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JAN 2024年 1月 #211 | 45 MOP



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MATT WILSON**

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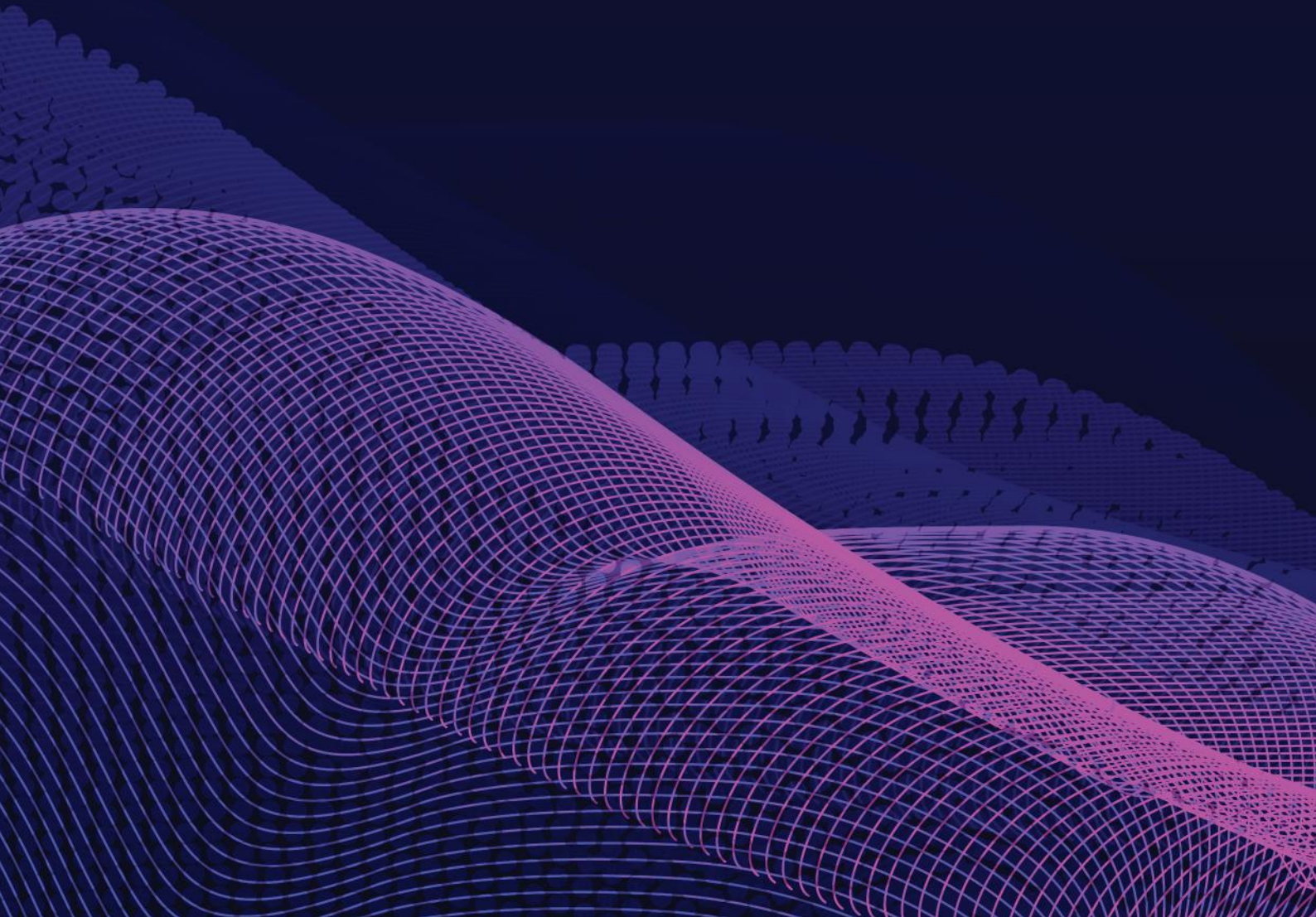
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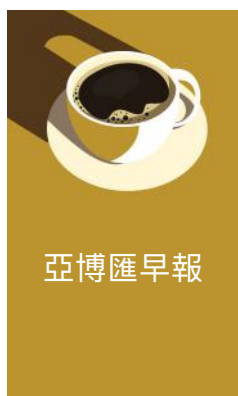
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# Time flies when you're having fun

What a difference a year makes. As I sit here penning this piece, I am starkly reminded of the same time 12 months ago when Macau – still closed off to the outside world – was wracked with COVID; so much so that the entire IAG team bar one solitary person was home sick.

At that time Macau was still filled with fear and uncertainty around the virus it had tried so hard to keep at bay for three years, and we were still weeks from the city's sudden reopening on 8 January 2023.

But fast forward a year and the outlook couldn't be any different. From the depths of despair, Macau is on track to record GGR of more than US\$22 billion in 2023, still only around 61% of pre-COVID levels but four-times more than in 2022 and with solid profitability to match.

Government estimates place visitor arrivals for FY23 at around 28 million, compared to just 5.7 million a year earlier, and all expectations are that these numbers will continue to grow at lightning pace through the year ahead.

It's a similar trend in the Philippines, where industry GGR has already returned to pre-pandemic levels of more than US\$5 billion, while annual visitation numbers had

exceeded official full-year estimates by mid-November.

The Philippines' Department of Tourism has already set an ambitious target of 7.7 million visitor arrivals in 2024 – up from just over 5 million this past year – while gaming industry analysts believe GGR is on an upwards pathway towards US\$10 billion by 2027, making it a clear No.2 in Asia behind the Macau SAR.

Singapore, too, is soaring, with Marina Bay Sands (MBS) reporting record mass-gaming revenues and rapidly closing in on annual Adjusted EBITDA of US\$2 billion.

Experts are predicting further growth of around 10% for the Singapore gaming market in 2024, while the long-term prospects have prompted both MBS and Resorts World Sentosa (RWS) to embark on big-money upgrade and expansion projects. RWS operator Genting Singapore recently increased its planned spend on RWS 2.0 from an original US\$3.3 billion to US\$5 billion in an incredible show of bullishness.

Even South Korea, whose foreigner-only casino industry was arguably the hardest hit of all during the pandemic, is enjoying a golden period on Asia's regional tourism boom and the long-awaited return of Chinese visitors.

Those regional operators who were in the middle of major integrated resort developments when COVID hit must have harbored deep concerns in recent years, but such misgivings have now surely dissipated, and we are again celebrating the openings of these new properties with fervor: Melco's Studio City Phase 2, Galaxy Macau Phase 3 and Mohegan Inspire all opened their doors in 2023, while Solaire Resort North in Manila's Quezon City awaits – we are told – in the early months of 2024, with more to come in the years ahead.

I spent eight days in Las Vegas in December, staying at Wynn Las Vegas for the WPT World Championship, and I've never seen casino floors so busy – to the point, at times, that I could barely move. It's been more than two years now since the US decided it'd had enough of COVID, and the travel boom that followed is showing no signs of slowing.

That's great news for Asia as we dream of what might be in 2024.

*Ben Blaschke*  
Managing Editor





## 時光消於歡快中

年的變化真是太大了。當我坐在這裡寫這篇文章時，我清楚地想起了12個月前的同一時間，當時澳門仍然與外界隔絕且遭受新冠病毒的肆虐；整個《亞博匯》團隊除一人之外全部病倒。

當時，澳門仍然對過去三年來竭盡全力遏制的病毒充滿恐懼和不確定性。而距離這座城市於2023年1月8日突然重新開放，只有幾週時間。

現在，12個月過去了，澳門的前景完全不同。走出絕望的深淵，澳門有望在2023年創下超過220億美元的博彩總收入紀錄，儘管仍僅為疫前水平的61%左右，但已經是2022年的四倍，並且盈利穩健。

政府估計，今年的遊客數量約為2,800萬人次，而去年同期僅為570萬人次。所有人都認為這一數字將在未來一年繼續以閃電般的速度增長。

菲律賓也出現了類似的趨勢，該國的旅遊業行業總收入已恢復至疫前水平，逾50億美元，而年度遊客人數亦超出官方預期。

該國旅遊部門已經制定了雄心勃勃的目標，即到2024年接待遊客人數為770萬人次（上一年的遊客人數僅略高於500萬人），而博彩業分析師認為，至2027年，該國的博彩總收入將有望達到100億美元，成為僅次於澳門的亞洲第二大市場。

新加坡同樣發展迅速。濱海灣金沙的博彩收入創下歷史新高，經調整後EBITDA錄得近20億美元。

專家預測，至2024年，新加坡博彩市場將進一步增長10%左右，而長遠的前景令濱海灣金沙及聖淘沙名勝世界（RWS）開始投入大筆資金進行升級及擴建。聖淘沙名勝世界的營運商雲頂新加坡近期將RWS 2.0的初始計劃投入從33億美元提升至50億美元，展現出非常樂觀的態度。

就連韓國也享受到了亞洲地區旅遊業繁榮的黃金時期，尤其是期待已久的中國遊客的回歸。韓國僅限外國人的賭場業可謂在疫情期間受到嚴重打擊。

那些在疫情期間正在進行大型綜合度假村項目開發的區域營運商，他們所曾有的顧慮，想必目前已皆煙消雲散。

我們再次滿懷期望地慶祝這些新物業的開業：新濠影匯二期、澳門銀河三期、及Mohegan Inspire均於2023年開業，位於馬尼拉松鬆市的Solaire Resort North將於2024年初開業，未來幾年還將有更多的酒店陸續開業。

剛剛過去的十二月，我在拉斯維加斯待了八天，入住Wynn Las Vegas並參加了WPT世界撲克巡迴賽。我從未見過賭場區域如此繁忙，人多到有時幾乎無法動彈。自從美國決定放開疫情管制已約兩年，隨之而來的旅行熱潮從未顯示出放緩的跡象。

這對亞洲來說是個好消息，因為我們可以繼續期待2024年將要發生的美好事情。

本思齊

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## CROWN MELBOURNE 電子博彩機玩家已被強制 設置玩樂時間及損失限定

### MANDATORY TIME AND LOSS LIMITS NOW IN PLACE FOR EGM PLAYERS AT CROWN MELBOURNE

**ALL GAMING PATRONS** at Crown Melbourne will now need to set time and loss limits before using electronic gaming machines after new mandatory pre-commitment laws officially came into effect.

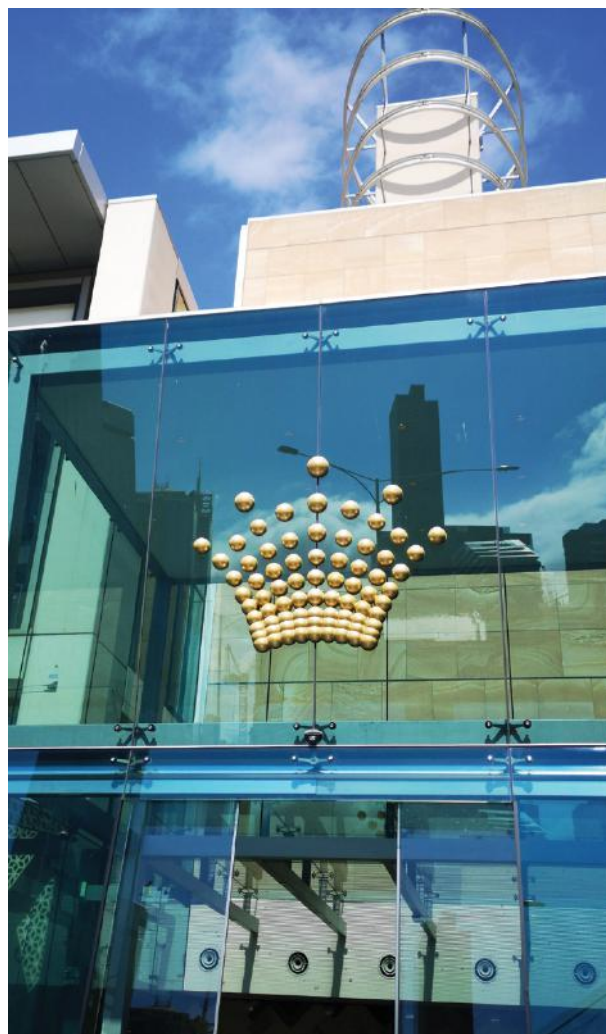
Under the enhanced regulations, which stem from the findings of the Finkelstein Royal Commission into Victoria's casino license, anyone who reaches their set limit will no longer be able to use a gaming machine at Crown Melbourne for either a 24-hour or seven-day period, depending on what they've chosen.

Crown will be required to check the identity of patrons when they sign up for a membership card, which will be linked to a YourPlay account providing users with real time updates at the gaming machine and detailed activity statements on their play.

This, the government said, builds on earlier changes requiring Crown to enforce 15-minute breaks for patrons gambling continuously for three hours. Patrons must also take a day's break if they've been gambling for 12 hours in any 24-hour period and are restricted to 36 hours of gambling in any given week.

While mandatory carded play is currently restricted to EGMs only, the scheme is expected to be implemented across all table games at the casino by December 2025.

Meanwhile, new money laundering controls include a AU\$1,000 cap on the amount of cash winnings that can be collected, with anything greater only payable by electronic transfer or cheque.



在新法正式生效後，所有Crown Melbourne賭場的賭客 在現都需要在使用電子博彩機前設置時間和損失限制。

根據Finkelstein皇家委員會對維多利亞賭場牌照調查結果後的新規定，任何達到設定上限的人，將在24小時或7天內（取決於個人選擇）不再能夠使用Crown Melbourne賭場的機器。

皇冠被要求在玩家註冊會員卡時核實客戶身份，將會員卡連接到YourPlay帳戶，為用戶提供博彩機器的即時更新以及遊戲的詳細說明。

政府表示，這是基於先前要求皇冠強制連續賭博3小時的玩家必須休息15分鐘以上規定的升級。如果玩家在任意24小時內賭博時間達到12小時，則必須休息一天，且在既定的一週賭博時間不得超過36小時。

雖然強制刷卡目前僅限於電子博彩機，但預計至2025年12月將推廣至賭場內所有賭檯遊戲。

與此同時，新的反洗錢控制措施包括將可收取的現金獎金上限設定為1,000澳元，超過的金額只能透過電子轉帳或支票支付。



## MOHEGAN相信韓國INSPIRE度假村到2024年底將實現正現金流

### MOHEGAN CONFIDENT INSPIRE WILL BE CASH FLOW POSITIVE BY END-2024

**EXECUTIVES OF US TRIBAL CASINO OPERATOR MOHEGAN GAMING** say they remain confident that the company's recently opened Mohegan Inspire integrated resort in Incheon, South Korea will become cash-flow positive before the end of 2024.

Mohegan released its financial results for the fiscal year ended 30 September 2023 and discussed the 30 September soft opening of Mohegan Inspire during its FY23 earnings call, where CEO Ray Pineault and COO Jody Madigan were asked about the property's short-term prospects.

The soft opening included the launch of the IR's three hotel towers, 15,000-seat multi-purpose arena, MICE facilities, Splash Bay indoor water park, Aurora entertainment street and almost a dozen INSPIRE-owned restaurants, although the foreigner-only casino and retail won't open until next year.

Providing some color on footfall during the first weeks of opening, with Mohegan Inspire having already hosted two large-scale events, Madigan reported: "Post-[opening]-weekend we've seen good foot traffic. On weekends our hotel occupancy is at where we thought it would be and we're seeing really good food and beverage covers.

"There is a phased opening with that and we're not fully ramped so we have a couple more things coming in early 2024 on the gaming side and then shortly thereafter there will be some additional non-gaming in Q2 that will finish the project out.

"I am pleased with what we're seeing so far. I do believe we will be cash-flow positive by the end of the year."

Pineault also reiterated Mohegan's expectation that Inspire would be granted its casino license in the March 2024 quarter, revealing that the company has now submitted all paperwork associated with its license application.

美國部落賭場營運商Mohegan Gaming表示，他們相信該公司近期在韓國仁川開設的Mohegan Inspire綜合度假村有望在2024年底前實現正現金流。

Mohegan公佈了截至2023年9月30日的財年財務業績，並在2023財年財報電話會議上討論了Mohegan Inspire於9月30日試營業的狀況。會上首席執行官Ray Pineault和首席營運官Jody Madigan亦被問及該物業的短期前景。

試營運包括綜合度假村的三座酒店塔樓、15,000個座位的多功能綜藝館、MICE設施、Splash Bay室內水上樂園、Aurora娛樂街和十幾家INSPIRE擁有的餐廳，但僅限外國人入內的賭場和零售空間要到明年才會開業。

開業的幾周內，Mohegan Inspire已經舉辦了兩場大型活動吸引客流。Madigan表示：「開幕後的首個周末，我們看到良好的客流量。平日周末，酒店的入住率達到預期水平，餐飲和酒水亦非常不錯。」

「這是一個分階段的開業。我們還沒有完全準備好，所以我們會在2024年初在博彩方面推出更多內容。之後在第二季度推出一些額外的非博彩內容，從而完成該項目。」

「我對我們目前所看到的情況感到滿意。我相信，到年底我們將實現正現金流。」

Pineault同時重申了Mohegan的預期，即Inspire將在2024年第一季度獲得賭牌，並透露公司現已提交與其許可證申請相關的所有文件。





呂耀東：  
銀娛計劃建全新  
特色精品酒店

FRANCIS LUI:  
GALAXY  
PLANNING TO  
BUILD NEW  
BOUTIQUE  
HOTEL AT  
GALAXY MACAU

**GALAXY ENTERTAINMENT GROUP (GEG)** Vice Chairman Francis Lui says the company will open a small boutique hotel with no more than 100 rooms as part of ongoing work on Galaxy Macau Phase 3.

Lui was speaking with media at the official opening of Phase 3, whose facilities include the Galaxy International Convention Center (GICC), Galaxy Arena, Andaz Macau and Raffles at Galaxy Macau.

While all of these facilities were brought online earlier this year, Lui revealed there were another four projects still under construction in Phase 3 as well as “other projects in the pipeline, such as Phase 4, which we will be announcing in due course.”

On the progress of one of those four projects – which will become Galaxy’s 10th hotel once complete – he said, “This new hotel will be a boutique hotel, and it is expected there will not be too many rooms. We hope that this hotel will bring an unprecedented hotel brand to Macau, and we hope that this hotel will bring a new hotel product to the visitors of Macau.”

For now, however, the name of the hotel and its unique offerings have not been announced. Lui added, “This is a specialty hotel, with no more than 100 rooms. The positioning is hopefully for high-end customers, and the hotel brand is world-renowned.

“We will introduce the new project to the public when the time is right.”

Galaxy currently boasts nine hotel brands across its two Macau properties: StarWorld, Banyan Tree Macau, Galaxy Hotel, Hotel Okura Macau, JW Marriott Hotel Macau, The Ritz-Carlton Macau, Broadway Macau, Raffles at Galaxy Macau and Andaz Macau.

銀河娛樂集團副主席呂耀東指出，銀娛第10間酒店將會是精品酒店，以高端客戶為定位，房間數量不會超過100間。

銀河娛樂集團第三期項目，包括銀河國際會議中心、銀河綜藝館、澳門安達仕酒店以及澳門銀河萊佛士正式開幕。銀河娛樂集團副主席呂耀東在開幕禮後接受傳媒訪問，被問到有關銀娛第三期最新酒店的興建進度。

呂耀東指出：「第三期現時開幕有四個項目，未來還有其他項目正在進行，例如第四期，我們適當時候將會公佈。」

至於正在興建的第三期最新酒店，呂耀東表示：「這個新的酒店將會是精品酒店，預計房間不會太多，希望這間酒店為澳門帶來前所未有的酒店品牌，希望為來到澳門的旅客帶來新的酒店產品。」

但這間酒店的名字及酒店的設備現時未有公佈。呂耀東透露：「這是特色酒店，房間不會超過100間，定位希望是高端客戶，而該酒店品牌是世界知名的。」

「我們會在適當時間向大家介紹新的項目。」

銀河現時有九個酒店品牌，分別是星際酒店、澳門悅榕莊、銀河酒店、澳門大倉酒店、澳門JW萬豪酒店、澳門麗思卡爾頓酒店、澳門百老匯、澳門銀河萊佛士及澳門安達仕酒店。



## 岡田馬尼拉營運商TRLEI將收購並完成宿霧EMERALD BAY度假村的開發

### OKADA MANILA OPERATOR TO ACQUIRE CEBU RESORT EMERALD BAY

**OKADA MANILA OPERATOR** Tiger Resort, Leisure and Entertainment Inc (TRLEI) has signed a preliminary agreement with a subsidiary of PH Resorts Group to acquire a majority interest and the complete development of stalled Cebu integrated resort Emerald Bay.

The preliminary agreement will see TRLEI acquire “certain interests” in Lapulapu Leisure, Inc and Lapulapu Land Corp, the two entities that were developing Emerald Bay before construction was halted last year.

According to information from TRLEI’s ultimate parent firm Universal Entertainment Corp, a definitive agreement will be executed between TRLEI and PH Resorts Group by July 2024, after which development and construction of Emerald Bay will resume.

The company aims to open the integrated resort by 2026.

岡田馬尼拉營運商Tiger Resort, Leisure and Entertainment Inc (TRLEI) 已與PH Resorts Group的子公司簽署了初步協議，收購陷入停滯的宿霧綜合度假村Emerald Bay的多數股權並完成開發。

早前，PH Resorts Group還曾透露與當地的一家開發商的談判未能取得進展。根據初步協議，TRLEI將收購Lapulapu Leisure, Inc和Lapulapu Land Corp的「部分權益」，這兩家實體早前一直持續開發Emerald Bay直至項目停工。

根據TRLEI母公司環球娛樂的消息，TRLEI與PH Resorts Group將於2024年7月簽署最終協議，之後將恢復Emerald Bay的開發和建設。

該公司的目標是在2026年之前啟用該綜合度假村。



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柬埔寨唯一綜合度假村金界娛樂城的營運商金界控股宣佈，其創始人曾立強博士去世。

金界控股在12月11日早上提交的一份文件中稱，曾博士於2023年12月8日因病過世。他的次子曾羽鋒調任為集團新任行政總裁。曾羽鋒於2022年4月5日起擔任公司的營運行政總裁。

該公司表示：「董事會謹此代表本集團全體職員對Dr. Chen的辭世深感哀悼，並向其家屬致以深切慰問。董事會亦謹此對Dr. Chen於在任期間為領導本集團所作寶貴指導與貢獻表示摯誠謝意。」

「經過逾28年的穩步發展，Dr. Chen為本集團奠定了堅實基礎。彼多年之企業、商務及管理經驗對本集團的成功至關重要。在Dr. Chen具備遠見卓識的帶領下，經過多年謹慎的業務引領以及熟練且具策略性的管理，本集團取得了顯著的成長與發展。」

金界控股表示，將遵循董事會既定的業務策略，繼續集團的業務運作。

**NAGACORP LTD**, operator of Cambodia's only integrated resort, NagaWorld, has announced the passing of its founder, Dr Chen Lip Keong.

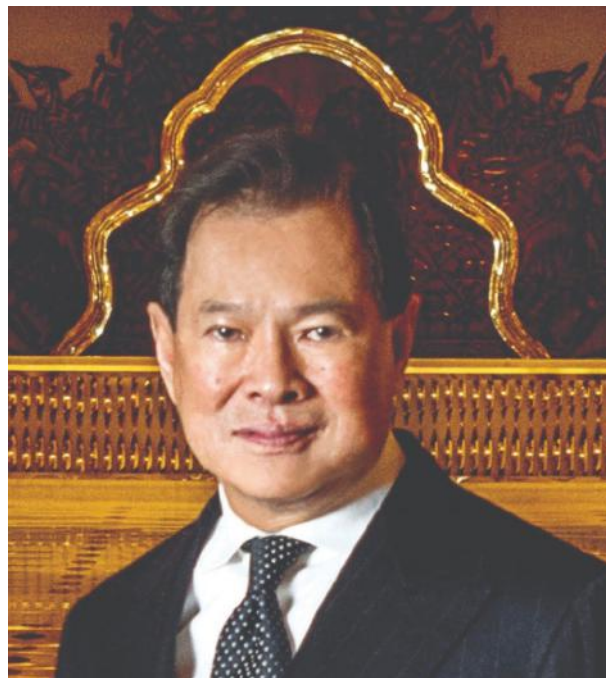
In an 11 December filing, NagaCorp said Dr Chen passed away on 8 December 2023 due to illness. One of his five sons, Chen Yiy Fon, has been redesignated as CEO of the NagaCorp group. Chen Yiy Fon, who has served as CEO – Operations of the company since 5 April 2022, will assume the leadership duties and responsibilities previously held by Dr Chen, NagaCorp explained.

“On behalf of all employees of the Group, the Board would like to express its deepest sorrow on the passing away of Dr Chen and convey its deepest condolences to his family,” the company said in the filing.

“The Board would also like to express its heartfelt gratitude and appreciation to Dr Chen for his invaluable leadership, guidance and contribution to the Group during his tenure of office.

“Dr Chen had established a solid foundation of the Group after more than 28 years of steady growth. His many years of entrepreneurial, business and managerial experiences had been instrumental to the Group's success. Under Dr Chen's visionary leadership, the Group has been achieving remarkable growth and development after years of careful navigation of the business and skilful and strategic management.”

NagaCorp said it will continue the group's business operations by adhering to the business strategies laid down by the Board.



## 金界控股創辦人 曾立強博士過世

**NAGACORP  
FOUNDER  
DR CHEN LIP KEONG  
PASSES AWAY**

## 澳門政府預計2023年旅客量達2,800萬人次

### MACAU ESTIMATES 28 MILLION VISITOR ARRIVALS FOR FY23

**MACAU'S SECRETARY FOR ECONOMY AND FINANCE**, Lei Wai Nong, said the government expects the total number of visitor arrivals to the SAR in 2023 to hit 28 million.

This follows official figures from the Statistics and Census Service (DSEC) showing the total number of visitor arrivals through October was 22,685,476.

Lei noted that "in January this year, the daily average of international visitor arrivals to Macau was about 10% of the 2019 figure, while after August it had exceeded 70% of the 2019 figure."

He also revealed that visitor arrivals from January to November this year exceeded 25 million.

澳門經濟財政司司長李偉農在周日（12月10日）指出，2023年1至11月訪澳旅客已逾2,500萬人次。

根據澳門統計局現有的資料，澳門今年1至10月的入境旅客共22,685,476人次。

而李偉農在周日出席活動後接受傳媒訪問時指出：「2023年1月份，訪澳國際旅客數量日均約為2019年的10%，而8月後已超過2019年的70%。」

他透露，今年1至11月訪澳旅客已逾2,500萬人次，並指：「有信心全年可達2,800萬人次。」



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## 亞洲撲克巡迴賽取消越南系列賽事 ASIAN POKER TOUR CANCELS VIETNAM POKER EVENT MID-SERIES

**THE ASIAN POKER TOUR (APT)** cancelled the last two days of the APT Hanoi Billions in Vietnam in early December amid allegations the series was being held in breach of local gambling laws.

The event was eight days into its scheduled 10-day series at the National Convention Center in Hanoi when the APT posted an announcement via its social media channels announcing the cancellation of all remaining tournaments on 9 and 10 December, with players still involved or who had already paid entry fees to receive full refunds.

The APT did not explain the reasons for cancellation, stating only that the decision “has not been made lightly” and is “rooted in extenuating circumstances that have arisen, ones that, despite our utmost efforts, we are unable to overcome.

“The safety and well-being of our players and staff are of paramount importance to us, and we must prioritize these concerns above all else,” it added.

According to people on the ground who spoke to *Inside Asian Gaming*, police visited the National Convention Center looking for the owners and associates of the APT’s local partner, VSOP Entertainment Company. It is unclear who they spoke to or what was said, but it appears the police threatened to return the following day.

It has also been claimed that there were concerns around the event’s links to online poker site Natural8, which ran online satellites to the event and was listed as an event sponsor, with signage and logos clearly visible throughout the venue. Natural8, the Asian-based affiliate of GG Poker, is not a legal entity in Vietnam.

It is understood the APT was aware of concerns earlier in the week and had tried to address them. On Tuesday the organizers told players that all remaining mixed games were cancelled and that only flop games were allowed to be dealt. On Wednesday organizers stopped accepting buy-ins using international currency. And on Thursday all Natural8 signage and merchandise stands were removed from the venue, or logos covered.

亞洲撲克巡迴賽 (APT) 12月初取消在越南舉行的APT Hanoi Billions最後兩天的賽事，理由是該系列賽事可能觸犯當地博彩法規。

該賽事原定在河內國家會議中心舉行，為期10天系列賽已經進行了第8天。APT透過其社交媒體發佈公告稱，宣佈取消12月9日至10日剩餘的所有比賽，仍然參賽的或已支付報名費的玩家將獲得全額退款。

APT沒有解釋取消的原因，僅表示這一決定「並非輕易作出」，而是「基於已經出現的情有可原的情況，儘管我們盡了最大努力，但我們仍無法克服這些狀況。」

「我們的玩家和工作人員的安全和福祉對我們來說至關重要，我們必須將這些問題放在首位。」其補充道。

據知情人士向本刊透露，警方曾前往國家會議中心約談了APT當地合作夥伴VSOP Entertainment Company所有者和合夥人。目前尚不清楚具體談話內容，但警方似乎表示要在第二天再來。

當地媒體報導稱，有一名公民向河內當局投訴並指控VSOP公司在未獲充分批准的情況下組織橋牌和撲克錦標賽。儘管根據報道，相關部門已經於11月13日向VSOP發出書面許可，同意賽事繼續進行。據消息人士稱，他們認為VSOP僅獲得舉辦該賽事所需的兩項牌照之一。

此外有消息稱，該賽事與線上撲克網站Natural8的連結也引發了人們的擔憂。後者為該活動運行線上衛星，並被列為賽事贊助商，標誌和徽號在整個場地都清晰可見。Natural8是GG Poker的亞洲子公司，在越南並非法人實體。

據悉，APT在本週早些時候意識到了這一擔憂，並曾試圖解決這些問題：週二，主辦方告訴玩家，所有剩餘的混合賽事都被取消，並且只允許進行翻牌遊戲。週三，主辦方首次接受使用國際貨幣的買入。週四，所有Natural8標誌和商品攤位均被移出會場，或遮蓋徽標。







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# MATT WILSON

## 「神奇」總裁

全球角子機製造商和博彩遊戲內容公司Light & Wonder近年來一直不斷蛻變求新，一路以來迎來新的主席、行政總裁、新名字、新的戰略、新的股票上市，以及最重要的新的EBITDA目標。《亞博匯》副主席兼首席執行官卓弈日前與該公司行政總裁Matt Wilson在澳門會面並詳談，帶來更多資訊。

文 卓弈

## CEO of Wonder

Global slot machine manufacturer and gaming content company Light & Wonder has been undergoing a metamorphosis in recent years. The transformation has seen the company with a new Chairman, a new CEO, a new name, a new strategy, a new stock market listing and – most importantly – a new and substantially increased EBITDA target. IAG CEO Andrew W Scott sat down with Light & Wonder CEO Matt Wilson in Macau to learn more.

By **Andrew W Scott**



**Andrew W Scott (AWS):** You grew up in southern Sydney, in a quiet suburb called Sylvania. The obvious question is: what's a boy from Sylvania doing running one of the world's largest gaming companies?

**Matt Wilson (MW):** Well, I think Australians punch above their weight in the gaming industry. If you go to any big gaming market around the world you will hear an Aussie accent, so I don't think it's unusual to have an Australian at the helm of a slot supplier. I started my career back in 2003 in Australia with Aristocrat and spent 16 years there. I sort of followed the gaming landscape and all the options that came with that. I've really grown up in the industry, starting in Australia and then coming to Asia in late 2007. I spent five years here – amazing years, some of my best years from a professional standpoint – and then moved to the US in 2012 and have been there ever since. I just worked my way up the ladder and had a lot of mentors that helped me on the journey.

**AWS:** It's a fantastic story for those of us who've been in the Asia-Pacific region for many, many years, to see one of our own enjoy that success, because that period from 2007 was a bit of a sweet spot for the industry in Asia and particularly Macau.

**MW:** It was amazing. Again, I came back here for the first time in a very long time recently and with a huge smile on my face. I just had all these great memories of the people that I met along the way and the things that have happened.

The thing that really stood out for me was that when I got here in 2007, Macau was just





getting started. There were obviously a lot of major casinos on the peninsula, but Cotai was just starting. It was just the Venetian then but there was this dream of what was going to happen: everything from the Cotai expansion to the bridge from Hong Kong to Macau – which I never thought would actually happen. And then and lo and behold, when I arrived here, I was driving across that bridge. Everything they said would happen in Macau has happened, which is quite amazing to look back on.

**卓奔 (AWS) :**您在悉尼南部一個名為 **Sylvania** 的寧靜郊區長大。所以很難不問，一個來自 **Sylvania** 的男人是如何最終成為全球最大的博彩遊戲公司的掌舵者的？

**Matt Wilson (MW) :**我認為澳洲人在遊戲產業中皆表現出色。你在全球任何一個大型博彩市場都能聽到澳洲口音，所以由一個澳洲人執掌一家角子機公司也並非罕見。2003年，我在澳洲的 **Aristocrat** 公司開始了我的職業生涯，並在那裡工作了16年。某種程度上我追隨了博彩遊戲行業的發展及其所帶來的所有職業選擇。我的確是在這個行業成長起來的，自澳洲啟程，然後在2007年底來到亞洲，並在那裡度過了五年時光，那是我職業生涯中最美好的時光。然後

我在2012年搬到美國並居住至今。我就是這樣一步一步的攀登，一路上也受到很多貴人的相助。

**AWS :**為我們這些在亞太地區從業多年的人而言，看到一個自己國家的人達到如此成就，感覺實在美好。因為從2007年開始的這段時間，是亞洲博彩業最為鼎盛的時期，尤其是澳門。

**MW :**的確是非常好。尤其是近期，我時隔多年後再次回到那裡，回憶起來就情不自禁的微笑。當年一路走過來所遇到的人和事都給我留下了非常美好的回憶。令我印象深刻的是，當我2007年來到這裡時，澳門才剛剛起步，當時半島上已經有許多大型賭場，但是路氹才剛剛有雛形。當時只有威尼斯人，但人們

— “ —

目前，我們有約15%的市值在澳洲證券交易所交易，相當於約20億美元的市值，……我們沒想到會這麼快。

About 15% of our market cap now trades on the ASX which represents about US\$2 billion in market cap ... we didn't expect to be here this quickly.

— ” —

**AWS:** You mentioned about Australians punching above their weight. Australia is a country of 25 million people in a world of 8 billion, so around 0.3% of the global population. Yet in our industry you really do see Australians pretty much in all four corners of the globe. Why do you think that is?

**MW:** I think it's a very mature industry in Australia. Slot machines in their current form were largely invented in Australia. You know, Len

Ainsworth was a pioneer in that space. For many decades Australia had a unique type of product that I think really resonated with the US player, and that was maybe the genesis for the global expansion. I think you've got to credit Aristocrat with a lot of that success.

Australia has a kind of affinity for gaming from a consumer base but also from an investor base, so when we say Australians punch above their weight from a gaming

perspective, it goes to investors as well. And that kind of talks to the secondary listing that we've just done on the ASX. That was about tapping into a large pool of investors that have a deep appreciation and understanding of the gaming business. So yes, you certainly find many Australians across operators, suppliers and investors.

**AWS:** You mentioned the secondary listing and some of the reasons behind making





**that move. Now that you have some months under your belt, how is the secondary listing playing out?**

**MW:** We deliberated on this for quite some time : to ask ourselves, “Is this the right thing for our existing shareholders?” And we concluded that there was really no downside to doing it. It taps into a broader pool of investors like I mentioned. We listed in May [2023], and it’s gone wildly ahead of our expectations. About 15% of our

對於未來充滿夢想。從路氹金光大道，到港珠澳大橋，我從未想過這些事會發生。但你看，現在我就是從那座橋上過來的。當年他們所說的有關澳門會發生的一切都成真了，想起來真是令人驚訝。

**AWS:** 您提到澳洲人能力超乎預期。澳洲是一個擁有2,500萬人口的國家，約佔全球80億人口的0.3%。然而在我們的行業，的確在世界各地都有澳洲人的身影。您認為箇中原因是什麼？

**MW:** 我認為（主要因為）這在澳洲已經是一個非常成熟的行業。現在流行的角子機主要都是在澳洲發明的，Len

Ainsworth正是該領域的先驅。幾十年來，澳洲擁有一種獨特的產品類型，我認為這種產品真正引起了美國玩家的共鳴，這可能就是全球擴張的起源。我覺得很大程度上這些成功應該歸功於Aristocrat。

無論是從消費者群體還是投資者群體，澳洲人與博彩遊戲都頗有淵源。所以當我們說澳洲人從遊戲角度而言，能力超乎預期，這亦可套用於投資者。就譬如我們剛在澳洲完成的二次上市，就是為了吸引大量對遊戲業務有著深刻認知和見解的投資者。所以，是的，你肯定會發現許多澳洲人從事營運商、供應商和投資者的工作。

market cap now trades on the ASX which represents about US\$2 billion in market cap, so we didn't expect to be here this quickly. It really activated a dormant investor community in Australia. They were looking for something to invest in next. If you think about the ASX, so many Australian companies have been taken private over the last six or 12 months. There's been a real dearth of IPOs and not a lot of

new things for investors to look at. Many investors in Australia can only invest in domestic stocks or domestic-only names, so us listing on the ASX essentially gave this investor base a new investment opportunity and it was very much demand-driven. We had people knocking on the door asking, "Why don't you list in Australia? We would love to invest in your company." So, we did, and they have.

**AWS: Are you talking about Australian institutional investors who under their rules can only invest in Australia?**

**MW:** That's exactly right. Many of the fund managers that are deploying a lot of these superannuation funds can only invest in ASX-listed stocks, so we're creating an opportunity for them to do that.

**AWS: That's a big percentage at 15%. When you look at the global market cap of all the markets around the world, I think Australia is around 1.5% of the world's stock markets. And Light & Wonder is not necessarily a household name in Australia. How did your experience with Aristocrat and your Chairman Jamie Odell's experience with Aristocrat help there?**

**MW:** I think Aristocrat is an incredible company. It's done remarkable things. It's one of the biggest turnarounds in Australian corporate history. You know, when Jamie started there the stock was AU\$2 and when he left it was AU\$30, so an unbelievable transformation.

I think we can put our businesses side by side and they have a lot of the same characteristics. The management team, a lot of the investors, a lot of the board members, the Chairman and the Vice Chairman all came from that company. But that doesn't give you a free kick. You must deliver results, and I think importantly, that's what we've been doing over the last few quarters.

Sure, when we first arrived it was a nice story with us saying, "We're going to do







**AWS：**您剛剛提到了二次上市及此舉背後的一些原因。現在您們已經上市幾個月，截至目前的進展如何？

**MW：**我們曾對此進行了長時間的思考，自問是對現有股東而言正確的選擇。但我們最終得到的結論是，這樣做確實沒有什麼壞處。正如我剛剛所提到的，它吸引了更廣泛的投資者。我們在2023年5月上市，結果遠超預期。目前，我們有約15%的市值在澳洲證券交

易所交易，相當於約20億美元的市值，所以我們沒想到會這麼快。（上市）的確激活了此前蟄伏的澳洲投資者群體，他們當時正尋找可以投資的物品。回想一下當時的澳洲市場，在過去6至12個月內，的確有很多公司退市私有化。首次公開發行（IPO）確實很少，可供投資者關注的新事物也不多。澳洲的很多投資者都只能投資國內股票或僅限國內的股票，因此我們在澳交所上市，實質上



this. We're going to transform this organization like we transformed the last one. We're going to divest some assets. We're going to rebrand and do all these things." And I think what you're seeing in the stock price now is a real appreciation for the results showing up on the scoreboard.

We grew 33% year-on-year in Q2. That's the fastest growing supplier in the space, so we're getting credibility, not just a story. We're getting credibility now that it's showing up in the numbers and that's the thing investors judge you on, not what you've done historically or what Aristocrat has done.

**AWS: Let's talk about your time at the helm of Light & Wonder. You came into the job in March 2020, which was probably the worst month imaginable in the last hundred years to do so. Now we're on the other side of the pandemic and it's starting to move into the rear vision mirror, what can you offer as lessons you have learned from that experience?**

**MW:** I didn't think a global pandemic could shut the gaming industry down the way it did. I thought it was an amazing, resilient industry. And it has been. I mean, once the economies came back and the restrictions came off, even

in Macau you're seeing it come raging back to life. In a strange way, COVID was a catalyst for us to rethink everything. If we didn't have a pandemic and a new Chairman [former Aristocrat CEO Jamie Odell was announced as the Chairman of Light & Wonder in September 2020], I might have come in and changed things at the margins, but the pandemic made us rethink things in totality. And if you remember the Scientific Games story, we were a company that was heavily levered. We had a huge debt issue. We were six-and-a-half times levered [net debt to Adjusted EBITDA ratio] going into the pandemic.



也是為該投資者群體提供了新的投資機會，而且很大程度上是由需求驅動的。曾有人上門問我們：「你們為什麼不在澳洲上市？我們很樂意投資貴公司。」因此，我們做到了，他們也做到了。

**AWS：您說的是那些根據規定只能在澳洲投資的澳洲機構投資者嗎？**

**MW：**沒錯。許多執掌大量退休基金基金的基金經理只能投資在澳交所上市的股票，因此我們正在為他們創造這樣的機會。

**AWS：15%是一個很大的比例。如果看看全球所有市場的全球市值時，我認為澳洲股市約佔全球股市的1.5%。Light & Wonder在澳洲未必是家喻戶曉的名字。您在Aristocrat的經驗，以及您的主席Jamie Odell過往在Aristocrat的經驗對這方面有何幫助？**

**MW：**我認為Aristocrat是一家不可思議的公司，它做過很多了不起的事情。這是澳洲企業史上最大的轉變之一。你知道，當Jamie剛入職時，公司股票價格為2澳元，而當他離開時，股票價格為30澳元，這是令人難以置信的轉變。

當我們橫向對比兩家公司的業務時，其實有很多相同的特點。管理團隊、許多投資者、許多董事會成員、主席和副主席都來自那家公司，但這並不會給你任意而為的機會。我認為重要的是你必須交付成果，這就是我們過去幾個季度一直在做的事情。

當然，當我們剛來的時候我們說：「我們要做這個。我們將像改造上一個組織一樣改造現有組織。我們將剝離一些資產，將重塑品牌，並做所有諸如此類的事情。」我認為你現在從股價上看到的，就是對記分板上顯示結果的真正讚賞。

我們在第二季度按年增長33%，是該領域增長最快的供應商，我們收穫的是可信度，而不僅僅是故事。我們現在獲得了數字上的可信度，這才是投資者評判你的依據，而不是你的歷史業績，或者曾在Aristocrat所做的事情。

**AWS：讓我們來談談您執掌Light & Wonder的經歷。您於2020年3月入職，而這可能是過去一百年來最糟糕的一個月。現在我們已經安然度過疫情，您從這段經歷中學到了什麼？**

**MW：**我沒想到全球性流行病會讓遊戲產業如此癱瘓，但這也是一個有韌性的了不起的行業。事實也的確如此。我是說，一旦經濟復甦，限制取消，即使在澳門，你也會看到它重新煥發生機。某種角度而言，新冠疫情是我們重新思考一切的催化劑。如果沒有新冠疫情及

新的主席（筆者註：前Aristocrat行政總裁Jamie Odell於2020年9月被宣佈為Light & Wonder主席），我可能會從邊緣找補，但疫情讓我們從整體上重新作出思考。如果你還記得Scientific Games，我們曾經是一家高度槓桿化的公司，有巨大的債務問題。疫情爆發前，我們的槓桿率（筆者註：淨債務與調整後EBITDA比率）是6.5倍。疫情期間我們的槓桿率達到10.5倍。所以我們不能在進行有限度修補，而是必須長遠考慮如何進行組織轉型。

— “ —

很多人在看到亞洲時會想，這是一個巨大的發展機會。但他們並不完全理解要如何才能在這裡取得成功。你必須投資。

I think many people look at Asia and think, well, what a great growth opportunity, but they don't completely comprehend what it takes to be successful here. You must invest.

— ” —

We were 10-and-a-half times levered in the middle of the pandemic. So, we couldn't tinker at the margins. We had to think big about how we would transform the organization.

I think if we didn't have a pandemic, we wouldn't have had a turnover in the investor base, and we wouldn't have a new Chairman. Many of the things that played out probably wouldn't have played out. We had a major shareholder who owned 40% of the company, a controlling interest, and I think he'd still own the company today if it wasn't for this huge pandemic. So, it really made us rethink everything about the company. We ended up selling the lottery business and selling the sports business. We decided we want to be an organization focused on content. We repaired the balance sheet, because we can't live in a world where we're 10-and-a-half times levered. That was a scary place to be, so I think in a strange way, COVID was a catalyst for everything that came beyond that. And we had to think big and be bold about our decision making.

**AWS: The readers of IAG are generally Asia-based and you've spent time here in Asia at the coalface, which is different than most global CEOs. They are usually American or**

**European, and that gives them a certain way of thinking about Asia. But being from Australia, and having spent five years here, how do you think that makes you think differently about Asia than your typical US or European global CEO?**

**MW:** I think I'm very fortunate that I've had a career that's taken me to basically every corner of the global gaming industry. It does give you a broad perspective. And I think many people look at Asia and think, well, what a great growth opportunity, but they don't completely comprehend what it takes to be successful here. You must invest. There's a very specific set of product requirements that you need to invest behind. And if you're not willing to do that work and make Asia a priority in your product roadmap, you don't just get to play here easily. You must be all in. I think I've learned that from my experience with Aristocrat, and certainly Light & Wonder is a powerhouse in this region. The team has a lot to be proud of for what they've been able to achieve here. But I think maybe the lesson I've learned is that, to play and to be a benefactor of the growth that happens here, you must be a willing participant that's prepared to roll their sleeves up and invest to unlock that opportunity.







如果沒有疫情，我們的投資者基礎就不會發生變化，我們也不會有新的主席。許多已經發生的事情可能不會發生。我們曾經有一個大股東持有公司40%的股份，是控股權。如果不是因為這場大流行，我想他今天仍然擁有這家公司。所以，疫情的確讓我們轉換了對公司的思維。我們最終賣掉了彩票業務和體育業務，決定成為一家專注於內容的企業。我們修復了資產負債表，因為無法生活在一個槓桿率達到1.5倍的世界。那非常可怕。所以我認為，某種角度而言，新冠病毒成為了一切的催化劑。我們必須大膽思考及大膽決策。

**AWS：**本刊的讀者一般都是亞洲人。您也與大多數通常是歐美人士的全球行政總裁不同（他們通常對亞洲有著慣性思維），而您是來自澳洲並在這裡工作了五年。您認為這段經歷令您對亞洲的看法與其他歐美的行政總裁相比會有何不同？

**MW：**我覺得自己非常幸運，因為我的職業生涯基本上覆蓋了全球遊戲產業的各個角落。這的確給了我一個廣闊的視野。我想，很多人在看到亞洲時會想，嗯，是一個巨大的發展機會。但他們並不完全理解要如何才能在這裡取得成功。你必須投資，投資背後需要有一組非常具體的產品要求。如果不能先做這項工作，並將亞洲作為產品路線圖中的優先事項，就無法輕易在這裡立足。你必須全力以赴。我想我已從Aristocrat的經驗中學到了這一點。Light & Wonder無疑也是這一地區的佼佼者。團隊對於他們在這裡取得的成就有很多值得自豪的地方。但我認為，也許學到的就是，想要參與並成為當地發展的受益者，你必須是一個願意參與其中的人，隨時準備落手投資，方能打開機會。





**AWS:** You recently came out publicly claiming that you want Light & Wonder to achieve US\$1.4 billion in annual EBITDA by 2025. At the time, it was around the US\$900 million mark, so that's a huge increase – some 67% – in a relatively short period of time, given that 2025 is only a few quarters away. How are you going?

**MW:** Well, I think we have to the end of 2025! When we put those investor targets out in May of 2022, we were a long way from US\$1.4 billion EBITDA, but we have a history as a management team of dreaming big, of being bold and ambitious. And I came here to be part of a

transformation. I didn't come here to be incrementally better. We want to be a company that's doing big things and big transformational things, and with that comes big goals. Goals are things that push you to do more than you think is achievable. And so, when we put those numbers out, we got no credit for them. People thought it was a nice fictional story. But I mentioned earlier that we've had sequential quarters of amazing growth, and I think people are now saying, "Wow, they're actually on the path to do this."

When we announced the target, it was a 15% CAGR KPI

to get us there. We grew 33% in Q2, so we are growing ahead of expectations. I think the gaming business is growing faster than we expected. I think our social casino business is on a complete tear, it's really outpacing the market growth. Our iGaming is a business with great tailwinds. You don't do transformational things without being ambitious, and I think that setting that goal and stating it publicly has pushed the teams to do big things. We're on a path to get there and we feel convicted. We're getting more credit for that every day with investors, so it's an exciting place to be.



**AWS：**您最近曾公開稱希望Light & Wonder到2025年實現 14 億美元的年度 EBITDA。當時這一數字約為9億美元，因此這是一個巨大的增長，約67%。鑑於距離2025年只有幾個季度了，您打算怎麼去做？

**MW：**嗯，我想必須到2025年底（達成）！當我們在2022年5月制定這些投資者目標時，我們距離14億美元的EBITDA還有很長的路要走，我們作為管理團隊一直都有著遠大夢想、大膽而

雄心勃勃。我來這裡是為了成為變革的一部分，而不是僅僅逐步提升業績。我們希望成為一家做大事、做重大轉型的公司，這就需要有遠大的目標。目標就是推動你去做更多你認為可以實現的事情。所以，當我們公佈這些數字時，我們沒有得到讚譽，人們都以為那只是個美好的童話。但正如我剛剛提到的，我們已經連續幾個季度實現了驚人的增長，我認為人們現在會說：「哇，他們真的在實現這個目標的路上。」

當我們宣佈這個目標時，我們KPI的複合年增長率需要達到15%才能實現該目標。但第二季度我們增長了33%，超出預期。我認為遊戲業務的發展速度較預期快。社交博彩業務正飛速發展，速度超過市場的成長速度。我們的線上博彩擁有巨大的發展潛力。如果沒有這些雄心，是不可能去做變革性的事務的，我設定這個目標並將之公開，已經促使團隊奮勇推進，我們正走在實現目標的道路上，並對此深信不疑。我們每天都在獲得投資者的更多認可，這尤其令人興奮。

**AWS：**亞洲實際上是由相當多不同市場組成的集群，這些市場的概況、特徵和偏好各不相同。您認為Light & Wonder在亞洲的機會在哪裡？

**MW：**毫無疑問，接下來的三年裡，菲律賓的機會不容小覷，他們所承諾的發展水平相當驚人。他們同樣也做了一件大膽而雄心勃勃的事情，公開宣佈要在五年內將GGR翻番，這離不開諸多綜合度假村的的支持。那是個以角子機為中心的市場，我們是一家角子機供應商，正在那裡大展拳腳並推出許多優秀的產品。我們正擴大規模，以極具深意的方式參與該市場的成長。

我認為澳門也重回復甦之路。這是一個需要新產品來持續創新並吸引玩家的市場，因此我們致力於為這個市場開發新產品。未來幾個月內，我們將在這裡推出幾款獲批准的產品。

如您所言，整個亞洲並不是一個一刀切的市場。菲律賓是一個巨大的成長機會。澳門和其他市場也為我們的發展造勢。

**AWS：**線上博彩 (iGaming) 在歐洲非常強大，北美也開始對其開放，但在亞洲，我們似乎還沒有一個穩定且受到規範的iGaming行業。您認為iGaming應如何在亞洲發展？

**MW：**我們公司以遵紀守法為榮，我們遵守在地市場的法規。我們已經在推動美國市場的增長方面做了很多工作，我的意思是，美國市場正在飛速發展。看看已經存在了十年的新澤西市場，十年



**AWS: Asia is really a cluster of quite a few different markets with quite different profiles, characteristics and preferences. Where do you think the big opportunities are for Light & Wonder in Asia?**

**MW:** There's no mistaking the opportunity that the Philippines presents for us over the next three years. It's quite astounding to see the level of growth that they're committing to. Again, they've done something bold and ambitious by declaring publicly their ambition to double their GGR in five years. That comes off the back of more integrated resorts. It's a slot-centric market and we're a slot supplier that's doing really big things there with lots of great products that tie into that. We're scaling up to participate in that market growth in a meaningful way.

I think Macau's back on a path to recovery as well. It's a market that needs new products to continue to innovate and to engage players, so we're committed to building products for this market. We've got a few huge franchises that are hitting the radar here in the coming months.

I think broader Asia, to your point – it's not a one-size-fits-all market. The Philippines is a huge growth opportunity. Macau and the other markets are also right there in terms of building momentum for us.

**AWS: iGaming is very strong in Europe, and North America is starting to open up to it,**

**but in Asia we just can't seem to get a stable and regulated iGaming industry going. How do you think iGaming should be approached in Asia?**

**MW:** We are obviously a company that really prides itself on regulatory compliance, so we comply with the regulations in the marketplace today. We've got more than our plate full driving the growth agenda in the US. I mean, the US market is growing wickedly. You look at the New Jersey market which has been live for a decade: it's still growing at 15% CAGR

a decade after its inception. You've got the new markets growing kind of in the mid-20s. So, there is huge growth in the US where we think we'll see market expansion over time. Asia is very interesting, but we'll only fly in this market to the extent that it meets regulatory compliance. We know a black-market industry exists in this part of the world. And you know, we are all about regulated, taxable gaming that can drive great outcomes for governments. To the extent that they're considering, we're







happy to have a conversation, but we hold our compliance in high regard.

**AWS: How about the social gaming space. Can you tell us about your company's approach?**

**MW:** It's a huge industry in the US and Australia. It's about an US\$8 billion TAM [total addressable market] and it's mobile and it's free to play. It's been around since about 2010 so it's now quite a mature industry. I guess SciPlay is the benefactor of a business that really wasn't

後仍以15%複合年增長率發展。新市場也在發展，隨著時間的推移，美國市場有巨大的增長潛力。亞洲市場則非常有趣，但我們只會在符合監管規定的情況下才會進入該市場。我們都知道，區域內存在著黑市產業。我們支持的是受監管、可納稅的博彩業，這可以為政府帶來巨大收益。如果他們正在考慮，我們很樂意進行對話，但我們高度重視自身的合法性。

**AWS: 您如何看待社交遊戲領域呢？可否分享貴公司的做法？**

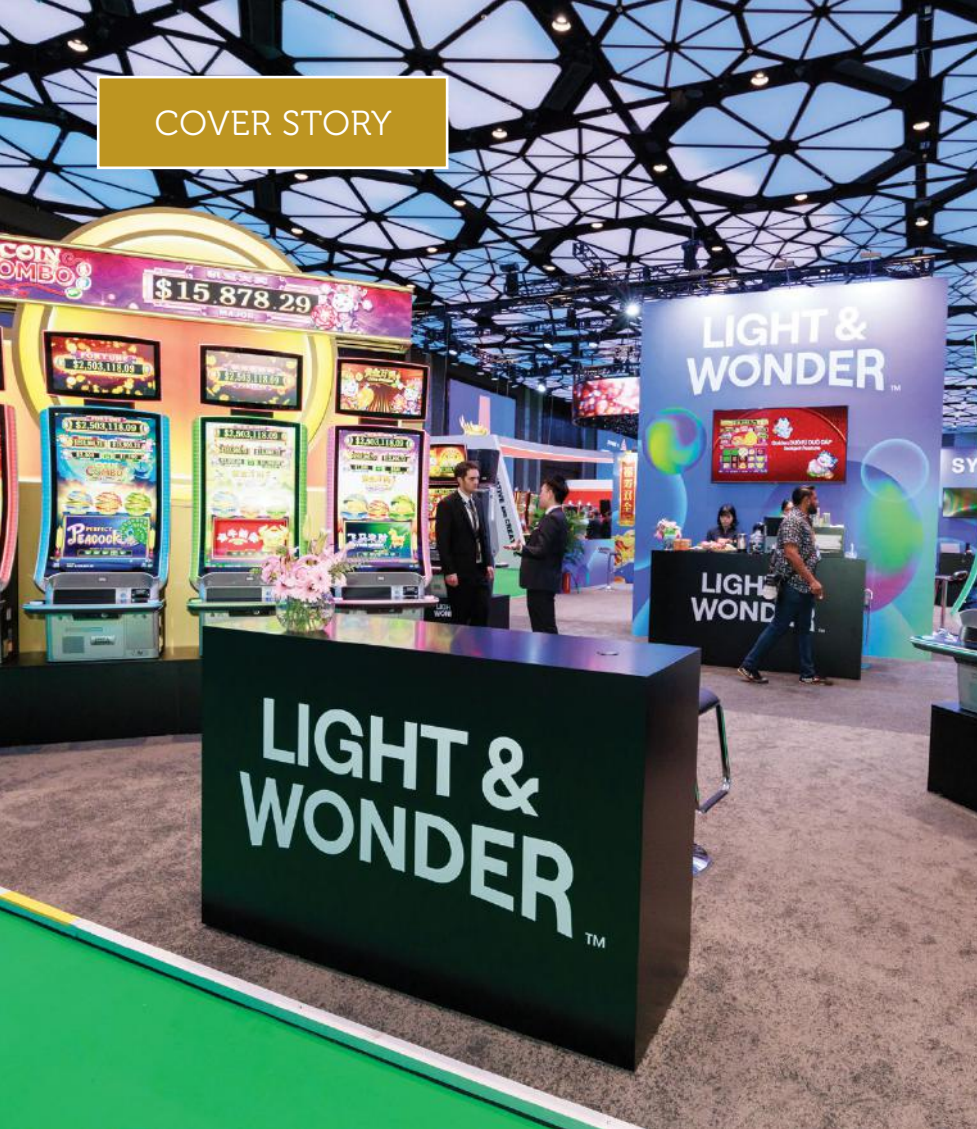
**MW:** 這在美國和澳洲都是一個巨大的產業。這是一個價值80億美元的潛在市場，並且是移動及免費的遊戲。它大約從2010年開始出現，現在已經是一個相

當成熟的行業。我認為SciPlay一直沒有得到適當投資，因此我們一直在對該業務進行投資以實現增長。其季度環比增長率約為20%，因此對我們來說，這是一項真正的硬性業務。該業務在全球有幾個主要的參與者，並且擁有龐大的潛在市場需求，穩定且成熟。我們佔據了大量份額，並且增長迅速。

**AWS: 作為一名年輕的行政總裁，請描述一下您的領導風格，及如何看待領導力這個概念？**

**MW:** 我喜歡將自己視為隊長而非教練。我認為自己是這個領域的參與者，與推動增長的團隊一起。我是在這個行業長大的，這令我在某種程度上更容易被接受。我與公司所有層面的員工都保





invested in appropriately, so we've been investing in that business to unlock growth. It's been growing about 20% quarter-on-quarter so it's a real hard- charging business for us. There are a few major players around the world, and it has a large TAM and is stable and mature. We're taking a huge amount of share and growing really fast.

**AWS: You're a young CEO. Describe for us your leadership style. How do you like to approach the concept of leadership?**

**MW:** I like to think of my style as more captain over coach. I think of myself as being a participant on the field with the teams driving

that growth agenda. I think the fact that I've grown up in the business makes me somewhat relatable. I understand that I have employees at all levels of the organization, so I connect with them. And I think that being a leader opens up a lot of opportunities for you in terms of direct dialog with your team. One of the challenges you face as a CEO is really trying to understand what's actually going on in the business, so when you have this captain over coach mentality, people are willing to share more with you. And if you can just get to the heart of what the issues are – what do we need to prioritize – I think that's half the battle as a CEO. I think my background in the industry,

持聯繫。作為一個領導者，與團隊的直接對話可以提供更多機會。作為行政總裁，所面臨的挑戰之一就是要真正了解企業中實際的情況。因此，當你有隊長而非教練的心態時，人們就願意分享更多。如果能抓住問題的核心，知道我們應該優先考慮什麼，作為行政總裁，就已經成功了一半。我認為，我的行業背景、成長經歷及曾從事過不同角色的事實，令我作為行政總裁擁有了獨特的視角。

**AWS: 最後，您有什麼話想對亞洲遊戲產業分享嗎？**

**MW:** 我想說，我們在市場上擁有遠大的抱負，而且深知，為了實現這些抱負，我們必須擁有希望我們成功的客戶群。所以，我們將成為你的合作夥伴。我們致力於為我們的雄心壯志進行投資，以確保協助你的業務成功。這才是我們存在的真正原因。iag

the fact that I've grown up and I've done a lot of different roles, gives me a unique perspective as a CEO.

**AWS: Finally, do you have a message or something you'd like to say to the Asian gaming industry in general?**

**MW:** I would like to say that we have big, bold ambitions in this market, and we know that for us to deliver on those ambitions, we must have a customer base that wants us to be successful. So, we're here to be your partner. We're here to invest behind our ambitions to make sure that we're driving the success of your business. That's really the reason we exist. iag





**恭祝您新年快樂!**

**wishes you  
a Happy New Year!**





FEATURES



2023 AUSTRALASIAN  
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CHAMPIONSHIP

2023 AUSTRALASIAN  
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**CROWN**

**CROWN**



# 荷官工藝

11月，區內最優秀的荷官齊聚墨爾本皇冠，角逐 2023年澳洲荷官錦標賽。  
《亞博匯》在現場見證了所有激動人心的時刻。

文 本思齊

## ART OF THE DEAL

The region's best croupiers converged on Crown Melbourne in November to compete in the 2023 Australasian Croupier Championship. IAG was there to capture all the excitement.

By **Ben Blaschke**



For more than 20 years now, the Australasian Croupier Championship has been bringing together the most talented croupiers from throughout the Asia-Pacific region to test their skills and, if they're good enough, stake their claim as the best of an elite bunch.

That tradition lived on in November as 27 croupiers representing 16 casinos across Australia and New Zealand converged on Crown Melbourne to compete for the 2023 title.

This was, surprisingly, the first time Crown Melbourne has

ever hosted the Australasian Croupier Championship – after Crown's Tristan Mitchard took down 2022 honors at The Star Gold Coast – and there was no expense spared in ensuring the 2023 version was a memorable one.

"I think we moved mountains to prepare for such a massive event because we wanted the best for this competition and for the guests to experience everything we can offer," said Crown Melbourne Assistant Casino Manager, Emma Zhu.

"We started planning about eight months [before the event], in March, and went through all

the way to November with a full team who have poured all their passion and all their love into this to create a great event for everyone."

Asked why it was so important to put on a good show, Zhu explained, "We work in such a large industry and it is fully regulated whereby rules are rules, so when you come down here representing your casino you get to be proud, show off what you do, trade stories and talk about your experiences.

"The Croupier Championship is for different croupiers from different casinos all around Australasia to come together to



# 過

去二十多年來，澳洲荷官錦標賽一直將亞太地區最具才華的荷官聚集在一起，以測試其技能。如果他們表現優秀，就可以成為這群菁英中最優秀的荷官。

這項傳統於11月延續，代表澳洲和紐西蘭16家賭場的27名荷官齊聚墨爾本皇冠賭場，角逐2023年的冠軍頭銜。

令人驚訝的是，這是墨爾本皇冠首次主辦澳洲荷官錦標賽，2022年的賽事

於The Star Gold Coast舉行，並由來自皇冠的Tristan Mitchard奪得冠軍。就2023年的賽事，墨爾本皇冠不遺餘力地確保活動令人難忘。

「我認為我們已竭盡全力地為這大規模活動做好準備，因為我們希望這次比賽能夠盡善盡美，並讓客人體驗我們所能提供的一切。」墨爾本皇冠賭場助理經理Emma Zhu稱。

「我們在3月份，即（活動前）約八個月就開始籌備，一直到11月，整個團隊都傾注了全部熱情和熱愛，為每個

人打造一場精彩的活動。」

當被問及為甚麼舉行一場精彩的活動是如此重要時，Zhu解釋道：「我們在如此龐大的行業中工作，並且受到充分監管，規則就是規則，所以當你來到這裡代表你的賭場能夠參與時，你會感到自豪，展示你能所做的事情，交換感受並分享你的經歷。」

「荷官錦標賽旨在讓來自澳洲各地不同賭場的荷官齊聚一堂，讓大家了解這個行業，展示他們的技能，建立新的友誼，為自己的工作感到自豪，並代表



## FEATURES

shine some light on the industry, show off their skills, build new friendships, be proud of where they work and represent their own casino to find out who is the best of the best out here. But mainly it is all about having fun. Make friends, start relationships – that’s the goal of this competition.”

To underline the scope of the Australasian Croupier Championship, the 2023 event comprised participants from Crown Melbourne, Crown

Sydney, Crown Perth, The Star Sydney, The Star Gold Coast, Treasury Brisbane, SkyCity Auckland, SkyCity Adelaide, SkyCity Queenstown, SkyCity Hamilton, The Ville in Townsville, Hobart’s Wrest Point, Mindil Beach Casino, Casino Canberra, Christchurch Casino and Grand Casino, plus a team of 16 judges – one from each competing casino.

Sponsor Angel also had three staff on site to oversee proceedings.

Naturally, competition was fierce with participants having already navigated their way through sizeable fields at their respective home casinos just to qualify.

“It’s certainly intense for all of the competitors,” observed Bryan Jenkins, Managing Director of Angel Australasia. “You’re testing your skills as one of the best of the best and not everybody succeeds, but it’s very important everyone feels that the experience is beneficial.





“They make new friends, learn new skills, talk to people about their home casino’s procedures. And this is what it’s like every year.”

Asked about his company’s support of this unique event on the annual calendar, Jenkins explained, “Angel’s business is purely related to table gaming and table gaming products, whether it be cards, chips, shoes, smart table technology, and we continue to invest and develop, so this event to us strikes at the

自己的賭場來競逐誰是最優秀的荷官。但主要的是為了玩得開心，結交朋友，建立關係。這就是本次比賽的目的。」

為了強調澳洲荷官錦標賽的規模，2023年賽事的參賽者來自墨爾本皇冠、悉尼皇冠、珀斯皇冠、The Star Sydney、The Star Gold Coast、Treasury Brisbane、SkyCity Auckland、SkyCity Adelaide、SkyCity Queenstown、SkyCity Hamilton、The Ville in Townsville、Hobart’s Wrest Point、Mindil Beach Casino、Casino Canberra、Christchurch Casino及Grand Casino。還有由16名評審組成的團隊（每個參賽賭場各有一名評審）。

贊助商Angel派遣了三名工作人員在現場監督整個過程。

當然，競爭非常激烈。參與者已經在各自的賭場中通過相當激烈的初選，從而取得參賽資格。

「對於所有參賽者來說，這無疑是一場激烈的比賽。」Angel Australasia董事總經理Bryan Jenkins說：「作為最優秀的荷官之一，你正在挑戰自己的技能，但不是每個人都能成功。然而，每個人都覺得這種經驗是有益的，這一點是非常重要的。他們結交新朋友，學習新技能，與他人談論自家賭場的程序，每年都是這樣過的。」

當被問及為何Angel每年支持這項

— “ —

「荷官不僅僅是發牌或在輪盤上放。重點是在發牌的過程展示你所學到的知識以及你如何將其應用到工作上。作為一名荷官，你要展現自己是多麼自豪。重點是讓你的個性在工作中閃耀。」——Emma Zhu

A croupier is not just about dealing cards or spinning a ball. It’s about showcasing what you’ve learned and how you’ve applied that to your job – how proud you are to work as a croupier. It’s about letting your personality shine through as you work. – Emma Zhu

— ” —



very core of where our market is. The performance of dealers, the feedback of dealers in relation to our product, is very, very important, so there is a lot of value in this event for us. We already have a significant part of the market, but I guess our philosophy is that you never take that for granted because the moment you do that someone will overtake you.

"We have a long history in this business and we know a lot

of people. Some of the people here I've known for 25 years, and that sort of relationship is important to us.

"It's a great business. There is no business like it. And if you're in the business you understand how great it is and why it's important to be supportive of events like this."

Under competition rules, each participant in the Australasian Croupier Championship was required

to deal three disciplines – American Roulette, Commission Baccarat and Blackjack – over two days of heats where they were judged on chip work, dealing skills and guest service. Scores were then tallied and the top six announced as finalists before returning the following day to compete for overall honors.

It was at this point that IAG sought to discover what sets a great dealer apart from a good one.

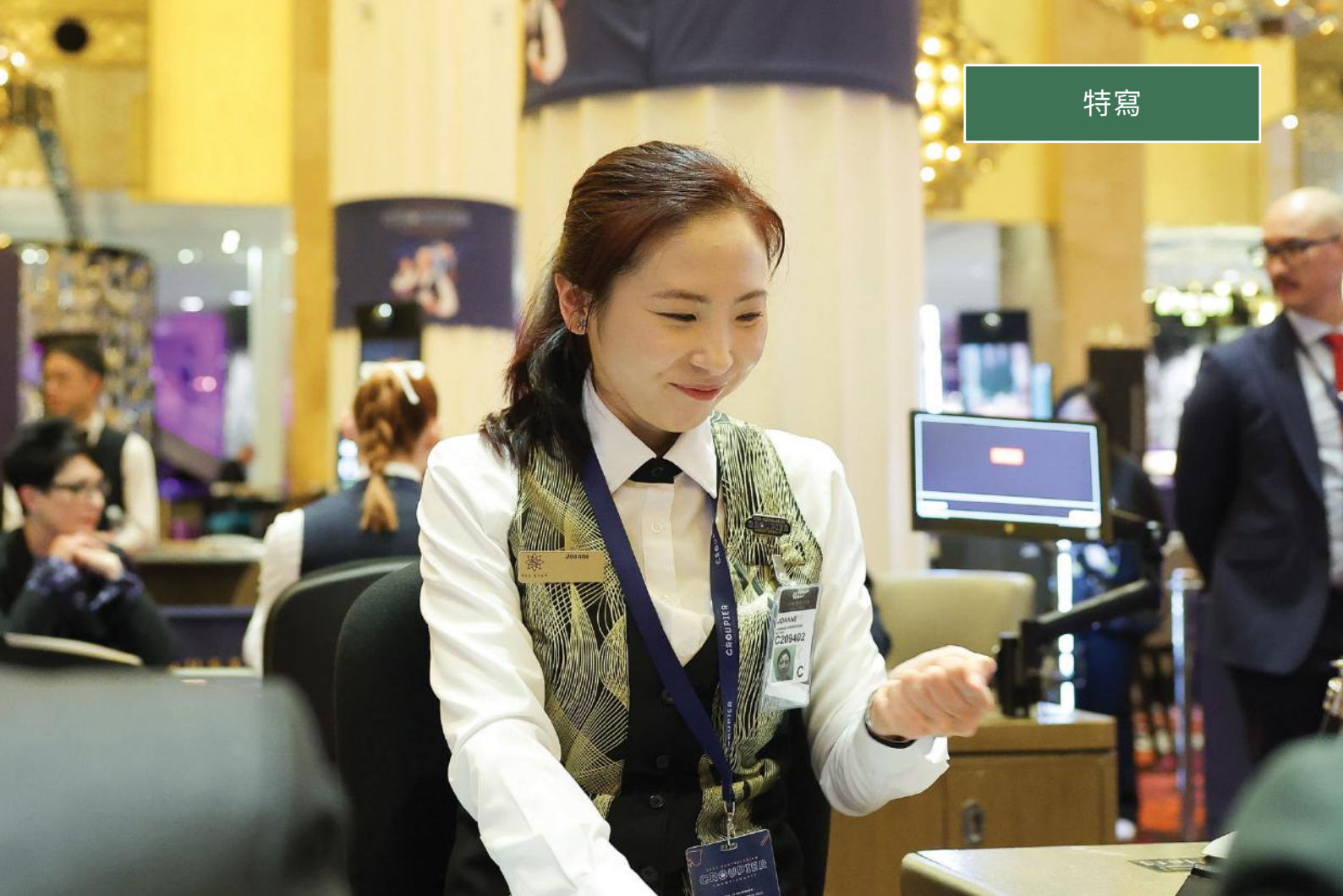
"A croupier is not just about dealing cards or spinning a ball," explained Zhu. "It's about letting your personality shine through in your dealing style. It's about showcasing what you've learned and how you've applied that to your job – how proud you are to work as a croupier. It's about letting your personality shine through as you work."

The champion, Zhu added, could therefore be justifiably proud of their achievement, "however it's also an amazing experience for those who can see what the other casinos are up to and perhaps how they do things that we can learn from too. It's a massive opportunity for everyone and a great experience for those who come from smaller casinos."

Winners were announced at a lavish cocktail function held in Crown Melbourne's Horizon event space, complete with sweeping views across the city of Melbourne.

Outlasting strong competition from the host venue's Hazel Guilleron and SkyCity Auckland's Esita Takai, who finished second and third respectively, it was Joanne Lee from The Star Gold Coast who was named Australasia's best





Star Gold Coast酒店的Joanne Lee當選 2023年總冠軍  
The Star Gold Coast's Joanne Lee was named Overall Winner in 2023.

獨特活動時，Jenkins解釋道：「Angel的業務純粹與賭桌遊戲和賭桌遊戲產品相關，無論是紙牌、籌碼、洗牌機、智慧桌上技術等，我們都會繼續投資和開發，所以這項活動對我們來說是觸及了我們業務核心。荷官的表現，以及荷官對我們產品的回饋都是非常重要，所以這個活動對我們來說是具有很大的價值。我們已經佔據了市場一大部分，但我想我們的理念是，你永遠不會認為這是理所當然的，因為一旦你這樣做，就會有人超越你。」

「我們在這個行業擁有悠久的歷史，我們認識很多人。這裡的一些人我已經認識25年了，這些關係對我們來說是很重要的。」

「這是一項偉大的事業，沒有其他像這樣的生意。如果你從事這個行業，你就會明白它有多偉大，以及為甚麼支持這樣的活動是很重要的。」

根據比賽規則，澳洲荷官錦標賽

的每位參賽者都必須在為期兩天的預賽中完成三個項目：美式輪盤、佣金百家樂和二十一點，並根據其籌碼情況、發牌技巧和賓客服務進行評審。統計分數後，前六名參賽者將進入決賽，並在第三日爭奪總冠軍殊榮。

正是在這一點上，《亞博匯》試圖找出優秀荷官與單純好的荷官的差異。

「荷官不僅僅是發牌或在輪盤上放珠。」Zhu解釋道：「重點是在發牌的過程中讓你的個性閃耀，展示你所學到的知識以及你如何將其應用到工作上。作為一名荷官，你要展現自己是多麼自豪。重點是讓你的個性在工作中閃耀。」

Zhu補充道，冠軍其中一要素是為自己的成就感到自豪。「然而，對於那些能夠看到其他賭場在做甚麼，這也是令人驚奇的體驗，以及其做法或許值得我們學習。這對每個人來說都是一個好機會，對於來自小型賭場的人而言，更是一次很棒的體驗。」

— “ —

荷官的表現，以及荷官對我們產品的回饋都是非常重要，所以這個活動對我們來說是具有很大的價值。——Angel公司Bryan Jenkins

The performance of dealers, the feedback of dealers in relation to our product is very, very important, so there is a lot of value in this event for us. – Angel’s Bryan Jenkins

— ” —

croupier, improving on her third-place finish a year earlier.

Speaking with *Inside Asian Gaming* shortly after her win, Lee said, “I’m overwhelmed. I started at Crown Melbourne which is where my skills come from, then I moved to the Gold Coast where I’ve had more amazing trainers and managers to help me polish my dealing skills and techniques. But I’m very happy to win this award back where I started at Crown Melbourne.”

Lee’s success means the 2024 Australasian Croupier Championship will return to The Star Gold Coast for the second time in three years. [iag](#)

賽事優勝名單在墨爾本皇冠的Horizon舉行的豪華雞尾酒會上公佈，該場地可以一覽墨爾本市的美景。

主場墨爾本皇冠的Hazel Guilleron和SkyCity Auckland的Esita Takai分別獲得第二名和第三名，而The Star Gold Coast的Joanne Lee則從激烈的競爭中脫穎而出，被評為澳洲最佳荷官，其名次亦較上屆比賽的第三名中進步。

Lee在獲勝後不久接受《亞博匯》訪問並稱：「我實在不知所措。我從墨爾本皇冠開始，那是我技能的發源地，然後我到Gold Coast工作，在那裡有更多出色的培訓師和經理來幫助我提高荷官所需的技巧。但我很高興能贏得這個獎項，特別是回到墨爾本皇冠這一切開始的地方。」

Lee的成功意味著2024年澳洲荷官錦標賽將在三年內第二次重返The Star Gold Coast舉行。[iag](#)



# 2023年澳洲荷官錦標賽得獎者

## 2023 Australasian Croupier Championship award winners

### 總冠軍

Joanne Lee  
(The Star Gold Coast)

### Overall winner

Joanne Lee  
(The Star Gold Coast)

### 第二名

Hazel Guilleron  
(墨爾本皇冠)

### 2nd Place

Hazel Guilleron  
(Crown Melbourne)

### 第三名

Esita Takai  
(Sky City Auckland)

### 3rd Place

Esita Takai  
(Sky City Auckland)

### 客戶服務

Deigo Valero Arenas  
(The Star Gold Coast)

### Customer Service

Deigo Valero Arenas  
(The Star Gold Coast)

### 百家樂優勝者

Hazel Guilleron  
(墨爾本皇冠)

### Baccarat Winner

Hazel Guilleron  
(Crown Melbourne)

### 輪盤優勝者

Hazel Guilleron  
(墨爾本皇冠)

### Roulette Winner

Hazel Guilleron  
(Crown Melbourne)

### 二十一點優勝者

Joanne Lee  
(The Star Gold Coast)

### Blackjack Winner

Joanne Lee  
(The Star Gold Coast)

# 南方之子

跟隨本刊深度走訪近期被任命為馬尼拉新港世界度假村賭場營運官Lance Gautreaux。

文 本思齊

# SOUTHERN SON

*IAG finds out a little more about Lance Gautreaux following his recent appointment as Chief Casino Officer at Manila's Newport World Resorts.*

By **Ben Blaschke**









**Ben Blaschke (BB):** Thanks for chatting with us, Lance. You've had an extensive career in the US and across Asia. How did you get into the industry in the first place?

**Lance Gautreaux (LG):** I guess I was like many people where it was just by accident. I was super young in college and it was a side job and a way to make money for college. I had a friend who was working at a truck stop casino in Louisiana where they have small poker machines. I started as a change attendant there while I was in school and I never left. I left the truck stop but I didn't leave the industry, and that was 26 years ago.

**BB:** Was that because you enjoyed the job? Was it something that appealed to you straight away?

**LG:** You know, I was in school for drafting and design technology, but I was really young at that point and hadn't decided what I wanted to do. When I got acclimated to the casino business, it was really intriguing to me, just the entertainment factor, the multi-faceted business experience that operates through the properties and the leadership experience that really enticed me. I went to another property in Louisiana, Baton Rouge, which was a riverboat, so while I was there

I quickly went up the ranks and just loved it. I really developed a passion for gaming and I haven't left.

**BB:** How would you describe the experience of learning the ropes in Louisiana, and how do you think that prepared you for moving on to bigger and better things?

**LG:** One anchor for me, even in high school where I was working in fast food, was this passion for leadership that I've developed, and I transitioned into gaming and developed a passion for that too. The difference in Louisiana is that it's really a locals market. Riverboat casinos, small land-



**本思齊 (BB)：**感謝接受我們採訪。您在美國及亞洲從業多年，請問您最初是如何進入這個行業的？

**Lance Gautreaux (LG)：**我想我和很多人一樣，只是偶然。我是讀大學的時候入行做兼職，也是攢錢讀書的一個方式。當時我有個朋友在路易斯安那州的一個卡車加油站賭場工作，那裡有小型撲克機。我從上學時就在那裡做服務生，之後就一直做了下去。當然我離開了卡車加油站賭場，但再也沒有離開這個行業。這已經是26年前的事情了。

**BB：是因為您喜歡這個行業嗎？它立刻吸引了您嗎？**

**LG：**我當時在學校學的是繪圖和設計，但那時我還很年輕，還沒決定想做什麼。當我適應賭場業務後，這對我來說真的很有吸引力，包括娛樂元素、隨賭場營運而來的多方面商業經驗，以及領

導經驗等都很有趣。我隨後去了路易斯安那州的另一個賭場Baton Rouge，是一間河船賭場，並且很快獲得晉升，愈加興趣濃厚。我是真的對博彩產生了熱情，所以一直都留在這個行業。

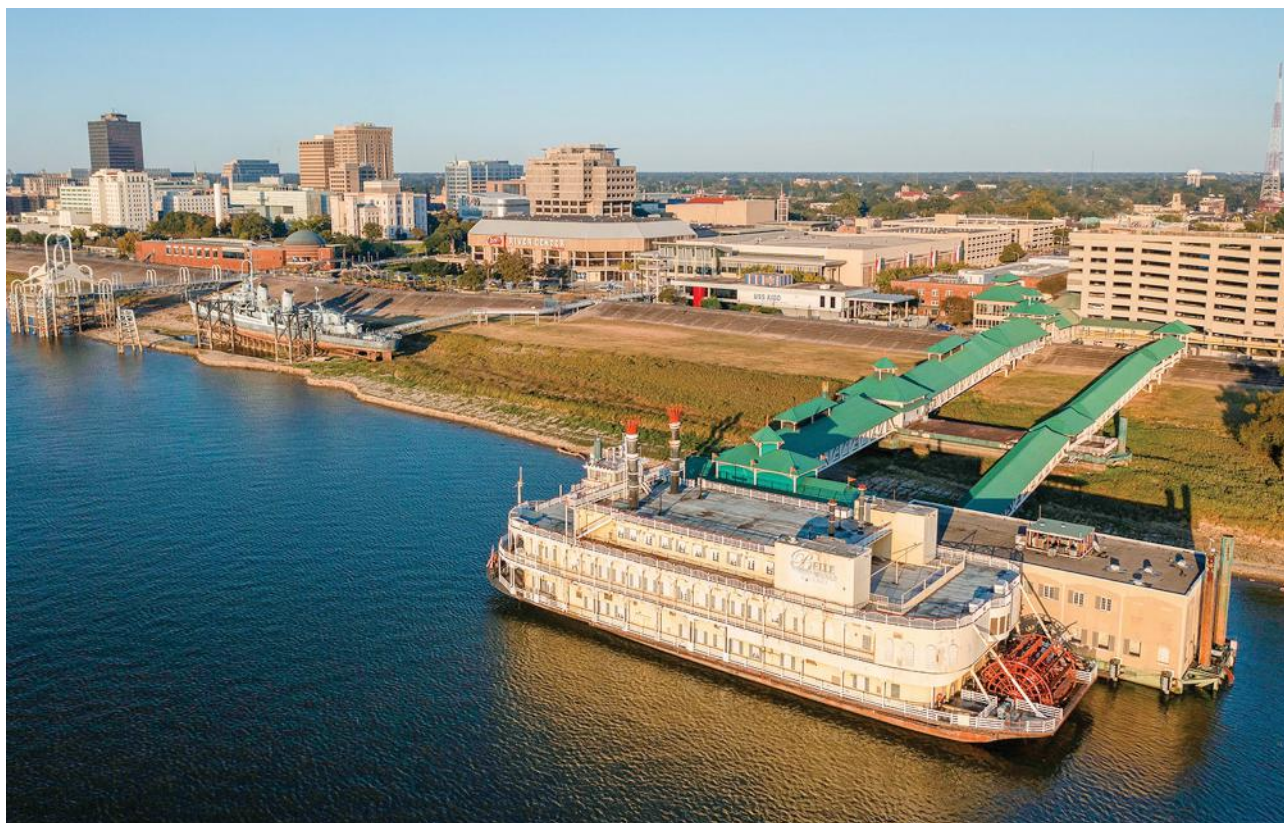
**BB：您認為在路易斯安那州的經歷為您之後走向更廣闊的舞台做了什麼準備？**

**LG：**為我而言，即使在高中時還在快餐店工作，我已經對管理職位有了興趣。在隨後轉入博彩行業後，也對此充滿熱情。路易斯安那州的不同之處在於，它實際上是真正的本地市場。河船賭場、小型實體賭場，大部分客流都來自本地，所以相較目的地市場，更注重如何吸引本地客。在我的職業生涯中，隨著時間的推移，我逐漸過渡到更多的目的地市場及國際市場。

**BB：您最終加入了拉斯維加斯金沙集團，隨後來到新加坡濱海灣金沙集團工作。您是如何以及為何做出這項決定的？**

**LG：**當時我在密西西比州，為密西西比 Mississippi Band of Choctaw Indians 的一個名為 Pearl River Resort 的度假村工作。我在那裡認識了 Ken Davie，他當時也在那裡工作，之後就加入了亞洲的濱海灣金沙。後者當時正在尋找一名角子機總監。所以他當時主動聯繫我，詢問我是否有興趣搬到新加坡。

作為美國人，我答道：「當然...但是新加坡在哪裡？」不過經過一番調研後，我意識到這是博彩行業的一個標誌性里程碑，我很高興能夠參與到如此宏大的項目中。於是我立刻作出決定。在那之前我從未去過亞洲。



Gautreaux在職業生涯早期曾在路易斯安那州一家著名的河船賭場工作。  
Gautreaux worked on a well-known Louisiana riverboat casino early in his career.

based casinos: most of the foot traffic is local, and so the contrast for that versus a destination market is really understanding how to drive locals. Through my career and through time I transitioned into more destination-style markets and across international markets.

**BB: You eventually joined Las Vegas Sands and ended up at Marina Bay Sands in Singapore. How and why did you make that move?**

**LG:** I was in Mississippi at the time, and I was working for the Mississippi Band of Choctaw Indians – a very large resort called Pearl River Resort in

Mississippi – and I had the pleasure of meeting a gentleman called Ken Davie who worked there for a period of time. When Ken left, he joined Marina Bay Sands in Asia, and they were looking for a slots director. So, he reached out and asked if I was interested in moving to Singapore.

Being American, I said, “Sure ... but where’s Singapore?” After a bit of research, I realized this was an iconic milestone in the gaming industry and I was delighted to be a part of something that large and that grand. So, I made the move. I had never been to Asia before then.

**BB: Did you have certain preconceived notions of what Singapore would be like, and did it meet your expectations?**

**LG:** Through the research I did on Las Vegas Sands prior to accepting, I was intrigued by Mr Sheldon Adelson and his ability to create these destination integrated resorts. That was the

**BB: 您沒落地之前是否對新加坡有所認識？它是否符合您的期望？**

**LG:** 透過在答應入職之前對拉斯維加斯金沙集團調研，我對蕭登·艾德森先生及其所打造的這些目的地綜合度假村十分感興趣。這就是最初的召喚。此外，研究濱海灣金沙及其所設想的標誌性建築也非常吸引我。我當時對新加坡做了很多研究，發現它是一個國際化旅遊勝地，在技術方面頗具前瞻性，這令需要離鄉背井遠赴他鄉工作的我感到容易許多。這裡有家的感覺。這裡的文化非常多元，這也是我喜歡亞洲的原因。你可以在一個地方體驗到如此多不同的文化。澳門也是類似的地方：一個擁有不同文化、食物和體驗的大熔爐。





— “ —

[有人] 問我是否有興趣搬到新加坡。作為美國人，我回答道：「當然.....但新加坡在哪裡？」

[I was] asked if I was interested in moving to Singapore. Being American, I said, “Sure ... but where’s Singapore?”

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**BB：**毫無疑問，您把握時機遊覽了亞洲許多國家。有什麼真正讓您覺得這個區域與其他地方有所不同？

**LG：**這裡的人們普遍熱情好客，尤其是在菲律賓。人們普遍很友善，社區聯繫緊密，人人樂於互助。這是我始料未及的。泰國亦是一個我覺得擁有高度社區服務文化的國家。這許多體驗都讓我期待來到新港世界，特別是拓展及打造真正獨特的服務文化，及如何以此吸引遊客前來。此外，這裡還有美麗的建築、山脈及海灘。一切都近在咫尺。

original appeal. Beyond that, researching Marina Bay Sands and the iconic structure it was envisioned to be, that was very attractive. I researched a lot about Singapore, found it to be an international destination, very forward thinking in terms of technology, and so the ease of living in a place that was so far away from where I'm from was much less difficult than I ever imagined. It felt like home. It was very multicultural, which is what I love about Asia: that you get to experience so many different cultures in one place. That also goes for places like Macau – a melting pot of different cultures and foods and experiences.

**BB: No doubt you wasted no time traveling around Asia and experiencing many different countries. Was there anything**

**BB：**您是如何善用這種毗鄰的優勢的呢？

**LG：**我的愛好之一是去海灘上放鬆享受。我在佛羅里達州有幾套公寓，過去20年來，一直保持健身的習慣，健身是我的另外一個愛好。這就是為什麼你會在我的LinkedIn個人資料上看到一家健身房。現在不像以前那樣可以有那麼多時間專注健身，但它仍然是我的愛好之所在。

**that really made you think how different this part of the world is to anywhere else?**

**LG:** I think the hospitality, particularly in the Philippines. There is just a general kindness to the folks here, and there is this close-knit community where everyone is just so willing to help each other. That's not something I would have expected. Thailand is another one that stands out with that really high community service culture. That's one of the things that made me really excited about coming [to Newport World Resorts] in particular– is expanding and building upon that really unique service culture and how to draw tourists here because of that. And that's besides the beautiful architecture, the mountains and the beaches. Everything is very nearby.

**BB: Have you taken advantage of that proximity?**

**LG:** One of my passions is the beach – the culture of sand and water, relaxing on the beach and enjoying that. I have some condominiums in Florida, and fitness has been another deep passion of mine for the past 20 years. That's why you see a gym listed on my LinkedIn profile as well. I don't have as much time as I used to have to focus on fitness but it's still a passion.

**BB: So how did the move to the Philippines and to Newport World Resorts come about?**

**LG:** You know, it's interesting – the Philippines is one of the only major markets that I hadn't worked in, and when I was connected to the folks here, what was very exciting about it was really the vision of the future and what this property can be. Regardless of what it already is today, there are big plans around what it can be.

**BB: 您是如何決定遷往菲律賓和新港世界的呢？**

**LG:** 這很有趣，菲律賓是我唯一沒有工作過的主要市場。當我與這裡的人們打交道時，他們對未來的憧憬及酒店未來的發展都令我興奮。無論現在的情況如何，我們都圍繞著它的未來制定了宏偉的計劃。作為差異化因素的增強服務文化的投資水準極具吸引力。這些東西對我有吸引力，過去透過金沙也對我有吸引力。在提升服務文化方面的投資水平也令人神往。這些亦是金沙當年吸引我的地方，它一直有著很強的戰略眼光。





BB：您曾在角子機領域從業多年，而非律賓很大程度上是一個角子機驅動的市場。這是否令您感到興奮？

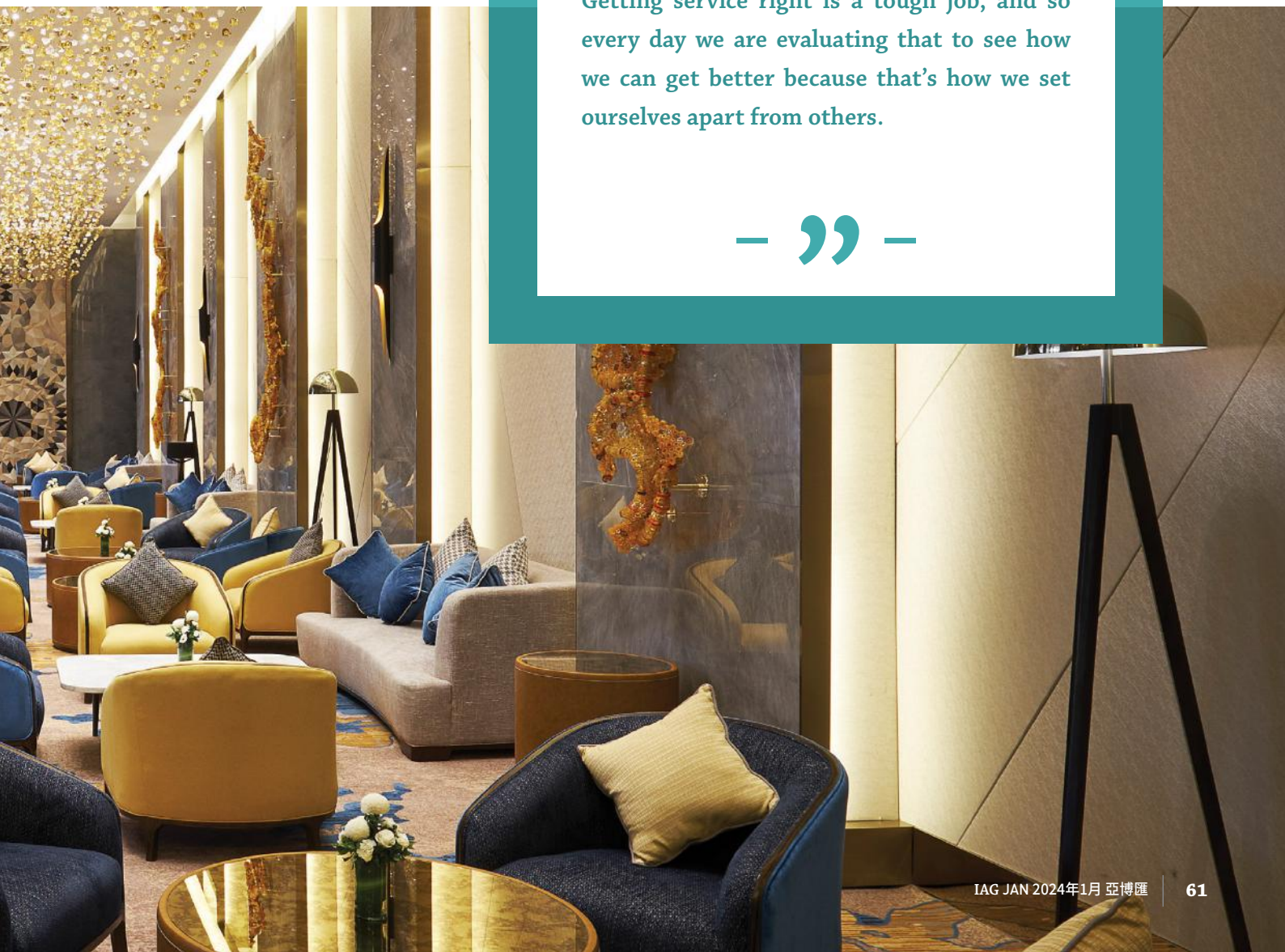
LG：當然。我鍾意角子機，但我也喜歡賭枱遊戲和行銷，所以這是一個三管齊下的生態系統，所有這些環節都必須適當調整，從而最大限度地提高盈利能力。我的確在角子機領域從業多年，因此我最初的重點和經驗是圍繞如何建立角子機業務，但從那時起我已經轉型到賭枱遊戲及行銷。現在我對這些領域都有所心得。角子機顯然是這裡市場的重要組成部分，其產品及類似產品的創新令人對未來充滿期待。我們希望繼續以確保客戶得到娛樂的方式吸引他們。

— “ —

做好服務是一項艱鉅的工作，因此我們每天都在評估，看看是否能做得更好。

Getting service right is a tough job, and so every day we are evaluating that to see how we can get better because that's how we set ourselves apart from others.

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The level of investment into enhancing the service culture as a differentiator is extremely appealing. Those things are what were attractive to me and have been attractive to me in the past through Sands. There is a strong strategic vision.

**BB: Your background includes a lot of time in slots in particular, and the Philippines is largely a slots-driven market. Is that exciting for you?**

**LG:** Of course. I love slots but I also love table games and marketing, so it's a tri-pronged ecosystem where all of those segments have to be properly attuned to maximize profitability. I do have a long history in slots so my original focus and experience was around how to build that business, but since then I have transitioned into table games as well as marketing. Now I have an aptitude for all of it. Slots is obviously a big part of the market here, and the innovation that is coming through for slot products and things like that is exciting for the future. We hope to continue to engage our customers in a manner that ensures they are entertained.

**BB: What's your philosophy on running a casino floor and maximizing efficiency?**

**LG:** I think we anchor in a couple of things at first, which is property aesthetic as well as service excellence as that key differentiator. Getting service right is a tough job, and so every day we are evaluating that to see how we can get better because that's how we set ourselves apart from others. It's a balance of gut and analytics in the context of efficiencies. We also have to operationalize all of these analytical ideas that we have, so that brings the practicality that's needed – getting enthused and facilitating the empowerment of team members which translates into that ingrained service culture where folks can make decisions, and processes and procedures don't get in the way. Then on the technology side is where I think we have the most opportunity to get staff focused on service culture, because technology can look after those processes and procedures. That's where our focus is – on maximizing efficiency while also enhancing every touch point in the property.







**BB：您在經營賭場及實現效率最大化方面的理念是什麼？**

**LG：**我認為我們首先關注幾件事，即物業的美感和卓越的服務是關鍵的差異化因素。做好服務是一項艱鉅的工作，因此我們每天都在評估，看看是否能做得更好。這是我們與其他公司不同的方式。在提高效率的前提下，我們還兼顧了直覺及分析的平衡。我們還必須將我們擁有的所有這些分析想法付諸實踐，從而帶來所需的實用性，激發團隊成員的熱情，促進他們能力的提升，進而轉為根深蒂固的服務文化。在這種文化中，讓員工能過做出決策，而不受流程及程序的左右，因為後兩者可以由技術所兼顧。這就是我們的側重點：最大限度地提高效率，同時提升酒店的接觸點。

**BB：您認為您為新港世界帶來了什麼？**

**LG：**我已經從業約26年，積累了豐富而深刻的經驗。剛好前幾天我由於好奇統計了一下，在我的職業生涯中，一共服務過13個物業，當中大部分是因為金沙集團龐大的規模及我在每一間酒店的工作時間。但在休閒及酒店業，必須有這種高水準的服務和奢華，憑藉我過往的經驗，我在這方面眼光獨到。再加上我的技術專長及高度包容和重視協作的領導風格，我會真正專注於實現共同目標的一致性。這些是我想帶到這裡的東西。

**BB：移居馬尼拉的感覺如何？**

**LG：**從拉斯維加斯到馬尼拉是個大變化。我沒有在菲律賓生活過，但我在東南亞待了很多年，感覺就像回家一樣。



**BB: What do you think you bring to Newport World Resorts?**

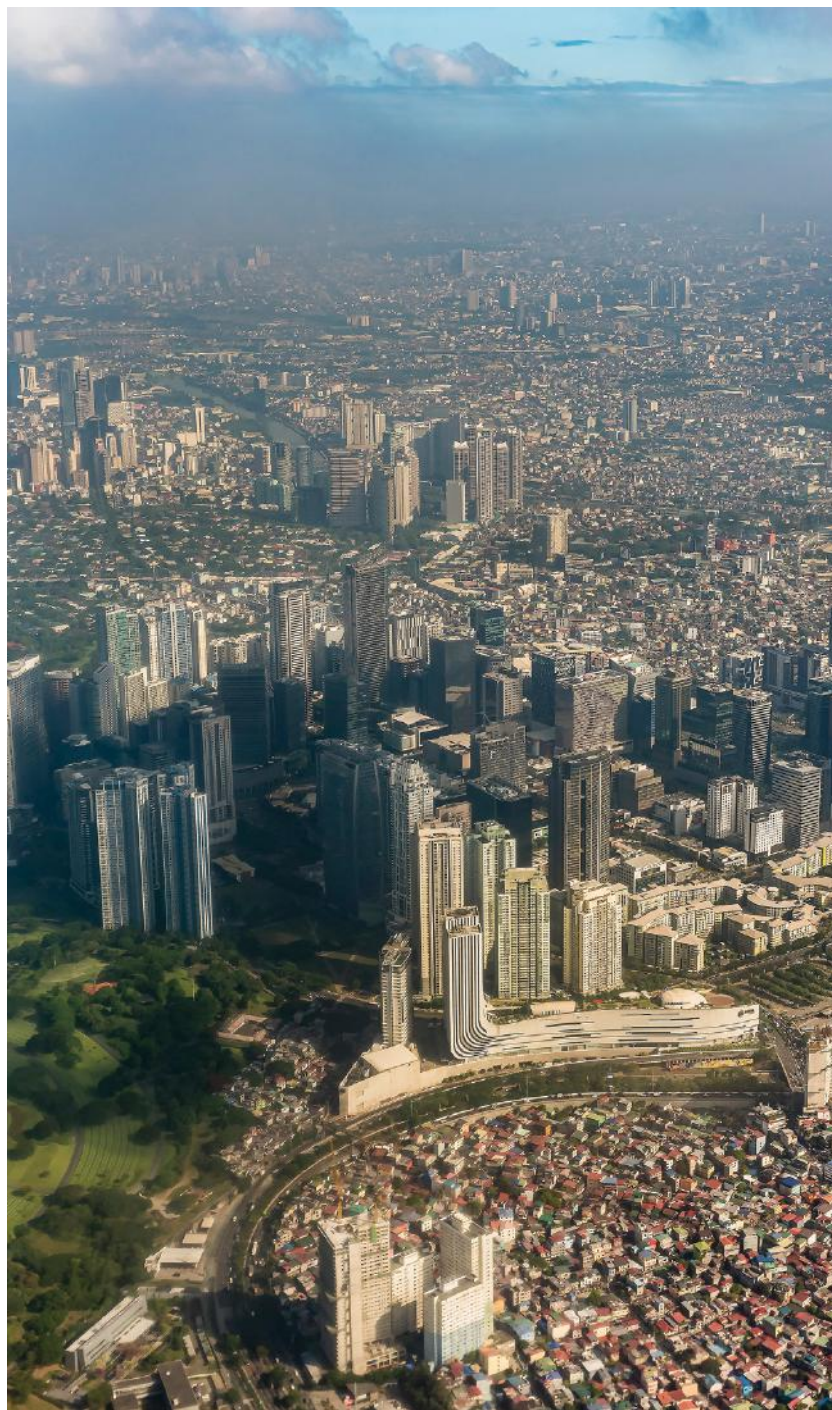
**LG:** I've got about 26 years and that's created a deep but broad set of experiences. I counted the other day just out of curiosity and it's been 13 properties that I've been involved in during my career – most of that because of the size of Sands and the length of time I spent there working in every single one of those properties. But in leisure and hospitality there has to be this elevated level of service and luxury, and so I have an eye for that because of my experience. That, doubled with the technical expertise as well as the leadership style that I have which is very inclusive and collaborative across the property – I really focus on that alignment towards a common goal. Those are the things I think I bring here.

**BB: How have you found the move to Manila?**

**LG:** It was a transition from Las Vegas to Manila. I haven't lived in the Philippines but I was in Southeast Asia for so many years that it felt like coming home. When I arrived, I realized how much opportunity I see in not only the country's economic growth but also the personal wealth. Everything is coming together here in terms of investment and infrastructure. I found it very easy to move here actually. Traffic is about the only thing that keeps me sitting and

not able to plan very well, but other than that the transition has been easy. I've found the food to be fantastic. The last time I was here was in 2017 and the way the culinary industry has elevated itself in that time is absolutely amazing. That really stood out for me being from Louisiana where food is key. iag

當我到這裡時，我意識到我不僅在國家的經濟增長中，而且也從個人財富中看到很多機會。在投資和基礎設施方面，這裡一切都在逐漸完善。事實上，搬來這裡也非常容易。交通是唯一讓我無法計劃的事情，但除此之外，過渡很容易。我發現這裡的食物美味極了。我上次來這裡是2017年，餐飲行業在這段時間內的提升絕對令人驚嘆。對於來自路易斯安那州的我來說，美食非常重要。iag





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# TRANSPORTATION AND TOURISM

*IAG speaks with a visitor, a scholar and a legislator in Macau to discover their thoughts on the city's transportation systems as a driver of tourism.*

By **Pierce Chan**





# 交通與旅遊

今期《亞博匯》訪問旅客、學者及議員，一同探討交通與旅遊業的關係。

文 陳嘉俊



The tourism industry in Macau is recovering, with total visitor arrivals having reached 22.7 million for the first 10 months of 2023 combined. But are the city's transport systems able to keep up?

Miss Liao from Guangzhou city has traveled to Macau three times since the reopening last January and says daily activity in Macau has returned significantly over the past year.

"I feel that Macau has become very bustling, as the stream of visitors is still steady in Macau, and the hotels often hold events," Miss Liao said, adding that traffic is still a concern. "I don't know much about the details – Macau is very attractive in many parts but very poor in traffic. The traffic is as bad as when I visited four years ago.

"It is still difficult to take a taxi after entering Macau while it is still crowded on buses. The transport situation is also still as bad as in the past."

Accessibility and the convenience of transportation have long been seen as a key factor in influencing peoples' travel motivation. According to recent figures from the Statistics and Census Service (DSEC), 7.9% of visitors to Macau have said that transportation in Macau should be improved, which is the highest negative rating on this issue in the nine surveys the DSEC has conducted.



Public transport remains a major concern in this regard, with years of criticism over the taxi industry in particular having failed to rectify the issue. As of the second quarter of 2023, there were just 1,622 licensed taxis in Macau, hardly enough to cope with current daily visitor arrivals of 89,000 (as of October).

As a result, the Macau SAR Government recently announced a public tender for

# 旅

遊業正在復甦，2023年前10個月的遊客總數已達2,270萬人次。但澳門的交通承载力是否能應付日益增長的旅客量？來自廣州市的廖小姐表示，到澳門旅遊已經第三次，感覺疫情後澳門的活動變得更多。「澳門人流依然很多，酒店會經常舉行活動，感覺澳門變得很熱鬧。」

然而，廖小姐卻指出，澳門的交通問題好像與過去相比沒有太大改善。「詳細的我不清楚，澳門很多地方都很





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截至2023年第二季，澳門的士數量減少至1,622部的士。這個數量，難以應付現時日均8.9萬旅客（10月旅客數據）。

As of the second quarter of 2023, there were just 1,622 licensed taxis in Macau, hardly enough to cope with current daily visitor arrivals of 89,000.

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10 taxi licenses to run a total of 500 taxis in the future, with the goal of easing the taxi concerns.

The President of the Travel Industry Council of Macau, Wu Kent Kuong, said that the relationship between tourism and transport is vital, with some notable changes to the travel habits of tourists since the 8 January 2023 reopening.

“The number of tour groups has increased considerably compared with the past,” he

explained. “However, visitors mainly prefer independent travel now; there is a change in the mindset of visitors.”

The increase in the number of independent travelers means that more tourists are using local public transport. Wu said the supply and service of taxis has been subpar for some time.

“Previously issued eight-year taxi licenses have been expiring one by one in recent years, but the impact of this went largely







吸引，唯獨交通方面美中不足，與我四年前的時候一樣。」

「入境澳門後，依然很難搭的士，而且巴士也很多人，交通的情況與過去一樣的糟糕。」

交通出行的便利性，是影響旅遊出行的直接因素。但根據統計局「被訪旅客對各項服務及設施的評價」數據，有7.9%受訪旅客認為澳門公共交通工具需要改善。這是九項綜合評價中負面比率最高的一項。

澳門公共交通一直都引人詬病，特別是的士的服務質素與數量，在疫情後甚至成為了社會關注的問題。

由於不少八年期的士牌照陸續到期，截至2023年第二季，澳門的士數量減

少至1,622部的士。這個數量，難以應付現時日均8.9萬旅客（10月旅客數據）。

為此，澳門特區政府宣佈公開競投10個的士牌照，未來共可以提供500部的士，從而解決的士數量不足的問題。

澳門旅遊業議會會長胡景光指出，旅遊業與交通運輸有着重要的關係，在1月8日通關重新開放後，旅遊業界留意到，訪澳旅客出行方式有所改變。

「旅行團較過去增加很多，但旅客出遊意識改變，更多的集中在自由行。」

「自由行旅客增加，這意味着會有更多旅客使用本地的公共交通工具。但胡景光表示，的士這一段時間確實不理想。「因為一部分八年期的士牌照陸續到期，早兩年因為疫情關係所以影響



## FEATURES



unnoticed because of the pandemic,” he said. “When the tourism industry recovered this year, the impact was significant.

“But I believe the situation will be improved next year, since the new taxi licenses are launching.”

However, legislator Lam U Tou isn’t so sure.

“Even though the number of taxi licenses is increasing, the number of taxis is really just returning to the pre-pandemic level, which is far less than needed given the growing demand of tourists,” he observed.

“Macau’s transport and its supporting facilities have



always been the most serious shortcoming of the tourism industry.

“Transport in Macau has to be thought out properly so that LRT, buses, taxis and pedestrian systems are all required to be integrated and planned.”

Macau’s long-awaited LRT system was launched in 2019 with the Taipa Line in its initial phase, and although hyped as a game-changer for the city, the average number of passengers LRT has transported daily has not yet reached 10,000. Barra Station and the first sea-crossing section of the LRT opened on 8 December.

Lam said the opening of Barra Station greatly improved the attractiveness of the LRT and believes passenger numbers will increase significantly as a result. However, the LRT is not the only way to improve the current situation of transport in Macau.

“There is no plan for the LRT project to run through the urban area of the Macau Peninsula, which is why the coordination of other modes of transport with it becomes so important, including a cross-district pedestrian system within the Peninsula,” he said.

Lam also believes the government needs to improve and plan for the coordination and connection between buses and the LRT system in Macau, as well as the pedestrian system in urban areas.

In mid-2022, the government announced the General Planning for Traffic and Land Transport in Macau (2021-2030) and conducted a

不大，但今年旅遊業復甦，影響變得很大。」

「不過我相信明年會改善，因為新的士牌照正在推出。」

但立法會議員林宇滔則認為：「即使的士牌照增加，數量也只是回到疫情前水平，遠遠不足以應付旅客增長的需求。」

「澳門交通配套，一直是旅遊業最嚴重的短板。」

「澳門交通需要一個合理規劃，輕軌、巴士、的士及步行系統都需要一個統一規劃。」

澳門輕軌系統在2019年啟動，但初期只有氹仔路線，日均客流量至今也不足10,000；而澳門首個跨海的輕軌系統則在12月8日才開放。

林宇滔指出，媽閣線可以大大提升輕軌的吸引力，客量將會明顯提升，但「這不是唯一改變澳門交通現況的方法。」

「輕軌在澳門半島市區內沒有規劃，所以其他交通工具與輕軌的配合變得很重要，包括半島內跨區的步行系統。」

他認為，澳門巴士與輕軌系統的配合交流，以及市區內的步行系統，政府都需要完善及進行一個規劃。

澳門特區政府在2022年年中曾公佈澳門陸路整體交通運輸規劃（2021—2030）》，並進行了為期91天的公開諮詢。諮詢總結報告指出，預計至2030年，本澳步行網絡密度將超過13公里 / 平方公里。

— “ —

「旅客出遊意識改變，更多的集中在自由行。」

——胡景光

Visitors mainly prefer independent travel now;  
there is a change in the mindset of visitors.

– Wu Kent Kuong

— ” —

## FEATURES

然而，這份十年規劃的諮詢報告在2022年12月公佈後，便沒有了下文。

公共交通資源與旅遊業的關係一直密不可分，旅客初來乍到需要一個很清晰且不混亂的指示，才能讓旅客出行變得更加輕鬆，這亦是澳門成為世界旅遊休閒中心的關鍵因素。

正如澳娛綜合度假股份有限公司營運總裁麥輝靈，在11月的澳門休閒科技展高峰論壇中曾提到：「澳門交通、缺乏可靠的的士服務以及澳門直飛航班缺乏商務艙座位等問題是未來的關鍵考慮因素。」 iag

91-day public consultation. The consultation report outlined an expectation that the density of walkable areas in Macau would exceed 13 square kilometers by 2030, however little has happened to address this since.

The reality is that for any city to become a global center of leisure and tourism, it must ensure the tourism experience is as seamless and uncluttered as possible.

Little wonder, then, that SJM's Frank McFadden highlighted during a recent industry panel at MGS Summit the lack of a reliable taxi service and the absence of business-class seats on direct Macau flights as key considerations moving forward.

The government in cooperation with academia and industry experts must, McFadden said, "identify all of the elements that make up the ecosystem ... to create a harmonious and coordinated activity to create an atmosphere conducive to Macau becoming a [tourism hub] ... and this still needs a lot of work." iag







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**HARMONY**



# JUMBO

最低投注 (庄/闲) MIN BET (BANKER/PLAYER) 50

局数 GAME NUMBER 65-52

**A**

闲对子 PLAYER PAIR 5 和 TIE 5 庄对子 BANKER PAIR 1

闲闲家 PLAYER 21 庄庄家 BANKER 25

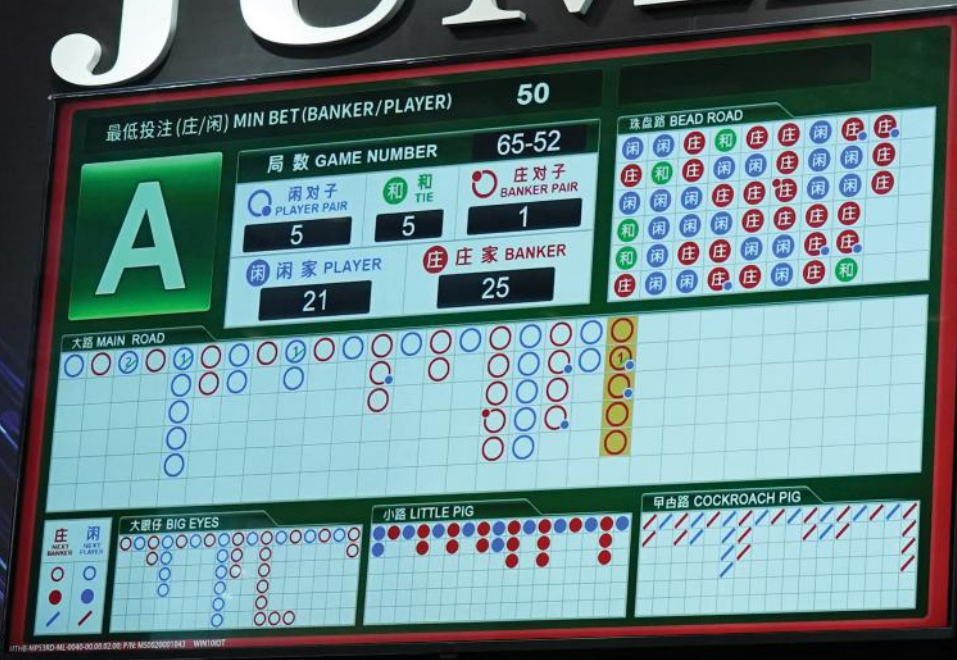
珠盘路 BEAD ROAD

大路 MAIN ROAD

大眼仔 BIG EYES

小猪 LITTLE PIG

甲虫路 COCKROACH PIG



最低投注 10

**A**

本场随机倍率

97 8 95  
红 零 黑

85 107 96 96  
小 大 双 单

71x 29 14 19 5 71x





# 一枝獨秀

台灣遊戲機台供應商尊博科技有意在2024年擴大其單機類ETG產品組合。

## STANDING ALONE

Taiwanese gaming supplier Jumbo Technology is aiming to grow its portfolio of standalone ETG products in 2024.



Taiwan's Jumbo Technology will look to expand its standalone ETG portfolio in 2024 as it continues its aggressive push into the Asian market.

The company's Regional Business Development Manager, Jerry Hu, told *IAG* that Jumbo has gained solid traction in Macau and the Philippines by way of its latest-release ETG and slots products but is keen to add more variety into the market in the near future.

"The plan for Jumbo in 2024: we want to study more on standalone games for our ETGs," Hu explained. "A lot of the brands [have products that] are very simple and they are not standalone. We want to create something more interesting and more competitive.

"We might have blackjack, we might have baccarat, we might have Pai Gow – we want to create something more for the ETG."

While standalones are still in short supply across much

of Asia, Jumbo is no stranger to innovation, having recently unveiled its latest augmented reality (AR) ETG product for roulette and baccarat.

"Augmented Reality with Videos Streaming Roulette", featuring an interactive 27-inch screen on each terminal, is particularly interesting in the application of a Random Pay feature where players can choose between the standard 35-1 odds option or look to enhanced odds of either 71-1 or even 119-1. In the enhanced



# 台

灣尊博科技繼續積極拓展亞洲市場，計劃在2024年擴大其獨立的ETG產品組合。

該公司區域業務發展經理Jerry Hu向本刊表示，尊博科技通過其發佈的ETG及角子機在澳門及菲律賓取得了穩固的市場份額，但該公司仍希望在不久的將來為市場增加更多的產品種類。

「尊博計劃在2024年開發更多ETG的單機遊戲。」他解釋道：「許多品牌（他們的產品）都比較簡單，並且沒有獨立遊戲。我們希望打造一些更有趣、更具競爭力的東西。」

「可能會包括二十一點、百家樂、或牌九。我們希望為ETG打造更多的產品組合。」

單機獨立遊戲在亞洲大部分地區供應都不算多。但尊博一直處於創新研發



的前沿，近期剛剛推出全新的AR輪盤賭和AR百家樂等ETG產品。

「Augmented Reality with Videos Streaming Roulette (擴增實境直播輪盤)」在每個終端上都有一個27英吋的交互式屏幕，特別有趣的是其中的隨機支付功能，玩家可以在標準的35-1的賠率中進行選擇，也可以選擇71-1甚至119-1的增強賠率。在增強模式中，玩家可以在旋轉前隨機選擇一些賠率較高的數字，其餘數字的賠率則低於通常，最低為29-1。AR用於跟蹤旋轉，並突出顯示輪盤上的哪些數字的賠率更高。

該產品已獲得專利，目前已在澳門的摩卡娛樂場投入使用。

尊博的「龍意發」積寶連線在澳門市場表現積極，在Base Game和Free Game中均採用獨特的動畫，為玩家提供更多的互動性。

mode option, a handful of numbers are randomly chosen pre-spin to pay higher odds, with the remaining numbers paying a little less than usual at a minimum of 29-1. AR is used to track the spin and to highlight which numbers on the wheel are offering enhanced odds.

The product is patented and currently live in Macau's Mocha Clubs.

Also showing positive signs in the Macau market is Jumbo's Long Yi Fa progressive link featuring unique animations in both the base and feature games with the goal of providing more interactivity for players.

"The concept here is that usually when players play slot games they wait to win

「其概念是這樣的，通常當玩家玩角子機遊戲時，會期待在Base Game中贏取大獎。但我們在Base Game中，也為他們創造了一些有趣且值得一玩的類目。」Hu表示：「我們在Base Game中添加了一些動畫，以提高用戶參與度。」

龍意發積寶連線系列遊戲「聚寶金羊」中還加入了「隨機百搭」(Random Wild)與「神秘選擇」(Mystery Pick)的特色，其中「神秘選擇」選項，隨機提供免費遊戲場次及百搭(Wild)數目，為玩家帶來更為新鮮及特別的遊戲體驗。

Hu表示：「積寶連線系列在市場上仍然很受歡迎，我們該係列產品在包括菲律賓在內的不同市場表現上表現出色。」iag

something big in the free games, but for the base game we have also created something interesting and worthwhile for them to play," says Hu. "We put some animations in the base game to improve customer engagement."

The Long Yi Fa progressive jackpot series game "Fortune Ram" also introduces new features by way of Random Wild and Mystery Pick, where players can enjoy high-scoring connections in both the base game and free games.

"Progressive links are still very popular in the market, and we have ours performing well in different markets including the Philippines," says Hu. iag





— “ —

許多品牌（他們的產品）都比較簡單，並且沒有獨立遊戲。我們希望打造一些更有趣、更具競爭力的東西。——Jerry Hu

A lot of the brands, [have products that] are very simple and they are not standalone. We want to create something more interesting and more competitive. – Jerry Hu

— ” —

JUMBO

# 行動之上

Konami已經準備在2024年繼續拓展亞洲市場，  
推出一系列令人興奮的全新機櫃和遊戲主題。

# ON THE MOVE

Konami is ready to make its move across  
Asia in 2024 with an exciting new range  
of cabinets and game themes in store.



KONAMI

Japanese gaming conglomerate Konami says it has built up an arsenal of products it believes can help it start gaining market share across key Asian markets, specifically Macau.

While the company's presence across Asia has traditionally been somewhat subdued, recent progress in Australia thanks to its popular slot machine title "All Aboard" – combined with the approval of new products by Macau's GICJ – has given Konami confidence that it now has the weapons to challenge the big guns.

"The operators we've spoken to are enthused that there's a different offering in the market," explains David Punter, Konami Australia's Operations Manager Sales, Marketing and Service – ANZ and APAC. "Konami has been quite small in the marketplace, but now I think, with the technology, a cabinet that is state of the art and having games, jackpots and maths that resonate with the players – it's been really positive for us.

"We've had a lot of product approved through that COVID period, so to come to Asia with product approved ready to sell post-COVID, and with what's happening in Macau – I think the timing's perfect for us at the moment."

With an aggressive mindset heading into 2024, Konami's emerging product range is extensive. On the cabinet side



of the equation, the company is pushing its new Dimension 49 – boasting a 4K Ultra High-Definition 49-inch display – and its Dimension 27 cabinets. In the games space, Punter says the company has six games under the [All Aboard] series approved in Macau, plus two games

under "Bull Blitz" – described as similar to [All Aboard] but with enhanced features and graphics – and another new title called "Fortune Mint".

"So that's three major themes we've got approved with other themes coming behind it," Punter says.





機櫃，我們擁有的機會。」

「在新冠疫情期間，我們有很多產品獲得了批准，因此，疫情後將獲批的產品帶至亞洲銷售，以及藉助澳門目前的增長勢頭，我認為當前的時機於我們十分完美。」

帶著進取的心態邁向2024年，科樂美的新興產品系列範圍廣泛。機櫃方面，該公司推出了全新的Dimension 49（擁有4K超高清49吋顯示器）和Dimension27機櫃。在遊戲領域，Punter表示，該公司有六款「All Aboard」系列遊戲在澳門獲批，另外還有兩款Bull Blitz遊戲（據悉與All Aboard類似，但功能和畫面皆有增強），以及另一款名為「Fortune Mint招財進寶」的新遊戲。

Punter表示：「這就是我們已經獲批的三個主要主題，後面還有其他主題。」

「隨著亞洲其他地區的擴張，這確實帶給了我們產品投放的機會。一旦產品成功，並且大家看到其他製造商（尤其是科樂美）的產品也能成功，他們就會相信我們可以繼續為他們提供支持，反之亦然。」

雖然澳門將成為2024年的矚目焦點，但Punter相信科樂美的模式有望在亞洲大部分地區取得積極成果。

「你必須針對每個地區對產品進行一些微調，但如果核心數學、核心藝術作品、核心積寶及投注結構都很好，那麼就可以將該產品納入更廣闊的空間。」他表示：「玩家會旅行，他們不會一直呆在某個特定的區域，而且我們有在多個司法管轄區運營的運營商。如果他們



本遊戲巨擘科樂美（Konami）表示，其已經打造了一系列全新產品，相信可以幫助該公司在亞洲主要市場，尤其是澳門，以獲得市場份額。

儘管該公司的亞洲業務歷來稍有遜色，但其備受歡迎的角子機遊戲「All Aboard」近期在澳洲取得亮眼成績，外

加上產品獲得澳門博監局批准，令科樂美在市場上大展拳腳的信心倍增。

「我們與不同營運商交流過，他們對市場上出現不同的產品很感興趣。」科樂美澳洲公司澳洲及亞太地區銷售、行銷和服務營運經理David Punter解釋道：「科樂美在市場上的規模相對較小，但我認為，憑藉技術、能與玩家產生共鳴的遊戲、累積獎金和計數的先進



## TECH TALK

“With the expansion of other regions across Asia, it really gives us that opportunity to place product in there. Once that product works and people see that they’ve got product from other manufacturers working, specifically Konami, there’s a confidence that they can rely on us to support them and vice versa.”

While Macau will be a major focus in 2024, Punter believes Konami has the right formula to achieve positive results across much of Asia.

“I think you’ve got to fine tune your products a little bit for each of the regions, but

if the core maths, the core artwork, your core jackpots and bet structures are fine, then that allows you to take that product into a lot wider space,” he offers. “And players do travel, they’re not always specific to one region, plus we’ve got operators that operate in multiple jurisdictions. If they know it’s working in Malaysia or in Singapore it might also be good in the Philippines, and it might be good in Macau.”

In the meantime, key to Konami’s success will be ensuring it becomes more visible to the market, meaning

“more flying up [to Asia from Australia] and back,” according to Punter.

“We’ve got to spend a bit more time in the market,” he says. “We’ve got our distributors in Macau with APE (Asia Pioneer Entertainment), and we’re going to work closely with them and help them with our product roadmap.”

“We’ve got a pretty robust product roadmap for 2024 and 2025, starting in our financial year in April, where we can get some runs on the board and hopefully then deliver some great product for the next 12 months as well.” iag





— “ —

我們與不同營運商交流過，他們對市場上出現不同的產品很感興趣。— David Punter

The operators we've spoken to are enthused that there's a different offering in the market.  
— David Punter

— ” —

知道產品在馬來西亞或新加坡行得通，那麼在菲律賓及澳門也可能會取得不錯的成果。」

同時，Punter表示，科樂美成功的關鍵是確保其在市場上的知名度，這意味著「更多澳洲及亞洲之間的往返。」

「我們必須在市場上花上更多的時間。」他說：「我們在澳門有亞洲先鋒娛樂，他們與我們在產品路線圖等方面密切合作。」

「從四月的財政年度開始，我們已經為2024和2025年制定了相當穩健的產品路線圖。我們可以現行進行一些測試，希望在接下來的12個月內也能推出一些優秀的產品。」 iag





亞洲先  
ASIA PIONEER

## 旋轉致勝

藉助2024年新產品的發佈，Spintec希望澳門可以成為其全球最大市場。

## SPIN TO WIN

Spintec is again looking to Macau to become its top global market with the help of some new product releases in 2024.







**S**lovenian electronic table games manufacturer Spintec says it expects Macau to again become its number one market globally in 2024, aided by the impending launch of new products early in the year.

This is despite the company “expanding rapidly” into new international markets in recent

years – an unexpected positive to emerge from the COVID-19 pandemic.

“The region went a bit quiet for us for a few years so it’s very nice to see it rebounding in the way it has rebounded,” says Spintec’s Regional Sales Manager, Maksim Gojković.

“Asia was our biggest market before COVID, but the pandemic forced us to pursue other





# 斯

洛維尼亞電子賭  
枱遊戲製造商  
Spintec表示，憑  
藉其在今年年初即  
將推出的新產品的

推動下，公司預計澳門將在2024年再度  
成為其全球第一大市場。

該公司於近年「迅速拓展」新的國際市場，這是新冠疫情所帶來的意想不到的正面影響。

Spintec的區域銷售經理Maksim Gojkovi表示：「亞太地區已經沉寂了好幾年，我們很高興其以現在的方式反彈。」

「在新冠疫情爆發之前，亞洲是我們最大的市場，但疫情迫使我们尋求其他市場。過去四年來，我們一直在其他地方迅速擴張，但現在隨著亞洲重新開放和澳門重回正軌，其將再次成為我們的一個大市場。」

「該區域歷來是我們的最大市場。我們的分銷商APE在澳門、菲律賓、新加坡和馬來西亞為我們的產品提供獨家支持。我們期待未來一年能有更好的發展。」

在去年11月澳門舉行的MGS澳門休閒科技展上，Spintec展示了其在澳門市場上最受歡迎的產品，包括Aura Amphitheatre遊戲解決方案及Aura虛擬單機多人遊戲。後者允許玩家一站式選擇各種流行的ETG遊戲，包括輪盤賭、骰寶、花旗骰、二十一點和百家樂等。其還展示了KARMA GEN2自動骰寶及輪盤，兩者具有新的標誌設計和全新的累積彩金功能。

markets. We've been expanding rapidly in other places for the past four years, but now with Asia reopen and Macau getting back on track it is again a big market for us.

"It has traditionally been our biggest market and with our distributor APE, who exclusively supports our products in Macau, the Philippines, Singapore and Malaysia, we are looking at a

very good year ahead of us."

At MGS Entertainment Show in Macau in November, Spintec showcased some of its most proven performers for the Macau market, including its Aura Amphitheatre gaming solution and Aura virtual stand-alone multi-game, which allows players to choose between a variety of popular ETG games including Roulette, Sic Bo,

Craps, Blackjack and Baccarat in a single playing station. It also displayed the KARMA GEN2 Automated Sic Bo and Roulette, featuring a new signage design and latest jackpot features.

There is more to come however, Gojković explains, including two brand new products set to be unveiled at ICE London in February.

“When we design new products we have our end

customers in mind,” he says. “We also do a lot of customization and we like to listen to our clients so we can provide something that fits both the operator and the player.

“So we’re excited about the new products, and 2024 is looking very, very positive. We’re expecting massive growth in Asia and it’s good to see Macau coming back to where it was again.” iag

此外，Gojković解釋道，還有更多的產品將於不日推出，包括即將在2月於倫敦ICE上亮相的兩款全新產品。

「在新產品時，我們會考慮到最終客戶的需求。」他說：「我們也進行了大量的客製化，我們喜歡傾聽客戶的意見，這樣我們就可以提供既適合營運商又適合玩家的產品。」

「我們對新產品感到興奮，2024年的前景非常樂觀。我們期待亞洲將出現大規模增長，很高興看到澳門再次回到原先的水平。」 iag





— “ —

在新冠疫情爆發之前，亞洲是我們最大的市場……現在隨著亞洲重新開放和澳門重回正軌，其將再次成為我們的一個大市場。  
—Maksim Gojkovi

Asia was our biggest market before COVID ... now with Asia reopen and Macau getting back on track it is again a big market for us.  
— Maksim Gojković

— ” —



# 綜合模型

## 賭場內的客戶關係管理與變革管理

在這討論賭場內部和外部客戶關係管理及內部組織變革管理的文章系列的最後一篇中，Charlie Mai帶來了賭場內部和外部客戶關係管理及內部組織變革管理的一個綜合模型。

# THE INTEGRATED MODEL

## CRM and change management in casinos

In this last in a series of six articles about internal and external CRM and organizational change management in casinos, Charlie Mai presents the integrated model of internal and external CRM change management for casinos.

By 文 **Charlie Mai**

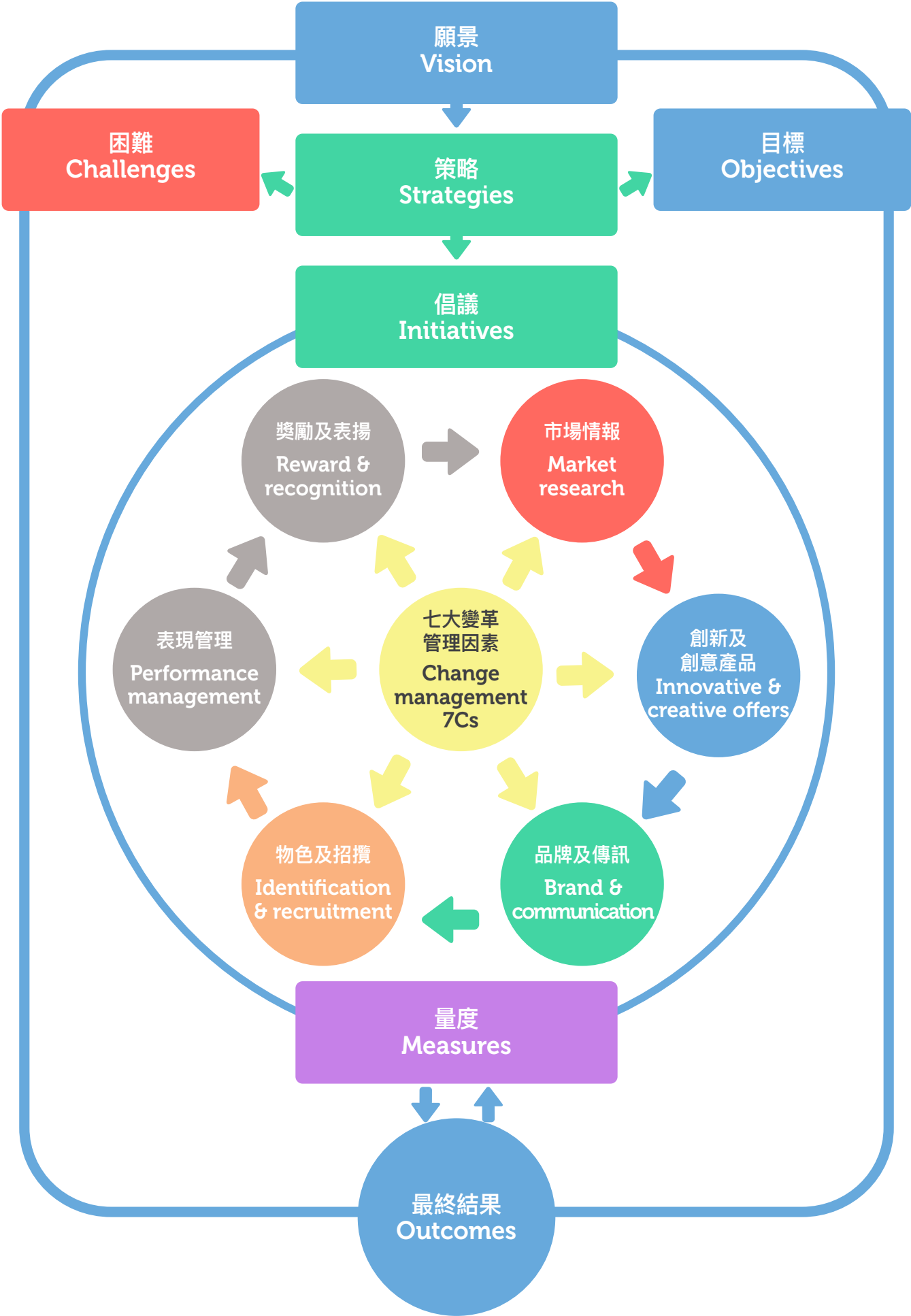


**Charlie Mai** is a senior corporate practitioner and researcher with 25 years of experience in sales, marketing, services, operations and change management across business sectors and industries, including casinos, integrated resorts, hospitality, FMCG and manufacturing in Australia and overseas. Charlie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

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







願景  
Vision

困難  
Challenges

策略  
Strategies

目標  
Objectives

倡議  
Initiatives

獎勵及表揚  
Reward & recognition

市場情報  
Market research

表現管理  
Performance management

七大變革  
管理因素  
Change management  
7Cs

創新及  
創意產品  
Innovative &  
creative offers

物色及招攬  
Identification  
& recruitment

品牌及傳訊  
Brand &  
communication

量度  
Measures

最終結果  
Outcomes



The integrated model has seven core elements: vision, key challenges, objectives, measures, strategies, initiatives and outcomes. It can be applied for internal CRM and external CRM separately or all together.

# 這

個綜合模型有七個核心元素：願景、主要困難、目標、量度、策略、倡議和行動，以及最終結果。它能夠被單獨地用於內部或外部客戶關係管理，也能夠在兩方面共同使用。

## 願景 Vision

The integrated model commences with the internal and external CRM change management *vision*, which paints a picture of what kind of relationships the casino wants to establish with its employees and customers. The vision should also place an emphasis on employee and customer centricity and value proposition for specific employee and customer segments. Moreover, the internal and external casino CRM change management vision should be integrated with the corporate vision and strategic objectives. Finally, the vision will guide all activities of the internal and external casino CRM change management program.

這個綜合模型以內部及外部客戶關係管理的變革管理願景作開端。這願景所表達的，就是一間賭場希望與其員工及客戶建立何種關係。該願景亦應該強調員工及客戶的中心地位，以及某些特別的員工以及顧客群體的價值。同時，內部及外部賭場客戶關係管理的變革管理願景，也應該與企業願景及戰略目標相容。最後，這個願景將會指引著內部及外部賭場客戶關係管理的變革管理計劃內的一切活動。

## 困難 Challenges

Next, the internal and external CRM change management challenges are identified. The identification of the internal and external CRM change challenges is based on ongoing market intelligence and internal and external CRM change readiness diagnosis. The identification of the internal and external CRM change challenges results in the status of the casino's relationship with its employees and customers, which needs to be changed or improved.

下一步，就是要辨別出內部及外部客戶關係管理的變革管理所面對的困難。要進行內部及外部客戶關係管理相關困難的辨別，就要基於持續的市場情報，以及內部及外部客戶關係管理的變革準備程度的分析。對於內部及外部客戶關係管理變革所遭遇困難的辨別，將會影響到賭場與其員工及客戶之間關係的狀態。這狀態正正就是需要改變或改善的一點。

## 目標 Objectives

Then, the internal and external CRM change management objectives define the desired future status of the organization's relationship with employees and customers that it wants to achieve.

然後，內部及外部客戶關係管理的變革管理目標，就是定義一個機構希望其與員工及客戶的關係在未來將能達到何種狀態。

## 量度 Measures

These objectives are measured against a set of internal and external CRM change measures. These measures can be, for example, employee engagement scores, employee absenteeism and turnover rates, customer satisfaction and loyalty, customer experience and organizational collaboration. These measures are also used to measure the implementation of internal and external CRM change management strategies and initiatives. This measurement element links the internal and external CRM change management challenge and objective elements.

這些目標都會通過一系列內部與外部客戶關係管理變革量度方式所衡量。這些量度方式的例子，包括員工投入分數、員工缺勤及離職率、客戶滿意度及忠誠度、客戶體驗，以及機構內協作程度。這些量度方式也能夠用來衡量內部及外部客戶關係管理的變革管理策略及倡議和行動的實踐程度。這個與衡量相關的元素，是與內部及外部客戶關係管理的變革管理的困難，以及目標元素緊密連結在一起。

## 策略 Strategies

To realize the vision and deliver the objectives, the internal and external CRM change management strategies must be in place. These strategies describe how the casino achieves its desired relationship with employees and customers. Internal and external CRM change management strategies also define the basic understanding of the internal and external CRM change management initiatives, which are required, step-by-step actions the casino needs to take to move its relationship with employees and customers from the current status to the desired future one.

要實現願景及達成目標，內部及外部客戶關係管理的變革管理策略就必須存在。這些策略勾勒出一間賭場如何能夠與員工及顧客建立一個理想的關係。內部及外部客戶關係管理的變革管理策略，亦定義出內部及外部客戶關係管理的變革管理倡議和行動的基礎認知。這些倡議是一間賭場需要執行的各個步驟，從而令到其員工及顧客的關係能夠從現時的狀態，改變到賭場所期待的狀態。

## 倡議 Initiatives

To implement the strategies, seven main internal and external CRM change management initiatives are identified: market intelligence, innovative and creative offers, brand and communications, identification and recruitment, performance management, reward and recognition, and change management.

要落實各項策略，就需要7個主要的內部及外部客戶關係管理的變革管理倡議和行動。它們分別是：市場情報、創新及創意產品、品牌及傳訊、物色及招攬、表現管理、獎勵及表揚，還有變革管理。



## 市場情報 Market intelligence

This first internal and external CRM initiative covers market research, employee and customer segmentations and insights. It helps define who the targeted employee and customer segments are and what their wants and needs are as well as who the main competitors and their strengths and weaknesses are. The findings of this market intelligence initiative also help inform decision making.

第一個內部及外部客戶關係管理倡議所牽涉的，就是市場研究、員工及顧客分類，以及取得相關洞見。這能夠幫助界定應該關注的員工及客戶群體，還有他們各自的所想所需，同時包括主要的競爭對手以及他們的強弱所在。這個市場情報倡議所帶來的資訊，也能夠幫助進行決策。

## 創新及創意產品 Innovative and creative offers

Once the findings of the market intelligence initiative are defined, the second internal and external CRM change management initiative deals with developing innovative and creative offers that meet the employee and customer wants and needs and that differentiate from the competition. In other words, what does the casino have to offer its targeted employees and customers to meet their wants and needs that its competitors cannot?

當那些從市場情報倡議和行動中所得的資訊得到清晰界定後，第二個內部及外部客戶關係管理倡議，就是與開發創新及創意產品有關。這些產品或服務，需要符合員工及客戶的所想所需，並且要與競爭對手所提供的有所差別。這基本上就是在問，到底一間賭場可以向他的員工及顧客提供甚麼它的競爭對手無法帶來的東西，來迎合他們的所想所需。

## 品牌及傳訊 Brand and communications

第四個內部及外部客戶關係管理倡議，就專注在品牌定位及傳訊之上。與此相關的，是如何建立品牌，以及把關於創新及創意產品的資訊，帶到目標員工及客戶群那裏。一個有清晰地界定主要訊息及指定傳訊渠道的細緻品牌及全新計劃，實在必不可少。

The fourth internal and external CRM change management initiative focuses on brand positioning and communications. It deals with the question of how to brand and to communicate the innovative and creative offers to the targeted employee and customer segments. A detailed brand and communication plan defining key messaging and specific communication channels must be in place.



## 物色及招攬 Identification and recruitment

第五個內部及外部客戶關係管理倡議，就是要物色及招徠新的潛在員工及客戶。這個倡議和行動，就是要用來達成「物色、招募、分辨及挽留高價值員工及顧客」這個內部及外部客戶關係管理的變革管理的目標的前半部分。

The fifth internal and external CRM change management initiative is to identify and acquire new potential employees and customers. This initiative serves the first half of the internal and external CRM change management goal of identifying, recruiting, differentiating and retaining high valued employees and customers.



## 表現管理 Performance management

While the identification and recruitment initiative cover the first half of identifying and recruiting new potential employees and customers, this performance management initiative deals with the other half of differentiating and retaining high-valued employees and customers.

如果說物色及招攬是要用來達成前半部分內部及外部客戶關係管理的變革管理的目標，那麼表現管理就是針對後半部分，即分辨及挽留高價值員工及顧客。

## 獎勵及表揚 Reward and recognition

The sixth internal and external CRM change management initiative focuses on reward and recognition for high-valued employees and customers. In other words, this initiative deals with the question of how to recognize and reward employee's loyalty and high performance, and customers' loyalty and high contribution.

第六個內部及外部客戶關係管理倡議，就是對於高價值員工及顧客的獎勵及表揚。這個倡議和行動所關心的，是如何表揚及獎勵那些既忠誠又有傑出表現的員工，還有那些忠誠和帶來重大貢獻的客戶。



## 變革管理 Change management

The last and central internal and external CRM change management initiative is how to manage change during the implementation process of the first six initiatives. The change management initiative deals with the seven key successful change factors (7Cs): coalition, change diagnosis and planning, consultation, communication of the change process, capability development, collaboration and change embracement. These factors were discussed in Article 5 about organizational change management practices in casinos and can be referred to for details.

In brief, these internal and external CRM change strategies and initiatives must align with the established internal and external CRM change management vision and objectives.

最後一個、也是最核心的內部及外部客戶關係管理的變革管理倡議，就是在執行首六項倡議及行動時，如何對變革進行管理。變革管理倡議，與七個重要的變革管理因素相關。它們分別是：聯合、變革分析及計劃、諮詢、傳遞變革過程的相關資訊、提升能力、協作和對於變革的全面接受。這些因素已經在關於賭場組織變革管理實踐的第五篇文章中有討論過，讀者們可以在那篇文章裏找到更多細節。

簡單而言，這些內部及外部客戶關係管理變革策略和倡議，必須與已確立的內部及外部客戶關係管理的變革管理願景及目標吻合。



## 最終結果 Outcomes

Finally, the outcomes of the implementation of these internal and external CRM change management initiatives are measured against the established measures. Key successful initiatives or factors should be profiled in the form of best practices while key failure initiatives or factors should be profiled in the form of key learning lessons for sharing and future use. Decisions need to be made whether the internal and external CRM change management program is continued, revised or terminated.

到了最後，實踐這些內部及外部客戶關係管理的變革管理倡議的最終結果，都會由一些既定的量度方式衡量。主要的成功倡議或因素應該被標誌為最佳實踐，而主要的失敗倡議或因素就應該被標注為主要學習經驗，留作分享及未來之用。同時，必須決定到底這個內部及外部客戶關係管理的變革管理計劃應該繼續執行，還是需要進行修改，甚至應該終止。



### 實踐時的注意事項 Implication for practice

As mentioned in the introduction of this article, this model integrates internal CRM, external CRM and organizational change management together. It can be applied to address each of these three areas separately and/or two or all areas together. However, this model was built based on a well-established casino in Australia where internal and external CRM and organizational change management had already existed. There may also be some distinctive cultural, legal and industrial aspects of employee and customer management practices in casinos in Australia. Therefore, the model may or may not work in other casino-rich regions like Asia, Europe or North America or in other organizations and industries.

In conclusion, this final Article 6 has presented the integrated model of internal and external CRM change management for casinos. This model is also the solution for the issues of internal CRM, external CRM and organizational change management in casinos in Australia highlighted in the previous five articles. [iag](#)

正如在本篇文章的導引中有所提及，這個模型綜合了內部客戶關係管理、外部客戶關係管理，以及組織變革管理。這模型也可以分別地被用於處理這三個範疇的工作，但亦能同時用在其中兩個，以及同時處理三個的狀況。可是，這個模型是建基於一間在澳洲已有確立體制的賭場內。這間賭場的內部客戶關係管理、外部客戶關係管理，以及組織變革管理都已經存在。所以，當中可能存在一些澳洲的賭場內與員工及客戶管理相關的獨特文化、法務及行業慣例。所以，這個模型未必一定能夠在亞洲、歐洲或北美洲這些賭場林立的區域完全發揮作用，也可能未能夠在其他機構及行業中被完全應用。

總括來說，這文章系列的最終第六章，介紹了一個賭場內部及外部客戶關係管理的變革管理的綜合模型。這模型同時也能用於處理在前五篇文章中已經提及的那些澳洲賭場的內部客戶關係管理、外部客戶關係管理，以及組織變革管理的問題。 [iag](#)





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# 十年之前

## 台灣：海峽之窄

為慶祝報道亞洲博彩及休閒產業滿19週年，《亞博匯》特籌劃此專欄，現在讓我們一起回顧10年之前的這篇封面故事《台灣：海峽之窄》，重溫2014年1月的新聞！

文 本思齊

# 10 YEARS AGO

## Taiwan: The Strait and the Narrow

In this regular feature in *IAG* to celebrate 19 years covering the Asian gaming and leisure industry, we look back at our cover story from exactly 10 years ago, "The Strait and the Narrow", to rediscover what was making the news in January 2014!

By **Ben Blaschke**

The long-vaunted dream of casinos in Taiwan seems a distant one, with very little meaningful movement since referendums held in the offshore island counties of Penghu in 2016 and Kinmen last year returned resounding no votes.

The lack of progression is disappointing for proponents of the idea, especially following enactment of the Tourism Casino Administration Act back in 2013, which technically paved the way for casinos. However, a second necessary bill to truly make casinos a reality has never come to be, and the issue has largely faded from public consciousness in recent years.

That didn't stop those who believed in the potential of Taiwan as a gaming jurisdiction from pushing hard for the cause a decade ago, as *IAG* explained in the cover story of our January 2014 issue, titled "The Strait and the Narrow".

For at least a little while there was even a push to develop casinos on mainland Taiwan, perhaps the most logical having placed such developments in the Taoyuan Aerotropolis – a large-scale urban planning development and Special Economic Zone covering 4,500 hectares and located around 45km from Taipei.

Expected at that time to attract private-sector investment of US\$17 billion, it was seen as a prime location for big hotels with big casinos until the government amended its own draft regulations to specify that any casino developments would be restricted to the six archipelagos in the Taiwan Strait,

and only by popular assent. The Taipei dream has been dead in the water ever since.

Far more promising at the time was a proposal to develop an integrated resort on Beigan – one of the two main islands of Matsu – located at its closest point just eight kilometers from mainland China. The proposal was backed by former Las Vegas Sands executive William

Weidner, whose vision included an initial phase containing 2,000 hotel rooms plus various entertainment and leisure attractions, growing to 26,000 hotel rooms over time.

Weidner – who claimed to have US\$2.5 billion of investment already committed should the project get the green light – predicted 1 million visitors in the first year of operation and

COVER STORY

charm going for it and spectacular natural beauty and that's been about it since the Cold War military garrison pulled out a decade ago, taking with it most of what there was by way of an economy. When its inhabitants went to the polls in the summer of 2012, it was with hopes for a brand of magic the pro-casino camp had had three years since Penghu to get better at conjuring. It was still a tough sell. The margin was 420 votes out of about 3,000.

The difference was Weidner Resorts and its founder and chief executive Bill Weidner. The former president of Las Vegas Sands arrived on Matsu with an enormous reputation as the executive who'd made LVS a force on the Las Vegas Strip and who'd opened Macau and Singapore to the Western gaming industry.

The spot his company has selected on a coastal promontory on Beigan, one of the two main islands, calls for 2,000 hotel rooms and an array of entertainment and leisure attractions, the first phase of a cluster of planned resorts ultimately housing 26,000 rooms. Mr Weidner predicts 1 million visitors in his first year of operation, 4.5 million after five years, 70% of them from the mainland. That's a lot of consumers for a place whose tourist numbers don't top much above 100,000 a year, only about 7,500 of them from China.

He has said he has commitments from a consortium of banking giants for around US\$2.5 billion, a substantial portion of which also

will be dedicated to bringing Matsu's primitive infrastructure into the 21st century. This will include a ferry harbor and a bridge to the other main island of Nangan and electrical generation and water-treatment facilities and an expansion of Beigan's single-runway airport.

"I don't see any problems that cannot be solved by modern technology," he's told them.

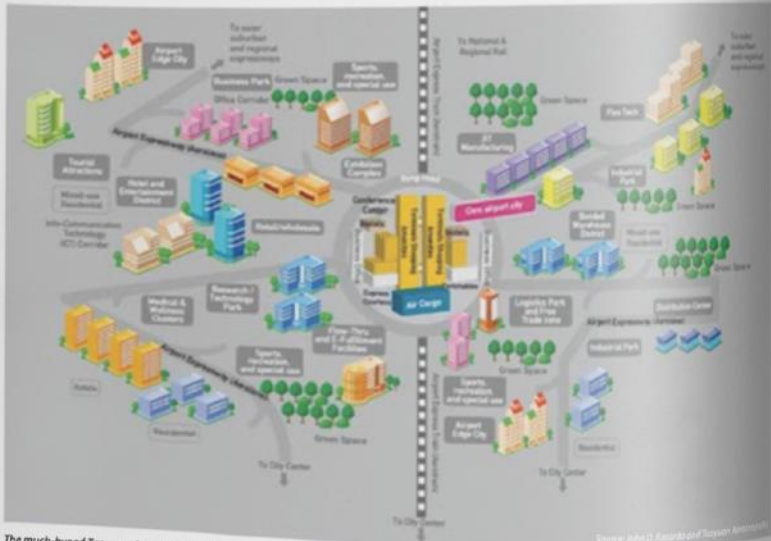
He's also promised to build a university to train the islanders to fill the 5,000 jobs (70,000 at full build-out) he says he'll create.

But his clincher may have been the promise of a monthly stipend for every resident—NT\$18,000 in Year 1 (\$600), increasing to NT\$40,000 (\$2,667) by Year 5.

It's difficult to imagine what all this must sound like to people who live with almost no commerce at all, not a supermarket or department store, not a hospital or clinics or even doctors except those serving the military.

It will be at least five years before they see any of it, though. That's the time frame observers posit for completing the land deals and getting the transport and power infrastructure up to speed.

"We optimistically expect that the earliest time the casino could open to public in Matsu is around 2019," says Lin Kuo-Shan, director-general of the department that oversees gaming for the Transportation Ministry.



The much-hyped Taoyuan Aerotropolis—the gateway to Taiwan's economic future, as the government trumpets it, is a sprawling high-tech mega-city 45 kilometers from Taipei, 4,500 hectares in size.

COVER STORY

William Weidner... giants for... dedicated... Nangan a



That's assuming Act passes soon in administration of Pre... has included the act... is slated for legislative... the realm of possibili... license bids for Matsu... Liu Day Yang, an e... the number of licens... will be fixed, at least... for 30 years. There wi... The tax regime wa... composed of a 7% t... years and a local gov... of a 20% tax on winn... Regulatory overs... Ministry's Bureau of T... on the Singapore m... standards will apply... other equipment. Ac... exceed 5% of gross... to take the lead on... their problem gambli... of system for alerting... limits to ATMs, and T... of their credit histor... As in Singapore tho... themselves excluded... or debit cards will b... restricted to players



# 白

從2016年在澎湖及去年在金門舉行的「公投」都以反對結果告終後，台灣鼓吹已久的開賭場景似乎遙不可及，再無任何實質性的進展。

對於該想法的支持者而言，缺乏進展令人失望，尤其是當地於2013年通過了理論上為開設賭場鋪平道路的《觀光賭場管理條例》草案之後。不過，另一項將令開賭成為現實的第二項必要法案卻從未出台，且近年來這一問題很大程度上已經淡出公眾視野。

然而這並不妨礙那些相信台灣有潛力成為博彩管轄區的人於10年前大力推動此事，一如本刊在2014年的封面故事《海峽之窄》中所闡述的那般。

一度甚至有人著力推動在台灣本島發展賭場，當中最合理的是有望將此類開發項目放到桃園航空城：一個距離台北約45公里、佔地4,500公頃的大型城市規劃發展項目及經濟特區。

當時，桃園航空城預計將吸引170億美元的私人投資，被視為大型酒店及賭場的黃金地帶。直至後來當局修改了自己的法規草案，明確規定，任何賭場的開發將僅限於台灣的幾個離島，並且須得到民眾的同意。台北之夢自此一去不復返。

彼時更有希望的是北竿島開發綜合度假村的提議。北竿島是馬祖列島的兩大主要島嶼之一，距離中國大陸最近的地方只有8公里。該提議曾得到拉斯維加斯金沙集團前高管William Weidner的支持，他的設想是，最初階段包括2,000間酒店客房及各種各種娛樂和休閒景點，而後隨著時間推移，酒店客房數將增至26,000間。

Weidner曾聲稱，若該項目獲批准，他將承諾投資25億美元。他預計，項目投入營運的第一年有望接待100萬名遊客，五年後將接待450萬名遊客，其中將有約七成來自中國大陸。他同時建





馬祖居民曾投票贊成發展賭場  
The residents of Matsu voted in favor of casino development

4.5 million after five years, with 70% of them to come from the mainland. He also proposed further operator investment into local infrastructure, including the airport, and a university to train up and employ local residents in a pitch that was hard for this tiny area of just 7,000 locals to ignore.

As IAG wrote at the time, “It’s difficult to imagine what all this must sound like to people who live with almost no commerce at all, not a supermarket or department store, not a hospital or clinics or even doctors except those serving the military.”

Yet more than a decade on, and despite those Matsu residents ultimately voting in favor of casinos, mainland authorities have failed to come to the party and have shown little interest in doing so. While there remain some pro-casino forces in play – or at least a handful who aren’t specifically against the idea – the general consensus is that none have the political appetite to actively pursue an issue that will surely be highly divisive. So, we sit and we wait ... but best not hold our collective breath. iag

議營運商進一步投資當地基礎設施，包括機場和一所大學，以培訓和僱用當地居民。這對於這個只有7,000名當地人的小島來說是難以忽視的。

正如本刊當時所寫：「很難想像，對於那些生活在幾乎沒有商業的人來說，這一切聽起來會是什麼樣子。當地沒有超市或百貨公司，沒有醫院或診所，甚至沒有醫生，只有那些為軍隊服務的人。」

然而，十多年過去了，儘管馬祖當地居民公投過關，但台灣當局並未對此表現出什麼興趣。雖然仍有部分支持興建賭場的群體在發揮作用，但普遍的共識是，沒有人有政治意願去積極解決這個定會造成嚴重分歧的問題。因此，讓我們拭目以待，但不用報之以太大的期望。iag



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EVENTS CALENDAR



**ICE<sup>®</sup>**  
**LONDON**

2024年2月6日至8日  
英國倫敦

**6-8 February 2024**  
*London, England*



REGULATING THE  
**G | A | M | E**

2024年3月10日至15日  
澳洲悉尼

**10-15 March 2024**  
*Sydney, Australia*



AUSTRALASIAN HOSPITALITY & GAMING  
**EXPO**

2024年3月20日至21日  
澳洲布里斯本

**20-21 March 2024**  
*Brisbane, Australia*



**iagr** International Association  
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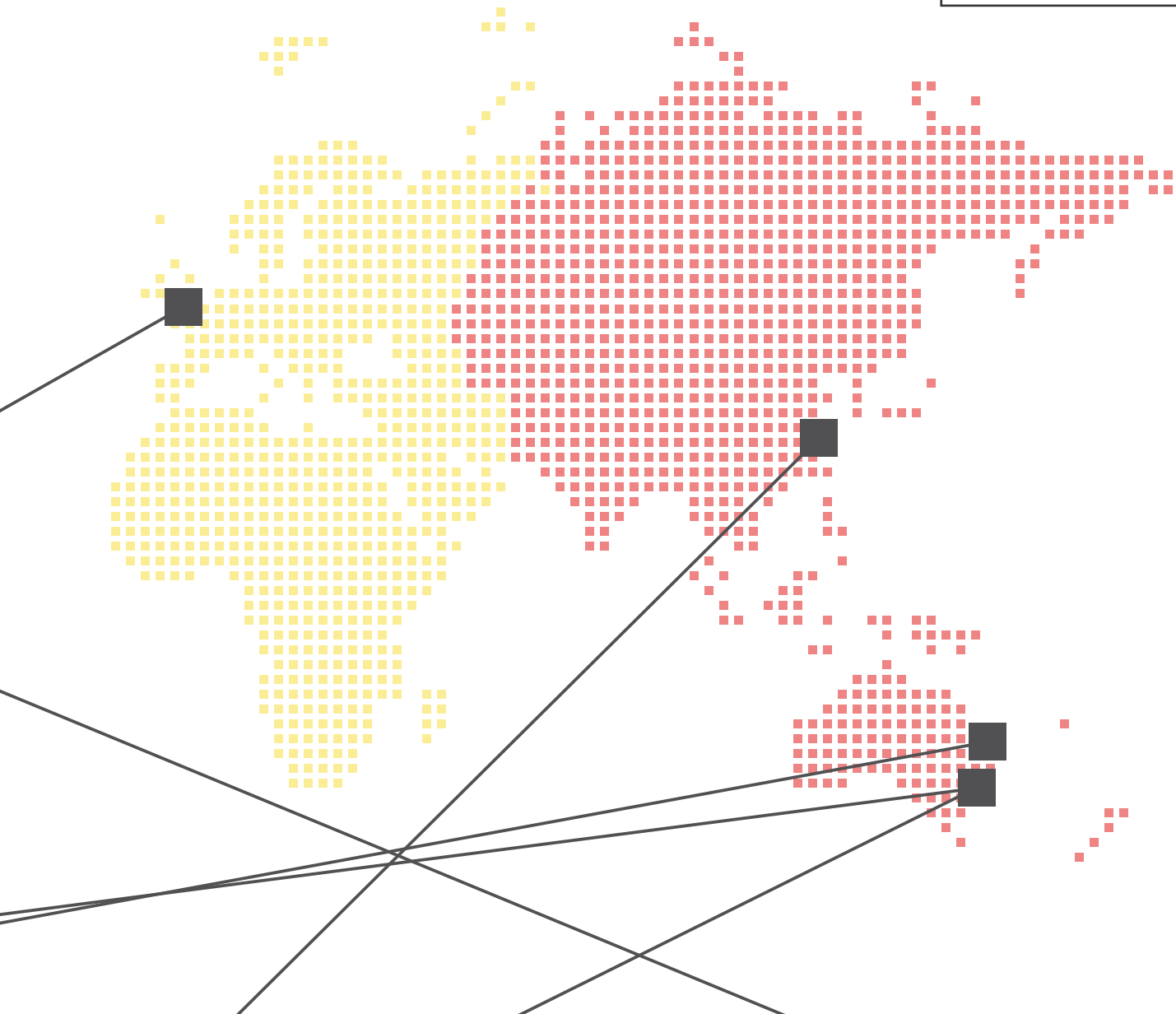
2024年5月28日至30日  
美國華盛頓

**28-30 May 2024**  
*Washington D.C., USA*





活動日程



global gaming expo  
**G2E ASIA**  
亞洲國際娛樂展

ufi  
Approved  
Event

2024年6月4日至6日  
中國澳門

**4-6 June 2024**  
Macau, China




2024年8月13日至15日  
澳洲悉尼

**13-15 August 2024**  
Sydney, Australia



global gaming expo  
**G2E**

2024年10月7日至10日  
美國拉斯維加斯

**7-10 October 2024**  
Las Vegas, USA




2024年11月  
待定

**November 2024**  
TBC



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.



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