venlo in March 2009:

Average time for registering FTVs presenting a passport/ID card	
Component	Time in seconds
Receiving and scanning of ID document	15
Entry of missing details (requesting address/e-mail address for advertising purposes)	10
Miscellaneous time (printing the Day Card and handing it to the guest)	15
Total amount of time taken for registering an FTV presenting a passport/ID card	40

Source: Recordings of registration times for Day Card holders at Holland Casino Venlo in March 2009:

Average time for registering FTVs presenting a driving licence	
Component	Time in seconds
Receiving and scanning of ID document	15
Entry of missing details (requesting address/e-mail address for advertising purposes)	25
Miscellaneous time (printing the Day Card and handing it to the guest)	15
Total amount of time taken for registering an FTV presenting a driving licence	55



Source: Recordings of registration times for Day Card holders at Holland Casino Venlo in March 2009:

Average time for registering non-loyalty card holders presenting a passport/ID card/driving licence	
Component	Time in seconds
Receiving and scanning of ID document	15
Miscellaneous time (printing the Day Card and handing it to the guest)	15
Total amount of time taken for registering an FTV	30

Source: Recordings of registration times for Favorites Card holders at Holland Casino Breda 2015:

Time taken for registering Favorites Card holders	
Component	Time in seconds
Explaining to the guest that he/she is eligible to register for the Favorites programme	14
Handing a copy of the Terms and Conditions to the guest	9
Guest providing his/her details (and possibly reading through the information provided)	19
Receiving and scanning the Terms and Conditions	11
Taking a photo of the guest	8
Miscellaneous time (printing the card and handing it to the guest)	13
Total registration time for registering Favorites Card holders for the first time	74

Currently, Holland Casino is open 365 days a year. The first location(s) open(s) at 6.30 am and nearly all locations close at 3 am.

5 ACTUAL SITUATION ICT

At the present time, the information landscape consists of a combination of a large number of standard applications, such as CasinoLink, EZPay, Epiphany, Intus Planning and SAP, supplemented by a number of custom-built applications. This landscape has been created during a period spanning many years and is made up of technologies from a number of different generations. Many of those applications are interconnected using interfaces developed in-house, as a means of exchanging data between them. Custom-built functionalities have also been developed to bring standard applications more closely in line with the processes for which they are used.

There are a number of applications which play an important role in the current registration process. The primary application used for that purpose is the visitor registration system, known as BRS (Bezoekers Registratie Systeem). This system is used for registering the visits made by guests to Holland Casino, including their personal details (name and address). BRS thus fulfils a basic guest registration function. The system contains over 3 million records of guest data, of which 1 million contain photos of the guests concerned. Due to the massive amount of storage space required, combined with the current set-up of the infrastructural and application landscape, photos are stored in BRS at low resolution. Photos cannot exceed 12 kB in file size, which means that their resolution must be very low. This is one reason why it has not yet been possible to apply biometrics in the form of facial recognition to VIPS. Another reason is that in many cases, the photos are not taken in the best lighting conditions (backlighting etc.).



At the moment, BRS forms an integral part of OASE, the incident management system used by Holland Casino. OASE is used for recording a variety of incidents, together with any sanctions imposed, such as restrictions on visits or admission bans. Furthermore, OASE is a system that plays an important part when enforcing policies relating to the Anti-Money Laundering and Anti-Terrorist Financing Act (Wwft) and the Responsible Gambling Policy (PBK). In the short term, OASE will be replaced by a new standard package provided by an external supplier. The communication between BRS and OASE will also be replaced by a system of communication through the ESB.

BRS and OASE have also been linked to Compliance Link, an external list of natural persons, with whom no (financial) transactions may be entered into by the government. Each visit is checked automatically against that list, which may lead to the guest being denied admission.

HC is working on introducing a new architecture:

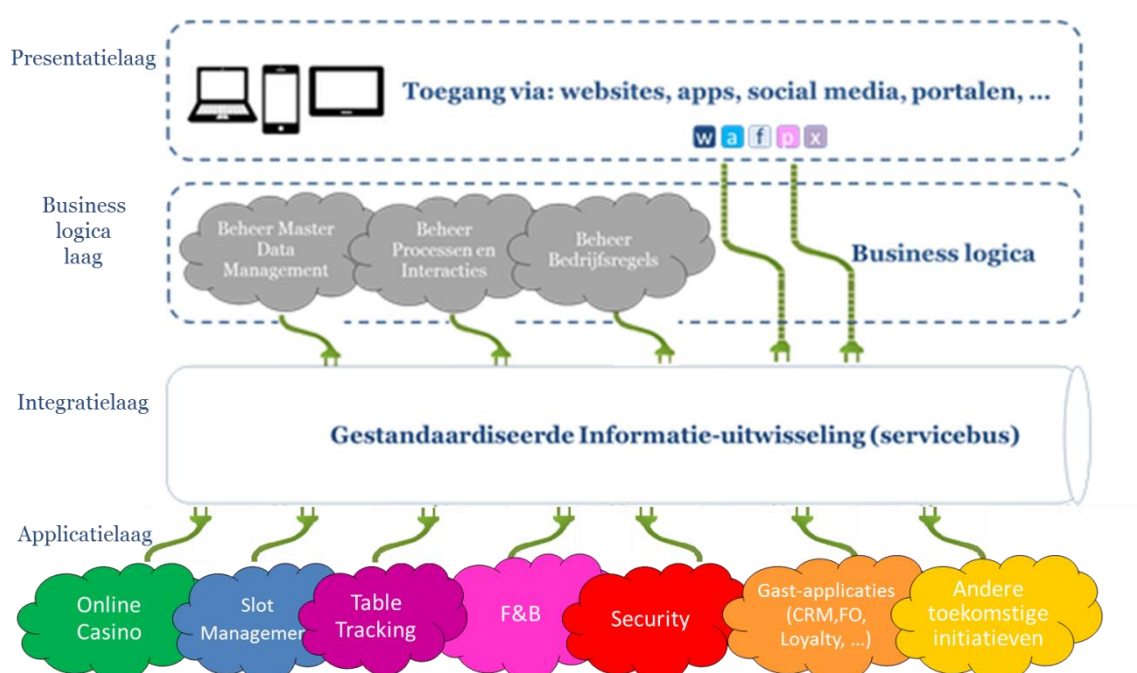


Diagram above: a schematic rendering of what the architecture will look like

The architecture will consist of the following components:

- **Presentation layer:** This will enable users to gain authorised access to the application and data from any location, at any time and through any device.
- **Master Data Management:** This will ensure the unambiguous application of data definitions across all applications, so that the data may be used as a basis for all services.
- **Process and Interaction Management:** This will model processes in an unambiguous way, thereby generating new functionalities. It will also enable process changes and optimisations to be carried out more quickly.
- **Management of Operating Rules:** This will establish the most frequently used operating rules and will form the central point that will ensure that agreements are carried out within all applications. It will also provide a facility for local settings to be applied.
- **Information-sharing layer:** This will make use of a standard method to connect the layers and the applications contained within, so that new (online) channels and applications can be added or replaced quickly and satisfactorily.
- **Application layer:** This layer provides the specific functionality of the various applications. Applications will “talk” to one another in a uniform way via the service bus.



The solution for self-registration and fast-track admission must integrate seamlessly with the architectural components in use both now and in the future. A more detailed version of this architecture has been laid down in the document entitled: “Architectuurprincipes en niet-functionele randvoorwaarden t.b.v. Best Value Procurement trajecten” (Architectural Principles and Non-Functional conditions for Best Value Procurement Processes), a copy of which has been attached to this document as Annex E.

6 LIST OF DEFINITIONS

Day Card holder – A guest who is in possession of a Day Card. He/she is not yet entitled to a loyalty card.

Favorites Card holder – A guest who is in possession of a Favorites Card/loyalty card

Favorites Card – A loyalty card offered by Holland Casino, based on the number of visits per year.

First-time Visitor – (FTV) A visitor visiting Holland Casino (any location) for the first time.

BRS+ – The computerised visitor registration system used by Holland Casino.

OASE – The incident management system used by Holland Casino.

VIPS – The collective name (suite) given to BRS+ and OASE programs.

Visit restriction – A restriction on a person visiting Holland Casino. This restriction may be imposed either by Holland Casino or by the guest himself/herself.

Admission ban – A ban preventing a person from being admitted to Holland Casino. This may be imposed either by Holland Casino or by the guest himself/herself.

Helios – The management information system used by Holland Casino.

Bounce desk – A type of desk located in the lobby area where guests are identified and registered. After having passed this desk, the guests must proceed to a fast-track registration desk in order to gain admission to the casino.

Flow desk – A type of desk located in the lobby area where guests are registered and granted direct admission to the casino.

Fast-track registration desk – A type of desk located in the lobby area where no Day Cards are issued. Favorites Card holders, however, may use this desk in order to gain admission to the casino.

