

Responsible Gambling Practices from the Perspective of Gambling Counsellors in Macau

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Synopsis

Early development of a credible CSR strategy could constitute a sustainable competitive advantage and “irresponsible” companies would be exposed to the risk of market punishment (Joseph, 2002; Löhman and Steinholtz, 2003). CSR and stakeholder studies have provided key theoretical directions for the exploration and effective management of issues relating to the social responsibility of gambling management (McIntosh, et al, 1998). Focusing on principles underlying the concept of sustainable development, consumer protection and community development, CSR is conceptually similar to responsible gambling (Murray and Vogel, 1997; Turban and Greening, 1997; Monaghan, 2009). In the past few decades, the gambling industry has developed so rapidly that it has become one of the most dynamic industries in the world (Stansfield, 2008). The concept of responsible gambling is one of the most interesting areas for gaming studies.

To cope with pressure from stakeholders, corporations are compelled to develop CSR strategies to avoid the risk of damaging their brand images and reputations (Maignan et al. 2002; Raynard and Forstater, 2002). Governments are under pressure to treat the negative social and economic consequences caused by the gambling industry (Eadington, 2003). At any given point in time, responsible gambling strategy has to ensure that gambling is provided in a manner that meets a community’s economic, legal, ethical, and philanthropic responsibilities (Hing, 2003).

Measured by gross gaming revenue, Macau is the world’s largest gaming market. Current laws in Macau have no regulatory requirements for responsible gambling. Eadington and Siu (2007) considered that the Macau government cannot just claim ignorance or pay lip service to control measures. In recent years, the Macau government has voiced its intention to implement a policy approach of responsible gambling. The six casino operators in Macau have been alerted to expect more stringent additional regulations to be imposed upon the gaming operations (Lam, 2009).

As Blaszczyński et al. (2004) reported, there is no common national or international framework for responsible gambling. There is a need for a strategic framework to guide key stakeholders to develop socially responsible policies. The framework in this study has been developed by combining the CSR gambling framework of Hing (2003) and the stakeholder framework of Fong (2009).

This empirical study explored the status of responsible gambling practices in Macau. In particular, it assessed the awareness of responsible gambling practices by one key stakeholder, the gambling counselling services sector, in Macau. The opinions of gambling counsellors about the awareness, acceptance and effectiveness of responsible gambling practices were explored. The research was conducted using a qualitative approach as there was no previous research on the Macau gambling counsellors and a qualitative approach allowed the researcher to penetrate into the perspectives of the marginalized voices. While limited by small, non-representative samples, the analysis of the 11 interviews enabled the research objectives to be accomplished and provided insights for further research and empirical application.

The findings show that the gambling counsellors' views do not fall neatly into either primarily financial or social perspectives. Instead, their perspectives are found to be more complex and mixed than either the financial or social perspectives. Despite the marginalized situation that the gambling counsellors are facing, they have positive attitudes towards shouldering more responsibility for gambling-related problems. Most gambling counsellors consider that problem gambling counselling services could benefit from closer relationships with the casino industry. Moreover, some counselling centers have developed a solid relationship with other community support services, which is a great facilitator for Macau to implement responsible gambling. Gambling counsellors believe that well-trained casino frontline staff can play an important role in identification and intervention on the gaming floor (Delfabbro et al. 2007).

It was found that the gambling counsellors in Macau had some awareness of responsible gambling practices, but were generally sceptical about their potential effectiveness.

Distinctive features of Macau's market context and government behaviours were identified as key reasons for this low implementation rate. Although they knew little about what should be included in the responsible code of practice, they all looked to learn from the guidelines from other gambling jurisdictions. Most interviewees expressed doubts over a self-regulatory approach and a legislative approach was considered as appropriate.

Theoretically, this study has been limited by the way it was designed. It has focused only on the views of the gambling counsellors. Thus, the interpretations of some of these findings may be open to debate. Empirically, this study has been limited to one gambling industry stakeholder group in one market and over a limited period of time. As such, its empirical findings are specific to this context, which means that these findings have limited generalizability.

This study contributes to Macau's policy makers in formulating strategies to limit the ills of gambling in Macau. The government of Macao should enforce a greater degree of responsible gambling strategies than is currently implemented in order to improve their reputation and reduce criticism from key stakeholders.

This study has filled some of the gap in the extant literature by focusing on the opinions of one key stakeholder group, the gambling counsellors, about responsible gambling in the world's biggest gaming market, Macau. Knowing the gambling counsellors' perspectives on responsible gambling can allow policy makers to know the key success factors and the most voluntarily acceptable policies for the key stakeholders.

1.0 CHAPTER ONE: INTRODUCTION

1.1 Chapter introduction

This chapter introduces the thesis. The chapter begins by laying out the background of the research, and this is followed by the presentation of the research questions. The chapter gives a justification for the research and the research methodology. The chapter also outlines the thesis, and refers to some definitions of key terms.

To follow this chapter, Chapter 2 discusses the literature, Chapter 3 the methodology, Chapter 4 focuses on the findings and Chapter 5 emphasizes the discussion and the study's conclusion.

1.2 Background to the research

Corporate Social Responsibility (CSR) is generally defined as voluntary social acts that extend beyond profit seeking and fulfilling mandatory regulations (Lantos, 2001). Once considered to be a do-gooding sideshow, CSR has now become a significant part of the modern corporate landscape. It is more than just a theory for being a responsible corporation, it is also an issue of sustainable development for corporations (Löhman and Steinholtz, 2003). Early development of a credible CSR image could constitute a sustainable competitive advantage and “irresponsible” companies would be exposed to the risk of market punishment (Joseph, 2002). Bhattacharya and Sen (2004) argued that if corporations are committed to CSR, the consumers will always show positive attitudes which will lead to eventual good financial performance.

The CSR concern is most pronounced with regard to corporations selling legal but potentially harmful products (Buchanan, Elliott and Johnson, 2009). The gambling industry and the related gambling harm are seen as unethical in many eyes (Grinols and Mustard, 2001; Vong and MacCartney, 2005). Problem gamblers are those who simply

gamble over their limits, which lead to adverse consequences for the gambler, family and friends, or for the community (Dickerson, 2003). Williams, Volberg and Stevens (2012, p.5) compared a total of 202 studies of the prevalence of problem gambling in various jurisdictions, conducted between 1975 and 2012, and found that

“Depending on the specific country and the survey year, the standardized past year rate of problem gambling ranges from 0.5% to 7.6%, with the average rate across all countries being 2.3%. In general, the lowest standardized prevalence rates of problem gambling tend to occur in Europe, with intermediate rates in North America and Australia, and the highest rates in Asia. More specifically, the lowest standardized prevalence rates occur in Denmark, the Netherlands, and Germany. Lower than average rates are seen in Great Britain, South Korea, Iceland, Hungary, Norway, France, and New Zealand. Average rates occur in Sweden, Switzerland, Canada, Australia, United States, Estonia, Finland, and Italy. Above average rates occur in Belgium and Northern Ireland. The highest rates are observed in Singapore, Macau, Hong Kong, and South Africa.”

Gambling is a potentially addictive activity and can cause major harm to problem gamblers, their families and the wider community. Harm to health, as well as crime and social disruption, can result from problem gambling (Brown and Raeburn, 2001). Gambling problems are complex in nature. On the one hand, there is the potentially addictive nature of the gaming, which can lead to gambling-related problems. While gambling provides jobs and contributes to the economy, problem gambling imposes a huge cost on society (Eadington, 1996). On the other hand, governments are reluctant to implement tough measures when gambling is a major source of government revenue (Blaszczynski, Ladouceur and Shaffer, 2004; Buchanan and Johnson, 2007). Governments are under pressure to treat the negative social and economic consequences caused by the gambling industry (Eadington, 2003).

CSR is conceptually similar to responsible gambling, as it focuses on principles of the concept of sustainable development, consumer protection and community development

(Murray and Vogel, 1997; Turban and Greening, 1997). Buchanan and Johnson (2007) considered that CSR in the gambling industry has followed the path of other industries. Hing (2003) suggested that a responsible gambling strategy could be a remarkable sustainability activity in the world's gaming industry. Gaming operators are encouraging responsible gambling through various marketing and management strategies, to prevent and reduce gambling harm and to achieve sustainable development (Blaszczynski et al. 2004; Hing, 2003; Monaghan, 2009). However, acute competition and high profit expectations have forced the gaming operators to ignore their corporate social responsibilities in gambling.

The introduction of responsible gambling policy is less likely to work without the cooperation of different stakeholders (Blaszczynski et al. 2004). There is need for a strategic framework to guide key stakeholders to develop socially responsible policies (Blaszczynski et al. 2004). Hence, there is a difference between the acceptance and implementation of responsible gambling practices in different jurisdictions. CSR and stakeholder studies have provided key theoretical directions for the understanding and effective management of issues relating to responsible gambling management (McIntosh, Leipziger, Jones and Coleman, 1998).

In Asia, responsible gambling has been neglected by the gambling operators and governments (Wong, 2006). In the absence of a clear government gambling policy on responsible gambling and the lack of an industry effort in the responsible provision of gaming, there is a general resistance among Asian gambling operators to adopt socially responsible gaming strategies (Wong, 2006).

Since the liberalization of casino licensing in 2002, Macau's gaming industry has expanded rapidly. Measured by gross gaming revenues, Macau is the world's largest gaming market (Wong, 2011). The benefits of casino development in Macau have lagged behind the negative impacts of this development (Vong, 2009). Research studies on gambling are limited in Macau (Kang, Lee, Yoon and Long, 2008). However, gambling-caused tragedies are reported frequently in local media (Lam, 2004). It is important to

determine the role of the Macau government in the gambling industry and to ensure that Macau residents can enjoy the benefits of having a gambling industry while avoiding the social costs created by gambling.

Current laws in Macau have no regulatory requirements for responsible gambling (Fong, 2009). However, all casinos in Macau have policies or guidelines of some kind concerning problem gambling (Lam, 2010). Responsible gambling is one major area to which the government and the industry should pay more attention if Macau is trying to upgrade or reform the gambling industry. Rather than just a public relations show, Macau should consider responsible gambling as a strategic objective and make it an inseparable part of their businesses (Lam, 2007; Fong, 2009).

Responsible gambling has been implemented in various gambling jurisdictions, but this concept is still at an early stage of its development in Macau (Fong, 2009). As Blaszczyński et al. (2004) reported, there is no common national or international framework for responsible gambling. Thus there is a need for a strategic framework to guide key stakeholders to develop socially responsible policies. A conceptual framework of responsible provisions of gambling was developed, derived from concepts in the corporate social performance literature, focusing on principles, processes and practices, perceived adequacy, and perceived effectiveness in the responsible provision of gambling (Hing, 2003; Hing and Mackellar, 2004). Based upon the reality in Macau, Fong (2009) introduced a preliminary framework that identified the function and roles of five broad categories of stakeholders: Government, Gamblers, Family Members and Friends Gaming Operators, Problem Gambling Prevention and Treatment Centers, Education and Other Community Organizations. The conceptual framework for this study was developed by combining the CSR gambling framework of Hing (2003) and the stakeholder framework of Fong (2009) in analyzing the stakeholders' opinion in Macau.

Gambling counselling in Macau is a young industry. Back in 2005, there was no formalized public counselling service in Macau (McCartney, 2005). There are four gambling counselling centers in Macau now. In Macau, the vast majority of the

population is Chinese origin. The Chinese subjects were found to make riskier gambling decisions (Lau and Ranyard, 2005). Macau has a higher-than-average problem gambling figure and the government should start dealing with the problem from school levels (Hao, 2005). However, evidence has shown that only a small percentage of problem gamblers will seek professional help from these agencies (McMillen, 2009).

The policy approach towards a more socially responsible approach to gambling operations in Macau was driven by the lobbying of Macau academics. Although it is not in the laws yet, the Macau government has voiced a policy approach to responsible gambling and attention has been drawn to the social responsibilities of the six casino operators. Casino operators do expect more stringent additional regulations to be imposed upon the gaming operations (Lam, 2009).

This study sought to explore the status of responsible gambling practices in Macau. In particular it focused on assessing the awareness of the responsible gambling practices shown by one key stakeholder group, the gambling counselling services sector, in Macau. The opinions of gambling counsellors about the awareness, acceptance and effectiveness of responsible gambling practices were explored in order to reveal the distinctive features of Macau's market that are affecting the implementation of responsible gambling practices.

1.3 Research objectives

Responsible gambling generally has a location-specific context. Responsible gambling practices differ from place to place, and over time. One must know the needs and intentions of the key stakeholders before designing responsible gambling strategies and programs.

Given the intense competition in the Macau gaming market, it is timely and appropriate to find out how well the western responsible gambling practices have been accepted and

implemented by the key stakeholders in Macau. The following research objectives were articulated:

Research objective 1:

The study is structured to gather opinions of the gambling counsellors about Macau's practices and responsibility for addressing the issue of problem gambling.

Research objective 2:

It aims to explore attitudes of the gambling counsellors to adopting practices in existing models of responsible provision of gambling.

Research objective 3:

It attempts to identify the main opportunities and barriers to adopting strategies in existing models of responsible provision of gambling in Macau.

1.4 Justification for the research

The research can be justified from four viewpoints:

1. Since the liberalization of casino licensing in 2002, Macau's gaming industry has expanded rapidly. Gambling-caused tragedies are reported frequently in local media (Lam, 2004). There has been extensive research on the impacts of casino gaming in the context of western countries, yet little attention has been paid to Macau (Giacopassi, Nicols and Stitt, 1999; Garrett, 2004; Janes and Collison, 2004; Lee and Back, 2006; Kang et al. 2008). In Macau, it is primarily a table-game market. Evidence suggests that there are more problems with casino games. Problem gamblers do spend disproportionately more on casino table games and electronic gaming machines than other types of gambling (Productivity Commission, 1999). After all, despite these earlier studies, the existing research on responsible gambling and gambling at large are still

reported to be inadequate (Lam, 2009). Special attention to gambling related issues in Macau is needed and justified.

2. Responsible gambling has been implemented in various gambling jurisdictions, but this concept is still at an early stage of its development in Macau (Fong, 2009). The significance of responsible gambling, as a CSR issue in the world's largest gaming market, warrants more research effort. It is contemplated that the combined opinions of all key stakeholders might lead to a possible reduction in the level of problem gambling in Macau.

3. Gambling counsellors seem to be marginalized and their opinions largely neglected. However, they are the frontline social service people who have to deal with the aftermath of problem gambling. This research can give insights into the views of this group of important stakeholders. In seeking a socially responsible approach to the issues, this research and, in particular, the gambling counsellors' perspectives could possibly bring about some influence on the casino operators and the policy makers in Macau.

4. This study did not replicate previous research approaches used in Macau gaming studies. It can offer reference value for governments and other stakeholders who are watching developments in research that impinges on gambling and CSR.

“This is a globalised industry. What happens in one market is of crucial interest internationally – and the gaming industry and governments are watching developments in research that impinges on CSR, liability and risk management. It comes as no surprise that, with the emergence of this globalised industry, international networks of those interested in its impact: researchers, regulators, lawyers, governments, treatment experts, the gaming industry and public policy commentators, are involved in defining, measuring and theorising the social, economic and broader cultural impacts of these new markets. CSR expectations are, to some extent, driven by community reactions to the perceived harms and the

range of individual, economic and societal impacts, not all positive, associated with gaming” (Hancock, Schellinck and Schrans, 2008, p.65).

1.5 Research methodology

The research used a qualitative approach. There are two reasons for this.

1. A qualitative design was selected for this investigation to extract Macau gambling counsellors’ awareness and perceptions of the responsible gambling practices in Macau. As there has been no previous research on the Macau gambling counsellors, a qualitative approach allows the research to penetrate into their perspectives. Qualitative research involves an interpretive, naturalistic approach which is a useful and practical method that allows the researcher to explore reliable information and identify themes from areas that otherwise cannot be discovered (Creswell, 2003).

2. More specifically, in the case of problem gambling and gambling counsellors, a qualitative approach extracts more out of the “silenced or marginalized voices”, by giving “an orientation towards investigating exploitation, repression, unfairness, unsymmetrical power relations ... distorted communication and false consciousness” (Alvesson and Deetz, 2000, pp. 62- 63).

1.6 Thesis structure

With this formulation of the research, the thesis is structured into five chapters, thus:

Chapter 1 – Problem and Purpose

This serves as the introduction to the study and the thesis. The chapter provides the background to and justification for the research in the context of the research question. There is a discussion of the methodology and research methods.

Chapter 2 –Literature Review

This is the chapter that discusses the extant literature. The purpose of this chapter is to lay out the salient features and dimensions of gambling in Macau, in order to provide a foundational understanding of the field of investigation for the research. The discussion gives emphasis to CSR, stakeholders, problem gambling, responsible gambling, problem gambling in Macau, and to gambling counsellors as one stakeholder group. This enables stakeholders to be seen, not as passive participants, but as participants in a socially responsible community.

Chapter 3 – Methodology

This chapter explains the methodological framework of the study and the methods used to gather the data. The discussion also describes the approaches used to analyze the data, and addresses matters of research rigor and quality. This is followed by an explanation of ethical issues in the research.

Chapter 4 – Analysis and interpretation

This is the chapter that documents the research data. It records one group of key stakeholders' perspectives on responsible gambling, by drawing comprehensively on the actual words of the gambling counsellors.

This chapter presents the analyses of the research data, in the context of the research question. The analyses and interpretations of the gambling counsellors' perspectives and interactions are discussed.

Chapter 5 – Reflections and Conclusion

This chapter concludes the thesis. It reflects on the contributions of the research and presents the study's response to the research question. It also discusses the limitations of the research and the implications for future research. The chapter concludes with a

philosophical reflection about a vision for CSR practice and the place of corporations and government in society.

1.7 Definitions of terms

The following terms related to CSR and gambling are defined as they are used in the current study:

1. “Corporate Social Responsibility” (abbreviated to CSR) has been described and defined variously in the literature. In this thesis, “CSR” refers to broad perspectives of a corporation’s responsibility in its social involvement (Matten and Crane, 2005, p. 167).
2. In this thesis, the words “gambling” and “gaming” are used interchangeably, depending on the context. From the casino corporations’ viewpoint, they prefer to use gaming instead of gambling so as to minimize the negative connotation of the word “gambling”.
3. Range of gambling behavior: Gambling can be defined as an activity aimed at winning something of value by betting money or belongings on events or activities with unknown outcomes (Abbott and Volberg, 2000). Derevensky and Gupta (2000) considered that gambling behavior can be classified on a continuum ranging from recreational gambling without any gambling-related problems to pathological gambling. Recreational gambling is generally regarded as neutral or even positive, while problem, compulsive, and pathological gambling are all viewed as negative (Shaffer and Hall, 2001).
4. Responsible gambling strategy: The provision of gambling services in a way that seeks to minimize the gambling harm to gamblers and the community (Hing, 2003).

1.8 Chapter conclusion

This chapter has served as an introduction to the thesis. It provides the background to and justification for the research, in the context of the research questions. The discussion frames the research by explaining its critical orientation, and then explains the methodology and research methods adopted in the study. There is also an outline of the thesis and explanation of key contextual definitions.

The following chapter will now discuss the literature. Chapter 2 explains CSR, stakeholders, gambling, the link into responsible gambling and gambling in Macau and gambling counsellors as a stakeholder group.

2.0 CHAPTER TWO: LITERATURE REVIEW

2.1 Chapter introduction

This literature review chapter contains several sections. As the concept of CSR is fundamental to this study, the first section presents prior research on CSR, CSR and stakeholders, CSR, gambling and sustainable development. The second section consists of an overview of previous research on gambling, problem gambling, responsible gambling and harm minimization. The third section covers Macau's gambling development, problem gambling, counselling and the development of responsible gambling. The chapter concludes with an evaluation of how this study helps to fill some of the gaps in Macau's framework for responsible gambling.

2.2 CSR

CSR, a controversial subject, has attracted a lot of attention in the last few decades. Freeman and Liedtka (1991) argued that the whole issue is irrelevant to business and Friedman (1962) saw the relevance but perceived it to be a bad idea for business. Certainly, there is the expectation by many that businesses that cause harm to the some segment of the community should be part of the cure. Fitch (1976, p.38) claimed that "CSR is the serious attempt to solve social problems caused wholly or in part by the corporation." There is a vast array of researchers who think that CSR is of strategic importance to business.

CSR can be defined as voluntary social performance that extends beyond profit making and meeting mandatory regulations (Lantos, 2001; Carroll, 1998). Organizations admit that they are bound by social contracts with society and it is important to maintain the legitimate right to operate within that society as a stakeholder on top of mandatory responsibilities (Moir, 2001; Suchman, 1995). Davis (1973) developed the "Iron Law of Responsibility" whereby the "social responsibilities of businessmen need to be commensurate with their social power" (cited by Carroll 1999, p.271). He argued that "in

the long run, those who do not use power in a manner which society considers responsible will tend to lose it" (cited in Wood 1991a, p. 695). "A firm is not being socially responsible if it merely complies with the minimum requirements of the law, because this is what any good citizen would do" (cited in Carroll 1999, p.277). CSR is related to social values and expectations, and it changes over time. Thus, to maintain socially responsible leadership requires foresight, strategy formulation, and courage to act in tandem giving due consideration to moral and social values (Karp, 2003).

2.2.1 Theoretical evolution in CSR

Theoretical evolution in corporate social obligations can be classified into CSR principles, CSR processes and CSR outcomes (Hing, 2003). Formalized research into CSR is considered to have begun in the 1950s (Carroll 1999; De Bakker, Groenewegen and Den Hond, 2005). The discourse on CSR started in post - war America in the 1950s (Litz, 1996). At that time, the implementation of CSR was not clear to all and no operational guidance was provided (Sethi, 1975; Ackerman and Bauer, 1976). The principles of CSR were conceptualized fully by Carroll (1979) and the model had a popular and wide appeal (Wood, 1991b). Carroll (1979) proposed that economic, legal, ethical and discretionary responsibilities were to be considered by organizations. He argued that the four categories of corporate responsibility are not mutually exclusive, nor are they a choice between economic and social concerns. In 1991 he included stakeholders as an integral component of his model of CSR. This added further clarity to the 'social' component of CSR by identifying the exact stakeholders for whom the organization should be socially responsible. From the end of the 1970s, there were common beliefs expressed in the literature that economic wellbeing should be considered under CSR. Wartick and Cochran (1985) argued that economic responsibility is part of the larger social responsibility. Wood (1991) combined Wartick and Cochran's (1985) definition with Carroll's four expectations of CSR to develop corporate social performance models. He reminded all about the danger of assigning a low weighting to the 'discretionary' component in Carroll's (1979) CSR classification.

The conceptual framework of CSR was enriched in the 1970s by the corporate social responsiveness discourse. Action and direction-oriented dimensions were added to the principles of CSR so that appropriate responses could be directed towards corporate social obligations (Wood, 1991b). There was a shift of emphasis from social obligations to social response processes (Wartick and Cochran, 1985). Corporate social responsiveness can help the corporations to focus on the processes of CSR and the way decisions are made (Preston, 1990).

In addition to the CSR principles and processes, the CSR outcomes of the corporate social initiatives of corporations have received much attention. In a result-driven society, the actions and actual results of the CSR programs are of great importance. Corporate social policies and programs have become part of the corporate social outcomes framework (Wartick and Cochran, 1985; Wood, 1991a). In other words, the managed outcomes of corporate social policies and programs are used as major mechanisms to satisfy the expectations of the key stakeholders of corporations (Wood, 1991a).

According to Shaffer (2001), the study of gambling is a relatively young discipline compared to more mature areas of scientific inquires, and only a limited number of studies have examined gambling from the CSR angle. Hing is among a few scholars who have studied CSR related to gambling. Utilising the Aupperle (1982) instrument based on Carroll's (1979) conceptual model, Hing (2000) found that New South Wales Registered Club Managers assigned the highest weight to the economic component, followed by the legal, then the ethical, with the lowest weighting given to the discretionary component in their electronic gaming machines operations. The managers expressed a preference for passive over proactive responses to social responsibility. Hing concluded that club managers have to trade off the economic with the ethical and discretionary responsibilities in order to satisfy their stakeholders' expectations. In these and follow-up studies, there were marked gaps between gaming operators in NSW registered clubs and with those advocated by key stakeholder groups (Hing 2000, 2001; Hing and Mackellar, 2004; Hing and McMillen, 2002).

2.2.2 CSR and financial performance

The relationship between CSR and financial performance is a well researched area of CSR. There have been reports on the positive (Simpson and Kohers, 2002), negative (Lerner and Fryxell, 1988), and neutral effects (Freedman and Jaggi, 1986) of CSR on financial performance. Nevertheless, most studies have supported the positive relationship between CSR and financial performance. Margolis and Walsh (2001) revealed the findings of 122 published empirical studies, between 1971 and 2001, indicating that the sign of the relationship is positive. Some later findings, after 2001, supported this viewpoint further (Tsoutsoura, 2004). Most researchers have argued that corporations can derive huge benefits when their stakeholders consider them to be socially responsible (Crowther, 2003; Idowu and Towler, 2004). Bhattacharya and Sen (2004) claimed that consumers always show positive attitudes toward the corporations that are committed to CSR, which can increase the consumption of the companies' products and eventually leading to good financial performance.

2.3 CSR and stakeholders

There is no single definition of the term “stakeholder” (Pedersen, 2006). It can be defined as those who are harmed or who benefit from the actions or inactions of a corporation (Donaldson and Preston, 1995). A stakeholder is a group or an individual who affects or is affected by the achievement of the corporation's activities (Freeman, 1984).

To cope with the pressures from stakeholders, including consumers, NGOs (non-governmental organizations), media, the government, and other public policy bodies, corporations are compelled to develop CSR strategies to avoid the risk of damaging their brand images and reputations (Maignan et al. 2002; Raynard and Forstater, 2002). The integration of CSR strategies into business and marketing strategy by maintaining positive relationships with stakeholders has moved the academic and business debates on

ethical issues concerning CSR from being viewed as a paternalistic philanthropy to a requirement for doing business (Raynard and Forstater, 2002; Housted and Allen, 2000).

2.3.1 Stakeholder typology

While there is no single definition that can be used to describe the word ‘stakeholder’, Mitchell, Agle, and Wood (1997) focused on the issue from a more practical approach and classified stakeholders according to the attributes they hold, namely power, legitimacy and urgency. Such an approach will bring the discussion to a more practical ground rather than a theoretical one. The power attribute shows the extent to which a stakeholder can have an influence on the issue at stake. The legitimacy attribute refers to the stakeholders’ structures and behaviors that are acknowledged by different sectors of the community. The urgency attribute is a dynamic structure based on sensitivity and criticality characteristics. Sensitivity is the degree to which organizational delay can cause problems for the stakeholder. Criticality is referred to as the importance that the stakeholder puts on a claim.

By applying these characteristics, Mitchell et al. (1997) developed a theory of stakeholder typology. Dependent upon the number of attributes, namely power, legitimacy and urgency, present in the stakeholders’ relationship with the organization, seven different types of stakeholders were developed (Mitchell et al. 1997), as presented in Table 1.

Table 1: Stakeholder Typology

Stakeholder Type	POWER	LEGITIMACY	URGENCY
Dormant Stakeholder	+		-
Discretionary Stakeholder	-	+	-
Demanding Stakeholder	-	-	+

Dominant Stakeholder	+	+	-
Dependent Stakeholder	-	+	+
Dangerous Stakeholder	+	-	+
Definitive Stakeholder	+	+	+

Source: Academy of Management Review (1997)

2.3.2 CSR and gaming operators

Recent corporate scandals have led to increased concerns for CSR to be implemented by all businesses, but the concern is most pronounced with corporations selling legal products that are considered to be potentially harmful to certain segments of customers (Buchanan et al. 2009). The gambling industry is seen as something immoral in many eyes as it is known that this industry has some side affects in the form of negative impacts such as problem gambling and increased crime (Grinols and Mustard, 2001; Vong and MacCartney, 2005). It attracts criticism from concerned stakeholders when their markets increase. It is incumbent upon gaming operators to be proactive and pursue CSR principles and policies that go beyond fulfillment of the law (Buchanan and Johnson, 2007). According to McIntosh et al. (2009), CSR and stakeholder studies have provided key theoretical directions for the exploration and effective management of issues relating to the social responsibility of gambling management.

“Gaming industry CSR and what it should comprise and why, is only just emerging as a new area of focus for the industry and for governments” (Hancock et al. 2008, p.65).

“Compared to 10–15 years ago, general expectations of CSR have changed markedly, developing from philanthropic-focused volunteerism or transactive giving to the realisation that social responsibility, sustainability, consumer protection and product safety are central to investor confidence, constitute core business, and require a ‘whole of business approach’ driven from the top, by strong corporate leadership” (Hancock et al. 2008, p.66).

The gaming business cannot claim CSR through a philanthropic focus only, as the stakeholders are benchmarking against international standards and a commitment to social sustainability as part of the licence to operate (Hancock et al. 2008). At a specific level, the ethical case for CSR for gaming business should include policies and practices on responsible gambling.

2.3.3 Key stakeholders in gambling

The key stakeholders in the field of gambling are gamblers, gambling industry operators, health service and other welfare providers, interested community groups, as well as governments and their related agencies. However, these stakeholder groups often define responsible gambling from various perspectives and thus pursue differing and often competing interests (Li, Zhang, Mao and Min, 2011).

In a competitive market environment, applying economic and commercial business principles, industry operators would provide a range of gaming products to customers. The health and welfare services and other interested community groups would be concerned with the negative personal and social consequences of gambling. Gamblers would have an interest in being able to participate in and enjoy a fair and recreational activity (Li et al. 2011). Researchers have only begun in recent years to pay increased attention to investigating the relationship between CSR and Chinese consumers (Gao, 2009; Tian, Wang and Yang, 2011; Ramasamy and Yeung, 2009). Counselling service providers consider the degree of availability, accessibility and acceptability of gambling and the development of gambling-related harm to be the main issues of concern. In response, some of these counselling service providers have taken an anti-gambling perspective, lobbying for government agencies to stop or substantially reduce the level of available gambling in the community (Li et al. 2011). Governments can derive substantial tax revenue benefits from gambling; however, they have to respond to community concerns over the potential harm of problem gambling. It is their final responsibility for

maintaining a well managed legislative and regulatory framework of gambling and the protection of those gamblers from harm and exploitation (Blaszczynski et al. 2004).

To acknowledge the conflicts of interests and tensions that can exist among stakeholders, it is important to achieve collaborative involvement to determine acceptable priorities and effective responsible gambling programs. For example, governments have to balance the restricted civil liberty needs of gamblers against the promotion of responsible gambling principles (Blaszczynski, Collins, Fong, Ladouceur, Nower, Shaffer, Tavares and Venisse, 2011).

2.3.4 Governmental involvement in CSR practices

Zappala (2003) developed four different public policy approaches to CSR. The first approach is that governments should “do nothing” and just remain neutral so that corporations can pursue maximum returns for shareholders. The second approach, “regulation and legislation”, suggests that mandatory social and environmental reporting is essential. The third approach, “non-regulatory activism”, claims that governments should provide CSR support, but CSR should remain as a voluntary activity. Lastly, the fourth approach, “demonstrator of best practice”, suggests that governments should require “triple bottom line” reporting as well as they should require CSR strategies from their partners.

According to Eadington (2003), the development path of responsible gambling practices in North America can serve as an example for the rest of the gambling industry in the world. It can be described in a four-stage model. Stage one is characterized by gambling industry rejection and inaction on the part of the government; stage two is featured as both parties pay only “lip service”; stage three is characterized by both parties having a partial commitment to follow responsible gambling practices; and, finally, stage four is for governments and the gambling industry to accept and embrace strong measures to face gambling-related harm.

Utting (2002) focused on different phases of regulation which can have an impact on a corporation's social responsibility practices. According to Utting (2002), these phases were composed of steps for the transition of corporations' CSR practices. The first phase of this transition was "command and control". Under this state- led regulation phase, corporations were mandated to implement their corporate social responsibilities. The second phase in the transition, namely "self- regulation" phase required the corporations to adopt a self-restraint and altruistic attitude in answer to unregulated markets and liberal public policy (Windsor, 2006). Utting argued that this self- regulatory approach had enhanced corporations' mobilization to "influence, control and lead" the pressures of social and environmental agendas to their own advantage:

"Rather than simply reacting to pressure, companies could engage proactively with the corporate responsibility agenda and activities. This would allow business to not only deflect or dilute certain pressures but also be in the driving seat to ensure that change took place on terms favorable to business" (Utting, 2002, p.68).

The third and last phase was "co- regulation". Utting described this phase as a 'multi-stakeholder initiative' and stated that:

"... co- regulation arises when two or more actors or 'stakeholders' are involved in the design and implementation of norms and instruments that attempt to improve the social and environmental performance of firms. This may involve government and/ or multilateral organizations working with industry" (Utting, 2002, p.65).

As a requirement of a multi- stakeholder initiative, stakeholders have a bigger influence in the third phase. Utting clarified their influence by focusing on their role in learning processes. Accordingly, interaction and dialogue with stakeholders contributes to learning and adaptation capacity of the corporations to a great extent (Utting, 2005).

2.3.5 Sustainable competitive advantage

CSR has become an important theory in recent times and governments all over the world try to persuade their corporations of the importance of taking responsibility for both the corporation and the society. Löhman and Steinholtz (2003) argued that there is more to this than just a theory for being a responsible corporation but that it is also a part of the sustainable development of the region in which the corporations are situated. The early development of a credible CSR image could constitute a sustainable competitive advantage and “irresponsible” companies would be exposed to the risk of market punishment (Joseph, 2002). Black and Hartell (2003) considered that “when stakeholders perceive congruence between societal values and the firm’s activities and goals” (p.125), “firms’ survival and prosperity” are enhanced “by reducing costs associated with stakeholder conflict and improving long-term sustainability and employee satisfaction (Black and Hartel, 2003., pp.126-127).

Although there are still very few studies in the literature on gambling industry-related CSR, this has gradually received more attention from the public, policy makers, and researchers (Buchanan and Johnson, 2007). Buchanan and Johnson (2007) explained that CSR in the gambling industry has followed the path of other industries. They expressed the view that, initially, the CSR was not appealing to corporations but that gradually, it was accepted under the external pressures from stakeholders, and has eventually become a distinct competitive advantage of corporations thriving for long-term sustainable development. With regard to governments’ efforts to achieve sustainable development of the gaming industry, regulators or local governments have the authority to approve licenses, regulate policies and supervise gaming operations (Song, 2010).

As gambling becomes legalized in different parts of the world, public health officials of different countries should start to deal with the consequences of the increased trend in gambling (Stinchfield, 2002). For the sustainable development of the gaming industry, many local governments and gaming operators in the world have tried to reduce the risk and severity of negative consequences through various activities (Hing, 2003).

2.4 Gambling

2.4.1 Definition of gambling

Gambling can be defined generally as “risking something of value on the unknown outcome of some future event..., the ultimate hope of gambling is to realize a value greater than that risked” (Aasved, 2003, p.3). The gambling industry likes to describe itself as “gaming”, instead of “gambling”, implying its basic stance of fun and entertainment elements.

2.4.2 Gambling motivation

People gamble for a range of reasons, from economic to psychological. Gamblers may want to improve their living standards, move up to a higher social class, settle household expenditures, enjoy personal luxuries, or simply experience pleasure and excitement (Haruvy, Erev, and Sonsino, 2001). To some, however, gambling is an escape from problems in life (Allcock, 2000). There are also people who gamble because of a faulty sense of invincibility and a belief in superstition (McLaughlin, 1999; Unwin, Davis, and de Leeuw, 2000).

Clarke and Clarkson (2007, p. 14) found that motivation involves both internal and external forces that trigger, direct, intensify and lead to the persistence of a behavior. From the development of the Gambling Motivation Scale, three types of gambling motivation have been identified, namely intrinsic motivation, extrinsic motivation and amotivation.

Lee, Lee, Bernhard, and Yoon (2009) found that socialization and learning, challenge, escape and winning are the delineated four dimensions of motivation for casino gambling. It was found that winning money was the primary motivation for casino gamblers,

followed by gambling being interesting, and for excitement, fun and other personal needs. Four clusters of gamblers were also identified: challenge and winning seekers, only winning seekers, light gambling seekers, and multi-purpose seekers.

2.4.3 Rapid growth in casino gaming sector

In the past few decades, the gambling industry has developed so rapidly that it has become one of the most dynamic industries in the world. Cash-strapped governments are increasingly looking to gambling as an important source of income. Gambling, with its related harm, has become a significant area of public policy and government activity that require more critical examination from researchers, communities, regulators and governments. Stansfield (2008) described gambling as a form of ‘redistributive tax’.

Shaffer and Korn (2002) stated that, in recent years, all forms of gambling (table games, gaming machines, lotteries, and sports betting) have increased. The number of legal casinos worldwide jumped from 15 in 1970 to 77 in the 1980s. In 2003, legal casinos were found in 48 of the 50 states of the United States and in 130 of the world's 202 countries (Siu, 2007). In the Asia-Pacific region, casino development has occurred in Australia, New Zealand, South Korea, Cambodia, Myanmar, the Philippines and Singapore (Hsu, 2006). Gambling service has become a core activity of many hospitality businesses. While gambling at a casino may provide some positive health and social benefits, such as fun or excitement, problem gambling is recognized as a serious negative issue in many countries (Korn and Shaffer, 1999; Shaffer and Korn, 2002; Carmichael, Peppard and Boudreau, 1996; Lee and Back, 2006).

2.4.4 Arguments for and against gambling

The literature contains many arguments for and against gambling. Participation in gambling depends on social acceptance of it; if the public treats it as an acceptable leisure activity, it will gain higher social acceptance. Gaming has been controversial in many countries for a long time. While it is a recreational activity for many people, for some it

can lead to detrimental consequences, including financial and personal losses (Lee et al. 2006). Grinols (1994) stated that the gambling industry differs from other entertainments, because national income is reduced and there are externalities or costs borne by the others in the society.

“There is a substantial economic case to be made against gambling... it involves simply sterile transfers of money or goods between individuals, creating no new money or goods. Although it creates no output, gambling does nevertheless absorb time and resources. When pursued beyond the limits of recreation, where the main purpose after all is to “kill” time, gambling subtracts from the national income.” Paul Samuelson, Nobel Prize Winner in Economics, viewed that gambling could not create GDP (Samuelson, 1970, p. 402).

Excessive gambling can impose huge social costs and can bring huge intangible disturbances to family members and friends. Gambling can be a high income source for governments. While it provides jobs and contributes to the economy, problem gambling imposes a huge cost on society (Eadington, 1996).

It has been argued that if there is no negative social cost associated with the gambling, there is no reason to oppose it (Grinols, 2004). Pathological gambling, however, can bring mental distress to gamblers, impose serious difficulties on the family and even become a huge financial cost for the society as a consequence of crime, health and treatment costs, monetary costs, effects on productivity and employment (Abbott, Cramer and Sherrets, 1995; Thompson, Gazel and Rickman, 2000; Piscitelli and Albanese, 2000). Some have expressed the view that the prevalence of gambling among adolescents is worrisome as it will affect the competitiveness of the community in long run (DiClemente, Story and Murray, 2000; Stinchfield, 2002). Williams, Volberg and Stevens (2012) found that the highest problem gambling rates are observed in Singapore, Macau, Hong Kong, and South Africa. In addition to pathological gambling, the intensification of adolescent gambling is another major concern. It has been found that the rate of pathological gambling is related to the accessibility of gambling activities

(Jacques, Ladouceur and Ferland, 2000). It was reported, for example, that the opening of a casino in Niagara Falls, Canada, resulted in more gambling by local residents and an increase in gambling problems (Room, Turner, and Ialomiteanu, 1999). In another study, examining the impact of gambling in the United States, Volberg found that the presence of venues such as casinos and horse-racing tracks roughly doubled the occurrence of problem and pathological gambling in the nearby community within a range of 80 km (Volberg, 2004). Volberg said that, typically, the addiction rates will increase three to four times within the first five years of introducing gambling.

2.4.5 Chinese gambling behavior

Despite numerous studies of gambling in western countries, there has been very little research that examines Chinese gambling behavior. In the area of Chinese gambling, published research in academic journals is lacking. A search through major academic databases such as PsyARTICLES yielded only a few research papers that focused on Chinese gambling psychology and behavior.

“Given the expansion of the Chinese lottery and possibly horse racing industries in mainland China, as well as the explosion of legalized casino gaming in Macau, Taiwan and Singapore, one wonders why the intellectual development on Chinese gambling literature is so lacking ” (Lam, 2009, p. 55).

Few academics are willing and keen enough to embark on the process to understand and address Chinese gambling behavior. Either it is considered to be too specific a topic that would not be accepted by the mainstream academic journals, or it remains a taboo area for some to study the commercial aspects of gaming (Lam, 2009). Lam suggested that this lack of Chinese gambling literature will eventually hamper the healthy development of the Chinese gambling market.

Lau and Ranyard (2005) found that their Chinese subjects made riskier gambling decisions than their English subjects did. They found, as did Hsee and Weber (1999), that

the Chinese displayed more risk-seeking behavior than the Americans in lottery ticket and investment tasks. The Chinese were found to be more risk-taking in financial situations because of their cultural values. This view was supported by Vong (2007), who found that Chinese gamblers were higher risk-takers. In another study, Weber and Hsee, (2000) further suggested that Chinese cultural values fuel their risky behavior. Chinese gamblers can obtain greater financial support from close social networks, which enables them to make riskier gambling decisions. One reason was that, in a collectivist society, Chinese are able to receive monetary support from their in-groups. This helps them to fuel their risky behavior. Different from western cases, it is not uncommon for the families and friends of Chinese problem gamblers to pay their gambling debts.

In addition to the traditional gambling activities of casino and mahjong gambling, Chinese people have also engaged in western and new forms of gambling, such as sports betting and internet gambling (Sun and Li, 2006). Chinese men with lower educational attainment are more likely to engage in problem gambling. Chinese gamblers tend to take high risks while gambling to seek instant monetary returns or for satisfying strong immediate excitement (Lau and Ranyard, 2005). Not surprisingly, Chinese gamblers commonly suffer from severe financial, family, and work difficulties as a result of their gambling (Wong and So, 2003).

2.5 Problem gambling

Although the study of gambling is a relatively young discipline, there is a plethora of literature on problem gambling (Shaffer and Hall, 2001). Problem gamblers are those who simply gamble over their limits – in money and time resources – which lead to adverse consequences for the gambler, other people, or for the community in general (Dickerson, 2003).

Although not all of these characteristics need to be present for a people to be classified as problem gamblers, they are expected to show some or all the following characteristics:

- “• Personal and psychological characteristics, such as difficulties in controlling expenses;
- Gambling behaviors, such as chasing losses;
- Interpersonal problems, such as gambling-related arguments with family;
- Job and study problems, such as poor work performance;
- Financial effects, such as large debts; and
- Legal problems, such as passing bad cheques” (Productivity Commission, 1999, p. 64).

However, there is a lack of precise definition of problem gambling. A widely accepted perspective on problem gambling was laid out by the Australian Independent Pricing and Regulatory Tribunal in its 2004 report, *Gambling: Promoting a Culture of Responsibility* (IPART, 2004). A consensus appeared to have developed about the definition of problem gambling. The proposition is that:

- “... problem gambling exists when gambling activity results in a range of adverse consequences, where:
- the safety and wellbeing of gambling consumers or their family and friends are placed at risk, and/or
- negative impacts extend to the broader community.” IPART (2004, p. 16)

Information from various countries illustrates the scale and consequences of gambling. In Australia, around 40% of the population gambled weekly and about 1% contributed 25% of turnover (Allcock, 2000). The 1999 Australian *Productivity Commission Report* estimated that 2.3% of the Australian adult population had major gambling problems. In America, 1.6% to 5% of the population was affected by problem gambling and young Americans were having more severe problems (Unwin, Davis, and de Leeuw, 2000).

Derevensky and Gupta (2000) suggested that gambling behavior can be classified on a continuum ranging from recreational gambling without gambling-related problems to pathological gambling. Recreational gambling is generally regarded as neutral or even

positive, while problem, compulsive, and pathological gambling are all viewed as negative. In most jurisdictions, prevalence studies have revealed that between 0.2% and 2.1% of the population meet criteria for pathological gambling (Shaffer and Hall, 2001).

Despite huge personal and financial distress, few problem gamblers seek professional help. At any given time, only 3–10% of pathological gamblers in the United States and Australia, are in formalized counselling services (National Gambling Impact Study Commission, 1999; Productivity Commission, 1999). Hodgins, Wynne, and Makarchuk (1999) estimated that about 39% of problem gamblers achieve ‘natural recovery’ or simply recover without formal intervention. Evidence suggests that there are more problems with casino games. Problem gamblers do spend disproportionately more on casino table games and electronic gaming machines than other types of gambling (Productivity Commission, 1999).

2.6 Responsible gambling

The concept of responsible gambling is one of the most interesting topics of gambling studies. Focusing on principles of the concept of sustainable development, protecting consumers and contributing to community development, CSR is conceptually similar to responsible gambling (Murray and Vogel, 1997; Turban and Greening, 1997). Responsible gambling strategy is related to a policy or an action taken by gaming operators to minimize harmful effects on gamblers and maximize benefits to the local area and community (Monaghan, 2009). At any given point in time, responsible gambling strategy has to provide gambling in a manner that meets a community’s economic, legal, ethical, and philanthropic responsibilities (Hing, 2003).

Responsible gambling can be defined as

“policies and practices designed to prevent and reduce potential harm associated with gambling; these policies and practices often incorporate a diverse range of interventions designed to promote consumer protection, community, consumer

awareness and education, and access to efficacious treatment” (Blaszczynski et al. 2004, p.30).

This responsibility refers to the context of different stakeholders taking action to minimize the harm and the consequences caused by gambling, with the implication that all who benefit from gambling, including the gambler, should take a share of the responsibilities (Bybee, 1998). The promotion of responsible gambling, by IPART (2004), was to be achieved with informed choice, protection and counselling.

The principles of responsible gambling are different from the approaches to harm minimization and rehabilitation. Responsible gambling strategy aims to reduce the new cases of gambling-related harm at the individual, group, community and societal level. In other words, responsible gambling is about reducing the incidence rate of harm or disorder that is gambling-related (Blaszczynski et al. 2004).

Responsible gambling strategies should primarily target high risk gamblers with the aim of gambling-related harm prevention (Blaszczynski et al. 2004). A responsible gambling program supports prevention practices that help protect people from increased risks. A responsible gambling program should recognize the needs of problem gamblers. Responsible gambling programs should begin with a comprehensive evaluation and the capacity to inform gamblers in need of assistance about the availability of treatment service providers.

Responsible gambling programs must rest upon the principle of choice. Regulators must recognize and accept the fundamental civil liberties of gamblers. External organizations must not take advantage of any gambler and remove an individual’s right to make decisions (Brading, 2001). In addition to viewing gambling as a choice, the principle of informed choice is another fundamental principle of human rights policies. Gaming operators should provide relevant, accurate and not misleading information to help the players to make their decisions. Breen, Buultjens and Hing (2005) suggested that responsible gambling needs to ensure that gamblers can be informed about all the

relevant processes involved in the form of gambling under consideration. With other options available to them, the gamblers make a genuine choice rather than making the decision to gamble as a result of strong emotion or personal distress.

There is need for a strategic framework to guide key stakeholders to develop socially responsible policies. A conceptual framework of responsible gambling provisions was developed, with concepts derived from corporate social performance literature, focusing on principles, processes and practices, and perceived adequacy and perceived effectiveness of the responsible provision of gambling (Hing, 2003; Hing and Mackellar, 2004). Hing's responsible gambling framework was combined with Fong's responsible gambling framework (described in the section on responsible gambling in Macau) to form the conceptual framework for this study.

Blaszczynski, et al. (2004) proposed a systematic approach of concerted effort involving all key stakeholders for the reduction of unnecessary and costly duplication of projects. The introduction of responsible gambling policy is less likely to work without the cooperation of different stakeholders—the government, gambling operators, gamblers and counselling centers. The resources and skills of different stakeholders must be utilised to prevent and alleviate potential problems in gambling (Blaszczynski, 2001).

To prevent and reduce harm associated with excessive gambling behaviors and to achieve sustainable development for the gaming industry, gaming operators are currently encouraging responsible gambling through various marketing and management strategies (Blaszczynski et al. 2004; Hing, 2003; Monaghan, 2009). To establish a responsible gambling culture, responsible gambling strategy encourages gamblers to consider gambling as one of many general leisure activities. A responsible gambling strategy is believed to be able to attract more recreational gamblers to achieve the economic objectives of the gaming operators. Hing (2003) suggested that a responsible gambling strategy could be a remarkable sustainability activity in the world's gaming industry. While, in the short-term, some benefits such as increased jobs and tax revenue would be given up, responsible gambling strategy can generate critical benefits which far exceed

the short-term benefits for the individual gambler, the community, and the gaming operator (Hing, 2003).

Intervention initiatives have been categorized as primary, secondary and tertiary. Primary (informed choice) interventions focus on preventing or postponing the development of gambling problems. Secondary interventions (protection) focus on decreasing harm for potential problem gamblers once they are exposed to gambling. Tertiary (counselling) interventions aim at preventing further harm by treating problem gamblers once they have been affected (Dickson-Gillespie, Rugle, Rosenthal, and Fong, 2008).

Primary interventions include: distributing information about how gambling products work and the probability of winning, community education campaigns, changes to gambling advertising, the provision of warning signs for problem gambling and safe-gambling messages, or the removal of gambling inducements. Secondary interventions include: restricting the accessibility of gambling, strategies to encourage greater awareness of gambling expenditure, self-exclusion programs, modifications to gaming machines, gaming staff training and awareness at gambling venues, removal of facilities such as ATMs or smart-card technology as a way to limit expenditure, and improved access and awareness of helpline and treatment services through signage and other printed material. Tertiary preventions include treatments for problem gamblers and the provision of information and education about problem gambling (Blaszczynski, 2001; IPART 2004; Dickson-Gillespie et al, 2008)

2.7 Harm minimization

Harm minimization and rehabilitation approaches are directed toward assisting gamblers who already have problems. The treatment of gamblers, including counselling and other health services, is considered as a specialist area (Blaszczynski et al. 2004). Across international jurisdictions, Blaszczynski et al. (2004) considered that there are three strategic level approaches to harm minimization that are carried out by the gambling

industry and welfare organizations. Each has its own set of objectives and performance assessment criteria. The primary prevention level is to carry out strategies and practices to protect participants from having gambling problems. The secondary prevention level is to limit and contain the impact of problem gambling once it has started. The tertiary prevention level is to reduce the seriousness of existing gambling problems. For purposes of harm minimization to and consumer protection for gamblers, some governments and gambling industries have implemented a range of responsible gambling practices including the formation and implementation of mandatory or voluntary responsible gambling codes of practice (Breen, Hing and Buultjens, 2006; Hing, Dickerson and Mackellar, 2001).

2.8 Governmental intentions and responsible gambling practices

Different from other goods and services in which the market is the major determinant of supply and demand, it is largely government decisions that determine the size and form of the legalized gaming industry (Kearney, 2005). Governments who act as regulators of the gambling activities are tasked with the responsibility to make sure participants play responsibly (Breen et al. 2006; Hing and Mackellar, 2004).

The gambling problems are double-edged. On one hand, there is the potentially addictive nature of the gaming, which can lead to problem gamblers who, at the extreme, lose their jobs, their homes, other assets and their families and marriages. On the other hand, there is a community perception that the governments themselves are addicted to gambling revenue in the form of the gambling taxes they receive from the gaming operators. Governments are unwilling to forfeit any of their gambling taxes and therefore will not get serious about implementing tough measures (Buchanan and Johnson, 2007).

In Canada, the United States, Australia and New Zealand, mandatory responsible gambling programs are being developed and implemented by gaming businesses (Wong, 2006). Gambling codes are being formed to control the conduct of gambling providers and staff towards the gamblers. The United States gambling industry acts as a vanguard

in responsible gambling policy; the American Gaming Association issued two responsible gambling guides to guide the operation of the industry, in 1996 and 1998 (So, 2007). In Asia, the Singapore government, when opening up the casino gambling market, appeared to recognize the need to take serious measures to protect the vulnerable few. Well before the start of business, a responsible-gambling code of practice was issued to casino operators by Singapore's National Council on Problem Gambling (Casino City Times, 2012).

Australia can be viewed to some extent as an experimental laboratory for gambling harm minimization policy (McMillen, 2009). Despite the controversial provision of responsible gambling practices in Australia, Australia is highly regarded internationally for addressing problem gambling (Breen et al. 2006).

There have been several recent Australian reports on the actual responsible gambling practices: “Blaszczynski’s paper ‘Harm minimisation strategies in gambling’ (2001), Hing and Dickerson’s report (2002) prepared for the Australian Gambling Council, the Productivity Commission report (1999), The Queensland Treasury’s Responsible Gambling Program (2002), and Gray, Oakley-Browne and Radhu-Prabhu’s (2007) review of early intervention;” (Delfabbro, 2011, page 187). While focusing on specific strategies, these all considered that the development of ‘responsible gambling’ practices can provide a better solution to gambling problems. There is a need to address problem gambling at multiple levels, with support from each stakeholder (Government, industry, service provider, and even gamblers themselves (Delfabbro, 2011).

The research by Breen et al. (2006) on staff perceptions of the Queensland Responsible Gambling Code of Practice and cultural change, commissioned by the Queensland Treasury, lays the foundation of this research study. The six categories of the Queensland Responsible Gambling Code of Practice: provision of information, interaction with customers and community, exclusion provisions, physical environments, financial transaction facilities and advertising, formed the basis of the qualitative interviews conducted in this study. Most of these measures are aimed at changing the behavior of

problem gamblers and preventing and minimizing gambling problems, and it is not clear if those harm minimization practices are effective or not.

Table 2: Provisions in the Queensland Responsible Gambling Code of Practice

1. Provision of Information:

Each gambling provider is to provide information to ensure that customers can make informed decisions about their gambling.

1.1 A responsible gambling mission statement is displayed clearly.

1.2 Information about the potential risks associated with gambling and where to get help for problem gambling is displayed prominently in all gambling areas and near ATM and EFTPOS facilities servicing gambling areas.

1.3 Information is displayed to alert customers that the following information is available on request: the gambling provider's Responsible Gambling Policy document, including policies for addressing problem gambling issues relevant to the local community; nature of games, game rules and odds or returns to players; exclusion provisions; gambling-related complaints resolution mechanisms; and key elements of the gambling provider's financial transaction practices.

1.4 Meaningful and accurate information on the odds of winning major prizes is displayed prominently in all gambling areas and in proximity to relevant games.

2. Interaction with customers and community

2.1 Community liaison

To support early intervention and prevention strategies, gambling providers are to establish effective mechanisms to link with local gambling-related support services, and local relevant community consultative networks.

2.2 Customer liaison role

Gambling providers are to nominate a person to perform the customer liaison role, who is trained to: provide appropriate information to assist customers with gambling-related problems; support staff in providing assistance to these customers; and provide assistance to staff with gambling-related problems.

2.3 Customer complaints

Customer complaints resolution mechanisms for recognising and addressing complaints are established and promoted by gambling providers.

2.4 Training and skills development

Mechanisms are established to ensure that appropriate and ongoing responsible gambling training is provided to staff who provide gambling products to customers. In addition, the relevant owners, boards and managers receive appropriate information to guide decision making in relation to responsible gambling.

3. Exclusion provisions

3.1 Gambling providers are expected to provide self-exclusion procedures and supporting documentation.

3.2 Gambling providers offer customers who seek self-exclusion contact information for appropriate counselling agencies.

3.2 Self-excluded gambling customers are to be given support in seeking consensual exclusions from other gambling providers, where practicable.

3.4 Gambling providers are not to send correspondence or promotional material to gambling customers who are excluded or known to have formally requested that this information not be sent.

4. Physical environments

4.1 Minors are prohibited from gambling.

4.2 Minors are excluded from areas where adults are gambling.

4.3 Service of alcohol on the gambler's premises is managed in such a way as to encourage customers to take breaks in play.

4.4 Customers who are intoxicated are not permitted to continue gambling.

4.5 Where gambling providers offer adjunct child care, the facilities must provide safe and suitable standards of care in accordance with relevant child care legislation.

4.6 Staff working in gambling areas are not to encourage gambling customers to give them gratuities.

4.7 Gambling providers implement practices to ensure that customers are made aware of the passage of time.

4.8 Gambling providers implement practices to ensure that customers are discouraged from participating in extended, intensive and repetitive play.

5. Financial transactions

5.1 ATM facilities

ATMs are not to be located in close proximity to designated gambling areas, or in the entry to gambling areas, where safe and practicable.

5.2 Cashing of cheques and payment of winnings

Gambling providers or sectors of the industry are to establish a limit above which all winnings are paid by cheque or electronic transfer; gambling winnings above the set limit are paid by cheque and are not to be cashed on the gambling provider's premises until the next trading day or within 24 hours of the win; the following cheques can be cashed only by prior arrangement – cheques not made payable to the gambling provider, cheques not made payable to the person presenting the cheque, multiple cheques.

5.3 Credit betting (lending of money)

Gambling providers are not to provide credit or lend money to anyone for the purpose of gambling.

6. Advertising Gambling providers are to develop and implement strategies to ensure advertising and promotions are delivered in a responsible manner with consideration given to the potential impact on people adversely affected by gambling. Specifically, these strategies will ensure that any advertising or promotion:

6.1 complies with the Advertising Code of Ethics as adopted by the Australian Association of National Advertisers;

6.2 is not false, misleading or deceptive;

6.3 does not implicitly or explicitly misrepresent the probability of winning a prize;

6.4 does not give the impression that gambling is a reasonable strategy for financial betterment;

6.5 does not include misleading statements about odds, prizes or chances of winning;

6.6 does not offend prevailing community standards;

6.7 does not focus exclusively on gambling, where there are other activities to promote;

6.8 is not implicitly or explicitly directed at minors or vulnerable or disadvantaged groups;

6.9 does not involve any external signs advising of winnings paid;

6.10 does not involve any irresponsible trading practices by the gambling provider;

6.11 does not depict or promote the consumption of alcohol while engaged in the activity of gambling; and

6.12 has the consent of the person prior to publishing or causing to be published anything which identifies a person who has won a prize.

Source: Queensland Responsible Gambling Code of Practice: Trial and Review (2002).

Breen's study investigated the levels of implementation and perceptions of adequacy of the Queensland Responsible Gambling Code of Practice in casinos, hotels and licensed clubs in three Queensland regions. It involved on-site inspections of 30 venues and semi-structured interviews, with 35 venue managers and staff. The degree of implementation was found to be between 40 and 60 percent of the Code's practices. Managers considered the physical layout of the venue to be more effective than the provision of information and signage (Breen et al. 2006). As the study involved voluntary participation, it was unable to evaluate the extent to which non-participating venues had implemented the Code. The non-participating venues might have revealed additional and different issues not uncovered in this project. The study also did not examine the impacts or outcomes of the Code, and an evaluation over a longer time frame would be appropriate (Breen et al. 2006).

There is no common national or international framework for responsible gambling (Błaszczynski et al. 2004) and, as a result, there are differences in the acceptance and implementation of responsible gambling practices in different jurisdictions. There is a lack of agreement on the parameters of responsible gambling

“Currently, various industry, government and welfare organizations are implementing different strategies to protect the public, industry and other vested interests. There seems to be no common framework that is guiding these efforts. To achieve a responsible policy toward identified gambling-related harm, key stakeholders should clarify their respective roles and promote strong collaborative links between industry, scientists, governments, health and welfare providers and interested community and consumer groups” (Blaszczynski et al. 2004, p.6).

2.9 Macau

A city-state by nature, Macau is a Special Administrative Region (SAR) of the People’s Republic of China (PRC). Prior to its hand-over to the PRC in December 1999, Macau had been a colony of Portugal for 440 years. Geographically, Macau is located on the western bank of the Pearl River Delta, about 35 kilometers from Hong Kong. The size of Macau is merely 29.7 km². Macau had an estimated population of 557,400 as at 31 December 2012, with no natural resources, and a very limited industrial base (DSEC, 2012).

Gambling and casino gaming have a long history in Macau. In 1937, the Macau-Portuguese Government officially granted a single gaming license (called the “concession of the exclusiveness”) to the entity in the market which started the monopoly structure of Macau’s casino industry (Siu and Eddington, 2009). Led by Dr. Stanley Ho, a gambling franchise was granted to STDM in 1962. There were many unique characteristics that had emerged under the original structure of this industry, such as the junket involvement and the extremely high share of table game revenue as a proportion of total gaming revenue (Lo, 2005).

The casino business was a cash cow for the holding company STDM. Employing 6% of Macau’s total labor force, it has grown to develop businesses in every aspect of the economy and life of the people of Macau—sea, ground, and air transportation, hotels, restaurants, entertainment, real estate, retail businesses, educational institutions,

telecommunications, charity, medical service, and many more. It was one of the most profitable organizations in the world (Ha, 2001). Almost every resident of Macau has been connected, directly or indirectly, to the businesses of STDM. However, the Macau authorities and the public were dissatisfied with STDM's management of the gaming businesses and the excess control over the general economy of Macau (Siu, 2006). Its 40-year monopoly had caused Macau's name to be associated with insufficient customer protection, poor service, corruption, money laundering, prostitution and crime.

The handover of Macau from Portuguese administration to Special Administrative Region (SAR) status in 1999 and the subsequent developments under the new Macau SAR have had a major impact on the casino business in Macau (Siu, 2006). China was determined to clean up the triads (organized crime) that had caused instability in the last few years before the hand-over. China also wanted to demonstrate to the world that its "one country - two systems" model could work and to turn the Macau problem case into a showcase. With Beijing's strong support, it became imperative for the new administration to deregulate the gaming industry, with the hope that it would bring in more foreign investment and create new markets. To achieve these objectives, both the Macau and Chinese governments understood the need to revitalize Macau's gaming product and market, but at the same time they could not afford to totally disrupt the market and influence of Dr. Stanley Ho's STDM (Lo, 2005). New legislation was soon enacted to alter the basic structure of Macau's casino business from monopoly to oligopoly.

In 2002, twenty-one companies from around the world submitted bids for new gaming licenses. The new gaming law allowed the number of licenses to be expanded from one to three (Lo, 2005). The three original concessions were granted to Wynn Resorts, Galaxy Joint Venture and SJM (formerly STDM). The number of concessions was later expanded to six. With this change and with the new tax rate set at 35%, the Macau government received a substantial increase in revenue from gaming taxation. On top of that, the three licensees had to contribute 1% to 2% of their gross earnings to cover the SAR's public infrastructure and social welfare, educational, and cultural projects (DICJ, 2012).

The size of Macau's casino industry is exceptionally big in comparison with the other well-known gaming jurisdictions in the world. As a result, the size of its casino industry relative to the entire SAR is so big that the influence of the casino industry over Macau's economy is much more profound than that of any other major gaming jurisdiction. As of the year end of 2011, there were a total of 34 casinos in Macau (DICJ, 2012)

Nelson Rose, a visiting professor at Macau University and an authority in gaming regulation, viewed that the strangest thing that Macau has is the VIP gaming promotion, known as a "junket" (Macau Casino World, 2011). Junket means an arrangement whereby a person or a group of people is introduced to a casino operator by a junket promoter who receives a commission. In addition to earning gaming commission, many of the junket promoters are simultaneously pursuing their own individual interests and are involved in various forms of lawless underground business and organized crime. Junkets currently supply around 72% of Macau's gross gaming revenue, although Rose viewed that Macau's gaming industry is not very well regulated and the junkets are a historical accident that the casinos would rather do without. Another scholar Siu also expressed the expectation that junket operations will not be removed in the coming decade (Siu, 2007). Rose predicted that if Macau casinos can lend the money directly to gamblers, the situation can be changed (Macau Casino World, 2011).

The situation in Macau was summed up by Ava Chan, former counsellor at the Yat On Pathological Gambler's Counselling Center in Macau, that Macau is really dangerous nowadays, slot machines and casinos are everywhere, and the Macau government only thinks about economic growth (Gambling Watch, 2007).

The rapid development of gaming in Macau has brought tremendous positive economic benefits, at the same time as it has created many negative social consequences in the community (Sheng and Tsui, 2009). Due to the more controlled gaming management system, one major positive social effect of casino liberalization is the reduction in organized crime (Vong, 2004; Lo, 2005). The gaming industry currently accounts for

more than 55.4 percent of Macau's gross domestic product and 70 percent of government revenue (DSEC, 2010).

As summarized by Vong and MacCartney (2005), the people of Macau have benefited tremendously from tax revenue from the casinos that has gone into the development of infrastructure, education, culture and arts, generous social subsidies and health services. The negative consequences include increased problem gambling (Vong, 2004), insufficient land resources for public facilities (Wan, Pinheiro and Korenaga, 2007), overcrowding in the city area (Institute for Tourism Studies, 2008), and an increase in crime (Sheng and Tsui, 2009). In the conclusion of her impact study, Vong concluded that the benefits of casino development in Macau have lagged behind the negative impacts of this development (Vong, 2009).

2.9.1 Gambling research in Macau

Research studies on gambling are rare in Macau. There has been extensive research conducted on the impacts of casino gaming in the context of western countries, yet little attention has been paid to Macau (Giacopassi et al. 1999; Garrett, 2004; Janes and Collison, 2004; Lee and Back, 2006; Kang et al. 2008).

In the book “The World of Chinese Gambling”, Desmond Lam revealed that, despite many studies on gambling in western countries, there is very little published research in academic journals anywhere on the Chinese psychology of gambling or even in the area of Chinese problem gambling (Lam, 2009). Despite working in the largest gaming market in the world, few academics are willing and keen enough to begin studies to improve this understanding.

“Back at the University of Macau, one can feel an almost deliberate attempt by some academicians to shy away from any study focused on gambling” (Lam, 2009, pp. 55-56).

This lack of research was witnessed in a search through major academic databases, and there were only a few research papers that focused on Chinese gambling psychology and behavior. In the context of the expanding Chinese lottery market (mainland China), and the explosion of legalized casino gaming in Macau and Singapore, more studies are needed for the healthy development of the Chinese gambling market. Nonetheless, in recent years, both the interest and the output in the study of Macau's gaming industry have increased. The studies came from different perspectives; ranging from a macro and economics approach (Gu, 2007; Gu and Gao, 2006; Siu, 2006; Siu and Eddington, 2009), to the marketing perspectives (Lam, 2005, 2007, 2009, 2010; Lam and Ozorio, 2008) and Macau's residents' gambling participation, attitudes and perceived impact (Fong and Ozorio, 2005; Vong, 2004; Vong and McCartney 2005; Vong, 2007). Some gaming studies in Macau have been published in local Chinese journals, such as the Journal of Macau Gaming Research Association. Some researchers have expressed the view that more longitudinal research is necessary to assess the long-term social and economic effect of gaming development on the local community so that policy makers and foreign investors can benefit from the research findings (Gu and Siu, 2009).

2.9.2 The prevalence of problem gambling in Hong Kong and Macau

In Hong Kong, there have been few attempts, in either the public or private sectors, to conduct research and surveys into the area of gambling. Commissioned by the Home Affairs Bureau, three studies of its prevalence were conducted in Hong Kong in 2001, 2005 and 2008. The number of probable pathological gamblers under DSM-IV criteria increased from 1.8% to 2.2% between 2001 and 2005 (The Hong Kong Polytechnic University, 2001; The University of Hong Kong, 2005). There were 1.7% of the respondents classified as probable pathological gamblers in the 2008 study (The Hong Kong Polytechnic University, 2008), which indicated a slight decrease in percentage when compared with those of the two previous studies.

In Macau, with the widespread growth in the availability and accessibility of casinos and various forms of gambling, there has been growing concern over the increasing

occurrence of problem gambling and adolescent gambling problems. Problem gamblers often make newspaper headlines by committing crimes such as theft and fraud. Stemming from gambling, other personal and family problems often reported include suicides, family violence, and the abuse of children (Lam, 2004). The Chinese government is uncomfortable with an over-expansion of the gambling industry which would adversely affect Macau's economic and social stability in the long run. Worst of all, many Chinese mainland government officials and businessmen are noticed to be involved in money laundering, problem gambling, corruption, and other vices in Macau's casinos (Sheng and Cheng, 2009).

Commissioned by the Institute for the Study of Commercial Gaming (ISCG) at the University of Macau, two studies of gambling prevalence were conducted in Macau with residents aged 15-64, in 2003 and 2007. They found that the percentage of problem gamblers increased from 4.3 percent (or 13,666 people) in 2003 to 6 percent (or 24,162 people) in 2007 (ISCG, 2009). The number of probable pathological gamblers under DSM-IV criteria was increased from 1.78% in 2003 to 2.6% in 2007. This indicated an obvious increase in percentage when compared with the previous study.

A study by Wu and Wong (2008) on Chinese dealers working in various casinos in Macau found a high rate of pathological gambling among this group of Chinese gamblers. Using South Oaks Gambling Screen (a twenty-item questionnaire that is different from the DSM-IV), they found that around as high as 6.7 % of dealer respondents were likely pathological gamblers.

2.10 Responsible gambling in Macau

The current state of responsible gambling was summed well up by Michael Gift of the University of Macau in his opening remarks at the responsible gambling conference (ISCG, 2009, p.1):

“Responsible gambling is not a new concept in Western countries such as the United States, Canada and Australia, albeit its history is not very long. However, to Chinese, their awareness of responsible gambling issues is still very limited. In Macau this term emerged only after the liberalization of the casino industry. What responsible gambling practices are the best for Chinese society is still an issue to be determined. Nonetheless, a consensus is forming that, whatever the details of these practices might be, responsible gambling is a shared responsibility among stakeholders in the industry including gamblers, government, industry practitioners, NGOs and suppliers to industry.”

Casino operators in Macau are now under pressure to be more responsible, as scholars, legislators, and local communities are calling for the implementation of responsible gambling in Macau. Responsible gambling is one major area that the government and the industry should pay more attention to if Macau is to upgrade or reform the gambling industry. Macau should find a way to address the responsible gambling issue and not hide away from it (Lam, 2009). For the sake of sustainable development, casino operators are demanded to invest in consumer protection, promote community/consumer awareness and education, and support treatment for problem gambling. However, implementing a responsible gambling model may not come easily as a result of the already high tax rate and operational cost. Macau’s tax rate for the casino operators is 35%, compared to 15% for Singapore and 30% for South Korea (Sheng and Cheng, 2009).

To promote responsible gaming in Macau, Fong (2009) recommended the Macau government to take actions. He suggested that the government to carry out ongoing studies of Macau residents’ (in particular adolescents’) gambling participation, prevalence rates, adherence to age limit, heavy promotion of harm caused by excessive gambling, and allocation of more resources to relevant associations to solve social problems brought about by gambling (Fong, 2009).

Fong defined responsible gambling as follows:

“Responsible Gambling occurs in a properly regulated environment where one’s involvement in gambling activities brings no harm to the gamblers, family members, friends, other gamblers, or casino staff; nor will it lead to negative consequences for the local community and residents. In other words, responsible gambling is a practice that confines the gambling-related damage to a socially acceptable level” (Fong, 2009, p. 5).

He admitted that, as responsible gambling has been implemented in various gambling-developed jurisdictions such as Australia, Canada, and the United States, this concept is still at an early stage of its development in Macau; and there are lessons to be learnt from other Chinese communities with responsible gambling experiences. Therefore, based upon the reality in Macau, the ICSG at the University of Macau attempted to introduce a preliminary framework that identified the function and roles of five broad categories of stakeholders: Government, Gamblers, Family Members and Friends Gaming Operators, Problem Gambling Prevention and Treatment Centers, Education and Other Community Organizations (Fong, 2009). This stakeholder framework for responsible gambling in Macau was combined with Hing’s (2003) framework and adopted as a framework for responsible gambling research in this study.

Gaming operators in Macau would be wise to consider themselves as part of the society and contribute to that society (Lam, 2009). According to Lam, much has to be done to carve Macau into a healthy gaming entertainment city. He proposed a multi-dimensional approach to building a sustainable casino business model. This would require the casino operators to watch the interests of their customers, employees, investors and other public stakeholders including the local community. An aesthetic, business-oriented responsible gaming program would not work (Lam, 2007).

2.10.1 Responsible gambling awareness survey in Macau

Nowadays all casinos in Macau have policies or guidelines of some kind concerning problem gambling. The fact that these policies and goals are in place show that they are well aware of the problems and try to take responsibility.

In order to promote the concept of problem and responsible gambling in Macau, The ICSG of the University of Macau began to organize a “Responsible Gambling Awareness Week” in 2009. After this event, they carried out a total of three surveys to evaluate its effectiveness. In the two local residents’ studies, a total of 987 and 950 residents aged 18 or above were interviewed by telephone while, in another study, 1,059 tourists aged 18 or above were interviewed using the street-intercept method. These three surveys were limited to the casino gambling in Macau, as this accounts for 99% of the gross gaming revenue in Macau (ICSG, 2010).

Prior to the Awareness Week, only 30% of the local respondents were aware of the term “responsible gambling”, and their understanding of the term was superficial. After the event, the awareness level increased to 35%. In spite of heavy promotion of the concept, the results showed that the local residents’ overall level of awareness about “responsible gambling” was low. The local respondents were also asked about their awareness of Macau’s problem-gambling treatment centers. Before the event, the awareness level was merely 71.3%. After the event, the awareness rate of respondents increased to 74.2%. “Responsible Gambling Awareness Week” was merely one event and was not able to increase their intention to seek help from these centers, but they generally tended to look for help from these centers if their relatives had gambling problems. Before the event, respondents were aware of an average of 1.7 of the responsible gambling measures taken by casino operators in Macau. However, the event was not able to increase their awareness of these measures (ICSG, 2010).

The respondents indicated that the gamblers, rather than the casinos or Governments, should bear the responsibility to prevent problem gambling. Regarding the division of responsibility between governments and casinos, the majority considered that the governments should bear the responsibility for gambling. They supported the view that

all key stakeholders, namely the gamblers, casinos, governments, and the local communities and agencies, should join forces to prevent problem gambling in Macau (ICSG, 2010).

The respondents were aware that the Macau casinos and the government seem to have implemented some responsible gaming measures, but not much has really been done. Unlike other gaming regulators, the Macau government has done even less in requiring the six casino operators to practice responsible gaming (ICSG, 2010).

The study concluded that it is difficult to educate the public through just one activity, and the current problems in gaming is attributed at least partly to the lack of experience on the part of the Macau government in dealing with modern regulatory practices and making licensees adhere to them. As the control measures taken in other parts of the world are increasing, the Macau government cannot just claim ignorance or pay lip service to such matters (Eadington and Siu, 2007).

2.11 Gambling counselling in Macau

Gambling counselling in Macau is a young industry. Treatment programs, as well as social problems caused by excessive gambling, are largely ignored. McCartney made a remark in 2005 that no formalized public counselling service has been implemented in Macau and that there was a growing importance for the government to examine problem gambling trends within the local community (McCartney, 2005). Although some form of assistance to problem gamblers is available, there is a need to expand these services and to work with gaming operators to implement responsible gaming (Fong and Ozorio, 2005). Problem gambling has emerged to be a serious social issue and the Macau government's Social Welfare Institute established a plan to set up a counselling center. At the same time, the government tried to encourage more non-governmental organizations to offer counselling services as well. Macau has a higher-than-average problem gambling figure and the government should start dealing with the problem from elementary and middle school level (Hao, 2005).

In Chinese societies like Macau, gambling is common, but excessive gambling is socially disapproved (Luk and Bond, 1992). However, it is generally not viewed as a psychiatric illness. Thus, there is a lack of both prevention and treatment services for problem gambling in most Chinese societies and a lack of will to acquire such services (Tang, Wu and Tang, 2007).

Tang et al. (2007) were the first to attempt to identify gender-related differences among Chinese treatment-seeking problem gamblers. In this study, female gamblers were found to have fewer means to pay their gambling debts, a more rapid progression to dysfunction, and to experience greater somatic and psychological symptoms. They recommended that more vigorous and innovative strategies should be put in place to increase female Chinese gamblers' participation in treatment programs. For example, self-exclusion programs, finance and debt management, coping with physical discomfort and suicidal thoughts, as well as mobilizing the support of husbands and family members, should be introduced or integrated into current counseling services for female Chinese problem gamblers. As evidence has been found of major gender-related differences in Chinese problem gamblers, prevention and treatment services should attend to the specific needs of each gender (Tang et al. 2007).

Governments, including Macau's, have devoted an increasing amount of resources to provide telephone and face-to face problem gambling counselling and treatment services. Four gambling counselling centers were set up only in the last 7 years, and one of these was established by the Macau government as a way to pacify the social discontent caused by the sudden increase of casinos. The four centers are staffed by a total of 12-14 counsellors. The only government-funded organization, the Resilience Center, comes under the Social Welfare Bureau of the Macau government (DICJ, 2012). Employing just three counsellors, the Center was opened on 7 November 2005, with services including hot-line counselling and enquiries, case counselling, individual voluntary arrangement and financing and community prevention education. The Sheng Kung Hui Social Service Unit, Yat On Center, and Industrial Evangelistic Fellowship's center are the other three

small organizations offering counselling to the city's growing number of gambling addicts (DICJ, 2012).

These centers are not effective in meeting the needs of the community. In the Chinese community, there is no help-seeking culture and professional counselling and psychotherapy still bear a negative image. Evidence has shown that only a small percentage of problem gamblers will seek professional help from these agencies (McMillen, 2009). Macau is ill-prepared for a wave of new addicts due to the reticence and shame typically felt by Asian people when it comes to getting mental-health treatment.

2.12 Chinese help seeking cultural context

Research in New Zealand has indicated that Asian people are considered to be less likely to seek help for their problems (Wong, 2000). While Asian people composed up to 6.7 percent of the New Zealand population in the 2001 Census, only 3.5 percent of those seeking face-to-face problem-gambling treatment in 2003 were Asian (Wong, 2005). There are various reasons why people with gambling problem are not seeking professional help. Mansley, Skitch and Hodgins (2004) and Rockloff and Schofield (2004) suggested that the main reasons are the unavailability of services, previous unsuccessful help-seeking experiences, cost, stigma, negative experiences, lack of knowledge about confidentiality and anonymity in the course of treatment, and the issues of legitimacy of treatment, financial concerns and fear of failure.

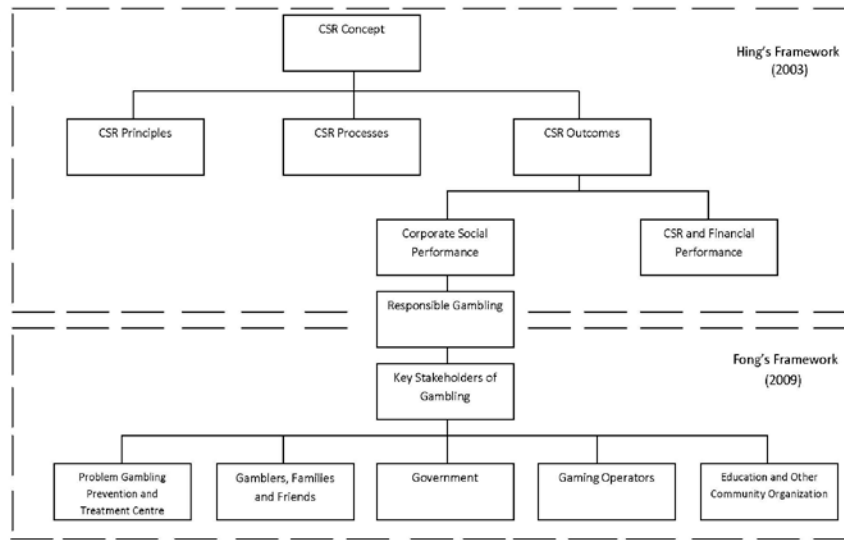
Raylu and Oei (2004) suggested that shame is a major factor preventing Chinese people from accessing problem-gambling support services. In Chinese cultures, shame is associated with losing face and respect. Chinese pathological gamblers who need help have already “lost face” in the eyes of their community (Papineau, 2005). To maintain harmony and human relationships with others, Chinese people try to avoid conflict by not sharing or burdening others with their own troubles. Thus, gambling problems are likely to be concealed and contained within the family. The help-seeking behaviors of Chinese

are different from other gamblers (Vong, 2002; Wong, 2000). If they did do solicit help, they usually prefer Chinese culturally specific counselling services as opposed to mainstream mental health services (Raylu and Oei, 2004; Zheng, 2006).

Due to their reluctance to seek professional help, it is therefore critical to implement preventive strategies to protect Chinese people from harm caused by problem gambling. Community education is recommended as an important tool to attract them to seek professional help (Raylu and Oei, 2004). Kung suggested that outreach efforts to Chinese populations for the provision of community education through culturally appropriate support services should be considered (Kung, 2004).

2.13 Conceptual framework and research objectives

It is acknowledged that the responsible gambling concept is still at an early stage of its development in Macau. Furthermore, there is no common framework to guide the responsible gambling effort in Macau. From the literature review presented in this chapter, the following conceptual framework has been developed for this study:



The framework was developed by combining Hing's (2003) CSR gambling framework and Fong's (2009) stakeholder framework. The framework of responsible gambling presented here is an inclusive and interactive approach to address problem gambling. It can enrich the theoretical underpinning of Fong's model and provide a practical approach to Hing's model. The inclusion of a broad range of stakeholders is an approach that calls for the stakeholders to share responsibility of efforts. For example, the gaming operators may train frontline employees in collaboration with counselling centers, whereas the government could establish legislation and regulations that promote responsible gambling. Similarly, responsible gambling education for the public could be carried out as a collaborative effort of the gambling operators, the government and regulators, researchers and counselling centers. This integrated framework can contribute to the coordination and integration of responsible gambling efforts.

It would be important and interesting to research into the opinions of all the stakeholders in Macau. However, the gaming operators in Macau were approached to participate in the

study and they were either unwilling or unable to offer support. On the other hand, the gambling counsellors in Macau were receptive to the research. The following research objectives were developed to address a gap in the existing literature by focusing on the opinions of the gambling counsellors in Macau about the important issues of responsible gambling.

Accordingly, this study was structured to the gambling counsellors' opinions about Macau's responsibility and practices for addressing the issue of problem gambling (research question 1). Also, it aimed to explore the gambling counsellors' attitudes to adopting practices in existing models of responsible provision of gambling (research question 2). Lastly, it attempted to identify the main opportunities and barriers to adopting strategies in existing models of responsible provision of gambling in Macau (research question 3). The research findings described in chapter 4 enabled these questions to be answered.

2.14 Chapter conclusion

This chapter has served as a literature review to the thesis. It is found that CSR has become an important theory in recent times and governments around the world are trying to convince their corporations of its importance, both for themselves and for society. CSR and stakeholder studies have provided key theoretical directions for the understanding and effective management of issues relating to responsible gambling management (McIntosh, et al., 1998). Responsible gambling is still at an early stage of its development in Macau (Fong, 2009).

There is need for a strategic framework to guide key stakeholders to develop socially responsible policies (Blaszczynski et al. 2004). In particular, there is gap in the literature concerning the opinions of all the stakeholders on responsible gambling in Macau. The framework of this study was developed by combining Hing's (2003) CSR gambling framework and Fong's (2009) stakeholder framework. As a starting point to obtain the opinions of all the stakeholders, this study aimed to fill the literature gap by focusing on

the opinions of one key stakeholder, the gambling counsellors, on responsible gambling in the world biggest gaming market, Macau. Responsible gambling is one major area to which the government and the industry should pay more attention if Macau is to upgrade or reform the gambling industry (Fong, 2009).

The next chapter, Chapter 3, will focus on the research methodology of the study.

3.0 CHAPTER THREE: METHODOLOGY

3.1 Chapter introduction

This chapter explains the methodological framework of the study and the methods used to gather the research data. The previous chapter described the literature that framed the research, with particular attention to stakeholder views and CSR. The last chapter also laid out the characteristics of Macau's gaming and problem-gambling counselling industry and provided the background of the discipline field of the study. This chapter goes on to explain the rationale for the method selected and the research design, detail the recruitment of participants, describe the information collection process, and present a description of how the data were analyzed. It also discusses issues relating to research rigor and quality. The chapter concludes with a discussion of the ethical issues in the research. Following this chapter, Chapter 4 lays out various perspectives of the research participants on responsible gambling.

This study adopted the research design framework advanced by Cavana, Delahaye and Sekaran (2001). The research design phase covers discussion on the types of investigation, extent of researcher intervention, unit of analysis, study setting and time horizon. The analysis phase includes considerations of measurement and measures, sampling design, data collection and data analysis. This study adopted a qualitative design which dwelt on gaining clarification and a holistic view of responsible gambling among problem-gambling counsellors through tacit cognition and values. This method involved collecting large amounts of in-depth information about a small number of respondents, rather than a small amount of information about a large number of respondents (Ticehurst and Veal, 2000; Zikmund, 2000).

3.2 Rationale

To guide this investigation into the perceived efficacy of responsible gambling practices in Macau, the practical evaluation framework developed by Breen et al. (2006), to measure staff perceptions of the Queensland Responsible Gambling Code of Practice and cultural change, lays the foundation for this research. The six categories of the Queensland Responsible Gambling Code of Practice, provision of information, interaction with customers and community, exclusion provisions, physical environments, financial transaction facilities and advertising, formed the basis of the interview questions for this study.

A qualitative design was selected for this investigation to ascertain Macau gambling counsellors' awareness and perceptions of the responsible gambling practices in Macau. Qualitative research involves an interpretive, naturalistic approach which is a very useful and practical method that enables the researcher to extract reliable information and identify themes from an area that, otherwise, cannot be penetrated. There was no previous research on the Macau gambling counsellors, and this method allowed the research to penetrate into the perspectives of the marginalized voices. In this regard, a qualitative research method was considered to be suitable because this research topic is new and has yet to be explored fully (Creswell, 2003). Although quantitative research advances a scientific understanding of the current topic, this approach – using quantitative surveys and statistics – does not provide us with sufficient information or as an in-depth knowledge about responsible gambling issues (Holliday, 2002). With these limitations on quantitative method, there was a need to use qualitative research methods for this topic area.

Further, face-to-face interviewing can also provide privacy, and Chinese people are more willing to share personal experiences on a one-to-one basis rather than in front of others. A qualitative approach can provide privacy and opportunities for recording the subjective and diverse experiences of participants (Silverstein, Auerbach, and Levant, 2006). This suits the research's purpose of capturing participants' experiences of handling problem gamblers by listening to these experiences (Russell and Yik, 1996). Also, a qualitative research method, which is interactive and humanistic, involves active involvement and

sensitivity as there is a need to build rapport and credibility with participants (Creswell, 2003). It is also a method which allows a more flexible way of involving participants. Throughout the research process, the research questions can be refined and improved (Creswell, 2003).

Gambling and gambler issues are often considered to be sensitive topics, particularly within Chinese culture. Therefore, it was necessary to create a research environment where participants would have freedom and flexibility to tell their experiences and to discuss issues that were significant to them. In order to create such an environment I decided to carry out in-depth interviews. Before the interview and over a period of 16 months, commencing in February 2008, I attended gambling conferences organized by the Hong Kong Polytechnic University and the University of Macau and met some prospective counsellors in Macau and Hong Kong. To ensure the quality development of the interview guide, I performed an on-site observation of venue practices of the six casinos operators in Macau for data collection. I visited S.J.M., Galaxy Casino, S.A., Venetian Macau, S.A., Wynn Resorts (Macau) S.A., Melco PBL Gaming (Macau) Ltd. and MGM Grand Paradise, S.A.

3.2.1 Research design: The interviews

For this study, the primary data collection techniques adopted included in-depth, semi-structured interviews with gambling counsellors. The research design for the study had the goal of interviewing gambling counsellors from four venues in Macau. Gambling counselling organizations in Macau were approached and they all agreed to participate. All venues comprised meeting rooms for meeting with problem gamblers. In total, 11 in-depth interviews were conducted to explore the gambling counsellors' awareness, the implementation of responsible-gambling practices, and their views on its likely effectiveness. The semi-structured interviews with gambling counsellors were to discuss how responsible gambling was being implemented, any problems encountered, and to obtain the interviewees' opinions on the adequacy of each practice area.

With regard to the language used to conduct the interviews, I had used Chinese (Cantonese or Mandarin) as this was the participants' first language as well as mine. It was expected that speaking the participants' first language would make participants feel comfortable and encourage the smooth disclosure and enthusiasm of responses given (Lyons and Chryssochoou, 2000).

When I initially contacted participants on the phone, they were expecting that the Chinese language would be used for the interviews. Therefore, using Chinese was a means to encourage them to talk without any language barrier when they were invited to tell their experiences. This ensured that the interview data were captured in their natural form (Legard, Keegan, and Ward, 2003).

A two-step research design was used to collect the interview data. The first involved designing the interview schedule (Appendix 2). Being qualitative exploratory research, semi-structured interviews with open-ended questions were considered most appropriate to ensure all relevant areas were addressed while allowing respondents to express freely and expand on their views. Six groups of open-ended questions were set for this questionnaire. The questions were largely derived from Hing's (2000) thesis entitled *Changing Fortunes: Past, Present and Future Perspectives on the Management of Problem Gambling by New South Wales Registered Clubs*.

Four questions in Part A of the questionnaire were used to seek background data. The questions asked the respondents to provide information about their roles and responsibilities in their companies and the years of employment in their current counselling centers (and previous counselling centers if applicable). The combination of the answers to these questions was used to indicate the counsellors' skill levels in their current jobs.

Four questions were asked in Part B in relation to their perception of the gambling problem, the extent of the problem, the types of problem and which problem was considered the most difficult to deal with. It was hoped that the information would help

them to accomplish the first part of research objective 1: The perceived gambling problem and its impacts in Macau.

In section C three questions were asked about should be responsible for gambling problems, and whether the players can sufficiently detect their own gambling problems. This sought to accomplish the second part of research objective 1: The responsibility for addressing gambling problems.

In section D five questions were asked in relation to an area that explored the counsellors' attitudes to adopting industry-level and venue-level initiatives in responsible gambling strategies. As there was no one set of acknowledged best practices in the responsible provision of gambling, core elements of the existing responsible gambling practices in Macau were identified. The questions asked were intended to assist in showing what they thought would work and what would not. This sought to accomplish research objective 2: To explore gambling counsellors' attitudes to adopting practices in existing models of the responsible provision of gambling.

In section E eight questions were asked about counsellors' views on awareness of existing counselling services and what kind of support services the casino industry can provide to the counselling services. The last section, F, had three questions that sought to discuss the future of responsible gambling in Macau. Both sections sought to accomplish research objective 3: to identify the main opportunities and barriers to adopting strategies in existing models of responsible provision of gambling in Macau.

The second step involved interviews with counsellors in Macau. The main concern in selecting the sample was to gather input from all the gambling centers in Macau. To recruit respondents for the study, assistance was sought from researchers at the University of Macau and the Hong Kong Polytechnic University and gambling counsellors in Macau and Hong Kong. There are two advantages to this approach. First, the interviews were arranged through personal connections, thus enabling access by the researcher which could have been difficult given the sensitive nature of the topic under

study. Second, because the interviews were endorsed by the heads of each center, the respondents felt less threatened and were more likely to give honest responses. Given the exploratory nature of this stage of the study, it was felt this trade-off was acceptable and that the resulting samples were sufficient to reveal major relevant issues.

In the following sections, each of the research questions will be addressed in relation to the relevant results from the data.

3.2.2 Sampling

Although gambling counselling centers have vested responsibilities in responsible gambling, the samples comprised a range of individuals and representatives of centers whose opinions may have been non-influential but different (Boehm, 2002). The potential participants selected were expected to have the required experience and understanding of the issues (Cresswell, 2007; DiCicco-Bloom and Crabtree, 2006). As CSR and responsible gambling often form a part of long-term strategic plans, it was assumed that the managers and non-governmental organizational respondents would reflect views that will remain relatively stable (Galbreath, 2006).

The counsellors from all four of the gambling counselling centers formed the sample population. Dependent on the staff turnover issues, at any time there are 12-13 problem gambling counsellors in Macau. The list of centers and their managers were collected and compiled via personal contacts and open sources such as local newspapers, newsletters and print materials at the venues and web pages. Due to the limited time and availability of the sample population, non-probability sampling of two and three staff from each of the four centers was considered to suffice. Some eleven respondents, almost three counsellors from each center, were recruited for the study with non-probability techniques. They were all frontline counsellors who would be considered stakeholders in the issue of the social responsibility of Macau's gambling industry. Efforts were made to contact the whole workforce of Macau's gambling counsellors. Eventually, 11 counsellors were interviewed successfully. However, due to work pre-occupation issues,

one to two were not available during the interview periods. Two counsellors successfully interviewed came from Hong Kong. In fact one counsellor commuted to work in Macau from Hong Kong on a daily basis.

3.2.3 Procedure

An interview schedule (see Appendix 2) was developed. The semi-structured interview schedule started with establishing the participants' length of service in the gambling counselling field, and then briefly touched on their views about the current situation in Macau, followed by topics relating to gambling counselling. The interview schedule was pilot tested with center managers for clarity and appropriateness. It covered all the main information areas to be addressed in this research, the views held by the gambling counsellors in Macau on the awareness and effectiveness of responsible gambling practices, both in general and distinctive to Macau.

The potential participants were contacted by phone, and were invited to participate in the research. Some declined to participate; at this point their involvement in the study ended. To those who agreed to participate, I sent an Information Sheet. Then, a week after the information sheets were sent, I contacted each participant individually to schedule the interview.

At the beginning of each interview, confidentiality was reaffirmed, and permission to record the interview was sought by asking the participants to sign a consent form (see Appendix 1). These interviews lasted approximately one-and-a-half hours and were conducted in Chinese.

Everyone in the research knew that I was a research student and stated that "being of help" to me was the main reason why they agreed to be interviewed. Later, when I thanked them for taking part in my research, their response was usually "happy to help you in your study and pleased to have an opportunity to help in the development of responsible gambling in Macau".

3.2.4 Anticipated obstacles to getting the data

While designing the research, I foresaw at the outset of the study some possible obstacles to achieving the intended research outcomes. This section discusses the obstacles.

Exhausted with day-to-day work with problem gamblers, and numerous talks on social responsibility and the gambling industry and no indication of significant future reform measures, it was expected that the counsellors would have a degree of scepticism about the effectiveness of academic research on their work. To address these concerns, I considered the likely motivations of the counsellors for their participation in the study.

For the respondents, I proposed that the research could offer them some important payoffs. I recognized that most of the counsellors, from the community, welfare and charitable sectors, would have few opportunities to air their viewpoints and concerns. I ensured that this research could be understood by the counsellors to be a useful opportunity to voice their perspectives. They would have an opportunity to take any new understandings into their own professional practice. As a major industry stakeholder group, the counsellors could collectively make a contribution to the formulation of new understandings about how problem gambling can be dealt with.

3.2.5 Interviewing the respondents

In-depth interviews (IDI) are flexible and mine the essence from the respondent's viewpoint (Bell and, Bryman, 2007). Due to the controversial nature of the phenomenon being studied, IDI was selected over focus groups for this study as it supported deep probing of ideas and eliminates peer group influence (Malhotra and Birks, 2007).

There are three types of IDI, namely structured, semi-structured and unstructured (DiCicco-Bloom and Crabtree, 2006; Berg, 2007). Structured interviews are rigid and disallow deviations in questions and sequence. In the other extreme, unstructured

interviews adopt an open mind to discover meaning in a completely flexible manner in questioning and order. This study used a semi-structured approach with an initial six sets of predetermined open-ended questions. Questions may be improved, reordered or changed in the IDI process (Berg, 2007). A semi-structured interview guide was developed to facilitate the interview process with the targeted respondents. A semi-structured interview was used as this allows for continuous improvement on the interview questions and direction. To allow deeper drilling into the theme and topics, the interview guide was fine-tuned further as the interviews developed so that valid and useful data could be extracted (Sturges and Hanarahan, 2001).

3.2.6 Qualitative data collection

Eight interviews were conducted during October and November, 2010 and another three in January, 2012. The data were analyzed by transcribing the interviews and summarizing responses for each question. From these, common opinions were identified and the number of respondents holding each opinion added up where possible. In some instances, however, participants were unsure about how to respond, and so it was difficult to classify these quite so neatly. Nevertheless, as this stage of the study was exploratory, this was not considered to be problematic. Indeed, the data were useful to reveal the complexity of the topic under study and the difficulties of resolving the issue of problem gambling from a frontline counsellor's perspective.

Data were also collected via content analysis of publicly available information such as website information, corporate annual reports, newspapers and magazine articles. This analysis is acceptable in the phenomenological approach (Creswell, 2007) and was used to develop the semi-structured question guide and to supplement and reinforce interview information collected from the counsellors. This was necessary as CSR has been known to be a competitive strategy and some corporations may be reluctant to reveal the level of CSR undertaken (Boehm, 2002). The method also enabled a better understanding of the current issues, tensions and trends to develop a more directed IDI design approach.

3.2.7 Data collection methods

The contingency plan was to use telephone interview if the respondent was busy due to travel or other reasons. Non-verbal cues were also observed to ensure the interpretation of the meaning. The interviews were held in the respondents' offices and were audio recorded by the researcher with the respondents' permission. The data were supplemented and triangulated with other available data such as local newspapers, venue newsletters and print materials at the respective locations, to substantiate the validity of the data.

3.2.8 Instruments

Voluntary responsible gambling is a new concept in Macau. The six categories of The Queensland Responsible Gambling Code of Practice formed the basis of the instrument of investigation. The six categories are: provision of information, interaction with customers and community, exclusion provisions, physical environments, ATM facilities and advertising. The Queensland code was adapted from the Australian Gambling Codes of Practices which was developed from different sources including "the 1999 Clubs QLD Advertising Code of Ethics, the NSW Australian Hotel Association's 2003 Hotel Gaming Code of Conduct, and TABCORP Holdings' 2000 Responsible Gambling Code" (Breen et al. 2006).

3.2.9 Data analysis methods

The interview transcripts were taken to have identified the respondents' perspectives on the social responsibility of Macau's casino industry for problem gambling. All interviews were roughly transcribed in Chinese. Re-transcribing was then focused on selected parts for detailed analysis. The re-transcriptions were translated into English for further analysis. Data analysis was handled in English. An essential analytical procedure, the transcripts were mined and coded for themes (Yin, 2003). The use of qualitative software

such as NVivo was considered. However, due to time and cost issues, I decided to use a manual data processing method.

The themes were checked against the literature to see if there were any contradictions. Complete notes were then extracted in cases which either matched or went against the identified trend. Triangulation is a key step to ensure that the whole research is generalizable, valid, and believable (Jones and Borbasi, 2003). Checking against the other secondary data and theories, a triangulation process was employed to ensure the validity of the research and findings (Fritz, 1996).

The interview transcripts were analyzed by first amalgamating the transcripts according to the respondents' relevant organizational perspectives. Then, the texts of each respondent's perspective were then coded and analyzed separately. In the coding procedure, I coded the transcripts for comments that could have been interpreted to bear on any aspect of social responsibility, problem gambling or on the interactions and engagement among stakeholders in the Macau gambling industry. Then, I assigned a theme to each highlighted comment. Gradually, I managed to build up a list of the themes and arranged them on a separate master sheet. Themes with connections were grouped together. With this approach, some main themes and sub-themes were developed and recorded on the master sheet. The identification of themes from the interviews and the detection of thematic relationships between the various transcripts was an appropriate approach representing a type of "social problem-oriented research" to this study of the social responsibility of Macau gambling industry for problem gambling (Silverman, 2006).

3.2.10 Research rigor and quality

Reliability is an important criterion for assessing qualitative research (Flick, 2006; Neuman, 2000). In order to increase the reliability of this study, the interview guide was assessed during the pilot interviews with the center managers to ascertain whether it allowed participants to give full and coherent accounts of the pivotal issues in responsible

gambling in Macau. However, overall reliability and generalizability, compared to validity, play just a minor role in qualitative inquiry (Creswell, 2003).

The ability to validate research findings during the research process is considered a positive point of qualitative research methodology (Creswell, 2003). The validity of qualitative research depends on whether the researcher's analysis and interpretations matches the world of the participants (Neuman, 2000). An approach for ensuring validity is to check formally with the participants if the analysis is a correct representation (Flick, 2006; Neuman, 2000; Richards, 2005). Therefore, in order to confirm validity, the transcriptions and early data analyses were communicated back to the participants for their comments. It is understood that all methods have limitations. In order to ensure higher validity and subsequently quality in the present research, triangulation, alternative explanations and a self-critical attitude were emphasized in the process of this study.

The themes emanating from the data are presented in Chapter 4, and the discussion is in Chapter 5.

3.2.11 Ethical issues in the research

Before recruiting the interviewees, but after developing a design for the study, I applied to the Human Research Ethics Committee of the University of Newcastle, for ethical clearance to conduct the research as described in this chapter. The research was considered to be of "low risk" to human subjects and, on approval by the Committee, I conducted the research as described here. No further ethical issues arose in the course of the research.

In determining the appropriate criteria for evaluating research, whether qualitative or quantitative, Silverman (2006) suggested that ethical research should have four goals. All the four goals are claimed to have been met in this study.

The first goal was to ensure that people participated voluntarily. The interviewees were recruited to participate in the study: they could decline the invitation, and could even discontinue their participation at anytime without having to provide the researcher with any reason. This was made clear when I asked each interviewee to sign their consent to participate (Appendix 1). The second goal was to ensure each respondent's comments and behaviors were kept confidential. The interviewees' participation in the study and the organizations with which they were affiliated were kept confidential. It was a one-to-one interview and the interviewee had no interaction with any individual other than the researcher. I assured the interviewees that the information they gave me for the research would not be shared with others. The third goal was to protect people from harm. The interview guide was used as the impetus and the discussion and interaction at interview was purposefully censored in order to remove any contentious or inflammatory statements. The fourth goal was to ensure mutual trust between the researcher and the participants. My interactions with the interviewees were conducted with full respect, and the conditions of trust that were established can be traced right from the invitation participate in the research.

3.3 Chapter conclusion

This chapter has outlined the methodology and methods for the research. A qualitative design was selected for this investigation to ascertain Macau gambling counsellors' awareness and perceptions of the responsible gambling practices in Macau. Gambling and gambler issues are often considered to be sensitive topics, particularly within Chinese culture. In-depth interviews were carried out to create a research environment in which the participants would have freedom and flexibility to tell their experiences.

The chapter has discussed the research strategies for recruiting and interviewing participants, described the information collection process, explained my approach for analyzing the research data, and concludes by considering matters relating ethical issues in the research.

The next chapter, Chapter 4, documents and analyses the research data.

4.0 CHAPTER FOUR: FINDINGS

4.1 Chapter introduction

The previous chapter outlined the methodological framework for the research, and indicated how the use of qualitative analysis was adopted for this study. This chapter describes the outcomes of the qualitative analysis that was informed by one main data source - interviews with gambling counsellors from Macau gambling counselling centers. The data analysis sought to illuminate the principles adopted by these centers and their opinions on the actual practices in addressing the issue of problem gambling in Macau.

Before the interviews, I performed an on-site observation of venue practices of the six casinos operators in Macau. One American-owned casino actually set up a responsible gambling department and had a self-exclusion program. I visited the venues and found leaflets about this exclusion program. I asked about the program and this was a surprise to the counter staff, who could not explain how it works. I suspect that I might have been the first one to ask for such a service. One Hong Kong Chinese-owned casino did display some responsible gambling posters near the ATM machines. Two smaller casinos owned by Dr. Stanley Ho's SJM group displayed posters on "responsible gambling week" organized by University of Macau. From what I observed, I concluded that responsible gambling practices are starting in Macau. Looking at it positively, something that is only being treated lightly today might become a strategic edge for gaming operators in future.

This chapter focuses on the concise summary and analysis of the interviews with the gambling counsellors. It goes on to summarize the interviewees' opinions about the extent of the gambling problem in Macau and the responsibilities in addressing gambling-related problems. Although it is the casinos that need to implement responsible gambling practices, questions were asked about the counsellors' attitudes towards adopting industry-level and venue-level strategies in the responsible provision of gambling. Then, it discusses the possibility of the casino industry's support for counselling centers and research for problem gambling. Finally, the main opportunities and barriers to adopting

responsible gambling strategies in Macau are considered. The chapter concludes with an overview of the key findings.

4.2 Characteristics of the participating counselling centers and interviewees

This section is concerned with the first part of the interview schedule (Appendix 2). It presents a summary of findings on the background of the counselling centers and interviewees. In keeping with the conditions upon which the interviewees agreed to participate in the research, the identities of the participating counselling centers and interviewees have been kept anonymous. All four organizations which provide counselling services for problem gambling in Macau were invited to participate in the research. Centers 1 and 2 are located in the central business district and Centers 3 and 4 in working class residential areas. They were considered to be the most significant providers of counselling for problem gambling. The number of new cases reported by each center is between 8 and 10 cases per month.

Although there was a degree of consistency in the participant interviewees' opinions about many of the issues considered, they appeared to have a diversity of experiences and approaches regarding a number of issues. I understood these differences to be due to the characteristics of the organisations and, to some extent perhaps, from the interviewees' personal values and backgrounds. For example, some interviewees do possess some personal passions in their job, such as the following:

“I have a family member suffered from gambling and I could not finish my study because of this problem. I know there are other counsellors who have family members like that. We have seen too many broken families and social problems associated with gambling. Therefore I see my job is very important as I have a personal vision to help the gamblers,”

Counselling center 1 is set up as part of the government structure. The interviewees from this center are employed as civil servants. The Center was opened in 2005 and comes under the Social Welfare Bureau, with the tasks of providing counselling to gamblers and their family members affected by gambling problems. One of their recent initiatives was to focus on community education on the harmful effects of gambling. One commented

“We are hired as civil servants. It is impossible that we are against all kinds of gambling as our salary is from the government and gambling tax forms a large part of the government’s income.”

Another pointed out

“The gamblers know that we are from the government. Civil servant gamblers will tend to find support from other centers and that is understandable. They worry that we will tell the government but, in fact, they do not have to worry at all. Data privacy is upheld in this place and this is a core value here.”

Another noted

“We have a more stable workforce and we can provide better service in this aspect. In other centers, counsellors do come and go quickly. After all, this is an unpleasant job. You have to deal with people who have low self-esteem and many of them have thought of or tried to commit suicide.”

The interviewees from counselling center 2 has some funding from a well known local casino shareholder. Their services are focused solely on problem gambling, and there were a number of references made to the legal status of gambling. The interviewees pointed out that, despite the association, the casino has no influence over their attitudes to gambling and their day-to-day counselling operations. One explained

“Our boss is a major shareholder of a casino here. They are too busy to bother this small operation and we do have full autonomy on the day-to-day operations. I do not support to stop gambling completely and I do gamble for fun sometimes. I gamble for fun to get my self updated so that I can do our gambling counselling job better.”

Another added

“Gambling is part of our life here. Responsible gambling or sensible gambling is important in our beliefs here.”

The interviewees from counselling centers 3 and 4 are part of two Christian organizations. Treatment is available for problem gamblers as well as their families. These two counselling centers are not related and they have different views about treatment for problem gambling. One interviewee from counselling center 3 pointed out that they understand that gambling will stay in Macau and their aim is harm minimization. One explained:

“Although our center has a religious background, the center direction on gambling is to gamble responsibly, as we know the whole city depends on gaming and it will probably be here forever.”

One interviewee from counselling center 4 is opposed to gambling in any form and explained that this center is unwilling and unprepared to work with the gambling industries to eliminate the negative impacts of gambling. One recounted:

“I was asked to appear in a TV interview on responsible gambling in Macau. I refused to be interviewed as we believe that gambling and responsibility cannot be put together. We want to see less and less gambling in Macau and hope one day it will disappear.”

All the gambling counsellors have had 1 to 6 years gambling counselling experience, as this industry or profession is fairly new in Macau. Most of the interviewees have received formal social work and problem-gambling training and qualifications. One interviewee explained that:

“All the counsellors in our center are certified with the Canadian Council of Professional Certification. There are 6-7 batches of students of Certified Gambling Counsellor (CGC). Altogether there are over 150 graduates but not all of them can work as a counsellor or want to work as a counsellor. To be a counsellor here, you must be qualified as a social worker first. I remember in my cohort, over 2000 students applied to the social work program at my university here in Macau, but eventually only just over one hundred took the course and about 30 work as social workers. Social work is a big field and not everyone is interested in problem-gambling counselling.”

Another noted:

“We need more male counsellors here but it is hard to have male counsellors. For female counselors, we are worry about sexual harassment by the “gambler”. Some of them are not problem gamblers, I think.”

Another said:

“Staff turnover has been high in this industry in the past few years. Now it is under control. One reason is that more Macau people are aware of our presence through various media reports. We gain more support from the community as more people are aware of our vision and services. ”

Table 4 Characteristics of respondents of the participating centers.

Counsellor		Type	Gender	Length of service (year)	Location
1	Center 1	Government	Female	5	CBD
2	Center 1	Government	Female	6	CBD
3	Center 2	Casino related	Male	4	CBD
4	Center 2	Casino related	Female	2	CBD
5	Center 2	Casino related	Female	2	CBD
6	Center 3	Christian	Male	4	Outside CBD
7	Center 3	Christian	Female	3	Outside CBD
8	Center 3	Christian	Female	2	Outside CBD
9	Center 4	Christian	Female	2	Outside CBD
10	Center 4	Christian	Male	5	Outside CBD
11	Center 4	Christian	Male	1	Outside CBD

4.2.1 Summary of information

This sample was chosen in a purposive manner so as to have as wide as possible a range of the views of major gambling counselling services in Macau. However, there are a lot of similarities in the samples. The interviewees are all of ethnic Chinese origin. The size of the centers is similar with, on average, 3 staff members. After a few years of high staff turnover, the workforce is becoming stabilized. One reason for the stability is the gradual acceptance of this industry in Macau. Overall, with a relatively short length of service in this young industry, the skill level of these counsellors is considered as low to medium. The centers have all been established in the past few years and they are well located and highly accessible to the users. The major difference is their organizational types. The personal values and background diversity of the interviewees and the characteristics of the organisations were shown in the different approaches on a number of issues. There is no relevant literature with which to compare the findings, as this study is one of the first to examine the counsellors' views on responsible gambling in Macau. However, the findings can certainly be compared to international literature.

4.3 Perceived responsibility for addressing gambling related problems

This section is concerned with the second part of the interview schedule (Appendix 2) and it presents a summary of frontline counsellors' opinions about the Macau casino industry's responsibility for addressing the issue of problem gambling. There are two sub-sections focusing on the frontline counsellors' perceptions of gambling-related problems and the issue of responsibility for addressing these.

4.3.1 Perceptions of gambling-related problems

Frontline counsellors were asked questions about problems relating to gambling in Macau. Questions included whether the respondents thought gambling causes problems for some people, the extent of problem gambling in the community, types of problems faced by those who lose control of their gambling, and types of gambling games that are most associated with loss of control.

The civil servant counsellors showed they are well versed in the published prevalence statistics on problem gambling in Macau. For the other counsellors, there was little or no knowledge at all. All counsellors agreed that problem gambling causes serious problems for some people but not for all. Without concrete statistics, most counsellors viewed that gambling-related problems are extensive in the community, and two considered they affect a small percentage of gamblers. Some interviewees suggested that excessive, compulsive behaviors rather than gambling were the problem. One interviewee commented

“Gambling is part of our whole lifestyle and whole culture. It's a large part of the government's income. Gambling is deep rooted in Macau society and cannot be taken away, and we, the counselling service providers, recognize that.”

Another added

“For a small number of people, gambling is not a form of entertainment or recreation. To them, gambling is an addiction which takes control over their lives and destroys them. In Macau, there are far too many stories of destroyed families, squandered fortunes, killings and suicides. As human beings, we should try to make sure problem gamblers get the help they need to deal with their addiction. The number of people that are identifying with problems relating to gambling is increasing, and getting younger and younger ... this is because there are many more casinos in Macau.”

Similarly, another said

“Problem gambling is a community-wide issue. Every stakeholder should be made aware of its signs and symptoms and understand how best to help someone with such a problem. The gaming industry has not taken its responsibility seriously and more can be done to make sure that anyone who chooses to gamble does so responsibly.”

Another interviewee drew on her own past experience with a gambling problem said

“I didn’t fully understand the importance of responsible gaming until five years ago. Before work one day, an office colleague of mine told me he had lost \$300,000 at a casino. I looked confused and surprised. I had never thought that casino employees could have problems with gambling. I assumed that having seen so many people losing their fortunes and families would convince anyone to moderate their play, leading them to bring with them only what they can afford to lose. My assumption was wrong.”

This finding is in line with Wu and Wong (2008) on Chinese dealers working in various casinos who found a high rate of pathological gambling among this group of Chinese

gamblers. In the past, when there was only one casino license, the staff would find it hard to gamble. Now the number of casino licenses has increased from one to six and casino staff can certainly find it easy to gamble in other casinos. Convenience will certainly stimulate an increase in gambling participation (Volberg, 2004).

Most interviewees considered that the problem was caused by different types of gambling available in a very large number of casinos and their accessibility to local residents. The number of known and unknown problem gamblers was considered to be enormous. These quotes support the literature that Macau residents are no longer immune from gambling problems (Fong and Ozorio, 2005; Vong, 2009).

One interviewee, expressing concern about the long-term image of Macau, remarked that:

“Gambling counselling hasn’t had such a high profile as drug problems. Allowing irresponsible behavior among gamblers will give Macau a bad name. Addictive behavior and financial hardship damages our public image and everyone will lose out eventually.”

The quote from this interviewee is the same as the view expressed by DiClemente et al. (2000) and Stinchfield (2002) that the prevalence of gambling is worrisome and will affect the competitiveness of the community in the long run. However, in this study we found that the counsellors choose to play the discretionary stakeholders’ role as described by Mitchell, et al. (1997). They have the option of changing their status to another type of stakeholder group, such as dependent or even dominant stakeholder. One interviewee expressed that:

“We were marginalized when Macau first started problem-gambling counselling services. At that time, we could not do much. The climate has changed gradually as more and more people are talking about responsible gambling. We can be more proactive if we want to. Many media people want to interview us. We feel that

our role is more important these days. However, our manager was not keen to be reported or interviewed by the media.”

When asked about the types of problems encountered by people who lose control of their gambling, it was clear the interviewees recognized that greed and chasing the gambling losses have serious repercussions. Several commented that:

“Some gamblers are not aiming at winning big money. They just want small wins to cover their daily expenses. They admit that they are greedy but not that greedy. However, even ten small wins cannot cover one big loss. After one big loss, many would want to chase the losses and end up losing everything.”

Similarly, another said:

“Many gamblers, especially females, gamble when they are unhappy. But still, they admit that they want to win some money even though they say they play for fun and excitement.”

A consensus of views was apparent when the participants were asked about the types of gambling people have the most difficulty controlling. All proposed that gaming machines are less problematic than casino table games. Limited bet size, low chances of winning jackpots and the passive nature of the gaming machines were given as reasons why they are not popular in Macau. When asked what types of gambling offered by casinos gamblers might have the most trouble controlling, the consensus views again were apparent. All interviewees identified the baccarat table games, pointing to their relative fairness and almost equal chance. Some commented that:

“Gamblers are too smart to realize that gaming machines are just like lottery tickets. Table games, in the minds of the gamblers, are different in that one can spot the trend and therefore the chance of winning is higher. They sometimes think that they are the gods of gambling.”

Another explained:

“Baccarat table game is the only game in Macau. Almost all gamblers who come here suffer from gambling losses from this game. But still, they think it is still their preferred game to any others. The key is that when there is a draw between the banker and the player, the bets are not lost and this is fair.”

Another explained:

“It is a common belief for gamblers that baccarat is the fairest game in the casinos and gamblers are therefore more prepared to risk more in such a game.”

4.3.2 Responsibility for addressing problem gambling

The counsellors were asked about responsibility for minimizing gambling-related problems, and the extent and appropriateness of responsibility currently taken by the Macau casino industry. Several counsellors thought gambling venues, the casinos, should play some role in minimizing gambling-related problems. They all viewed that the Macau government should be involved proactively. One interviewee commented:

“The cost of living is so high and everyone is under high pressure. A casino is a natural place to escape from life’s pressures. Gambling is a fatal product. Once you are addicted to it, you cannot control yourself. In this sense, I think the government and the casinos need to do something to prevent the problem for the vulnerable gamblers.”

Another added:

“The government cannot escape from the problem they created in the first place.”

Nevertheless, some interviewees felt that other stakeholders, such as casino owners and even gambling tools manufacturers, should also contribute. One interviewee even considered gambling problems to be wholly the responsibility of the individual gamblers. The findings supported the literature (ICSG, 2010) that the gamblers, rather than the casinos or government, should bear the responsibility for problem gambling. Moreover, the counsellors did express the view that the government should bear more responsibility than the casinos. They supported the view that all key stakeholders should join forces to prevent problem gambling in Macau (ICSG, 2010).

The remarks by the counsellors highlight that the Macau casino industry and Macau government are not currently taking adequate responsibility for harm minimization in gambling, especially given the growing public and media attention to gambling problems in Macau. Some interviewees conceded that it is in the casino industry's best interests to be more proactive. One explained:

“Adopting a more responsible approach would benefit the industry's public image and reputation, and fulfill their moral obligations to gamblers. It also makes good ‘business sense’ to please the gamblers and regulators and to prevent a legislative approach.”

However, worries about potential loss of business make the casinos reluctant to adopt responsible gambling practices unless these are consistent across all gambling industries. The quotes here again reflect that the counsellors are taking a discretionary stakeholder stand. They prefer the government and the industry to take the regulation and legislation approach in implementing responsible gambling (Zappala, 2003).

There was less agreement that casinos should fund responsible gambling strategies, with all believing the government alone should fund them due to its substantial gambling taxes and continued expansion of gambling. One commented:

“The government is so rich these days and they should fund all the necessary expenses to protect the problem gamblers.”

4.3.3 Summary of information

The rich information collected from the counsellors has contributed an answer to research objective 1 by revealing that they all recognized that gambling problems are becoming an increasing social concern in Macau. From their case load, it can be seen that Macau residents are no longer immune from the gambling problems. Unlike the previous years before 2002, when the casinos were opening up, casino dealers, casino employees and civil servants are now becoming problem gamblers. The counsellors viewed that the Macau casino industry and the government were not active enough at the time of the interviews to confront the gambling problems. They considered that the government and the industry must take a high portion of responsibility for gambling problems. The findings support the literature (ICSG, 2010) that gamblers, rather than the casinos or government, should bear the responsibility for problem gambling. They considered that all key stakeholders should join forces to prevent problem gambling in Macau (ICSG, 2010).

The findings did suggest something different from Wong's (2006) belief that responsible gambling has been neglected by the gambling operators and governments in Asia (Wong, 2006). With the establishment of 4 problem gambling counselling centers, increasing research output on responsible gambling and support from key stakeholders, big progress has been made in responsible gambling in Macau for the past 5 years after Wong's study. Despite the marginalized situation that the frontline counsellors are facing, they have positive attitudes towards shouldering more responsibility for gambling-related problems. They welcomed a more proactive regulatory and legislative approach by Macau government and the casino industry (Zappala, 2003). The findings of this study match with earlier findings (Fong and Ozorio, 2005) that counsellors form a stakeholder group and are willing to perform a more active role in addressing gambling problems.

4.4 Attitudes to implementing industry-level responsible gambling strategies

This section is concerned with the third part of the interview schedule (Appendix 2) and it summarizes findings that explored the counsellors' attitudes to adopting industry-level responsible gambling strategies. These strategies included industry guidelines for the responsible provision of gambling, a self-regulating code of practice, training in the responsible provision of gambling, a cooperative approach to the responsible management of gambling amongst gambling industries, an industry control mechanism to develop and review responsible gambling strategies periodically and communicate with key community groups and ethical guidelines on advertising and promotion of gambling.

4.4.1 Responsible provision of gambling guidelines

There was a unanimous view amongst all counsellors that the industry needs a set of guidelines for responsible gambling, although there was no idea suggested about how it should be developed. As highlighted by one interviewee:

“We are all responsible for the gambling industry in Macau. We must come together to limit the harm that accrues to the minority of players who cannot gamble responsibly. Pro- and anti-gambling interests are equally responsible. We need to find common ground. Maybe a responsible code of gambling can help advance the greater good for the vast majority who wants to, and can, gamble responsibly.”

The view was echoed by another counsellor:

“It is important to me that a casino has a code of ethics. Casinos should care about employees, customers and the community — not just making money. They should reach out with education and concern. Why not have a responsible gaming ambassador to talk with problem gamblers and help them to put gaming in perspective? All casino employees must learn about responsible gaming.

Employees are the first to discover that gaming has become a problem with some customers. Employees need to be prepared to reach out to family, friends and members of the community to ensure it is stress-free for all.”

Although it is the casinos that need to implement responsible gambling practices, all counsellors agreed in principle about setting up a code of practice for the gaming industry.

Although there was no idea suggested about how a code of practice should be developed, all considered that the development of guidelines should be funded completely from the gambling taxes received by the Macau government and it matched the literature in the area (Sheng and Cheng, 2009). In Macau, it is a common practice that different stakeholder groups will point to the government as the ultimate solution provider. In the case of implementing responsible gambling in Macau, the findings supporting a government-led multi-stakeholder co-regulation approach (Utting, 2002) would be preferred. For example, one interviewee said:

“If it is to be, it is up to the government. Without the government support, nothing can be accomplished in Macau. All industries here, including art, look to the government for support and taking the lead. The government is cash rich. Funding responsible gambling should give them a good name. Proactively funding responsible gambling will gain respect from all the stakeholders.”

4.4.2 Self-regulating code of responsible provision of gambling practice

All interviewees supported the development of such a code of practice. They all said that substantial input from the casino industry in its development is important, with the Macau government considered to be the most appropriate initiator, coordinator and facilitator. One participant said:

“The government is the most important player in this important social issue. Through taxation they make a lot of money out of gambling and they control the licenses; they have the final say and the casinos will just listen.”

This quote highlights the view of the counsellors that the government has the ultimate control in this important issue. Whether they are proactive in doing so is another issue.

They knew little about what should be included in the code of practice and therefore did not make any suggestions about this. Not surprisingly, they all looked to learn from the guidelines in responsible gambling code of practice from other gambling jurisdictions. However, when asked about the likely compliance amongst casinos to such a code, all interviewees expressed doubts over a self-regulatory approach. Strong market competition, economic concerns and general apathy were viewed as key barriers to the voluntary adoption of a code. They felt the best way to approach this issue, at least in Macau, would be to implement a mandatory or legislative approach (Zappala, 2003). One explained:

“Unlike our neighboring city Hong Kong, all industries seem to support the government. Well, this is the culture here. The government is the only party which is strong enough to enforce any form of gambling code of practice before a legislative approach.”

They viewed that there would be little or no resistance to adopting guidelines, particularly if these guidelines were initiated and monitored by the government.

4.4.3 Training in responsible provision of gambling

The counsellors advocated industry involvement in developing suitable training, perhaps with input from other stakeholders in gambling. One said:

“We have to go through hundreds of hours to get a certificate for this job. Working as a counsellor, I am able to recognize a gambler needing assistance. The training I received helps me to identify someone needing help, as opposed to someone who just wants a chat about their past losses. Similarly, appropriate training in the responsible provision of gambling is important for the frontline casino staff who are tasked with helping problem gamblers.”

Many suggestions were made and the following quote summarizes the wish list of a counsellor in terms of training in responsible provision of gambling in Macau.

“The gaming industry should conduct mandatory training on how to recognize when a customer needs help. Having the right handling is crucial to providing a solution and achieving a good image. Training casino employees who can detect problem gamblers and support the importance of responsible gaming can enhance a positive image of the industry. It is in the casino industry’s best interest to regulate itself, promote and train employees about responsible gaming.”

All interviewees agreed that casino staff should receive related training to ensure that they can recognize signs of problem gambling. All agreed this is a basic service which casinos should know about and provide. However, there were mixed responses about how patrons with gambling problems could be identified. Some interviewees thought it nearly impossible, some considered it possible but not easy, while none thought it easy. Several major indicative signs were voiced out relating to problem gambling behavior, such as appearance, expenditure, and time spent gambling, and access to ATMs. However, some interviewees pointed out that none of these signs are reliable in isolation.

The recommendation from the interviewees matches the findings of Delfabbro et al. (2007). Funded by the State and Territory Governments and the Australian Government for The Ministerial Council on Gambling, they reported that the Gambling Act 1992 is very specific about the nature of responsible gambling training that should be provided to both junior and senior staff (Delfabbro et al. 2007). They concluded that well-trained

casino frontline staff can play an important role in providing information and encouragement about the benefits of gambling counselling to the problem gamblers. Identification and intervention on the venue floor are considered critical for responsible gambling, hence all new staff involved in the selling of gambling products must be trained on how to identify problem gamblers, and senior staff (including gaming managers and gaming venue owners) must learn how to intervene within the venue (Delfabbro et al. 2007). They reported that further training is required, as most venue staff did not feel confident about the patrons' reactions if they were approached.

Delfabbro et al. (2007) further reported that training programs currently available to venue staff do not automatically support the view that venue staff members have the responsibility or ability to identify, approach and intervene with suspected problem gamblers. As reported, interventions only tend to occur when the gamblers actively seek help, or if their behaviour is seen to have caused discomfort or distress to other gamblers. Hing and Nuske (2011a) completed a study, with interviews of 48 frontline staff in Queensland, on how frontline hospitality staff responds to patrons with gambling problems in gaming venues. They found that the challenge comes from those problem gamblers who do not request assistance.

4.4.4 Cooperative efforts among gambling operators

When asked if casino operators in Macau should join hands in developing commonly agreeable guidelines and a code of practice for the responsible provision of gambling, all interviewees gave their support of such a suggestion. A uniform approach, with cooperation from all the six licensed groups, would be considered as an effective approach. One commented:

“There is no common guideline here. The American casinos are taking some initiatives. The local casinos are not too serious about this. Perhaps there should be a common guideline that everyone can follow. No one wants to shoulder all the

responsibility for promoting responsible gambling. Shared responsibility and communication are the key benefits of an industry accord.”

Most interviewees viewed that the casino industry in Macau should develop and periodically review responsible gambling strategies and liaise with major community groups. However, all interviewees pointed out that government support and proactive actions are the keys to success in the provision of responsible gambling in Macau. One interviewee felt that nothing can happen as:

“Dr. Stanley Ho is the chairman of the newly established Macau Casino Trade Association. I don’t know whether the association is still active as Dr. Ho has been unwell for a long time. We have a sensitive time in Macau. Without agreement from him, it is hard to achieve any gambling strategies at all.”

4.4.5 Restrictions on advertising and promotion of gambling

It is usual to find advertisements outlining gambling as a fantastic, exciting lifestyle. These images can stimulate consumers to think that a glamorous way of life is easily achieved in different gambling venues. Research on the effects of gambling advertisements is scarce, as not many researchers have examined gambling advertising and its effect on the general population (Griffiths, 2003). There is even less research on the impact of gambling advertising on youth behaviors and attitudes towards gambling. There is a paucity of research examining the potential effects of gambling advertisements on adolescents’ behavior (Youn, Faber, and Shah, 2000). In addition to television, billboards, newspapers and magazines, the Internet is an important medium for gambling advertisements. The Internet is currently one of the fastest growing media sources, particularly for advertising. Pop-ups and banner ads are increasingly common (Griffiths, 2003). Griffiths identified that online gambling ads are likely to increase gambling, especially among males.

Responsible gambling practices in some jurisdictions include an advertising code of ethics to ensure true, non-misleading or non-deceptive advertising of gambling. The interviewees were asked to comment on the gambling advertising by the Macau casino industry, specifically on whether its' content, and message in general, is appropriate. Responses varied considerably. One noted that:

“The casino industry, as in other consumer-oriented industries, markets its product well. Much of that promotion, like most consumer products, is based on the fact that we consumers will exercise selective memory and can be persuaded to purchase a product or engage in an activity that we may not really need. I would say deceptive marketing by the casinos causes a majority of the problem.”

Another commented:

“Gambling advertising is likely to be an important factor in determining participation in gambling activities. The advertisements we see here always portray gambling as an entertaining, socially acceptable activity, and that gambling serves as a potential means to a happier life. People in the ads look like they are having a lot of fun. The bright, flashy colours commonly seen in gambling ads appeals to a large portion of participants. As a business, they are not wrong or evil to say that. I do not expect the advertisements to show individuals losing, depressed, or having difficulties.”

Similarly, another commented:

“The gambling advertisements often focus on the potential to win large amounts of money, thus resulting in a significant lifestyle change. I cannot criticize that too much. However, it would be good to add the messages somewhere that we should gamble responsibly.”

Another commented:

“One cannot underestimate the power of advertising and promotion. I have a client who stopped gambling for over one year and started again because of a promotion leaflet from a newly opened casino.”

Although it appears that advertising ethics in general are followed well in Macau, most interviewees considered that the quantity of advertising and promotion and the eye catching outdoor signs from the 34 casinos are worrying. One explained:

“It is a stimulus response scenario. When they see gambling outlets, their minds will be affected. We normally advise them to stay away from any kind of gambling materials and places. In Macau, compared with other cities like Hong Kong, it is hard to do that as we have far too many casinos. In addition, casino advertisements and promotions are everywhere and new casinos are opening up every now and then. It seems that the more advertisements you see, the more believable they are.”

Suggestions were gathered for implementing an advertising code of conduct, or for limiting promotion to in-house merchandising or mail-outs to members.

4.4.6 Summary of information

The counsellors’ responses contributed rich information in answering the first part of research objective 2 by revealing that there is strong support amongst counsellors for industry-level strategies for the responsible provision of gambling in Macau. This finding matches those of the existing literature from other jurisdictions for concerted guidelines, a code of practice and training in responsible gambling (Breen et al. 2006). The interviewees demonstrated little understanding about how the code should be developed. However, they expressed doubts about the successful implementation of a self-regulating code of practice. Most interviewees viewed that the government and casino industry in

Macau should develop and periodically review responsible gambling strategies and liaise with major community groups.

To enhance a positive image of the industry, there was a unanimous view on training casino employees to detect and provide direct assistance to problem gamblers. Most viewed that it is in the casino industry's best interests to regulate itself, and promote and train employees about responsible gaming.

Although the responses varied considerably, advertising ethics in general can be considered to be well followed in Macau but it is the quantity of advertisement and promotion that is a concern for the counsellors.

The development of industry-level strategies in the responsible provision of gambling would need substantial involvement and input from the casino industry and a concerted effort of all key stakeholders, followed by an education and marketing program to sell the benefits to the industry and the community.

4.5 Attitudes to implementing venue-level responsible gambling strategies

This section is concerned with the fourth part of the interview schedule (Appendix 2); it summarizes findings that explored venue level initiatives in responsible gambling including the provision of information to patrons about gambling products and problem gambling, self-exclusion programs, and restricted access to cash for gambling. Although they are not the ones to implement responsible gambling practices, the interviewees were asked their opinions about adopting these measures in Macau casinos.

4.5.1 Provision of patron information on problem gambling

Interview questions were asked about the provision of patron information, including putting up signage on responsible gambling, detecting a gambling problem, staff

awareness of problem gambling and what to do about it, and casino referrals for assistance.

There were mixed views on the issue. The following quotes from some interviewees highlight that information leaflets and signage do assist in encouraging responsible gambling.

“People can become more aware of problem gambling due to the signage. It can make the gamblers more aware; this is a real issue and it is not uncommon and we can bring it out into the open. Problem gambling signs can act as a trigger”;

“Responsible gambling leaflets are taken discretely. It may be a trigger for a journey to cease gambling”; and

“Put signage in the right place and it can be functional. Yes, particularly on toilet doors. People stop and give it a thought and it might work.”

However, there were views against displays of signage, and these comments included:

“People don’t read signs or notice them, and therefore it is no use at all. If they do, it wouldn’t make a difference at all. You can’t stop people who want to gamble or risk their future”; and

“I have never seen anyone in a casino looking at signs, therefore advertising the odds of winning or any other signs are ineffective. These measures would be useful for non-problem gamblers only.”

Hing and Nuske (2011b) interviewed 23 counsellors working in Queensland Gambling Help agencies in Australia. They reported that counsellors were vocal in providing suggestions for gaming venues to assist problem gamblers. This includes suggestions on having problem “gambling literature available in toilets” for gamblers to access privately;

tailor made “signage and cards”; numbers of signage matching the numbers of machines; and “more information on self-exclusion” (Hing and Nuske, 2011b, p. 705). Some researchers viewed that providing information on treatment resources should be regarded as a standard practice (Nowatzki and Williams, 2002).

Most interviewees viewed that it is hard for gamblers to admit a gambling problem. Viewing the signage or reading information leaflet would not have any effect in changing the behaviour of these gamblers.

4.5.2 Self-exclusion

All interviewees agreed that problem gamblers should be barred from playing at the casinos. But this can only be enforced if they admit the problem and request exclusion. It is common that problem gamblers do not think they have a problem in gambling. Self-exclusion programs will only work for those who recognise and admit their problem, and are willing solve the problem (Nowatzki and Williams, 2002). The utilisation rate for self-exclusion programs is low relative to the population of problem gamblers. In Canada, only 0.4% to 1.5% of problem gamblers use self-exclusion services (Nowatzki and Williams, 2002). Macau is likely to be even lower, as self-exclusion programs are less common and have been offered for shorter periods of time. As of 2010, a total of 72 people have been named in the government’s (DICJ) self-exclusion program. As there is no legislation on responsible gambling in Macau, a self-exclusion program provided by DICJ would mean it would be up to the local casinos to implement related measures or not (Macau Daily Times, 2010).

Meyer and Hayer (2010) found that the compulsory entry checks in most casinos in Europe create a more favorable context for self-exclusion programs. However, implementing self-exclusion would not be expected to be problem free. The idea would be ineffective unless standard support and practices from all casinos were obtained. There would be difficulties for casino staff in monitoring and identifying barred persons entering the casinos, particularly as there is no entry control system in Macau casinos. Unless there was an enforceable approach to exclusion, barring them without their

approval would just push them to another casino next door. In such a case, this would mean a casino had just moved the problem elsewhere and lost its revenue. The Macau case is exactly what Nowatzki and Williams (2002) were concerned about regarding the lax enforcement of self-exclusion. Jackson and Thomas (2005) reported that, given the perceived lack of enforcement, some self-excluders may regard self-exclusion programs as a psychological barrier and less as a physical constraint.

The effectiveness of casino self-exclusion programs can be measured by the percentage of gamblers who sign contracts and who do not actually re-enter the casino(s) during the exclusion period. Formal self-exclusion programs are essentially a relatively new development. In 1989, in the English-speaking world, Manitoba (Canada) was the first jurisdiction to introduce this service (Blaszczynski et al. 2007). Although self-exclusion programs are being used increasingly worldwide in various jurisdictions, there is still a lack of research into its effectiveness and those which exist tends to be of poor quality and conducted in jurisdictions without effective monitoring or control systems (Williams and Nowatzki, 2002; Productivity Commission, 2010; Responsible Gambling Council, 2008). The overall effectiveness of self-exclusion programs is presumed to be higher in jurisdictions that require detection for entry. Nowatzki and Williams (2002) reported that there is very limited research on this topic, as gambling can occur outside the gaming floors of the excluded casinos. The effectiveness of self-exclusion programs may be impacted by the differences in regulatory frameworks and practical applications (Meyer and Hayer, 2010).

Some interviewees worried that self-exclusion programs for dealing with problem gambling might be used by gamblers for appeasement and to win the support of their families to pay their gambling debts. One said:

“It doesn’t work ... I think gamblers are good actors and they use this service - a self-exclusion program - for appeasement. They can tell their spouse that they got into big trouble but they found a solution, knowing that they will chase the losses

and gamble again when they have money and they know the self exclusion program cannot be policed.”

This quote highlights that some gamblers did use exclusion services to appease their problems. However, one interviewee believed that:

“There is a place for self-exclusion when it is supported by a counselling framework and it is part of the treatment process if there is a counselling underpinning.”

In Macau, the self-exclusion programs are considered as “sexy and interesting”, but the intention of the casinos to support and implement this practice fully is doubtful amongst the counsellors. This quote has provided insights into the future direction of self-exclusion if it is to be effective. Self-exclusion is an isolated access-limitation strategy and should not be regarded as a form of counselling or treatment (Nower and Blaszczynski, 2006).

4.5.3 Access to cash for gambling

A common responsible gambling practice is to limit ATM access and cash amounts for gambling. McMillien (2009) viewed that controlling the access to cash is an important and practical measure for responsible gambling. Some interviewees pointed out that, before the opening up of the Macau casino market in 2002, all ATMs were located outside the casino gaming floor. Now this issue has become more difficult to handle as all casinos are installing them in their gaming areas or entrances. Unless the government orders the ATMs to be moved outside the gaming area, easy access to cash for gambling in Macau is going to stay. One commented:

“When gamblers want to chase loses, the natural place is to draw extra cash from the ATM. If the machine is close by, the chance of drawing cash is higher. If it is far away, they may cool off and re-consider. Having ATMs inside the gaming

floor is really bad. When the first lot of ATMs moved inside the gaming floor, I predicted that problem gambling in Macau would get bigger and bigger. From the case load, I think I am right.”

And another felt:

“ATMs should be limited to small amounts of cash and be removed from the gaming floor”;

And another said:

“The casino operators argue that the ATM is a service to the gamblers. Moving ATMs inside will safeguard the gamblers being approached by loan sharks outside the casinos. I think this is a false argument. On top of that, it is common knowledge that loan sharks are operating inside the gaming floors.”

It is instructive to examine the the empirical findings from McMillen, Marshall, Ahmed and Wenzel (2004) on the use of ATMs in gaming venues. They found that a large majority of gaming venue patrons (89%) had withdrawn cash from an ATM in the gaming venue during the previous year. The study provided limited evidence to support the removal of ATMs from gaming venues, and did not find an unequivocally strong relationship between problem gambling and the use of ATMs in ACT gaming venues. Although the convenience of having ATMs in gaming venues appears to be related to higher gambling expenditure, on balance the study found that the removal of ATMs from gaming venues would be inconvenient to a proportion of recreational gamblers and non-gambling patrons. The interviewees’ comments reflected the research findings of McMillen et al. (2004) that setting a daily limit on the amount that can be withdrawn from ATMs would be a working strategy.

4.5.4 Providing product information

Blaszczynski et al. (2004) suggested that a responsible gambling program has to be based on two fundamental principles: (1) there is a personal freedom regarding the gambler's decision to gamble, and (2) to make an informed choice, the government's task is to:

‘Specify in statute a duty of care by gambling providers that they take all reasonable and practical steps to protect their customers from gambling problems’ (Productivity Commission, 1999, p. 16).

A gaming operator should provide accurate information on winning probabilities and payouts. To guarantee informed decisions, advertising and promotional activities should not be misleading or misrepresent the chance of winning.

A key component of responsible gambling strategies in existing models in other gambling jurisdictions, such as in Australia or the United States, is the provision of information for patrons on how table games and gaming machines work and the strategies for playing to maximize enjoyment and minimize risks of problem gambling. Signage and player information in brochures are the main tools to achieve these objectives. However, in Macau, gaming machines are not popular and are not considered as an important source of problem gambling. Nearly all respondents considered most patrons to be sufficiently aware of their chances of winning and losing on table games. Some interviewees felt that publicizing gaming information, even on gaming machines or tables, would accomplish little in changing the players' betting behavior. One interviewee explained:

“The gamblers are smart people and they know everything about the games. They know the odds. Nevertheless, they have a number of myths that kill them e.g. a myth that they are luckier than others.”

And another noted:

“Many hardcore gamblers go straight to the gaming tables and product information and signage are useless to them.”

One added:

“Some do, some don’t ... it all depends on ... the gambler.”

Another interviewee said:

“... providing accurate product information might work for social and casual gamblers who are not having serious problems yet. But it will not work for those who are having serious problems already. For the gamblers, what they see is to chase their losses. Signage or leaflets will not have any impact on them.”

This is similar to Blaszczynski et al. (2004) who said that information provision alone on winning probabilities and payouts is insufficient to change gambling behavior. Increasing knowledge, awareness and modification of values, attitudes and belief structures are also required for gamblers to change behavior.

Most interviewees were also concerned that the casino staff had no right and that it was impractical to interfere with the patrons’ betting choices. One commented:

“If they want to die, I cannot stop them. It is their choice to gamble or not gamble. I have seen too many sad cases by now.”

And another said:

“Gamblers here are furious. If they are stopped or interfered with, I don’t know what behavior they will display. I am sure the frontline staff will try to stay away from trouble.”

4.5.5 Summary of information

The rich information given by the counsellors has contributed an answer to the second part of research objective 2 that is to explore the gambling counsellors' attitudes towards adopting practices in existing models of responsible provision of gambling. It is apparent that the interviewees were aware of what venue-level strategies have been implemented in the casinos in Macau at the time of the interviews. The interviewees viewed that information provision and signage on problem gambling are insufficient to change gambling behavior (Blaszczynski et al. 2004). The most commonly known implemented strategies were the self-exclusion program which was considered by most interviewees as ineffective. The program was a disappointment and received little support. The program could only be workable if the related legal parameters were clarified, and those challenges of monitoring entry and the use of gambling facilities by self-excluded persons could be overcome. On the issue of ATMs, the increased and more convenient access in the gambling areas by all casinos was viewed as a backward development of responsible gambling in Macau. Nonetheless, the interviewees clearly preferred a proactive approach to the responsible provision of gambling that involves preventative strategies at the venue level.

As there is no relevant literature to compare with these data from Macau, these findings are amongst the first to analyze these increasingly key areas in which casinos need to be prepared to react to venue strategies. However, the findings can certainly be compared to international literature.

4.6 Support for problem gambling centers and research for problem gambling

This section is concerned with the fifth part of the interview schedule (Appendix 2); it summarizes findings that explore the interviewees' opinions about building positive relationships with the Macau casino industry, along with providing financial and other support for counselling services and gambling research.

4.6.1 Liaison with Macau's casino industry

There were mixed responses regarding the issue of gambling centers working closely with the casino industry in Macau. Some interviewees considered that the Macau counselling services should liaise more closely with the casino industry to minimize gambling-related harm. The gambling sector's expertise could be used to raise awareness of the magnitude of gambling-related problems. They could take a leading role in developing guidelines for the responsible management of gambling, and train casino frontline staff to identify and assist people with gambling problems. It is considered that closer links with the casino industry would seem practical, given that most of the interviewees commented that most casinos, if approached, would not know where to refer problem gamblers for assistance. One said:

“Even before people began to talk about responsible gambling in Macau, we had relationships with different casinos. I believe we have a strong relationship, especially with the casinos, and that's been built up over a number of years. This helps us to achieve credibility and the development of effective gambling recovery programs with problem gamblers referred from casinos.”

However, some interviewees felt that the welfare sector would only consider closer ties with the casino industry if the latter agreed to the point that the casinos are the root causes of gambling problems:

“We can cooperate only if we are keeping our mission untouched. If the casinos want to work with us they just have to accept this, otherwise it will not work.”

This quote highlights that while the counsellors do not mind to cooperate with the casinos, as this can achieve a win-win relationship, they do insist on maintaining their independence in their visions and daily operations.

The interviewees were asked how they thought closer relationships between casinos and the welfare sector could be developed. Some interviewees suggested that the Macau government could set up a cooperative committee or forum involving representatives from the key stakeholders.

4.6.2 Financial support for problem gambling services and research

There were mixed responses about funding arrangements for problem-gambling counselling services. One commented:

“We do not want support from the government or the casinos. If we obtain their support, they may influence our operations. We prefer donations from our supporters.”

And another said:

“I do not mind where the funds come from. We need resources to function well and we will not be influenced easily by the fund contributor.”

Another interviewee preferred donations to services in the local community rather than to the center operations:

“We need the funds for daily operations and community services for gambling education. In fact, more and more, we focus on community education, but our boss is reluctant to be seen as taking a benefit from the people who are the originators of the problem. The best solution is for casinos to contribute to the community work and not our counselling operations.”

These quotes summarize the inter-dependent situation the counselling centers are facing in Macau.

Mixed responses were noted when the interviewees were asked if casinos should donate funds for problem-gambling research. One commented:

“Our operation is too small and inexperienced to do any research on gambling problems here. Research should be done by the government and the universities. We are most willing to provide them with any data they need.”

And another commented:

“With the help of a university (both funding and methodology), we did some survey research on gambling prevalence and value systems for Macau residents. The findings are not surprising at all. Most of us know the outcome of the survey but it is always good to do it scientifically. If the casinos can contribute funds for research, I would not mind as long as they do not interfere with the findings.”

4.6.3 Summary of information

Most of the interviewees considered that problem-gambling counselling services could benefit from closer relationships with the casino industry. The responses varied substantially regarding financial support for problem-gambling services and research. The backgrounds of the centers and the personal values of the interviewees were suggested as the reasons for the diversified views on this issue. As there is no relevant literature with which to compare the Macau data, these findings provide the first look at these increasingly key areas that casinos need to be prepared to consider, particularly how they can work with the counselling services to fulfill their corporate social responsibilities. However, the findings can certainly be compared to international literature.

4.7 Perceived opportunities and barriers to responsible gambling strategies in Macau casinos

This section presents the results for the last part of the interview schedule (Appendix 2), identification of the main opportunities and barriers to adopting more responsible gambling strategies in Macau casinos, as perceived by the interviewees. The counsellors knew that it is the casinos that need to implement responsible gambling practices and not themselves. However, they saw themselves as part of the responsible gambling framework and offered their opinions on this important issue.

4.7.1 Perceived opportunities in responsible provision of gambling in Macau casino industry

As more and more government entities look to gaming taxes to help carry the load of providing public services, the interviewees considered that, at this early stage, there is an ever-increasing need to make sure safeguards are in place for those who might have a tendency to abuse gambling opportunities. One commented:

“When should we start to help, at the beginning or at the extreme? We had better kind of start to strike in the earlier stages, right? Macau is at the early stage of responsible gambling development. We can learn from others and progress better.”

The counsellors understand that Macau can learn from other jurisdictions and avoid the mistakes of others.

Some counselling centers are working on gambling problem prevention on top of their day-to-day counselling services. One said:

“We kind of provide some education on ethics and values for the teens. What we’ve been trying to do is carry out an awareness and prevention program in

secondary schools. I don't know if we are effective or not. We are developing different ways of coping with situations for the next generation. It's a generational change. We want to develop a support service for families of the problem gamblers so that we can equip them – or even children – so that when they grow up they can, hopefully, handle those situations differently.”

This identification of a community responsibility requires a collaborative approach, as one said:

“We have to join together as a consultative group of community people and, say, influence the government and the industry for our long-term future as Macau citizens and the whole community.”

The interviewee suggested a gambling round table to implement a collaborative approach to managing problem gambling. This would impact on the public acceptance of problem-gambling issues.

From zero to four gambling counselling centers in few years time, Macau has achieved great developments in this new industry. The fact that the counselling centers have developed a solid relationship with other community support services that can penetrate into the Macau community easily is an opportunity for Macau to implement responsible gambling. Breen et al. (2006) revealed that connections to community support services, building rapport and trust between the parties, are considered as important facilitators for implementing responsible gambling. This linkage and involvement model could spread to other communities (Breen et al. 2006). One said:

“Responsible Gambling Awareness Week, organized by the University of Macau, was a platform for integrating streamlining efforts from all parties. It has enhanced knowledge and aroused great interest amongst various stakeholders”;

This next quote highlights a confirmed intention on the part of the counselling services to enter into collaborative relationships with other stakeholders:

“.....It would be better if the government involvement is there. I feel I have credibility and a stronger relationship with the administrator for dealing with problem gambling. I would still like to be part of any consultative group of the government and the other stakeholders. To put it simply, I want to help”;

Another commented:

“The government is definitely a big player in this important social issue. They control the licenses. They have the right of way to say what goes and what doesn’t”;

Another said:

“In other countries, such as New Zealand, the gambling problems have become a part of the public health portfolio, and so it seems that the general public tends to have a different perception of it and is more ready to accept it. Although, in Macau, it is not treated as a public health issue, in the last few years the media have been covering our work in a positive manner and this helps.”

One commented

“More people (all the stakeholders) understand and acknowledge our contribution. The University of Macau is pushing the concept of responsible gambling hard and this helps. We are in a better position now. Most important of all, the work force seems to be more stable now.”

4.7.2 Perceived barriers in responsible provision of gambling in Macau casino industry

When asked what they considered to be the main barriers to casinos adopting responsible gambling practices, the interviewees viewed that the provision of information, including signage and knowing the odds of winning, was perceived to be ineffective. Most interviewees felt that information and signage would have very little impact on encouraging responsible gambling. Their comments included:

“People don’t read signs or notice them, therefore there is no likely effect, and advertising on the odds of winning is ineffective.”

Another counsellor viewed that:

“I don’t think it makes any difference. People probably don’t read signs. Even if they do, it wouldn’t make a difference. You can’t stop people who want to gamble.”

There are difficulties in people admitting they have a gambling problem, which would be a barrier to adopting responsible gambling practices. It is hard to concentrate on how they can really help somebody who does not want to be helped. The players may be unwilling to acknowledge and confront their gambling problems and, in such a case, there is little that a casino can do; gambling problems can be hidden well and it can be hard for casino staff to notice them, and an interventional approach may infringe the patrons’ privacy rights. One commented:

“...the challenge is that we have to focus on how we can really help those gamblers who don’t want to be helped. How can we help somebody who doesn’t want to admit that they have a problem?”

Other barriers include the potential loss of profits resulting from implementing responsible gambling, since to scare punters away is the last thing they want to do. There were concerns about the uniformity of all gambling sectors and difficulties in bringing all sectors into line, particularly given the competition between gambling industries which may hinder cooperation. One commented:

“The products are almost identical. From one license to six licenses, one can imagine the competition is severe. They are all listed companies and they need to perform financially.”

Another noted:

“The problem gambler is the main source of income for casinos. It is hard for them to give up their bread and butter. The casinos next door are very prepared to take what you pass out.”

Following a public talk given by Hing in Macau, the Macau Daily Times reported that:

“They were far less willing to implement harder measures that might threaten income, for example move ATMs, limit cheque cashing, cheque payment of wins and restrict advertising.” (Macau Daily Times, 2010);

Furthermore, Macau has “very limited success” with responsible gambling as it is usually:

“undermined by lack of deterrents for irresponsible practices, strong financial incentives to do otherwise” (Macau Daily Times, 2010).

The peculiar junkets market structure in Macau will also make changes very difficult. One commented:

“The junkets are more powerful than you can image. They provide the loans and credits for the gamblers so that they can gamble with big money. They control the life blood of the casinos and the casinos need them.”

Another noted:

“The junkets are the untouchables. We all know that in Macau.”

The structure was brought up in Fong’s suggestion that regularization of borrowing activities by loan sharks should be under control (Fong and Ozorio, 2005). This was echoed by Rose, who viewed that if Macau casinos could lend the money directly to gamblers, the situation could be changed (Macau Daily Times, 2011). As viewed by Siu, the junkets market structure is not expected to change in the near future (Siu, 2007).

Another barrier is that the extent of the Macau government’s determination to address this issue is uncertain, and they do not view problem gambling as a public health issue. One interviewee said:

“It’s only been in the last few years that the government decided to fund the gambling counselling service. The money comes from the Social Work Department, not from the Health Department. So you know what the government is thinking of ...”

Responsible gambling must be integrated into the business strategy and operations of the gaming operators. In Macau, one major barrier to responsible gambling is uncertainty about the effectiveness of various responsible gambling practices which justify the changes. Hing (2010) said:

“Self-regulation tends to result in passive, symbolic measures aimed more at protecting corporate reputations than preventing and reducing gambling harm. Thus, legislation may eventuate” (Macau Daily Times, 2010).

Drawing on the Australian experience of limited success in self-regulation of the gaming industry, Hing commented that similar situations happened in Macau that minimal responsible gambling measures were carried out. Especially true for the locally owned casinos, self-regulation has resulted in “passive, symbolic measures” in Macau (Macau Daily Times, 2010).

There is no strategic framework for Macau to implement responsible gambling. As more stakeholders have shown more interest and understanding about gambling and gambling-related problems, Blaszczyński et al. (2004) proposed the development of a strategic framework which would guide key stakeholders to develop responsible gambling policies. These stakeholders often define the concept of responsible gambling from their own perspectives, which may lead to the pursuit of different and sometime opposite interests. The situation described by Blaszczyński et al. (2004) can apply to Macau as there are many discussions about responsible gambling and the development of a strategic framework can guide these initiatives.

Hing and Nuske (2011b) reported that, as a result of “job enlargement”, “role conflict” and “role ambiguity” can generate “role stressors for staff”. Further staff training in responsible gambling has been called for by Hing and Nuske (2011b), to overcome the issues involved. Delfabbro et al. (2007) also found that one major problem for the frontline staff at gambling venues was a lack of confidence about how to approach potential problem gamblers. Hing and Nuske (2011b) reported that “venue culture and patron attitudes” could pose big problems for gaming operators to implement responsible gambling. In Macau, gamblers are expected to be left alone to gamble. There will be an inherent conflict of interests between a duty of care to patrons from a job-expanded frontline staff and a gambler expecting to be left alone. Consumer education may be the key to implementing any major change in the venue policies (Hing and Nuske, 2011b). One commented:

“Some casinos are from the old days and casino directors may simply ignore responsible gambling or do not have any concern at all. In many casinos, the middle management has very little say. For smaller casinos, time and resources to implement responsible practices can be a problem.”

Breen et al. (2006) considered impediments to include lack of enthusiasm of some venue managers and staff, busy work schedules, rivalry amongst gaming venues, the high staff turnover and lack of training in responsible gambling. These impediments were shared partly by the counselling centers in Macau. High staff turnover for counselling centers in Macau was an issue in the past, but it is becoming stabilized.

Breen et al. (2006) reported that some gaming venues would have problems with implementing the responsible gambling code as they are not members of an industry association. Useful professional assistance, resources, advice, and training and education are provided by industry associations to support venues to implement the code. In the case of Macau, the health issue affecting the input of Dr. Stanley Ho, chairman of the gambling associations is a factor contributing to the minimum activity and hence another barrier to the responsible provision of gambling.

4.7.3 Summary of information

The rich information given by the counsellors has contributed an answer to research objective 3, about identifying the main opportunities and barriers to adopting strategies in existing models of responsible gambling provision in Macau. There have been various opportunities for Macau to implement responsible gambling, but also various barriers. At the minimum, although they are not the ones to implement responsible gambling practices, they support the responsible gambling concept. Growth from zero to four centers in a few years can only be achieved with the support of all parties concerned. In Macau, there is a general harmony between the stakeholders (including the media and the community) that makes a collaborative approach highly possible.

However, there are many barriers to adopting responsible gambling including unknown shared responsibilities and competitive rivalry by the casinos, unclear determination of the government, a peculiar junkets market structure, resistance to seek service from gamblers, likely apathy of frontline casino employees, an inactive casino trade association, and the lack of a framework for the development of responsible gambling.

4.8 Chapter conclusion

This chapter has presented a qualitative perspective of Macau problem-gambling counsellors' views about addressing the issue of problem gambling. This is a summary of results from interviews with counsellors from Macau problem-gambling service centers with responsibility for the provision of gambling counselling services to problem gamblers. While limited by the small, non-representative sample size, the interviews examined in this chapter have provided baseline data necessary to address the objectives of the study. The research findings have enabled each research objective to be accomplished.

The newly developed gambling counselling industry in Macau has experienced a high staff turn over in the last few years. Now the staffing is stabilized and there is a gradual acceptance of the industry's mission and role in the society. The counsellors recognize that gambling problems are becoming an increasing social concern and that increased public pressure for responsible gambling will happen. Although not involved with the casino operations, all interviewees showed concern about the economic responsibilities of casinos on top of legal, ethical and discretionary responsibilities in gambling operations. Their opinions revealed their concern for all four of Carroll's (1979, 1991a) principles of social responsibility.

Responses varied about the responsibilities of problem gambling. There was an acknowledgement that the Macau casino industry and the government were not active enough at the time of the interviews. The interviewees viewed that the Macau

government makes a huge revenue out of gambling through taxation, and should take the lead in the social responsibility for problem gambling (Zappala, 2003). On the other hand, nearly all interviewees considered that there have been marked improvements in the corporate social responsibility in Macau. This is a significant improvement from the findings of previous research (Fong and Ozorio, 2005; Wong, 2006).

Viewing from their marginalized position, the interviewees appeared to favor a command and control role and a regulation and legislation approach by the government (Zappala, 2003; Utting, 2002). This would require the government to make proactive marketing and structural changes in the casino industry rather than being reactive.

From the responses to the questions about an industry-level strategy in responsible-gambling provisions in Macau, there is strong support from the counsellors for a concerted guideline, a code of practice and training in responsible gambling for frontline casino employees. However, there were concerns mentioned about the successful implementation of a voluntary code of practice. The counsellors are largely satisfied with the advertising code of ethics of the Macau casinos but were worried about the negative impact resulting from the huge quantity of advertising and promotion activities from 6 casino operators and the eye-catching outdoor signage of the 34 casinos. The interviews identified instances of multi-stakeholder engagements and collaboration (Utting, 2002), although there were also indications of tensions among stakeholder groups. The development would need substantial involvement and input from the casino industry, followed by an education and marketing program to sell the benefits to the industry and the community (Hing, 2000, p.202).

From the interview findings, it is apparent that the interviewees were aware of what venue-level strategies had been implemented in the casinos in Macau at the time of the interviews. They viewed that venue-level strategies, such as product information provision, self exclusion and ATMs, were not effective in changing the behaviors of the problem gamblers.

Most of the interviewees considered that problem-gambling counselling services could benefit from closer relationships with the casino industry. However, there was a diversity of views about how the contributing funds were obtained. Most interviewees thought the Macau government should make financial contributions to counselling services operations and gambling research. However, the uncertain government funding and support would be critical conditions for an effective and widespread implementation of responsible gambling in Macau.

The counsellors described various opportunities and barriers for Macau to implement responsible gambling. At the minimum, the responsible gambling concept is supported widely by all the major stakeholders, which makes a collaborative approach highly possible. On top of their day-to-day services, some counselling centers are working on gambling problem prevention through community services and events. They have developed a solid relationship with other community support services, which is a great facilitator for Macau to implement responsible gambling. However, there are many barriers to adopting responsible gambling, including scepticism about the Macau government's willingness, unknown shared responsibilities and competitive rivalry by the casinos, governance issues relating to the peculiar junketmarket structure, resistance to seeking service from gamblers, the likely apathy of frontline casino employees, an inactive casino trade association, and the lack of a framework for the development of responsible gambling

The following chapter, Chapter 5, focuses on discussions about the findings from Chapter 4.

5.0 CHAPTER FIVE: DISCUSSION

5.1 Chapter introduction

The previous chapter laid out the Macau gambling counsellors' perspectives in relation to the social responsibility of casinos for problem gambling. This final chapter discusses the themes and findings that were documented therein.

It starts by discussing the Macau gambling counsellors' actual perspectives, and the trends in the gambling counsellors' engagements and interactions. It then discusses the issues relating to the attitudes of Chinese gamblers, the casino employees and responsible gambling education, the possibilities for the Macau Government, and the implementation of a voluntary Code of Practice by the gaming operators. Then, it covers the limitations and contributions of this study and the recommendations for further research. To the end of this chapter, there is an overall conclusion of the study.

5.2 Gambling counsellors' actual perspectives

The gambling counsellors' actual perspectives, as evidenced in the research data, were found to be somewhat mixed and complex, and not entirely what had been expected. I reverted to the data once again, in order to discover a more constructive explanation for these seemingly complex perspectives.

From the interviews, it was assumed there are two competing perspectives, namely financially and socially focused. Each gambling counsellor's perspective tended predominantly to favor either the financial or the social performances of the casinos.

For the counselling center which is related to a casino, it could be assumed that the interviewees would lend support to the importance of a casino's financial performance. This perspective could be presumed to support the casinos' business objectives, perhaps

involving claims about the relative insignificance of problem gambling, or perhaps emphasizing the positive impacts of gaming. The opposing perspective would be expected to focus on a casino's social performance (Hosmer, 2006). Community-based counsellors or counsellors' with no relations with casinos would be expected to prefer the social perspective. They would be supposed to recognize some inherent harm in gambling. With concentration on the negative individual and community impacts of problem gambling, this perspective could be assumed to take a more anti-gambling position, which may involve claims about the insignificance of any inherent social or other benefit of gambling. This perspective may even argue for its extinction.

The government-established counselling center could have been expected to show support to both perspectives, as the government has conflicting interests around problem gambling. In view of the assumption that any gambling counsellors' perspectives would predominantly favor the social performances of casinos over their financial performances, it could be expected that this perspective might be valid for this group.

The gambling counsellors' actual perspectives on problem gambling, as evidenced by the data, are somewhat different in nature from what might have been supposed from the study's underlying assumptions and expectations. The empirical findings show that the gambling counsellors' views do not fall neatly into either primarily financial or social perspectives. Instead, their perspectives are found to be more complex and mixed than either the financial or social perspectives. In other words, there are no clear patterns in the data to explain why the gambling counsellors' perspectives could be understood to fit into the way they do.

These perspectives could be interpreted by the personal values and background diversity of the interviewees and the characteristics of the organizations. All gambling counsellors acknowledged that a casino is a legal business and the Macau government does make important contributions of gaming taxes for public and community purposes. They expressed the view that casinos are not charitable institutions and they have their own business objectives. Casinos are entitled to derive their revenue from gambling wins. A

further explanation of this unclear perspective could have been, to a certain extent, that a number of responsible gambling practices are being exercised by the casinos. Moreover, casinos are facing intense market challenges in Macau and elsewhere in Asia, which might affect their willingness to undertake responsible gambling practices. Understanding and appreciating the market challenges of gaming in Macau, the counsellors' responses can be interpreted as a uniquely mixed market and social response. The responses showed concern about the economic responsibilities of casinos on top of legal, ethical and discretionary responsibilities in gambling operations. Their opinions revealed their concern for all four of Carroll's (1979, 1991a) principles of social responsibility. The mixed responses from the counsellors confirm Hing's view that, at any given point in time, responsible gambling strategy has to provide gambling in a manner that meets a community's economic, legal, ethical, and philanthropic responsibilities (Hing, 2003). The combined framework used in this study can help to identify the actual remarks and opinions of one major stakeholder group. Opinions from other stakeholders are required to obtain a fuller picture of responsible gambling in Macau.

5.3 Trends in gambling counsellors' engagements and interactions

It is clear that the majority of gambling counsellors' are aware of the fact that Macau casinos have implemented some responsible gambling practices. There appear to be three levels of understanding of the implemented responsible gambling practices. One group of counsellors is well aware of the practices. This group is proactive and they try to achieve both social and economic objectives for their centers. Another group of counsellors showed some awareness of the practices. This group is more work focused as they are not so observant about what is happening in the market. A third group of counsellors showed they are vaguely aware of the practices. They are not interested to know much about the gaming market or the legislative environment in Macau or elsewhere. The fact that most counsellors are not fully aware of the implemented responsible gambling practices reflected their marginalized situation they are facing. However, all gambling counsellors' appeared concerned about the management of gambling in the community, being especially focused on strategies for alleviating the incidence of problem gambling.

The combined framework used in this study can help to identify the interactions between the major stakeholders. From this empirical study, we found that, instead of attempting to deny the significance of problem gambling, one casino had even formed an alliance with a counselling service to provide assistance for those affected negatively by problem gambling. However, the study revealed that such a liaison had been marginal, with only one casino having direct contact with a local center. The notable collaborations between the one problem gambling center and a casino indicates that, despite perhaps initial suspicious about collaborating with others, some stakeholders can be seen to accommodate others' perspectives without mitigating their own. The findings can be understood to evidence both positive and negative indications in the trends in future engagement and interactions among gambling counsellors and other stakeholders in the gaming sector. Their collaboration can be seen to set up a likely method for future collaboration and engagement in the sector. The collaboration is additional to these stakeholders' mainstream activities. This means that each of these organizations is able to maintain its philosophical and other perspectives on gambling, while also engaging in the collaboration. In this case, the casino has also been able to continue its casino operations, and the problem gambling center maintains its opposition to problem gambling in any form. It is therefore crucial to the collaboration that each stakeholder is able to sustain its mainstream activities, in addition to the collaboration. Thus, it can be said that stakeholders may be inclined to collaborate with others when the collaboration does not interfere with either stakeholder's other activities or their overall perspectives on casino gambling. In such a situation, responsible-gambling practices in Macau can be encompassed into both the problem-gambling center's overall counselling framework and the business plan of the gaming operator. The circumstances of these collaborations can provide insights into possible future collaborations, especially because, when the collaboration draws media attention, other casinos and counselling services may be drawn into the collaboration.

Most of the interviewees considered that problem gambling counselling services could benefit from closer relationships with the casino industry. On top of their day-to-day

services, some counselling centers are working on gambling-problem prevention through community services and events. They have developed a solid relationship with other community support services, which is a great facilitator for Macau to implement responsible gambling. This view confirms Breen's (2005) recommendation that there should be transparency, communication and dialogue between stakeholders, especially among gaming operators, the government and community groups. This multi-stakeholder approach (Utting, 2002) adopted by some stakeholders is expected to expand in the future and to result in new engagements and development in the responsible-gambling strategies in Macau. The combined framework used in this study can help to identify the other important stakeholders for future work.

Counsellors may have the opportunity to play an active role and become definitive stakeholders or even dominant stakeholders in the near future (Mitchell et al. 1997). Such a change would improve the strategic position of counselling services in the development of responsible gambling practices in Macau. Despite the marginalized situation that the frontline counsellors are facing, they do have a positive attitude towards shouldering more responsibility for gambling-related problems (Fong and Ozorio, 2005). The newly developed gambling counselling industry in Macau is stabilized and gaining acceptance in the society. The counsellors recognize that gambling problems are becoming an increasing social concern and that increased public pressure for responsible gambling will happen. It is not a simple dichotomy, as if responsibility for gambling-related problems rests with either the industry or the gambler. It requires all industry stakeholders to be made aware of its signs and symptoms and to understand how best to help someone with such a problem. The gaming industry should take its responsibility seriously and welcome the opportunity to work with gaming industry employees, problem-gambling clinicians and treatment providers, regulators, researchers, friends and families, and problem gamblers themselves to make sure that anyone who chooses to gamble does so responsibly (Lam, 2008).

5.4 Help-seeking behaviors of Chinese gamblers

Gamblers are reluctant to seek help from counselling services when they suffer from gambling problems (Tang et al. 2007; McMillen, 2009; Mansley et al. 2004; Rockloff and Schofield, 2004). Raylu and Oei (2004) suggested that shame is a major factor preventing Chinese from accessing problem gambling support services. Chinese problem gamblers who need help have already 'lost face' in the eyes of their community (Papineau, 2005). The help-seeking behaviors of Chinese gamblers are different from others (Vong, 2002; Wong, 2000). In Macau considerable resources have been provided to the provision of face-to-face problem gambling counselling and treatment services (McCartney, 2005). Even though gambling support services in Macau are located in conveniently located community centers, these centers do not seem to be meeting the needs of the local community. With on average 6 to 8 new cases per month per center, the Macau counselling centers' findings confirmed the findings reported in other literature that only a small proportion of people estimated to have gambling-related problems seek professional help from these centers.

The literature findings help to identify that the current counselling service delivery model may need to be reviewed to meet the needs of diverse groups better in Macau. To address the multitude of contributing factors which affect problem gambling, services to people affected by problem gambling (individual gamblers, their families, friends and communities) there is a need to go beyond psychological or financial counselling. Other than counselling and clinical therapies, additional support services for problem gambling should be broadened to include gamblers' families and other social networks (Kung, 2004). To provide effective and acceptable services and programs to problem gamblers, a deep understanding of the family kinship, gender, cultural risk factors and the patterns of problem gambling are crucial (Raylu and Oei, 2004). There is a knowledge gap which highlights the need for research which is culturally relevant as well as appropriate for policy development and support services within different local communities.

5.5 Casino employees and responsible gambling education

In this study, although all the counsellors interviewed expressed the view that responsible-gambling education and training have not been undertaken proactively by the casino owners, the initiative taken by the Macau casino industry to place greater emphasis on issues surrounding problem gambling has been one of the most important steps taken by the industry in recent years.

The best position seems to be for the casino industry to regulate itself, to promote and train employees about responsible gaming (Lam, 2009). Training and education in responsible gambling has been reported in this study as an important facilitator to recognizing signs of problem gambling. Across the gaming industry, the most visible touch points of the industry are the gaming industry employees. These front-line employees are at the heart of any responsible gaming effort because they interact with casino guests regularly. The empirical findings on the recommendations for casino operations match the findings of Delfabbro et al. (2007), that well-trained frontline casino staff can play an important role in identification and intervention on the gaming floor. As reported by Hing and Nuske (2011a), interventions only tend to occur when the gamblers actively seek help and the challenge comes from those problem gamblers who do not request assistance.

Education remains the key for achieving the goals of responsible gambling. The employer can provide up-to-date information on the subject to their employees, their customers, and to public policy makers so that they might have a better understanding of the issue of responsible gaming. This would enable open and honest communication with the treatment and research communities in an effort to find common solutions to gambling problems. Encouraging casino customers to gamble responsibly can be treated as a smart business decision which helps to create a climate in which their business and staff careers can grow and thrive. Trained casino employees who support responsible gaming can benefit the customers they serve and build a positive image of the industry.

5.6 The Government

In this study, the multiplicity of responsibilities of the Macau government was criticized by gambling counsellors' as an impediment to adequate gambling management. The benefits of casino development in Macau have lagged behind the negative impacts of this development (Vong, 2009). Eadington and Siu (2007) argued that the Macau government cannot just claim ignorance or pay lip service to control measures. Similar to the findings of Buchanan and Johnson (2007), some counsellors viewed that the Macau government is unwilling to forfeit any of its gambling taxes and will not get serious about implementing tough measures. In Macau, there is no specific licensing term requiring the gaming operations to implement responsible gaming (Fong and Ozorio, 2005). The combined framework used in this study can help the government to identify the other important stakeholders with whom they can work in future.

There was a common view expressed that the government has been weak in its regulation of gambling, and the gambling counsellors perceive the government to be giving in to the interests of the gaming operators. They commented that the Macau government was not active enough at the time of the interviews to confront the gambling problems. The government is perceived to favor a more dominant financial perspective. Without a clear standpoint, the Macau government is considered to be responding to gambling-related issues in differing and inconsistent ways, according to dominant interests at the time and in the context of the time. These differing and inconsistent responses from the government can, therefore, be seen to lead to some confusion for the stakeholders in Macau. Such confusion could be seen to explain the complex attitude that was found in the gambling counsellors' perspectives on problem gambling.

In this study, most gambling counsellors' expressed views suggesting that the regulation and management of gambling in Macau are considered to be in a volatile and uncertain state. Such uncertainties can be compounded by the government's apparently uncertain perspectives on gambling, and by the complicated stakeholder networks and peculiar junkets market structure around gambling in Macau. In the light of Zappala's (2003) four public policy approaches, we can argue that the Macau government has been following the first approach, namely 'Do nothing'. According to the counsellors' views, the

government lets the gaming operators have maximum gain from the industry while it implements a “wait and see” stance. The Macau government is expected to implement at least one of the other three options of Zappala’s four public policy approaches (Zappala, 2003). In to a four-stage model of the development path of responsible gambling practices (Eadington, 2003), Macau is considered to be between stages two and three, that is between paying “lip service” and a partial commitment. Although the counsellors can be seen to be disappointed in the government’s perceived inability to lead the responsible gaming movement, there was a willingness, even an eagerness, shown by the gambling counsellors’ to acquire an opportunity to have input into decisions about gambling policy and management. As suggested by one gambling counsellor, a gambling industry consultative body should be convened under a responsible gambling portfolio and the composition of this body should include the interests of all the key stakeholders. Similar to the recommendation by Fong (2009), this industry consultative body can be taken up by The Gaming Inspection and Coordination Bureau (DICJ) which is the principal regulatory and supervisory authority in charge of Macau’s gaming industry.

5.7 A voluntary Code of Practice

Before gaming operators needed to comply with hard law to operate legally, leaders in the industry could introduce soft law, a code of practice to implement responsible gambling. In this study, all counsellors showed support for implementing such a voluntary code of practice to be implemented by the caino operators. Although they know little about what should be included in the responsible code of practice, they all looked to learn from the guidelines from other gambling jurisdictions. Most interviewees expressed doubts over a self-regulatory approach and a legislative approach was considered as appropriate.

Representatives from all key stakeholders in Macau gaming could collaborate with each other to create and introduce the code of practice. The inclusion of key stakeholders and transparent objectives and processes can help to create confidence in the community (Doherty, 1999). Thus voluntary responsible-gambling practices can be embraced and

adopted by the gaming industry, particularly when endorsed by the industry associations and government. To win support and confidence in the community, the code must be seen as a joint stakeholder commitment involving all stakeholders (Blaszczynski et al. 2004; Carroll, 1991b), and be completely implemented and upheld by all gaming venues. Again, the combined framework used in this study can help the gaming industry to identify the other important stakeholders with whom they can work. In addition, this is a task requiring much cooperation between the regulator and gaming operators, commitment by the managers and frontline casino staff and collaboration with the community sector and others.

According to McIntosh, et al. (2003), the code should encourage gambling environments to minimize harm to individuals and the whole community by trying to balance the social and economic costs and benefits of gambling. The strong focus of one factor at the expense of another is impractical and unsustainable.

Socially responsible organizations can be efficient and effective in meeting their financial and social and environmental goals. In this study the majority of counsellors reported that they would support both the financial and social objectives. The fact that one gambling counselling service has already established a working relationship with a casino operator can serve as a motivator and model for others to follow.

For responsible gambling codes to be effective, Doherty (1999) suggested several guidelines. There should be a clear industry commitment, a strong involvement of frontline staff, and a sound institutional base for developing and implementing the code. Moreover, it should provide clear and relevant incentives for voluntary compliance, transparency in operation and regular flow of information on the progress. In addition, extensive publicity, both for the code and for its complaints measures, and regular reviews to ensure the code is meeting community expectations are needed. The responsible gaming movement started by the academia in Macau has given encouragement to the gaming industry, anti-gambling interests and the government to work together to limit gambling-related harm among the population and its high-risk

segments. In Macau, there still is much to be done, but the foundation for this work has been established.

5.8 Limitations and contributions of the study

Before a discussion on the contributions, this empirical research acknowledges the theoretical, empirical and methodological limitations.

5.8.1 Limitations of the study

Theoretically, this study has been limited by the way it was designed. It has focused only on the views of the gambling counsellors but not all other major stakeholders such as casino owners, casino management, Macau government officials and problem gamblers. Thus, the study may have interpreted some of these findings in ways that may be debatable.

Empirically, this study has been limited to one gambling industry stakeholder group in one market and over a limited period of time. As such, its empirical findings are specific to this context and it means that the empirical findings have limited generalizability.

Another major limitation is the low level of the counsellors' knowledge about responsible gambling and how it can be implemented in the casinos. Some counsellors tend to focus on the treatment level and take little or no notice of the prevention and harm minimization aspects of responsible gambling.

Certain methodological weaknesses of this study also are acknowledged. Most limiting were the small, non-representative samples of gambling counsellors.

5.8.2 Contributions of the study

Despite the limitations identified above, this study has made a number of theoretical, empirical and policy contributions to knowledge.

Theoretical contributions

Utting (2002) developed a chronological transition in the practice of CSR through the three phases of regulatory development. For innovators and forerunners in gaming regulation, Utting's model may offer sound explanation. For latecomers or laggards, however, the development pattern may be different. Rather than going through a chronological sequence, it might be a case of three possible choices placed in front of governments and regulators. In this study, it has been discovered that CSR development in the Macau gaming industry did not go through the chronological transition as proposed by Utting. This study is claimed to have found counter support for this proposition that there was no chronological transition witnessed in the Macau case. Learning from the regulatory experiences and development of other gaming jurisdictions, a chronological transition may not take place as some interim steps or transitional steps might be skipped.

The stakeholder typology developed by Mitchell et al. (1997) does provide all the possible options available to the gambling counselors in Macau. In the proposed stakeholders' typology, the study is claimed to have found support for this proposition and identified the counsellors as discretionary stakeholders. They may take a "wait-and-see" attitude and remain as discretionary stakeholders. Alternatively, they can migrate or advance to another type of stakeholder, such as dominant stakeholders, if they choose to take that route. Mitchell's model does offer useful directions for the development of stakeholders' positions for Macau gambling counsellors.

The government was said to be able to implement gaming regulations that would largely determine the size and form of the legalized gaming industry (Kearney, 2005). This study is claimed to have found support for this proposition. Even though the government takes a sidelined position in the stakeholder network, it still exerts a primary influence in the

network, not simply as a regulator, but more so for its strategic influence because of its position.

There is need for a strategic framework to guide key stakeholders to develop socially responsible policies. Hing's responsible gambling framework was combined with Fong's responsible gambling framework to form the conceptual framework for this study. The framework of responsible gambling presented here is an inclusive and interactive approach to address problem gambling. It can enhance the theoretical underpinning of Fong's model and provide a practical approach to Hing's model. With an emphasis on shared responsibility, this integrated framework can contribute to the coordination and integration of responsible gambling efforts. This integrated framework has contributed to the coordination and integration of responsible gambling efforts and can help the government and the casinos to identify the other important stakeholders with whom they can work in future. To obtain a more comprehensive picture on the road map for responsible gambling in Macau, further research on the role and opinion of all pertinent stakeholders is recommended.

Empirical contributions

Prior to this study, there had been no formal analyses of the Macau gambling counselling industry. Empirical contributions of this study include the collection and analysis of certain baseline data of this group of un-researched respondents against which future data can be compared. For example, empirical data on the gambling counsellors of Macau in gambling provide a basis against which their future opinions can be evaluated. From this study, it was discovered that counsellors are taking a discretionary stakeholder role. They can move towards a more active role if they choose to. For the gaming operators, their practices indicate that there is little corporate involvement in responsible gambling commitments. Measuring any such changes may assist in future evaluations of the implementation of the responsible-gambling program and of the legislated minimum standards in responsible gambling in the Macau gaming market.

Policy contributions

To some extent, this study has made some contributions to gambling policy in Macau. The qualitative research, illuminating the counsellors' perspectives on addressing problem gambling in Macau, has helped to draw attention to the opportunities and barriers facing the Macau government in responsible gambling by identifying which practices were the most acceptable and therefore most likely to be implemented.

The findings in this research offer little support for the current regulatory environment of gaming in Macau. As proposed by Korn and Shaffer (1999), different forms of gambling may call for individualized management action plans. Casino gaming in Macau definitely belongs to the category of hard forms of gambling, thus there is a need for stringent management plans. While there was considerable support for the progress made in the responsible gaming landscape, there was also criticism expressed about the unsatisfactory state of gambling management and the administration of gambling in Macau. Consistent with this, perhaps, the study has found that the gaming in Macau constitutes a complex field, and the prevailing issues surrounding it call for careful special task-force consideration. In this study, there is evidence of support for the expansion of the role of DICJ, as proposed by Fong (2009). According to most of the counsellors interviewed, the regulatory responses to societal calls for improved standards have been insufficient. Piecemeal or quick fixes were later found to be inadequately assessed and improperly implemented. The self-exclusion program was cited as an example of this.

Zappala's (2003) four separate public policy approaches to corporate citizenship can serve as a roadmap for Macau's governmental involvement in CSR practice. From this study, option one of "do nothing" will not work to the benefit of Macau. It will only increase the discontent amongst the stakeholders. Literature on the practice of CSR indicates that there is little corporate involvement in ongoing CSR commitments. The practice is largely limited to surface-level strategies and is generally dependent on the vision of owners and senior management. Thus, it has to be a choice out of regulation and legislation, non-regulatory activism and demonstration of best practice. To determine

which of the three options, or a combination of the options, would be most suitable for the Macau government to take would require further research.

Since the opening up of the gaming market in 2002, there has been a steady stream of commissioned research studies on gambling in Macau. These can be construed as a result of a significant level of turbulence in the gaming market in Macau. Just as the business has to learn to adapt to the changes in order to deal with the issues, the society as a whole has to do the same (Zadek, 2005). In view of the unsettled nature of existing public policy for problem gambling in Macau, Zadek's findings of the Four Stages of Issues Maturity, namely latent, emerging, consolidating and institutionalized, can point to the policy development pattern that Macau may experience (Zadek, 2004).

5.9 Recommendations for further research

As a significant social issue, the responsible provision of gambling deserves further research attention. This study has revealed the need for additional research into gambling and into responsible gambling in Macau, and to build on research gaps revealed by this study for further examination. The research gaps exposed in this study set the scene for the following recommendations for further research.

Evidence from other public health areas has revealed that information provision alone can hardly change human behavior (McMillien, 2009). Corresponding changes made to harmful products and the environment is more effective than information provision only. However, it is not clear if these changes to industry practices, advertising, community education and awareness campaigns, school education programs, consumer education and other measures can minimize gambling problems effectively. There is a need for comparative evaluation research (including pre- and post-treatment studies) to understand the effects of responsible gambling measures in the Macau context. An open-ended exploratory research approach is necessary to enable gamblers and people affected by problem gambling to add to knowledge about the issue.

I share the view of McMillen (2009), that ATMs are an important issue for responsible gambling. According to McMillen, a practical responsible-gambling practice is to limit ATM access and the amount of cash available for gambling. McMillen viewed that ATMs should not be located in gaming rooms and that daily withdrawal restrictions on ATMs in venues have been considered as more effective as a harm reduction strategy in most situations (McMillen, 2009). This study revealed a reverse development, that since 2002 when the gaming market began opening up, ATMs have been allowed to move inside the casino gaming floor. In this study, there was no empirical evidence convincing enough to support a recommendation to remove ATMs from casino venues. Further investigation on the potential links between problem gambling and ATM usage is required. As to the amounts they can take from the ATMs and how these could be computed, the banking operations in Macau currently set the daily withdrawal limits to be US\$500 to US\$750. I would consider this limit as reasonable and workable for low-income gamblers. The high rollers, however, would not depend on ATMs for cash.

Little evidence can be seen to indicate whether responsible gambling policies have achieved their main objectives (e.g. reduction in problem gambling and community harm), or which responsible gambling practices are effective in reducing gambling problems and which are not. To conduct useful problem-gambling research, there is a need identified in the research to acquire help from the gambling industry. A lack of reliable baseline data and the uncooperative attitude of the industry towards supporting the research are major obstacles to understanding responsible gambling practices and their effects (McMillen et al. 2004; Livingstone and Woolley, 2008). Given the current relatively low involvement, it is not easy for casino owners to wake up and change. The key to change would be, according to a group of gambling scholars, that stakeholders should be convinced to understand the general principles and minimal requirements of responsible gambling, and that they need to:

“Weigh the economic, social, and other benefits of gambling-related programs against gambling-related costs accruing to individuals and communities. Governments and gambling providers must balance profitability taxation revenue

against the economic burden of mental health care, social and legal costs, and the personal distress of problem gamblers and their family members” (Blaszczynski et al. 2011, p. 5)

Finally, this study has revealed the responsible management of gambling, mainly from the perspective of the gambling counsellors. However, an integrated study of the role of all pertinent stakeholders might yield the most complete examination. A study focusing on the role of gambling operators, gamblers and government in responsible gambling would help provide a more comprehensive picture.

5.10 Conclusion of the study

The concepts of CSR, stakeholders and responsible gambling practices are central in this research study. Once a public relations sideshow, CSR has now become a significant part of the current corporate strategy. It is more than just a theory for being a responsible corporation. It is also a part of the sustainable development of the region in which the corporations are situated (Löhman and Steinholtz, 2003). Early development of a credible CSR strategy could constitute a sustainable competitive advantage and “irresponsible” companies would be exposed to the risk of market punishment (Joseph, 2002). Many businesses treat CSR simply as a part of their business operations. However, it is considered that CSR should be built into the corporate business purpose and strategy (Grayson, 2006).

Corporate scandals in recent times have led to increased concerns for CSR to be implemented by all businesses, but the concern is most pronounced towards corporations selling legal products that are considered potentially harmful to certain segments of customers (Buchanan et al. 2009). In the past few decades, the gambling industry has developed rapidly to the extent that it has become one of the most dynamic industries in the world. Cash-strapped governments are increasingly looking to gambling as an important source of income or as a form of ‘redistributive tax’ (Stansfield, 2008). Gambling and gambling-related harm has become an important area of public policy and

government activity that requires a more critical examination from governments, regulators, researchers, and communities (Grinols and Mustard, 2001; Vong and MacCartney, 2005). The concept of responsible gambling is one of the most interesting areas for gaming studies. Focusing on principles of the concept of sustainable development, consumer protection and community development, CSR is similar, conceptually, to responsible gambling (Murray and Vogel, 1997; Turban and Greening, 1997; Monaghan, 2009).

Buchanan and Johnson (2007) argued that CSR in the gambling industry has followed the path of other industries. They claimed that, initially, the CSR was not appealing to corporations but gradually it was accepted under the external pressures from stakeholders. They anticipated that CSR would eventually become a distinct competitive advantage of corporations and thrive for long-term sustainable development. Bhattacharya and Sen (2004) argued that if corporations are committed to CSR, the consumers always show positive attitudes which lead to eventual good financial performance.

To cope with the pressures from stakeholders, corporations are compelled to develop CSR strategies to avoid the risk of damaging their brand images and reputation (Maignan et al. 2002; Raynard and Forstater, 2002). Governments are under pressure to treat the negative social and economic consequences caused by the gambling industry (Eadington, 2003). While there is no clear responsible gambling policy or concerted industrial effort in the responsible provision of gaming, there is a natural and general resistance among Asian gambling operators to adopt responsible gambling strategies (Wong, 2006).

In terms of gaming revenues, Macau's is about three times that of Las Vegas. It has ranked as the world's largest gaming market since 2006 (Wong, 2011). Although gaming in Macau is highly regulated, current laws in Macau have no regulatory requirements for responsible gambling (Fong and Ozorio, 2005). The policy towards a more socially responsible approach to gambling operations in Macau was driven by the the Macau academics' lobbying. In recent years, the Macau government has voiced an intention to implement a policy approach for responsible gambling. The six casino operators in

Macau do expect more stringent additional regulations to be imposed upon the gaming operations (Lam, 2009).

Despite numerous studies on the social side of gambling and responsible gambling in western countries, there has been little research in Macau on responsible gambling and almost none that has examined the key stakeholders of responsible gambling. For taboo reasons or mainstream academic journals publication challenges, few academics are ready or keen enough to start on the process of research on responsible gambling in Macau (Lam, 2009).

Responsible gambling practices differ over time and will always have a location-specific context. This empirical study explored the status of responsible gambling practices in Macau. In particular this study assessed the awareness of the responsible gambling practices and the opinions of one key stakeholder group, the gambling counselling services sector, in Macau. Gambling counsellors are important stakeholders, as they are the frontline social service people who have to deal with the aftermath of problem gambling. The opinions of the gambling counsellors on the awareness, acceptance and effectiveness of responsible gambling practices were explored. The opportunities and barriers to the implementation of responsible-gambling practices in Macau were also discovered. In seeking a socially-responsible approach to the issues, this research, and in particular the gambling counsellors' perspectives, could possibly bring some influence on the casino operators and the gaming policy makers in Macau.

The research was conducted using a qualitative approach as there was no previous research on the Macau gambling counsellors and a qualitative approach allowed the researcher to penetrate into the perspectives of the marginalized voices. While limited by small, non-representative samples, the analysis of the eleven interviews provided baseline data necessary to address the objectives of the study. The research findings enabled the research objectives to be accomplished and provided insights for further research and empirical applications.

Although the counsellors demonstrated their limited understanding of gambling issues, they recognized that gambling problems are becoming an increasing social concern and that increased public pressure for responsible gambling is gathering momentum. Although the consensus was that the Macau gaming industry was not active enough to implement responsible gambling at the time of the interviews, nearly all interviewees considered that there had been marked improvements in the social responsibility of casinos in Macau. Overall, their opinions exposed their concern for all four of Carroll's (1979, 1991a) principles of social responsibility. Their perspectives are considered to be more complex and mixed. The findings show that the gambling counsellors' views do not have any clear patterns and do not fall neatly into the presumed either primarily financial or social perspectives.

These perspectives could be interpreted by the gambling counsellor's acknowledgment that a casino is a legal business, and by the current market challenges they are facing in Macau. Incorporating in their views, from both the financial and social perspectives, it could be analyzed that the Macau gaming industry has started a journey of attempting a balance between their financial objectives and their social responsibilities. Understanding and appreciating the market challenges of gaming in Macau, the counsellors' response was interpreted as a uniquely mixed market and social response.

CSR and stakeholder studies have provided key theoretical directions for responsible gambling management (McIntosh, et., al, 1998). As more and more governments look to gaming taxes to help fund their public services, there is an ever increasing need for a strategic framework to guide key stakeholders to develop socially responsible policies. The framework for this study was developed by combining Hing's (2003) CSR gambling framework and Fong's (2009) stakeholder framework. The framework of responsible gambling presented here is an inclusive and interactive approach to address problem gambling. This study has provided some insight into how responsible gambling can be done in Macau, the world's biggest gaming market. It has enriched the theoretical underpinning of Fong's model and provided a practical approach to Hing's model.

The inclusion of a broad range of stakeholders is an approach that calls for the stakeholders to share responsibility of efforts. Opinions and support from other stakeholders are required to understand and implement responsible gambling in Macau. This integrated framework has contributed to the coordination and integration of responsible gambling efforts. The framework developed for this study can help the casinos to identify the other important stakeholders with whom they can work in future. For example, we found that, instead of attempting to deny the significance of problem gambling, one casino had even formed an alliance with a counselling service to provide assistance for those affected negatively by problem gambling. Representatives from the Macau government, the gambling industry and gaming industry association, the gaming managers and frontline casino staff, and gambling counselling services and the community can collaborate with each other to create and introduce the code of practice for the gaming operators and responsible gambling education for the public. Moreover, the gaming operators can train frontline employees in collaboration with counselling centers, whereas the government could establish legislation and regulations that promote responsible gambling.

Although it was a first attempt to study Macau gambling counsellors' opinion on responsible gambling, one limitation of this study was the limited scale which focused on the actual remarks and opinions of just one major stakeholder group. Given the current high market competition and unknown government directions in Macau, it is not easy for casino owners to implement responsible gambling wholeheartedly. The key to change would be that stakeholders should be convinced to understand the general principles and minimal requirements of responsible gambling (Fong, 2009). Finally, this study has revealed the responsible management of gambling, mainly from the perspective of the gambling counsellors. However, further research on the role of all pertinent stakeholders might yield the most complete examination. A study focusing on the role and opinions of gambling operators, gamblers and government in responsible gambling would help provide a more comprehensive picture. The development will need substantial involvement and input from all stakeholders, followed by an education and marketing program to sell the benefits to the industry and the community. Otherwise, as said by

Hing (2010), industry self-regulation in responsible gambling usually has “very limited success” due to the “lack of deterrents for irresponsible practices, strong financial incentives to do otherwise and resistance to change.”

From this study, it was found that the counsellors are taking a discretionary stakeholder role. The stakeholder role typology model by Mitchell et al. (1997) can offer more of an explanation. The Macau counsellors fall neatly into the discretionary stakeholder types of Mitchell’s model. They possess legitimacy as they have to handle the aftermath of problem gambling, but they have little power to influence the situation and there is no urgency in their approach to the issues. They can move towards a more active stakeholder role if they choose to (Mitchell et al. 1997). Evidence of potential change of role can be seen from this study. It was found that, even though the counsellors can be seen to be disappointed in the government’s perceived inability to lead the responsible gaming movement, they showed a willingness, or even an eagerness, to acquire an opportunity to input into decisions about responsible gambling policies.

There is strong support amongst counsellors for the formation and implementation of concerted guidelines or a voluntary code of practice, training and education in responsible gambling to be implemented by the casino operators. The implementation of standard guidelines, codes of conduct, house policies and procedures for identifying, approaching and dealing with problem gamblers would be considered acceptable practices by the interviewees. To win support and confidence in the community, the code of practice must be seen as a joint stakeholder commitment involving all stakeholders (Blaszczynski et al. 2004; Carroll, 1991b), and be implemented and upheld completely by all gaming venues. The inclusion of key stakeholders, and transparent objectives and processes can assist in creating confidence in the community (Doherty, 1999). Thus these voluntary responsible gambling practices can be embraced and adopted by the gaming industry, particularly when encouraged by their industry associations and government. This is the same as Utting’s (2002) proposed multi-stakeholder initiatives in the design and implementation of guidelines to improve the social performance of corporations.

The framework of responsible gambling used in this study is an inclusive and interactive approach to address problem gambling. Representatives from the Macau government, the gambling industry and gaming industry association, the gaming managers and frontline casino staff, and gambling counselling services and the community can collaborate with each other to create and introduce the code of practice for the gaming operators. The development will need substantial involvement and input from all stakeholders, followed by an education and marketing program to sell the benefits to the industry and the community. Otherwise, as said by Hing (2010), industry self-regulation in responsible gambling usually has “very limited success” due to the “lack of deterrents for irresponsible practices, strong financial incentives to do otherwise and resistance to change.”

Most of the interviewees considered that problem-gambling counselling services could benefit from closer relationships with the gaming industry. The collaboration between a casino and a counselling service center found in this study can be seen to point to a likely mode for future collaborations and engagement in the sector. To cope with external pressures from social and environmental concerns, other casinos and even counselling services may have been drawn into a higher socially responsible stance that might not be their choice.

By raising awareness of and cooperative support for the responsible provision of gambling amongst casino managements, the barriers to responsible gambling can be handled better and, therefore, stand a higher chance of success. An education program for casino management can then be implemented to increase awareness of problem gambling. The program can emphasize the need for a positive response, to overcome fears about loss of income and to learn more about CSR and the interdependent relationship situation the gaming business is facing. Across the gaming industry, the most extensive and visible touch points are the gaming industry employees. These frontline employees are at the heart of any responsible gaming effort as they interact with gamblers regularly. Trained frontline staff with a better understanding of the issue of responsible gaming is an important stewardship measure for problem gamblers (Delfabbro et al. 2007; Doherty,

1999). Encouraging gamblers to gamble responsibly can be considered as a smart business decision which can help to build a positive image of the industry in which their business and staff careers can grow and thrive. Voluntary training and education in responsible gambling has been reported in this study as the most important facilitator for encouraging acceptance and implementation of responsible gambling in Macau. It would be a good decision for the gaming industry to regulate itself, promote and train employees about responsible gaming (Lam, 2009). Given the current relatively low involvement, it is not easy for casino owners to wake up and change. The key to change would be, according to a group of gambling scholars, that stakeholders become convinced to understand the general principles and minimal requirements of responsible gambling and to balance the individuals' and communities' costs and benefits (Blaszczynski et al. 2011)

There are various barriers to Macau implementing responsible gambling. Different forms of gambling call for individualized management action plans (Korn and Shaffer, 1999). Casino gaming is a hard form of gambling and a demand for stringent management plans in Macau is expected. The government is considered to have multiple and apparently conflicting responsibilities around gambling in Macau. However, many barriers to adopting responsible gambling include scepticism about the willingness of the Macau government, unknown shared responsibilities and competitive rivalry by the casinos, governance issues relating to the peculiar junkets market structure, resistance to seeking service from gamblers, likely apathy of frontline casino employees, the inactive casino trade association, and the lack of a framework for the development of responsible gambling

The study has found that the gaming in Macau constitutes a complex field, and the prevailing issues surrounding it call for careful special taskforce consideration. Piecemeal or quick fixes have been found to be inadequately assessed and improperly implemented. There are four separate public policy approaches to CSR which can serve as a roadmap for Macau's governmental involvement in CSR practice (Zappala, 2003). The current climate in Macau revealed in this study does not favor option one of "do nothing". Not

taking appropriate actions will only increase the discontent amongst the stakeholders. The other three choices, regulation and legislation, non-regulatory activism and demonstrator of best practice, or a combination of the options, would be more suitable for the Macau government. On practical policy consultation and implementation consideration, this study gives support to Fong's idea of expanding the role of the DICJ to assume the responsibility for taking the lead in the development of industry-wide guidelines for handling problem gambling (Fong and Ozorio, 2005). To identify the appropriate policy approach to be undertaken, further research and consultation with the stakeholders is required.

Since the opening up of the gaming market in 2002, there has been a steady stream of commissioned literature on gambling in Macau. This can be construed as a result of a significant level of exposure of the Macau gaming market in the world scene. In view of the unsettled nature of existing public policy for problem gambling in Macau, Zadek's findings of the Four Stages of Issues Maturity, namely latent, emerging, consolidating and institutionalized can point to the policy development pattern that Macau may experience (Zadek, 2004).

As a starting point, to obtain the opinions of all the stakeholders, this study has filled some of the literature gap by focusing on the opinions of one key stakeholder group, the gambling counsellors, about responsible gambling in the world biggest gaming market, Macau. The importance of responsible gaming cannot be underestimated in today's climate of expanding gaming businesses. There is need for a strategic framework to guide key stakeholders to develop socially responsible policies and the combined framework used in this study has provided some insight into how this can be done. This combined framework has contributed a possible roadmap on how responsible gambling policies can be carried out at primary, secondary and tertiary levels in Macau. Responsible gambling strategy has to provide gambling in a manner that meets a community's economic, legal, ethical, and philanthropic responsibilities (Hing, 2003). Responsible gambling requires the government, the gaming industry and other key stakeholders to appreciate the whole situation and to learn new things to help solve a shared problem. Hing (2003) considered

that a responsible gambling strategy could be a remarkable sustainability activity in the world's gaming industry. To provide a wider management perspective on principles and practices adopted by Macau casinos in addressing the issue of problem gambling, more research on all the key stakeholders is required. Responsible gambling is an area of empirical investigation that presents many difficulties due to the infancy of research in Macau, and because it is a restricted research area of the gaming operators. Prior to this study, there had been no formal analyses of the Macau gambling counselling industry. Despite these difficulties, this study's findings should provide empirical and theoretical contributions that are relevant not just for academic purposes, but also for Macau regulators and policy makers wanting to implement policies on this important social issue.

This qualitative study, with its illumination of the counsellors' perspectives on addressing problem gambling in Macau can shed some light on the opportunities and barriers facing the Macau government in responsible gambling by identifying which practices are most acceptable and therefore most likely to be implemented successfully. Gambling operators must pay attention to the impacts of their gambling operations on all stakeholders, including the gamblers, government, gambling counsellors, employees, investors and wider community. Gambling operators, therefore, would be wise to consider themselves as part of the society they operate in and to try wholeheartedly to enhance the welfare of all stakeholders within that society. Macau should consider responsible gambling a strategic objective and make it an inseparable part of its businesses and not hide away from it (Lam, 2007; Fong, 2009). Gambling is here to stay in Macau; socially responsible gambling operators, a committed and responsible government, well-skilled gambling counsellors and responsible gamblers are important to the healthy and sustainable development of Macau's casino gaming industry.

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Appendices

Appendix 1: Consent Form

Appendix 2: Interview Questions

Appendix 1: Consent Form

FACULTY OF BUSINESS AND LAW



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Consent Form for the Research Project:

“Responsible Gambling Practices: Distinctive Challenges in Macau”.

Document Version 2: Dated 5th January, 2010

I agree to participate in the above research project and give my consent freely.

I understand that the project will be conducted as described in the Information Statement, a copy of which I have retained.

I understand I can withdraw from the project at any time and do not have to give any reason for withdrawing. Should I wish to review the transcript of the interview one can be emailed to me.

I consent to
participating in an interview and having it recorded;

I understand that my personal information will remain confidential to the researchers

I have had the opportunity to have questions answered to my satisfaction.

**Print
Name:**

Signature: _____
Date: _____

“Responsible Gambling Practices: Distinctive Challenges in Macau”.

Research Team:

Chief Investigator: Professor Ken Kamoche
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Student Researcher: Ken Wong

Appendix 2: Interview questions

SCHEDULE FOR THE INTERVIEWS WITH THE MACAU GAMBLING COUNSELLORS

The aim of this research is to examine the issue of responsible gambling practices in Macau. We are endeavoring to gauge the opinions of gambling counsellors' general attitudes to adopting some practices currently used in other jurisdictions to minimize any negative effects of gambling. We are not suggesting that these practices are the right ones, nor that the Macau casino industry should adopt them. Rather, they simply reflect a range of ways in which other states are facing this issue and provide a basis for gauging the opinions of gambling counsellors. In this way, we hope to identify what opportunities and barriers which gambling counsellors see as positive or negative responsible gambling practices in Macau. We realize that social impact of gambling is a sensitive issue, but would appreciate honest answers. We assure you that you and your center will not be identified in our research findings.

A. Relevant background and experience of the respondent:

1. How long have you been with [XXXX organisation]?
2. What is your role?
3. Could you give me just a brief description of your current responsibilities?
4. How long have you worked in this type of role, whether with [XXXX organisation] or another?

B. Perceive gambling and its impacts:

1. Do you think gambling causes serious problems for some people?
2. How extensive do you think gambling-related problems are in the community?

3. What types of problems do you think arise for people who lose control of their gambling?

4. What types of gambling do you think excessive gamblers have the most trouble with?

C. Responsibility for gambling-related problems:

1. Whose responsibility do you think it is, if any, to minimize the incidence of gambling-related problems?

2. Do you think players can sufficiently recognize if they have a gambling problem?

3. Do you think casinos have a responsibility to make such advice more accessible to players? If yes, how might this be done?

D. Responsible gambling practices:

provision of information,

interaction with customers and community,

exclusion provisions,

physical environments,

financial transactions and ATM facilities,

advertising

1. Do you think the current responsible gambling practices for dealing with problem gambling are SUFFICIENT? If not, what more is required?

2. Do you think the current responsible gambling practices for dealing with problem gambling are EFFECTIVE? If not, what is required to reduce/prevent the incidence of problem gambling, or alleviate its impact? Can you give me some examples?

Industry initiatives:

Our next questions are based on some practices used in other states to minimise gambling-related problems. We'd like your opinion on whether you think Macau casinos should or would adopt any of these practices.

1. Do you think the industry should develop a self-regulating code of practice in responsible gaming? If yes, who should develop and fund such a code and how might it be developed?
2. What do you think such as code of practice should specify?
3. How well do you think such a code would be adopted in the Macau casinos industry?

E. Aware of existing counselling services:

1. If players think they have a gambling problem, do you think they are sufficiently aware of existing counselling services?
2. Do you think casinos have a responsibility to make this information more accessible to players? If yes, how might this be done?

Liaison with the welfare sector:

1. Do you think the casino industry should liaise more closely with the welfare sector to minimise harm in gambling? If yes, how might closer links be developed?
2. Would most casinos know where they can refer players with gambling problems to for help? Do you think casinos should provide this information to problem gamblers?

Support for counselling services:

1. Do you think casinos should donate funds to gambling-related counselling

services? If yes, about how much should they donate? (perhaps \$ or % of casino profits)
Do you think such funding should be compulsory through a levy system?

2. Do you think casinos should donate funds for research into problem gambling and its treatment? If yes, about how much should they donate? (perhaps \$ or % of casino profits)
Do you think such funding should be compulsory through a levy system?

3. Are there any types of non-financial or in-kind support which casinos should provide for gambling-related counselling services?

4. Are there any types of non-financial or in-kind support which you think casinos should provide for research into problem gambling and its treatment?

F. Future of responsible gambling in Macau:

1. Do you think the Macau casino industry is taking sufficient responsibility in implementing responsible gambling practices? Do you think the casino sector is going to be called upon to implement more responsible gambling practices? What more could it be doing? Do you have a sense of the timing involved in implementing these? What are the drivers for – and the impediments to – the adoption of more responsible gambling practices?

2. Do you think it is in the Macau casino industry's best interests to take more responsibility?

3. What do you see as the issues or difficulties in implementing 'responsible gambling in Macau'?