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AUG 2023年 8月 #206 | 45 MOP



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+853 2883 6497 | Price MOP\$45

Inside Asian Gaming

Macau registered publication number 295
 Published by **Asgam Limited** Macau
 registered press company number EP98

Printed by
Cochin Advertising Printing Service Co., Ltd.
 EM Macau, Est. Marginal da Ilha Verde, N°S
 1281-1291 Kam Loi Kong Ip Tai, Ha 2° Andar H

www.asgam.com
 ISSN 2070-7681

亞博匯

澳門註冊出版號295
 由Asgam有限公司出版
 澳門註冊新聞公司編號EP98

由彩美廣告印務有限公司印刷
 澳門青州河邊馬路1281-1291號
 金來工業大廈2樓H座

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Travel troubles

For many of us, the resumption of travel post-COVID has by now well and truly returned to normal, with pandemic-restricted days long ago relegated to the rearview mirror. But for those involved in the Macau gaming industry, the chance to travel quarantine-free in and out of the SAR is still somewhat of a novelty after three years of particularly tight border restrictions.

It was certainly with some nostalgia that I flew back into Macau (from the Philippines) for the first time a few months back, and a few weeks later hopped onto a bus back across the Hong Kong-Zhuhai-Macau Bridge. The memories.

But when I returned again just a few short weeks ago – this time flying into Hong Kong from Sydney and taking the bus *into* Macau – I learned a few things about the Macau government's plan to increase international visitation to the world's largest casino hub. Number one? There is a *long* way to go before that dream can become a reality.

The goal of increasing Macau's international visitation segment –

that of people from outside mainland China, Hong Kong or Taiwan – to at least 10% of the total was outlined as part of the government's re-tendering process for gaming concessions. This included offering a tax break of up to 5% on any gaming revenues generated by foreigners. So far, concessionaires have responded by converting some old junket spaces into dedicated foreigner-only gaming zones, even though targeting high-end players alone will not move the needle enough to reach that magic 10% figure.

Macau will instead need to broaden its mass tourism appeal. Can I suggest improving the travel experience itself? Here's what I found.

I landed in Hong Kong in late June and made my way through customs as I've done many dozens of times before. This was, however, the first time I had decided to take the bus across the HKZM Bridge from Hong Kong to Macau. In the past I used to take a train to the city and then walk to Shun Tak to catch a ferry.

Luckily, I had caught the bus in the other direction a few times, so I had some idea where I was going. Nevertheless it took me a good 10 minutes to find the bus stop that would take me to the Hong Kong port, given the lack of any decent signage. I feel for any newcomers doing this trip blind.

For those who are unaware, there is no direct bus across the HKZM Bridge that leaves from or arrives at Hong Kong airport. Instead, an extra 10-minute ride on a local bus is required to get from the airport to the bridge's Hong Kong port itself. This trip costs just under HK\$10, meaning any first-time bridge users arriving at Hong Kong will need to find some local currency or buy themselves an Octopus Card – again poorly communicated (but I knew this was coming so was prepared).

The port itself is excellent – clean, fast and easy to navigate – although I note that the ticketing machines upon entry do not accept credit cards: a minor inconvenience but an inconvenience nonetheless.

An hour later I was stepping off my bus and into the Macau port, in

出行煩惱

對於我們許多人來說，疫情後的出行已經完全恢復正常，很久以前那些因疫情而受限的日子已經成為過去。但對於那些與澳門博彩業相關的人士而言，在經歷了三年特別嚴格的出入境限制後，能夠免隔離地進出澳門特別行政區仍是有新鮮感的。

數個月前，我首次從菲律賓飛回澳門，那時當然是抱有一些懷舊之情。數周後，我搭上穿梭巴士前往港珠澳大橋，真令人懷念。

但在數月前，當我再次返澳時（這次是從悉尼飛往香港，然後乘坐穿梭巴士前往澳門），我了解到一些關於政府計劃吸引更多國際旅客到這全球最大的博彩中心的實況。要做到第一？距離實現這個夢想還有很長的路要走。

澳門政府重新競投賭牌時，已概述了未來澳門的國際旅客比例（即來自中國內地、香港或台灣以外的旅客）至少提高到10%的目標，其中若博企可吸引更多海外賭客，可獲減免最多5%的博彩稅。到目前為止，博企的應對措施是將一些舊的博彩中介空間改造成專門面向外國人的博彩區，儘管僅針對高端賭客並不足以達到這神奇的10%目標。

相反，澳門需要擴大其大眾旅遊的吸引力。我能建議如何改善相關的旅遊體驗嗎？這是我的親身經歷。

我於六月下旬抵達香港並順利通過海關，就像我過去數十次的經歷一樣。然而，這是我第一次決定乘坐穿梭巴士經港珠澳大橋從香港返澳門。以前我是選擇乘坐港鐵到香港市區，然後步行到信德碼頭乘坐渡輪到澳門。

幸運的是，我曾多次乘坐從澳門返港的穿梭巴士，所以我知道自己要去哪裡。儘管如此，我還是花了整整10分鐘

時間才弄清楚巴士站在哪裡，然後帶我到香港口岸，因為現場缺乏任何像樣的標示。我對沒有相關經驗的旅客感到同情。

對於那些不知道的人來說，港珠澳大橋是沒有穿梭巴士直達香港機場，而是需要額外花10分鐘的時間乘坐當地巴士往返機場和香港口岸之間。巴士費用不到10港元，這意味著任何第一次到達香港的人都需要兌換當地貨幣或自己買一張八達通卡，但他們或許不獲此資訊（然而，我知道這即將到來的狀況，所以做好了準備）。

口岸本身是非常好的，乾淨、快速、易於探索，儘管我注意到入口處的穿梭巴士售票機不接受信用卡：雖然只是有點不便利，但仍然是不便。

一小時後，我下車抵達了澳門口岸，需要現金，然後乘的士到我同事的住處留宿。但澳門口岸的入境大廳沒有自動櫃員機，澳門的士也不接受信用卡。更不用說，如果我沒有安排同事在我下車時在外面迎接我，以便他為我支付車費，我就會陷入困境。但是，至少這次有幸坐到的士。在澳門，傍晚時分能夠乘坐的士並不是時常發生！

我為甚麼要告訴你這個故事呢？這並不是抱怨，這真的不是我的風格，而是強調對於那些第一次嘗試訪澳的人，他們仍可能面對一些基本障礙。畢竟我知道要如何在澳門遊走，但仍然覺得這個過程充滿挑戰。如果澳門真是要增加國際旅遊吸引力，最好的起點是令抵澳體驗變得容易。

本思齊
執行編輯

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need of cash before taking a taxi to the colleague's house where I'd be staying. But the Macau port has no ATMs in the arrivals hall and Macau taxis don't take credit cards either. Needless to say, I would have been stranded had I not arranged for my colleague to meet me outside as I was dropped off so he could pay the fare for me. But hey, at least there was a taxi available this time around – not always the case in the early evening in Macau!

Why do I tell you this story? It's not to have a whinge – that's really not my style – but to highlight some of the basic impediments that still exist for anyone trying to visit Macau for the very first time. After all, I *knew* how to get to Macau and *still* found the process challenging. If Macau truly wants to increase its international tourism appeal, it would do well not to make it so hard to get there in the first place.

Ben Blaschke
Managing Editor

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美高梅中國王志琪稱
澳門的外國客博彩專
區或僅為過渡性安排

MGM CHINA'S HUBERT WANG SAYS MACAU FOREIGNER-ONLY GAMING ZONES LIKELY TRANSITIONAL

Macau's foreigner-only gaming zones are likely only transitional arrangements, with the government looking at ways to recognize foreigner play across entire properties, according to MGM China President and Chief Operating Officer Hubert Wang.

Wang said that the current arrangement in which concessionaires have set aside special areas within their casinos for foreigners to play in was a transitional arrangement in order to aid the government in tracking revenues for tax purposes.

Concessionaires have established foreigner-only gaming zones this year as part of a government plan to provide tax breaks of up to 5% of GGR for revenue sourced from foreign visitation.

Speaking to *IAG*, Wang explained, "From a gaming experience standpoint, it's far better to allow casino players to go where they like instead of being confined to one area, so that is a long-term goal.

"As long as the casino operators, the concessionaires, have the capability to [track foreign-source revenue across entire properties] I think the government will allow that. The numbers must be auditable, they need to be trackable, so these are the prerequisites that need to be met."

In April Macau Chief Executive Ho Iat-seng confirmed that Macau's six concessionaires had opened 12 foreigner-only gaming zones between them.



美高梅中國總裁兼營運總裁王志琪表示，澳門的外國客博彩專區或僅為過渡性安排，政府正在考慮如何在整個賭場內承認外國客博彩結果的方法。

王志琪表示，目前的安排是承批公司在賭場內留出特別區域僅供外國客人娛樂，這是一種過渡性安排，旨在幫助政府跟進稅收收入。

為配合政府計劃，各承批公司於今年設立了僅限外國客的博彩區，為來自外國遊客的收入提供高達總收入5%的稅收減免。

王在接受《亞博匯》採訪時解釋稱：「從博彩娛樂體驗的角度來看，相較局限於一個區域，讓玩家可以（隨意）去到他們喜歡的地方要好得多，所以這是一個長期目標。」

「只要賭場運營商、承批公司有能力（追蹤整個賭場的外國收入來源），我認為政府就會允許這樣做。這些數字必須是可審計、可追蹤的，所以這些是需要滿足的先決條件。」

4月，澳門行政長官賀一誠證實，澳門六家承批公司已開設12個供外國客專用的博彩區。

JAPAN'S UNIVERSAL ENTERTAINMENT CORP has confirmed that a group of subsidiaries associated with its Philippines integrated resort Okada Manila have officially terminated a previously planned merger agreement with US-based SPAC firm 26 Capital Acquisition Corp which would have seen the joint venture company listed on the NASDAQ.

They also confirmed plans to pursue previously lodged counterclaims against 26 Capital and its founder, Jason Ader.

In a filing, Universal listed the date of termination of the merger agreement as Friday 30 June 2023, citing "various material breaches of the merger agreement and fraudulent conduct by 26 Capital ... that were discovered in the litigation process."

Universal first filed counterclaims in March in response to a lawsuit by 26 Capital and Ader in early February alleging the Okada Manila entities had breached their obligations under the merger agreement to consummate the merger promptly. The lawsuit also called on the court to order the consummation to take place.

In their original counterclaims filed in March, the Okada Manila entities – comprising Tiger Resort Asia Ltd (TRA), Tiger Resort, Leisure and Entertainment, Inc (TRLEI), UE Resorts International Inc and Project Tiger Merger Sub Inc – allege that 26 Capital and Ader have embarked on a "concerted and increasingly erratic campaign ... to pursue closing at all costs in pursuit of a windfall."

They also allege that Ader made misleading public statements aimed at easing investor concerns and without receiving permission from Universal and the Okada entities to do so.



岡田馬尼拉實體正式 終止與JASON ADER 旗下26 CAPITAL的 合併及在美上市協議

OKADA MANILA TERMINATES MERGER AND US LISTING AGREEMENT

日本環球娛樂公司宣佈，其與菲律賓綜合度假村岡田馬尼拉相關聯的子公司已經正式終止此前與美國SPAC公司26 Capital Acquisition Corp的合併計劃，合併的新公司原計劃在納斯達克上市。

他們還正式計劃對Capital 26及其創始人Jason Ader提出反訴。

在一份文件中，環球娛樂將終止合約日期列為2023年6月30日星期五，理由是「在訴訟過程中發現了26 Capital的各種重大違反合併協議的行為以及欺詐行為……」。

環球娛樂於3月首次提出反訴，以回應26 Capital和Ader在2月初提起的訴訟。後者指控岡田馬尼拉實體違反了合併協議規定的義務，未能立即完成。該訴訟還要求法院下令完成合併。

環球娛樂在通知書中表示，其已獲悉投資公司Rimu Capital Ltd在美國法院對Ader提起的一項無關聯訴訟，並指：「涉及Rimu Capital取消價值2,500萬美元的股票交易，及涉嫌欺詐及違反投資法等。」

因此，岡田馬尼拉實體指：「決定取消與26 Capital作為合作夥伴在美國納斯達克市場的上市的計劃……並發出終止合併協議的通知。」

在三月提交的反訴中，岡田馬尼拉實體：包括Tiger Resort Asia Ltd (TRA)、Tiger Resort、Leisure and Entertainment, Inc (TRLEI)、UE Resorts International Inc和Project Tiger Merger Sub Inc，均呼籲要求終止協議，指控Ader欺詐、違反美國證券法和違反合併協議的條款，其中有一項指控稱，Capital 26和Ader已開始「協調一致且越來越不穩定的舉動……不惜一切代價尋求終止交易」。

他們還聲稱Ader在未獲得實體各方許可的情況下，發表了誤導性公開聲明，旨在緩解投資者的擔憂。



PAGCOR有意升級自營賭場，提升私有化前賭場價值

PAGCOR TO UPGRADE SELF-RUN CASINOS TO INCREASE VALUE BEFORE PRIVATIZATION

PAGCOR Chairman Alejandro Tengco has revealed that the Philippines gaming regulator will embark on a comprehensive refreshment program of its self-operated casinos in order to increase their market value ahead of a planned sale.

During a keynote speech provided on Day 3 of G2E Asia at The Venetian Macao, Tengco reconfirmed his commitment to privatize PAGCOR-operated casinos in order to raise funds and to focus entirely on its core regulatory remit.

But he also revealed that the agency was undertaking three key initiatives – among them the modernization of PAGCOR’s information and communications technology and cybersecurity infrastructure, the installation of a new casino management system, and the introduction of “Casino Filipino online”.

“Before its operated casinos are privatized, PAGCOR is undertaking efforts to upgrade its gaming revenues to add value to these properties,” Tengco said.

The second initiative will see PAGCOR upgrade more than 3,000 electronic gaming machines (EGMs) across all of its properties, and the third initiative will be the introduction of new technical standards for EGMs which “will ensure that these devices deployed in all casino properties within the jurisdiction of PAGCOR are safe, reliable and, more importantly, fair to all the players.”

On the issue of privatization, Tengco acknowledged it has “long been the subject of debate and discussion as the government seeks ways to improve efficiency, profitability and service.

“PAGCOR management, in the exercise of its wisdom, firmly believes that this decision will open doors for an influx of resources contributing to economic development while eliminating a clear conflict of interest in the dual role of PAGCOR as both an operator and regulator,” he explained.



PAGCOR主席 Alejandro Tengco 透露，菲律賓博彩監管機構將對其自營博彩場進行全面的升級計劃，以在計劃出售前提高其市場價值。

在亞洲國際娛樂展第三天早上舉行的主題演講中，Tengco 再次重申了他對 PAGCOR 運營的娛樂場私有化的承諾，以籌集資金並專注於其核心監管職責。

但其同時透露，該機構正在展開三項重要舉措，其中包括升級 PAGCOR 的信息和通信技術、網絡安全基礎設施、安裝新的賭場管理系統，以及推出「Casino Filipino online」。

「在私有化 PAGCOR 運營的賭場之前，PAGCOR 正在努力提升其博彩收入，以增加這些物業的價值。」 Tengco 說道。

根據第二個舉措，PAGCOR 將升級其所有物業的 3,000 多個電子博彩機（EGM），而第三個舉措則是引入新的 EGM 技術標準，並指：「確保在 PAGCOR 管轄區域內所有博彩場所部署的這些設備安全、可靠，更重要的是，對所有玩家公平。」

有關私有化問題，Tengco 承認：「這一問題長期以來一直是辯論和討論的話題，因為政府尋求改善效率、盈利能力和服務的方法。」

他解釋稱：「PAGCOR 管理層憑藉其智慧堅信，這一決定將有助於資源的湧入，為經濟發展作出貢獻，同時消除 PAGCOR 作為營運商和監管機構的雙重角色中存在的明顯利益衝突。」

世界撲克大賽主賽事參賽人數破歷史紀錄

WSOP MAIN EVENT SMASHES ALL-TIME RECORD

THE 2023 WORLD SERIES OF POKER MAIN EVENT will go down in the record books as not only the largest of all-time but also the first to crack 10,000 entries.

When registration in the 54th edition of global poker's most prestigious tournament closed, the WSOP Main Event had clocked a massive 10,043 entries – smashing the previous record of 8,773 set 17 years earlier in 2006.

With a price of US\$10,000 for each entry, those 10,043 entries represent an aggregate of US\$100.4 million paid by the players, creating a US\$93.4 million prize pool after the WSOP withheld 4.9% for fees and 2.1% for tournament staff (some US\$7 million).

“This is an all-time summer for the WSOP,” said WSOP Senior Vice President and Executive Director, Ty Stewart. “Week after week we saw record fields, so it’s only fitting that we break the biggest record of all. 10,000 players is historic for the industry and this year’s champion will be remembered as the one to conquer the richest event in poker history, well at least until 2024.”

Atlanta’s Daniel Weinman ultimately won the Main Event and its US\$12.1 million first prize.

2023年世界撲克大賽 (WSOP) 主賽事不僅是有史以來規模最大的賽事，也是首個參賽者突破1萬名的賽事。

第54屆 (WSOP) 主賽事註冊於週日結束，報名參賽人數達到了10,043人，打破了17年前2006年創下的8,773人的紀錄。

每位選手參賽報名費為10,000美元，因此10,043名參賽選手總計創造了9,340萬美元的獎金池，其中WSOP抽取4.9%的費用和2.1%的賽事工作人員費用，共計約700萬美元。

WSOP高級副總裁兼執行董事Ty Stewart表示：「對WSOP而言，這是個前無古人的夏天。」他又指：「10,000名選手參賽對這個行業而言頗具歷史意義。今年的冠軍直至2024年前將被銘記為撲克歷史上參賽人數最多的賽事。」

亞特蘭大選手Daniel Weinman最終贏得了主賽事以及1,210萬美元的頭獎。



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GALAXY ENTERTAINMENT GROUP says it plans to hold a soft opening of its newest hotel brand – Raffles at Galaxy Macau – on 16 August with a grand opening planned for late 2023.

The impending launch of Raffles at Galaxy Macau will see the world-famous Raffles brand enter the Macau market for the first time, featuring around 450 luxury suites plus a Mediterranean-inspired garden, infinity edge pool, luxury spa and fine dining restaurant, among other amenities.

“A grand opening, celebrating the addition of the remaining signature restaurants, bar, and a spa, is expected towards the end of the year,” the company said.

Already announced as part of the Raffles at Galaxy Macau experience are a “digital canvas” with a glass airbridge connecting the hotel’s two towers on every floor, a Mediterranean-inspired pool terrace and garden elevated over Galaxy Macau’s Grand Resort Deck, a champagne and oyster bar, and a signature Sushi-Kappo concept overseen by Chef and Sushi Master Masaaki Miyakawa, one of only five Three-Star Michelin sushi chefs in Japan.

There will also be a local adaptation of the brand’s historic Long Bar, designed by Joyce Wang and described as a “very unexpected and modern take on the 108-year-old heritage gin bar” at the original Raffles in Singapore – home of the Singapore Sling.

Raffles at Galaxy Macau becomes the latest of 18 Raffles hotels globally, with locations in such destinations as Shenzhen, Hainan, London and Paris.

澳門銀河萊佛士酒店 於八月正式試業

RAFFLES AT GALAXY MACAU TO SOFT OPEN IN AUGUST

銀河娛樂集團表示，其最新酒店品牌澳門銀河萊佛士酒店將於8月16日正式開始試業，並計劃於2023年底舉行盛大開幕儀式。

即將開業的萊佛士酒店是世界知名的萊佛士品牌首次進入澳門市場。酒店擁有約450間豪華套房、地中海風情的花園、無邊際泳池、豪華水療中心和高級餐廳等。

銀娛表示：「更多特色餐廳、酒吧及水療中心將隨著年底前舉行的盛大開幕一同亮相。」

澳門銀河萊佛士位於度假城的東側，配備先進數碼LED裝置，每一層均有玻璃空中廊橋連接塔樓兩翼，此外更有地中海風情的泳池花園以及位於大堂中央位置的萊佛士大堂吧提供香檳及生蠔。此外，由獲得日本五大米芝蓮三星殊榮的壽司主廚之一兼壽司大師宮川政明研發的獨特烹調概念「壽司割烹」店將進駐澳門銀河萊佛士。

萊佛士亦繼承品牌傳統，把標誌性的長廊酒吧引入澳門。酒吧由著名設計師Joyce Wang悉心設計，被形容為「融入豐富澳門本地文化色彩，令到有108年歷史的長廊酒吧，以別開生面又充滿現代設計風格的方式，展示在各位賓客面前」。

澳門銀河萊佛士是全球18家萊佛士酒店中最新的一家，酒店分佈於深圳、海南、倫敦和巴黎等地。

LIGHT & WONDER完成KASCADA機櫃在澳門的首次安裝

LIGHT & WONDER COMPLETES FIRST INSTALLS OF KASCADA CABINET IN MACAU

GLOBAL GAMING SUPPLIER LIGHT & WONDER says it has installed its Kascada slot machine cabinets – the Kascada Dual Screen and Kascada Portrait – in Macau’s integrated resorts for the first time.

While the company did not specify in which IRs the cabinets can now be found, it confirmed that the debut of the Kascada Portrait cabinet also means that new game families Coin Combo and Duō Fú Duō Cǎi Grand are now available in the Macau market. Coin Combo is launched with two titles, “Carnival Cow” and “Hyper Horse”, while Duō Fú Duō Cǎi Grand also offers two titles in “Ingotcha” and “Dragons” – all offering upgraded features and improved jackpots.

“We are very excited to see the initial installs of both the Kascada vertical and dual screen cabinets in Macau, featuring fan-favorites Coin Combo and Duō Fú Duō Cǎi Grand, as well as additional game content designed specifically for the Asian Market,” said Ken Jolly, Light & Wonder’s Vice President and Managing Director, Asia.

全球博彩供應商Light & Wonder表示，該公司首次在澳門綜合度假村安裝了Kascada角子機櫃——Kascada Dual Screen和Kascada Portrait。

雖然尚未披露這些機櫃具體位於哪些度假村中，但Kascada Portrait機櫃首次亮相意味著《黃金萬兩》及《多福多財至尊版》兩款遊戲系列亦登錄澳門市場。《黃金萬兩》推出了兩款遊戲，「Carnival Cow」和「Hyper Horse」，而《多福多財至尊版》還推出了「Ingotcha」和「Dragons」兩款遊戲，所有遊戲均提供升級功能及改進的累積獎金。

Light & Wonder亞洲區副總裁兼董事總經理Ken Jolly表示：「我們欣然看到這些屢獲殊榮的機櫃在澳門的首次亮相。包括廣受歡迎的《黃金萬兩》和《多福多財至尊版》，以及Light & Wonder專為亞洲市場打造的遊戲內容。」



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新州宣佈成立獨立小組，負責監督無現金博彩

NSW GOVERNMENT ANNOUNCES INDEPENDENT PANEL TO OVERSEE CASHLESS GAMING TRIAL

THE NSW GOVERNMENT has announced the establishment of an independent panel into gaming reform, charged with overseeing cashless gaming trials and recommending an implementation roadmap for gaming reforms in the state.

The independent panel will comprise 16 members, the government said, including four industry representatives, four harm minimization representatives, two academics with relevant expertise, a Cyber Security NSW representative, a NSW Police representative and a United Workers Union representative.

It will be chaired by former NSW Office of Liquor, Gaming and Racing Commissioner Michael Foggo.

The panel will establish, implement, evaluate and review the trial of cashless gaming in electronic gaming machines across NSW, including mandating certain requirements to participate in the trial.

Once concluded, the panel will compile a report containing recommendations for the government to consider in relation to the possible introduction of cashless gaming in hotels and clubs while taking into consideration infrastructure investments required, impact on employment and industry, options to further reduce gambling harm, and the impact on reducing the risk of money laundering.

A gaming reform implementation roadmap is expected to be delivered by November 2024 and will cover areas such as how to utilize a AU\$100 million harm minimization fund, facial recognition technology, and technical standards and systems.

"We know the harmful effects of problem gaming on families, and I want to make sure we stamp out criminal activity in clubs," said NSW Premier Chris Minns. "This panel is an important next step.

"The panel has a big job to do but we have the balance right to ensure we have an evidence-based roadmap for future gaming reforms."



新州政府宣佈，將成立一個獨立的博彩改革小組，監督無現金博彩試驗，並為該州的博彩改革提出實施路線圖的建議。

當局表示，獨立小組將由16名成員組成，其中包括四名行業代表、四名傷害減少代表、兩名專家學者、一名新州網絡安全代表、一名新州警察代表和一名聯合工人工會代表。

這個小組將由前新南威爾士州酒類、博彩和賽馬局局長Michael Foggo擔任主席。

根據周四公佈的信息，這個小組將在新州範圍內建立、實施、評估和審查電子博彩機的無現金博彩試驗，包括強制要求參與試驗的特定要求。

試驗結束後，該小組將編寫一份報告，提出包括關於在酒店和俱樂部引入無現金博彩的可能性建議，同時考慮到所需的基礎設施投資、對就業和行業的影響、進一步減少賭博傷害的選擇以及減少洗錢風險的影響。

博彩改革實施路線圖預計將於2024年11月前交付，將涵蓋如何利用1億澳元的傷害減少基金、面部識別技術以及技術標準和系統等方面的內容。

新州州長Chris Minns表示：「我們知道問題博彩對家庭的有害影響，我希望確保我們能消除俱樂部的犯罪活動。這個小組是一個重要一步。」

「小組有很多工作要做，但我們做到了平衡，確保我們有一個基於證據的未來博彩改革路線圖。」



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澳洲體育投注群雄爭霸

澳洲體育博彩市場的競爭程度，已經達致前所未有的水平。然而，在各營運商趕緊於當前的反博彩情緒中，把這隻生金蛋的母雞殺掉前，在市場中搶佔席位的時刻，卻又有無數困難不斷湧現。

文 本思齊

WAGERING WARS

Australia's sports betting spree

Australia's sports betting market has never been more competitive, yet it finds itself facing myriad challenges as operators clamber for position at a time when anti-gambling sentiment threatens to kill the golden goose. *IAG* takes a look at the key issues.

By **Ben Blaschke**



An illustration of a group of people in a social setting. A man in a teal suit is on the left, a woman with blonde hair in a ponytail is in the center, and a woman in a yellow jacket is on the right. The background is a warm orange-red color. Three betting logos are overlaid on the image: 'betr' in a black box on the man, 'sportsbet.com.au' in a black box on the woman in yellow, and 'Ladbrokes' in a red box on the woman in the foreground.

betr

sportsbet
.com.au

Ladbrokes



Australia's sports betting market has never been more competitive. According to information from the Northern Territory Racing Commission – the main regulatory body responsible for issuing and overseeing online bookmaking licenses – there are currently 34 licensed sportsbook and betting exchange operators nationwide, although industry experts put the total number of operational bookmakers, including on-course bookies, at around 150.

Estimates place the value of the domestic sports betting industry at more than AU\$50 billion (US\$34 billion) in terms of total bets taken annually, with a March 2023 study by the Australian Gambling Research Centre finding that 34% of the 20.5 million Australians aged 18 years and over had bet on sports at least once during the previous 12 months.

But there are wars being waged within the Australian sports betting scene, as smaller bookmakers fight for survival and the industry as a



現

今澳洲體育博彩市場的競爭程度，實為前所未有。主要負責網上投注服務發牌及監管的北領

地競賽委員會的資料顯示，現時澳洲全國有34間持牌體育投注及對賭服務營運商。但業內專家就估計，如果包括在賽場的機構，全國的體育投注營運商總數將達至150間左右。

澳洲本地體育博彩業界每年的體育投注總收受額約為500億澳元（340億美元）。另外，澳洲博彩研究中心在2023年3月進行的一項研究發現，在2,050萬18歲或以上的澳洲人中，有34%都在過去12個月內，最少一次進行體育投注。

可是，澳洲的體育投注市場，其實已經烽煙四起，當中較細規模的投注收受商，正在為他們的存亡奮力廝殺。同時，整個行業也與日益不友善的監管環境對抗。在這裏面，於澳洲上市的Tabcorp就正與那些所謂企業投注收受商陷入對立面。該公司一方面希望繼續

whole battles an increasingly hostile regulatory environment. Meanwhile, ASX-listed Tabcorp finds itself in conflict with the so-called corporate bookmakers, in part to maintain control of the Australian retail and hotels betting scene but also to claw back valuable market share in the rapidly growing digital space.

Despite seeing its once undisputed position as Australia's wagering king suffer some significant blows in recent years, Tabcorp – which last year sold off its Lotteries and Keno business in an AU\$6.5 billion demerger – remains at the heart of the Australian racing and wagering scene. Aside from its online presence, licensing

agreements in all Australian states and territories other than Western Australia mean it holds the exclusive right to operate live betting outlets in more than 4,000 pubs, clubs, agencies and on-course sites, as well as to provide racing and sports vision to 4,875 venues via pay TV and various digital platforms.

For this privilege, Tabcorp raked in AU\$2.37 billion in revenues (not including lotteries and Keno) in FY22 with EBITDA of AU\$382 million, although its unique licensing models also see the company fund a large chunk of the local horse racing industry via various fees and taxes.

Where Tabcorp is losing ground is digital. As recently as 2019, the company controlled around 50% of Australia's online wagering market share, however the tables were turned in early 2020 when UK gaming giant Flutter Entertainment, which ran the Sportsbet brand in Australia, merged with Canada's The Stars Group, owner of BetEasy.

Now operating exclusively under the Sportsbet banner, their combined financial might has helped grow market share from 26% (Sportsbet and BetEasy) in early 2020 to around 44% (as Sportsbet) in 2022, while Tabcorp has fallen back below 24% (with Entain's Ladbrokes and Neds combining for 18%). Put another way, Tabcorp claims to have 750,000 active digital players, while Sportsbet's 1Q23 results announcement highlighted a 9% year-on-year increase in average monthly players to 993,000.



“

澳洲本地體育博彩業界每年的體育投注總收受額約為500億澳元(340億美元)。

Estimates place the value of the domestic sports betting industry at more than AU\$50 billion (US\$34 billion) in terms of total bets taken annually.

”

掌控著澳洲的零售及酒店投注，另一方面也希望在急速發展的數碼世界中，奪回珍貴的市場份額。

雖然Tabcorp曾經稱霸澳洲投注市場，但在近年日益滑落。不過，這間於去年以65億澳元賣出及分拆彩票和Keno業務的公司，卻依然佔據澳洲賽馬及投注界別的中心位置。除了網上業務，Tabcorp也在全澳洲除了西澳以外的所有州份及領地領有牌照，讓其可以獨家在超過4千間酒吧、俱樂部、代理商


及賽場等地方內，經營實時投注點，也可以通過收費電視及多個數碼平台，向4,875個場地提供賽事畫面。

在這專利的加持下，Tabcorp在2022財政年度的收入（未計彩票及Keno）高達23.7億澳元，EBITDA則為3.82億澳元。雖然該公司同時需要因為它獨特的牌照模式而繳納多項費用和稅金，資助當地賽馬業界的一大部分。

可是，Tabcorp卻在數碼世界面臨進退失據的境地。直至2019年，該

公司的澳洲網上投注市場佔有率依然高達50%。但該情況在2020年初開始扭轉。當時，在澳洲以Sportsbet品牌經營的英國博彩市場巨擘Flutter Entertainment，與來自加拿大、擁有BetEasy品牌的The Stars Group合併。

到了目前，該公司統一以Sportsbet品牌示人。而兩間公司合併後產生的豐裕財政資源，亦幫助其提升市場佔有率，從2020年初Sportsbet和BetEasy加起來的26%，上升至2023年第一季度



澳洲線上體育博彩在北領地受到越來越多的監管。

Australia's online sportsbooks are increasingly being regulated in the Northern Territory.

There are two schools of thought as to exactly how such a seismic shift took place, with critics accusing Tabcorp of missing the digital boat and, more specifically, failing to effectively transition its retail customers to online during the COVID-19 pandemic. Tabcorp responded by launching a revamped sports betting app last September, described by Managing Director and CEO

Adam Rytenskild as “faster and easier to place a bet”. The company has set a target of increasing its digital market share from 25% to 30% by 2025.

For its part, Tabcorp blames its slide on what it calls an uneven playing field, claiming that it pays significantly more in taxes and license fees in certain states than what is paid by online wagering operators licensed in the Northern Territory.

In particular, Tabcorp references instances where the wagering taxes it pays under its licensing deal are higher than the Point of Consumption (POC) taxes paid by its corporate rivals.

Speaking at the Regulating the Game conference in Sydney in March, Rytenskild noted that racing's being well funded remains “incredibly important ... to ensure the safe operation of the industry,” but added,



“What’s changed is the source of funding. Tabcorp can no longer be the predominant source of funding and be successful paying double the amount on average that everyone else does. In effect, where that’s the case, the industry is over-indexed to an uncompetitive TAB, and that can no longer continue, which is why the answer is actually pretty simple: we all pay the same, the industry is well funded and the

在單一Sportsbet品牌下的44%。與此同時，Tabcorp的佔有率就下降至24%以下（Entain的Ladbrokes及Neds合計佔18%）。從另外一方面看，Tabcorp聲稱擁有750,000名活躍數碼玩家，但Sportsbet就在2022年的財報中特別提到，該公司每月平均玩家數目為993,000名，按年增長9%。

對於市場板塊為何出現如此劇烈的動盪，外間一般有兩種說法。有些人認為，Tabcorp未能把握數碼市場的機遇，特別是該公司於新冠疫情期間，不能有效地把零售客戶轉化為網上客

戶。Tabcorp對此的回應，就是在去年九月推出了一個經改良的體育博彩軟件。該公司的董事總經理及行政總裁Adam Rytenskiild形容該軟件讓用家「更快及更容易地投注」。Tabcorp也設定了新目標，要在2025年或以前，把數碼市場佔有率由25%提高至30%。

Tabcorp本身也把市佔率下滑歸咎於不公平的營運環境，聲稱該公司在某些州份，支付了比起其他北領地持牌網上投注營運商更多的稅金及牌照費用。

Tabcorp也特別提到，該公司因其牌照協議而需要支付的投注收受稅金，

Building regulatory capability and cultivating an innovative compliance oriented culture.

INTERNATIONAL CONVENTION CENTRE

THE 20th E23



Tabcorp的Adam Rytenskiid在三月份於悉尼舉行的監管遊戲會議上呼籲建立國家監管機構。

Tabcorp's Adam Rytenskiid called for a national regulator during the Regulating the Game conference in Sydney in March.

operators in the market get on with competing on the basis of brand and providing good services to customers.”

Tabcorp's lobbying on this matter has achieved some results. In July 2022, New South Wales raised its POC tax rate from 10% to 15% and Queensland from 15% to 20%,

while Victoria will raise its POC tax from 10% to 15% as of 1 July 2024 – generating hundreds of millions of dollars of additional government revenue in each state annually.

It also, theoretically at least, protects Tabcorp's coffers: if higher tax rates can effectively reduce the marketing spend of

the corporates, then Tabcorp doesn't have to spend as much on marketing to stay competitive.

But not everyone buys Tabcorp's "leveling the playing field" argument.

"The one thing that ignores is that, as a retail wagering licensee, what's wrong with having to pay more taxes than a corporate?" asks Julian Hoskins, founder and Principal at Australian gambling law specialists Senet.

"One way to look at it is that you've got a license that gives you special privileges and you've got retail exclusivity. You're operating both land-based and online, therefore why should you try and compare a tax rate that is online only with one that applies to online and retail? It's not apples and apples, it's apples and oranges."

Sportsbet is also fighting back, locking horns with Tabcorp for the rights to the Victorian wagering license its rival has held exclusively for the past 30 years when it expires in August 2024. According to local media reports, the Victorian state government is still undecided on whether the new 20-year license should remain exclusive – potentially opening the door for Sportsbet to open its own betting shops across the state.

While JP Morgan notes that Victoria is currently Tabcorp's "least profitable wagering 'operation' with earnings/returns near zero", the AU\$750 million to AU\$800 million value analyst Donald Carducci places on the license may well be worth it for the regional marketing value alone those retail betting shops would provide, especially given a federal government

比起其他企業競爭對手的銷售點 (Point of Consumption, POC) 稅項金額都多。

Rytenskiild於三月時在一場於悉尼舉行的博彩監管會議Regulating the Game中指出：「一個受到足夠財政支持的競賽行業依然十分重要……因為這能確保行業能夠安全地營運。」可是，他亦補充說：「有所改變的是財政支援的來源。Tabcorp不能夠繼續成為贊助的主要來源，也無法支付比其他人多一倍的金額。事實上，行業已經過分依賴無法競爭的TAB，這情況不能持續落去。所以，答案其實非常簡單，只要我們全部都支付劃一的稅項，行業就會得到很好的財政支援，市場內的各個營運商就能繼續在品牌及客戶方面作出競爭，並且向客戶提供良好服務。」

Tabcorp在這方面的遊說，也得到了一些效果。在2022年7月，新南威爾斯州就把POC的稅率從10%提高至15%；昆士蘭州則是從15%調升至20%；維多利亞州亦會在2024年7月1日起，把POC稅率從現時的10%增加至15%。預計這些改動，將能為各州政府帶來每年額外過億的收入。

同時，這決定在理論上也能為Tabcorp的荷包帶來一些保障，如果更高的稅率能有效地減少各企業在市場推廣方面的支出，那麼Tabcorp就不需要在市場推廣方面付出那麼多以維持自己的競爭力。

可是，不是每個人都會認同Tabcorp那一個認為市場不公平的說法。

澳洲博彩法律專家Senet的創辦人及負責人Julian Hoskins就有這樣的疑



問：「有一樣被忽略的事情，就是作為一個零售投注持牌人，比起企業需要支付更高稅項，到底有甚麼問題呢？」

「對於這事情的其中一個看法，就是你擁有一張給予你特權的牌照，讓你有零售方面的專利。你能夠在實體及網上經營。因此，為甚麼你要用一個只能在網上營運的企業所支付的稅金，與能夠同時在實體及网上的公司所支付的稅金作比較呢？這就像用蘋果與橙作比較一樣。」

另一方面，Sportsbet奮力抗戰，希望能夠從Tabcorp手上奪去掌握超過

30年、將於2024年8月到期的維多利亞賽事牌照。根據當地媒體報道，維多利亞政府仍然未決定，到底未來的新20年牌照會否依然以專營形式發出，變相為Sportsbet留有空間，讓其在州內可開設投注店面。

摩根大通指出，維多利亞州目前是Tabcorp「利潤最低的博彩『業務』，收益/回報接近於零」，但分析師Donald Carducci認為該牌照的價值約7.5億至8億澳元，就區域市場推廣價值而言仍可能是值得投資的，特別是考慮到澳洲聯邦政府的一項新建議，即在未

proposal to phase out almost all gambling advertising nationwide within the next three years.

“The thing that’s really interesting about the fight in Victoria is that if you have a regional presence, you are essentially going to have captive traffic and free marketing, even though marketing might no longer be permitted,” observes Jamie Nettleton, Partner at Addisons Law Firm.

A final decision on the Victorian license is expected by November at the latest.

Meanwhile, the proposed advertising ban looms as a possible shadow over every single operator in the industry. The ban is one of 31 recommendations emanating from a parliamentary inquiry into online gambling and its impacts on those experiencing gambling harm, made public in late June. It would, if adopted, be introduced across four phases over three years,

with Phase One to include a prohibition on all online gambling inducements and inducement advertising, and all advertising of online gambling on social media and online platforms. It would also prohibit such advertising on commercial radio between school drop-off and pick-up times. Phase Two would ban all online gambling advertising and commentary on odds both during and for an hour before and after any sports broadcast, along with in-stadia advertising and logos on player uniforms. Phase Three would add prohibition of all broadcast online gambling advertising between the hours of 6am and 10pm, while Phase 4 would see a blanket ban prohibition on all online gambling advertising and sponsorship.

At the moment it remains just that – a proposal – although if recent gambling industry inquiries into Australian casino giants Crown Resorts and Star





有批評者認為，Tabcorp未能把握數碼市場的機遇.....於新冠疫情期間，不能有效地把零售客戶轉化為網上客戶。

Critics [accuse] Tabcorp of missing the digital boat and ... failing to effectively transition its retail customers to online during the COVID-19 pandemic.



Sportsbet行政總裁Barni Evans在近期針對賭博危害的議會調查中發表講話
Sportsbet CEO Barni Evans spoke at the recent parliamentary inquiry into gambling harm

Entertainment Group are any indication, then governments in the current regulatory environment appear driven to act on such recommendations first and ask questions later.

That's a worry, says Hoskins, given the racing industry itself – which relies heavily on funding from Tabcorp et al. – wasn't invited to offer its insights as part of the recent inquiry. He also questions the effectiveness of such an advertising ban and warns of unforeseen consequences.

"I don't think [a ban] is appropriate," Hoskins says.

"I do believe gambling advertising needs to be whittled back, but it should be approached in a carefully measured way so there is a reduction in gambling related harm and so that children aren't exposed to gambling advertising.

"Advertising on TV at 8pm should not be compared to advertising at midnight. And advertising around the [Melbourne Cricket Ground] is different from advertising around a racetrack where 99% of people attending will be adults. The approach to a

complete ban, it certainly hasn't worked in other jurisdictions, and irrespective of gambling advertising restrictions on local operators, you're still going to see advertising by offshore operators and those that shouldn't be offering into this market."

Nettleton agrees.

"The question you have to ask is: why do you have a license? What's the benefit of having a license? Well, the benefit of having a license is access to the market, and access to the market is not just access to the market by having customers

來三年內逐步淘汰全國範圍內大部分賭博廣告。

Addisons律師事務所合夥人Jamie Nettleton表示：「這場在維多利亞州的鬥爭真正有趣的地方在於，如果你能在此區域營運業務，你基本上擁有專屬流量和免費宣傳，尤其是相關宣傳可能不再被允許。」

最終決定預計最晚在11月提出。

與此同時，擬議的廣告禁令可能打擊行業中每一個營運商。澳洲國會對網絡賭博及受網絡賭博影響的人進行調查

並提出了31項建議，相關建議已6月下旬公佈，其中一項有關廣告禁令提到，若禁令獲得通過，將在三年內分四個階段實施，第一階段包括禁止所有網絡賭博誘導和相關誘導廣告，以及社交媒體和網絡平台上禁止所有賭博廣告，還將禁止商業電台在學校上下課時段之間播放此類廣告。第二階段禁令將在任何體育賽事轉播期間和前後一小時內禁止所有網絡賭博廣告和賠率評論，以及禁止在體育場內和球員制服上設有廣告徽標。第三階段將在早上6時至晚上10時之間禁

止播放所有網絡賭博廣告，而第四階段將全面禁止所有網絡賭博廣告和贊助。

目前，這仍只是一項建議。但最近有關澳洲賭博業巨頭皇冠度假酒店集團和星億娛樂集團的調查可以反映在當前的監管環境下，當地政府似乎會首先就此類建議採取行動，然後再檢視任何問題。

Hoskins表示，這是令人憂慮的，因為賽事行業本身嚴重依賴Tabcorp及其關聯企業的資金，但在最近的國會調查中並沒有被邀請提供其見解。他還質





疑此類廣告禁令的有效性，並警告將可能出現不可預見的後患。

「我認為（禁令）是不合適的。」Hoskins稱：「我確實地認為賭博廣告需要減少，但應該小心翼翼地進行規管，以減少與賭博相關的傷害，以及避免兒童接觸到賭博廣告。」

「晚上8時的電視廣告不應與午夜的廣告相比較。墨爾本板球場周圍的廣告與賽馬場周圍的廣告不同，在賽馬場附近99%的觀眾都是成年人。完全禁止的方式在其他司法管轄區肯定行不通，

並且即使限制本地營運商的賭博廣告，你仍會看到離岸營運商和那些不應在本地市場提供服務的營運商之廣告。」

Nettleton對此表示認同。

他稱：「你要問的問題是：你為甚麼要取得牌照？取得牌照有甚麼好處？取得牌照的好處是能夠打入市場，而進入市場不僅僅是獲得客戶，而是能夠向這些客戶進行推廣，讓他們持續光顧。這就是好處之一。」

再加上體育博彩營運商的成本和收費不斷上漲，國會調查的31項建議中也

列出進一步增加預防賭博危害的成本，所以不可避免的結果是，跟海外營運商相比，持牌的澳洲營運商所提供的賠率將較差。

Nettleton稱：「會價格的人會發現（更好的賠率），並以此賭博。」

國會調查中提出的另一項更具爭議性的建議是，提出國家賭博監管機構的概念。該調查主席Peta Murphy在題為「你贏了一些，你輸了更多」的報告中寫道：「我們建議由單一澳洲政府部長負責制定和實施減少網絡賭博危害的全

but being able to market to those customers to allow them to keep on coming through the door. That's part of the benefit," he says.

Combined with rising costs and charges for sportsbook operators – with further gambling harm prevention costs listed among the inquiry's 31 recommendations – the inevitable result will be licensed Australian operators having to offer worse odds than those based offshore are able to offer.

"Those who recognize a good price will find [the better odds] and utilize them," Nettleton adds.

A more contentious proposal stemming from the

parliamentary inquiry is the concept of a national gambling regulator. In its report, titled "You win some, you lose more," inquiry chair Peta Murphy wrote, "We have recommended that a single Australian Government Minister be responsible for developing and implementing a comprehensive national strategy on online gambling harm reduction, supported by national regulation, an online gambling ombudsman, a harm reduction levy on online wagering service providers (WSPs), and a public education campaign.

"Under national regulation, the Australian Government would be responsible for all

regulation and licensing of online gambling, although the states and territories would retain the capacity to levy point of consumption taxes on online gambling. The Committee has recommended stronger consumer protections for online gambling, including a requirement for WSPs to verify their customer's identity before accepting bets from them, a ban on inducements, and a legislated duty of care on WSPs."

The idea of a national regulator has found support in some quarters, with Tabcorp's Rytenskiid calling for exactly this kind of reform at the Regulating the Game conference in March.

「Tabcorp不能夠繼續成為贊助的主要來源，也無法支付比其他人多一倍的金額。」
——Tabcorp董事總經理兼行政總裁Adam Rytenskild

“Tabcorp can no longer be the predominant source of [racing industry] funding and be successful paying double the amount on average that everyone else does.” – Tabcorp Managing Director and CEO Adam Rytenskild

“The [current] regulatory framework to police wagering operators [in Australia] is not fit for purpose,” Rytenskild said at the time. “It doesn’t hold all wagering operators to account. In some states the regulator is regulating less than 40% of the wagering activity in the state. It needs to change to better protect the community and take into account our social license responsibilities.

“Our regulators do great work but are constrained by not

having a nationally consistent, well-resourced framework. Instead, we have a patchwork quilt system with different rules and regulations across each state. It has allowed foreign online bookmakers to be licensed in the Northern Territory and this has contributed to the proliferation of gambling advertising across our screens.

“The state-based licensing and regulatory regimes were established more than 20 years

ago and they haven’t kept pace with the changing wagering ecosystem which has been disrupted.”

Yet it is because of this “patchwork quilt system” that Hoskins believes a national regulator won’t work.

“It would be very difficult to have a model where there was a national regulator and it would be pretty much impossible to achieve, the reason being that gambling law and regulation is predominately done on a

面性國家戰略，以及支持國家監管、網絡賭博監察員、對網絡博彩服務提供商（WSP）徵收減少危害稅以及公眾教育活動。」

「根據國家監管，澳洲聯邦政府將負責網絡賭博的所有監管和許可，儘管各州和地區將保留對網絡賭博徵收消費稅的權限。委員會建議對網絡賭博採取更強而有力的消費者保護措施，包括要求WSPs在接受客戶的投注之前驗證其客戶的身份、禁止誘導以及承擔法定義務。」

國家監管機構的想法得到了一些人的支持，Tabcorp的Rytenskiild在3月份的監管博彩業會議上呼籲進行此類改革。

「（澳洲當前）監管投注營運商的框架是不符合其目的。」Rytenskiild在

state and territory basis,” he explains.

“You’ve got expertise that has been developed within each framework but also complex laws within each state and territory.

“To suggest a national regulator would solve all the problems that are associated with the industry would be wrong. It is no silver bullet.

“The better thing to focus on would be harmonization amongst laws throughout the



states and territories so that you get them working together collaboratively to ensure there are no conflicts of laws like exists at the moment.”

Exactly how these battles play out remains to be seen, but one thing that seems certain is that further change is afoot.

“The market has probably got to full maturity, and I doubt we are going to see significant increase in turnover from where we are now,” says Hoskins.

“We are at a point where competitors are grabbing customers from each other, so I expect there will be consolidation in the industry over the next few years. That’s due to a few things, one being the sheer number of new entrants to the market over the last couple of years, which is ongoing as on-course bookmakers migrate online due to COVID restrictions that stopped them from operating on course.

“The second thing is that costs for bookmakers continue to increase, so their margins are being squeezed. We’ve seen POC tax increases as well as rising regulatory costs and even some of the proposals from the [parliamentary inquiry] require funding from the industry, all of which adds more pressure.”

Says Nettleton, “I don’t think that transition [from on-course to online] has finished yet, and the trend we are seeing is they



會上稱：「它並不要求所有投注營運商承擔責任。在某些州份，當地監管機構所監管的投注活動不足40%。這是需要改變的，以更好地保護社區並負起我們作為持牌人的社會責任。」

「我們的監管機構做得很好，但受限於缺乏全國一致、資源充足的框架。相反，我們有一個拼湊而成的系統，每個州份都有不同的規定。北澳領地允許海外網絡博彩公司獲得牌照，這導致在屏幕上的賭博廣告激增。」

「這州份牌照和監管制度是二十多年前建立的，但未能跟上不斷變化的博彩生態系統，該生態系統已被擾亂。」

然而，正是由於這「拼湊而成的系統」，Hoskins認為全國監管機構將不會發揮作用。

他解釋道：「建立一個國家監管機構的模式是非常困難的，而且幾乎不可能實現，原因是賭博法律和監管主要是根據各州份和領地的基礎上制定的。」

「你不僅要在每個框架內發展專業知識，而且還有每個州份和領地內複雜的法律。認為全國監管機構將解決與行業相關的所有問題是錯誤的。這不是靈丹妙藥。」

「更好的做法是關注各州份和地區中的法律協調，以便讓其共同協作，確

保避免目前存在的法律衝突。」

這些鬥爭到底如何進行還有待觀察，但似乎可以肯定的是，進一步的變化正在發生。

Hoskins稱：「市場可能已經完全成熟，我懷疑我們未來會否看到收入比現在顯著地增加。」

「我們正處於競爭對手互相爭奪客戶的階段，因此我預計未來幾年行業將進行整合。這判斷是基於幾個原因，其中之一是過去幾年打入市場的新營運商數量顯著，由於新冠疫情的限制，實體投注公司無法在球場上營運，它們正在向網上業務遷移。」

議會調查提議禁止在體育場館內投放賭博廣告。

A parliamentary inquiry has proposed banning gambling advertising inside sporting stadiums.

are setting up in either NSW or Victoria and then having a very close look at moving to the Northern Territory. I would be very surprised if the number of NT bookmakers hasn't doubled in the past three years.

“But those people are going to find it very tough to continue to grow the business or even cover their costs by going online and with all the compliance obligations. Where that trend is going is consolidation.

“If you are a successful small to medium bookmaker you're going to be an attractive proposition to the larger bookmakers, not because of your client base but because of your product range. Going forward, the large will become larger and it will become more competitive among them, at least in the short term.” iag

「第二個因素是投注公司的成本持續增加，因此其利潤正受到擠壓。我們看到消費稅收增加以及監管成本上升，甚至（國會調查）的一些建議也需要行業提供資金支持，這些都增加營運商的壓力。」

Nettleton稱：「我認為（從線下到線上）的轉變尚未完成，我們看到的趨勢是他們正在新南威爾士州和維多利亞州設立辦事處，然後非常仔細地考慮遷往北澳領地。如果北澳領地的投注公司數量在未來三年內沒有增加一倍，我會感到非常驚訝。」

「但這些公司會發現很難繼續令業務增長，甚至很難通過網絡業務來支付其成本和承擔所有合規義務。所以趨勢的走向就是整合。」

「如果你是一家成功的中小型投注公司，那麼你將對大型投注公司具有吸引力，不僅是因為你的客戶群，還有是你的產品範圍。展望未來，大型企業將變得更大，它們之間的競爭將變得更加激烈。至少在短期內，人們將持續有意獲得牌照。」 iag





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地中海天地

新濠博亞娛樂旗下新開業項目City of Dreams Mediterranean的高級副總裁及物業總經理Grant Johnson接受《亞博匯》採訪，談及這個雄心壯志的項目，以及為何塞浦路斯是適合發展歐洲第一個真正綜合度假村項目的地點。

文 卓 弈

MEDITERRANEAN DREAM

IAG speaks with Grant Johnson, Senior Vice President and Property General Manager of Melco Resorts' newly opened City of Dreams Mediterranean, about the ambitious project and why Cyprus is the right place for Europe's first true integrated resort.

By **Andrew W Scott**



卓弈 (AWS) : 感謝您接受我們採訪。新濠博亞娛樂的City of Dreams Mediterranean於7月10日開業。為甚麼會認為塞浦路斯是發展綜合度假村項目的最佳地點？

Grant Johnson (GS) : 新濠一直在尋找發展國際業務的機會。六年前，當塞浦路斯決定啟動賭業或綜合度假村市場開放的招標程序時，我們認為它能讓我們在歐洲佔有一席之地，並能為新濠天地拓展全新的客戶群。塞浦路斯政府說的都是正確的，其非常支持旅遊業發展。

塞浦路斯並不發達，是尚待發展的市場，它是地中海地區的一顆隱藏的寶石，所以我們認為這個市場有很大的潛

Andrew W Scott: Thanks for speaking with us Grant. Melco Resorts opened City of Dreams Mediterranean on 10 July. Why was Cyprus the right place to develop an integrated resort?

Grant Johnson: Melco is always looking for international opportunities. Six years ago, when Cyprus decided to open up a tender process for a casino or integrated resort, we liked the fact that it brought us a presence in Europe and expanded City of Dreams to a whole new customer base. The Cyprus government said all the right things. They were very pro-tourism.

Cyprus is underdeveloped as a market – it's kind of a hidden gem for the Mediterranean – so we thought the market had lots of potential. It's close to the

力。它靠近中東，是歐洲的一部分，距離北非只需一小時車程。因此，對我們品牌而言，這個地區似乎是有潛力的。

AWS : City of Dreams Mediterranean 位於被譽為旅遊小鎮的利馬索爾。您能否談談利馬索爾作為項目選址的原因？

GJ : 當我們獲得牌照時，我們就可以決定在哪裡發展項目。尼科西亞是首都，拉納卡是機場所在地，但利馬索爾是旅遊目的地，是具未來潛力的。過去十年利馬索爾有很大的發展，建設了很多五星級酒店、國際餐廳。與塞浦路斯其他地方相比，利馬索爾沒有最好的海灘，但就旅遊城市而言，一定是利馬索爾。這就是我們選址的原因。

Middle East, it's part of Europe and it's an hour from North Africa. So, this part of the world seemed like it had potential for the brand.

AWS: City of Dreams Mediterranean is located in Limassol, which is known as a tourist town. Can you explain the choice of Limassol as the location?

GJ: It was up to us when we obtained the license to decide where we wanted to build. Nicosia is the capital and Larnaca is where the airport is located, but Limassol is kind of the tourist destination. That's the upcoming one. There has been lots of development here over the past 10 years with more 5-star hotels, international restaurants. It doesn't have the



“

我們看到大多數企業都是來自海灣國家，而實際上我們的中場業務客人則主要來自以色列。

We're seeing most of our big players come in from the Gulf countries and really our mass business come in from Israel, primarily.

”



best beaches compared to other places in Cyprus, but as far as being a tourist city, it's Limassol. That's why we chose it.

AWS: Who is your target market?

GJ: It was Russia, but our priority list has shifted, as you can imagine, after the war in the Ukraine and some of the things going on with Russia, so our priority now is Israel. Our new customers right now, 70% of them are coming from Israel. Then there are all the Gulf countries – Jordan, Qatar,

the Emirates, Saudi Arabia – so we're seeing most of our big players come in from the Gulf countries and really our mass business come in from Israel, primarily. But you can throw in lots of tourists from the UK and Central Europe, a bit of northern Africa as well.

AWS: Are you targeting the Chinese market at all, given that Melco has a significant Chinese database?

GJ: Under Lawrence's direction, we really built this property to reach new market segments,

so we're here to bring the City of Dreams brand to the Middle East. There may be Asian players that are based here in Europe and we're starting to reach out and do things with some of the Asian communities both here in Cyprus and around the region. There may be some crossover.

AWS: How about the product itself? What does City of Dreams Mediterranean have to offer?

GJ: It's a more than €600 million investment. We've got 500 5-star



luxury rooms, including 24 suites. We've got a huge MICE facility which is big for Cyprus. We didn't have an international convention center in Cyprus to compete with the rest of the region, so this puts us on the map. It's very much a weekend market and one of the remits from the government was to make this a year-round destination, not just a summer destination or a weekend destination over summer. The MICE part helps as it does in other jurisdictions.

We've got six signature restaurants, the largest pool

AWS：您的目標市場是甚麼？

GJ：原本是俄羅斯，但正如你可以想像的那樣，在烏克蘭戰爭以及俄羅斯發生的一些事情之後，我們的優先順序已經發生轉變，所以我們現在的優先目標是以色列。我們現在的新客戶中，70%來自以色列，然後還有來自海灣國家的客人（約旦、卡塔爾、阿聯酋、沙特阿拉伯），我們看到我們的大多數大客都是來自海灣國家，而實際上我們的中場業務客人則主要來自以色列。當然還有自英國和中歐的客人，以及一些北非的旅客。

AWS：鑑於新濠擁有重要的中國客人數據庫，您們會否瞄準中國市場？

GJ：在何猷龍的指導下，我們發展這個

項目是為了打入新的市場，因此我們來到這裡是將新濠天地這品牌帶到中東。歐洲可能有一些亞洲玩家，我們開始接觸在塞浦路斯和該周邊地區的一些亞洲玩家群體並對此開展工作，所以可能會有一些交叉。

AWS：這個項目本身是怎樣？City of Dreams Mediterranean有甚麼特色？

GJ：這是一項超過6億歐元的投資，我們擁有500間五星級豪華客房，包括24間套房。我們擁有巨大的會展設施，這對塞浦路斯來說是非常龐大。塞浦路斯沒有國際會議中心來與其他地區競爭，因此這會展設施使我們名聲大噪。塞浦路斯很大程度上是一個周末市場，政府的職責之一是使其成為全年性的旅遊目

scape in Cyprus, probably the largest in Europe, so it's what we've come to expect from Macau in an integrated resort, but in a whole new market. We are Europe's largest integrated resort.

AWS: As you say, this is the first time the IR model that we're so familiar with in Asia and Las Vegas has ever been done

in Europe. How has it been received?

GJ: That's a great question. I lived in Macau and Hong Kong for almost 20 years, and in Asia we're used to the term "integrated resort". But we weren't used to it before that whole Cotai Strip started to develop. It is an education process here. We use the term "Europe's largest integrated

resort" all the time but I think people aren't fully aware of what that means. The idea of a tourist resort with everything under one roof, they kind of understand once they dive into our website and start to arrive and feel what we have.

AWS: Do you have junkets here, and if so, is that what they are called?

GJ: We do call them junkets, but they are not junkets as you or I would know them. We have two licensed junkets right now and others that are in the application process. Junkets here are more what we would call agents back in Asia. They are referrers. It is cash play directly through us. They bring them in as a referral and there's either a commission or a revenue share for those agents.

AWS: There is also a lot of talk at the moment about the shifting nature of gaming markets. In Macau, everybody is talking about gaming versus non-gaming and the shift from VIP to premium mass. How are those splits playing out in Cyprus?

GJ: We operated four satellites here in the local market before we operated the integrated resort, which we call C2 Casinos. The C2 Casinos were primarily for the locals market with some international business. Now with the integrated resort we're transitioning from a local satellite business to an international destination driven



City of Dreams
Mediterranean的高級副
總裁及物業總經理Grant
Johnson

Grant Johnson, Senior
Vice President and
Property General
Manager at City of
Dreams Mediterranean

的地，而不僅僅是暑假目的地或夏季周末目的地。與其他市場一樣，會展設施會對此發展有幫助。

我們有六家特色餐廳，以及塞浦路斯最大的泳池景觀，甚至可能是歐洲最大的。我們對澳門綜合度假村項目的期望，都可以在這個全新的市場找到，我們是歐洲最大的綜合度假村項目。

AWS：在亞洲和拉斯維加斯廣為熟悉的綜合度假村項目模式首次在歐洲中落實，市場的接受度是如何？

GJ：這是一個很好的問題，我在澳門和香港生活了近二十年，在亞洲我們已經習慣了「綜合度假村」這個詞。但在整個路氹金光大道開始發展之前，我們對這個詞其實並不習慣。所以這是一個教育過程，我們一直使用「歐洲最大的綜合度假村」來形容項目，但我認為人們並沒有完全意識到這意味著甚麼。一旦他們進入我們的網站、開始抵達項目並感受我們所提供的一切時，他們就會理解一切都發生在一個空間內的旅遊度假村是怎樣。





by international players and visitation. But we're still going through that because 10 July was our official opening. It is early days for us.

The reason for us coming and the goal with the government when we set out to build this was 300,000 incremental tourists per year, and that's our target.

It's much more of a leisure destination than some of the other properties in Asia where you have non-gaming

amenities built around the casino customer, because we're in this kind of growth or ramp-up period right now where we've got more leisure customers coming than we do pure gaming customers. But as we grow, that mix will change. It's too early to give you percentages or numbers, and it's a different dynamic here.

Most of the people in Macau come to gamble first but we're seeing a lot of people coming

here for our facilities. They're coming for holidays because it's summer season here, so they are coming in with families through July and August. We've got a decent base of gamers in our mix, but that's going to grow over time as we build up our database because it's all new right now and it's not a steal share market – we're the only integrated resort in the market so we're ramping up from scratch. Every week

AWS：這裡有博彩中介嗎？如果有的話，他們是怎樣稱呼的？

GJ：我們確實稱他們為中介，但他們並不是你我所知的中介。我們目前有兩家獲得許可的中介，其他中介正在申請階段。不過，這裡的中介更像是我們在亞洲所說的代理人、引介人。客人是需要直接通過我們進行現金賭博，這些中介是將客人帶進來，作為引介人，這些中介可獲得佣金或收入分成。

AWS：目前有很多關於博彩市場轉變的討論，在澳門，每個人都在討論博彩與非博彩，以及從貴賓博彩到高端中場的轉變。塞浦路斯的細分市場表現如何？

GJ：在營運這綜合度假村項目前，我們在當地市場營運了四家衛星賭場，我們稱之為C2賭場。C2賭場主要是面向本地市場，也有一些國際客人。現在，通過綜合度假村項目，我們正在從本地衛星賭場業務轉型至由國際玩家和遊客驅動的國際目的地。但我們仍在經歷這個過程，因為項目於7月10日才正式開業。對我們來說，現在還為時尚早。

我們來這裡的原因，以及我們在發展項目時政府所訂下的目標是，每年增加30萬遊客人次，這就是我們的目標。

與亞洲其他圍繞賭客建造非博彩設施的項目相比，它更像是一個休閒目的地，因為我們現在正處於這種增長或上

升期。跟純粹的賭客數量相比，我們有更多以休閒為目的客人。但隨著項目發展，這客群細分將會發生改變。現在給您相關百分比或數字還為時尚早，而且這市場有著不同的動態。

澳門的大多數客人都是先來賭博的，但我們看到很多來這裡的客人是為了我們的設施。他們來這裡度假是因為正值夏季，他們會在七月和八月與家人一起來這裡。我們的客群中有不錯的賭客群為基礎，但隨著我們建立數據庫，這個基礎會隨著時間的推移而增長，因為這是全新的市場，而且不需搶佔市場份額，我們是市場上唯一的綜合度假村項目，所以我們正在從零開始。每周我



與亞洲其他圍繞賭客建造非博彩設施的項目相比，其更像是一個休閒目的地。

It's much more of a leisure destination than some of the other properties in Asia where you have non-gaming amenities built around the casino customer.



we're seeing incremental international gaming visitation, but we've got a long way to go.

In the peak season in August, we'll have an ADR of over €400 during the weekdays and even higher on the weekend. There's a healthy leisure business, and as leisure travelers come to this destination, they know there's a casino here. We're seeing nice crossover play from those leisure customers. If I'm from the Middle East and I'm coming here for a holiday I already know there's a casino and I'm excited about that.

AWS: How have you found the ease of doing business in Cyprus?

GJ: It's an adjustment. I came from Macau where it was an

established market where everyone is focused on the destination and there's gaming experience at all levels. But we have basically built the gaming market here, so it's still fresh. Just as a reference, we had a base of 700 colleagues in our satellites, and then we went up to 2,000 for the integrated resort, so we added 1,300 just for the resort and we're still looking for another 400. The majority of those that we're hiring had no gaming experience and most of them didn't have hospitality experience.

The regulator here was brand new as well. They were created for this project, for casinos, so everything is kind of new. It's a bit of a learning process but everyone is supportive. Everyone





們都看到到訪的國際賭客人數不斷增加，但我們還有很長的路要走。

在八月份的旺季，我們的工作日平均ADR將超過400歐元，周末的相關數據甚至更高。這裡有健康的休閒產業，當休閒旅客來到這個目的地時，他們會知道這裡有一家賭場。我們看到這些休閒旅客也有參與賭博。如果我是來自中東，來到這裡度假時已經知道這裡有一家賭場，我會對此感到十分興奮。

AWS：在塞浦路斯發展有甚麼便利性？

GJ：這是需要調整的我來自澳門，那裡是一個成熟的市場，每個人都專注於目的地體驗，並有各種類型的博彩體驗。但我們在這裡基本上是建立博彩市場，所以這市場還是新鮮的。給您一個參考，我們的衛星賭場有700名同事，然後我們為綜合度假村項目新增至2,000名同事，因此我們為度假村額外聘請了1,300名人員，我們仍在聘請多400名人員。其中大多數我們正在招聘的人員是沒有博彩經驗，而且大多數人也沒有酒店業經驗。

監管機構也是全新的，它是為這個項目、為賭場而創建的，所以一切都是新的。這是一個學習過程，但每個人都十分支持，每個人都想幫忙。政府是支持的，新的監管機構也是支持的，但正如我所說，這是全新的，市場結構也不同，所以肯定會遇到挑戰，我們正在努力解決這些問題。我們的開業已是一個巨大的里程碑，現在我們必須快速發展。

AWS：您對培訓這些員工的經歷有何感想？

GJ：我們有一個培訓中心，我們從馬尼拉團隊和澳門團隊帶來了很多同事，剛剛進行了大規模入職培訓。這1,400人實際上都是在過去六個月內加入的，其中一些人是在我們開業前兩個月加入的，而且還有更多人加入。我們借鑑了其他

wants to help. The government is supportive, the new regulator is supportive, but as I said it's all new and the market mix is different so there are challenges for sure. We're working through it. We opened which was a huge milestone and now we've got to ramp quickly.

AWS: How have you found the experience of training all those staff?

GJ: We have a training center and we brought over a lot of our colleagues from our Manila team and the Macau team and just did a mass onboarding. Those 1,400 people all came on

in a period of six months really, and some of them came in two months before we opened our doors, plus there's more coming. We had the training programs from the other properties and established a huge training center. Most of our colleagues had no experience when we



brought them in and it was a massive undertaking.

One of the things we really struggled with was the small population in Cyprus and many of them didn't know casinos. The ones they knew were the C2 satellites which aren't the glamorous integrated resort

that we now have, so hiring was probably one of our biggest challenges.

But I think it will get easier now. I hope that people see what the resort is and what we're about, that we're not just a satellite casino. We're Europe's biggest and best.

AWS: You talk about the small population. How about their availability and bringing in staff from elsewhere?

GJ: We have over 600 people that we hired from third country nationals, which is sort of the equivalent of a Macau blue card. We got an unprecedented number of those from the government, which has been incredibly helpful. That was one of the areas where the government was very supportive. We hired from throughout the EU, but 45% of our colleagues are local and we hope to have more than that in the long run. We think there's great opportunity locally but again, it was educating the market on what an integrated resort is and the opportunities here. That will grow in time.



物業的培訓計劃，並建立了一個巨大的培訓中心。當我們聘請他們時，我們大多數同事都是沒有經驗的，所以這是一項艱鉅的任務。

我們真正遇到的挑戰之一是塞浦路斯人口很少，而且許多人也不知道賭場是甚麼。他們知道的是C2衛星賭場，但不是我們現在迷人的綜合度假村項目，因此人員招聘可能是我們最大的挑戰之一。

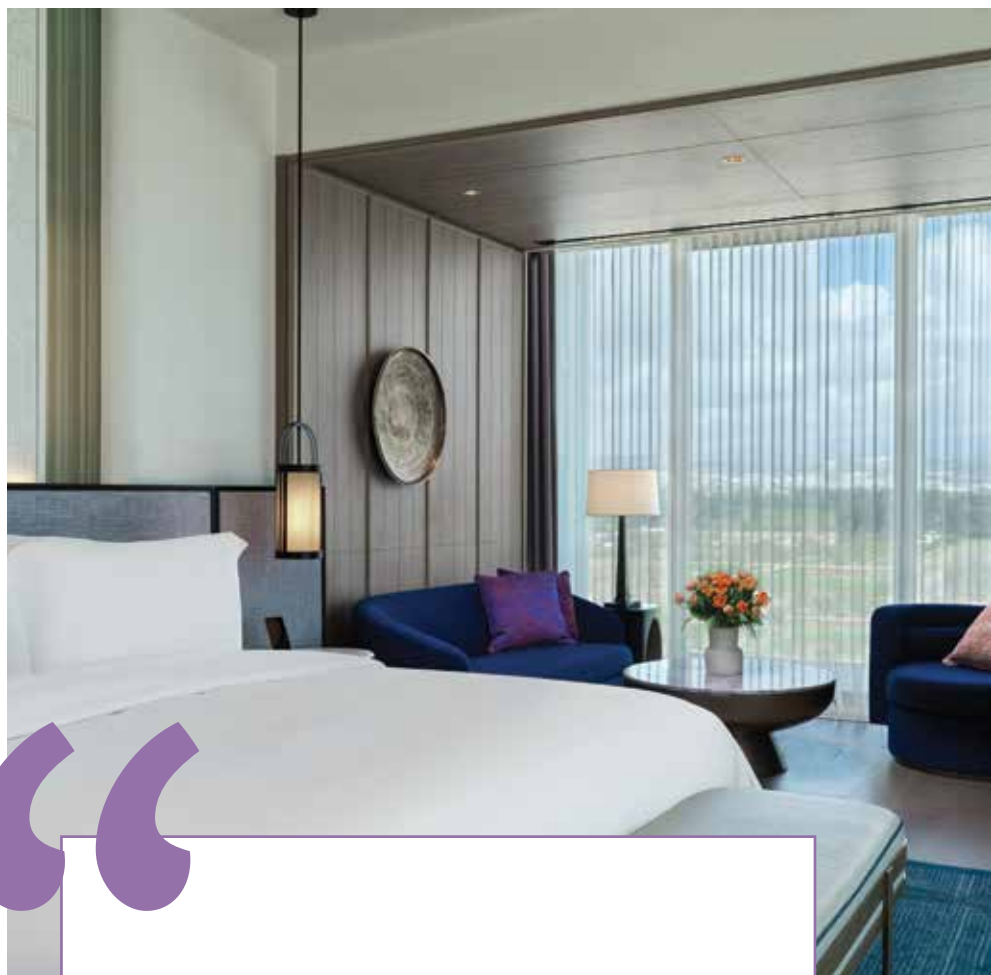
但我認為現在問題將變得更容易解決，我希望人們現在可了解度假村是甚麼以及我們的目的，我們不僅僅是一家衛星賭場。我們是歐洲最大、最好的度假村。

AWS: What is the future of the C2 satellite casinos?

GJ: We've got one each in Pafos, Ayia Napa and Nicosia. We had a big one in Limassol which we called the Limassol Temp – that was 28 tables and 326 machines. It wasn't glamorous but it was a large footprint. The law said that once we opened the IR we would close that temporary facility, but the law also says we can only do 50 machines in those other satellites, which is quite limiting.

Our longer-term goal now that we're open is to ramp-up and make sure we get our ROI back and make sure that we fill up the integrated resort, but we think there are opportunities in the satellites as well.

Fifty machines is limiting in Nicosia in particular, and then in the summer season in Ayia Napa and in Pafos you have tourists that aren't going to come to the integrated resort every day. Maybe they'll come once, but it's a seven-day holiday. If they had table games in Ayia Napa, we think tourists would be interested in a better product there. And then Nicosia at the capital where you've got also an international community living there, we think there's opportunity. So we're going to look at longer term growth opportunities for those satellites. iag



政府的職責之一是使其成為全年性的旅遊目的地，而不僅僅是暑假目的地或夏季周末目的地。

One of the remits from the government was to make this a year-round destination, not just a summer destination.

AWS：您談到了人口比較少。他們的可用性是怎樣？以及要怎樣從其他地方引入人員？

GJ：我們有超過600名來自其他國家的員工，這相當於澳門的藍卡外僱。我們從政府中得到了前所未有的外僱額度，這是非常有助我們業務，這也是體現政府大力支持的事項之一。我們從整個歐盟地區招聘員工，但45%的人員是本地人，從長遠角度來看，我們希望擁有更多的本地同事。我們認為當地有很不錯的機遇，但重要是讓市場了解甚麼是綜合度假村以及這裡的機遇。隨著時間的推移，這會增長起來。

AWS：C2衛星賭場的未來又會怎樣？

GJ：我們在帕福斯、阿依納帕和尼科西亞各有一家C2衛星賭場。我們在利馬索爾有一個大型的，我們稱之為Limassol

Temp，有28張賭桌和326台博彩機。它並不華麗，但佔地面積很大。根據法律規定，一旦我們的度假村項目開業，我們將關閉該臨時設施，但法律還規定，我們只能在其他衛星賭場上營運50台博彩機，這是相當有限的。

度假村項目開業後，我們的長期目標是擴大規模，確保我們達到投資回報率，並確保我們能填滿度假村項目，但我們認為衛星賭場還是有機遇的。

對尼科西亞來說，50台博彩機是尤其受限的，而在夏季，阿依納帕和帕福斯的旅客不會每天都到訪綜合度假村，也許在一個七天的假期中，他們會來一次。如果阿依納帕能提供賭桌遊戲，我們認為旅客會對那裡的产品感興趣。然後是首都尼科西亞，那裡有一個國際社群，我們認為那裡是有發展機會。因此，我們將著眼於這些衛星賭場的長期發展機會。iag





REVITALIZED

Macau's concessionaires have submitted plans to the government for the revitalization of six older areas of the SAR, but more than two months after these plans were announced, details remain scarce. Is it reasonable to expect private companies to handle such projects, and should their plans be made public? *IAG* takes a look.

By **Pierce Chan**



舊區活化

澳門六間承批公司向澳門特區政府提交了六個區域的舊區活化計劃，但自這個計劃對外宣佈兩個多月以來，卻沒有任何細節。由私人公司處理這項事情又是否合理？相關計劃又是否應該儘早公佈？《亞博匯》一同探討這個問題。

文 陳嘉俊



In late May, Macau Chief Executive Ho Iat Seng held a press conference at which he revealed the city's six gaming concessionaires had submitted detailed revitalization plans for bringing some of the city's older districts back to life. He also revealed that the Macau SAR Government has already agreed to those plans.

The Chief Executive's statement immediately caused heated debate within the local community, where issues of conservation have long been viewed as important steps forward. This, it was noted, was the first time the government has openly stated that "revitalization of old districts" would be left to private enterprises.

In his press conference, Ho said concessionaires understood the mindset of tourists and knew what was needed to attract them to some previously underutilized areas.

"Concessionaires have submitted to the government the revitalization proposals for old districts, with detailed plans of revitalizing commercial elements in six old districts," Ho said. "The government has already agreed with these plans and (concessionaires) will implement them soon."

Under the new gaming concessions signed by concessionaires in December, Corporate Social Responsibility (CSR) is listed as a general obligation, covering everything from charitable initiatives, staff development, education, scientific research, environmental protection, and cultural and sports activities in Macau.

Revitalization is also seen as an important contribution, and while the government has not yet disclosed any specific details about the concessionaire proposals, some information was made public by the concessionaires late last year.

For example, Galaxy Entertainment Group will take responsibility for redeveloping the Lai Chi Vun Shipyards at Coloane, SJM for the districts around Avenida de Almeida Ribeiro (spanning from Hotel Lisboa to Ponte 16). The Barra district belongs to MGM China and the "Historical Center of Macao" is the responsibility of Wynn Macau.

澳

澳門行政長官賀一誠在5月舉行新聞發佈會，向澳門媒體透露六間承批公司在第一季提出了詳細的舊區活化計劃給政府，為本地舊區恢復生機。他也透露，政府已經同意了這些計劃。

行政長官的言論頓時引起了社會的

熱議，因為長久以來，「保育」都被視為城市發展的重要舉措。而這是澳門政府首次公開表示將「舊區活化」交給私人企業處理。

賀一誠在記者會中說到，承批公司了解旅客心態，知道旅客要看些甚麼或要甚麼元素。

賀一誠指出：「承批公司向政府提交了舊區活化的方案，是以商業元素活

化舊城區的詳細計劃，共涉及六個區域……政府已同意這些計劃，並希望很快實施。」

在承批公司與澳門政府在去年12月簽訂的新博彩批給合同中，「社會責任」被列為承批公司的一般義務，而社會責任包括支持澳門本地教育、科研、環保、文化及體育等活動。

舊區活化被視為社會責任之一。





Cultural Heritage Council member and urban planner Rhino Lam believes handing the responsibility for revitalization to private enterprises can be a positive move.

"When we review the track record, we will find that many previous revitalization programs led by the SAR Government have been criticized and lacked effectiveness," he said. "So now to have the concessionaires

attempt this task, it would not be a 100% bad thing.

"Looking at the current situation, with private sectors handling the revitalization of old districts, those districts can be commercialized.

"The private sectors will choose popular projects for profit-making and will be more efficient than government."

While some previous instances of private enterprise

works have also failed, Lam said, "Since [the revitalization process] has started, we can give it a try. After all, the government has the ownership [of those old districts] and can take them back if [the development projects] fail, and restart another project."

He does, however, urge the government to release more details about the revitalization plans.



然而，政府至今卻未有透露任何具體細節。但承批公司去年公開的計劃已透露部分內容。

例如，銀河負責「舊船廠」荔枝碗相關區域、澳娛綜合負責新馬路區域（葡京至十六浦）、美高梅負責媽閣區域、永利負責部分「澳門歷史城區」。其餘兩間暫未看到相關資料。

澳門文化遺產委員會委員、城市規劃師林翊捷認為，交由私人企業活化舊區並非壞事。

他說到：「如果我們看往績，政府主導的活化方案，有很多都受到批評，

澳門文化遺產委員會委員、城市規劃師林翊捷認為，交由私人企業活化舊區並非壞事。

Cultural Heritage Council member and urban planner Rhino Lam believes handing the responsibility for revitalization to private enterprises can be a positive move.

“We are unable to find out any details about this issue. It concerns the preservation and public interest so it should be made public,” he says.

According to the new concession contracts, Macau’s concessionaires must propose their plans for the coming year by the end of September, relating to social and livelihood developments. However, their plans have not yet been disclosed as of July.

“The government had received the plans from concessionaires in the middle of March but did not announce it to the public, so not even legislators knew about those plans,” said Legislator Lam U Tau.

“How can local SMEs cooperate with the concessionaires and the government for development [if they don’t know details]?”

“I agree with the idea that concessionaires support the

society in developing diverse industries, however, the public knows nothing about the direction of development.”

Lam suggested that a transparent mechanism is needed for private enterprises to support social development.

“There are many examples of corporate participation in social development,” he said. “For example, the Hong Kong Jockey Club had set up a fund in facilitating social development. However, Macau is a case of planning before proceeding.”

Another legislator Leong Hong Sai has directly questioned the government’s revitalization plans by way of a written inquiry, but in reply the Gaming Inspection and Coordination Bureau (DICJ) merely emphasized that “concessionaires have submitted their 10-year development plans in detail, which includes the revitalization plans for old districts.





效果並不好……現時讓博企嘗試這項任務，並非100%是壞事。」

「從現時的情況來說，私人企業處理舊區活化工作，區域會邁向商業化。」

「私人企業為了營利目的會選擇受歡迎的項目，效率會比政府更好。」

雖然其他地方都有私人企業處理舊區活化的例子，有成功也有失敗的案例。但林翊捷指出：「既然已經開始了，就可以嘗試一下。始終業權都是政府手上，失敗了政府也可以收回重新計劃。」

不過他也敦促政府應公佈有舊區活化的更多細節。他表示：「我們看不到詳細內容，這件事關乎於保育和公眾利益，這個計劃應該公開。」

根據新的博彩合同，承批公司在今年9月底就要提交下一年計劃，不過現在已7月，政府卻未公開今年任何計劃。當中不少是涉及社會和民生發展的計劃。

立法會議員林宇滔表示：「政府在3月中旬已經收到承批公司的計劃，但卻沒有公開，連議員都不知道計劃。」

「（如果他們不知道細節），本地的中小企如何配合承批公司與政府的發展？」



“Concessionaires are required to submit an annual report on the investment plans implemented in the last year and a report about the implementation program of the specific approved projects, including the amount of investment in specific projects, the timing of implementation and the effectiveness of the projects,” the DICJ added in its reply.

“The system had an ongoing assessment, communication and monitoring mechanism in overseeing the concessionaires’ contribution to the moderate economic diversification and the sustainable development of the Macau economy.”

It seems only time will tell what’s in store for Macau’s old districts. iag

「我贊成承批公司支持社會多元產業發展，但現時是大家都不知道發展方向。」

林宇滔建議，私人企業支持社會發展需要一個透明的機制。

「企業參與社會發展有很多例子，香港賽馬會設立基金推動社會發展，但澳門卻是以計劃形式去進行。」

事實上，另一名立法會議員梁鴻細已經就此問題向政府提交書面質詢。但博監局回覆卻沒有公佈細節，只強調：「去年年底承批公司亦詳細介紹了未來十年的發展重點，當中包括活化舊區的計劃。」

「承批公司須每年提交過去一年實施的投資計劃及已獲核准具體項目執行方案的報告，當中包括具體投資項目已投放的金額、實施時間及成效。」博監局在回覆中提到。

「在制度上已對承批公司助力澳門經濟適度多元及可持續發展的情況設有持續的評估、溝通、協調及監察機制。」

看來只有時間才能告訴我們澳門舊區活化的未來。iag

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賭場內部和 外部CRM流程

在六篇文章系列的第二篇中，星億娛樂集團前本地和國際營銷與市場推廣副總裁 Charlie Mai 解釋了在賭場環境中實施內部和外部客戶關係管理(CRM)的過程。

INTERNAL AND EXTERNAL CRM PROCESS IN CASINOS

In the second of a series of six articles, Charlie Mai – former VP of Domestic and International Sales & Marketing for Star Entertainment Group – explains the process for implementing internal and external CRM in the casino environment.

By 文 **Charlie Mai**



Charlie Mai is a senior corporate practitioner and researcher with 25 years of experience in sales, marketing, services, operations and change management across business sectors and industries, including casinos, integrated resorts, hospitality, FMCG and manufacturing in Australia and overseas. Charlie holds a Doctor of Business Administration degree, a Master of International Business, and Bachelor degrees in Foreign Trade and Computer Science.

Charlie Mai 是一位資深的企業實踐者和研究者，在商業領域和不同行業的銷售、市場推廣、服務、營運和變革管理方面擁有25年經驗，包括在澳洲及其他地區涉足賭場、綜合度假村、酒店、快速消費品和製造業等行業。Charlie Mai 擁有工商管理博士學位、國際商務碩士學位，以及外貿和電腦學學士學位。





The first article in this series about internal and external CRM and organizational change management in casinos introduced the basics of these concepts.

This article, the second in the series, provides casino practitioners with a comprehensive process for the three phases of internal and external CRM: adoption, implementation, and evaluation and evolution.

These are shown below:

INTERNAL AND EXTERNAL CRM ADOPTION

- Readiness
- Vision
- Strategy

INTERNAL AND EXTERNAL CRM IMPLEMENTATION

- People
- Processes
- Information technology

INTERNAL AND EXTERNAL CRM EVALUATION AND EVOLUTION

- Evaluation
- Evolution



本

系列第一篇文章介紹了賭場的內部和外部CRM以及組織變革管理的基本概念。
本文是該系列的第二篇文章，為賭場從業者展示內部和外部CRM的三個階段的綜合流程：採用、實施、評估和演化。
有關流程如圖2.1所示。

內部和外部CRM採用

- 準備情況
- 願景
- 戰略

內部和外部CRM實施

- 人員
- 流程
- 資訊技術

內部和外部CRM 評估和演化

- 評估
- 演化

INTERNAL AND EXTERNAL CRM ADOPTION

Readiness.

The readiness assessment is an audit of a casino's readiness for adopting an internal and external CRM solution based on four contexts: social-cultural, environmental, technological and organizational.

- The *social-cultural context* assesses whether the casino's values, norms and culture are employee-customer-focused or not. If not, the casino is not ready for an internal and external CRM solution.
- The *environmental context* considers whether the casino is suitable and has potential financial benefits for an internal and external CRM solution, based on four common characteristics: (1) high employee and customer retention rates; (2) significantly higher costs to attract new employees and customers than to retain existing ones; (3) the ability to calculate profit at an employee and a customer level; and (4) the ability to easily segment employees and customers based on volume and profitability.
- The *technological context* deals with the perceived benefits of internal and external CRM systems and compatibility with existing structures, such as data accuracy, higher process efficiency, improved employee and customer satisfaction, sustainable competitive advantages, improved relationships with business partners, and channel integration.
- The *organizational context* concerns whether the casino has sufficient organizational resources, top management support, and existing employee and customer knowledge management practices and processes for an internal and external CRM solution.

Vision.

The vision development is the starting point for an internal and external CRM solution. The vision should paint a picture of the kind of relationship that the casino wants to form with its most valuable employees and customers. The formulation of the right vision requires the casino's top management commitment for employee-customer-centricity as a path to business success and employee and customer value propositions. This vision must also be in line with the casino's corporate vision and strategy as well as address the other issues of internal and external CRM guidelines, employee and customer value propositions and segmentation.

Strategy.

The strategy development describes the way the casino wants to realize its internal and external CRM vision and defines the basic understanding of the internal and external CRM program. The strategy development also defines goals and objectives for adopting the internal and external CRM solution. For example, an overarching internal and external CRM goal is to collect, compile, and make the best use of employee and customer information to provide valued employees and customers with a seamless, consistent, outstanding experience across various touch points, and ultimately a casino's profitability.



內部和外部CRM採用

準備情況

準備情況評估是根據四個背景因素評估賭場是否準備好採用內部和外部CRM解決方案：社會文化、環境、科技和組織。

- 社會文化背景因素評估賭場的價值觀、規範和文化是否以員工和客戶為中心。如果不是，賭場是還沒有準備好採用內部和外部CRM解決方案。
- 環境背景因素根據四個共同特徵，考慮賭場是否適合內部和外部CRM解決方案以及能否產生潛在的經濟效益：(1) 員工和客戶保留率高企；(2) 吸引新員工和客戶的成本明顯高於留住現有員工和客戶的成本；(3) 計算員工和客戶層面的利潤能力；(4) 能夠根據數量和盈利能力輕鬆細分員工和客戶群。
- 科技背景因素涉及內部和外部CRM系統的感知優勢以及與現有結構的兼容性，例如數據準確性、更高的流程效率、提高員工和客戶滿意度、可持續的競爭優勢、改善與業務合作夥伴的關係以及渠道整合。
- 組織背景因素涉及賭場是否擁有足夠的組織資源、高層管理支持，以及用於內部和外部CRM解決方案的現有員工和客戶知識管理實踐和流程。

願景

願景發展是內部和外部CRM解決方案的起點。該願景應該描繪出賭場希望與其最有價值的員工和客戶建立怎樣的關係，而制定正確的願景需要賭場最高管理層承諾以員工和客戶為中心，以此作為業務成功以及員工和客戶價值主張的引證。該願景還必須符合賭場的企業願景和戰略，並應對內部和外部CRM準則、員工和客戶的價值主張和細分等問題。

戰略

戰略制定描述賭場希望實現其內部和外部CRM願景的方式，並定義對內部和外部CRM計劃的基本理解，以及定義採用內部和外部CRM解決方案的目標。例如，內部和外部CRM的總體目標是收集、編制和充分利用員工和客戶的資訊，以為具價值的員工和客戶提供跨越各個接觸點的無縫、一致、出色的體驗，最終提高賭場的盈利能力。

INTERNAL AND EXTERNAL CRM IMPLEMENTATION: PEOPLE, PROCESSES AND INFORMATION TECHNOLOGY

People.

A key to successful internal and external CRM implementation is transforming the casino's organizational culture, structures, and the behaviors of its employees and business partners towards an employee-customer-centricity, so that the promised value propositions are seamlessly delivered. The successful transformation requires top management commitment and organizational collaboration across all levels of the organization. Leaders should set the stage for leadership, strategic direction and alignment of vision and business goals. Managers and staff should share information and develop and nurture relationships with their peers not only within their department but across other departments with which they are interconnected, internally and externally. Nurturing internal relationships and information sharing results in a better appreciation of identities, a clearer understanding of business processes, and a sharing and understanding of culture and empathy.

Processes.

These processes can be grouped into four main perspectives: employee-customer-facing, employee-customer-oriented, macro-level and cross-functional:

- The employee-customer-facing processes are systematic processes to manage employee and customer relationship initiation, maintenance, and termination, across all employee and customer contact points, to maximize the value of the relationship portfolio.
- The employee-customer-oriented processes deal with activities that seek to satisfy a need or to solve a problem. These employee-customer-oriented processes are further differentiated into three forms: delivery processes, support processes and analysis processes.
- The macro-level processes deal with activities that create market intelligence to build and sustain a profit-maximizing portfolio of employee and customer relationships through two sub-processes: knowledge management process and interaction management process.
- The cross-functional process is a holistic approach to five generic cross-functional sub-processes: the strategy development process, the value creation process, the multichannel integration process, the information management process, and the performance assessment process. This process is the most pervasive view of internal and external CRM in terms of providing an explanation of each internal and external CRM process, and it enables a better understanding of internal and external CRM for successful adoption and implementation.

內部和外部CRM實施：人員、流程和資訊技術

人員

成功實施內部和外部CRM的關鍵是，將賭場的組織文化、結構以及員工和業務合作夥伴的行為轉變為以員工及客戶為中心，從而無縫地落實所承諾的價值主張。成功的轉變需要高層管理人員的承諾以及組織各個層面的協作。領導者應該為領導力、戰略方向以及願景與業務目標的一致性奠定基礎。經理和員工不僅應在部門內共享訊息、與同事發展和培養關係，還應與其他部門做到這樣，因為部門間在內部和外部都是相互關聯的。培養內部關係和訊息共享能夠更好地理解不同身份、更清晰地理解業務流程以及建立共享和理解的文化 and 同理心。

流程

這些流程可以分為四個主要視角：面向員工及客戶、員工及客戶為中心、宏觀層面和跨職能：

- 面向員工及客戶的流程是系統化流程，用於管理所有員工和客戶接觸點中的員工和客戶關係的啟動、維護和終止，以最大限度地提高相關關係的價值。
- 以員工及客戶為中心的流程處理旨在滿足需求或解決問題。以員工及客戶為中心的流程進一步分為三種形式：交付、支援和分析流程。
- 宏觀層面流程通過兩個子流程處理創建市場情報的活動，以建立和維持利潤最大化的員工和客戶關係組合：知識管理流程和互動管理流程。
- 跨職能流程是五個跨職能子流程的整體：戰略制定流程、價值創造流程、多渠道整合流程、訊息管理流程和績效評估流程。該流程是內部和外部CRM最普遍的視圖，提供了每個內部和外部CRM流程的解釋，能夠更好地理解內部和外部CRM，以便成功採用和實施。





Information technology.

Information technology is an enabler to redesign business processes for achieving improvements in organization performance. Information is the backbone of internal and external CRM and critical for product tailoring, service innovation, consolidated views of employees and customers, and calculating employee and customer lifetime value. Employee and customer information is the basis of the value creation process. It allows the casino to target and focus on its employee and customer needs and wants. If acquired, managed, and modelled correctly, employee and customer information can be key to a sustainable competitive advantage.

Whereas technology facilitates the internal and external CRM processes by involving leveraging of data, information, employee-customer-facing applications, and supporting information technology infrastructure to enable internal and external CRM to work as intended. Internal and external CRM applications take advantage of technology innovations with their ability to collect and analyze data on employee and customer patterns, interpret employee and customer behaviors, develop predictive models, respond with timely and effective customized communications, and deliver product and service value to individual employees and customers. The use of internal and external CRM applications to acquire, process and distribute employee and customer information through multiple channels is expected to positively impact the casino's ability to manage employee and customer encounters and thereby create employee and customer satisfaction.

資訊技術

資訊技術是重新設計業務流程以改進組織績效的推動力，是內部和外部CRM的支柱，對於產品定制、服務創新、員工和客戶的整合視角以及計算員工和客戶的終身價值，都是至關重要。員工和客戶的訊息是價值創造過程的基礎，使賭場能夠瞄準並專注於其員工和客戶的需求和願望。如果正確獲取、管理和建模，員工和客戶的訊息可以成為達致可持續競爭優勢的關鍵。

科技促進內部和外部CRM流程，利用數據、訊息、面向員工和客戶的應用程序以及支援資訊科技基礎設施，使內部和外部CRM能夠按預期工作。內部和外部CRM應用程序利用科技創新，能夠收集和分析員工和客戶模式的數據、解釋員工和客戶的行為、發展預測模型、通過及時有效的通訊作出回應，並向個人員工和客戶提供產品和服務價值。使用內部和外部CRM應用程序，以從多種渠道獲取、處理和分發員工和客戶訊息，預計可將對賭場管理員工和客戶接觸的能力產生正面影響，從而提高員工和客戶滿意度。

內部和外部CRM評估和演化

INTERNAL AND EXTERNAL CRM EVALUATION AND EVOLUTION

Evaluation.

The development of internal and external CRM measures gives the casino better idea of how its internal and external CRM program is working, how it is meeting expectations and whether it is sustainable in the long run. These measures should be defined based on the internal and external CRM vision and objectives. Proper performance metrics help the casino to make objective decisions regarding continuation, modification, or termination of an internal and external CRM program. A series of metrics should include lifetime value, retention, share of wallet, satisfaction and loyalty, experience, and organizational collaboration. These metrics are strong predictors for behavioral variables such as repurchase intentions, word-of-mouth recommendations or loyalty, and primarily serve to identify loyal employees and customers and evaluate their worth to the casino.

評估

內部和外部CRM措施的制定使賭場能夠更好地了解其內部和外部CRM計劃的運作情況，以及滿足期望和長期可持續發展。這些措施應根據內部和外部CRM願景和目標來定義。適當的績效指標有助於賭場就內部和外部CRM計劃的繼續、修改或終止做出客觀決定。一系列指標應包括終生價值、保留率、錢包份額、滿意度和忠誠度、體驗和組織協作。這些指標是行為變量（例如重複購買意圖、口碑推薦或忠誠度）的強勁預測指標，主要用於識別忠誠的員工和客戶並評估他們對賭場的价值。

Evolution.

When an internal and external CRM performance is measured and evaluated against its performance metrics, decisions must be made regarding its evolution: its continuation, termination, enhancement, or modification of the relationship engagement. There are several factors impacting the evolution decision such as relationship performance and satisfaction, change of leadership, acquisition, merger, or divestiture.

In summary, this Article 2 of the series about internal and external CRM and organizational change management in casinos has provided casino practitioners the comprehensive process for adopting, implementing, and/or conducting an evaluation and evolution of their internal and external CRM programs. The next Article 3 will discuss internal and external CRM practices in casinos. *iag*

演化

當根據績效指標衡量和評估內部和外部CRM績效時，必須就其演化做出決定：關係參與的延續、終止、增強或修改。有幾個因素會影響演化決策，如關係績效和滿意度、領導層變更、收購、合併或剝離。

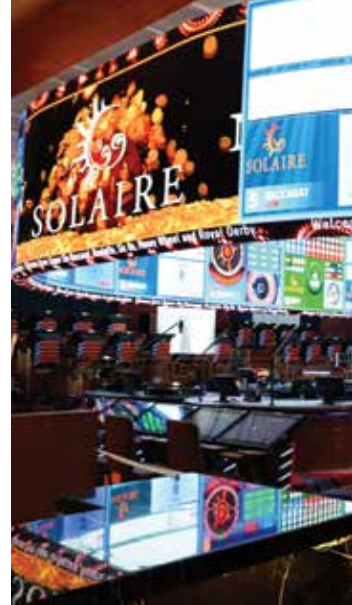
總括而言，這系列的第二篇文章關於賭場內部和外部CRM以及組織變革管理，為賭場從業者提供了採用、實施和/或評估和演化其內部和外部CRM計劃的綜合流程。接下來的第三篇文章將討論賭場內部和外部CRM實踐。*iag*

標亮前方

來自澳洲的Simtech，在亞太地區的LED標誌及顯示器製造業界可謂獨領風騷，並且銳意繼續在這賽道上勇往直前。

LET THERE BE LIGHT

Australia's Simtech has led the way when it comes to the development of LED signage and displays across the Asia-Pacific region – and it has no plans to slow down any time soon.







Simtech銷售與戰略副總裁
Jack Curtis。

Simtech's Vice President,
Sales & Strategy,
Jack Curtis.

如

果讓人想像一下在亞太地區隨便一個娛樂場的模樣，很多都會立即在腦中浮現出一個由

Aristocrats、Light & Wonders和IGTs佔領的世界。可是，比起這三間知名企業，有一間公司更常在區內的娛樂場中「發光發亮」。它就是澳洲的LED標誌開發商Simtech。

Simtech於1980年代在昆士蘭州布里斯本成立。其最初構思，是要成為一間數碼印刷公司。但隨著時間的推移，Simtech成為了影像技術革新的領頭羊，改變了世人眼中酒店、購物熱點和綜藝館等的樣貌。當然，一眾娛樂場也因Simtech而煥然一新。

時至今日，Simtech依然以昆士蘭為基地，但已經在澳門及拉斯維加斯設有辦公室，而且在其他亞洲司法管轄區也有分部。Simtech的產品出現在幾乎所有亞太區的主要博彩目的地。從澳門的娛樂場中場區域，到稱霸澳洲市場的酒吧及俱樂部行業，都可以看到Simtech的身影。

Picture any gaming floor across the Asia-Pacific region and the mind quickly wanders to the Aristocrats, Light & Wonders and IGTS of the world. Yet there is one company more than any other responsible for literally lighting up the industry: Australian LED signage developer Simtech.

First imagined as a digital printing firm in Brisbane, Queensland in the 1980s, Simtech has since led an evolution of visual technology that has transformed how we

view everything from hotels to shopping destinations, arenas and of course, casinos.

Still headquartered in Queensland but with offices in Macau and Las Vegas plus staff in other Asian jurisdictions, Simtech's products can be seen in near every major gaming destination around the APAC region – from the mass casino floors of Macau to the expansive pubs and clubs industry that dominates in Australia.

“Quality signage and displays are essential, for several reasons,” says Jack Curtis,

為Simtech的銷售及策略副總裁 Jack Curtis而言，有質素的標誌及顯示器實在不可或缺。

「第一，這些產品令其所在地點在視覺上有所提升，讓人更容易讀到上面的資訊，並且更耐用。它們可以確保訊息被有效地傳遞。第二，它們更加節省能源，長遠而言能夠減低營運成本。第三，有質素的標誌能夠讓內容的顯示方式更有動感，更可以有效地建立品牌形象

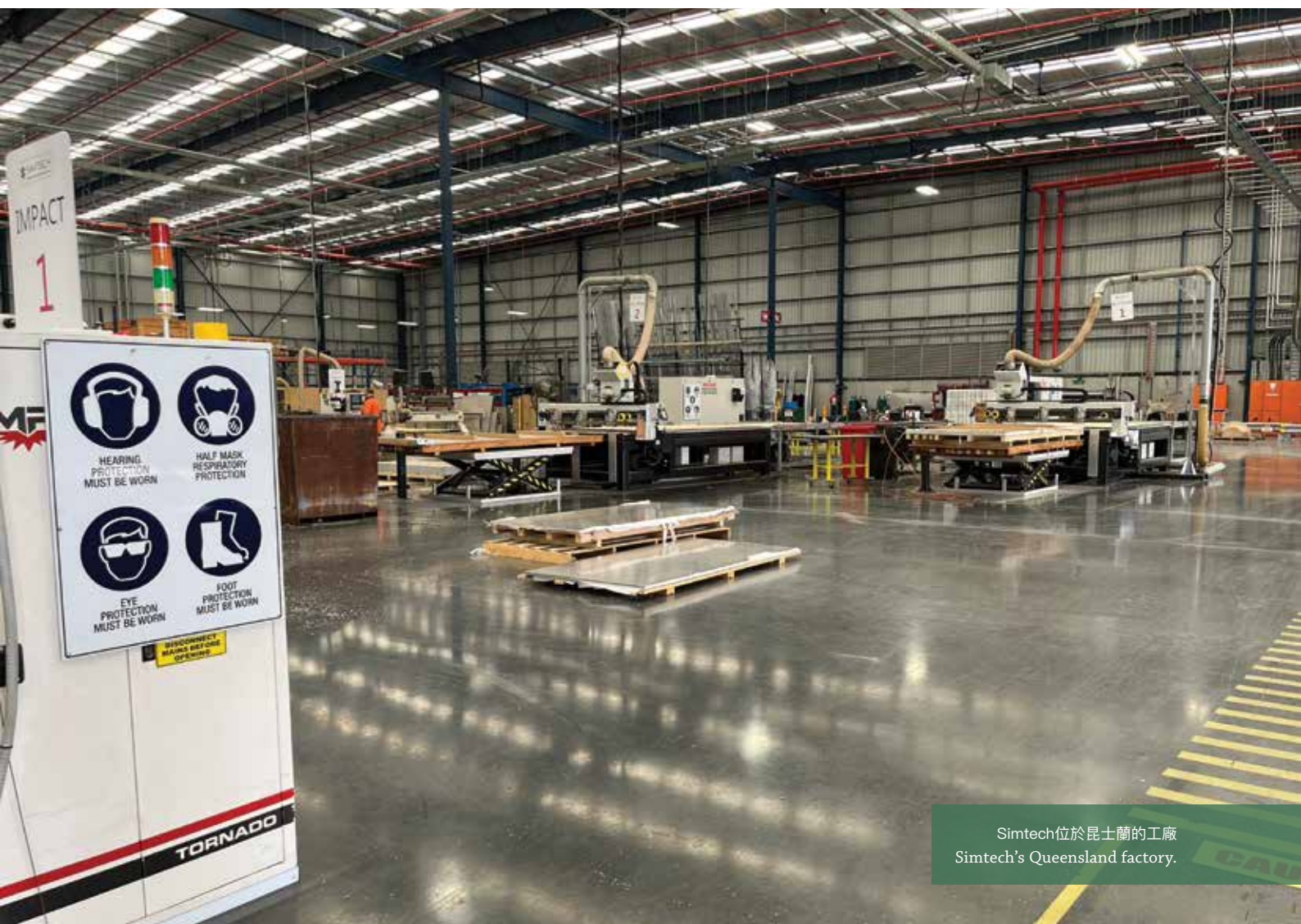
，同時能夠讓標識發揮最大功效、接觸到最多人。」

「Simtech標誌產品的出名之處，在於它能夠在娛樂場範圍內，令人留下深刻印象。不論你之前是否認識這間公司，你都很有可能已經在不同地方見過它出品的顯示器。公司負責過的其中一個比較大型的裝置，就是在馬尼拉的晨麗娛樂場及渡假城內那個令人念念不忘的Players Stadium。此外，還有澳門

銀河的Dragon Stadium和澳門威尼斯人的Dragon Zone等。」

Curtis認為，在LED顯示器的領域內，創新就是關鍵所在。Simtech已經通過運用LED球形顯示器、透明LED顯示器，以及為顧客度身訂造的設計及獨特的動畫，為業界帶來各種新概念。

他說：「我們那引以為傲的團隊，全身投入到設計及發明新的技術之中，保證讓我們可以滿足每位客人對於視覺



Simtech位於昆士蘭的工廠
Simtech's Queensland factory.

展示的大小要求。不論這些要求是多麼天馬行空，我們也會盡力實現。」

「Simtech一直都以處理各種特殊要求為己任。」

為了達成這個目標，Simtech採取了兩種獨特的市場策略，推動公司向娛樂場行業的出口活動。第一種策略，就是與各娛樂場物業直接合作，在設計及落實改善場所內特定區域LED顯示器的企劃時，與他們緊密協作。

第二種策略，就是與博彩製造商締結戰略夥伴關係。通過與這些公司建立

這種夥伴關係，Simtech的定制化娛樂場LED顯示器，可以與這些公司的角子機或賭監遊戲產品一同發行，讓這些顯示器在環球博彩市場有更全面的曝光機會。

就是通過這些合作，Simtech現在擁有兩間引以為榮的工廠：一間位於公司總部所在城市布里斯本；另一間比較新的工廠，則設在拉斯維加斯，佔地22萬平方呎，由24名員工負責，提供金屬加工、裝嵌、機器自動化、裝置設置等服務，還肩負管理及行政職能。

Curtis解釋道，所有Simtech的產品都完全由公司內部開發及製造。在布里斯本的設施，負責向澳洲、紐西蘭及亞洲地區提供服務。北美及歐洲地區，就會由位於拉斯維加斯的設施負責。

他表示：「LED標誌是一項重大投資，而選擇適合的產品，更是關鍵。」

「如果標誌的質素較低，它們的替換率就可能比較高。這將牽涉更高的成本，而且會浪費資金。相比起來，較高質素的標誌，壽命亦會更長，而且製作的質量也會更高，並有更好的表現，從而幫助

Simtech's Vice President, Sales & Strategy.

“Firstly, they enhance visibility, readability and durability, ensuring that messages are effectively conveyed. Secondly, they offer energy efficiency, reducing operational costs in the long run. Thirdly, quality signage allows for dynamic content and effective branding, maximizing impact and engagement.”

Simtech's signage is renowned for creating a lasting visual impact on the gaming floor, and whether you know it or not, chances are you've admired the company's displays in one place or another.

Among its larger installations are the impressive “Players Stadium” at Manila's Solaire Resort Entertainment City, the “Dragon Stadium” at Galaxy Macau, and the “Dragon Zone” at The Venetian Macao, among thousands more.

According to Curtis, innovation is key when it comes to LED displays, with Simtech having introduced new concepts to the industry via the use of LED globes, transparent LED, custom designs and unique animations.

“We boast a cutting-edge team purely dedicated to designing and inventing new LED technologies so we can

ensure the ambitious visual needs of every client are met, no matter how left-field they may be,” he says.

“Unique requests have forever been in Simtech's ballpark. The impressive diversity in our projects has been the result of continuous innovation and ambition, and we're ready to push the boundaries of media delivery for customers' experiential dreams.”

To achieve its goals, Simtech employs two distinctive market strategies to drive its exporting activities in the casino industry. The first of these involves working directly with casino properties, collaborating



「有質素的標誌能夠讓內容的顯示方式更有動感，更可以有效地建立品牌形象。」

——Jack Curtis

“Quality signage allows for dynamic content and effective branding, maximizing impact and engagement.” –

Jack Curtis

FEATURES

closely with them to design and implement LED displays that enhance specific areas within the venue.

The second revolves around strategic partnerships with gaming manufacturers themselves. By partnering with these companies, Simtech's custom casino LED displays are distributed alongside their slot machine or table game products, providing more comprehensive exposure throughout the global gaming market.

It is via such collaborative ventures that Simtech now boasts two separate factories – one near its traditional home base of Brisbane and a newer 22,000-square foot facility in Las Vegas where 24 staff members provide everything from metal fabrication, assembly, machine automation and installation, to management and administrative duties.

As Curtis explains, all Simtech products are fully developed and manufactured in-house, with the Brisbane facility serving the Australian, New Zealand and Asian regions, and the Las Vegas facility serving North America and Europe.

"LED signage represents a significant investment, and choosing the right product is crucial," he says. "Inferior signage can lead to frequent replacements, additional costs and wasted investments. On the other hand, quality signage ensures longevity, robust construction and superior performance, resulting in cost savings and a strong return on investment.

"Ultimately, quality signage and displays make a lasting



impression, communicate messages effectively and maximize the value of the investment."

The best, however, is yet to come.

"Simtech's vision for the future is one of continued growth, innovation and expansion," Curtis says. "We're

committed to pushing the boundaries of innovation in LED technology and are actively exploring futuristic LED products that will revolutionise the industry.

"By harnessing emerging technologies, such as augmented reality (AR) and virtual reality (VR), Simtech



aims to create immersive and captivating LED displays that will redefine visual experiences in various sectors.

“The company’s vision will shape the industry, captivate audiences worldwide, and reinforce Simtech’s position as a leading provider of cutting-edge LED technology.” iag

用家減低成本，增加投資回報。」

「總括而言，有質素的標誌及顯示器，更能讓人留下持久的印象，更有效地傳遞訊息，並且能夠最大限度地發揮投資的價值。」

但是，好戲還在後頭。

Curtis表示：「Simtech的未來願景，是要成為一間能夠持續不斷地增長、創新及擴充的公司。」

「我們致力在LED技術創新上突破

界限，並且積極地探索充滿未來感的LED產品，為行業帶來革新。」

「通過利用擴增實境及虛擬實境等新興技術，Simtech銳意創造出讓人沉浸其中的LED顯示器，在不同的界別中，為視覺體驗重新定義。」

「Simtech的願景，是要塑造整個行業，吸引世界各地的目標顧客，並且讓公司繼續成為劃時代LED技術的龍頭供應商。」 iag

重回澳門

在亞洲國際娛樂展事隔多年後重回新加坡的兩個月後，
這個長壽行業展覽，終於在七月回歸澳門。

文 本思齊

BACK IN MACAU

Two months after G2E Asia returned to Singapore for the second time in as many years, the long-running trade show and expo was back in Macau in July.

By **Ben Blaschke**





王英偉博士
Dr Wilfred Wong

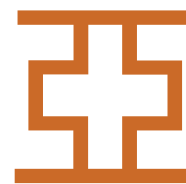


Alejandro Tengco

July saw the long-awaited return of G2E Asia to Macau, with the industry coming together once again over three days at The Venetian Macao.

It was, however, smaller than in previous years given the decision by co-organizers Reed Exhibitions and the American Gaming Association to hold two G2E Asia events in 2023. A larger gaming-focused show was held at Singapore's Marina

Bay Sands in late May, while G2E Asia Macau was marketed as a largely non-gaming focused event. This saw the traditional G2E Asia expo operating alongside a new "Asian IR Expo" – featuring companies from the broader IR industry such as regional tourism boards, travel companies, Esports firms, sports media and management firms, art curators and IP owners, and various companies associated with technologies such as artificial intelligence.



在澳門威尼斯人相聚。

洲國際娛樂展在萬眾期待下終於在七月重返澳門，讓整個行業於這個長達三天的展會期間，可是，共同主辦是次展會的勵展博覽集團和美國博彩協會，決定在2023年舉行兩場亞洲國際娛樂展，令到在澳門的展會，比從前的規模要小。在五月下旬於新加坡的濱海灣金沙舉行的展會，更集中在博彩之上；在澳門的那一場亞洲國際娛樂展，則是更偏向非博彩元素。除了亞洲國際娛樂展的展會本身，是次亦有一個名為「亞洲綜合度假村博



在五月下旬於新加坡的濱海灣金沙舉行的展會，更集中在博彩之上；在澳門的那一場亞洲國際娛樂展，則是更偏向非博彩元素。

A larger gaming-focused show was held at Singapore's Marina Bay Sands in late May, while G2E Asia Macau was marketed as a largely non-gaming focused event.

TRADE EVENTS



Likewise, the G2E Asia conference ran two separate but concurrent tracks, with the G2E Asia-branded track focused on gaming and the Asian IR Summit on non-gaming.

Highlights of the conferences included keynote speeches by Sands China President Dr Wilfred Wong and PAGCOR Chairman and CEO Alejandro Tengco, with Dr Wong discussing the need for Macau to focus its future tourism efforts on quality

over quantity in the face of regional competition.

“Macau is a small place, and we cannot compete just on numbers, so what do we compete on? Quality,” he said. “We have to be the best in class, the best in service. And because we’re so close to our market – China is our market, Hong Kong is our market – we know what they want. We know their expectations and that’s what we are now trying to do.”

Tengco, meanwhile, outlined initiatives being undertaken by the Philippines gaming regulator as it looks to enhance the value of its self-operated “Casino Filipino” properties ahead of planned privatization. These initiatives include modernizing its IT technology and security infrastructure, upgrading around 3,000 electronic gaming machines (EGMs) and introducing new technical standards for EGMs.



覽會」的展會一同舉行，參展商包括來自綜合度假村行業的公司，例如區內的旅遊業議會、藝術策展商，以及版權持有公司，還有從事人工智能業務等的多間科技相關企業。

亞洲國際娛樂展的會議，同樣分成兩組獨立但同時進行的會議活動，當中亞洲國際娛樂展品牌下的研討會專注於博彩方面，而亞洲綜合度假休閒產業峰會，就以非博彩為主。

研討會的眾多精彩部份中，包括金沙中國總裁王英偉博士和PAGCOR

主席及行政總裁Alejandro Tengco分別進行的專題演講。王博士在演講中，談及澳門在面對區域競爭時，需要把旅遊方面的努力，集中在提升「質」而非「量」之上。

他表示：「澳門是一個小地方，我們不能以量取勝。那麼，我們應該如何競爭呢？答案就是質素。」

「我們要成為最優秀的，提供最佳的服務。我們的市場是中國內地以及香港。由於我們與自己的市場如此接近，我們知道他們想要甚麼，我們也知道他



亞洲國際娛樂展研討會的眾多精彩部份中，包括金沙中國總裁王英偉博士和PAGCOR主席及行政總裁Alejandro Tengco分別進行的專題演講。

Highlights of the G2E Asia conference included keynote speeches by Sands China President Dr Wilfred Wong and PAGCOR Chairman and CEO Alejandro Tengco.

“PAGCOR management, in the exercise of its wisdom, firmly believes that this decision will open doors for an influx of resources contributing to economic development while eliminating a clear conflict of interest in the dual role of PAGCOR as both an operator and regulator,” Tengco explained.

Speakers at the Asian IR Summit included Maria Helena de Senna Fernandes, director of the Macao Government Tourism Office (MGTO), who discussed the return of visitation to

Macao since border restrictions were eased in January while predicting improved results throughout the remainder of 2023 as hotel room supply increases.

Despite the return of G2E Asia to Macau, there are obvious questions around the future of the show – namely whether we will return to the single show model in 2024 and if so, where it will be held.

At time of publication, no decision had been made on what to expect next year. [iag](#)





們有甚麼預期，那些亦是我們現在嘗試滿足的。」

另一方面，Alejandro Tengco在演講中提及，其管理的菲律賓博彩監管機構，在私有化旗下自營娛樂場物業「Casino Filipino」之前，會如何令到這些物業的價值進一步提升。相關計劃當中，包括為各物業引入現代化資訊科技及保安基礎設施、升級約3,000部電子博彩機器(EGMs)，以及設立新的EGMs技術標準。

他解釋道：「PAGCOR的管理層在深思熟慮後，堅決相信這個決定將會吸引更多資源湧入，從而為經濟發展作出貢獻，並且讓PAGCOR不再需要因為同時身兼營運商及監管機構，而出現明顯利益衝突的情況。」

在亞洲綜合度假休閒產業峰會方面，主講嘉賓就包括澳門旅遊局局長文綺華。她在演講中提到，在一月的邊境限制措施放寬後，旅客重回澳門的情況，並且預料隨著酒店客房提供量的上升，旅客數字將在2023年餘下時間內繼續改善。

雖然亞洲國際娛樂展能夠重回澳門，但一些關於展會未來的問題依然未得到明確答案，例如2024年的展會會否以單一活動的形式舉辦？如果下一年只有一個展會，那麼舉行地點將在那裏？

截至這篇文章出版時，依然未有人知道下一年的亞洲國際娛樂展將是甚麼景況。iag



盛況空前

《亞博匯》加大力度策劃具意義的行業活動，於7月在澳門舉辦了首屆「The Industry Party」，並宣布在菲律賓推出新的「Super September」周，其中包括為期兩天的峰會、社交聯誼活動和晚宴暨頒獎典禮。

文 本思齊

EVENT-FUL

Inside Asian Gaming is upping the ante when it comes to providing industry events of genuine value, hosting the inaugural "The Industry Party" in Macau in July and announcing the new "Super September" week in the Philippines, comprising a two-day summit, a networking social and a gala dinner awards ceremony.

By **Ben Blaschke**



Inside Asian Gaming gave birth to a brand-new industry event with the debut of “The Industry Party” at MGM Cotai’s Vista on Wednesday 12 July.

Planned to be held regularly on the middle evening of all future Macau gaming industry trade shows, the inaugural “The Industry Party” coincided with the return of G2E Asia to Macau

from 11 to 13 July at Cotai Expo.

More than 200 industry figures gathered to celebrate at Vista, where they were treated to lively entertainment, delicious food and quality drinks while catching up with industry friends.

IAG Vice-Chairman and CEO Andrew W Scott said he was thrilled to help bring the industry together again given

the challenges faced during the three years of the COVID-19 pandemic.

“Macau is clearly back, and IAG is delighted to play a role in bringing the industry together again,” he said.

A huge thankyou goes to all of our sponsors for their generous support, namely Diamond Sponsor Okada Manila, Platinum Sponsor Light

《



博匯》創辦了一場全新的行業活動，「The Industry Party」於7月12日（星期三）在美獅美高梅的維天閣首次舉行。

「The Industry Party」計劃於未來所有在澳門舉行的博彩業貿易展覽會的中旬舉行，而首屆活動恰逢亞洲國際娛樂展（G2E Asia）於7月11日至13日期間重返澳門金光會展中心。

超過200位業界人士齊聚在維天閣共襄盛舉，他們在與業界夥伴交流的同時，也享受了熱鬧的娛樂表演和美酒佳餚。

《亞博匯》副主席兼行政總裁卓弈表示，在歷經新冠疫情這三年來的挑戰後，他很高興能夠幫助行業再次匯聚起來。

& Wonder and Gold Sponsors Angel, Aristocrat, Asia Pioneer Entertainment, IGT, LT Game and Walker Digital Table Systems (WDTS). Representatives of all eight sponsors were in attendance and gave speeches during the event.

The Industry Party was a brand-new event in 2023, developed in order to provide guests with an opportunity to



TRADE EVENTS

mingle in a relaxed and friendly environment while many senior industry figures were in Macau. It offered a unique opportunity for supporting sponsors to promote their brands and products in a low pressure and enjoyable environment with key decision makers in attendance.

IAG looks forward to bringing the industry together via its many networking events in the coming months and years, including



「澳門顯然已恢復，《亞博匯》很榮幸地能夠在博彩業團結方面發揮作用。」——卓奕

“Macau is clearly back, and IAG is delighted to play a role in bringing the industry together again.”
– Andrew W Scott



他稱：「澳門顯然地已恢復，《亞博匯》很榮幸地能夠在博彩業團結方面發揮作用。」

他衷心感謝所有贊助商的慷慨支持，包括鑽石贊助商岡田馬尼拉、白金贊助商Light & Wonder，以及黃金贊助商Angel、Aristocrat、亞洲先鋒娛樂、IGT、LT Game及Walker Digital Table Systems (WDTS)。八家贊助商代表均出席活動並在活動中發言。

「The Industry Party」是在2023年推出的全新活動，旨在為眾多資深行業人士齊聚澳門的時候提供一個輕鬆友好的交流環境，亦為贊助商提供機會，在輕鬆愜意、業內重要決策者出席的環境中推廣品牌及產品。

《亞博匯》期待在未來數月乃至數年內，通過其眾多交流活動將整個行業匯聚在一起，包括最近宣布的「Super September」周，該活動將於2023年9



月12日至14日在馬尼拉新港世界舉行。

「Super September」周是亞洲博彩業年度活動的新亮點，將於9月12日（星期二）拉開帷幕，在下午6:30至晚上9:30於新港世界的The Grand Bar and Lounge舉行「馬尼拉入夜後」(Manila After Dark, MAD) 社交活動。這是自MAD於4月在岡田馬尼拉首辦後的第二次「馬尼拉入夜後」活動，而且第二次活動也將作為IAG Academy

峰會的歡迎酒會，該峰會於翌日早上啟動。

首屆IAG Academy峰會將於9月13日（星期三）和14日（星期四）假新港世界的Hilton Manila之The Ballroom舉行。該峰會為期兩天，匯聚了亞洲博彩行業最優秀的人才，而峰會內容由《亞博匯》副主席兼行政總裁卓弈和總編輯本思齊構建，將集合來自該地區的多位演講者，並通過一系列不同的方法，包

括傳統的小組討論和演示，以及亞洲博彩行業貿易展覽會上從未見過的創新形式，讓與會者分享真知灼見。

該系列活動的最後一項是「IAG Academy IR Awards」頒獎典禮，這是一場正裝晚會，將於峰會第一天，即9月13日（星期三）晚上假新港世界的Hilton Manila之The Ballroom舉行。該獎項將設有20個獎項類別，詳細資訊請查閱*iagacad.com*。iag

the recently announced “Super September” at Manila’s Newport World Resorts from 12 to 14 September 2023.

Another brand-new addition to Asia’s annual industry calendar, “Super September” will kick-off on Tuesday 12 September with the return of networking social Manila After Dark (MAD 18), to be held at The Grand Bar and Lounge at Newport World Resorts from 6:30pm to 9:30pm. This represents just the second ever edition of Manila After Dark following its debut at Okada Manila in April, with the

event doubling as the evening Welcome Cocktails for the IAG Academy Summit kicking off the next morning.

Wednesday 13 and Thursday 14 September will see the maiden IAG Academy Summit take place in The Ballroom at Hilton Manila, Newport World Resorts. The IAG Academy Summit is a new two-day summit bringing together the best minds in the Asian gaming industry. With content developed by IAG’s Vice Chairman and CEO Andrew W Scott and Managing Editor Ben Blaschke, it will feature a range of speakers from across

the region offering their insights via a range of methodologies including traditional panels and presentations as well as more innovative formats never before witnessed at industry trade shows in Asia.

Rounding out the week’s festivities are the IAG Academy IR Awards, a black-tie gala to be held in The Ballroom at Hilton Manila, Newport World Resorts on the evening of Wednesday 13 September (day 1 of the Summit). The awards will feature 20 awards categories, the details of which can be found at *iagacad.com*. iag

TRADE EVENTS







十年之前

排除萬難

在慶祝《亞博匯》報道亞洲博彩及休閒產業18周年的定期專題欄目中，我們回顧了10年前的封面故事《排除萬難》，重溫2013年8月的大新聞！

文 本思齊

10 YEARS AGO

Going the distance

In this regular feature in *IAG* to celebrate 18 years covering the Asian gaming and leisure industry, we look back at our cover story from exactly 10 years ago, "Going the distance", to rediscover what was making the news in August 2013!

By **Ben Blaschke**



Going the Distance

Ho Tram is a ways from China and not too close to Ho Chi Minh City either. But The Grand is open for business. And it's gorgeous.

The house was packed and vibrating with excitement on the night of the 26th of July for the ribbon-cutting to mark the long-awaited opening of The Grand - Ho Tram Strip.

It was a remarkable event for a lot of reasons. The presence of US hedge fund titan Phil Falcone was a bit of a surprise, but then it's HARBINGER Capital that just up most of the US\$500 million to get the place off the ground.

It was remarkable for who wasn't there. Dialing back just six months ago you would have expected to see more than a few heavyweights from MGM Resorts International mingling with the judges and their well-heeled clients and the rest of the glitterati in their dinner jackets and gowns—a beaming Jim Murren himself in all likelihood.

Instead it was Robert Wolfe who croaked onto the stage, the tall, bespectacled chairman of Asian Coast Development (ACD), Limited, the Vancouver-based owners of this beautiful beachfront resort on Vietnam's South China Sea coast. He looked exhilarated. He looked tired. Doubts, however, stalked Ho Tram since its inception. There



Ceremony night unveiled an MGM resort to be seen.

are many who still question its viability, especially after MGM pulled out earlier this year as the resort's operator. Ho Tram looked about all this of course. He spoke to the crowd of what an "amazing ride" it's been. He said, "what has been accomplished here has been unprecedented in Vietnam. We are making history here tonight!"

A smile made its way into the corners of his mouth. "So with that I think it's time that we should have some fun," and he reached for the best of his tie. "My staff says I can't wear a tie anymore!" He tie thought back for a second but he worked it with both hands and off it came.

It had been years in the making, months behind its expected debut, but The Grand was ready for its close-up.

Bob Wolfe, 55, ran up to the world, about 10 minutes. "We're going to have a party!" he cried. "Same one!"

The Grand - Ho Tram hatched by a stroke of fate to become Vietnam's largest casino resort, really the first fully integrated resort in the country and the largest in the ASEAN world outside Singapore. It was the global financial crisis of 2008-2009. It's someone funding issues in the second half of last year certain conditions had to be met. Noting "uncertainty" perhaps when people trying to get a very big hotel with a casino and restaurant and all the rest built. But in an uncertain environment the Vietnam that can still headaches. The government wanted the necessary investment, certificates, which triggered a signature of Vietnamese bank to suspend the uniform policy of the project's credit facility that was enough to move MGM's best Phoenix Entertainment, States, to announce that it was selling off its 25% stake. While all of this was going on

the relationship with CEO Lloyd Nathan was deteriorating. Then 2010 arrived and a planned Lunar New Year opening came and went. Mr Nathan, who had been with the project since 2010, was gone not long after the claims he was forced out, and his being Bob Wolfe and Phil Falcone and Phoenix CEO Anthony Sanfilippo. In March, MGM jumped ship. Maybe it was the investment certificate, maybe it was the problems with the staff, or, as alleged former executive who at one time had headed the gaming giant's global development arm, maybe both. At any rate, before the investment certificate finally came through in April it wasn't looking good. The July opening wasn't announced until June.

"There were some people who probably thought it might never happen," says COO Mike Santopolo, who was brought on in March from The Cosmopolitan on the Las Vegas Strip where he was vice president of finance.

Mr Wolfe will tell you The Grand's troubles are behind it and the financial rewards are behind it.

"The next going to give you the mix of our senior bank versus equity," he says. "But we structure. We're far from over-levered. We have considerable room on our senior debt, about how we can expand, and our equity position have provided commitments for project and also our next phase."

Construction began on that next phase last fall. Plans call for 300 hotel rooms and a second casino that will bring the gaming floor to 100,000 sqm and 2,000 slots and 1,000 tables.

There's a lot of room to play with beyond that. The 160-hectare site is redeveloped recently including a high-end residential and/or luxury timeshare component. Government's last on casino gambling for a good reason: it's the challenge of being a good neighbor. It's the only international airport in the south of the country for decades to apply the in the resort lands in Da Nang and up an picturesque Hoi An and the border

COVER STORY



If the Grand can work through the economic issues it has the product to capture an estimated share of a market that currently exceeds 4 million dollars a year. International interest in Vietnam were up 14% last year to attract 7 million visitors across all categories. The government expects that to reach 10 million by 2020.

If it can work through all this, though, it has the product to capture an estimated share of a market that currently exceeds 4 million dollars a year. International interest in Vietnam were up 14% last year to attract 7 million visitors across all categories. The government expects that to reach 10 million by 2020.

What is true of The Grand at this point is that you can't show these have, or you can show for a day, there is nothing at the end of any road in Vietnam to compare with it. It's a real challenge to compete with it. It's a real challenge to compete with it. It's a real challenge to compete with it.

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Opened in July 2013, The Grand - Ho Tram Strip has long faced questions over whether its business model is viable. By far the largest integrated resort in Vietnam when it welcomed its first guests, and at an initial cost of US\$500 million (and growing), the absence of local players long

stood as the biggest obstacle to the property achieving any sort of decent ROI. But the fact that The Grand - Ho Tram Strip opened at all was an achievement in itself. As *Inside Asian Gaming* reported at the time in our August 2013 cover story, titled "Going the distance", Ho Tram had to overcome a litany of obstacles on the way to opening

its doors, from the ill-timed global financial crisis of 2008-2009 to various funding issues and problems which arose due to its missing certain completion deadlines. That, *IAG* wrote, is "Nothing uncommon perhaps when you're trying to get a very big hotel with a casino and restaurants and all the rest built. But in an uncommon

外

界一直質疑，於2013年7月開幕的The Grand – Ho Tram Strip，其商業模式是否可行。

當The Grand – Ho Tram Strip開門迎客時，起初的成本為5億美元（並且在不斷上升）。可是，這間越南最大型的綜合度假村，卻一直未能達到稍為令人滿意的投資回報。當中最大的阻礙，就是本地玩家的缺席。

不過，The Grand – Ho Tram Strip

能夠開業，本身就已經是一項成就。

《亞博匯》在我們2013年8月題為《排除萬難》的封面故事中就曾報道，這間在濠莊的綜合度假村，於當時就需要跨越一大堆障礙，才能走到開業這一步，當中包括要經歷2008至2009年期間的環球金融危機，以及一系列資金問題，導致該計劃未能趕上一些完工限期。

在這事情上，《亞博匯》當時就有這樣的報道：「當你嘗試興建包括規模巨大的酒店、娛樂場、餐廳及其他設施

在內的一間物業時，遇到一些困難的確不算異常。但在越南這種本身已經是異常的環境當中，種種困難就會令人更加頭痛。例如當政府扣起必須的投資證明時，就會令到由多間越南銀行組成的銀團，暫時不讓開發方取用未經使用的貸款額。」

「這已經足夠讓Pinnacle Entertainment這間在紐約證券交易所上市的美國其中一間主要區域娛樂場營運商作出公佈，需要撇除其在該項目所佔23%的權益。」

environment like Vietnam that can spell headaches. The government withheld the necessary investment certificate, which triggered a syndicate of Vietnamese banks to suspend the undrawn portion of the project's credit facility.

"That was enough to move NYSE-listed Pinnacle Entertainment, a major regional casino operator in the States, to announce that it was writing off its 23% stake."

In March 2013, MGM Resorts pulled out as operator for reasons undisclosed but in all likelihood due to the investment certificate issue. Then, ironically, the certificate was issued almost immediately afterwards in April, forging the way for The Grand – Ho Tram to finally open its doors three months later.

"There were many people who probably thought it might never happen," said COO Mike Santangelo, who joined right around the time MGM departed.

Although The Grand – Ho Tram undoubtedly brought

The Grand – Ho Tram繼續擴充，也完成興建第二幢酒店大樓，令該物業的酒店客房量提升至1,100間，並且正準備在八月開設一個新的住宅及別墅綜合體。

The Grand – Ho Tram has continued to expand, completing a second hotel tower, to grow hotel room capacity to 1,100, and preparing for the launch of a new apartment and villa complex in August.

10 YEARS AGO

international standard casino resorts to Vietnam for the very first time, it has continued to face challenges in the years since.

Rumor has it that US hedge fund giant Phil Falcone's Harbinger Capital – which sprung the majority of the development's initial US\$500 million investment – was lured in on the expectation that locals gaming would be approved for

the property sometime in the near future.

Such a scenario has never eventuated, ultimately leading to US private equity firm Warburg Pincus acquiring Harbinger Capital's majority stake in The Grand Ho Tram's parent company, Asian Coast Development Ltd (ACDL), in July 2019.

There were also myriad different management teams

in place over the years before Warburg Pincus inserted Walt Power – a Macau industry veteran whose previous roles include SVP of Operations for Sands China subsidiary Venetian Macau Limited – as CEO in 2020.

Under his watch, The Grand – Ho Tram has continued to expand, completing a second hotel tower, to grow hotel room capacity to 1,100, and preparing



到了2013年3月，美高梅國際酒店集團就在未有公佈原因的情況下，不再擔任該物業的營運商。可是，該決定很有可能都是歸咎於與投資證明相關的問題。但該證明卻諷刺地在美高梅退出後，於四月發出，讓The Grand – Ho Tram最終得以在三個月後開業。

該度假村的時任營運總裁Mike Santangelo，就在美高梅作出退出決定的那段時間，加入了The Grand – Ho Tram。他說：「有很多人可能都會認為，這物業或許永遠不會開幕。」

雖然該綜合度假村毫無疑問把符合國際標準的娛樂場度假村，首次帶進越南，但該物業在此後一直面對重重困難。

有傳言指，美國對沖基金巨擘Phil Falcone旗下那為The Grand – Ho Tram提供最初5億美元開發資金中大部分的Harbinger Capital，一開頭是由於預期該物業在不久後的將來，會被批准向本地人提供博彩服務，所以才被吸引投資這個項目。

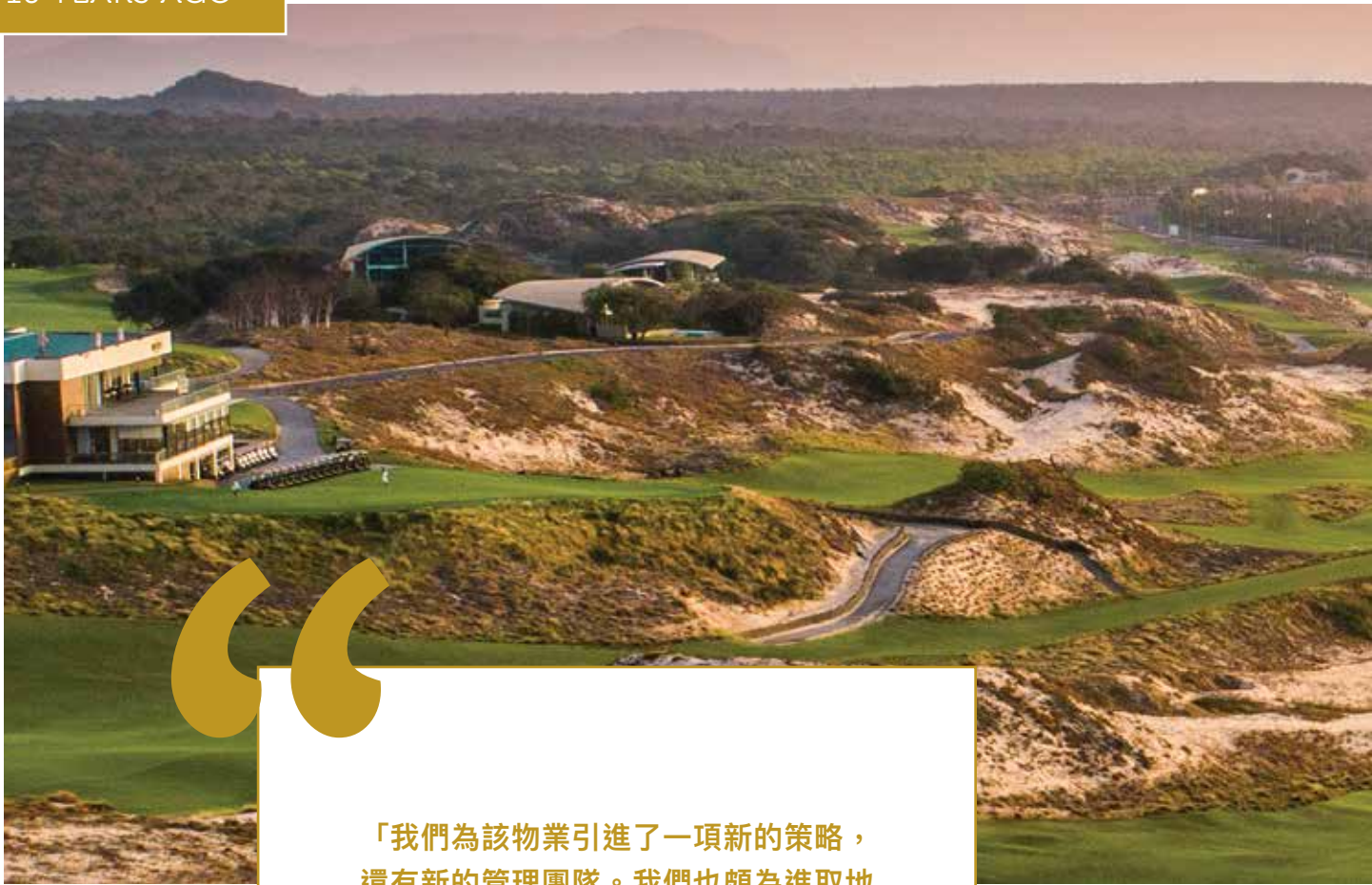
這個預期最後也沒有得到實現，並且導致美國私募公司Warburg Pincus在

2019年7月購入The Grand – Ho Tram的母公司Asian Coast Development Ltd (ACDL)的大部份股權。

這些年間，該物業出現過多個管理團隊。最後，Warburg Pincus就在2020年指派了澳門業界資深成員、曾經在金沙中國旗下澳門威尼斯人有限公司出任高級營運副總裁的Walt Power，擔任The Grand – Ho Tram的行政總裁。

在他的管理下，The Grand – Ho Tram繼續擴充，也完成興建第二幢酒店大樓，令該物業的酒店客房量提升至





「我們為該物業引進了一項新的策略，還有新的管理團隊。我們也頗為進取地落實該策略。」 — Walt Power

“We brought a new strategy into the property, a new management team, and we’ve been executing the strategy pretty aggressively.”
– Walt Power





for the launch of a new apartment and villa complex in August, with more to come soon afterwards.

According to Power, a shift in marketing strategies has seen the property make significant strides forward in recent times.

“We brought a new strategy into the property, a new management team, and we’ve been executing the strategy pretty aggressively,” he explains.

“Our focus is on the expat market located in Ho Chi Minh City. It is two-and-a-half hours away from Ho Tram, but it was not efficiently being exploited in

the past. It’s a metropolis of 15 million people and we estimate there to be somewhere around 500,000 expats there.

“Given we’re the only [casino-resort] in southern Vietnam, when you combine that monopoly with the size of the market, we’re doing quite well compared with previous years.

“I would consider us to be an event-driven property. We’ve started offering on a regular basis professional boxing, mixed martial arts events, casino-related VIP dinners, fashion shows and beauty

1,100間，並且正準備在八月開設一個新的住宅及別墅綜合體，其後亦有更多計劃。

Power表示，該物業在改變市場推廣策略的方向後，於最近出現了很大的進步。

他解釋：「我們為該物業引進了一項新的策略，還有新的管理團隊。我們也頗為進取地落實該策略。」

「我們把焦點放在僑居於胡志明市的外國人身上。該城市離濠莊只有兩個半小時的車程，但這個市場在過去卻未被很有效地開發。胡志明市是一個擁有1,500萬人口的大都會。我們估計當中約有50萬的外國僑民。」

「由於我們是越南南部唯一一間（娛樂場度假村），當你把这个猶如壟斷一般的情況與市場規模一併利用的話，



pageants. Our onus is to have events here to give a reason for customers to drive those two-and-a-half hours from Ho Chi Minh City, as well as our international arrivals from Korea, Taiwan and Hong Kong.

“We’re certainly a weekend driven business – last weekend we sold out more than 1,000 hotel rooms and had 2,000 people on the property – so that’s our current strategy. We are taking a leaf out of Macau and The Venetian in Las Vegas by filling the hotel up with MICE events during the week, and then weekends are for holiday makers, tourists and casino guests.” iag

我們對比起之前那些年，實在表現不俗。」

「我會把我們看作一個通過不同活動及盛事作招徠的物業。我們已經開始恆常地舉行職業拳擊及混合格鬥比賽活動，也有與娛樂場相關的貴賓晚宴、時裝展及選美活動等。我們現在就是要通過在這裏舉辦不同活動，讓賓客有理由駕駛兩個半小時，從胡志明市來到這裏，並且要吸引從韓國、台灣及香港來的國際客人。」

「我們的確也是一個特別看重周末的公司。在過去的周末，我們就賣出了超過1千間酒店客房，並有2千人在我們的物業當中。這就是我們目前的策略。我們也正在向澳門及在拉斯維加斯的威尼斯人取經，通過舉辦會展活動，在周末提升酒店客房的入住率，並且在周末期間歡迎前來度假的人，還有旅客和娛樂場賓客。」 iag

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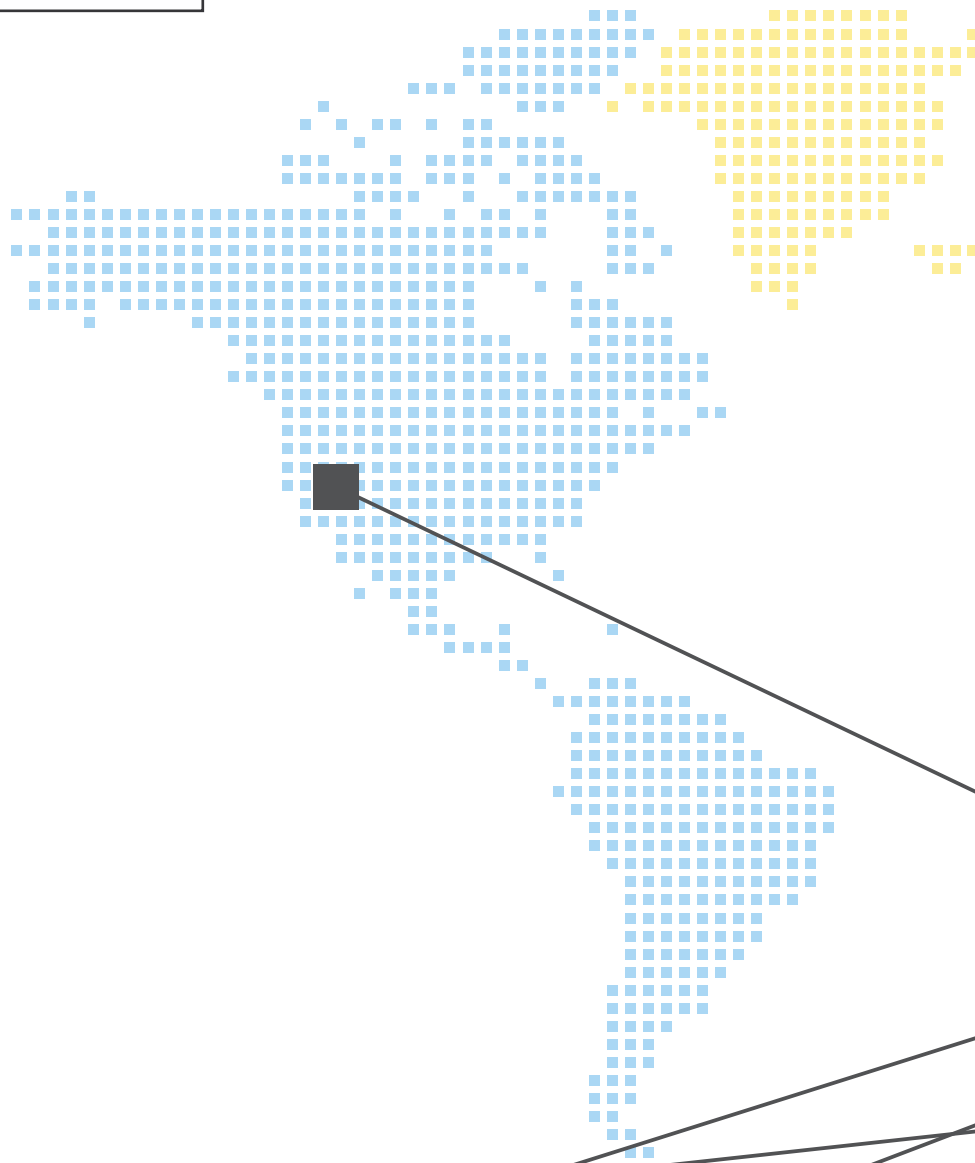
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BUSINESS SERVICES

**A wide range of services for IR and gaming businesses in the APAC region.
For more information, email Andrew W Scott at ceo@asgam.com.**

EVENTS CALENDAR



2023年8月15日至17日
澳洲悉尼

15 to 17 Aug 2023
Sydney, Australia



2023年9月13日至14日
菲律賓馬尼拉

13 to 14 September 2023
Manila, Philippines



2023年9月13日
菲律賓馬尼拉

13 September 2023
Manila, Philippines

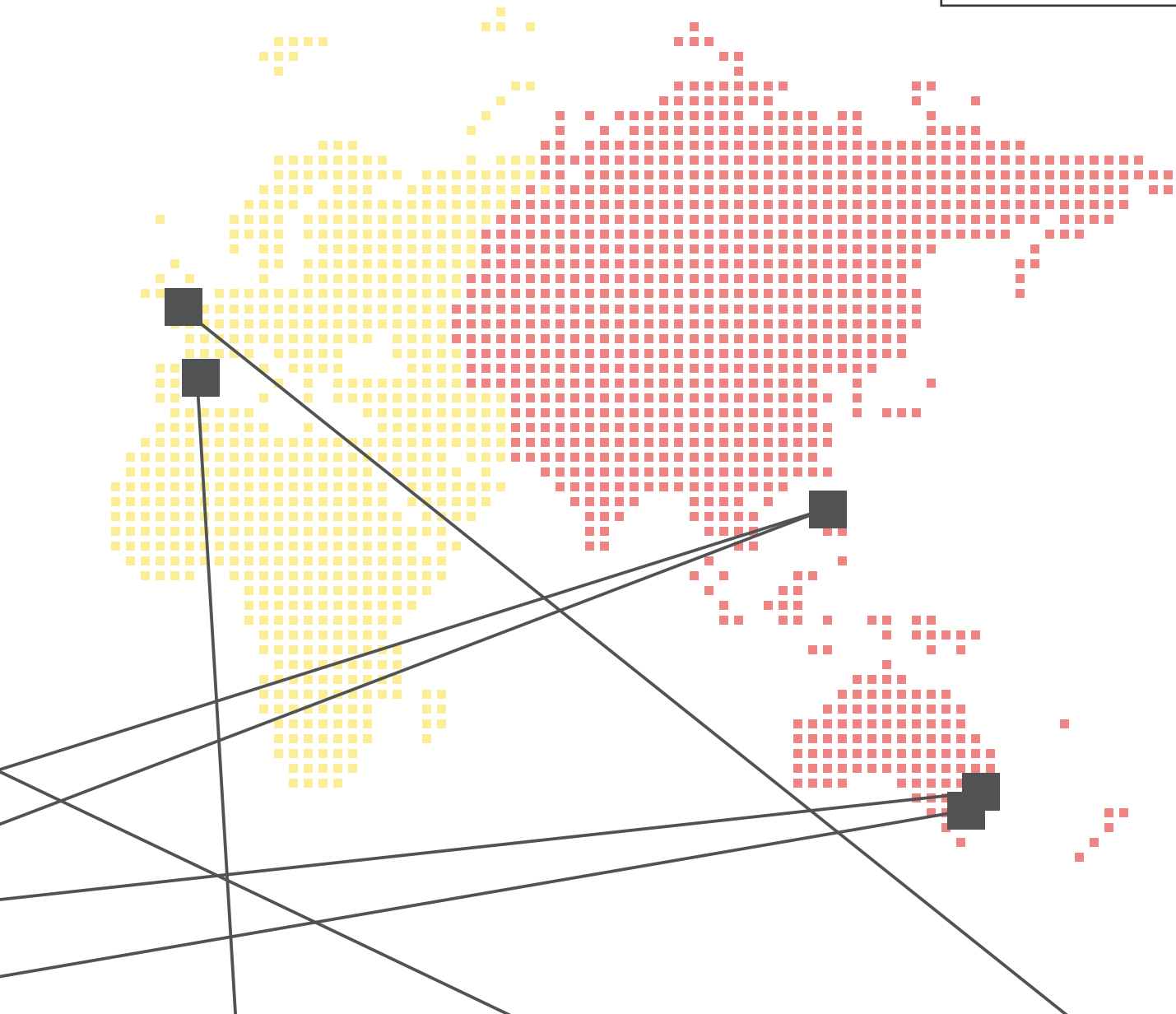


2023年9月13日至14日
澳洲墨爾本

13 to 14 September 2023
Melbourne, Australia



活動日程



SBC ISUMMIT
BARCELONA

2023年9月19日至21日
西班牙巴塞隆拿

19 to 21 September 2023
Barcelona, Spain

global G2E gaming expo

2023年10月9日至12日
美國拉斯維加斯

9 to 12 October 2023
Las Vegas, USA

POWER 50 iag

2023年11月3日
待定

3 November 2023
TBC

ICE LONDON

2024年2月6日至8日
英國倫敦

6-8 February 2024
London, England

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《亞博匯》月刊



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Since our inception in 1949, Angel has consistently been providing the global market with the best quality playing cards, following our basic policy of Aspiring for perfection.

At present, we are fortunate to call many casinos, our customers, including the leading casinos in Asia and Australia.

We believe that ongoing communication with customers is essential in building a mutual understanding, and ultimately increasing our customers' satisfaction. We hold the same principles for our new and prospective customers, and have started many of our business relationships in this fashion. We place a high value on face to face meetings, to ensure that we provide the highest possible quality, service and security.

Quality

We honestly and diligently strive for zero defects, and as a result, are achieving the lowest defect rate in the industry.

Service

Our sales staff will visit customers on a regular basis, not only to sell things, but to grasp your most up-to-date needs, wants and concerns.

Security

Every day, we work to increase our security through continuous improvements to our facilities, equipment, systems and training.

We are proud that we have never lost business with any major customers that we have started to work with.

We look forward to your inquiries. Our staff will be pleased to visit you to find out more about you and your needs. We would be grateful if you could get to know us better as well.

Aspiring for perfection is in Angel's DNA.



Angel Eye



8-deck Pre-Shuffled Cards



Casino Angel

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