

亞博匯

inside asian gaming

iaag

SEP 2023年 9月 #207 | 45 MOP



**PAGCOR'S
ALEJANDRO
TENGCO**

asgam.com

POWER

亞博匯50強



inside asian gaming
iag

恭候尊駕
2023年11月3日星期五

SAVE THE DATE
FRIDAY 3 NOVEMBER 2023

iagpower50.com





IAG SUPER SEP

Newport World Resorts, Manila
12 to 14 September 2023



Presented by
亞博匯 **iag**
inside asian gaming

**Manila After Dark
networking social**



**ACADEMY
SUMMIT**

**Two-day
educational
summit**



**ACADEMY
IR AWARDS**

**LIVE IN-PERSON
IR AWARDS
GALA DINNER**

CONTENTS 內容

Cover 封面:

Inside Asian Gaming



Daily Briefs

54

TRADE EVENTS

A September to remember

IAG presents the first ever Super September, comprising the IAG Academy Summit and two networking events at Manila's Newport World Resorts from 12 to 14 September 2023.

78

COLUMNISTS

Casino Loyale

Ryan Hong-Wai Ho and Ricky Wong delve into the complex world of casino loyalty programs and examine some of the fundamentals that make Macau's casino programs tick.

90

COLUMNISTS

Regulatory issues in Japan

Spectrum Gaming Group explore the state of Japan's developing casino industry and explain why the prefectural selection process for partner IR operators was always fraught with danger.

102

COLUMNISTS

Internal and external CRM process in casinos

In Article 3 of this six-part series about internal and external CRM and organizational change management in casinos, Charlie Mai explores the concept of employee and customer lifetime value.

114

FEATURES

Five-year plan

Macau's concessionaires are being asked to play a leading role in the future of Macau under the government's "1+4" diversified development strategy.

124

10 YEARS AGO

The Asian Gaming 50

In this regular feature in IAG, we look back at our cover story from exactly 10 years ago, "The Asian Gaming 50", to rediscover what was making the news in September 2013!

130

EVENTS CALENDAR

PAGCOR'S ALEJANDRO TENGCO

IAG sits down with PAGCOR Chairman and CEO Alejandro Tengco to discuss his 12 months in the job and ambitions for the duration of his tenure overseeing the Philippines gaming regulator.

PAGCOR的 ALEJANDRO TENGCO

《亞博匯》獨家專訪PAGCOR主席兼行政總裁 Alejandro Tengco，深入了解其就職菲律賓博彩監管機構一年來的工作情況，以及在任期內的抱負。



亞博匯早報

54

業界盛事 九月聚難忘

《亞博匯》首次帶來「Super September」活動系列，包括首個「IAG Academy峰會」及兩場於2023年9月12至14日在馬尼拉新港世界舉辦的聯誼活動。

78

專欄 皇家賭場

何雄威和黃偉祺深入研究賭場忠誠計劃的複雜層面，並剖釋澳門賭場的忠誠計劃如何發揮作用的一些基本原理。

90

專欄 日本的監管問題

Spectrum Gaming Group的Fred Gushin和Paul Bromberg研究日本賭業的發展狀況，並解釋為何都道府縣選擇綜合度假村（IR）合作夥伴營運商的機制是危機四伏。

102

專欄 內外兼顧

這是討論內部和外部客戶關係管理及賭場內部組織變革管理文章系列的第三篇，Charlie Mai探討了職員及客戶的終身價值這個概念。

114

特寫 五年大計

「1+4」多元產業發展將成為澳門未來五年發展的路向，《亞博匯》與大家一同探討承批公司與這份報告的哪些內容有所關聯。

124

十年之前 亞博匯50強

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《亞博匯50強》，重溫2013年9月的大新聞！

130

活動日程

EDITORIAL

Managing Editor
Ben Blaschke

Deputy Editor
Oscar Guijarro

Graphic Designer
Ailsa Tang

Senior Journalist
Pierce Chan

Chinese Editor
Wendi Song

English Subeditor
Ray Granlund

Chinese Subeditor
John Leong

Contributors
Brendan D. Bussmann
Carlos Eduardo Coelho
Sudhir H. Kalé
Steve Karoul
Glenn McCartney
Rui Pinto Proença
Michael Zhu

SALES & MARKETING

Assistant Vice President of Sales and Business Development
Jadeson Ho

Client Relationship Manager
Caroline lau

JAPAN BUREAU

Senior Advisor
Aki Isoi

Commercial Operations Manager
Reina Nishimura

Contributing Editor
Shintaro Kamimura

Translation Team
Kobayashi Jin
Yukiyo Mitaka
Miho Kunita
Gemma Sakamoto
Jenn Yamazaki

CORPORATE

Vice Chairman and CEO
Andrew W Scott

Director of Events
Dorothy Loi

Director
Sue Liang

Director of Finance and Compliance
Sue Liang

編輯

執行編輯
本思齊

副編輯
金成安

平面設計師
Ailsa Tang

高級記者
陳嘉俊

中文編輯
宋文娣

英文助理編輯
威光良

中文助理編輯
梁業

撰稿人
Brendan D. Bussmann
Carlos Eduardo Coelho
Sudhir H. Kalé
Steve Karoul
Glenn McCartney
布路平
朱靜璋

銷售及市場

助理副總裁
 銷售及業務發展
Jadeson Ho

客戶關係經理
邱嘉汶

日語部門

高級顧問
磯井昭良

運營經理
西村玲奈

特邀編輯
上村慎太郎

日語翻譯團隊

小林仁
三峰教代
國田美穂
高潔美
山崎珍

行政

董事會副主席
 兼首席執行官
卓奕

活動項目總監
呂珏瑤

負責人
梁瑞歡

會計及合規總監
梁瑞歡

廣告查詢
ADVERTISING ENQUIRIES

Jadeson Ho
 jh@asgam.com
 +853 6331 5577

新聞稿
PRESS RELEASES

Ben Blaschke
 bb@asgam.com
 newsroom@asgam.com

查詢
ENQUIRIES

admin@asgam.com

+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

Asgam Limited
Asgam 有限公司

母公司是
 is a subsidiary of



omedia.mo

More Wealth Pots, More Features



DUO FU DUO CAI™ GRAND, the brand new jackpot family series unlike any other — featuring two launch titles *DRAGONS* and *INGOTCHA*.

This five-level jackpot series introduces a brand new feature that awards a Double Pick or Upgrades the Prizes, along with the familiar excitement from the original hits such as *REEL WAYS™*, *ALL UP™* features.

**Double the Wealth Pots,
Double the action.**



**LIGHT &
WONDER™**

LnW.com

Contact your Light & Wonder Account Executive to learn more.

The look and feel of the games and their individual components and displays are trade dress of Light & Wonder, Inc. and its subsidiaries. All ® notices signify marks registered in the United States. © 2023 Light & Wonder, Inc. All Rights Reserved.

Winning margins: how Macau is set to become more profitable than ever before

If there were two key takeaways from the recent Q2 earnings season in Macau, they were that margins in 2023 are fundamentally higher than pre-COVID, and that the premium gaming market – including VIP – is far from dead.

While those two elements may, in some ways at least, seem counterintuitive, the reality is that the collapse of the Macau junket industry has created opportunities for concessionaires that they may have been reluctant to fully commit to in years past. Whether that was due to a legacy reliance on junkets, which at their peak contributed close to 80% of Macau's gaming revenues, is difficult to say.

But what was almost universally confirmed by concessionaires during their 2Q23 earnings calls was the strong rebound in the lucrative premium mass market and the growth of premium (VIP) direct – best described as rolling chip play without the use of junkets.

Notably, Wynn Resorts CEO Craig Billings revealed during his company's call that premium direct volumes were now considerably higher than pre-COVID levels, albeit with the caveat that VIP revenues overall are considerably lower now, without the contribution of junkets, than they were before.

Still, there are positives to be taken from this shift to a direct VIP

model, given that the margins this segment generates for operators are roughly double that of junket play. And given that there will always be some high-rollers who want the rebates that typically come with rolling chip play, it pays to have a strong direct VIP program.

At the heart of the Macau recovery story, however, has been premium mass. An oft-misunderstood segment, premium mass players are beloved by operators because they bet (fairly) big and don't ask for a whole lot in return, other than to feel a bit special by way of gifts such as a free hotel room or a nice meal at a fine dining restaurant. Needless to say, that's a whole lot cheaper than rewarding their play in cold, hard cash!

In 2Q23, concessionaires universally described volumes in the mass gaming segment that were only marginally down on 2019 levels, and in most cases revealed that volumes through the first weeks of Q3 were substantially above 2019 levels, some by as much as 20%. Given that overall tourist or base mass visitor numbers to Macau are still lagging pre-COVID times, it is the premium mass segment that is driving these impressive volumes within the broader mass segment.

As Grant Chum, Sands China's Chief Operating Officer, said when revealing a 240-basis point

improvement in Q2 margins quarter-on-quarter, "We do have a more profitable business mix than in 2019, as does the whole industry, because we have a greater proportion of mass relative to VIP. [This is] positive for margins."

The real bonus for operators, however, one that is yet to come in this strong recovery – with GGR back to around 62% of pre-COVID levels but profit (EBITDA) closer to 75% – is that base or grind mass is a segment still lagging behind but bound to catch up in the near-term. Given the fascination our industry tends to demonstrate with VIP and premium mass play, it's easy to overlook the importance of the everyday, main gaming floor player, yet they are in many ways an operator's best friend. Sure, spend per customer is lower, but the fact is there are a lot more of them than in any other segment and, most importantly, they ask for nothing in return.

As of July, Macau's monthly visitor arrivals are back to around 78% of 2019 levels, and with labor issues easing and hotel room supply increasing, that means plenty more upside to come in the months and years ahead.

Ben Blaschke

Managing Editor

We crave your feedback.

Please email your comments to bb@asgam.com.

利潤新天際： 澳門的盈利能力為何將升至新高

如果要說在澳門最近第二季度財報中有兩個最重要的收穫，它們必定是2023年的利潤率比起疫情前有着根本的提升，以及包括貴賓板塊在內的高端博彩市場絕非返魂乏術。

雖然兩者可能在某程度上有所悖逆，可是，澳門中介行業的潰敗，為澳門的營運商們帶來一些他們在之前那些年間，都不太願意全力掌握和利用的機會。他們從前不願意把握這些機會的原因，可能是因為一直以來都很依賴那些在全盛時期貢獻了澳門近八成賭收的中介公司。不過，這事情也很難有所定論。

可是，從博彩營運商2023年第二季度的財報電話會議中，基本上可以一致肯定，高端中場市場這一個利潤豐厚的板塊，以及營運商直接參與的高端（貴賓）業務（可形容為沒有使用中介的情況下的貴賓轉碼）都出現了強勁的反彈。

其中值得注意的是，永利渡假村行政總裁Craig Billings在該公司的財務電話會議中曾透露，現時的營運商直接運作下的高端投注額，比起疫情前水平高出甚多。可是，他亦警告，在沒有中介公司出力的情況之下，貴賓收入在整體而言，比起從前還是低得多。

但在這個直接參與貴賓模式靠攏的轉變，依然有不少正面之處，畢竟這個板塊所帶來的利潤率，比起由中介投注所產生的大概要高一倍。另外，由於總有一些高額投注玩家需要轉碼及折扣，所以如果營運商有一個有效直接參與的貴賓計劃，必然能夠帶來不少好處。

但關於澳門的復甦，其核心在於高端中場。這個板塊經常被誤解，但是高端中場玩家卻為營運商所愛，因為他們下注（比較）大，但就不會要求太大的回報，最多只會想得到一些小小的特別優待，例如得到免費酒店客房，或者在高級餐廳內獲得一頓精緻佳餚。這一切

實在比起真金白銀地回饋他們要便宜得多！

在第二季度裏，幾個營運商都一致形容中場博彩板塊的投注額只比2019年的水平低一點，而且大部份都透露，在第三季度首幾個星期的中場投注額，已經比2019年的水平有大幅進步，部分更有最高20%的增長。由於現時澳門的整體旅客或基本訪客人數依然比疫情前低，所以這些在整個中場板塊裏令人眼前一亮的投注額，其實都是由高端中場板塊所帶動。

正如金沙中國首席營運總裁鄭君諾在透露利潤率按季度提升240個基礎點時曾說：「比起2019年，我們現在的確有一個更能夠帶來利潤的業務組合，這與整個行業一樣，因為我們有一個更好的中場/貴賓比率。（這事情）對於利潤率有正面影響。」

可是，對營運商而言，真正的意外收穫，就是博彩毛收入返回疫情前大約62%的水平，雖然盈利（EBITDA）到了75%的強勁復甦基礎，中場這個板塊依然有所滯後，但就肯定能夠於不久之後跟上。有鑒於我們的行業傾向貴賓或高端中場玩家所懷抱的遐想，那些每天在主要中場樓層裏投注的玩家的重要性很容易就會被忽略。但是，他們在很多方面，都應該是營運商最好的朋友。的確，他們的客戶人均消費是比較低，但事實上，他們的人數卻比起任何其他板塊的玩家人數都要多。最重要的是，他們並不求任何回報。

截至七月，澳門的每月訪客數目已經回復到2019年水平的78%，勞動力問題也得到緩解，酒店客房供應亦正在提升，這一切都顯示出，更多的正面發展將會在未來數月或數年之間繼續出現。

本思齊
執行編輯

我們樂於聽到您的反饋

請將您的想法發送至**bb@asgam.com**



菲律賓博彩業 第二季度增勢趨緩

MOMENTUM SLOWS FOR PHILIPPINES GAMING INDUSTRY IN 2Q23

THE PHILIPPINES GAMING INDUSTRY saw its recent momentum slow in the three months to 30 June 2023, with gross gaming revenues falling by 2.2% quarter-on-quarter to Php68.9 billion (US\$1.22 billion).

The decline was largely on the back of the country's licensed casinos, which saw GGR fall by 4.5% to Php51.71 billion (US\$917 million).

According to information from gaming regulator PAGCOR, Entertainment City casinos – comprising City of Dreams Manila, Newport World Resorts, Okada Manila and Solaire – saw their 2Q GGR decline by 4.3% to Php43.47 billion (US\$771 million) while Clark casinos fell by 5.1% to Php7.86 billion (US\$139 million). Fiesta was down by 11.3% to Php374.0 million (US\$6.6 million).

PAGCOR casinos also saw their revenues decline compared to the March 2023 quarter, with GGR down 3.8% to Php5.13 billion (US\$90.9 million).

Despite the sequential decline, GGR across the board was improved versus the same period in 2022. Licensed casinos were up by 22.8% year-on-year and PAGCOR casinos by 29.6%, helping industry-wide GGR improve by 28.3% in 2Q23 compared with 2Q22.

For the first six months of 2023 combined, Philippines gaming industry GGR sits at Php136.4 billion (US\$2.42 billion).



在截至2023年6月30日的三個月內，菲律賓博彩業整體增長趨勢放緩，博彩總收入按季下降2.2%，至689億披索（12.2億美元）。

這一下降主要是由於該國持牌賭場的博彩總收入下降了4.5%至517.1億披索（9.17億美元）。

根據該國博彩監管機構PAGCOR的資料，位於馬尼拉娛樂城內的賭場（包括新濠天地馬尼拉、新港世界度假村、岡田馬尼拉和晨麗）在第二季度錄得博彩總收入下降4.3%，至434.7億披索（7.71億美元），而克拉克的賭場則下降了5.1%至78.6億披索（1.39億美元）。Fiesta按年下降11.3%至3.74億披索（660萬美元）。

PAGCOR賭場的收入較上一季度也有所下降，博彩總收入下降3.8%，至51.3億披索（9,090萬美元）。

儘管按季下降，但相較2022年同期，整體博彩總收入皆有所提升。持牌賭場按年增長22.8%，PAGCOR的賭場按年增長29.6%，帶動行業博彩總收入在2023年第二季度較去年同期提升28.3%。

2023年前六個月，菲律賓博彩業的博彩總收入錄得1,364億披索（24.2億美元）。

澳門銀河萊佛士酒店正式試業

RAFFLES AT GALAXY MACAU CELEBRATES SOFT OPENING

GALAXY MACAU has soft opened its newest partner hotel brand, Raffles at Galaxy Macau, with a Grand Opening scheduled to take place before the end of the year.

Bringing the legendary Raffles brand to Macau for the first time, Raffles at Galaxy Macau is an all-suite hotel offering 450 luxury suites plus additional gaming space and various non-gaming attractions.

The soft opening includes a range of food and beverage options, among them Raffles Lounge & Terrace – home of the famous Singapore Sling – featuring a custom-made 15-meter-high chandelier formed of 500,000 crystals and 23,000 crystal rods, connected in the shape of a diamond and weighing 4,800 kg. Raffles Lounge & Terrace also features a “Green Art Wall”, described as a 70-meter expanse incorporating hundreds of plants and LED lights, plus a glass ceiling which uses more than 30,000 individually programmable LED nodes to create an imaginary sky that can express various different moods and scenes.

The lobby of Raffles at Galaxy Macau is designed as an “art-filled garden sanctuary”, Galaxy explained, landscaped with 90 trees, 50,000 shrubs and seasonal flowers alongside a unique collection of art pieces themed around the four seasons. The collection was curated in Singapore and features artworks by Dutch sculptor Joris Kuipers, Singaporean artist Sun Yu-Li, China’s Chen Chun Hua and Bulgarian-born artist Latchezar Boyadjiev.

The Grand Opening towards the end of 2023 will see the addition of the property’s remaining signature restaurants, the iconic Long Bar, and a spa.

Those restaurants will include a Sushi-Kappo concept helmed by Chef and Sushi Master Masaaki Miyakawa, one of only five Michelin three-starred sushi chefs in Japan.



澳門銀河最新合作酒店品牌「澳門銀河萊佛士」已試營業，並計劃於今年年底前盛大開業。

澳門銀河萊佛士酒店是一家全套房酒店，是澳門首個萊佛士品牌，提供450間豪華套房以及各種非博彩元素。

試業期間澳門銀河萊佛士酒店提供一系列餐飲選擇，其中萊佛士大堂吧將提供萊佛士經典雞尾酒「新加坡司令」和澳門專屬的「百萬美元」雞尾酒。大堂採用鑽石形設計的巨型水晶吊燈高15米，重達4,800公斤，用了合共500,000顆水晶和23,000支水晶棒製成。萊佛士大堂吧內還有一個名為「綠色藝術牆」、長達70米的創意空間，牆上裝有多個以植物和LED創作而成的藝術作品，玻璃天花板安裝了超過30,000個LED獨立光源，營造出千變萬化的虛擬天空。

銀河指出，澳門銀河萊佛士酒店的大堂被設計為「充滿藝術氣息的花園聖地」，園內種植了90棵樹木、50,000株灌木和成千上萬的時令花卉，以及設有四季為主軸的藝術展。該藏品在新加坡策劃，展出荷蘭雕塑家喬瑞斯·庫珀斯 (Joris Kuipers)、新加坡著名藝術家孫玉麗、中國的陳春華和保加利亞出生的切黎·博亞傑夫 (Latchezar Boyadjiev) 的作品。

酒店將於2023年底盛大開業，屆時將新增酒店其他的特色餐廳、酒吧及水療中心。

這些餐廳將包括壽司大師宮川政明研發開設的「壽司割烹」日式料理餐廳，他是日本五大米芝蓮三星殊榮的壽司主廚之一。



PAGCOR計劃旗下賭場自11億美元起競標 BIDDING FOR PAGCOR CASINOS TO START AT US\$1.1 BILLION

PHILIPPINES GAMING REGULATOR PAGCOR hopes to privatize all 41 casinos under its operation by the third quarter of 2025, with a combined asking price of at least Php60 billion (US\$1.05 billion), the agency has revealed.

Chairman and CEO Alejandro Tengco provided an update on PAGCOR's privatization efforts during a House committee hearing, where he poured cold water on Department of Finance estimates that the sale of PAGCOR casinos could fetch as much as Php250 billion (US\$4.40 billion).

This, he said, had mistakenly factored in the cost of the properties in which PAGCOR's casinos are housed, when most locations are actually rented.

"That will not happen because PAGCOR is not selling any property," Tengco said, as reported by *CNN Philippines*. "So we're looking at about Php60 billion to Php80 billion (US\$1.05 billion to US\$1.41 billion)."

Tengco is, however, hopeful that the cost may rise, as bidding between interested parties gets underway and given planned upgrades to Manila's Ninoy Aquino International Airport aimed at easing congestion.

He also revealed an ambitious timeline of completing the sale of PAGCOR's 41 casinos by 3Q25.

"Definitely, my trust is to privatize the casinos of PAGCOR, and I'm looking at 2025 as my timeline," he said. "My goal is to increase the value of what we will privatize. This will keep going, it can't be stopped."

菲律賓博彩監管機構PAGCOR透露，希望在2025年第三季度之前將其營運的所有41間賭場私有化，公開出售的總價至少為600億菲律賓披索（10.5億美元）。

PAGCOR主席兼行政總裁Alejandro Tengco在眾議院聽證會上披露了最新進展，同時否認了財政部預估出售PAGCOR賭場可獲得2,500億披索（44億美元）的可能。

他表示，該估算錯誤考慮了PAGCOR賭場所在物業的成本，其中實際多數地點都是租賃的。

據CNN Philippines報道，Tengco當時表示：「PAGCOR不會出售任何資產，我們正考慮以約600億至800億披索出售。」

不過，Tengco表示，希望隨著有關各方競標的開始，以及未來阿基諾國際機場的擴建計劃，相關價格可能會上升。

他其同時透露相關時間表，即2025年第三季度前完成PAGCOR的41家賭場的出售。

他表示：「我希望在2025年完成PAGCOR的45間賭場的私有化。我們的目標是繼續提升私有化資產的價值。」



ICE將於2025年從倫敦遷往巴塞隆拿

ICE MOVING FROM LONDON TO BARCELONA IN 2025

LONDON will no longer be home to the world's biggest annual gaming industry trade show, with ICE set to move to Barcelona from 2025, organizer Clarion Gaming has announced.

The Spanish city emerged as the location of choice following a six-month competitive bid process that also included London, Madrid and Paris. The initial contract will run for five years through 2029, with the inaugural editions of ICE Barcelona and iGB Affiliate Barcelona to be held at the 240,000 sqm capacity Fira de Barcelona from 20 to 22 January 2025.

Clarion said the decision was endorsed by the ICE Advisory Board, comprising a cross-section of major international brands active in both online and land-based gaming.

The selection process included an evaluation of more than 30 variables, venue visits, city presentations and detailed negotiations, the organizer added.

主辦方 Clarion Gaming 宣佈，ICE 將從 2025 年起遷往巴塞隆拿，倫敦將不再是全球最大的年度博彩行業貿易展舉辦地。

參與競標的還有倫敦、馬德里，而經過為期六個月的競標過程，這座西班牙城市成為了首選地點。這一合同將持續五年，直至 2029 年，首屆 ICE Barcelona 及 iGB Affiliate Barcelona 將於 2025 年 1 月 20 日至 22 日在佔地 24 萬平方米的 Fira de Barcelona 舉辦。

Clarion 表示，這一決定得到了 ICE 顧問委員會的認可，該委員會由活躍的線上及實體博彩領域主要國際品牌組成。

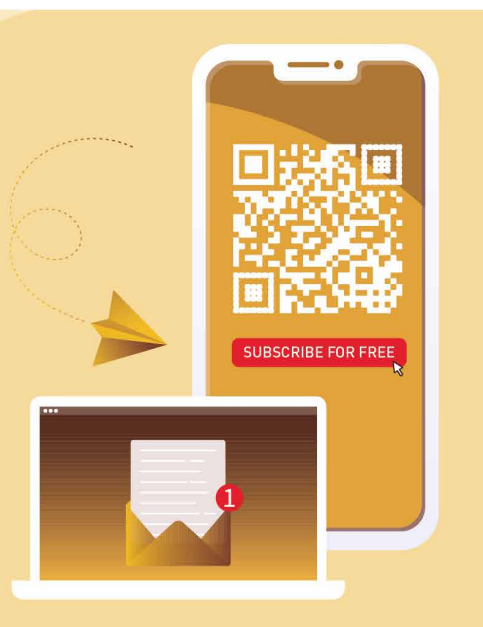
主辦方補充說，評選過程包括 30 多個變量的評估、場地參觀、城市介紹和詳細談判。



Daily industry news in your inbox every Macau business day!

Hitting
28,000
inboxes at daily

To subscribe visit www.asgam.com





STAR SYDNEY就賭場稅率上調達成協議 THE STAR SYDNEY REACHES AGREEMENT ON CASINO DUTY RATE HIKES

AUSTRALIA'S STAR ENTERTAINMENT GROUP has reached an agreement with the NSW state government that will see increases to casino duty rates at The Star Sydney kept to what the casino operator calls "sustainable" levels.

As reported by *Inside Asian Gaming*, the previous state government had proposed a massive increase to the duties charged on electronic gaming machines at the Sydney casino to more than 60% of average poker machine revenue. Star had described the proposal – put forward without consultation with Star – as "not sustainable and flawed in its design", arguing that if implemented as originally proposed it would "significantly challenge the economic viability of The Star's Sydney business, putting the jobs of thousands of NSW team members in jeopardy."

Instead, Star has now released a statement confirming it has reached an agreement with the recently elected Labor government for lower, phased increases to the duties it pays across the board.

This includes maintaining the current 20.91% tax it pays on poker machines, GST excluded, until the end of the current financial year. The tax will rise to 21.91% from 1 July 2024 and to 22.91% from 1 July 2027. From 1 July 2030, tax will be paid on a rising scale, starting at 37.6% for average poker machine revenues of more than AU\$2,666 [US\$1,737], rising to 42.1% for more than AU\$6,667 [US\$4,345] and to 51.6% for more than AU\$12,500 [US\$8,145].

However, Star may at that time request a good faith review of the poker machine duty rate and/or the associated thresholds based on trading conditions and EBIT for The Star Sydney in the period from 1 July 2023 to 30 June 2030.

Other changes effective as of 1 July 2023 and therefore already in play under the new agreement include an increase in the duty rate on rebate play from 10.0% to 12.5% and on table games from 17.91% to 20.25%.

An additional levy equal to 35% of all Star Sydney gaming revenue above \$1.125 billion [US\$733 million] for each financial year will also be applied.



澳洲星億集團已與新南威爾斯州政府達成協議，將Star Sydney賭場的稅率提高到賭場運營商所說的「可持續」水平。

《亞博匯》早前報道，前州政府曾提議大幅提升悉尼賭場電子博彩機的稅費，佔平均撲克機收入的60%以上。該提議在未與星億協商情況下提出，星億將其稱為「不可持續且設計上存在缺陷」，並認為如果按照最初的提議實施，將「嚴重挑戰The Star Sydney業務的可持續性，令數千名新州團隊成員陷入失業危機。」

星億集團其後發表了一份聲明，確認該公司現已與最近當選的工黨政府達成協議，將各項稅收保持在較低、分階段增加的水平。

這其中包括維持目前對撲克機的20.91%稅（不含消費稅），直到本財政年度結束。該稅收將從2024年7月1日起升至21.91%，從2027年7月1日起升至22.91%。從2030年7月1日起，納稅規模將不斷擴大，收入超過2,666澳元（1,737美元）的撲克牌機，稅收將從37.6%起徵；而收入超過6,667澳元（4,345美元）的機器，稅率則上升至42.1%；超過12,500澳元（8,145美元）則上升至51.6%。

然而，星億屆時可能會要求根據2023年7月1日至2030年6月30日期間Star Sydney的交易條件和息稅前利潤，對撲克機稅率或相關門檻進行善意審查。

根據新協議，自2023年7月1日起生效的其他變化包括：將退稅遊戲的稅率從10.0%提高到12.5%，將賭檯遊戲的稅率從17.91%提高到20.25%。

此外，每個財政年度還對Star Sydney博彩總收入超過11.25億澳元（7.33億美元）的部分徵收35%的額外稅費。

澳門政府計劃明年擴建機場

MACAU TO START MAJOR AIRPORT EXPANSION NEXT YEAR

THE MACAU SAR GOVERNMENT has put forward its “Development plan for the appropriate diversification of the economy (2024–2028)” including implementation of an expansion plan for Macau International Airport, with the reclamation project to start in the second half of 2024. Completion is expected in 2029.

The government first revealed that it planned to expand Macau’s airport during the signing of new gaming concessions late last year, although details of that plan have until now remained scarce.

Now it has been confirmed that land reclamation will commence in 2024, with work on the airport apron itself starting in 4Q26.

Upon completion of the expansion, the capacity of the airport will be increased to serve 13 million passengers annually, up from its current 10 million, with additional remote boarding gates and an expanded taxiway system.

澳門特別行政區提出了《經濟適度多元發展規劃（2024–2028年）》，當中落實澳門國際機場擴建計劃，於2024年下半年開始填海工程施工，2029年完成工程。

於去年新博彩合同簽訂期間，政府也曾透露有機場擴建的計劃。特區政府早前公佈了《經濟適度多元發展規劃（2024–2028年）》的初步文本，當中詳述了機場擴建的計劃。

政府確認會落實澳門國際機場擴建工作，並計劃於2024年下半年開始填海工程施工，整個工程預計於2029年完成。

而2026年第四季完成停機坪的工作，會爭取盡早投入運作。完成擴建後，機場容量將提升至每年可服務1,300萬人次，將增加遠機位及擴建滑行道系統。

inside asian gaming
iag

亞博匯早報
BREAKFAST
BRIEFING



繁體中文版

每日發送至逾

28,000
個用戶郵箱

免費訂閱請移步：www.asgam.mo





印度消費稅議會確認28%博彩相關存款稅項將於10月1日起生效

INDIAN OPERATORS TO FACE 28% GST ON GAMING DEPOSITS FROM 1 OCTOBER

INDIA'S GST COUNCIL has confirmed it will implement a new 28% tax on the total value of chips purchased, deposits made or bets placed for casinos, online gaming and horse racing, starting from 1 October 2023.

Clarification of the tax rules followed a meeting of the Council amid industry concerns over exactly how the new tax – first announced on 11 July – would be implemented. While the GST council clarified that the tax would be applied to the initial purchase amount and not on any amounts that include winnings, it rejected calls by the casino states of Goa and Sikkim to apply the tax to gross gaming revenues instead.

The council did, however, agree to review the success of the tax six months after it is officially implemented, according to local media reports.

In a joint statement, the E Gaming Federation and the Federation of Indian Fantasy Sports reluctantly welcomed the clarification while continuing to express their concerns on how the significant tax would impact the growth of the broader gaming industry.

"The new tax framework, while clarifying and resolving uncertainty, will lead to a very burdensome 350% increase in GST and set the Indian online gaming industry back several years," they said. "However, it will allow gaming companies a fighting chance to innovate and rebuild the foundation of gaming in India."

Authorities will now look to amend the country's GST law during the current session of parliament to allow implementation of the tax by 1 October.

印度的商品及服務稅議會確認，將落實新的博彩相關稅項，針對在娛樂場購買籌碼和存款，以及進行娛樂場、網上及賽馬投注，均收取28%的消費稅，並將於2023年10月1日正式生效。

該國議會解釋了關於新稅的相關規定。業界擔心，在7月11日首次公佈的這項新稅項的規則將如何被落實。雖然消費稅議會澄清，稅項的範圍只包括首次購買的金額，不包括後來贏取的部份，但就拒絕果亞及錫金等擁有娛樂場的邦份提出改為向博彩毛收入徵稅的要求。

可是，當地傳媒報道，該議會同意在成功落實稅項六個月後進行檢討。

印度的兩個博彩聯盟E Gaming Federation和The Federation of Indian Fantasy Sports發表聯合聲明，勉強歡迎議會作出的澄清，但亦繼續表達對於新稅項的憂慮，擔心會影響整體博彩業界的成長。他們稱：「新稅項的框架，雖然得到澄清，並且解除了疑慮，但會導致消費稅上升350%，帶來沉重負擔，也會令到印度的網上博彩業界退步數年。」

「可是，新稅項也會讓博彩公司得以創新及得到改造印度博彩的基礎。」

當局計劃在國會現屆會期內，修改該國的消費稅法律，讓新稅項能夠在10月1日落實。





STRIKE THE GONG

Providing players with an entertaining gameplay experience, Bu Bu Gao™ Link offers a supersized Hold 'N' Respin feature across any one of the unlocked playable windows, for more chances to win.

- Player favourite gameplay mechanic across four playable windows
- Prizes yet to be unlocked are displayed for potential win possibilities
- Features two linked jackpot levels, one static bonus prize and two scalable bonuses

Releasing with two games titles – Dragon Emperor™ and Phoenix Queen™ – a third title Eastern Riches™ will follow.

**For more information, please contact your IGT account manager
or call IGT Asia on +853 8504 4300**



WE'VE GOT GAME

PAGCOR'S ALEJANDRO TENGGCO

《亞博匯》獨家專訪PAGCOR主席兼行政總裁Alejandro Tengco，深入了解其就職菲律賓博彩監管機構一年來的工作情況，以及在任期內的抱負。

文 卓 奕

IAG sits down with PAGCOR Chairman and CEO Alejandro Tengco to discuss his 12 months in the job and ambitions for the duration of his tenure overseeing the Philippines gaming regulator.

By **Andrew W Scott**





Andrew W Scott: Chairman Tengco, thank you so much for agreeing to speak with the readers of IAG.

Alejandro Tengco: It is indeed an honor for me to be invited to a one-on-one interview with you, Andrew.

AWS: You've been Chairman and CEO of PAGCOR for almost a year now, and you've been busy in that year. What would you describe as your primary achievements so far?

AT: I would say the increase in revenue is the most important thing that has happened to

PAGCOR since my assumption into office. We have increased our revenue by close to 48% compared to a year ago. And considering that we are still recovering from the effects of the pandemic, I should say that it's a very good result, really. It's one of the major if not the best achievements that I have had in my one year in office.

AWS: Let me ask you more generically about PAGCOR. It's a very large organization with some 10,000 employees.

AT: Close to 10,000 ... 9,901 to be exact.

卓奔 (AWS)：Tengco主席，非常感謝您接受我們的專訪。

Alejandro Tengco (AT)：我很榮幸受邀和您進行一對一的對談。

AWS：您已擔任PAGCOR主席兼行政總裁近一年，一直繁忙不已。請問您認為，迄今為止主要成績是什麼？

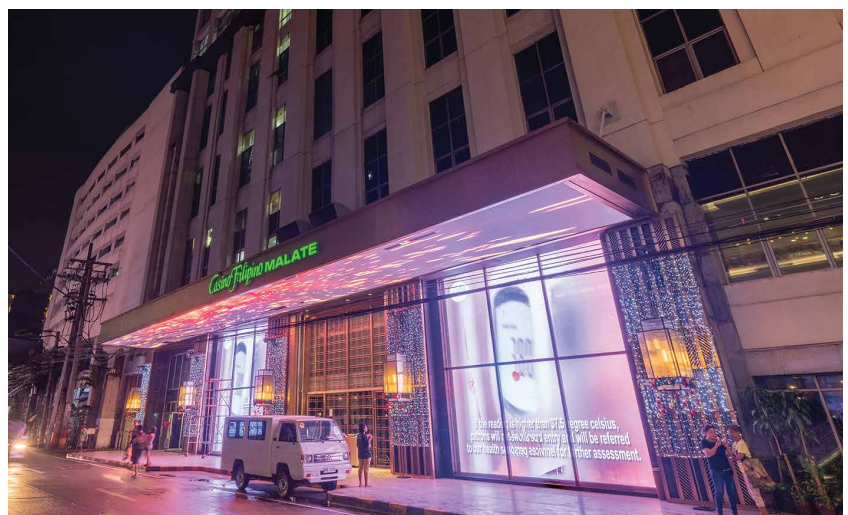
AT：我會說，收入增長是自我就職以來對PAGCOR最重要的事情。我們的收入與一年前相比增長了近48%。有鑒於我們仍在疫情的影響中恢復，應該說這是一個非常好的結果。即使不是我任內最好的成績，也會是主要的成績之一。

AWS：可否請您大致介紹一下PAGCOR的情況。這是一個非常大的組織，擁有近一萬名員工。

AT：接近一萬名，確切的數字是9,901。

AWS：您認為，管理這麼大的一個組織最主要的挑戰是什麼？尤其是這個組織目前在菲律賓切實發揮著為國家帶來貢獻的作用。

AT：實際上，我已經面臨了很多挑戰，並且將繼續面對。我需要實施和做出很多決定，其中部分頗有爭議。但有件事是肯定的：我和董事會都是出於善意。我在上任的時候，就認為很多東西必須重組。譬如我剛上任時，採購部門隸屬於營銷部門，這很罕見。在任何組織中，營銷和採購部門都發揮著（同等）重要的作用。



AWS: What would you describe as the main challenges in running not only an organization of that size, but also an organization that plays a very special role in the Philippines and is seen as really contributing to nation building?

AT: Actually, there are a lot of challenges that I've faced and will still face, because of

the many things that I will be deciding on and implementing. Some might be controversial, but one thing's for sure: I, together with the Board, mean well. I came in and I thought there were so many things that we had to restructure in the organization. I came in at a time when the procurement department was under the marketing department,

which was unheard of. Both marketing and the procurement departments play a vital role in any organization.

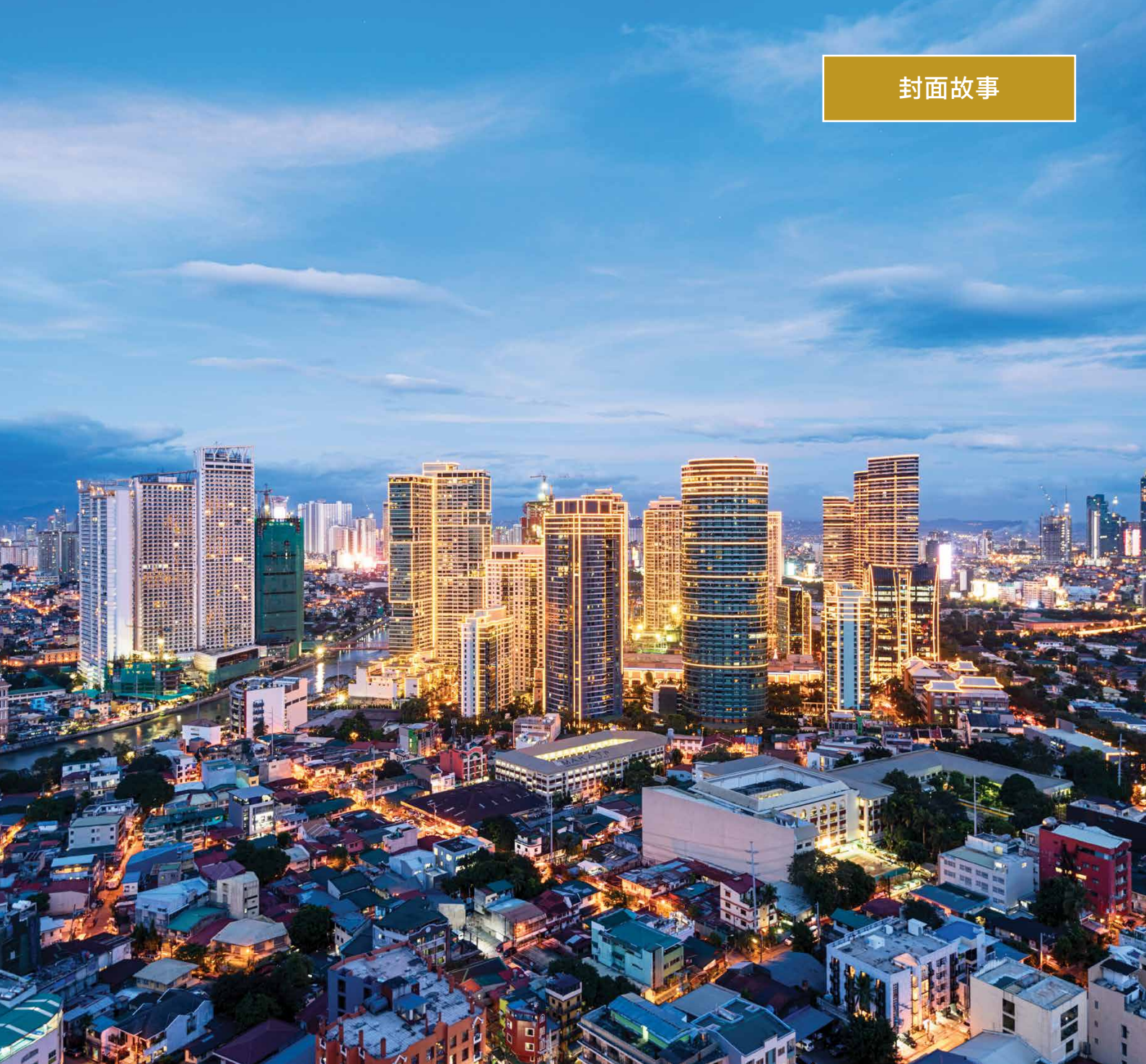
Then you had operations not being given that much attention in the past, causing revenues not to increase dramatically. And I'll be more specific: our properties, some of them are run down. Our equipment, like slot machines – you would see

“

曾有人跟我說，我是PAGCOR有史以來最具透明度的領導者之一，從我自身感受而言，不僅是高層，各個級別的員工都很認可我。

I was told that I'm one of the most transparent leaders that PAGCOR has ever had, and from what I feel it is truly appreciated by not only the officers but employees down to the lowest level.

”



在過去，公司的營運並未得到足夠的重視，導致收入未有大幅增長。再具體一點來說，我們的物業中有些狀態不佳。部分設備，譬如角子機，玻璃上已經有裂紋，並且遊戲也過於陳舊，影響了回頭客的人數。此外，一些由上屆董事會簽署並批准的合作，部分涉及金額巨大，並且頗有爭議。這也是一個挑戰。

現在，（PAGCOR）私有化的問題也已經在討論中，在外部如此，內部亦如此。我們有一半的員工隸屬營運團隊，可想而知會有多少人此刻反對這個計劃。這同樣是挑戰。

我們同時處於疫後恢復期，必須切實改善物業，做更多的市場推廣。因為需要說服的不僅是之前的客戶，亦有潛在的客戶來參觀物業。這又是一個



cracks in the glass, and some would still offer games of the yesteryears, again affecting the number of people who would patronize these places. You would have some contracts that you had to review – some of them for very big amounts and very controversial. So that was another challenge. I mean, how to get out of this contract that was signed and approved by the previous board?

The issue of privatization at this very juncture was already being talked about too, not only outside of PAGCOR but within PAGCOR. And 50% of our employees represent the operations group. I mean, you can just imagine how many would be opposing such a plan at this very moment. But again, it's another challenge.

We're also coming from a period of recovery from the



pandemic. You really have to enhance your property, and you really have to do more marketing efforts because you need to convince not only your previous customers but prospective customers to come and visit your properties. That again is a challenge because you're competing against the IRs – whose facilities we will not be able to match – with five or six-star rated rooms, specialty

restaurants, an area devoted to branded luxury products, and outdoor areas that make you feel like you're at a resort. Definitely, we will not be able to compete with that, so this is another challenge.

Not a week passes where we do not encounter a new problem, and that's another challenge.

AWS: We've been following the Asian gaming industry for 18

挑戰，因為是在與綜合度假村（IR）競爭，而IR的設施是我們無法比擬的，他們擁有五、六星級客房、特色餐廳、奢侈品零售區和充滿度假氛圍的戶外空間。我們當然無法與之競爭，這也是另一個挑戰。

幾乎每周我們都會遇到一個新的問題，這是又一個挑戰。

AWS: 我們在過去18年來持續關注亞洲博彩行業，期間見證了多位PAGCOR主席的更替。在菲律賓，這是一個非常重要的角色，與總統密切相關，我認為PAGCOR高管的性格對於發展貫穿整個組織的企業文化至關重要。您如何描述您在管理PAGCOR過程中的個人領導風格？

AT: 首先，從目前設置來看，PAGCOR主席應該堅定，展現政治意願，同時保持透明度。經營一家公共企業並不容易，如果不夠堅定，也沒有政治意願來支持堅定和強硬的態度，那麼一開始就

years and in that time we've seen a number of PAGCOR Chairmen come and go. It is such an important role in the Philippines, very closely tied to the President, and I think the nature of the person at the top of PAGCOR is crucial in developing the corporate culture that flows down through the entire organization. How would you describe your personal leadership style in running PAGCOR?

AT: I'll start off by saying that, looking at the current setup, the Chairman of PAGCOR should be firm, exercise political will and at the same time be transparent. You know, it's not really easy to



run a government corporation. If you will not be firm and you will not have the political will to back up the attitude of firmness and toughness, I don't think in the first place you should even think that you will be successful in being the Chairman and CEO of PAGCOR. Added to that is a need to be transparent to all employees, from the lowest rank to your peers in the executive office.

I was told that I'm one of the most transparent leaders that PAGCOR has ever had, and from what I feel it is truly appreciated by not only the officers but employees down to the lowest level.

不應該擔任主席和行政總裁這個角色。除此之外，還需要對所有員工保持透明，從最低級別員工到行政辦公室的同事都是如此。

曾有人跟我說，我是PAGCOR有史以來最具透明度的領導者之一，從我自身感受而言，不僅是高層，各個級別的員工都很認可我。

另一個重要的方面是，我能感覺到我們的員工希望與主席建立更密切、更個人的關係。他們實在厭倦了主席高高在上，而他們處於公司的中低層。所以我第一次召開了主席會議，按照物業將員工分為馬尼拉大都會的一個群體，中北呂宋物業一個群體，以及米沙鄢群島和棉蘭老島群體。我覺得這樣做很好，現在人們不僅可以更接近我，而且都比之前更了解我。通過這些努力，我們建立了融洽的關係，我認為這是成為一個成功主席及行政總裁的關鍵因素。



《亞博匯》熱烈慶祝創刊18周年！

自2005年9月創刊以來，我們一直筭路藍縷，以啟山林。
在此，我們想向所有一路以來陪伴我們成長的讀者、擁躉和同事衷心致謝！

讓我們共同期待下一個18年裏精彩華章再續！

Inside Asian Gaming is excited to
celebrate its 18th birthday!

We've come a long way since our first ever issue in September 2005,
and we would like to thank all our readers, viewers, followers and
employees who have come along with us on this wonderful journey.

Here's to the next 18 years of **IAG!**





AWS：您對PAGCOR賭場私有化做了很大的努力，並宣佈了各項旨在增加其賭場價值的舉措。根據最近的報道，您還希望在2025年第三季度之前完成這項工作。這個時間表可以實現嗎？

AT：也許我們會開始（出售）程序。在私有化問題上，從第一天起我就認為，這不僅是我必須嘗試的事情，而且是我必須做的事情。為什麼？簡單地說，任

何監管機構都不應該同時是運營商。你不能既是監管者又是被監管者。這不僅是博彩行業，還包括不同的特許經營委員會、監管委員會、運輸委員會。監管者同時又是營運商，這是不恰當的。

因此，從一開始我在會議等場合和別人溝通這個想法時，他們大部分人都會說：「你的想法是對的。如果我站在你的位置上，我也會做同樣的事情。」

AWS：自從您宣佈私有化以來，大家對此興趣有多大？哪一種公司有興趣收購這些資產？他們的反應如何？

AT：我們總共有41處物業，有些是100%持有，部分是60-40分成，部分是65-35分成，後者是更常見的比例。PAGCOR負責營運，在需要時提供員工並對其進行培訓，另一個合作夥伴負責提供營銷，並負責一些水電和某些

Another important facet is that I could sense our employees wanted to have a closer and more personal relationship with the Chairman. They're just too tired of the Chairman being on top and them being either in the middle or at the lower echelon of the organization, so I've been holding for the first time a Chairman's town hall meeting. I've clustered our properties in Metro Manila, that's one cluster, then another one is officers and employees of our properties in

central and northern Luzon, and the third cluster is the Visayas and Mindanao cluster. I could sense that it was a very good idea because now people are not only getting closer to me but they're all getting to know me better compared to who they thought I was. Now with these efforts, there is a rapport developing, and I think this is a key ingredient in being a successful Chairman and CEO of PAGCOR.

AWS: You've made a big deal about the privatization of PAGCOR's casinos and have also announced various initiatives designed to increase the value of them. According to recent reports you would also like to get this done by the third quarter of 2025. Is this timeline achievable?

AT: Well, maybe we'll start the [selling] process then. On the issue of privatization, from day one I thought this was something that I must not only try to do but



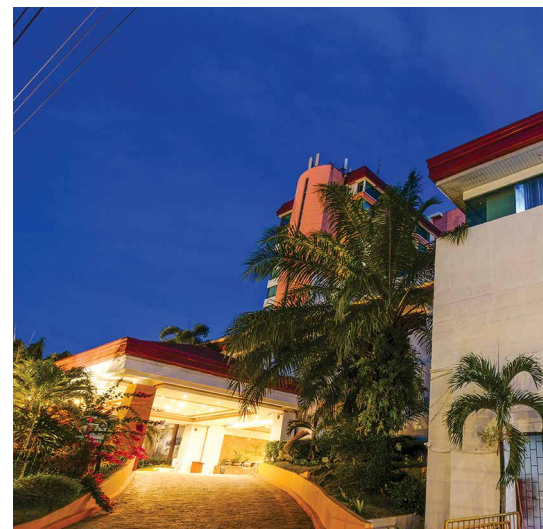
something I *must* do. Why? My simple answer is never should any regulator of anything be an operator too. You cannot be a regulator and the regulated. I'm not only talking about the gaming industry but also different franchising boards, regulatory commissions, transport commissions – there's no way this is right, proper or ethical for a regulator to be an operator too.

So, from day one I talked to people and attended conferences and most if not all

of them said, "You are thinking of the right thing. If I were in your shoes, I'd do the same thing."

AWS: What level of interest have you had so far since you made the announcement of privatization? What sort of companies might be interested in acquiring those assets and what's the feedback been from them?

AT: We have a total of 41 properties, some being 100% owned, for one or two 60-40 sharing and 65-35 sharing for





服務的特定開支。這就是目前的情況。

就興趣而言，我們收到了很多查詢，尋求與我的見面，會議期間也有人要求給他們介紹合適的人。我們現在已經收到了很多來自本地公司的查詢，當中許多來自博彩行業，自身在營運賭場。當然，也有一些海外博彩公司的查詢，我能感受到他們的熱情。

至於何時開始，我們應該會分階段著手，首先是改善和翻新現有資產。我想將它們整治成客戶覺得更為舒適的物業，不僅是物理外觀，還有空調等機械方面，

確保其遵守建築標準、消防法規及所有標準，因為部分建築已經相當老舊。

之後我們將升級角子機。我很高興和您的讀者分享，我們現在正與這些機器的製造商進行最終談判。一旦能夠宣佈，大家會對最終的商業成果感到驚訝。有一點是肯定的是，大家會認為PAGCOR達成一筆很好的交易。

我們正在升級近4,000部機器，基於這個規模，我們能夠從製造商獲得更好的交易。現在正處於談判的最後階段，讓我們拭目以待。



“

我們正在升級近4,000部機器，基於這個規模，我們能夠從製造商處獲得更好的交易。現在正處於談判的最後階段。

We are upgrading close to 4,000 machines, and because of this volume we've been able to get a better deal from the manufacturers. We're in the final stages of negotiation.

”



the rest, which is the more common ratio. PAGCOR is running operations, providing employees when needed and training them, and the other partner is providing marketing and taking care of some of the utilities and certain bills for some services. That is the present setup.

In terms of interest, we have received so many queries seeking an appointment with me, letters being written and of course during conferences

where people will just ask that they be referred to the proper person. We're now getting more inquiries from local companies and many of them are from the gaming industry, currently operating their own casinos. We've also had a few inquiries from foreign entities in the gaming business, so I can sense there is enthusiasm.

When will it be? I'm really going to start preparing for the privatization in different stages, the first being the



improvement and renovation of our properties. I want to clean them up so that customers will feel more comfortable, not only with the physical look but also mechanical aspects like air conditioning and making sure we are following all the standards of the building code, fire code and everything, because some of the buildings are already old.

Then we will be upgrading our slot machines, and I'm happy to inform you and all of your readers and followers

that we are now in the process of final negotiations with manufacturers of these machines. I think once I am able to make an announcement, everybody will be surprised with the final commercial outcome, because one thing's for sure, everybody would say that PAGCOR was able to conclude a good deal. Revenues will be a lot more towards PAGCOR than the manufacturers.

We are upgrading close to 4,000 machines, and because

AWS：您最近宣布推出Casino Filipino線上賭場。您為何決定推出這項業務？這是否與PAGCOR的私有化目標背道而馳？

AT：你不是第一個要求我澄清這一點的人。容我解釋一下，現在距離私有化還有兩年半的時間。在我看來，（這個舉措）是為了能夠提升資產價值，從潛在買家那裡獲得更好的交易。我自己和董事會都認為，你擁有的產品越多，價值就越大，因為出售的不僅是賭牌。

這是其一。其二是升級機器，有近80%的機器將是全新的或最多使用兩年。物業已經重新翻新，博彩區和地毯都得到更換，這些都是提高價值的步驟。所以，我想既然還有兩年半的時間，打造Casino Filipino品牌亦有助提升價值，這肯定會吸引新客戶，而原有玩家也會參與其中。這將提升收入，收入越高，得到的價格就越好。

PAGCOR私有化後將不會保留Casino Filipino線上賭場，這是我們將要出售產品的一部分，我希望已經澄清這方面的問題。希望到2025年出售時，我們能夠增加這一部分的收入。

事實上，我們41個資產的收入增長速度不如IR，因此我和董事會都相信，通過升級、翻新、打造Casino Filipino品牌，可以令資產價值變得更高。

of this volume we've been able to get a better deal from the manufacturers. We're in the final stages of negotiation, so we will see.

AWS: You recently announced the launch of Casino Filipino online. Why did you decide to launch this online operation, and is PAGCOR launching a new operation counterintuitive to the goal of privatization?

AT: Andrew, you're not the first person to ask me to clarify

this. Let me explain. We're still two-and-a-half years from privatization. In my mind, to be able to enhance the value of the properties – to get a better deal from prospective buyers – myself and the Board thought that the more products you have, the more value you will get, because you're not only selling the casino license.

That's number one. Number two is upgrading the machines whereby almost 80% of the machines will be brand new

or at most two years old. Your property has been repainted, your gaming area and carpets have been changed – these are steps to enhance the value. So, I thought, "There's still two-and-a-half years to go and a Casino Filipino brand will help raise the value," because this will definitely have new customers and at the same time loyal customers will be playing. That brings up the revenue, and the higher the revenue, the better price you're going to get.



AWS:所以您其實在考慮一個三階段流程，一是清理資產，二是全面推出新產品，三是推出Casino Filipino線上品牌。所有這些都是為了提高出售價值。
AT:是的。

AWS:出售不會是一蹴而就的事情。我相信您已經有18個業主負責各自的場地，他們被認為是潛在的收購者。可能還有其他收購者，所以不會是一次過全部出售對嗎？

AT:是的，會分成不同的部分出售，我打算將一些資產捆綁在一起。部分資產位於同一區域，所以很大可能我會將整個區域打包出售。

AWS:您認為一旦準備好出售，這個過程需要多長時間？

AT:如果我們能在大約18到24個月的時間內完成這個工作，那就可謂非常順利了。

AWS:那麼從現在開始，到整個過程完成及所有資產完全出售，可能需要三年半到四年的時間？

AT:是的，從現在開始。我認為可能會發生的情況是，在宣佈準備出售後的幾個月內，那些利潤豐厚的資產會被最先出售。事實上，已經有人在詢價，但我否決了，因為這是公開招標。我們將制定一個範圍，對我而言，更重要



PAGCOR will not retain [Casino Filipino online] after privatizing. It is part of what we will be offering for sale. I think there's a confusion and I hope I have made myself more clear. Hopefully by 2025, when it's time to sell, we have increased that revenue.

The fact is that the revenue of our 41 properties has not grown as fast as the IRs, so it is my belief and the Board's belief that by upgrading, by renovating, by having the Casino Filipino brand, our value will become higher.

AWS: So, you are looking at a three-stage process, one, clean up the properties, two, new product throughout, three, launch of the Casino Filipino online brand – all to enhance the value for sale.

AT: Yes.

AWS: Selling is not going to be an instantaneous thing. I believe you've got 18 landlords for the various venues, and they're being touted as possible acquirers. There are other possible acquirers too, so am I correct in assuming it won't be all sold in one lump?

AT: That's right, it will be sold in different pieces, and what I intend to do is to bundle some properties. Some properties are in one area, so there is a very big possibility that I bundle the entire area.

AWS: And how long do you think this process will take from start to finish once you're ready to sell?

AT: I think we would be lucky if we can conclude this in a period of about 18 to 24 months.

AWS: So it could be three-and-a-half to four years from now until this process is complete and the properties are all sold?

AT: Yes, from now. That is how I see it. What I think will happen is that definitely the lucrative ones – the ones that are top rated – will be sold just a few months after our announcement that we're ready to sell. In fact, even this early, some are already asking if they can purchase. I said no, it is a public bidding. We will have a terms of reference, because more important for me is to make sure that our employees





的是確保受到私有化影響的員工得到公平的份額。這非常重要，因為我不想讓PAGCOR的同事因為私有化受損，我將確保他們得到應得的一切。如果我們私有化進程獲得成功，他們可能會得到一些獎金。

AWS：讓我們回到菲律賓成為博彩中心的話題。我們看到至少一家主要設備供應商將其總部從澳門遷至菲律賓，並開設全新展廳。這些公司表示，把公司設在菲律賓是一個更大的增長機會。您認為菲律賓將如何利用這一點？菲律賓能否成為博彩公司服務亞洲的業務中心？

AT：我的答案是肯定的。無疑，菲律賓

應該利用設備製造商或供應商將其樞紐轉移到菲律賓的可能性。如果世界上有一個地區的博彩行業在未來幾年會穩步發展，那一定是亞洲。與全球其他地區相比，亞洲的博彩活動在未來幾年將持續穩定增長。這樣的話，菲律賓將是一個適合至少擁有一個辦事處、甚至可以製造或維修設備設施的好地方。

很多人詢問有關舊角子機的問題，想了解製造商是否可能建立一套設備，以便他們可以修復舊機器，或者將舊機器零件用於新機器。如果我沒記錯的話，有兩三個人直接問我是否允許他們擁有這種類型的修復設施。當然，也有人想在菲律賓建立機器製造廠。



NUSTAR於去年開業，成為宿霧第一家綜合度假村
NUSTAR became Cebu's first integrated resort when it opened last year

who will be affected by this privatization will get their fair share. That for me is very, very important because I just don't want my fellow PAGCORians to be displaced just like that. I will make sure they get whatever is due them. Hopefully, if we are successful in the privatization process, it's possible they may get some bonus.

AWS: Let's move on to the topic of the Philippines as a gaming center. We've seen at least one major equipment supplier relocate their head office from

Macau to the Philippines and another open a brand new showroom in the Philippines. These companies tell me they've done this because they see being more Philippines-based as a greater opportunity for growth. Is this something you think the Philippines can capitalize on? Can the Philippines become a center for gaming companies to base their operations in servicing the entire Asian region?

AT: I would answer in the affirmative. Definitely the Philippines should capitalize

on the possibility of equipment manufacturers or suppliers transferring their hubs to the Philippines. I think if there is one area in the world where gaming will steadily progress in the next few years it is Asia. Compared to the other parts of the world, I think gaming activity in Asia will have continuous and steady growth in the next few years. And if this happens, then the Philippines will be a good place to have at the very least an office or even better a facility to manufacture or restore equipment.

“

PAGCOR私有化後將不會保留Casino Filipino線上賭場，這是我們將要出售產品的一部分。我希望已經澄清這方面的問題。

PAGCOR will not retain [Casino Filipino online] after privatizing. It is part of what we will be offering for sale. I think there's a confusion and I hope I have made myself more clear.

”

There are a lot of enquiries around old slot machines and the possibility of [manufacturers] setting up a facility so that they can restore old machines, use old machine parts for new machines or repair old machines. If I'm not mistaken, two or three have asked me directly if they would be allowed to have this type of restoration facility. And of course, there are some who want to set up the manufacturing of machines in the Philippines.

We have very good economic zones – Clark for one, Subic

我們有非常好的經濟區——一個是克拉克，另一個是蘇比克，這些是我向那些詢問馬尼拉以外好地區的人推薦的地區。兩者皆可立即通過空運或海運進行出口。

AWS：運營商也轉向了菲律賓。我們見證了娛樂城在過去十年的發展，這使得菲律賓成為亞洲博彩收入第二高的樞紐，僅次於澳門。您如何看待娛樂城提高菲律賓作為旅遊目的地的吸引力？

AT：在馬尼拉大都會地區，若非娛樂城，不會有五星級甚至六星級酒店，博彩設施達到世界頂級博彩區域或城市的水平，以及隨之而來的頂級娛樂活動。娛樂城內有非常好的餐廳，凡是你能想到的，中餐、日本菜、亞洲菜、西方

菜、法國菜……應有盡有。這裡還有度假村氛圍、度假主題的景觀，以及會議展覽設施。娛樂城還與高速公路相連，已然成為一塊磁石。

AWS：顯然，現在已經有了新濠天地、岡田馬尼拉、新港世界、晨麗，以及即將推出的Westside City。Solaire North也即將在奎松市開業，不久的將來甲美地可能還會有另一間晨麗。馬尼拉是否已經達到飽和點，或者還有空間建設更多的綜合度假村？如果還有空間的話，在哪裡？

AT：我再次肯定地回答，還有更多的空間。我認為市場尚未飽和。為何這麼說呢？如果沒記錯，疫情爆發前，有近400萬遊客造訪該區域。但目前我們看

the other – so these are the areas I recommended to those who were inquiring about what would be a good area outside of Manila. Clark or Subic would work because you can export immediately via air or via sea.

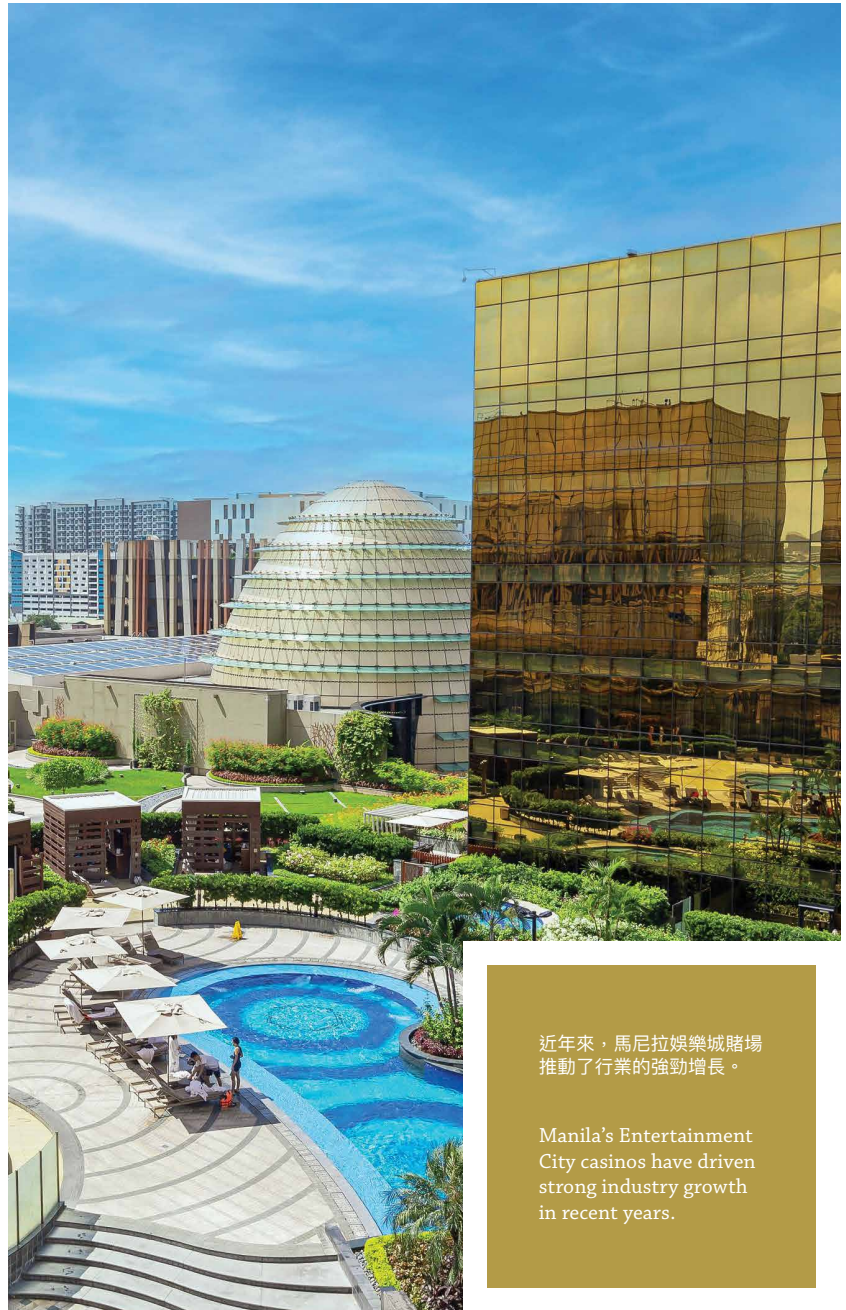
AWS: It's also the operators that have been turning towards the Philippines. We've seen the growth of Entertainment City over the past decade which has led the Philippines to become the second largest hub in Asia in terms of GGR, behind only Macau. How do you feel that Entertainment City has improved the attractiveness of the Philippines generally as a tourism destination?

AT: Well within Metro Manila, there would be no cluster of five-star and even six-star rated hotel rooms other than in Entertainment City. The gaming facilities are all up to par with the top gaming areas or gaming cities in the world. Beautiful casinos. Then, there's top entertainment. We've got very good restaurants in the Entertainment City area. Name it, you have it: Chinese, Japanese, Asian, Western, French, anything. Then you have your resort feel, resort-themed landscaping, and finally facilities for meetings and conventions. And Entertainment City is connected to the Skyway. So Entertainment City has become a magnet.

到娛樂城的遊客數量大約只有182萬人次，數據較之前低很多。如果看看疫前的潛力，肯定還有更多的提升空間，預計將有更多人來。過去，僅僅中國遊客就有超過一百萬人來到娛樂城，但迄今我們尚未看到這個數字。而且，馬尼拉大都會之外，還有一顆冉冉升起的新星——克拉克。克拉克現在擁有Hann和

Royce兩家綜合度假村，兩個都做的非常不錯。

這意味著什麼？這意味著該地區的市場尚未飽和，因為克拉克還有其他五家實體賭場，它們不是度假村。進入克拉克自由港區，五分鐘之外就有一間存在多年的賭場（Casino Filipino in Angeles），迄今為止，其運行狀況良好。



近年來，馬尼拉娛樂城賭場推動了行業的強勁增長。

Manila's Entertainment City casinos have driven strong industry growth in recent years.



Congratulations
on the 18th Anniversary
of Inside Asian Gaming

Wynn 永利



AWS: You obviously have City of Dreams, Okada Manila, Newport World Resorts, Solaire, and coming soon is Westside City. There is also Solaire North opening soon in Quezon City and eventually another Solaire in Cavite. Has Manila reached saturation point or is there room for more integrated resorts? And if there is room for more, where?

AT: Again, I would answer in the affirmative, there is still room for more. I don't think the market is saturated. Why am I saying this? Pre-pandemic, if I'm not mistaken, close to 4 million tourists visited the entire area. Today, our count is only about 1.82 million visitors in Entertainment City. That is much lower than it used to be, so if you look at the potential compared to pre-pandemic, then definitely you still have more room and more people are expected to come. Chinese tourists alone: there were more than a million visiting the Entertainment City area, but today we have not seen those numbers. And then outside Metro Manila I can see a rising star and that's Clark. Clark now has two integrated resorts, Hann and Royce. One is doing exceptionally well and the other is doing well.

What does that mean? That means the market in that area is not saturated because there are five other land-based casinos also in Clark that are not IRs, and if you go out of the gate (bordering the Clark Freeport Zone), five



PAGCOR於五月關閉了位於克拉克太陽谷的一個POGO公司

PAGCOR shut down a POGO hub in Sun Valley, Clark in May

minutes away is a property that has been there for years and years [Casino Filipino in Angeles]. And It's doing well up to today.

AWS: Speaking of Clark, what role do you see Clark playing long-term in the future of Philippines gaming and tourism?

AT: Clark, as I said, will be a rising star. We can start with

AWS: 說到克拉克，您認為克拉克將在菲律賓博彩和旅遊業中扮演什麼角色？

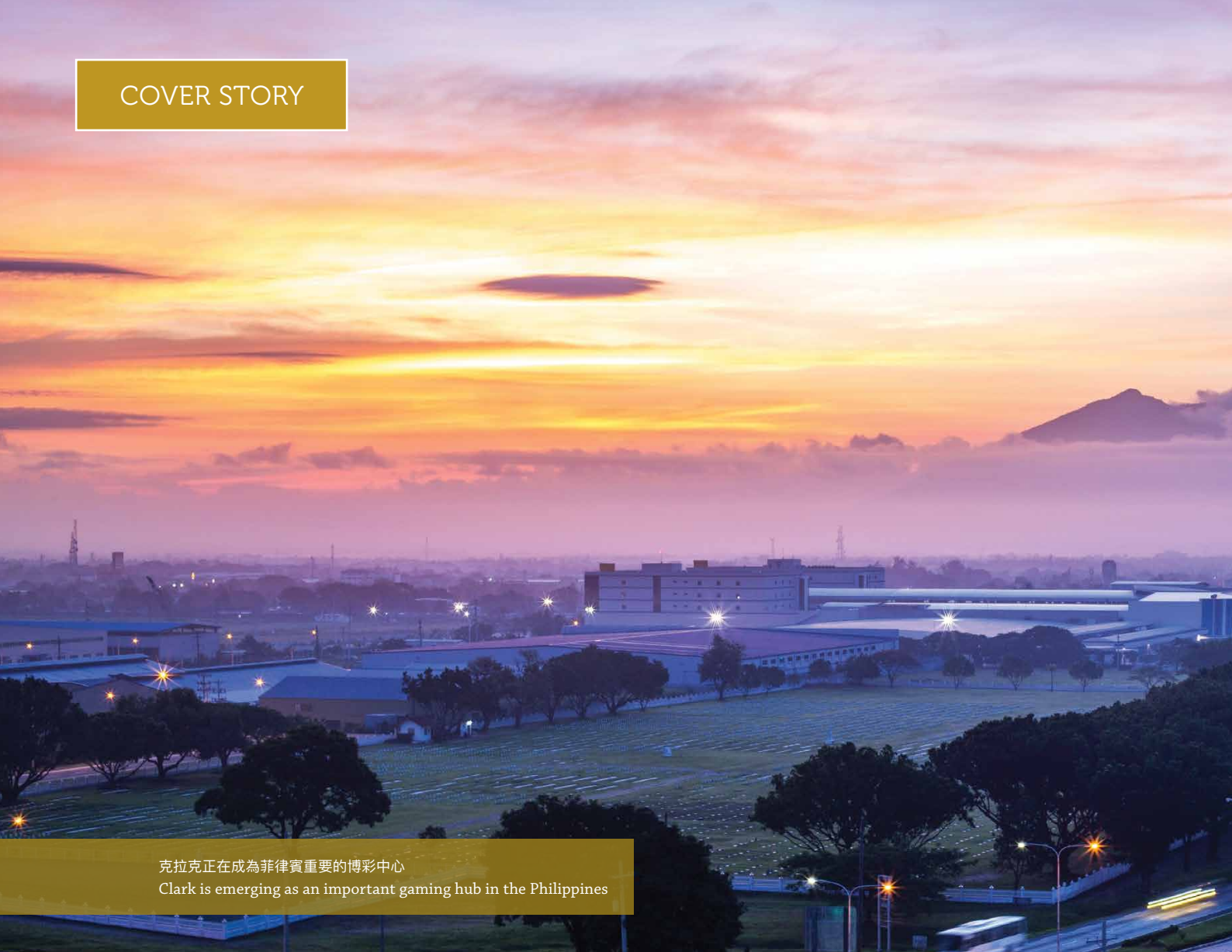
AT: 正如我所說，克拉克將成為一顆冉冉升起的新星。從克拉克國際機場開始，這是一個美麗的國際和國內機場。每個使用過克拉克國際機場的人都會稱讚其體驗和設施。

從克拉克國際機場出發，只需15分鐘即可到達市中心，那裡沒有交通擁堵。有來自韓國、台灣、中東的航班，菲律賓三大航空公司也有定期的國際和

國內航班，機場具有兩條跑道，本身已經具有吸引力。

克拉克作為前美軍基地被認為更為安全。這裡還位於呂宋島中部，是菲律賓人口第二多的地區。所以，當地就是一個很大的市場。通過收費公路和高速公路網絡，連接著進出克拉克的一切。最後，我不確定您是否知道，有一條鐵路線連接馬尼拉到克拉克，最終可延伸至蘇比克灣，可以將貨物運送到港口。

此外，還有從現有的克拉克中心



克拉克正在成為菲律賓重要的博彩中心
Clark is emerging as an important gaming hub in the Philippines

Clark International Airport which is a beautiful international and domestic airport. Everybody who has used the Clark International Airport will say one thing, “Beautiful experience and beautiful property.”

From Clark International Airport you’re just 15 minutes away from the center of town, guaranteed, because there’s no traffic. You have flights coming from Korea, Taiwan, the Middle East, you have the three carriers of the Philippines with

regular flights internationally and domestically. And it has two runways. So, you can just imagine there’s an attraction already because of the airport.

Number two is Clark as a former US military base is perceived to be more secure – a big property that has a perimeter fence. And number three, it is located in central Luzon – the second most populated region in the Philippines. So, you have a big market locally. You’re integrated or connected by a

network of tollways and the Skyway connecting everything that is going in and out of Clark. Finally — I’m not sure if you’ve heard — there will be a railway system from Manila to Clark and ultimately from Clark to Subic to be able to transport cargo to the port.

There is also the expansion from the existing Clark center to what they call New Clark City, which is thousands and thousands of hectares of new land just 15 to 20 minutes away



至新克拉克城的擴建，數千公頃的新土地，距離克拉克市中心僅15至20分鐘路程，為擴建提供了空間。這就是為什麼我相信克拉克將成為理想的博彩場所。

AWS：讓我們繼續討論網絡博彩，這一直是菲律賓的重要議題。亞洲合法的網絡博彩並不多見，菲律賓實際上是唯一真正嘗試開發這一領域的市場。然而，圍繞網絡博彩公司的負面新聞卻層出不窮，行業中也出現一些不良行為。行業能否得到整頓？其在菲律賓有未來嗎？是否需要重塑品牌？

AT：可以整頓嗎？這正是我現在正在做的事情。很明顯，當這些公司獲得經營博彩業務的牌照時，沒有得到恰當的監控，也沒有遵守規章制度。部分公司沒有提供應提供的博彩業務，而是參與非法活動。

from the heart of Clark, and this provides the room for expansion. This is why I believe Clark will be an ideal place for gaming.

AWS: Let's move on to online gaming, which has been a big subject for the Philippines. Asia does not have much regulated online gaming – the Philippines is really the only market that has attempted to exploit this sector. However, there has been a raft of negative headlines around the

POGOs, with some bad actors in the industry. Can the industry be cleaned up? Does it have a future in the Philippines? Does it need rebranding?

AT: Can it be cleaned up? That is what I'm doing right now. It's very clear that when these companies were issued licenses to operate a gaming business, they were not properly monitored, and rules and regulations were not followed. There were some companies not providing the gaming

business they were supposed to but instead involved in illegal activities.

So, in my incumbency as Chairman and CEO, we strengthened our intelligence and information gathering. We have been closely monitoring and coordinating with the other government agencies that have police power. I'm talking about the Philippine National Police for example, the Department of Justice, Department of Interior, Department of Information and



因此，在我擔任主席兼行政總裁期間，加強了情報和信息收集工作。我們一直在密切監控，並與其他擁有警察權力的政府機構協調。我是指菲律賓國家警察、司法部、內政部、信息和通信技術部以及地方政府等。我們定期舉行會議，交換各自搜集有關非法運營商的任何信息或證據，這致使克拉克的一個大型POGO樞紐被關閉。我們不僅取消了該公司的牌照，還取消了該處的運營牌照。

我們一直在打擊那些參與人口販賣和綁架的人，所以我相信，如果能夠配合當地監控及管控，這個行業肯定有機會貢獻更多的收入。但如果你閉上眼

睛，聽之任之，市場就會回到荒蠻之境。

自8月1日起，我們對所有離岸賭牌持牌機構置於試用期，現時的規定是，所有持牌機構必須重新申請並通過誠信檢查，披露實益擁有人，以及接受設施檢查，不僅是營運前，而是定期進行。我相信這些舉措將為離岸博彩行業帶來更好的結果。

AWS：我覺得離岸博彩業存在著一個根本衝突，因為離岸博彩運營商的目標客戶來自菲律賓以外的地區，包括中國大陸，這些地方的公民進行網絡博彩是非

法的，這不論是否通過合法的POGO進行。這是否會造成菲律賓與這些國家，特別是中國之間的緊張關係？

AT：據我所知，幾年前，菲律賓和中國的高級官員就此事進行了初步討論。但最近，就我所知，中國政府並未就此進行交涉。我不確定有沒有任何事件導致中菲關係因為這些離岸博彩賭牌而受到影響。菲律賓更關心的是其他問題，包括西菲律賓海的領土管轄權。但對於在這裡開展業務的持牌離岸博彩公司，或是來自亞洲市場任何一個國家（的交涉），我們並未收到任何消息。

Communications Technology and local governments. We have regular meetings and there we exchange whatever information or evidence we have against illegal operators, and that has resulted in the closure of a big POGO hub in Clark. Not only did we cancel the license of the company, but also the license to operate the hub.

We have been going against those that are involved in human trafficking and kidnapping, so I believe if you are able to properly monitor and properly police there is definitely a chance the industry might contribute more

revenue. But if you just close your eyes and let them do what they want to do, it will go back to the wild, wild west.

Effective from 1 August we placed all our overseas gaming licensees under probation, and the requirement now is for all licensees to reapply and pass through probity checks, make disclosures of beneficial owners and be subject to inspection of their facilities – not only prior to operations but on a regular basis. I believe these steps will result in a better industry for overseas gaming.

AWS: It strikes me that there is a fundamental conflict in relation to offshore gaming in that POGO operators target customers from outside the Philippines, including mainland China where it's illegal for these citizens to play online, whether it be via a licensed POGO or not. Does this create tension between the Philippines and such countries, particularly China?

AT: Well, I have been told that in the past, years back, there was an initial discussion on the matter by the higher officials of the Philippines and China.

AWS: 那麼，在您去年的任期內，中方從未就此問題向您致電？

AT: 沒有。去年我沒有收到任何訊息，這一點可以肯定。

AWS: 您最近宣佈將對菲律賓的技術標準進行審查和更新。這樣做的主要原因是什麼？

AT: 我認為公平、透明和誠信是監管機構必須具備的重要屬性。我們的運營團隊建議審核法規、結構和整個標準，以了解如何確保我們擁有這三個重要屬性——公平、透明和誠信。我可以向你們所有人保證，到2024年，我們將感受

But lately – unless I don't know, which I would say is improbable – our attention has not been called [to this] by the Chinese government. I do not know of any incident wherein the relationship between China and the Philippines will be affected because of these overseas gaming licenses. There are other issues that the Philippines is more concerned with, namely the territorial jurisdiction of the West Philippine Sea. But with regard to the overseas gaming licensees doing business here and the market being any country in Asia, no specific call has been made to us.

AWS: So, in your tenure in the last year, China has never called you on this issue?

AT: No. In the last year, I have not received a call, that's for sure.

到今天採用的新框架與舊框架之間的差異。也許到時候我們可以再次坐下來詳細解釋這些變化，到時我一定告知。

AWS: PAGCOR的主席及行政總裁的任期一般與總統一致。由於菲律賓總統的任期為六年，因此很自然地認為您已經擔任六年任期的一年了。展望未來五年，即至到2029年中期您結束任期之時，您希望屆時實現什麼目標？您希望別人如何評論您在任期內所做的事情？

AT: 首先也是最重要的是成功私有化。正如我所說，從第一天起，我就在想這件事情。如果能做到這一點，我將感到

AWS: You announced recently there would be a review and an update to technical standards in the Philippines. What were the key reasons behind doing this?

AT: I think fairness, transparency and integrity are very important attributes that a regulator must have. Our operations group recommended looking at our regulations, structures and entire standards to see how we can make sure that we have these three important attributes – fairness, transparency and integrity. I can assure you and everyone that by 2024 we will feel the difference between the old framework and the new framework we are adopting today. Maybe we can sit down with you again at that time to explain these changes in detail – I'll give you a call then!







AWS: The tenure of a typical PAGCOR Chairman-CEO is aligned with that of the President, and since presidents in the Philippines get one six-year term, it would be natural to assume that you're one year into a six-year job. Looking ahead five years from now to when your term is done in mid-2028, what is it that you hope to have achieved by then? What is it that you would hope somebody commenting on your tenure would say about you and what you've done in that time?

AT: First and foremost would be a successful privatization. As

I said, from day one, that was already on my mind, and I think if I would be able to pull this off, that is something I would truly be proud of because it should have been done before. I would be correcting a wrong that should have been corrected in the past. Another important facet that matters to me is being able to restructure the entire organization within the next five years. I've started some changes and will continue to make changes. It would be my dream that the next Chairman, whoever he or she may be, will be able to fit themselves into the role without having to face so

非常自豪，因為本就應該如此。我在糾正過去以來一直需要改善的一個錯誤。而另一個重要的方面，就是能夠在未來五年內重新整頓整個組織。我已經開始變革，並將繼續下去。我希望下一任主席，無論是誰，都能夠在就任時無需面對如此之多的挑戰。

最後，我希望所有PAGCOR員工始終牢記，我是為他們工作的，儘管他們在我的任期內經歷了很多困難，但我希望PAGCOR員工能夠一起為實現更好的PAGCOR而進行的改革感到自豪。

這三件事將是我未來五年想要努力的最重要事情。如果能夠實現這些目標，那麼不僅是我，每位PAGCOR員工、甚至每個菲律賓人民都會為此感到自豪。iag

many challenges.

And finally, I want all PAGCORians to always bear in mind that I work for them and with all the difficulties that they have experienced under my leadership, I want PAGCORians to be proud that during my incumbency, together we were able to institute these reforms for a better PAGCOR.

Those three will be the most important things I'll work hard for in the next five years. If I am able to accomplish these, it will be something that not only I, but every PAGCORian, and I guess the rest of the Filipino people, will be proud of. iag



Congratulations on
the 18th Anniversary of
Inside Asian Gaming

 MELCO
新濠



Presented by



**ACADEMY
SUMMIT**



**ACADEMY
IR AWARDS**

九月聚難忘

《亞博匯》首次帶來「Super September」活動系列，包括首個「IAG Academy峰會」及兩場於2023年9月12至14日在馬尼拉新港世界舉辦的聯誼活動。

文 本思齊

A SEPTEMBER TO REMEMBER

IAG presents the first ever Super September, comprising the first ever IAG Academy Summit and two exciting networking events at Manila's Newport World Resorts from 12 to 14 September 2023.

By **Ben Blaschke**

現

在距離《亞博匯》的首個「Super September」就只有數周之遙。

將於2023年9月12至14日（周二至周四）假馬尼拉新港世界舉辦的一系列活動，將為區內的博彩界行事曆增添色彩，當中包括一個名為「IAG Academy峰會」的兩天高級教育型高峰會，另外還有兩場備受期待的社交活動：「馬尼拉入夜後（Manila After Dark, MAD）」及「IAG Academy IR Awards」。

《亞博匯》副主席兼行政總裁卓奕表示：「隨著疫情的退卻，我們開始看到聚會活動的回歸。」

「雖然我們已經見到於新加坡及澳門舉辦的業內活動，卻未有見到在菲律賓的實體博彩業界有任何活動舉行，即使菲律賓現在是亞洲增長最快的司法管轄區。我們看到了在市場中那一片需要填補的空白，因此就借着這個機會，舉行這些活動。」


「在我們眼中，在菲律賓舉行 Super September，實在最為合理。這是有鑒於在娛樂城、克拉克及宿霧所呈

There are now just weeks remaining until the debut of *Inside Asian Gaming's* "Super September".

Running from Tuesday 12 to Thursday 14 September 2023 at Manila's Newport World Resorts, this exciting new addition to the annual gaming calendar comprises a high-level, two-day educational summit called the IAG Academy Summit plus two highly anticipated networking events – Manila After Dark and the IAG Academy IR Awards.

"Now that the pandemic is behind us, we are starting to see in-person events returning again," said IAG's Vice Chairman and CEO, Andrew W Scott. "But although we've recently seen industry events in Singapore and Macau, we have not yet seen an event for the land-based industry in the Philippines – despite the Philippines being the fastest growing jurisdiction in Asia. We recognized a gap in the market that needed to be rectified and have taken the opportunity to do so.





「菲律賓是一個令人極之興奮的市場。在馬尼拉舉行一系列活動，實在是當然之選。」
——卓奕

“The Philippines is an extremely exciting market, and we saw it as a no-brainer to establish a series of events in Manila.”
– Andrew W Scott



“We see the Philippines as the natural location for Super September because of the growth trajectory of Entertainment City, Clark and Cebu, the proactivity of PAGCOR in making sweeping changes to the industry, and the fact that PAGCOR has made it clear it wants the Philippines to become the gold standard for gaming in Asia.

“All of these reasons make for an extremely exciting market, and we saw it as a no-brainer to establish a series of events in Manila. With the addition of the IAG Academy Summit and the IAG Academy IR Awards, we finally have the opportunity to run such events in our own way.”

Super September will launch on the evening of 12

September 2023 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 event for the IAG

現的增長趨勢，以及PAGCOR主動為行業帶來的那些翻天覆地的改變，還有該監管機構曾明言，希望把菲律賓塑造成亞洲博彩方面黃金準則的體現。」

「以上種種原因，令到菲律賓成為一個令人極之興奮的市場。我們也認為，在馬尼拉舉行一系列活動，實在是當然之選。在添加了IAG Academy峰會和IAG Academy IR Awards之後，我們

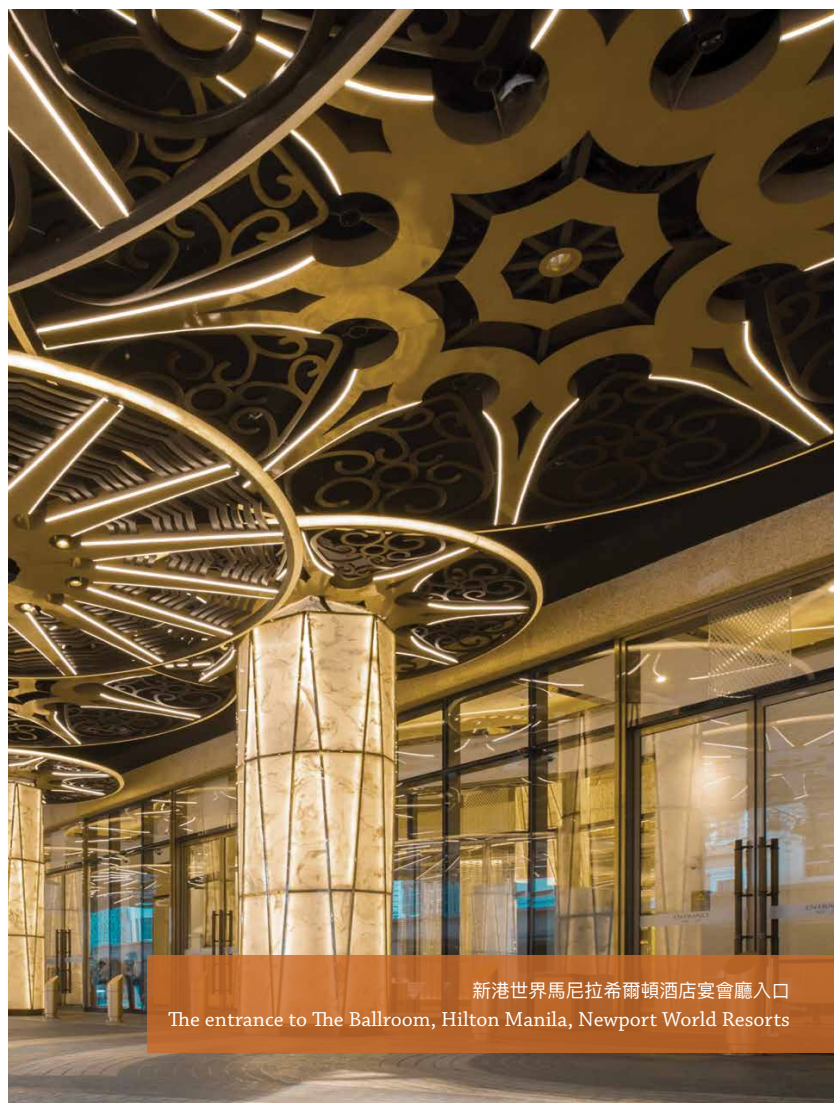
終於有機會以我們的方式去舉辦這些活動。」

Super September將於2023年9月12日的晚上揭開序幕，而業內聯誼活動馬尼拉入夜後（MAD18）則會於當天晚上6:30至9:30期間在新港世界的The Grand Bar回歸。這是自該活動於4月在岡田馬尼拉首次舉辦後，第二次迎來業內貴客，並且同時在之後一天早上舉行

Academy Summit kicking off the following morning.

Wednesday 13 and Thursday 14 September will see the IAG Academy Summit take place in The Ballroom at Hilton Manila, Newport World Resorts, 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 by a range of methodologies. These will include traditional panels and presentations as well as more innovative formats never before witnessed at industry trade shows in Asia.

While the final speaker line-up was still being confirmed at time of publication, IAG has already announced that PAGCOR Chairman Alejandro Tengco will deliver the Keynote Address on the opening morning of the IAG Academy Summit on 13 September. The President and CEO of the Clark Development Corporation, Atty Agnes Devanadera, will deliver



新港世界馬尼拉希爾頓酒店宴會廳入口
The entrance to The Ballroom, Hilton Manila, Newport World Resorts



馬尼拉希爾頓酒店的Port Bar為休憩社交的放鬆之所
The Port Bar at the Hilton Manila is a great place to unwind, relax and network

the Keynote on the morning of Thursday 14 September.

The summit will feature a highly insightful regulators panel featuring regulators from across the Asia-Pacific region, a lively discussion around slot machine regulation, a closer look at the emergence of Clark, Philippines as a major gaming and tourism hub, and an operators' panel populated by representatives of some of Asia's largest integrated resorts.

"We have attended hundreds of conferences, seminars and summits and have organized many on behalf of others,

IAG Academy峰會的迎賓活動。

在9月13及14日（周三及周四），IAG Academy峰會將在新港世界內馬尼拉希爾頓酒店的The Ballroom舉行，雲集亞洲博彩業界的一眾智囊。峰會的內容都是由《亞博匯》副主席兼行政總裁卓奕及執行編輯本思齊一手策劃，當中包括由來自區內各地的不同演講嘉賓。他們將通過不同形式，與參加者分享他們的洞見，例如傳統的研討及發佈會，還有一些從前在其他亞洲業內展會從未出現過的創新形式。

雖然最後的講者名單在本文刊出時，依然未有最後定稿，但是《亞博匯》已經宣佈，PAGCOR主席Alejandro Tengco將會於9月13日在IAG Academy峰會開幕儀式上，發表主題演講。Clark Development Corporation公司主席及

熱烈祝賀
《亞博匯》創辦
Congratulations on the

18th
周年

Anniversary of
Inside Asian Gaming



澳門彩票有限公司
macau-slot.com



TRADE EVENTS

however the launch of our own IAG Academy Summit allows us to implement the many innovative ideas we've had along the way," Scott explained. "Our goal is to provide attendees with real value while engaging our audience with a variety of new and interesting formats."

Also highlighting the week's schedule will be the first ever 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. The 20 award categories have been separated into four divisions:

Resort, Gaming, Corporate and Industry, with the full list of nominees outlined on pages 66 to 77 of this issue of *IAG*.

Aside from these 20 categories, the evening will end with a special Hall of Honor ceremony honoring individuals in the Asia-Pacific Integrated Resort industry who have made or are making important industry contributions.

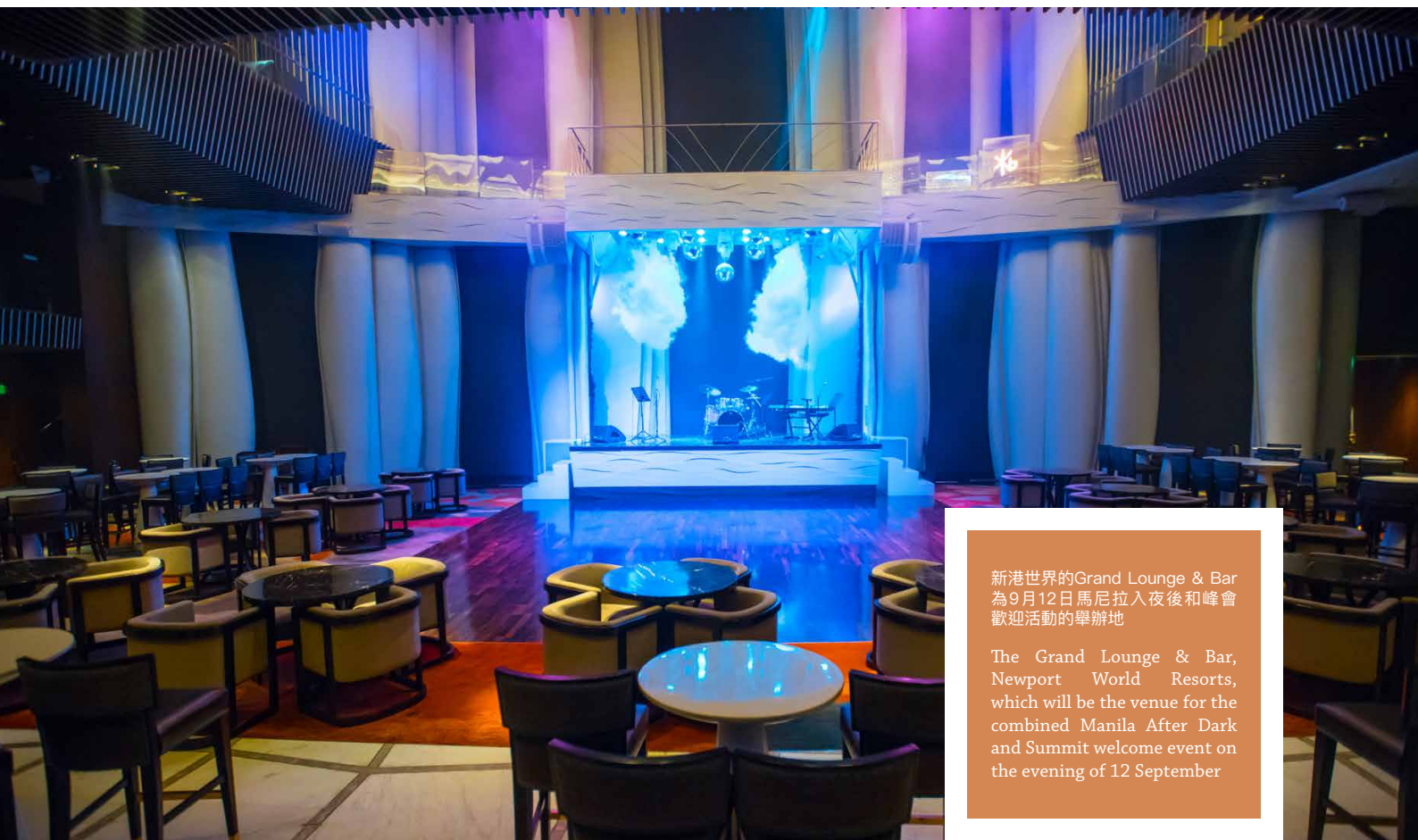
Why an IR Awards? Simply put, as a result of the pandemic, it is now more than four years since a genuine Asia-Pacific industry awards was held and certainly one with an associated live Gala Dinner and Asian-based organizers. With the pandemic now well and truly in the rearview mirror, *IAG* recognized that the time had come to create a new and credible awards ceremony for the Asia-Pacific IR industry.

The IAG Academy IR Awards will be a live in-person event with a black-tie gala dinner completely run by *IAG* – an Asian born and bred company with an in-depth knowledge of the people and companies who have made the industry in this part of the world what it is today. *IAG* has the credibility and convening authority to organize the most prestigious, credible and recognized Awards for the Asia-Pacific Integrated Resort industry.

"It's been a four-year drought when it comes to land-based awards for the Asian gaming industry and we are delighted to bring them back to recognize the efforts of the operators and suppliers who make our industry tick," Scott said.



馬尼拉希爾頓酒店Madison Lounge & Bar
Part of Madison Lounge & Bar, Hilton Manila



新港世界的Grand Lounge & Bar為9月12日馬尼拉入夜後和峰會歡迎活動的舉辦地

The Grand Lounge & Bar, Newport World Resorts, which will be the venue for the combined Manila After Dark and Summit welcome event on the evening of 12 September

行政總裁Atty Agnes Devanadera將於9月14日周四上午發表主題演講。

峰會將邀請亞太地區監管機構的官員，擔任一場論壇的嘉賓，帶來豐富的行業洞見。峰會期間，還有一場圍繞著角色機監管的討論、對於菲律賓的克拉克作為主要博彩和旅遊樞紐的崛起作深入探討，以及一場由亞洲幾個最大綜合度假村的代表參與的營運商論壇。

卓奕解釋道：「我們已經出席超過百場會議、研討會、及峰會，也為其他人主辦過非常多場。可是，這次舉行自己的IAG Academy峰會，令我們有機會實踐一路以來累積的諸多創新理念。」

「我們的目標，是要為參加者帶來

真正的價值，同時以多個新穎及有趣的形式，與我們的讀者互動。」

該周的其他亮點，就是首次舉辦的頒獎典禮IAG Academy IR Awards，還有在9月13日（周三）於新港世界內馬尼拉希爾頓The Ballroom舉行的正裝晚會，期間將會頒發的20個獎項，可以分為四大類：度假村、博彩、企業及行業。詳盡提名名單，已公佈於本刊第66-77頁。

除了上述獎項外，當晚還會以一個特別的名人堂儀式作結，用以表彰那些為亞太地區綜合度假村業界帶來過或正在帶來重大行業貢獻的人士。可能有人會問：為甚麼是一個綜合度假村頒獎

禮呢？如果要解釋的話，主要是因為疫情的緣故，已經有四年沒有真正舉辦過一個亞太地區的行業頒獎禮，特別是一個在正裝晚宴中、以亞洲為基地的主辦機構舉辦的典禮。疫情現已真正離去，《亞博匯》認為此時正為是亞太地區綜合度假村業界建立一個新穎且具創意的頒獎典禮的時機。

IAG Academy IR Awards這個由來賓親身參與的正裝晚宴活動，由《亞博匯》親自操辦。作為一個生於亞洲、長於亞洲的企業，《亞博匯》對於那些讓行業發展到今時今日局面的人物及公司，都有長足而深遠的認識。《亞博匯》的公信力和權威，足以讓它為亞太

“Not only have we developed a series of categories recognizing companies and their products but also categories recognizing Rising Stars and Industry Icons, as well as an Outstanding CEO award. A fourth category, Industry Legends, will launch in 2024.

“We look forward to the IAG Academy IR Awards growing each year, just as the Asian Gaming Power 50 has become one of the industry’s must-attend events each November.”

The launch of the IAG Academy Summit and the IAG Academy IR Awards follows a rebranding of the former Integrated Resorts Academy Asia as the IAG Academy – bringing the strength of the IAG brand to the Academy and recognizing IAG’s more APAC-wide and less Macau-centric focus. iag

地區的綜合度假村行業，舉辦最有聲望、最可信及最具認受性的頒獎典禮。

卓奕表示：「亞洲的博彩業界已經歷了四年的實體頒獎禮荒。我們非常欣喜，能夠把頒獎禮再次帶回業界，表彰那些通過努力將行業塑造成今時今日模樣的營運商及供應商。」

「我們不只發展出一系列獎項，用來表揚企業及他們的產品，也安排了一些獎項，用來表揚業內的後起之秀、代表人物及表現出色的行政總裁。關於業內傳奇人物的這四款獎項，將在2024年出台。」

「我們期待看到IAG Academy IR Awards在未來繼續成長，就如『亞洲博彩50強』一樣，成為11月裏其中一個業內人士必到的行業活動。」

舉辦IAG Academy峰會及IAG Academy IR Awards，延續了早前將Integrated Resorts Academy Asia更名為IAG Academy的計劃，令到Academy能夠動用《亞博匯》品牌的影響力，並彰顯《亞博匯》銳意覆蓋整個亞太地區而非僅以澳門為中心的全新戰略。 iag

關於贊助事宜，可聯絡：

FOR SPONSORSHIP INQUIRIES, PLEASE CONTACT:

Jadeson Ho
+853 2875 2959
jh@asgam.com

關於傳媒、製作及活動查詢，可聯絡：

FOR MEDIA, PRODUCTION AND EVENT ENQUIRIES, PLEASE CONTACT:

邱嘉汶 Caroline lau
+853 2875 2959
ci@asgam.com

關於傳媒、製作及活動查詢，可聯絡：

FOR MEDIA, PRODUCTION AND EVENT ENQUIRIES, PLEASE CONTACT:

呂珏瑤 Dorothy Loi
+853 2883 6497
dorothy@asgam.com



**STAYS MADE
BIGGER AND BETTER.**

NEWPORT *World* RESORTS



YOU KNOW YOU WANT TO

newportworldresorts.com



ACADEMY IR aWARDS

2023 IAG Academy IR Awards:

官方提名名單

獎項得主將於2023 IAG Academy IR Awards正裝晚宴期間公佈。晚宴將於2023年9月13日周三假馬尼拉希爾頓The Ballroom舉行。

OFFICIAL NOMINATIONS

Winners will be announced at the 2023 IAG Academy IR Awards Gala Dinner, to be held in The Ballroom at Hilton Manila, Newport World Resorts on Wednesday 13 September 2023.

最有影響力綜合度假村整體建築

01. BEST OVERALL ARCHITECTURAL IMPACT OF AN IR



皇冠度假酒店集團
Crown Sydney

Crown Resorts
for
Crown Sydney



銀河娛樂集團
澳門銀河

Galaxy
Entertainment
Group for
Galaxy Macau



濱海灣金沙

Marina
Bay
Sands



金沙中國
澳門倫敦人

Sands China
Limited
for
Londoner Macao



金沙中國
澳門巴黎人

Sands China
Limited
for
Parisian Macao

最佳綜合度假村景點項目

02. BEST IR RESORT ATTRACTION



Bloomberry
Resorts Corporation
晨麗Sky Range
Shooting Club

Bloomberry
Resorts
Corporation
for
the Sky Range
Shooting Club,
Solaire



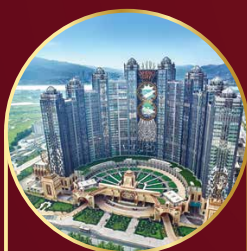
銀河娛樂集團
澳門銀河
天浪淘園

Galaxy
Entertainment
Group
for
the Grand Resort
Deck,
Galaxy Macau



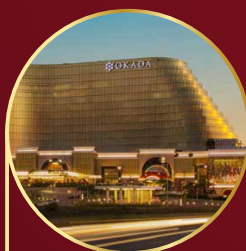
濱海灣金沙
空中花園觀景台

Marina Bay Sands
for
the SkyPark
Observation
Deck



新濠博亞娛樂
新濠影滙
水上樂園

Melco Resorts
& Entertainment
for the
Studio City
Water Park



老虎渡假娛樂公司
岡田馬尼拉
噴泉表演

Tiger Resort
Leisure and
Entertainment
for the
Fountain
at Okada
Manila

最佳綜合度假村整體購物體驗

03. BEST OVERALL RETAIL OFFERING BY AN IR

Galaxy Entertainment Group for Galaxy Promenade	銀河娛樂集團 銀河時尚匯
The Shoppes at Marina Bay Sands	濱海灣金沙購物商城
Sands China Limited for Shoppes at Londoner	金沙中國 倫敦人購物中心
Sands China Limited for Shoppes at Venetian	金沙中國 威尼斯人購物中心

最佳綜合度假村整體餐飲體驗

04. BEST OVERALL F&B OFFERING BY AN IR

Galaxy Entertainment Group for Galaxy Macau	銀河娛樂集團 澳門銀河
Marina Bay Sands	濱海灣金沙
Melco Resorts & Entertainment for City of Dreams Macau	新濠博亞娛樂 澳門新濠天地
SJM Resorts for Grand Lisboa	澳娛綜合之新葡京

最佳綜合度假村酒店

05. BEST HOTEL ATTACHED TO AN IR

Londoner Court at The Londoner Macao	澳門倫敦人之倫敦人御園
The Marina Bay Sands hotel	濱海灣金沙酒店
Hotel Okura Manila at Newport World Resorts	新港世界 馬尼拉大倉酒店
The Ritz-Carlton at Galaxy Macau	澳門銀河之麗思卡爾頓酒店
The Wynn Palace hotel	永利皇宮酒店

最佳角子機解決方案 06. BEST SLOT SOLUTION

Aristocrat	Dragon Link
Aruze	Fu Lai Cai Lai Link 福來財來連線遊戲
IGT	Ying Fu Wa Link 迎福娃
Konami	Ba Fang Jin Bao 八方進寶
Light & Wonder	Duo Fu Duo Cai Grand 多福多財至尊版

最佳電子賭枱遊戲解決方案 07. BEST ETG SOLUTION

Interblock for Interblock stadiums
Light & Wonder for Quartz standalone
Light & Wonder for Fusion stadiums
LT Game for live multi-game stadiums

最佳賭枱遊戲解決方案 08. BEST TABLE GAME SOLUTION

 <p>Abbiati for Abbiati tables</p>	 <p>Angel Group for Angel Eye Complete</p>	 <p>Light & Wonder for GM Atlas</p>	 <p>Walker Digital Table Systems for Perfect Pay</p>
---	---	---	---

最佳會員計劃

09. BEST MEMBERSHIP PROGRAM



銀河娛樂集團
銀娛優越會

Galaxy
Entertainment
Group
for Privilege Club



美高梅中國
美獅薈

MGM China
for Mlife



新港世界
Epic Rewards

Newport World
Resorts
for Epic Rewards



岡田馬尼拉
Reward Circle

Okada Manila
for
Reward Circle

最佳博彩樓層

10. BEST GAMING FLOOR



Bloomberry Resorts
Corporation
晨麗

Bloomberry
Resorts
Corporation
for
Solaire



銀河娛樂集團
澳門銀河

Galaxy
Entertainment
Group
for
Galaxy Macau



濱海灣金沙

Marina
Bay
Sands



金沙中國
澳門威尼斯人

Sands China
Limited for
Venetian Macao



老虎渡假娛樂公司
岡田馬尼拉

Tiger Resort
Leisure and
Entertainment
for Okada Manila

最佳企業社會責任倡議

11. BEST CSR INITIATIVE



金界控股
環境保護計劃

NagaCorp
for the
Environmental
Care Program



銀河娛樂集團
銀娛菁英發展計劃

Galaxy Entertainment
Group for the
IR Youth
Development
Program



美高梅中國
美高梅藝術游泳
精英匯演

MGM China
for
Artistic
Swimming Elite
Extravaganza



永利澳門
永利盃
(全澳小學生國情繪畫大賽)

Wynn Macau
for the Wynn Cup
(Macau Primary
School Student
National
Education Drawing
Competition)

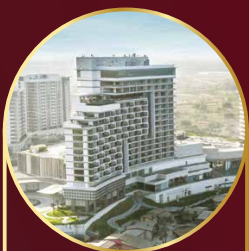
最佳整體企業社會責任計劃

12. BEST OVERALL CSR PROGRAM



銀河娛樂集團
用諸社會

Galaxy
Entertainment
Group for Giving
Back to Society



會安南岸綜合度假區及
高爾夫球俱樂部
Hoiana關懷基金

Hoiana Resort &
Golf for Hoiana
Cares



新濠博亞娛樂
小善大愛

Melco Resorts &
Entertainment
for Simple Acts of
Kindness



金界娛樂城
NagaWorld Kind
Hearts Program

NagaWorld for Kind
Hearts Program



新港世界
I Love Earth

Newport World
Resorts for
I Love Earth

最佳法律及合規計劃

13. BEST LEGAL AND COMPLIANCE PROGRAM

Marina Bay Sands 濱海灣金沙

Newport World Resorts 新港世界

Sands China Limited 金沙中國

MGM China Limited 美高梅中國

最佳綜合度假村工作環境

14. BEST IR WORKPLACE

G1 Entertainment for Tigre de Cristal G1 Entertainment之水晶虎宮殿

Hann Philippines Inc for Hann Casino Resort

Melco Resorts & Entertainment for
City of Dreams Macau 新濠博亞娛樂
澳門新濠天地

MGM China for MGM Cotai 美高梅中國之美獅美高梅

Sands China Limited for
Londoner Macao 金沙中國之澳門倫敦人

最佳企業形象

15. BEST CORPORATE IMAGE

Bloomberry Resorts Corporation

Galaxy Entertainment Group 銀河娛樂集團






Marina Bay Sands 濱海灣金沙

Sands China Limited 金沙中國

Wynn Macau Limited 永利澳門

最佳行業解決方案

16. BEST INDUSTRY SOLUTION

 <p>Angel Group for Angel Eye Complete</p>	 <p>Aristocrat for Dragon Link</p>	 <p>IGT for IGT ADVANTAGE</p>	 <p>Light & Wonder for 多福多財至尊版 Duo Fu Duo Cai Grand</p>	 <p>Walker Digital Table Systems for Perfect Pay</p>
---	---	--	---	---

最佳行業創新舉動

17. BEST INDUSTRY INNOVATION

<p>Angel Group for Angel Eye Complete</p>
<p>Newport World Resorts 新港世界 for the accessible baccarat table 無障礙百家樂賭枱</p>
<p>Sands China Limited 金沙中國 for Londoner rebranding 倫敦人品牌重塑</p>
<p>VAULT for Chang Le App</p>

最佳行業供應商

18. BEST INDUSTRY SUPPLIER

 <p>Angel Group</p>	 <p>Aristocrat</p>	 <p>IGT</p>	 <p>Interblock</p>	 <p>Light & Wonder</p>	 <p>Mega Fortris</p>
--	---	--	---	---	---

最佳亞太地區(澳門及新加坡外)綜合度假村

19. BEST REGIONAL ASIA-PACIFIC IR



Bloomberry Resorts
Corporation 晨麗

Bloomberry
Resorts
Corporation for
Solaire

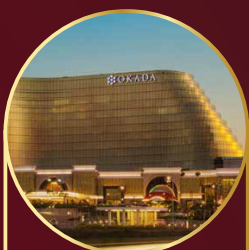


皇冠度假酒店集團
皇冠悉尼

Crown Resorts
for
Crown Sydney



Hann
Philippines Inc
for
Hann Casino
Resort



老虎渡假娛樂公司
岡田馬尼拉

Tiger Resort
Leisure and
Entertainment
for Okada Manila



金界控股
金界娛樂城

NagaCorp for
NagaWorld

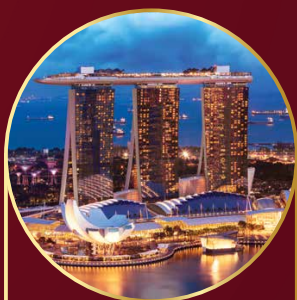
最佳綜合度假村

20. BEST INTEGRATED RESORT



銀河娛樂集團
澳門銀河

Galaxy Entertainment
Group for
Galaxy Macau



濱海灣金沙

Marina Bay Sands



金沙中國
澳門倫敦人

Sands China Limited
for
Londoner Macao



金沙中國
澳門威尼斯人

Sands China Limited
for
Venetian Macao

名人堂：行業新星

21. HALL OF HONOR: RISING STARS

Jack Curtis

Mark Howell

Walter Mactal

Daniel Milrad

Wendy Ni

Vladislav Rolgeyer

Joe Sam

Ankur Sharma

Phil Stormonth

Yusuke Urata

名人堂：行業風雲人物

22. HALL OF HONOR: INDUSTRY ICONS

Dennis Andreaci

Cheryl Callaghan

Michael Cheers

Hakan Dagtas

Michael Hu

Michael Jensen

Manida Lau

Panos Makridis

Danny McDonagh

Harold Tsakmaklis

名人堂：傑出行政總裁

23. HALL OF HONOR: OUTSTANDING CEO



Mr Daesik
Han,
Hann
Philippines
Inc



何猷龍先生
新濠博亞娛樂

Mr Lawrence Ho,
Melco Resorts &
Entertainment



呂耀東先生
銀河娛樂集團

Mr Francis Lui,
Galaxy
Entertainment
Group



Mr Enrique
Razon,
Bloomberry
Resorts
Corporation



王英偉博士
金沙中國

Dr Wilfred Wong,
Sands China
Limited

如想獲得更多關於各獎項的資訊及詳盡介紹，可瀏覽
More information on the awards categories including a
detailed description of each is available at

IAGACAD.COM/IR-AWARDS-AWARDS-CATEGORIES.

皇家賭場

何雄威和黃偉祺深入研究賭場忠誠計劃的各複雜層面，並剖釋澳門賭場的忠誠計劃如何發揮作用的一些基本原理。

CASINO LOYALE

Ryan Hong-Wai Ho and Ricky Wong delve into the complex world of casino loyalty programs and examine some of the fundamentals that make Macau's casino programs tick.

By **Ryan Ho** 文 何雄威



Ryan Hong-Wai Ho is a lecturer at the Centre for Gaming and Tourism Studies, Macao Polytechnic University. Prior to his academic career, he held various positions in gaming and finance. His research interests include gaming policy and regulation, casino operations, and human resources in tourism and hospitality. The author can be contacted at: ryanho@mpu.edu.mo.

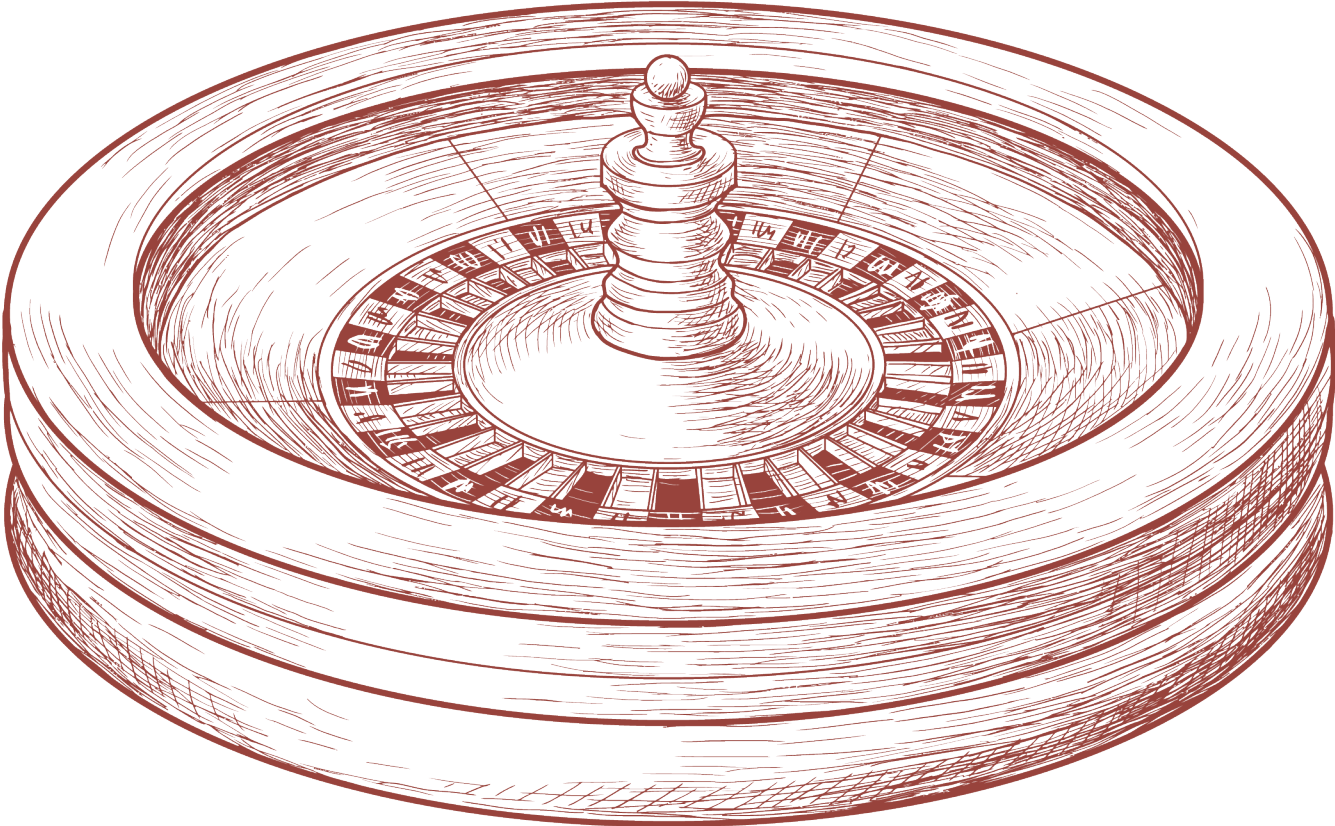
何雄威是澳門理工大學博彩旅遊教學及研究中心講師。曾任職於博彩及金融業，其研究興趣包括博彩政策與監管、娛樂場營運，以及旅遊及款待業人力資源。可通過電郵方式聯繫作者：ryanho@mpu.edu.mo。

By **Ricky Wong** 文 黃偉祺



Ricky Wong is a postgraduate student pursuing a Master of Business Administration in Gaming Management at the Centre for Gaming and Tourism Studies, Macao Polytechnic University. He has nearly 14 years of experience in global marketing within the gaming industry. The author can be contacted at: koyou19@yahoo.com.hk.

黃偉祺是澳門理工大學博彩旅遊教學及研究中心碩士研究生，現正修讀工商管理碩士學位課程（博彩管理專業），並於博彩業環球市場範疇擁有近14年經驗。可通過電郵方式聯繫作者：koyou19@yahoo.com.hk。





Casinos generally provide rewards programs to encourage customer loyalty and acknowledge players for their continued patronage. These structured marketing strategies are designed to attract, retain and develop regular customers, with the aim of increasing player spend and fostering stronger relationships. Gaming patrons are typically provided with tiered benefits based on their level of

engagement with the casinos. In Macau's gaming industry, loyalty programs go beyond the casino environment and encompass a wide range of benefits and privileges, including access to various hotel and resort amenities.

MEMBERSHIP TIERS AND BENEFITS

Macau casinos feature loyalty programs with membership tiers that span from mass to VIP levels. Most

loyalty programs consist of four or five membership levels, with increasing benefits offered at each tier. The tier a member belongs to is generally determined by their play level and engagement. Rewards offered through loyalty programs vary widely but often include priority customer service, complimentary or discounted dining, entertainment and accommodation, and access to exclusive promotions and events.

賭

場通常會設立獎賞計劃來提高客戶忠誠度以及感謝客戶的持續惠顧。這些結構性的營銷策略

旨在吸引、保留和發展忠實客戶，以及提升客戶的支出並培育更牢固的關係。根據賭客在賭場的參與程度，他們通常可享有不同層級的福利。澳門博彩業的忠誠計劃不僅覆蓋賭場環境，還設有廣泛的福利和特權，包括使用各種酒店和度假村設施的權益。

會籍等級和福利

澳門賭場的忠誠計劃之會籍級別，涵蓋中場至貴賓級別，大部分忠誠計劃由四至五個會籍級別組成，每個級別提供的福利會依次遞升，而會員所屬的等級通常由其博彩級別和參與度所決定。忠誠計劃提供的獎賞差異很大，但通常包括優先客戶服務、免費餐飲或折扣、娛樂和酒店住宿，以及獨家促銷優惠和活動。

The cornerstone of most loyalty programs is a points-based system. Players earn points for each dollar wagered at the casinos. For instance, rewards points can be redeemed for gifts, shopping, hotel consumption and other resort-specific products. It is worth noting that some loyalty programs might be overly complex or demand excessive effort to earn (unattainable) rewards, which can result in customer fatigue and disengagement.



VIPS AND PREMIUM MASS PLAYERS

In addition to member benefits, Macau casinos have a rebate structure consisting of five or seven tiers for their direct VIP programs. While specific rebate rules vary from casino to casino, high rollers are typically eligible

for a rebate ranging from 0.7% to 1.1% of their rolling chip play (See Table 1). This tiered rebate system provides further benefits and incentives to encourage high-betting VIP players to continue visiting the casinos.

Table 1: Example of the rebate program in Macau casinos

Buy-in + Rolling	Cashback	Points
HK\$200,000	0.7%	0.1%
HK\$20 million	1.1%	0.1%

Note: The rebate rules differ among casinos, depending on the design of their respective programs.

As for premium mass players, they are entitled to a diverse range of benefits. Non-negotiable promotional chips might also be offered to some unlucky players as an additional incentive upon completion of their gaming sessions. These promotional chips can range in denominations ranging from HK\$1,000 to HK\$100,000.

Unlike VIP players, no cashback (commission) is generally provided to patrons in the premium mass market.

There has been some overlap among players from the premium mass and VIP segments. The player migration between the middle- and low-end VIP segment and the high- and middle-end of the premium



大部分忠誠計劃的核心是積分系統。賭客在賭場每下注一元即可賺取積分。例如，獎賞積分可以兌換禮品、購物、酒店消費，以及購買其他度假村內特定商品。值得注意的是，某些忠誠計劃可能太過複雜或需要賭客付出過多心力才能獲得（高不可攀的）獎賞，這可能會導致客戶疲勞和缺乏參與度。

貴賓廳和高端中場賭客

除了會員福利外，澳門賭場的直接貴賓計劃還設有分為五級或七級的回扣福利。雖然具體的回扣規則因賭場而異，但豪客通常有資格獲得其轉碼數的0.7%至1.1%範圍內的回扣（詳見表1）。這種分級回扣制度，是為鼓勵高賭注的貴賓賭客繼續光臨賭場，提供了進一步的福利和激勵措施。

表1:澳門賭場回扣計劃的範例

本金 + 轉碼數	現金回贈	積分
港幣20萬元	0.7%	0.1%
港幣2千萬元	1.1%	0.1%

備註：不同賭場的回扣規則各有不同，具體細則取決於各自計劃的細節。

對於高端中場賭客而言，他們有權享受多種福利。不幸的賭客亦可能獲提供不可兌換的推廣碼，作為鼓勵其完成賭博的額外獎賞。這些推廣碼的面值由港幣1,000元至港幣100,000元不等。與貴賓廳賭客不同，高端中場賭客通常不獲現金回贈（碼佣）。

高端中場和貴賓廳市場的賭客存在一定重疊，特別是最近由中介營運的貴賓廳模式崩潰後，中低端貴賓廳市場和高端中場的中高端之間出現賭客轉移。不少賭場營運商已致力將業務轉型至高端中場，跟貴賓廳市場相比，高端中場的利潤率更高。



mass market has been observed particularly after the recent collapse of the junket-driven VIP room system. Considerable efforts have already been made by most casino operators to shift toward the premium mass market, which has better profit margins compared to the VIP programs.

DATA-DRIVEN MARKETING

Casino loyalty programs often involve comprehensive data collection. Customer relationship management (CRM) applications have been used to keep track of customer interactions and personalize their experiences. CRM tools allow casinos to gain

valuable insights and better understand their patrons' preferences, spending habits and gaming behaviors. By leveraging data-driven insights, casinos can customize their marketing efforts and operational decisions, delivering tailored offers to their preferred and VIP customers. For example, a casino can send targeted promotions to members based on their favorite games and spending habits.

Furthermore, most local casinos have effectively utilized mobile communications to enhance the overall customer experience. This involves using mobile apps and instant messaging platforms to allow members to track their points, redeem rewards, or receive personalized offers. With a profound understanding of individual preferences and behaviors, casinos can craft offers that deeply resonate with each individual member. All things considered, regular communication plays a vital role in maintaining brand awareness and strengthening the relationship with patrons.

LEGAL AND REGULATORY CONSIDERATIONS

Loyalty programs can incentivize both new and existing customers to explore the products and services in casino resorts. It is also important to note that these programs must adhere to all applicable laws and regulations in Macau and other jurisdictions. While





casino gaming is legal in Macau, gambling is strictly prohibited across the mainland China border. Since March 2021, China has implemented a new criminal law that imposes penalties specifically for organizing cross-border gambling trips.

Furthermore, Macau gaming law (Law No. 16/2001), as amended in 2022, stipulates that the dissemination of gaming-related information or activities

數據驅動的營銷

賭場忠誠計劃通常涉及全面的數據收集。客戶關係管理 (CRM) 應用程式已用於追蹤客戶的互動並客製化其體驗。CRM 工具使賭場能夠獲得寶貴的見解並更好地了解客戶的偏好、消費習慣和賭博行為。通過利用寶貴的數據資料，賭場可以制定其營銷方案和營運決策，為其首選貴賓客戶提供量身定制的優惠。例如，賭場可以根據會員最喜歡的遊戲和消費習慣向其發送有針對性的促銷活動。

此外，大多數賭場都有效地利用移

動通訊來增強客戶的整體體驗。這涉及使用移動應用程式和即時發訊平台，讓會員追蹤其積分、兌換獎勵或接收客製化的優惠。通過對個人偏好和行為的深入了解，賭場可以精心設計與每個會員產生深刻連結的優惠。總而言之，恆常溝通對於維持品牌知名度和加強與客戶的關係起著至關重要的作用。

法律和監管考量

忠誠計劃可以激勵新舊客戶探索賭場度假村的產品和服務。值得注意的是，這些計劃必須遵守澳門和其他司法

in locations outside of the Macau SAR must adhere to the laws of those respective places. To ensure lawful and responsible gaming practices, casinos and other stakeholders must comply with the legal requirements specific to each jurisdiction.

GOING THE EXTRA MILE

Casino gaming is a people business. By cultivating strong relationships with patrons,

casinos can foster customer loyalty and encourage repeat business. However, increasing loyalty among players is an ongoing process that requires consistent effort and dedication. All casinos practically provide homogeneous products (such as casino games), which are deemed indistinguishable by patrons. Customer loyalty, therefore, hinges on the level of service provided. Service

standards should be clearly communicated to both employees and customers, and operational personnel must deliver quality service and address customer needs at every touchpoint.

While casino games are predominantly based on luck and chance, front-line staff must recognize that one single negative service experience can drive their valued patrons to other casino properties.



通過對個人偏好和行為的深入了解，賭場可以精心設計與每個會員產生深刻連結的優惠。

With a profound understanding of individual preferences and behaviors, casinos can craft offers that deeply resonate with each individual member.



Service satisfaction is often perceived as a binary outcome. It is either zero or perfect, with little room for in-between! As a result, casinos must provide exceptional and consistent customer service. In the fiercely competitive gaming industry, the positive impact generated by a casino's loyalty programs can also be overshadowed when rival casinos introduce attractive offers and promotions.

管轄區的所有適用法律和法規。雖然賭場博彩在澳門是合法的，但中國內地嚴格禁止賭博。自2021年3月起，中國內地實施了新刑法，專門針對組織境外賭博活動進行處罰。

此外，根據於2022年修訂的澳門博彩法（第16/2001號法律）規定，在澳門特別行政區以外地方宣傳與博彩相關的資訊或活動須遵守當地法律。為了確保合法和負責任的博彩行為，賭場和其他利益相關者必須遵守每個司法管轄區特定的法律要求。

多做一步

賭場博彩是一項以人為本的事業。通過與客戶建立牢固的關係，賭場可以培養客戶忠誠度並建立回頭客群。然而，提高賭客的忠誠度是一個持續的過程，需要持續的付出和奉獻。所有賭場實際上都是提供同質產品（如賭場遊戲），賭客難以區分這些產品。因此，客戶忠誠度取決於所提供的服務水平。服務標準應明確傳達予員工和客戶，營運人員必須提供優質服務，並在每個接觸點上滿足客戶需求。





STRIKING THE BALANCE

Running a successful loyalty program can be costly primarily due to the expenses associated with manpower, member benefits and technology infrastructure. Casinos must carefully analyze the financial viability and return

on investment of their loyalty programs. While casinos strive to provide a variety of options to different customer segments, it is crucial for them to ensure that their loyalty programs are designed to be easily understood and accessible for patrons across

雖然賭場博彩主要取決於運氣和機率，但前線員工必須認知到，一次的負面服務體驗可能會導致其尊貴的客戶轉向其他賭場。服務滿意度通常被視為二元結果，它要麼是零，要麼是完美，幾乎沒有中間值！因此，賭場必須提供卓越且一致的客戶服務。在競爭激烈的博彩行業中，當競爭對手推出具有吸引力的優惠和促銷活動時，賭場的忠誠計劃所產生的正面效益也可能被掩蓋。

取得平衡

執行成功的忠誠計劃的成本可能很高，主要是基於人力、會員福利和科技基礎設施等相關的費用。賭場必須仔細分析其忠誠計劃的財務可行性和投資回報。賭場致力為不同的客戶群體提供多種選擇，而確保其忠誠計劃的設計內容是易於讓不同客戶群理解和獲取更是至關重要。最終，賭場應該在保持競爭優勢與不斷創造價值和難忘的客戶體驗之間，取得絕妙的平衡，以克服獎賞和促銷的短暫性質。 iag

various tiers. Ultimately, casinos should strike a delicate balance of staying ahead of the competition while consistently delivering value and creating memorable customer experiences to overcome the transient nature of rewards and promotions. iag

CONGRATULATIONS ON THE 18TH ANNIVERSARY OF INSIDE ASIAN GAMING





日本的監管問題

Spectrum Gaming Group的Fred Gushin和Paul Bromberg研究日本賭業的發展狀況，並解釋為何都道府縣選擇綜合度假村（IR）合作夥伴營運商的機制是危機四伏。

REGULATORY ISSUES IN JAPAN

Fred Gushin and Paul Bromberg of Spectrum Gaming Group take a look at the state of Japan's developing casino industry and explain why the prefectural selection process for partner IR operators was always fraught with danger.

By 文 **Fredric Gushin**



Fredric Gushin founded Spectrum Gaming Group in 1993 after working 13 years for the New Jersey Division of Gaming Enforcement, where he was promoted to Assistant Director and Assistant Attorney General. Gushin has managed Spectrum's regulatory and gaming advisory engagements throughout Asia, including in Japan, Singapore, Vietnam, Cambodia and the Philippines. He has also managed Spectrum's 18-year gaming-related regulatory association with the Government of Singapore.

Fredric Gushin在1993年創立Spectrum Gaming Group。此前，他曾於美國新澤西州博彩執法處(New Jersey Division of Gaming Enforcement)工作13年，並曾被晉升至助理署長及助理檢察長。Gushin負責Spectrum包括日本、新加坡、越南、柬埔寨及菲律賓等地的亞洲監管及博彩諮詢接洽服務。他亦有統領Spectrum與新加坡政府在18年的歲月中於博彩的監管方面的往來合作。

By 文 **Paul Bromberg**



Paul Bromberg, Senior VP at Spectrum Gaming Group, has undertaken numerous investigations across Asia, working closely with government and law enforcement agencies, as well as international gaming clients. He has spoken and written extensively on the gaming industry in Asia, focusing on regulatory matters and the junket industry. In February 2020, he gave testimony on the Asian junket business to the NSW Casino Inquiry.

作為Spectrum Gaming Group的高級副總裁，Paul Bromberg曾於亞洲各地開展無數的調查工作，並與政府及執法機構，還有遍佈世界各地的博彩客戶緊密合作。他曾就亞洲的博彩業發表過大量講話及文章，特別聚焦於監管及中介事宜。於2020年2月，他曾在新南威爾斯的娛樂場調查中，就亞洲的中介業務給予證言。

一個縣會選擇太陽城作為其IR牌照的首選合作夥伴（該企業現在被澳門法院正式認定為犯罪實體），這一事實反映了都道府縣在選擇合作夥伴時的深刻問題。

The fact that a prefecture would select [Suncity] as its preferred choice for an IR license – an entity now officially described by the Macau courts as a criminal enterprise – reflects profound problems and concerns with respect to the prefecture selection process.

The issue of legalized gaming has been a holy grail for many in Japan, as well as for international casino operators, investors and the financial community since the late 1990s. The legalization effort increased after Shinzo Abe was re-elected as Prime Minister in 2017. After a significant political effort, the Diet enacted a gaming law that legalized up to three Integrated Resorts (IRs) in 2018. Fast forward to today and it appears likely that Japan will license only one IR in Osaka that will not open until 2030 at the earliest. A

second proposed IR in Nagasaki is pending approval by the Ministry of Land, Infrastructure, Transport and Tourism, but public reports have indicated that this project is facing several hurdles and it is uncertain if this project will proceed.

The Japan Casino Regulatory Commission was established on 7 January 2020 under the Act on Development of Specified Integrated Resort Districts (the “IR Development Act” promulgated in 2018) as an external bureau of the Cabinet Office. The present Commission comprises five members appointed by the Prime Minister



1990年代末以來，博彩合法化一直是日本許多人以及國際賭場營運商、投資者和金融界關注的議題。當2017年安倍晉三再次拜相後，賭場博彩合法化的推動力加大。經過重大的政治推動，日本國會於2018年頒佈了《博彩法》，允許該國興建最多三個綜合度假

村（IR）。時至今日，日本政府很可能僅向大阪一處批出IR許可，而該IR項目最快要到2030年才投入營運。該國第二個潛在IR項目位於長崎，正在等待日本國土交通省的核准，但有報道指出該項目面臨著部分障礙，並且不確定該項目是否會繼續推進。

根據《特定綜合度假區開發法》（即2018年頒佈的《IR開發法》），

日本賭場管理委員會於2020年1月7日成立，作為內閣辦公室外的部門。目前委員會由5名成員組成，都是經內閣總理大臣任命、眾議院和參議院同意，委員會可指揮164名工作人員。委員會的所有管理職位均由日本中央政府相關部委人員輪流出任，任期約兩年。

由於首個IR項目離營運還有一段時間，所以監管程序在未來一段短時間內



東京國會議事堂
Tokyo's national Diet

with the consent of both the House of Representatives and the House of Councilors and has official authorization for 164 staff members. All managerial positions are occupied by those appointed from other relevant ministries of the national

government on a rotating basis for approximately two years.

The first IR opening appears to be a long way off, so the regulatory process will not really kick in for some time, but the Commission will be promulgating regulations

and developing their internal investigative, audit and anti-money laundering procedures over the next several years.

Given that only two prefectures eventually decided to “raise their hand” to proceed with an IR, the initial focus of this article is the process the prefectures went through to make a decision on whether or not to proceed with hosting an IR. By any standard, the fact that Tokyo, Yokohama and other prefectures decided not to proceed with an IR is significant. One potential IR prefecture was Wakayama, whose preferred choice was the junket operator, Suncity Group – yes, that Suncity! Suncity was well known in law enforcement and regulatory circles for many years as an entity that was not licensable. The fact that a prefecture would select them as its preferred choice for an IR license – an entity now officially described by the Macau courts as a criminal enterprise – reflects profound problems and concerns with respect to the prefecture selection process. *[Editor’s note: Suncity withdrew from the process in May 2021 before it could be named as Wakayama’s preferred partner.]*

In our experience in Japan, we saw significant discrepancies in terms of how the prefectures were organized and functioned in making a decision on whether to proceed with an IR and ultimately selecting an IR partner before proceeding to the next step with the national





太陽城集團在和歌山的IR合作夥伴競標過程中得分最高，隨後於2021年5月退出
Suncity Group scored highest in Wakayama's IR partner selection process before pulling out in May 2021

government. For example, Osaka – which ultimately partnered with the MGM/Orix consortium – had a full-time professional staff guiding the process and meeting with potential applicants, whereas other prefectures failed to dedicate resources and budgets to the selection process. It is now clear that the prefecture processes

都不會真正啟動，但委員會將在未來幾年頒佈相關法規，並制定內部調查、審計和反洗黑錢程序。

鑑於最終只有兩個都道府縣決定繼續發展IR項目，本文最初的重點是關於這些都道府縣決定是否繼續發展IR項目。無論以何種標準衡量，東京、橫濱和其他都道府縣決定不發展IR項目的事實，都別具意義。和歌山是一個潛在發展IR項目的縣，其首選合作夥伴是中介人太陽城集團——沒有錯，是太陽城！

過去多年來，在執法 and 監管界別，太陽城一直被認為不能獲取牌照。事實上，一個縣會選擇太陽城作為其IR牌照的首選合作夥伴（該企業現在被澳門法院正式認定為犯罪實體），這一事實反映了都道府縣在選擇合作夥伴時的深刻問題。（編者註：在和歌山指定首選合作夥伴之前，太陽城已於2021年5月退出了競逐IR牌照。）

根據我們在日本的經驗，我們發現各都道府縣在決定是否發展IR項目、選

were uneven and caused a false sense that Japan would evolve into a major gaming jurisdiction. Unfortunately, the opposite has occurred – the prefecture process resulted in many of the world’s most successful casino companies deciding to “opt-out” of Japan. The internal politics, the lack of public support for IRs and lack of decision-making has cost the Japanese government and people considerable lost opportunity and tax revenue. In the long term, the extended process – at prefectural and then national level – and lack of clear guidelines has tainted Japan’s nascent gaming industry.

One step that should be included in any future gaming expansion is what we call the “Pre-Determination of Suitability”. In future consideration of an IR license, this should be a mandatory step that either the prefecture takes, which might require amended legislation, or that the Commission initiates before a prefecture decision is made to partner with any IR operator. This is an essential step that would weed out unsuitable companies in terms of probity or that do not have the financial ability to raise the considerable funds needed to build and operate an IR. The costs associated with this type



擇IR項目合作夥伴以及與中央政府進行下一步工作等事情上，都存在著顯著的組織和運作性差異。例如，大阪最終與美高梅/歐力士財團合作，在過程中一直有著一名全職專業人員指導流程，並與潛在申請人會面，而其他都道府縣則未能為篩選過程投入資源和預算。現在很明顯的是，各都道府縣的流程不一致，並造成了一種錯誤的感覺，即日本將發展成為一個主要的博彩市場。不幸的是，相反的情況發生了，都道府縣的程序導致許多世界上最成功的賭場營運商決定「選擇退出」日本。內部政治、公

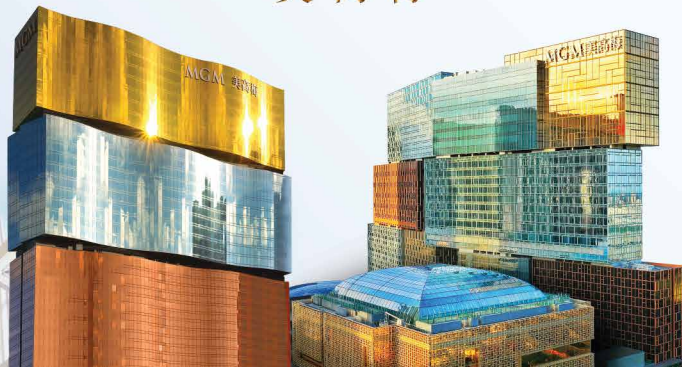
眾不太支持IR項目以及決策力的缺乏，這些因素令日本政府和人民損失了相當重大的商機和稅收。長遠而言，從都道府縣到全國性的漫長流程，以及缺乏明確的指導方針，已對日本新興的博彩業發展造成損害。

任何未來博彩業擴展都應包含一個步驟，即我們所說的「適宜性預先確認」。在未來考慮IR牌證時，這應該是各都道府縣需要採取的強制性步驟，這一步可能需要修法，或者是由賭場管理委員會在各都道府縣決定與任何IR營運商合作之前啟動。這是一個重要的步

驟，將淘汰那些在誠信方面不合適或沒有財務能力籌集資金建立和營運IR的公司。與此類調查相關的費用應由希望獲批IR牌照的申請人承擔，而不是由各都道府縣的納稅人承擔。

每個都道府縣都需要進行具意義的調查，以在適宜性層面上做出明智的決定。至少要求每個申請人填寫其他博彩司法管轄區常用的表格，如多司法管轄區表格和商業實體披露表格。我們強調的是，都道府縣的盡職調查的主要目的，不是確定適格性，因為這是委員會的唯一責任。相反，各都道府縣需要保

CONGRATULATIONS ON THE 18TH ANNIVERSARY OF INSIDE ASIAN GAMING



of investigation should be borne by the applicants wishing to be considered for an IR license, not the taxpayers of the prefecture.

Each prefecture would need to undertake a meaningful investigation to be in a position to make an informed decision on suitability. At a minimum, this would require each applicant completing the forms commonly used in many gaming jurisdictions, such as

the Multi-Jurisdictional Form and Business Entity Disclosure Form. We emphasize that the primary purpose of prefecture due diligence is not to determine suitability, as that is the sole responsibility of the Commission. Rather, prefectures need to assure themselves that any company with which they are discussing IR opportunities will have a strong likelihood of being

證與其討論IR合作機會的任何公司，將很有可能被委員會認定其適合獲批牌照。這是一個重要的區別，此步驟將避免各都道府縣提交無法滿足《博彩法》中適格性標準的合作夥伴。

各界注意力將轉向委員會今年稍後及往後的工作，因為委員會負責多項任務，包括通過對牌照申請人（企業實體和個人）進行嚴格調查來嚴格審核賭場營業執照、對賭場營運商進行監督、對賭場相關設備進行技術監督、防止賭博成癮的措施，以及與外國監管機構協同合作。



“

對於投資界來說，最好在項目興建之前確認持牌公司的適格性，而不是在建設後及僅在項目營運前。

It would be preferable, for the investment community in particular, if suitability, or otherwise, is confirmed prior to construction of the IR rather than post construction but prior to opening.

”

found suitable for licensure by the Commission. This is an important distinction. This step would avoid a prefecture submitting a partner that cannot meet suitability standards as defined under the Gaming Act.

Attention will shift to the work of the Commission later this year and thereafter. The Commission is responsible for various tasks, including strict examination of casino business licenses through robust investigation of license applicants (both corporate entities and individuals), supervision of casino operators, technical supervision of casino-related equipment, measures to prevent gambling addiction, and coordination with foreign regulators.

The Commission will be responsible for the integrity of casino operators and compliance with casino-related laws and regulations. The Commission has the authority to bring enforcement actions against licensees. The Commission was established as a so-called "Article Three Panel", as defined under the National Government Organization Act, to exercise specific administrative authority independent of existing regulatory agencies. It is hoped that the Commission initiates licensing investigations sooner rather than later. It would be preferable, for the investment community in particular, if



suitability, or otherwise, is confirmed prior to construction of the IR rather than post construction but prior to opening.

We expect the Commission to raise its profile slowly and we hope that Commissioners or their representatives will be able to participate in international conferences to bring attention to their important work. It is clear that the national government has established a viable framework for gaming regulation in Japan and it will be interesting to see these efforts unfold in the coming years. iag

委員會將對賭場營運商的誠信以及遵守賭場相關法律法規的情況負責。委員會有權對持牌公司採取執法行動。根據《國家政府組織法》，委員會是按照「第三條：小組」所成立的，可在獨立於現有監管機構的情況下行使具體行政權力。在此希望委員會儘早啟動牌照調查，因為對於投資界來說，最好在項目興建之前確認持牌公司的適格性，而不是在建設後及僅在項目營運前。

我們期望委員會慢慢提高其知名度，並希望委員會或其代表能夠參加國際會議，以引起人們對其重要工作的關注。顯然地，日本政府已經為該國的博彩監管建立了可行的框架，這些工作在未來數年將如何展開，這會是很有趣的發展。iag

Congratulations on the 18th Anniversary of Inside Asian Gaming



澳娛綜合度假股份有限公司
SJM RESORTS, S.A.

內外兼顧

娛樂場職員及客戶的終身價值

這是討論內部和外部客戶關係管理及賭場內部組織變革管理的文章系列的第三篇，Charlie Mai探討了職員及客戶的終身價值這個概念。

INTERNAL AND EXTERNAL CRM PROCESS IN CASINOS

Employee and customer lifetime value

In Article 3 of this six-part series about internal and external CRM and organizational change management in casinos, Charlie Mai explores the concept of employee and customer lifetime value.

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，以及外貿和電腦學士學位。



At the heart of internal and external CRM is the notion of employee and customer lifetime value. Employee and customer lifetime value is the estimated value of

an employee or a customer over the course of his or her entire relationship with an organization. The concept of employee and customer lifetime value is based on the premise that acquiring new employees and customers is

more expensive than retaining old ones. To better understand this concept and its application, it is important to find out what makes an employee or a customer profitable and how employee and customer relationship is calculated.



A profitable employee or customer is defined as a person whose value contribution over time exceeds, by an acceptable amount, the cost of attracting and servicing that employee or customer. Applying employee and customer lifetime value allows an organization to tailor its products and services to specific employees and customers, and then select appropriate actions that maximize their response, improve the efficiency and effectiveness of these approaches, and reduce expenditures to maximize the company's overall profitability.

To successfully apply employee and customer lifetime value, a company should be able to meet three criteria. Firstly, it should be in the best interest of the company to form long-term relationships with its employees and customers. Secondly, it should have the ability to calculate profit at employee and customer level. Lastly, it should be able to differentiate its services across employees and customers. The application of employee and customer lifetime value is suitable for casinos because they meet all these three criteria.

Ultimately, internal and external CRM can help a casino achieve several objectives such as increasing employee and customer engagement, satisfaction and loyalty that in turn lead to increasing value and profitability.



內

部和外部客戶關係管理 (CRM) 及賭場內部組織變革管理的核心，其實就是職員及客戶的終身價值這個概念。職員及客戶的終身價值，所指的就是一位職員或顧客在他/她與一個機構維持著一段關係的整個過程內，估計可以帶來的價值。職員及客戶的終身價值這個概念，其實是建基於另外一個假設之上，就是聘請一位新員工或招徠一位新客戶，比起留住舊的還要牽涉更多開支。為了更好地明白這個概念，以及如何在實踐中用到它，就必

須找到到底一位員工或客戶如何帶來利潤，以及員工及客戶關係的計算方式。

可以帶來利潤的一位員工或顧客，就是在整段時間內，他們所貢獻的價值，超過吸引或服務那員工或顧客的成本，並且當中的差距，還需要達到一個可接受的程度。職員及客戶的終身價值這個概念的實踐，可以讓一個組織為某一群員工或顧客，度身訂造產品，然後通過選擇那些能夠從他們身上獲得最大反饋的合適行動，改善這些做法的效率及效果，以及當中涉及的開支，從而令到公司得以獲得最大的整體利潤。

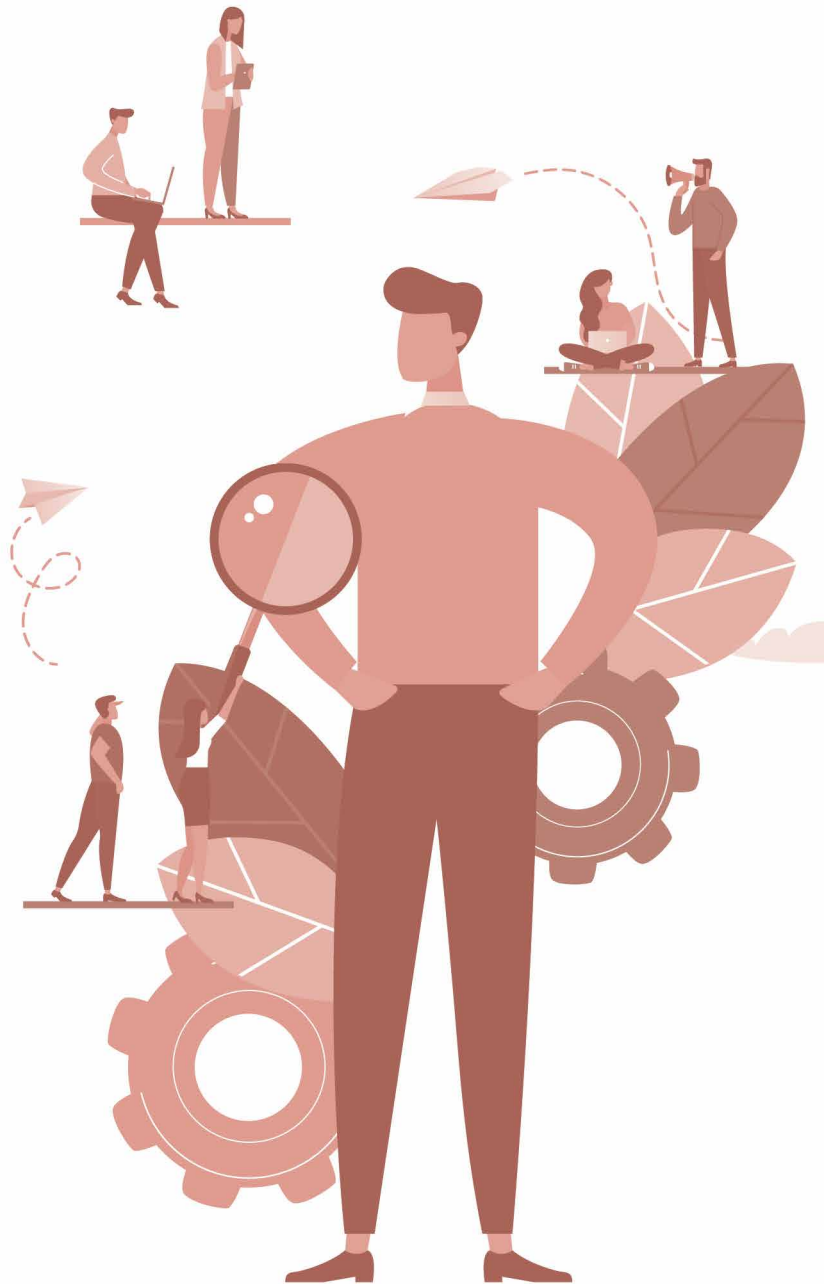
如果一間公司希望成功地實踐職員

INTERNAL AND EXTERNAL CRM IN PRACTICE

As addressed in Article 1, internal CRM is still a new concept in many casinos [including in Australia] while external CRM has long been popular. Indeed, there is an unbalanced focus on internal CRM in contrast to external CRM in casinos in Australia.

Taking one particular casino as an example, internal CRM was applied as a part of *human resources management* practices. It was guided by the casino's corporate strategic vision and addressed human resources issues related to how to identify, attract, engage and retain high-valued employees. Several internal CRM initiatives were designed around market intelligence, job design and career opportunities, employment brand and communication, employee selection and recruitment, training and development, performance management, reward and recognition, and change management.

By contrast, external CRM was applied as a part of *marketing* practices in the casino in question. Like internal CRM, external CRM was guided by the casino's



職員及客戶的終身價值其實是基於另外一個假設，即聘請一位新員工或招徠一位新客戶，比起留住舊的還要牽涉更多開支。

The concept of employee and customer lifetime value is based on the premise that acquiring new employees and customers is more expensive than retaining old ones.

及客戶的終身價值，就應該達到三個標準。第一，公司應該要以與職員和顧客建立長久關係作依歸。第二，公司需要能夠計算出在職員及顧客層面上所能獲取的利潤。最後，它應該能夠分辨對職員及顧客所提供服務的不同之處。為賭場而言，實踐職員及客戶的終身價值，其實非常適合，因為這些機構都能滿足這三個標準。

實踐職員及客戶的終身價值，最終能夠幫助賭場達成多個目標，包括增強

與員工及顧客的互動，令它們對於公司更加滿意及忠誠，從而令到其價值及帶來的利潤更高。

內部及外部CRM的實踐

正如在本文系列中第一篇文章裏提到，內部CRM對（包括澳洲在內）很多賭場而言，都是一個新概念，而外部CRM則已經流行多時。事實上，澳洲的賭場對於內部及外部CRM的關注程度，的確存在落差。

我用其中一間賭場做例子。那賭場的內部CRM被歸納為人力資源管理的措施，由該賭場的企業策略願景指導，用來處理關於識別、吸引、接觸及留住高價值員工等的人力資源事宜。幾個內部CRM行動的設計，都是圍繞着市場情報、職務設計及職場機遇、僱主形象設定及傳訊、僱員篩選及招聘、訓練及發展、表現管理、獎勵和表揚，以及變革管理等。

相反，外部CRM就是相關賭場市場

COLUMNISTS

corporate strategic vision toward customers and addressed issues related to how to identify, recruit, differentiate and retain high valued customers. Several external CRM initiatives were designed around loyalty, market intelligence, innovative and creative offerings, brand and communications,

identification and recruitment, performance management, reward and recognition, and change management.

However, there was a link between internal CRM and external CRM in the casino. While internal CRM aimed to attract and retain high valued employees and to optimize their behaviors, external CRM sought

to acquire and retain high valued customers and optimize their value. They were linked because happy employees made happy customers.

Therefore, successful internal CRM led to successful external CRM. Both internal CRM and external CRM were applied in the same approach as illustrated in the below table:

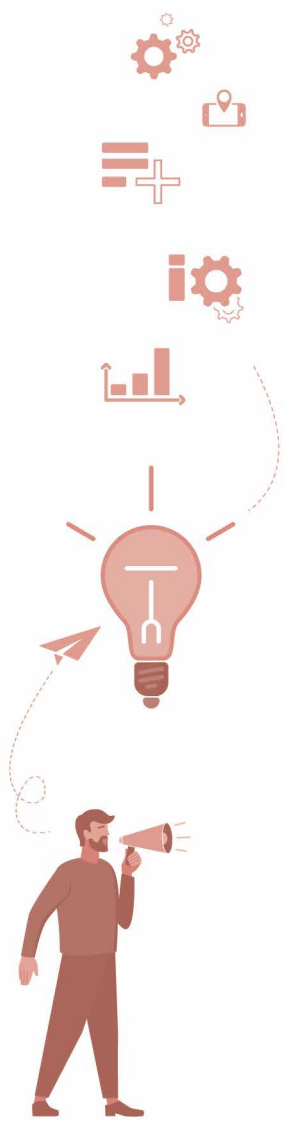
INTERNAL CRM	EXTERNAL CRM
Vision toward employees	Vision toward customers
Internal CRM challenge	External CRM challenge
Internal CRM objective	External CRM objective
Internal CRM measure	External CRM measure
Internal CRM strategy	External CRM strategy
<ul style="list-style-type: none"> • Internal CRM initiative • Talent selection & recruitment • Training & development • Performance management • Communication • Reward & recognition • Change management 	<ul style="list-style-type: none"> • External CRM initiative • Loyalty • Market research, insight & segment • Creativity & innovation • Communication • Sales & customer relations forces • Change management
Internal CRM outcome	External CRM outcome

Both internal CRM and external CRM involved communication and change management. In addition, the employee selection and recruitment process involved

employment market research and job analysis before potential employees were recruited. This process matched with the market research, insight and segmentation, and sales

and customer relations forces initiatives of external CRM.

Similarly, employee performance was managed by the performance management system, and good performance



推廣措施的一部份。就如內部CRM一樣，外部CRM由該賭場針對客戶的企業策略願景所指導，用來處理關於識別、招徠、辨別及留住最高價值客戶的相關事宜。幾個外部CRM行動的設計，都是圍繞着忠誠、市場情報、創新及創意產品供應、品牌及傳訊、識別及招徠、表現管理、獎勵及表揚，以及變革管理。

但是，該賭場的內部CRM及外部

CRM，其實是相關的。內部CRM主要用來吸引及留住高價值員工，並且改善他們的行為；外部CRM就是要招攬及留住高價值顧客，以及進一步提高他們的價值。兩者相關，其道理在於「開心的員工，也能夠讓客人開心」。

因此，成功的內部CRM能夠讓外部CRM邁向成功。正如下列圖表所示，兩者其實是以相同的手法實踐：

內部CRM	外部CRM
對於員工的願景	對於客戶的願景
內部CRM所面對的困難	外部CRM所面對的困難
內部CRM的目標	外部CRM的目標
內部CRM措施	外部CRM措施
內部CRM策略	外部CRM策略
<ul style="list-style-type: none"> • 內部CRM行動 • 人才篩選及招攬 • 培訓及發展 • 表現管理 • 傳訊 • 獎勵及表揚 • 變革管理 	<ul style="list-style-type: none"> • 外部CRM行動 • 忠誠度 • 市場研究、洞見及細分 • 創意及創新 • 傳訊 • 銷售及客戶關係團隊 • 變革管理
內部CRM成果	外部CRM成果

was recognized and rewarded through the reward and recognition schemes while customer performance was managed and recognized and rewarded through the loyalty program.

Lastly, training and development aimed to motivate and transition highly potential employees through different roles within the business, whereas creativity and innovation aimed to differentiate

high valued customers, inspire, and transition them through the business.

The application of internal and external CRM in casinos will be discussed further in the integrated model of internal and external CRM change management in Article 6.

INTERNAL AND EXTERNAL CRM SUCCESS AND FAILURE

For the successful application of internal and external CRM in casinos, there are several sets of critical success factors such as top management support, communication of internal and external CRM strategy, knowledge management capabilities, organizational collaboration enhancement, organizational resource capabilities and change management. In addition, internal and external CRM success factors emphasize the importance of having an external expert to monitor the internal and external CRM program and building and training the right teams.

Although several sets of internal and external CRM critical success factors have been identified, the failure rate of internal and external CRM initiatives is still high. Approximately 70% of external CRM initiatives result in either losses or no bottom-line improvement in company performance. This failure rate also applies for external CRM initiatives in casinos.



賭場的內部CRM及外部CRM其實是相關的……其道理在於「開心的員工，也能夠讓客人開心」。

There was a link between internal CRM and external CRM in the casino ... because happy employees made happy customers.

內部及外部CRM同樣牽涉傳訊及變革管理。另外，員工的篩選及招聘程序，就牽涉在聘請潛在員工之前所進行的僱員市場研究及職務分析。這個過程與市場研究、洞見和細分，以及銷售和客戶關係等外部CRM行動吻合。

同樣地，職員表現由表現管理系統管理，有好的表現，就會根據獎勵及表揚制度，讓職員受到表揚及獎勵。另一方面，客戶表現就通過客戶忠誠計劃來進行管理、表揚及獎勵。

最後，訓練及發展是希望通過在

業務內不同的角色，鼓勵那些非常有潛力的員工，並幫助他們轉化。至於創意及創新，就是通過業務來辨別高價值客戶，激勵他們，並且幫助他們轉化。

在本系列的第六篇文章中，筆者將會更詳細地討論內部及外部CRM綜合模式的實踐。

內部及外部CRM的成功與失敗

關於在賭場內成功實踐內部及外部CRM，其實有多組要素，例如高層的支援、內部及外部CRM策略的傳遞、知

識管理的能力、組織合作程度的提升、組織資源能力及變革管理。另外，內部及外部CRM的成功因素，均著重於有一位第三方專家去監控內部及外部CRM計劃，以及建立和訓練合適的團隊。

雖然內部及外部CRM那多組至關重要的成功因素，都已經被識別出來，但是內部及外部CRM的失敗率依然高企。大約70%的外部CRM行動都會以失敗或者未能達到最低的公司表現改善標準告終。這個失敗率亦能夠套用在賭場的外部CRM行動之上。

The failure of internal and external CRM can be attributed to several factors. Among them, four main perils for internal and external CRM failure are identified:

- Implementing internal and external CRM before creating internal and external CRM strategy
- “Stalking” employees and customers instead of “wooing” them
- Assuming that more internal and external CRM technology is better
- Rolling out internal and external CRM before making the requisite organizational transformation

In summary, this third article of our about internal and external CRM and organizational change management in casinos has discussed the concept of employee and customer lifetime value, the why and how of applying internal and external CRM, and the key success and failure factors of internal and external CRM adoption and implementation. Change management has been identified as the main factor for the success or failure of internal and external CRM in casinos. iag

內部及外部CRM的失敗，可以歸咎於各項因素。其中四個最主要的因素是：

- 在建立內部及外部CRM策略之前就已經實踐內部及外部CRM；
- 對員工及客戶進行「跟蹤」而非「招徠」；
- 以為內部及外部CRM的技術越用得越多就越好；
- 在進行必要的架構改變之前，就已經推行內部及外部CRM。

總括而言，第三篇文章是關於賭場的內部及外部CRM，以及組織變革管理。文中討論了僱員及顧客的終身價值，為何及怎樣實踐內部及外部CRM，還有採用及實踐內部及外部CRM時多個導致成功或失敗的主要因素，當中顯示出變革管理就是決定在賭場內實踐內部及外部CRM是成功還是失敗的最主要因素。iag



CONGRATULATIONS TO INSIDE ASIAN GAMING ON ITS 18TH ANNIVERSARY



星際酒店
StarWorld Hotel



WWW.GALAXYENTERTAINMENT.COM

五年規劃

澳門特區政府在8月公佈了澳門未來五年（2024-2028）的發展規劃，「1+4」多元產業發展將成為澳門未來五年發展的路向，而博彩承批公司在當中佔有重要的地位，《亞博匯》與大家一同探討承批公司在這份報告中所涉及的内容。

文 陳嘉俊

FIVE-YEAR PLAN

Macau's concessionaires are being asked to play a leading role in the future of Macau under the government's "1+4" diversified development strategy.

By **Pierce Chan**





The Macau SAR Government announced in August the detailed plan of its “1+4” diversified development strategy, titled “Development Plan for Appropriate Economic Diversification of the Macao Special Administrative

Region [2024–2028]”. This represents a modification of the government’s previous “Second Five-Year Plan”.

At the end of 2022, it was revealed that due to changes in social development, the “Integrated Tourism and Leisure Industry” needed to be added to the “Second Five-Year Plan”

to form the “1+4” diversified development strategy.

Tourism and leisure operators have been asked to lead the development of the other four industries in a new direction under “1+4”, those industries being big health, innovation and technology, modern finance, and conventions and exhibitions including culture and sports.

The so-called “Integrated Tourism and Leisure Industry” refers to industries such as gaming, hotels, catering, travel agencies, retail and passenger transport services. Gaming concessionaires are considered to be the central members of Macau’s integrated tourism and leisure industry.

Within the Integrated Tourism and Leisure industry, the expansion of international visitor markets is considered to be a primary mission for the concessionaires. Other missions include the promotion of culinary tourism, the development of local brands, the development of study tours, training for the tourism industry, the deepening of co-operation with the Greater Bay Area and the Guangdong-Macao In-Depth Co-operation Zone in Hengqin (the Co-operation Zone), the promotion of health development to meet the needs of the SAR’s sustainable development, and the revitalization of historic districts.

Specifically, under their commitment to promote big health as part of Macau’s “1+4” diversified development strategy, concessionaires must provide health management,

澳

門特區政府在8月公佈了「1+4」多元發展策略的詳細規劃，名為《澳門特別行政區經濟適度多元發展規劃（2024–2028年）》（下稱「規劃」）。這是根據過去「第二個五年規劃」而改變的最新規劃。

2022年年末，澳門政府宣佈因社會發展情況有所改變，將「綜合旅遊休閒業」加在「第二個五年規劃」中，形成「1+4」多元發展戰略。

以綜合旅遊休閒業為主軸，帶領大健康、現代金融、創新科技和會展及文化體育四大產業發展。

所謂的綜合旅遊休閒業，就是指包括博彩、酒店、飲食業、旅行社、零售業、客運服務業等產業。博彩承批公司被認為是澳門綜合旅遊休閒業的主要成員。

在綜合旅遊休閒業中，承批公司主要任務是開拓國際客源市場，其他還包括推動美食旅遊、推動文創品牌、推動研學旅行發展、推動旅遊業界培訓、深

永利呈獻 *Wynn* 永利 PRESENTS

2023 澳門桌球大師邀請賽 Macau Snooker Masters

12.25-12.29 永利皇宮 WYNN PALACE

主辦單位 HOSTED BY *Wynn* 永利

支持單位 SUPPORTED BY 澳門特別行政區體育局 澳門特別行政區政府

協辦單位 CO-ORGANIZER STARMAC Entertainment Production Ltd 澳門星展娛樂製作有限公司

L&L 體育

永利澳門將於12月在永利皇宮舉辦桌球大師邀請賽
Wynn Macau Ltd is bringing the Snooker Masters to Wynn Palace in December

medical care, Chinese medicine, and services related to cosmetology and spa.

Under innovation and technology, concessionaires must support local scientific and technological research while investing a certain amount of resources into facilitating the industry's development.

Under MICE, concessionaires must jointly introduce "Stay, Dine and See Macau for MICE Visitors" routes within the MICE industry while expanding the promotion and branding of

entertainment performances, events and festivals. These should include bringing high-level international sports to Macau.

The plan expands the long-held government view that Macau's concessionaires should play an important role in the development of other industries. Ryan Ho Hong Wai, lecturer at the Center of Gaming and Tourism Studies of the Macau Polytechnic University, compared the relationship between the gaming industry

and other industries to the development of Middle Eastern countries.

"Oil companies in the Middle East help develop other industries by using the capital gained from oil to ensure the sustainable development of the local economy," Ho said, adding that in the case of Macau, concessionaires should start by helping guide new industries. However, he noted, "These industries should absorb resources and talents from other regions and the globe, rather



美高梅通過「美高梅澳門網球名人賽」將網球賽事帶至澳門
MGM China is bringing top-level tennis to Macau via the MGM Tennis Masters

政府規劃中預期將博彩業佔GDP比重由2019年的51%下降至2028年的40%。

The government... recently announced its expectation that the contribution of the gaming industry to the SAR's Gross Domestic Product (GDP) should fall from around 51% as of 2019 to 40% by 2028.

化與大灣區和深合區的合作、推動博彩業持續健康發展及配合特區持續發展需要、歷史城區活化等等。

在中醫藥大健康產業中，承批公司需要推出多元化的「大健康+旅遊」產品，提供健康管理、醫療照顧、中醫、美容和水療等服務。

在創新科技產業中，承批公司需要支持本地科研及科研成果轉化，在科創領域投放一定資源以促進產業發展。

在會展商貿及文化體育產業中，承批公司需要將更多高水平的國際性體

育賽事引進澳門，與會展業界共同推出「會展商食宿遊」路線，擴大演藝盛事品牌效益。

「1+4」的計劃承接了政府在一直提出的觀點，即博彩承批公司需要協助其他產業的發展。澳門理工大學博彩旅遊教學及研究中心講師何雄威以中東國家發展來比喻博彩業和其他產業的關係。

「規劃就像中東的石油國家，把石油所得的資本用於發展其他產業，確保本地經濟的可持續發展。」他補充說，

首階段承批公司的角色是促進和引導澳門其他產業發展。但他也提到：「其他產業應該要吸納區內或國際其他的資源和人才，不能單靠承批公司的資源。」

「雖然承批公司有很多資源可以推動非博彩元素發展，但長久下去其他非博彩的產業也要吸引其他資源。」

政府亦想降低澳門對博彩業的依賴，規劃中也預期將博彩業的GDP佔比由2019年的51%到2028年下降至40%。

最新的政府就業數據（4月至6月）顯示，澳門博彩從業人員有68,500人，佔總就業人數的18.9%。2019年，來自幸運博彩的政府收入為982.2億澳門元

（122億美元），佔政府總收入的80%。

不過，澳門負責任博彩協會會長宋偉傑表示，減少對博彩的依賴並不容易。

「博彩業稅收對政府公共開支有很大影響。」他說到：「博彩業稅收達到40%，其他產業的稅收很難與其比較，賭收對政府財政收益十分重要。」

「即使GDP的比例去到9:1，但其他產業的稅收是否能達到博彩稅的效果？」

宋偉傑指出，在政府的角度財政是希望處於盈餘，但博彩收入下降使得財政盈餘變得困難。

2019年澳門博彩業佔GDP50.9%

than only relying on the resources of the concessionaires.

“Even though concessionaires own a great number of resources in promoting the development of non-gaming elements, other industries should develop their own resources in the long run.”

The government’s desire to reduce Macau’s dependence on gaming is at the heart of its plan, and it recently announced its expectation that the contribution of the gaming industry to the SAR’s Gross Domestic Product (GDP) should fall from around 51% as of 2019 to 40% by 2028.

The latest government employment data (April to June) shows that there are 68,500 gaming employees in Macau, accounting for 18.9% of total employment. Government revenue from games of fortune

in 2019 was MOP\$98.22 billion (US\$12.2 billion), accounting for 80% of all government revenue.

Efforts to reduce the reliance on gaming won’t be easy though, as Responsible Gaming Association President Song Wai Kit observed.

“Gaming revenues have a significant influence on the government’s budget and public financing,” he said. “If the contribution to GDP of the gaming industry drops to 40%, it will be very difficult to maintain current revenues from other industries. Gaming revenue is very important for the government’s finances.

“Even if the share of GDP between other industries and the gaming industry reached 9:1, can the tax contribution from other industries reach that





澳娛綜合將於10月舉辦2023「澳娛綜合澳門高爾夫球公開賽」，賽事為亞洲高爾夫球巡回賽的一部分。

SJM is sponsoring the 2023 Macao Open golf tournament in October, part of the Asian Tour



(已低於2012年的62.9%)，博彩稅收佔政府經常收入達到86%，政府財政處於盈餘；但2022年因為疫情關係，博彩業在GDP佔比下跌至25.8%，博彩稅收佔財政收入下降至52.7%，但同時政府財政受拖累處於嚴重赤字的狀態。

如果澳門希望減少對博彩依賴又同時產生盈餘，這無疑對澳門是一個很大挑戰。到2028年博彩佔比如下降至40%，但對於政府財政來說究竟會帶來怎樣影響？這將取決於四大產業是否能夠為庫房帶來真正盈利。iag

of the gaming industry today?”

Wong said that the ultimate goal of the government is to generate a surplus, however recent evidence suggests a decline in gaming revenues makes this particularly difficult.

In 2019, the gaming industry accounted for 50.9% of Macau's GDP (already down from 62.9% in 2012) while gaming tax revenue accounted for 86% of the government's recurrent revenue, leading the government to a fiscal surplus. However, in 2022, due to the COVID-19 pandemic, the gaming industry's contribution to GDP fell to 25.8%, with gaming tax revenue accounting for just 52.7% of the government's recurrent revenue. Under this pressure, the government fell into budget deficit.

This is ultimately Macau's great challenge if it hopes to achieve its goal of reducing its reliance on gaming. It may well be that gaming's contribution to the GDP does fall to 40% by 2028, but exactly what this means for the government's coffers depends upon whether the new industries that are developed can be truly profitable in their own right. iag

澳門企業社會責任
MACAUCSR

澳門企業社會責任專題實錄
免費訂閱

The definitive record of CSR initiatives in Macau
Subscribe for free

macaucsr.com



10 YEARS AGO



十年之前

亞博匯50強

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《亞博匯50強》，重溫2013年9月的大新聞！

文 本思齊

10 YEARS AGO

The Asian Gaming 50

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, "The Asian Gaming 50", to rediscover what was making the news in September 2013!

By **Ben Blaschke**



We're just two months away from naming our 2023 Asian Gaming Power 50, but back in 2013 we named our "Big 50" in September.

With our September 2013 cover featuring a who's who of the Asian gaming industry, taking top spot that year was none other than Las Vegas Sands Corp founder Sheldon Adelson – edging out strong challenges from Galaxy Entertainment Group's Francis Lui (2nd) and Genting Group's Lim Kok Thay (3rd).

As IAG wrote at the time, "The casino empire Mr Adelson has built is arguably the most profitable in the world, certainly the most lucrative ... The US\$22 billion worth of assets (at that time) that comprise it have no peer when you combine the scale of their offerings, their geographical diversity and the depth and potential of their markets."

While Asia's integrated resort industry has grown substantially over the past decade, even in 2013 Adelson's Las Vegas Sands was expansive, with Singapore's Marina Bay Sands having

opened three years earlier and Macau boasting Sands Macao, The Venetian Macao and The Plaza Macao. It was also rumored at the time that Adelson was exploring potential opportunities everywhere from India to Vietnam, although neither became a reality before his passing in January 2021.

There were plenty of familiar faces sitting inside the top 10 of our Asian Gaming Power 50 in 2013, with Lawrence Ho and Steve Wynn rounding out the top 5 ahead of the likes of SJM's Ambrose So, Suncity supremo Alvin Chau and former Crown

距

離2023年亞博匯50強僅剩兩個月時間。但早在2013年，我們在9月評選出當年的「50強」。

2013年9月的封面人物是當年亞洲博彩業的風雲人物及當年的榜首——拉斯維加斯金沙（LVS）集團創始人蕭登·艾德森。他在與銀河娛樂集團的呂志和及雲頂集團的林國泰的競爭者一舉問鼎。

一如《亞博匯》當時縮寫：「艾德森先生所打造的賭業帝國可謂全球利潤最高、最賺錢的……尤其是其時值220億美元的資產，其產品規模、地域多樣性以及市場的深度和潛力皆無與倫比。」

雖然亞洲的綜合度假村產業在過去十年中大幅增長，但即使在2013年，艾德森的LVS集團已經頗具規模，新加坡的濱海灣金沙集團早在三年前就已開業，而澳門則擁有澳門金沙、澳門威尼斯人及澳門百利宮。當時還有傳言稱，艾德森正積極尋求從印度到越南等地的潛在機會，但這些在他2021年1月去世之前都未成現實。

2013年的「亞博匯50強」的前十榜單中，有許多熟悉的面孔，包括何猷龍及史蒂芬·永利位列前五，領先於澳博的蘇樹輝、太陽城集團總裁周焯華及皇冠集團前所有人James Packer。

其他跌出名單的人包括長期擔任濱海灣金沙集團總裁的George Tanasijevich、銀河的Michael

當年的榜首是拉斯維加斯金沙（LVS）集團創始人蕭登·艾德森，他在與銀河娛樂集團的呂志和及雲頂集團的林國泰的競爭中一舉問鼎。

Taking top spot that year was none other than Las Vegas Sands Corp founder Sheldon Adelson – edging out strong challenges from Galaxy Entertainment Group’s Francis Lui and Genting Group’s Lim Kok Thay.

10 YEARS AGO



失敗的澳門十三酒店
Failed Macau property The 13

Resorts majority owner James Packer.

Those to have since fallen off the list include long-time Marina Bay Sands President George Tanasijevich, Galaxy's Michael Mecca, William Weidner, Kazuo Okada and Jimei Group Chairman Jack Lam.

Of interest is the presence of Stephen Hung at No 39 – the man who envisioned the failed

Macau uber-luxury resort The 13 – and at No 50 Hong Kong businessman Tony Fung.

Fung, who recently sold Casino Canberra in the Australian Capital Territory, had in 2013 envisioned a massive integrated resort development near Cairns in Queensland, comprising eight hotels at full build-out along with luxury residences, an 18-hole golf course, a water

park with a man-made lake and lagoon, shopping, dining and entertainment and convention facilities, a sports stadium, and a casino targeting Asian high-rollers, mainly VIPs from China, with 750 table games and 1,500 machine games.

Mecca、William Weidner、岡田和生及集美集團主席Jack Lam。

值得關注的是位列第39位、打造澳門現已失敗的豪華酒店澳門十三的洪永時，以位列第50位的香港商人馮永祥。

馮永祥近期出售了位於澳洲首府的Casino Canberra。他曾於2013年設想在昆士蘭州凱恩斯附近開發一個大型綜合度假村，其中包括八家酒店、豪華住宅、一個18洞高爾夫球場、一個擁有人工湖的水上樂園及購物、餐飲、娛樂、會展設施、體育場和針對亞洲豪客（主要是來自中國的貴賓客戶）、擁有750張賭桌和1,500台角子機的賭場。

這個佔地300公頃的雄心勃勃的項目從未實現，馮永祥在2015年後退出了「亞博匯50強」。iag

The ambitious 300-hectare project never came to fruition and Fung dropped out of the Power 50 after 2015. iag

**Consulting
Communications
Networking and
introductions
Market entry
PR services
Revenue
support**

Video production

Website production

**White paper and
report writing
and much more**



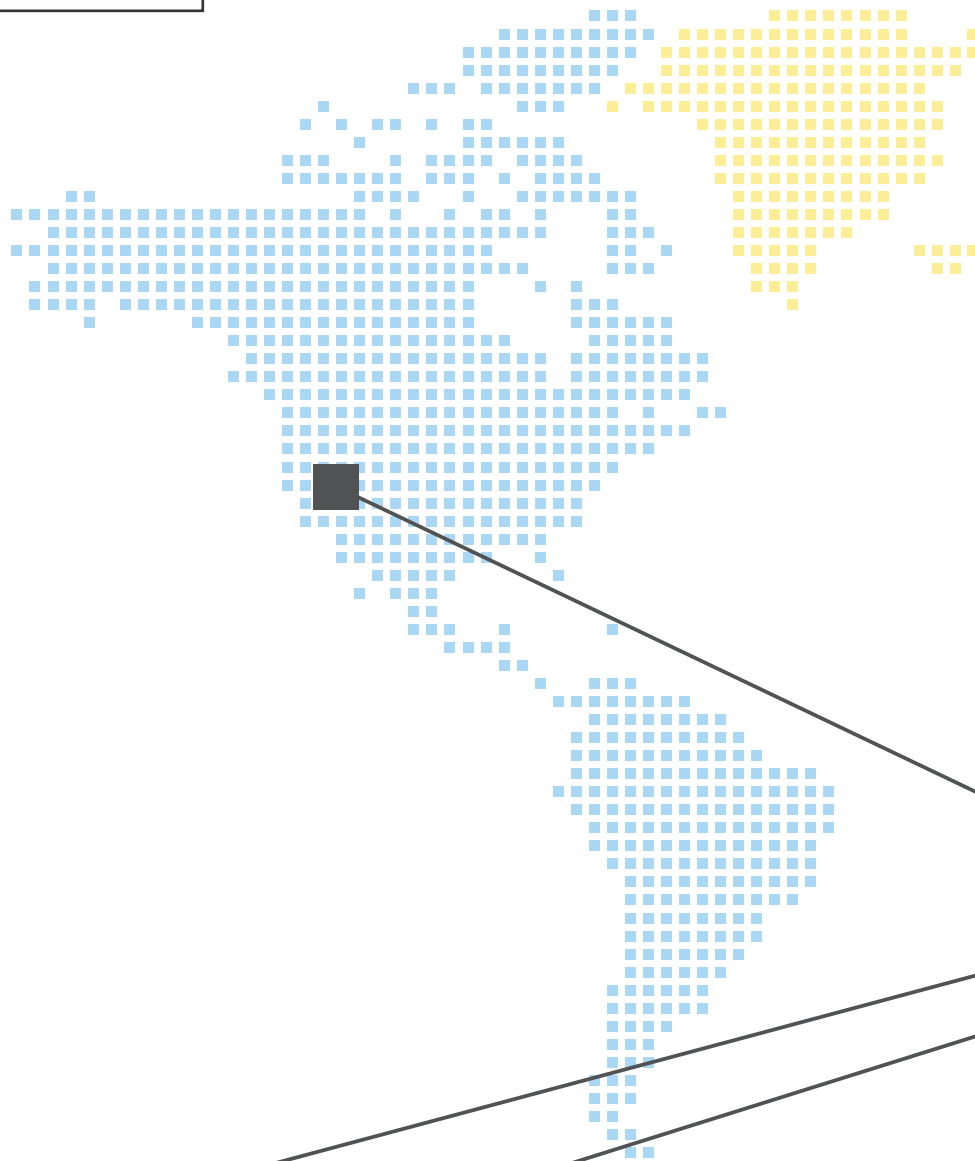
inside asian gaming
iag



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

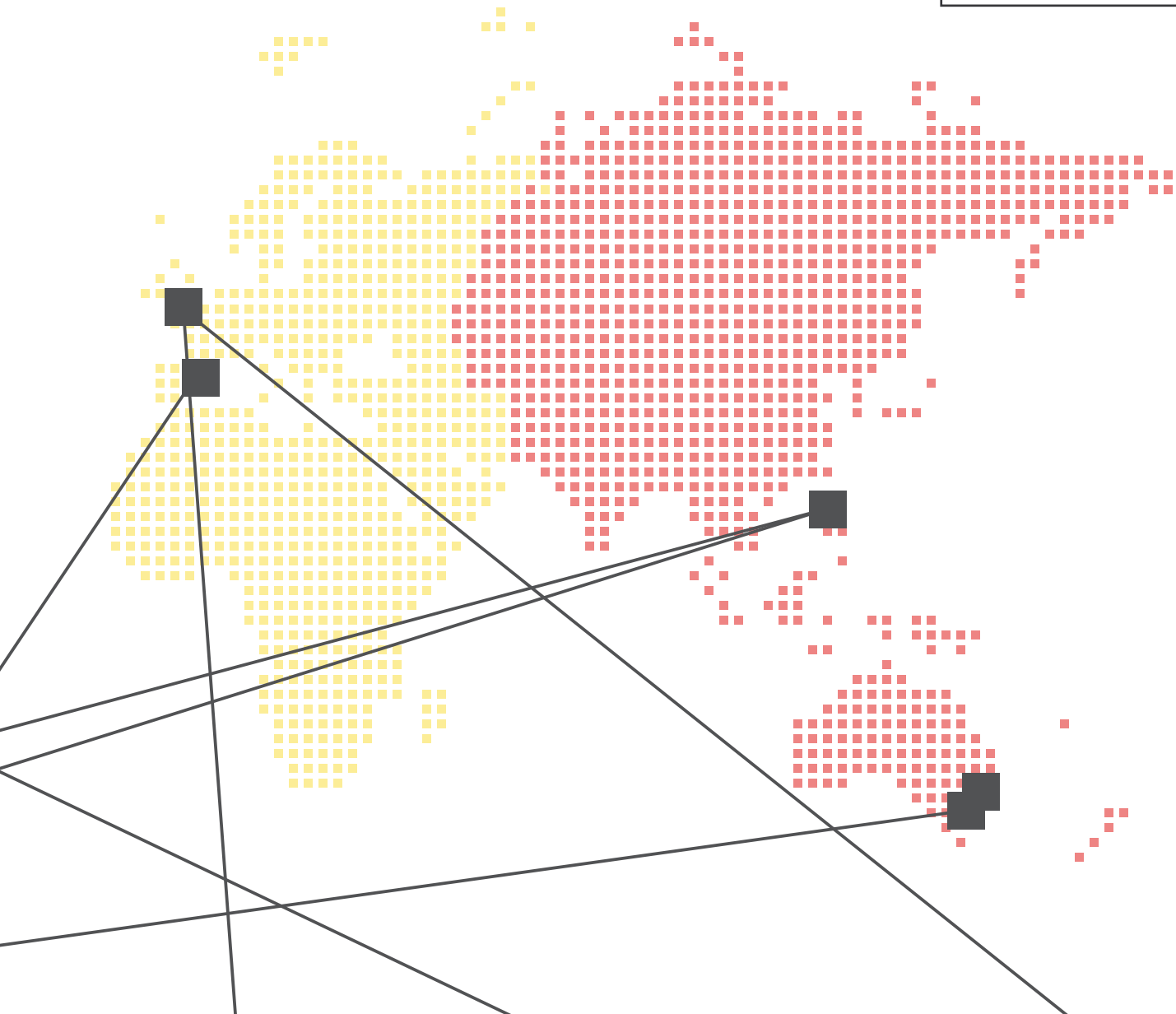



2023年9月13日至14日
澳洲墨爾本
13 to 14 September 2023
Melbourne, Australia




2023年9月19日至21日
西班牙巴塞隆拿
19 to 21 September 2023
Barcelona, Spain





REGULATING THE **GAME** 20²³
2023年9月25日至29日
英國倫敦
25 to 29 September 2023
London, England

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 亞博匯 50 強
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

亞博匯 inside asian gaming iag

環亞博聞，盡匯掌中，始於2005

媒體

每日快訊



《亞博匯》月刊



社交媒體



LinkedIn逾26,000訂閱數

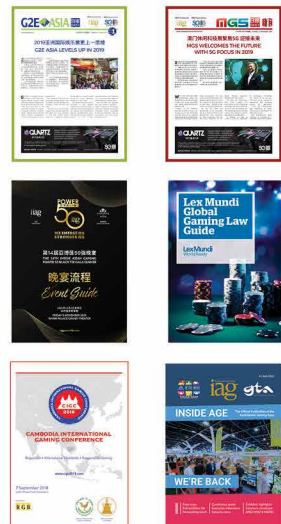
覆蓋亞太地區



- 澳洲
- 柬埔寨
- 北馬里亞納
- 群島自由邦
- 印度
- 日本
- 老撾
- 澳門
- 馬來西亞
- 菲律賓
- 紐西蘭
- 新加坡
- 韓國
- 泰國
- 越南

.....等地

展會及 訂製出版物





卓奕

董事會副主席兼首席執行官



本思齊

執行編輯

行業展會 領先的媒體及 製作合作夥伴



.....等

行業論壇及社交活動籌劃

活動



.....等

可為客戶訂製
專項活動製作服務

商業服務

- 媒體傳播
- 顧問
- 市場准入
- 市場調研
- 社交破冰
- 公關服務
- 營收分析
- 視頻製作
- 網頁製作
- 白皮書及報告撰寫

.....等

歡迎登錄 asgam.com

亞博匯 **iag** inside asian gaming

Your premier source of Asia-Pacific gaming industry news since 2005

MEDIA

Daily news



Monthly IAG magazine



Social media



LinkedIn: 26k followers

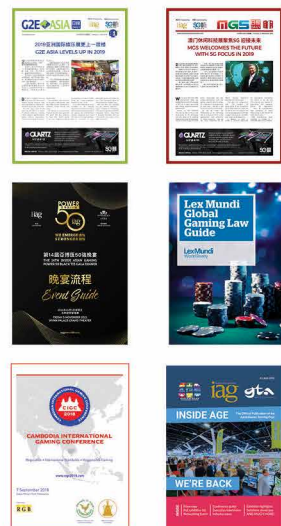
APAC-WIDE COVERAGE



- Australia
- Cambodia
- CNMI
- India
- Japan
- Laos
- Macau
- Malaysia
- Philippines
- New Zealand
- Singapore
- South Korea
- Thailand
- Vietnam

and more ...

SHOW AND CUSTOM PUBLICATIONS





Andrew W Scott
Vice Chairman and CEO



Ben Blaschke
Managing Editor

**TRADE
SHOW LEAD
MEDIA AND
PRODUCTION
PARTNER**



and more ...

*Trade conference
and social event
management*

EVENTS



and more ...

*We organise custom
events for our clients*

**BUSINESS
SERVICES**

- Communications
- Consulting
- Market entry
- Market intelligence
- Networking and introductions
- PR services
- Revenue support
- Video production
- Website production
- White paper and report writing

and much more ...

visit us at asgam.com

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

CASINO QUALITY PLAYING CARDS



Angel Japan Office / japan@angelplayingcards.com
Angel Macau Office / macau@angelplayingcards.com
Angel USA Office / usa@angelplayingcards.com
Angel Singapore Office / singapore@angelplayingcards.com
Angel Australasia Office / australasia@angelplayingcards.com
Angel Philippines Office / philippines@angelplayingcards.com