# MGM Resorts International

Business Requirements Document

Revision 2.0

Last Saved Date: -

**Perpetual Offer – Las Vegas Implementation**

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# Overview

## Purpose and Scope of this Document

The purpose of the document is to capture and prioritize the high-level user and business requirements and functional requirements for this project. It should pose the business case(s) and define the purpose of the proposed product.

## Definitions

**WIP**

|  |  |
| --- | --- |
| **Term** | **Definition** |
| Power Value | Room allowance |
| Package Rate |  |
| Floor Rate |  |
| Booking Limits |  |
| Segment based pricing |  |
| Rank based pricing |  |
|  |  |
|  |  |
|  |  |

# Business Context

## Definition of Today’s Environment (As Is)

## Definition of Post-Implementation Environment (To Be)

M life guest has a hotel offer (comp or discounted cash rate) that is “always on” and based on current hotel availability/need dates and customer valuation; For every guest, an offer is presented via web portal and available for every MGM resort, regardless of previous visitation. M life guest can book their own offer online through a dynamic calendar that adjusts according to customer tier, hotel availability, dates selected by guest and applicable booking limits.

## Benefits of Pursuing

* **Reduce Friction in Booking Process**

Create contact center labor efficiencies, and ease employee/guest frustration in booking process (improve conversion) through improved ability to shop and book online offers with any MGM resort.

* **Improve Hotel Yield**

Use data driven player valuations combined with real-time availability to ensure every customer is appropriately yielded in the hotel regardless of property visiting (i.e. increase worth of customers in comp rooms and the cash rate for lower tier customers while creating pressure on room supply/price for cash/package segment).

* **Stimulate Visitation**

Incentivize and facilitate incremental gaming trips or shift one or more gaming trips per customer from high tax rate jurisdiction to lower, more profitable jurisdictions.

# Product Vision

## Use Cases

The primary purpose of the Use Case is to capture the required system behavior from the perspective of the end-user in achieving one or more desired goals. A Use Case contains a description of the flow of events describing the interaction between actors and the system.

**WIP**

|  |  |
| --- | --- |
| **Use Case ID:** | 0001 |
| **Use Case Name:** | Mlife Guest Online Booking - Flexible through Mgmresorts.com or Mlife |
| **Actors:** | Mlife Customer |
| **Description:** | Customer wishes to book a Vegas room with flexibility on dates; may choose flexible or specific property (similar flow with minor differences) |
| **Preconditions:** | Customer visits mgmresorts.com or books through LV hotel website, Customer is Mlife member with measureable gaming play  **Out of Scope:**   1. Displaying yielded Freeplay with rate search results 2. Displaying yielded Resort Credit with rate search results 3. Auto loading Freeplay onto guest Mlife card at check in 4. MLife players with no existing game activity would use Tier discounts - % off prevailing rate 5. Ability to display upcoming booked stays on the calendar 6. Consideration of past and future reservations within Booking limits |
| **Postconditions:** | N/A |
| **Flow of Events:** | As a guest:   1. I require that both property and mgmresorts.com booking paths are similar and easy to navigate 2. I require the ability to log into my Mlife account 3. I require that I can define my search by the following criteria:    1. Region    2. Property    3. Arrival date    4. Departure date    5. Number of guests    6. Room category (room, suite, luxury suite, villa, etc.) 4. I require that the room rates returned are based on the criteria I defined in US3 5. I require that the room rates are displayed in a calendar format 6. If there are multiple properties in the region (Las Vegas), then all properties in that region should display at the same time 7. If I am searching on property.com for Las Vegas, search results should be returned with the property I am searching from first, then    1. Example: I am searching on mirage.com    2. Rate results should return with all LV properties and Mirage is the first in the list    3. Then ranked by corporate sort order       1. Within corporate sort order sort by price low to high    4. Ability to re-rank by:       1. Price (low to high and high to low)       2. Rating (need to know what site to grab Starring from – or how to rate internally – not MVP)       3. Any others to add (John Lee to own) 8. I require that Freeplay (if applicable) is returned in the results 9. I require that resort credit (if applicable) is returned in the results 10. I require that static events (if applicable) is returned in the results 11. I require that the following items are for total trip amounts via a form of static offer (MVP); in future state, be dynamic based on dates selected:     1. Freeplay     2. Resort credit     3. Static events 12. If I am searching on mgmresorts.com or have selected flexible property, then the list results should be ranked first based on previous stay/play patterns as informed by Customer Loyalty Index and then by Corporate Sort Order     1. This should be A/B tested along with ranking by price and rating 13. I require that the pricing returned is by day     1. Not the sum of the stay     2. Not an average rate for the stay 14. I require that both cash and comp rates available to me are returned 15. If I change my stay pattern rates should refresh – couple of options     1. Rates refresh inline (preferred)     2. Refreshed rates are displayed on next step 16. I require that when I change arrival and departure dates that the rates refresh in-line with applicable rates for that stay pattern 17. I require that I can change regions 18. I require the ability to view available room types for my defined stay dates 19. I require the ability to select a room type from the list of available room types 20. I require the ability to purchase my room using the standard check out process or “one click” (not MVP) 21. I require an email confirmation is sent to me after I purchase a room 22. I require the ability to review my reservation when I log into my Mlife account     1. Confirmation     2. Arrival date     3. Departure date     4. Room type     5. Rate total and breakdown including comp if applicable     6. Freeplay     7. Resort Credit     8. Any add on’s        1. Early check in / late check out |
| **Success Criteria:** | Successful booking of room |
| **Priority:** |  |
| **Frequency of Use:** |  |
| **Business Rules** |  |
| **Special Requirements:** | Architecture of systems must be malleable enough to support further updates; expectation that rates can be updated multiple times per day; there should be a 'settings' feature whereby an Mlife customer can set a preferred ordering of properties if they have not selected a specific property (e.g, rank by price, rank by rating, etc.) |
| **Assumptions:** |  |
| **Notes and Issues:** |  |

|  |  |
| --- | --- |
| **Use Case ID:** | 0002 |
| **Use Case Name:** | Mlife Guest Online Booking - Not Flexible, targeted booking through Property website  **WIP** |
| **Actors:** | Mlife Customer |
| **Description:** | Customer wishes to book a room at a specific regional property (ex. At National Harbor) and has specific travel dates |
| **Preconditions:** | Customer visits specific regional website (e.g., mgmnationalharbor.com), Customer is Mlife member with measureable gaming play and desires specific travel dates  **Out of Scope:**   1. Displaying yielded Freeplay with rate search results 2. Displaying yielded Resort Credit with rate search results 3. Auto loading Freeplay onto guest Mlife card at check in 4. Mlife members with no measurable gaming activity 5. Ability to display upcoming booked stays on the calendar 6. Consideration of past and future reservations within Booking limits |
| **Postconditions:** | N/A |
| **Flow of Events:** | 1. I require the ability to log into my Mlife account 2. I require that I can define my search by the following criteria:    1. Arrival date    2. Departure date    3. Number of guests    4. Room category (room, suite, luxury suite, villa, etc.) 3. I require that the room rates returned are based on the criteria I defined in US2 4. I require that the room rates returned are based on any booking limits that are applied to my stay 5. I require that the room rates are displayed in a calendar format 6. I require the following (if applicable) are displayed with the search results somewhere on the page    1. Freeplay    2. Resort Credit    3. Static Events (slot tournament) 7. I require that the following items are for *total* trip amounts and based on dates selected (MVP: total trip amount; future state: change by dates selected)    1. Freeplay    2. Resort credit    3. Static events 8. I require that the pricing returned is by day    1. Not the sum of the stay    2. Not an average rate for the stay 9. I require that both cash and comp rates available to me are returned 10. If I change my stay pattern rates should refresh – couple of options     1. Rates refresh inline (preferred)     2. Refreshed rates are displayed on next step 11. I require that when I change arrival and departure dates that the rates refresh in-line with applicable rates for that stay pattern 12. I require that I can change regions     1. If Las Vegas region is selected, then all Las Vegas properties should display 13. I require the ability to select Flexible Dates mode     1. Ability to select by month     2. Default view is current month 14. I require the ability to view available room types for my defined stay dates 15. I require the ability to select a room type from the list of available room types 16. I require the ability to purchase my room using the standard check out process or “one click” (not MVP)     1. Do not show messaging for savings or additional Freeplay, etc. 17. I require an email confirmation is sent to me after I purchase a room 18. I require the ability to review my reservation when I log into my M life account. Reservation details include but are not limited to:     1. Confirmation     2. Arrival date     3. Departure date     4. Room type     5. Rate total and breakdown including comp if applicable     6. Freeplay     7. Resort Credit     8. Any add on’s        1. Early check in / late check out |
| **Success Criteria:** | Successful booking of room |
| **Priority:** |  |
| **Frequency of Use:** |  |
| **Business Rules** |  |
| **Special Requirements:** | Architecture of systems must be malleable enough to support further updates; expectation that rates can be updated multiple times per day; there should be a 'settings' feature whereby an Mlife customer can set a preferred ordering of properties if they have not selected a specific property (e.g, rank by price, rank by rating, etc.) |
| **Assumptions:** |  |
| **Notes and Issues:** |  |

**WIP**

## Key Business Requirements

The product features described in this section will be described in greater detail (and with associated product features) in the “Functional Requirements” section when this document evolves to be the PRD.

**WIP**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Req ID** | **Req Short Name** | **Req Description** | **Comment** | **Priority** |
| ***Data Source*** | | | | |
| 1 | Data/ Source | Advanced analytics will populate a database to be placed in SuperTrip that will be referenced by the microservice. File will include Customer ID (CCID), Daily Room Allowance Amount, Free Play Amount and Resort Credit Amount (for all customers at every LV property) and more [reference HLA]. File will be refreshed monthly at a minimum but microservice should be able to access and pull data on daily basis. | Trip level Free Play and Resort Credit is MVP (will not change by date); future ideal state enables assessment on daily basis; Free Play and Resort Credit currently are tied to tier, by including an amount in the file provided, this gives ability to change way calculated in future |  |
| 2 | Regional vs. Vegas Customer Data | For a single customer, need to marry the Room Allowance, etc. provided by the Las Vegas team for all Las Vegas Properties with the Room Allowance, etc. provided by the Regional team for all Regional Properties  Scoring will be called “Power Ranks” | All live M life gaming customers will be scored and provided with rates at all properties regardless of previous visitation to that property; two different CVS ratings and two separate scores (regional and LV “power ranks”) w/ different ‘bands’ of ratings across properties |  |
| ***Rate Logic & Codes*** | | | | |
| 3 | Comp Cash Decision  “Segment based pricing” | IF Daily Room Allowance Amount >= Daily Leisure Package Rate, COMP IF Daily Room Allowance Amount < Daily Leisure Package Rate, PREFERRED CASH rate is difference between Package Rate and Allowance Amount  IF M life customer with no activity/score: use Tier Discount |  |  |
| 4 | Price buckets | The Preferred Cash rate (Difference between Daily Room Allowance Amount and Daily Leisure Package Rate) will be calculated at an customer level, however logic is required to assign the customer to a banded Preferred Cash rate bucket | Revenue Management to provided banded price buckets; in an ideal state the Preferred Cash Rate will round to the nearest business rule (e.g. 99c) allowing prices/rate codes to be near continuous |  |
| 5 | Opera Rate Codes | The banded rate buckets (Preferred Cash Rate) will tie to a single rate code in Opera. Appropriate rate codes must be assigned to Comp as well |  |  |
| 6 | Patron Promo ID | tbd | TBD - Need to understand current use of Promo ID and whether or not it will be required as an input  Note: per Dustin’s requirements, Patron ID will likely be used – IT to provide specs |  |
| 7 | Floor Rate | Need to have configurable floor rates /logic such that despite the resulting calculation of a Preferred Cash Rate, customers will never be provided a rate below a certain minimum | Business to provide floor rates for all properties/room type/time of year/etc. |  |
| 8 | Free Play | Need to provide guest with Free Play Amount on the screen along with booking calendar; Free Play amount will be property specific | Trip level Free Play and Resort Credit is MVP (will not change by date); future ideal state enables assessment on daily basis; when daily then needs to show on calendar with rates, if at trip level then needs to show above calendar; ideal state end goal is ability to flex a daily offer depending on dates selected (to push customers towards ideal booking dates) |  |
| 9 | Resort Credit | Need to provide guest with Resort Credit Amount on the screen along with booking calendar; Resort Credit amount will be property specific | Trip level Free Play and Resort Credit is MVP (will not change by date); future ideal state enables assessment on daily basis |  |
| ***Booking Limits*** | | | | |
| 10 | Comp Booking Limits | Comp max flexes by campaign tier and property; ultimate max of 4 nights in LV [monthly refresh based on current reservations] | Refer to spreadsheet for number of nights; number should be configurable |  |
| 11 | Preferred Rate Booking Limits | Preferred rate may flex by campaign tier and property; ultimate max of 7 nights in LV [monthly refresh based on current reservations]; no Tier discount max | Refer to spreadsheet for number of nights; number should be configurable |  |
| 12 | Max night booking limits | Maximum TBD | Refer to spreadsheet for number of nights; number should be configurable |  |
| 13 | Limits on time between bookings | TBD - need to require that there are 72 hours in-between stays for Las Vegas properties; regional will not have limits on time in-between bookings | This applies to redeeming Casino programs but not full rate offers |  |
| 14 | Cross-property regional booking limits | TBD - No restriction on days across properties outside of standard booking limits; no restriction on total number trips booked | Model will re-value every 30 days  No change from current state offer-booking practices in LV – booking limits had been introduced from Borgata |  |
| ***User Experience*** | | | | |
| 15 | Booking Portal | Need all booking portals (e.g., from a property website, from M life website) to have a similar look and feel for perpetual calendar |  |  |
| 16 | Calendar/ Property preference | The first booking screen that an individual sees should offer either a calendar for their chosen property or a grid like calendar of booking dates across properties for a region if a region was selected (e.g., all LV hotels vs. all Regionals) | TBD - Need to discuss, test and identify best presentation of properties or regional grids based on user use case (i.e. if the user is logging in on a property website vs. M life, should they see something different?) |  |
| 17 | Cross Property Marketing | Need a way to promote cross property stays; provide a link/button/banner to "Book Las Vegas!" when a customer selects/views a regional property first; similarly, need for Vegas to Regional | TBD - Need to discuss, test and identify best presentation |  |
| 18 | M life login | Prompt M life login upon reaching booking screen |  |  |
| 19 | Credit Card Linkage | To enable easy booking, allow customers to access autofill credit card information in profile for booking |  |  |
| 20 | Calendar timeline | Booking options (and thus calendar capability) should extend out for up to 12 months | TBD - Need to discuss if this will work for the regionals as well; Borgata currently books out 90 days |  |
| 21 | Length of stay | Calendar should not require a customer to select length of stay as a pre-requisite for viewing; should be able to flex length of stay within calendar |  |  |
| 22 | Property Selection | Need multiple ways to view properties and regions (e.g., Show single property, show all Vegas, show all regionals, show all - to flesh out options further) |  |  |
| 23 | Date Selection | Should allow customers to select specific dates or flexible dates i.e. view rates for a whole month; if customer has not selected any dates, start with today and show next 30 days |  |  |
| 24 | Room Selection | Should allow customers ability to see only specific types of rooms i.e. only suites | Not MVP, Future State | Future |
| 25 | Rate Information on calendar | Calendar should show room rate by date (CASH AMOUNT or COMP); must be able to flex rates dynamically/automatically based on number of dates selected (e.g.., once dates selected and booking limits met (for cash/comp limits), then M life discount rate populates rest of calendar and guest can book more nights at that rate) |  |  |
| 26 | Other Information on calendar (or on page) | Somewhere on calendar (UX TBD), an additional three numbers must be shown: 1) Free Play (must be able to flex by property) 2) Resort/F&B credit (must be able to flex by property) 3) Static offers (i.e., slot tournaments on certain dates for displayed properties) | TBD - Need to discuss, test and identify best presentation  Trip level Free Play and Resort Credit is MVP (will not change dynamically by date); future ideal state enables assessment on daily basis |  |
| 27 | Booking process | Once customer has selected room, carry on to current booking process we use today; must carry through all offers (Free Play, Resort Credit, static offers i.e. slot tournaments) on each page of booking process |  |  |
| 28 | One click booking option | Include ability for customer to select appropriate property, dates, and room type and then auto book with one click |  |  |
| ***Other*** | | | | |
| 29 | Agent Capability | Agents must be able to see same screens/calendars that customers are viewing so they can provide most helpful experience | Can use same rate code lookup tool that Borgata is currently using, until we can develop capability in ICE |  |
| 30 | Refresh | Must be able to refresh package rates and customer information (CCID, Room Allowance, etc.) multiple times per day |  |  |
| 31 | Credit card storage | To enable easy booking, allow customers to safely store credit card information in profile for booking |  |  |
| 32 | Free Play loading | Free Play should be automatically loaded onto M life cards upon check in (registered via patron system) |  |  |
| 33 | Global Opt Outs | Will build ‘flag’ into regional and LV CVS systems to prevent marketing offers going out to such individuals | Moves process ‘upstream’ |  |
| 34 | Active M life Customer | Active customers defined as play within last 24 months regions, last 39 months in LV | OK with idea of customers being rated in LV but not regions |  |
| 35 | Non-M life Customer | Regular FIT rates and calendar rates - same as today |  |  |

**Priority Descriptions:**

* **1 – Critical:** This requirement is critical to the success of the project. The project will not be possible without this requirement
* **2 – High:** This requirement is high priority, but the project can be implemented at a bare minimum without this requirement
* **3 – Medium:** This requirement is somewhat important, as it provides some value but the project can proceed without it
* **4 – Low:** This is a low priority requirement, or a “nice to have” feature, if time and cost allow it
* **5 – Future:** This requirement is out of scope for this project, and has been included here for a possible future release

## Assumptions

* The system will be written to support all major internet browsers.
* The system will be available 24 hours a day, 365 days per year (except for scheduled down times).
* Any procedures or initiatives not laid out in the current requirements materials but pertinent to this project should be assumed to be held constant from past practices.
* Updates to the system will be limited to authorized users
* Users will be automatically authenticated
* The data will be backed up and secured as outlined in IT governing specs.
* System architecture should be built to be flexible such that future additions or changes can be easily patched to the same systems and interfaces
* \* Advanced Analytics team in Las Vegas will provide CCID/Patron ID/Room Allowance/etc. by Property (LV only) for all customers that have visited any MGM Property (e.g. guests who have only ever visited National Harbor will be scored and have a Room Allowance, etc. at each Las Vegas Property)
* \* Regional team will provide CCID/Patron ID/Room Allowance/etc. by Property (for Regional Properties only) for all customers that have visited any MGM Property (e.g. guests who have only visited Bellagio will be scored and have a Room Allowance, etc. at each Regional Property)

## High Level Business Process Flow

Diagram to be created and inserted here