



Virtual Ampersand Assembly Report

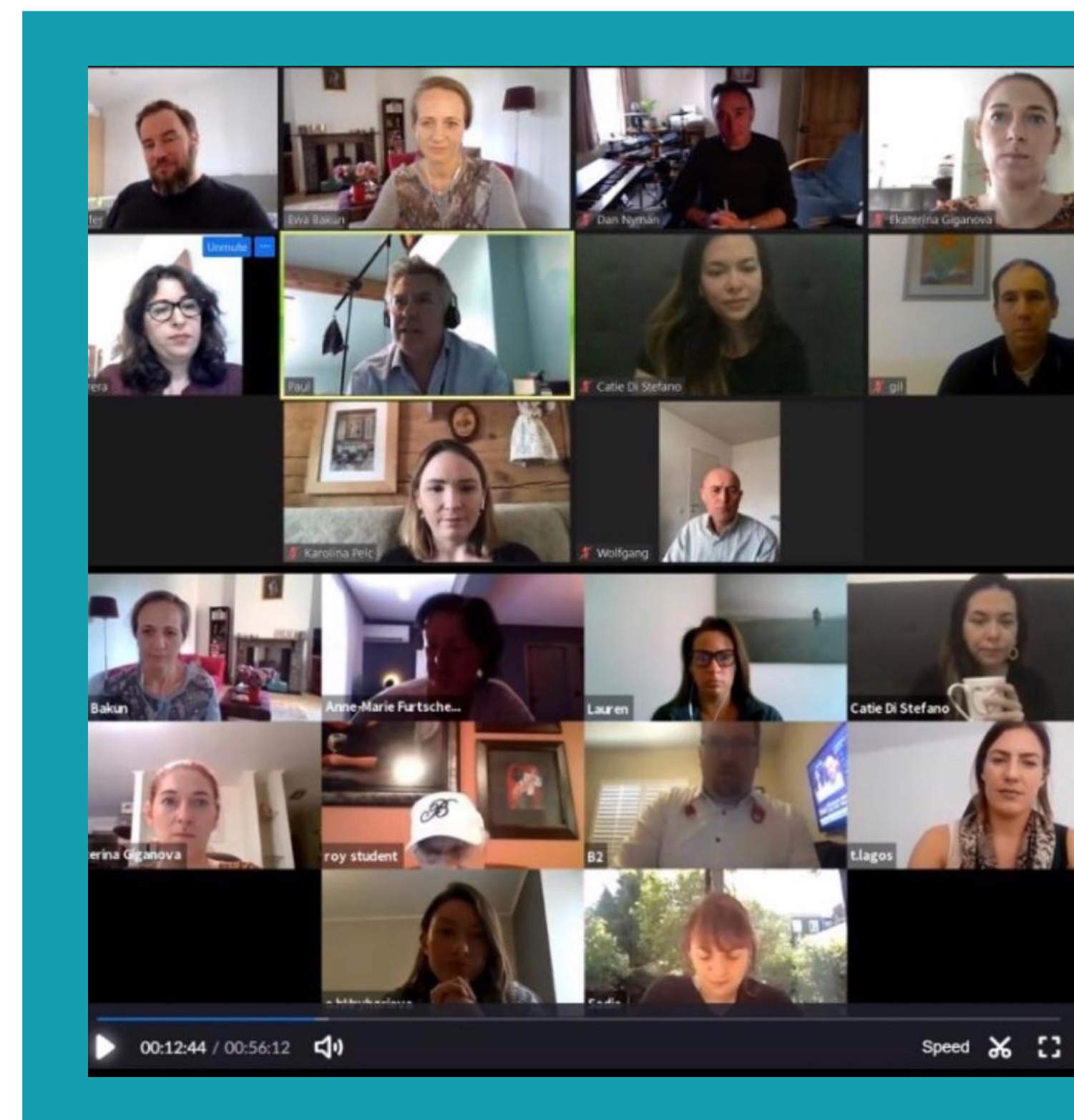
Virtual Ampersand Assembly

18-29 May 2020
Zoom

Ampersand Memoir of the Gambling Industry Response to the Coronavirus Pandemic Report

50 Ampersand members from around the world participated across **25 60-minute virtual conversations over the period of two weeks**. They met virtually to discuss, in an informal and free-flowing format, following the spirit of Open Space used for live Ampersand Assemblies, topics put forward by the Ampersand members at the beginning of the process.

90 topics proposed were grouped in 25 conversations (see agenda at the end of this document) – this report is a summary of the key take-aways and discussion points.



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Regulation, Reputation and Consumer Protection

Differing regulatory approaches around the world: As compliance net is squeezing in some parts of the world, such as Europe and Asia, others are opening up, e.g. USA.

Europe:

- UK, although perhaps a ‘shining light’ of regulation a few years ago when it comes to its regulatory framework, is currently facing huge pressures, following the negative media attention and public perception, that are likely to reduce the industry’s performance and make it unworkable for many.
- New measures around consumer protection currently being discussed in countries like UK have always been on the agenda – the pandemic is only accelerating the process of their introduction and is serving as an excuse to the policy-makers to justify more scrutiny and restrictions.
- The restrictions work like a domino effect and get rolled over in other countries: UK, Sweden (progressing restrictions and tensions between the industry and the policy-makers/regulators), Spain (gambling opponent as regulator; advertising restrictions passed), Latvia (banned online gambling altogether at the beginning of the pandemic).
- The industry in the UK is working via the Betting and Gaming Council to improve its public relations. To an extent, the industry needs to recognise however that it has brought the scrutiny onto itself when it came out of the mainstream a few years ago and embarked on a very aggressive advertising route, without any public policy engagement or reputational management.

Asia:

- Some talk in Asia about opening up to online gaming, e.g. pachinko parlours in Japan
- Regulation in the Philippines is still trying to catch up with money-laundering and the shutdown is creating an opportunity to request changes to the systems and payment of taxes before they’re allowed to open. Regulators are also not set up in a way that allows them to control that the money wagered is exactly what the taxes are paid for.
- Questions around the further roll-out of the regulatory process in Japan after the withdrawal of Las Vegas Sands

As IRs need to rethink the usage of space due to social distancing, there be might some pressure on the regulators to modify their regulations regarding what is considered to be gaming space vs. F&B, MICE or entertainment. Otherwise, the ROI of these projects becomes less attractive.

Regulation, Reputation and Consumer Protection

USA:

- Legislative action is picking up with 10-15 states now expected to move ahead with some form of igaming or sports betting legislation. Many states see value of igaming as part of its current offering, e.g. NJ and PA have been showing good numbers thanks to iGaming – they won't replace casino gaming revenue but provide some level of revenue. Therefore, some states have expedited their plans, e.g. Michigan (originally igaming and sports betting rolling in 2021, but now expedited the process, issued draft regulations and accepting igaming applications already). As always expected, sports betting should also push along igaming to patch up some of the revenue gaps in state budgets. The necessity of mobile has also now been emphasised by the pandemic confining people to homes, although some more protectionist states, in particular with tribal presence, will still be reluctant to introduce it.
- New York continues to hand their revenues to New Jersey, although generally a progressive state – what will take states like NY to actually legalise, if they haven't done so already? Will the pandemic really be the driver, if other arguments haven't worked before? Potentially some progress in the state of New York, although the governor is keen to push for a more comprehensive gambling expansion packages. Sports betting and igaming might be part of that, but that same package (which would include expansion beyond 2023) is supported by Las Vegas Sands, which however is fully opposed to any idea of the online channel.
- The issue, from legislative perspective, is often too many stakeholders wanting a piece of the pie, which limits the opportunity (see Rhode Island). Not to overlook the looming impact of the potential reversal of the Wire Act decision.

US is regulated state by state, which makes the market even more challenging from the regulatory standpoint for the outsiders, with different regulations, taxation models and levels and local stakeholders, who hold the political clout that needs to be reckoned with.

- Upcoming elections also put a certain timeline on any legislative action: there is time until September, after then the focus will turn to the elections. There is then around 60 day window after the elections when there is an opportunity for legislative action (with legislators re-elected or on the way out, so feeling more comfortable to take a less popular legislative decision, like gambling legislation).
- Legislators need to understand the operators' desire to compete in the legal market, so tax needs to reflect that and there needs to be enforcement measures to go after the illegal market. Margin is already thin on sports betting as it is, if you put high tax, it will really make the market less competitive, also from the perspective of fighting the illegal market
- If there is federal government involvement in enforcement, it will face opposition, as it has even for things like responsible gambling measures.
- Lesson for the US from the UK – operators need to apply them now as they try to enter the US, although this has happened already with DFS and DraftKings vs. FanDuel advertising; DraftKings already sponsor and have a lot of branding exposure at various sporting events. Advertising likely to be very aggressive and operators won't hold back if given the opportunity to advertise to acquire players, which is particularly important at this entry point into the market – potentially the same scenario as in Europe before.

Regulation, Reputation and Consumer Protection

Brazil and Latin America:

- Sports betting regulation that was expected at the beginning of the year didn't take place, instead 3rd public consultation was announced, which was a surprise for everyone. The new consultation coincided with the resignation of the regulator. Now the process is being directed by the deputy secretary together with two very experienced entities: BNDES – a government investment bank previously involved in lotex, therefore familiar with the process and the industry; with a very liberal approach and pushing an ambitious agenda; and by the unit within the ministry of economy responsible for privatisation (also previous lotex involvement), liaising with BNDES – the two parties are working closely with third parties to draft regulation. There is much more optimism about the process which should allow licensing and regulation rules to be released within 12 months and granting of the first licenses within 18 months. It is believed that it will also lead to a possible amendment to the existing law to change the tax and eventually to the iGaming regulation at some point.
- Jogo do bicho, hugely popular game in Brazil that operates in the grey area, is currently run by sons of the previous lords who are much more open to the digital opportunities and who currently run many of the unlicensed sports betting brands – they are in favour of the regulatory process which will open new marketing avenues beyond advertising or sports sponsorship that they currently execute.
- Not much traction for other types of gaming to be legalised. A powerful and respected lobby is lacking, with Las Vegas Sands having made itself present on a number of occasions.

- Other interesting parts of Latin America are Peru (modernised a lot of its gaming; including sports betting, widely available), Colombia, Mexico (although difficult to keep track of the money flow there; relies a lot on partnership with international companies, e.g. Caliente in jv with Playtech – a very successful business. Great market, with lots of interest from operators, probably the biggest market after Brazil. Barriers of entry are significantly lower than other countries; lack of neat regulation though).



Regulation, Reputation and Consumer Protection

India:

- Legislative path forward really similar to the US with massive underground betting market plus daily fantasy sports that operates legally as a skill game; betting is very acceptable on the street level in the society, which creates barriers in pushing for liberalisation like in the United States; until there is some sort of event to stir legislative action, a serious discussion on legalisation won't happen – the match fixing scandals from a few years back were not enough to initiate that process, although they created some momentum
- Sports industry is in favour of regulation, unlike the US at first



- Lessons from US already manifest themselves, e.g. public affairs, petition for self-regulation, Indian stakeholders closely watching to ensure they won't end up in the same situation with DFS; opportunity perhaps via Indian states that might see it as a revenue opportunity through taxation. Today only the state of Sikkim offers licensing, with three operators licensed there
- Fight against corruption, terrorism and money laundering through illegal channels might be a way to push for legalisation of betting

Regulation, Reputation and Consumer Protection

Responsible Gambling and Consumer Protection: Finding the right balance between providing entertainment to customers who need it and can enjoy it (in particular during the difficult times of the pandemic) and those who are at heightened risk of developing a problem.

- Affordability is key in order not to apply blanket approaches, but should be applied together with other behavioural patterns of problem gambling for early detection
 - Competitive landscape is often perceived as an obstacle to effecting changes needed within gambling organisations – there needs to be a common effort between the operators to introduce any extra measures. The reason operators aren't pro-active enough is the fear of losing revenue if changes are implemented through the corrosion of the status-quo
 - Although operators are making commitments to reduce or completely cut revenue from problem gamblers, anecdotally they're still seen as a source of revenue.
 - The revenue isn't necessarily coming from problem gamblers, but from the people who are developing the problem. So it's key to keep your customers healthy by offering an informed choice (give info to the customer related to the stage they're in of the gameplay by following their behaviour). The earlier you start talking about the problem developing, the more effective you will be in influencing their behaviour away from problem gambling. For example, in 72% of interventions at Kindred, customers continued with healthier gambling behaviour following a human intervention - communications and engagement with customers are critical.
- AI chatbots with advance language processing to communicate with players and point them towards solutions can prove effective in that communication – they identify trigger words that initiate proactive communications. They might be more effective in some instances to tackle responsible gambling issues than human interaction as players seek anonymity.
 - AI is only as good as identified behaviours; operators are restricted by data they have access to – is there an opportunity to consolidate anonymised data from various operators and then utilise that across the industry? The challenge with sharing data is when things go wrong and who should be held accountable. Therefore, cooperation with the regulator, and perhaps the regulator's oversight, is important. The idea of gamblers' list (considered in South Africa) is attractive as it would de-risk the player and provide required KYC so the operator can focus on delivering the product, but it would have implications for privacy issues and credit score.

6th Anti-Money Laundering Directive: An upcoming challenge for the operators

- Comes into effect in Dec 2020, member states have until June 2021 to implement it into a national law. UK, although not part of EU will have to have the equivalence to be able to trade with the EU)
- It brings harmonisation of offences across Europe, introduces the concept of aiding and abetting, potentially putting the staff at risk of aiding and abetting as failure to supervise or train, with liability wherever you are registered as a business, so challenges for international business.
- For operators to comply, they'll need to put new operating practices which takes time (6-9 months).



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Post-pandemic consumer: Work and entertainment habits will have changed for life and thus will impact on the business models in gaming too. But how permanent and far-reaching will shift to online be in the gaming sector too? And what will that shift look like for various demographic groups, in particular how we can grasp this opportunity to engage with the millennials better?

Possible shifts in how various demographic groups enjoy different forms of entertainment. Older people have spent more time on computers and online so might be more adept at it now and more likely to stay, e.g. William Hill reported jump in demographic for their online offering since the beginning of the pandemic. Will general shift towards online survive? And should operators try to keep players online rather than making them revert back to their older habits and channels?

The millennials can be influenced into betting, but need to be enticed with competition style gaming, like skill games or table games. Mainstream media doesn't work, they don't watch regular TV; all entertainment is on demand; it's important what their peers think and recommend. Cross-sell also possible with the right marketing, e.g. with influencers and streamers through subtle promotion opportunities or by providing a different experience, e.g. slot tournaments with game credits for power-ups rather than just giving money away (PokerStars spin and bet). Gamification (e.g. daily challenges) might attract the millennials, but how to do it right without alienating other customers?

Wfh has potential to have changed the work environment – what impact will it play on the entertainment consumption? Disposal income will play a part in who is likely to return to play and whom to attract

The pandemic has allowed us more space to learn how to think like millennials through digital by doing it ourselves or by watching our kids doing it; we know competition and skill are an important value millennials seek in gaming

Post-pandemic consumer: Work and entertainment habits will have changed for life and thus will impact on the business models in gaming too. But how permanent and far-reaching will shift to online be in the gaming sector too? And what will that shift look like for various demographic groups, in particular how we can grasp this opportunity to engage with the millennials better?

Don't lose the human touch and emotional interaction when applying data and digital – they are just the vehicle. In particular, as the cost of acquisition is so high, creating connections and building relationships can be a better strategy than bonusing as customers with positive experiences always return

New possible player demographics are playing esports and watching Twitch – if you want to attract them, that's where you need to shift your focus.

Transparency and honesty are really important in marketing to millennials who pick up on and relate to admitting vulnerability and honesty, e.g. successful influencers are the ones who talk about themselves and their vulnerability so people can relate to them and build a relationship – important for corporates to pick up on how they embrace customers' complaints. Reddit is also an emerging platform – allows operators to engage in a more personal way with new customers and also respond to their complaints

Offline to online: While there are still groups fearing customer cannibalisation, the experience has shown the opposite. Online can be both the extension of the offline brand and experience to retain players, and the point of differentiation to attract new ones.

Covid-19 will accelerate transition of the land-based business to online. This is the time to prove whether gambling companies are agile enough to make that transition happen and respond to the offline shutdown challenge. The history has shown that companies that can pivot and offer both offline and online, will survive. It's essential to be able to offer both channels. Offline can be used differently, e.g. as affiliate networks (e.g. via physical networks in Africa), so there are other business models to explore and develop. While US in particular has been more resistant, the land-based struggle during the pandemic should push things legislatively and politically, and also turn some of the opponents of online to its supporters (e.g. tribes).

The politics of offline/online in the US where there is still resistance to that integration: the discussion is dominated by the land-based casinos which politically hold the power to decide – it's often a competitive landscape decision. But we have seen how igaming can benefit the B&M through the experience in NJ. Most operators understand the value of digital even through free to play; Las Vegas Sands is the main problem and fundamentally disagrees with online, although were for internet gaming years ago. The philosophy has changed in the last 10 years. Even the tribes have been warming up to igaming now (e.g. Hard Rock is present in NJ but opposing in Florida, where it would need to go to ballot; opposition alongside Disney, although Disney has a stake in Draftkings and ESPN).

Offline to online: While there are still groups fearing customer cannibalisation, the experience has shown the opposite. Online can be both the extension of the offline brand and experience to retain players, and the point of differentiation to attract new ones.

Land-based groups will have a different perception of online, which can work as a way to get the customers back, but also to keep them engaged if they don't feel comfortable traveling and being in casinos – opportunity for operators to drive from online back to offline. Online/offline are complementary offerings with different drivers pushing players to each

Ability to offer a multitude of payment options is critical and has proven to be one of the key success factors for Casino Luzern. What land-based casinos can also leverage is the trust of their brand and physical presence to deposit payments, whether through offline or online channels. E-wallet solutions are offered where customer can deposit/withdraw their money either online or in a B&M facility. In Africa a network of agents works as the physical touchpoint for customers betting online/mobile.

Fear of cannibalisation is incomprehensible and the experience so far has demonstrated that offering online together with land-based doesn't cannibalise the customer base – online can be both an extension of the brand/product and the point of differentiation as it offers a completely different gaming experience. Indeed, Casino Luzern that recently launched has seen 4% uptake in land-based visits after the launch of online casino.

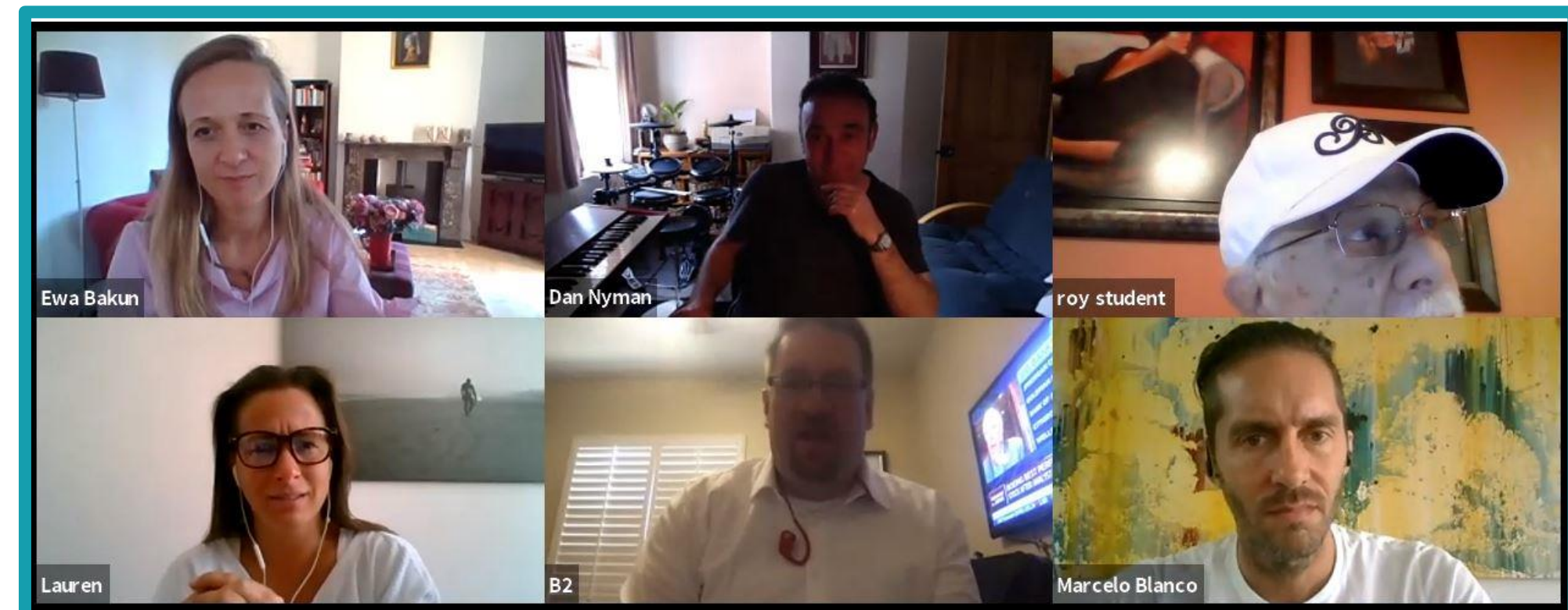
While online offers a level of convenience and differentiation of experience, it should also be seen as a tool to cross customers over between channels (Play your way to Vegas) as well as a customer database growth exercise, e.g. in Germany some players are reticent about being seen to enter casinos that don't have great reputation – online offers them a more anonymous way to engage

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Online poker has also seen a tremendous growth over the last few weeks as offline poker tournaments are not coming back any time soon. Smaller poker clubs, leagues, private communities not able to play live for a long time; so online poker offers an alternative, therefore suppliers are seeing lots of requests for online poker product geared towards those smaller communities, as long as it is equipped with tools for socialising around the gameplay. A habit is being developed – once a player, always a player

Land-based and retail venues have the trust that can help to acquire and retain players in the online environment – will trust element remain in the shift from offline to online and how that can be communicated? Critical to ensure a positive online experience to effect that player retention.

Trust that land-based casinos carry with their brand can also be transported through the product by moving successful game titles from the offline to the online environment – that's proven effective in both Germany and Switzerland, as well as elsewhere. If you have something successful in your particular market that's worked in the land-based environment, take it online too.



Customer engagement: New opportunities emerge in the post-Covid world of gaming, with new customer segments discovering gambling and shifts in demographics for online and b&m play – operators need to ensure they're focusing on the right engagement tools to take full advantage of these changes.

Lack of live sports and the focus on esports and virtual sports have brought new customer segments and unveiled new gaming opportunities to the old ones. How do you retain this new customer segment when the regulars come back, with the return of live sports?

Pandemic has also put a lot of failing marketing avenues under the microscope now, e.g. keyword bidding, and emphasised the importance of focusing on those that bring genuine ROI

Engage on different platforms, e.g. Twitch and its influences; use more brand reputation and content to create authenticity – selfless caring about the consumers counts now a lot (e.g. backlash against Amazon for how they're treating their staff)

Lots of inspiration for innovation is coming from streaming and community gaming; community and multi-player gaming is one of the latest trends, likely to grow for online casino. LeoVegas has had some success with streamers in gaming lounges. There aren't enough tools or platforms yet catering to these new forms of consumption amongst the suppliers to offer this kind of more socially connected gaming

Tik Tok is also an emerging platform that has been unifying generations as people are confined together; parents are learning to relate with their children by learning about these new platforms

Evolution Gaming's lounge of craps will be aimed at recreating the offline game – will it succeed despite the lack of social interaction that craps usually enjoy?

Live dealer popularity demonstrates how live elements and audio chats can allow for the interaction and social aspect, on top of building trust, e.g. chat on the Score.com has proven to be very popular, offering a level of interaction and storytelling.

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Sports betting in the post pandemic world

Lack and return of live sports: Lack of live sports has put on hold most of the sports betting world, put into question some of the business models and made operators look for other ways to raise revenue, which led to the explosion of interest in virtual sports and esports.

Operators reverted to esports, etennis, esoccer, etc. but the adoption of new forms of betting (which also require costly streaming) depends on the appetite of the bookmaker to invest to promote these new products; many more traditional bookmakers have seen that with the return to live sports punters just switch back to the traditional product and experience

The disruption in live sports has brought attention to the business models behind the provision of the sports data. The current pricing model, offered by companies like Betradar or Betgenius who have the dominant position close to monopoly, is outdated and needs to be revised – a conversation that's been going on for a long time, but can the pandemic and lack of live sports provide a good context to revise? The pandemic is unveiling a lot of faults, including this one. Current dominant model is that of subscription, paid even now as live sports aren't available. There needs to be a move away from subscription model when offering content, with a charge on per event/per data basis instead.

Virtual sports have also helped keep punters engaged. Borne out of a crisis years ago too, will it continue its success after the return of live sports? Virtual sports don't cannibalise regular sports betting customer base, but complement it with a format that is familiar to sports bettors and works as a traffic driver for sports betting. It is not successful however if it's offered as a casino offering and gets lost in it – most successful if offered as a complement to sports betting, at the intersection between sports betting and casino. Italy has seen huge success of virtual sports; e.g. Goldbet do more virtual sports than regular sports betting, which helped them become leaders in the market – can that be translated to other markets?

Sports betting in the post pandemic world

eSports: Although many bettors will return to betting on regular sports, the pandemic is likely to act as a real catalyst for esports to emerge and develop further as a successful new vertical. It is critical however to not to treat it as just yet another sport.

Esports betting and virtual sports were popular in many markets, but as soon as regular sports return, bettors return to those products, although better future for esports. Recent events could actually be a catalyst for esports as a genuine additional sport, while virtuals will remain just a nice add-on

Esports requires a completely different experience, focus on a very different target group from a traditional betting – requires a completely different approach, possibly different brand and marketing. Don't just plug in esports into your existing offering

New possible player demographics are playing esports and watching Twitch – if you want to attract them, that's where you need to shift your focus. Twitch is no longer a platform where only very young players are – the demographic there got older now; bookmakers should learn from Twitch practice of providing interaction with personalities/influencers and of creating a community based around playing and viewership

Esports also allows operators, whether online or land-based, to develop new databases of players, in particular as live sports will not go back to the old normal for a long time

Sports betting in the post pandemic world

eSports: Although many bettors will return to betting on regular sports, the pandemic is likely to act as a real catalyst for esports to emerge and develop further as a successful new vertical. It is critical however to not to treat it as just yet another sport.

Betting on esports isn't new; it was 7th sports for Pinnacle in 2015; it has long-term fans and followers with well-established teams

Pinnacle and Betway very committed to esports; Downtown Grand, Linq and Luxor in the US have esports offering with Downtown Grand commercially doing best with it. Esports betting isn't generally allowed in regulation in the US; NV had to make special allowance where it's labelled as 'other events'

But best practice might not be in the regulated environment

What can push the cross over between esports and casino? Need to be cautious about that conversion – we don't know if it's the right business model in the same way it is for sports betting/casino cross-over. What might be needed is a different type of a casino product that's more suitable to that customer that's still to be developed.

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Land-based gaming in the post pandemic world

Time for the millennials: As millennials are likely to be the first demographic to return to casinos, now is the time to trial new approaches and products that might attract and retain them.

According to predictions, 65% of returning customers will be millennials – they're risk takers, but have a completely different mindset in terms of casino entertainment that needs to be understood better to develop the right product for them. Although they might be the first ones to return, what can casinos offer them to keep them engaged, if nightclubs and poker are not available at first?

Millennials are not high-rollers; they want a feeling of comradery and a highly social experience by gathering in groups, which will be a challenge in the age of social distancing. Therefore, perhaps games like blackjack, table games, progressives, new takes on dice games or craps might be more suitable (still social distancing is a challenge)

Amenities and attractions might be a way to get into the millennial dollar, but these are, together with nightclubs, the types of entertainment offerings that will be closed in the first weeks/months after re-opening

So far casinos have had poor experience offering skill gaming to attract the millennials, but now there might be a new momentum to test that offering further and expand it on the casino. Similarly, poor take-up of skill games by millennials in Georgia – they actually tend to migrate towards traditional forms of gaming. What's proven a little bit more popular has been mixed delivery of traditional themes played in a new way.

Land-based gaming in the post pandemic world

Time for the millennials: As millennials are likely to be the first demographic to return to casinos, now is the time to trial new approaches and products that might attract and retain them.

Slots are less popular with the millennials, in particular if the offering is so vast online – are there too many slots games on the floor?

There is also a level of intimidation on the casino floor, which could be overcome by offering learners' tables and other formats easing people into gameplay, with the use of online gaming and social media

Proximity of sports book also offers an opportunity for an easier cross-over where bettors have an easier access to try out other games, e.g. Linq has done that quite successfully. There is more to understand about that cross-over and how to effect it better

In a similar fashion, placing casino games alongside areas for lining up to get to nightclubs might also entice the millennials to try them out as they wait to get in

But that millennial customer is now coming of age in one of the most challenging times, economically – they don't have the income to drive the recovery of the industry. Similarly, the laws of discretionary time might impact their ability to go to casinos as wfh blends work with personal lives.

Land-based gaming in the post pandemic world

Opening measures and strategies: Offering a fun, and safe, experience.

Insights from openings around the world:

- Germany: first week showed the same customer numbers as pre-Covid, the following week the numbers fell; customers were required to wear masks; partition walls between slot machines; requirement to collect all customers' data for future track & trace; only allowed to promote via social media and outside property; opportunities for branding of masks and coffee cups, perhaps branding for loyal customers only
- Asia: staged recovery; Singapore implementing the idea of zoning; Asian casinos layout for newer properties is more spread-out than in Vegas so it's easier to retrofit for more social distancing. Also the VIP rooms, e.g. in Macau are giant hotel rooms with private dealers and baccarat rooms to keep attention of the players in that room – examples of zoned areas good for social distancing and that's where majority of the money have been made before pushing for more mass market diversification
- USA, including Las Vegas: tribal and regional casinos likely to open first as they're local, tap into local communities and don't require customers to travel by air. Las Vegas is reliant on tourism, MICE and air travel, therefore likely to take longer to recover. The only regulatory change expected is in regards to cashless payments.

Safety and hygiene measures and considerations:

- Cleaning slots with people moving from one machine to another – how do you know what's cleaned and what's not? E.g. with signs when slot machine is cleaned to indicate that it's been cleaned or needs cleaning (Germany). Bingo not so much an issue with cleaning as it's one hour on and hour off so easy to clean in between. Increased need for disinfectants and pressure on supply – important to consider and prepare enough supply is in place
- Air cleanliness: Ozone added to air through AC rumoured to deal with the virus. Oxygen pumped also meant to help; strong filtration systems are recommended
- Masks not that flammable so might not be an argument in restricting smoking
- UV lights put in to deal with the virus too
- Impact of social distancing on odds on table games: changing pace of play, the dynamic of the table and ability to count due to volume; transparency goes down when there are fewer seats. Possible change to the deck of cards?

Land-based gaming in the post pandemic world

Opening measures and strategies: Offering a fun, and safe, experience.

Could casinos use their empty casino rooms to rent out rooms and organise private live dealer sessions for players to play from their homes and use chats to communicate – possibilities for casinos to innovate if they go out of their traditional business model; potential for additional profit.

RG considerations: greater focus is needed as heightened risk of developing a gambling problem when returning to casinos with less discretionary spend and more determination to win

- NV regulators required some additional info on RG in the submissions forms operators were required to submit before opening.
- Cashless payment might offer an opportunity for limits on spend. Generally there is a fear of being overbearing on the player to avoid migration to illegal market – tech solutions are out there for it. Self-limitation is an option too instead of limits imposed by someone else

Land-based gaming in the post pandemic world

Long-term impact on the land-based sector: Social distancing and safety requirements provide an impetus for a reset of the casino experience and development.

Casinos operating in the unknown; we don't know how permanent and long-term the pandemic tackling measures are going to be, so difficult to plan the investments and changes to the casino infrastructure. Second wave threat might reverse things back dramatically, but likewise the changes might require less time than we think

Impact on future design of IRs: as space becomes an issue, what will be the new ROI – impact of the new considerations on investment and costs of projects; will there be pressure on the governments to modify regulations, e.g. what is considered as gaming space vs. F&B, VIP, entertainment etc.?

Casino floor is sometimes only a small portion of destination resorts (e.g. concessions in Macao only apply to the casino floor) – how do you bring back all that amenities revenue that the industry has been increasingly relying on as it's often overtaking the gaming revenue

M&A as the effect of the pandemic, driven by operational, financial and innovation goals on both the vendor and operators level. Some are looking to buy igaming companies now to add to their database and product line. Some organisations will struggle, e.g. Mohegan, others are thriving, e.g. Wynn, LVS

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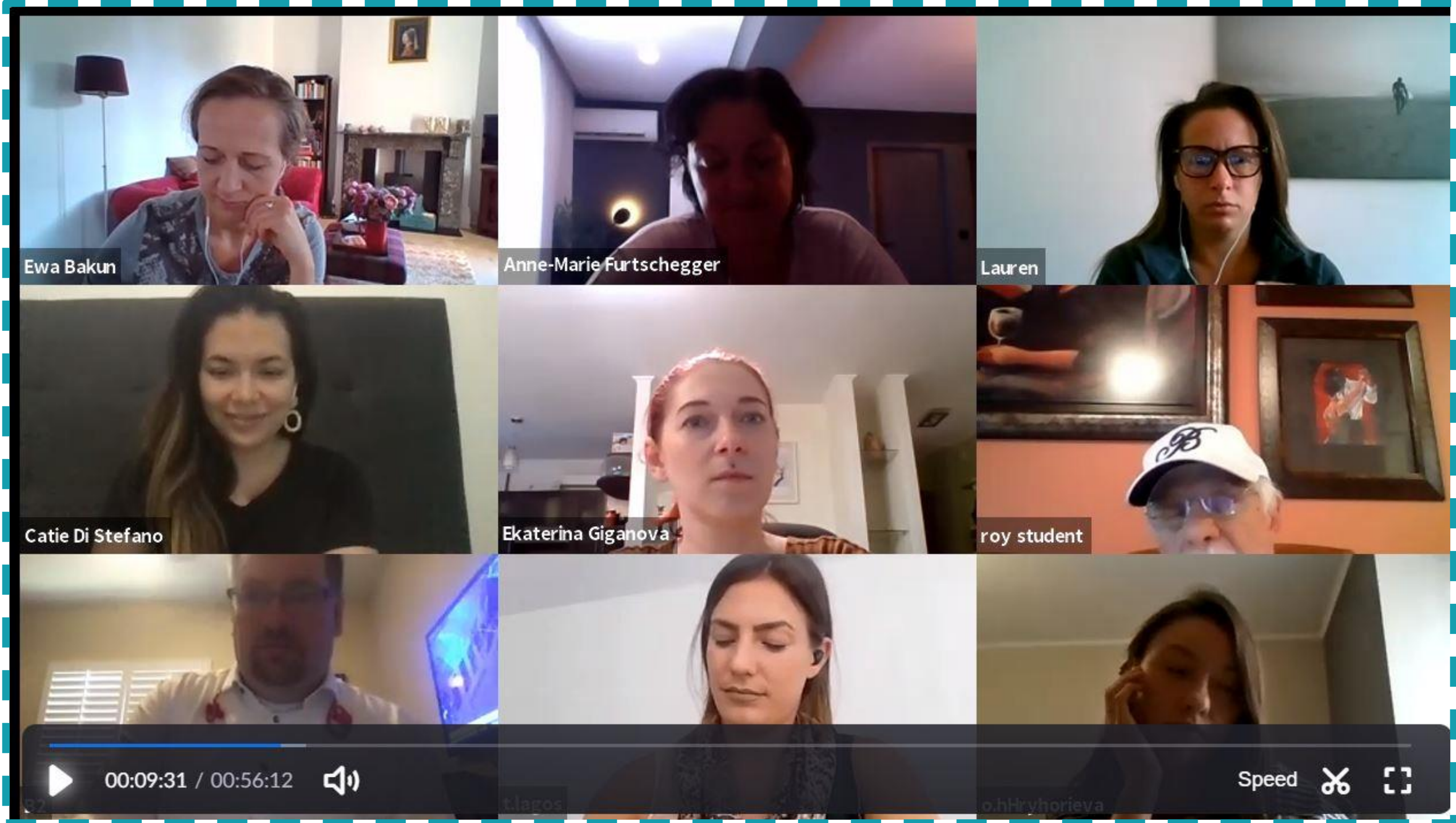
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Virtual Ampersand Assembly Agenda

Day	Virtual discussion topic
18 May 2020	Impact of the pandemic on the regulatory landscape Same discussion topic scheduled for Wednesday, 27 May 2020
19 May 2020	
19 May 2020	Making gaming safer From offline to online
20 May 2020	Land-based and IR projects development globally Similar discussion also scheduled for Thursday, 28 May 2020
20 May 2020	Payments
20 May 2020	AI and Machine Learning
20 May 2020	Gaming and betting in Latin America
21 May 2020	Innovation in sports betting (retail and online) Similar discussion also scheduled for Monday, 25 May 2020
21 May 2020	Gaming and betting in India
21 May 2020	Innovation in the land-based product
22 May 2020	Innovation in online casino
22 May 2020	What product responses during COVID will survive the return to "normal"
25 May 2020	eSports

25 May 2020	Innovations in sports betting (online and retail) Similar discussion also scheduled for Thursday, 21 May 2020
26 May 2020	Customer experience, player marketing and localization in content
26 May 2020	Anti-money laundering in the global gaming sector
26 May 2020	US market entry
27 May 2020	Renegotiating with sports data providers
27 May 2020	New post-pandemic business models
27 May 2020	Impact of the pandemic on the regulatory landscape Same discussion topic scheduled for Monday, 18 May 2020
28 May 2020	Casual and mobile games:
28 May 2020	Women in eSports and sports betting
28 May 2020	Land-based sector after the lockdown
29 May 2020	Work (networking, business growth, learning) practices after the pandemic
29 May 2020	How will the pandemic change the consumer?

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About Ampersand

Thank-you to those Ampersand members who participated.

Ampersand is a free-to-join research and knowledge sharing initiative for the global gaming industry.

We invite all gaming professionals to join in and take part, regardless of whether you've visited one of our events, attended one of our training courses, browsed one of our newsletters or read one of our publications.



To join Ampersand, go to
www.clariongaming.com/ampersand

For more information on future live and virtual assemblies, please contact Ewa Bakun, Director of Industry Insight and Engagement, at ewa.bakun@clariongaming.com.

Why Should You Join the Ampersand?

Ampersand Surveys and Reports – every six months, Ampersand surveys its global membership base to gather intelligence on the biggest challenges in gaming. Results are then independently analysed and delivered in authoritative reports packed with invaluable insight to consider for your ongoing business decisions. Go to www.clariongaming.com/ampersand to view the 2018, 2019 and 2020 reports.

Ampersand Assemblies – exclusive for Ampersand members and key stakeholders, our free-to-attend live and virtual events use an innovative Open Space format to facilitate free-flowing, honest and open discussions around the industry's most burning questions and themes - proposed by you on the day. Join as a [member](#) and attend our live meetings.

Ampersand Receptions – you will have access to exclusive drinks receptions taking place alongside our global shows. Perfect for gaining new contacts or catching up with industry friends, over complimentary drinks.

Ampersand Lounges – as a member, you will gain access to Ampersand and VIP lounges at all of our global ICE and iGB shows. The lounge is the perfect place to meet other members, hold your own meetings, or simply take a break from the show to enjoy complimentary refreshments.

