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Training Program for New Chinese Casino Players

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Training Program for New Chinese Casino Players

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PART ONE

Introduction

Las Vegas offers unique experience to visitors through nonstop entertainment. New data collected primarily from office of travel and tourism industries (OTTI), international tourism administration under U.S.Department of Commerce (OTTI, 2011) suggested the international visitors now contributes more to Las Vegas's bottom than ever before. Based on a report from Las Vegas Convention and Visitor Authority (LVCVA, 2011), visitation from China increased by 38% in 2010, and OTTI data projected Chinese visitors to the US would increase by 219 % by 2015. With the new loosen policy on foreign tourist Visas, more foreign tourists would boost the whole tourism industry in the United States. Providing better entertainment experience for affluent Chinese visitors, it would be a win-win for both parties. This paper reviewed the literatures on Chinese visitors' profiles including their gaming attitude and behavior, potential gaming interests, and their learning style. By researching the literatures of Chinese learning style, this study would adopt the finding to apply the best instructional strategy and medium to educate the new Chinese casino players.

Purpose

The purpose of this paper is to create a training program to introduce and educate new Chinese casino players to learn a specific casino table game.

Statement of Objective

Chinese casino visitors appeared to derive monetary, excitement, entertainment and social values from gaming (Lam, 2007). The extraordinary success in Macau somehow reflected the Chinese players' strong interests in the gaming. However, due to the strictly gaming prohibition from Mainland China, most of Chinese have few chances to learn or play games like

Poker, Craps, Rolette and etc. On the other hand, China was a non-English speaking country.

Even there had an instruction on the table wrote in English, they won't understand either. In a

poker room, Casino may offer a wide range of poker games to attract players' continued bets.

Too many choices made new Chinese casino players no choice. They felt lost. How could we

expect an uneducated casino player to put more bets on playing a unknown game? How do we

do to better target our incoming affluent Chinese visitors in Las Vegas and to boost gaming

profits? A simple, fun and efficient training program was very essential and profitable.

Justification

The whole international visitors generated 27% of tourism revenue in Las Vegas

(LVCVA, 2011). Besides, as the top U.S. destination for trade shows, Las Vegas hosted the

quarter of largest trade shows in 2010. Many of them visiting Las Vegas spoke their own

languages. Moreover, China, a non-English speaking country, as a significant emerging market

became more involved in the global business. These affluent Chinese visitors average spent

US$6,200 in U.S. meanwhile other foreign visitors spent US$4,000, which excluded the money

spent on transportation, hotels and restaurant ("Average Chinese Tourist", 2012)). Affluent

mainland Chinese visitors have long targeted Las Vegas as a "must see" destination. That was

why Chinese New Year had become one of the most important annual periods in Las Vegas. A

Confucian tradition of 2,500 years had a tremendous impact on the way education was conducted

today in China and much of North Asia. Confucianism strongly influences society and culture as

well as its educational system and values. Obviously, Chinese had its own learning preference

different from western people. Nowadays, with the fast speed development by the mobile

devices, people were more familiar to learn new knowledge via creative applications on the

mobile, internet based environment. Ultimately, the results of this study would help casino

operators and game manufactures to gain a better understanding of Chinese players and offer them much better service on gaming experience and, in the end, serve as a foundation for future quantitative research.

Constraints

This paper was strictly focused on Chinese wealthy business class and their descendant, and it may also be able to extend the theories to others non-English speaking Asian countries. The main constraint for this training program was that there are few articles about how to educate casino visitors. The author would adopt the principles and methods from employee training to apply into this training program. However, without a survey or control group experiment, it's hard to track the training results. The training secessions shall be fun, efficient and require more creative methods to increase players' interests in a short period during their stays. The long term training effects was hard to be estimated because the quick and large amounts of Chinese visitors flow.

Glossary

New Chinese casino players were defined as people those came from Mainland China to visit Las Vegas for convention and leisure purpose with poor English skills and few experience in casino gambling.

PART TWO

LITERATURE REVIEW

Introduction

The literature review began from understanding the current emerging Chinese visitor outbound markets traveled to the United States, identified Chinese visitors' profiles including their Socio-demographic characteristics and gambling behavior, Chinese culture and their learning style. By researching the literatures of current training methods used in human resources management and existing hotel technologies amenities, the study adopted the findings to apply the best instructional strategy and medium to train the new Chinese casino players from Mainland China.

The Emerging Chinese Visitor Outbound Market

The United States was ranked top 10 destinations from Chinese outbound tourists' lists (National Tourism Administration of the People's Republic of China, 2009). Chinese visitors were among the fast growing outbound markets and thus presented an opportunity for tourism organizations and business in the United States. A better understanding of the characteristics of these Chinese visitors could help destination like Las Vegas in marketing and service development.

Recently, a new released 2011 annual report from U.S. Department of Commerce reported that totally 60 million international travelers in 2010 supported 1.2 million total jobs and spent more than $134 billion traveling the United States. The whole industry was now demonstrating a strong signs of recovery since 9/11. International visitors from the Asia and Pacific region collectively spent nearly $35.9 billion in the United States in 2010, an increase of $5.4 billion over 2009 and the strongest rebound of any region. Particular, the Chinese visitors

spent more than $5 billion into the U.S. economy in 2010, an increase of 39 % in travel and

tourism-related spend and a new all-time high to put China up one place in the rankings to

number seven in terms of spending. A detailed 2010 market profile: China (OTTI, 2011) further

displayed the strong climbing spending from Chinese visitors.

Table 1

Chinese visitor spending trends

US$(Millions)	2003	2004	2005	2006	2007	2008	2009	2010	Change 2010/2003
Total travel & tourism exports	858	1,115	1534	2071	2699	3614	3602	5005	4147
Total exports%	-28	30	38	35	30	34	0	39	483

Note. Unit: Million

The spending by Chinese visitors was amazing compared to their visitation numbers.

The visitation number was strongly influenced by the restrict visa policy, which led to very

limited visitation from Mainland China. United States was few top popular destinations Chinese

tourists wanted but hard to reach. Table 2 displays the visitation trends from 2003 to 2010.

Table 2

The number of Chinese visitors from 2003 to 2010

China visitors	2003	2004	2005	2006	2007	2008	2009	2010	Change2010/2003
Total Arrivals	157	203	270	320	397	493	525	802	644
Change%	-30	29	33	19	24	24	6	53	410

Note. Unit: Thousand

However, it was believed that more Chinese visitors would come to United States because a good news was released on January 2012 saying that the President Barack Obama signed an executive order aimed at promoting travel to America by easing the visa process and reducing paperwork. Many industry experts thought this new policy would dramatically welcome more visitors from China and Brazil ("Obama Moves To Simplify", 2012). When U.S. relaxed the tourism visa for South Korea on 2008, there had been a tremendously increase in the number of South Korean visitors from 759,000 visitors on 2008 to 1,108,000 visitors on 2010, a 46% increase (OTTI, 2011). Hence, the industry believed this action would dramatically boost the Chinese and Brazilian visitors as well. Traditionally, casino operators in Las Vegas relied on domestic visitors, European and North American visitors. Yet, the long economic recession made casino operators to find out another ways to keep their revenue based through diversify their customer base. About 1.15 million Chinese tourists visited the United States in 2011 and this number was predicted to reach 1.3 million in 2012. US government estimated that the number of Chinese visitors would double by 2016 (OTTI, 2011). In order to well attract this market segment, the casino operators should better understand Chinese visitors' socio-demographic and behavioral characteristics.

Demographic about Chinese Visitors in the Las Vegas

Las Vegas saw a 31% increase in overseas visitation during 2010, welcoming 570,000 more visitors than 2009, and ranked as 6th places in top destination cities in the U.S. for oversea visitor 2010. From the below 2010 Market Profile: China reported by U.S. Department of Commerce, Las Vegas completed met the Chinese appetites, which like shopping, dining, entertainment and gambling (OTTI,2011).

Table 3

Chinese visitors' activity participation while in the United States

Activity participation whiles in the U.S.	2009(%)	2010 (%)	Point change
Shopping	92	94	1.1
Dining in restaurants	83	83	0.6
Sightseeing in Cities	57	48	-9.7
Visit Historical Places	43	45	2.3
Amusement/ Theme Parks	27	33	6.8
Visit National Parks	27	24	-2.9
Visit Small Towns	22	23	1.5
Cultural Heritage Sites	29	23	-5.8
Art Gallery/ Museum	24	19	-4.2
Casinos/Gambling	18	19	1.1

In the Chinese outbound tourism market, the majority was middle or up class leisure visitors and business visitors. Cui and Song (2009) stated that China's middle class defined as those annul income $6,000 to $25,000, would increase from 87 million in 2005 to 340 million in 2016. As a top 10 the most desired destination for Chinese visitors, United States was the farthest from Mainland China. Due to the restricted visa policy and traveling cost, United States was more attractive for those affluent middle/up class leisure visitors than ordinary Chinese. The unique characteristics of convention visitors were frequent visitors and had stable travel schedules all over the year. They were compensated for some expenses and tended to spend more than leisure travelers. They were not first time travels to Las Vegas but during their stays, they had fixed schedule.

Combining the findings from several reports (Hua& Yoo, 2011; Kim, 2004; Lam 2005, 2007, 2009; OTTI, 2011), they depicts the general Chinese visitors' trip characteristics and expenditures and their demographics:

- Most of all visitors traveled in at least two parities. Package purchaser were the most likely to be traveling in parties of five or more. The Chinese visitors' travel party size was growing.

- All visitors stayed an average of 3.6 nights and 4.6 days in Las Vegas. Package purchasers stayed the longest, followed by convention visitors. Package purchasers (93%) and convention visitors (90%) were the most likely to have stayed on the Strip properties. Based on the common itinerary and convention schedule, most Chinese travel package purchaser stayed in Las Vegas for 1-3 days and Chinese exhibitors stayed the 3-5 days.

- Eighty percent of all visitors said they gambled while in Las Vegas. Package purchasers (84%) were the secondly likely to have gambled following the casino visitors (98%). 19% Chinese visitors participated gambling in the United States. The package purchasers spent average of $402.91 as gaming budget while convention visitors spent $301.27. Among Chinese visitors for convention, the entrepreneurs quickly accumulated large wealth and the officer got compensation from government to cover their travel expense, so that they had higher travel budget. And they tended to have a prior United States travel experience than package purchasers. All Chinese visitors had increasing household income.

- Convention visitors were the most likely to be male (60%), employed (91%), college graduates (71%), under 50 years old (58%), and earning an annual household income of $80,000 or more (64%). Package purchasers were more likely to be foreign visitors (45%) and to have a high school education or less (31%). Among Chinese visitors for conventions, the entrepreneurs

have a lower education level as well. The average age of Chinese visitors in the United States was 30s. Additionally, Chinese liked to equip luxurious or advanced stuff to show their social status so the mobile devices were popular among those visitors.

Chinese Culture

Culture incorporates a system of shared meanings or values, which influenced people's values on behavior, education, social status and personal network. Bond and Hofstede (1984) identified five dimensions of differences between national cultures, which were widely adopted by many researchers when studying cross-cultural influences on attitudes and behaviors. The five dimensions were: Individualism/collectivism, power/distance (relative inequalities of power and wealth), uncertainty avoidance and masculinity/femininity and long term orientation/short term orientation. Research by Hofstede on national culture showed that, on average, Chinese have, low individualism and uncertainty avoidance, average masculinity, high power distance, and very high long term orientation. Trompanarrs' (1993) study concluded that in Hong Kong Chinese culture there was level of collectivism, a strong sense of belonging to social group and a preference for working together in groups to solve problems.

The Chinese culture is a high context culture. It is a culture that has the tendency to cater towards in-groups. Experience with in-group members makes communication and behavior easy. Additional, Chinese people also tend to have an external locus of control. Locus of control is the degree in which a person perceives that the reward he obtained is the results of his own action. Those with high external locus of control believe they are dominated by external forces such as gods, fate, luck or powerful others – factors that are beyond their control (Lam, 2009).

Chinese Culture and Chinese Gambling behavior

Several researchers (Kim, 2004; Lam, 2005, 2007, 2009; Ozorio & Fong, 2004) revealed that Chinese gamblers' risk taking behaviors in gambling was significantly related in a positive fashion in China. They engaged in risky gambling due to instant rewards or quick rewards. Gambling was seen as a way to quick rich in a short time. Even they knew their ability not to allow them to take high risk and casino had a certain positive house advantage, they still overestimated their "skills" or luck to win the money. Traditional philosophies like Confusion and Taoism created Chinese external focused value. They believed high illusion of control when playing the gambling. There was a general belief in luck, Feng Shui-which is a system of spiritual influences in natural landscapes and it would bring positive energy to people, among ordinary Chinese and Chinese gamblers. Lam (2007) observed that , Chinese were interested in baccarat because this game satisfied their needs of high illusion of control, which allowed players to feel the cards, showed the game result on the board and allowed them to use scorecard to track the results by themselves. He revealed that the popular Hong Kong gambling-theme movies all emphasized the feeling that players were able to control the outcome of their game and hardcore skill could be trained over time and throng hard work.

Gambling was a unique activity for those who from Mainland China where already banned gambling for long time periods. Hua & Yoo (2011) found that regardless gender, age, educational level, annual household income, marital status or U.S. travel experience, gaming, shopping and visiting theme parks were the destinations stimuli dimension to motivate Chinese visitors to United States. In mainland China, there was another popular gambling activity, call mahjong, which was a kind of leisure gambling activity played with 4 persons, who were normally from friends and family. It's a very common and popular form of entertainment among

the Chinese worldwide. Gambling was a deeply engaged experience in which gamblers would easily forgot their playing time. Many Chinese use this long period to build closer connection, which present an irreplaceable social value. In fact, gambling in groups would gain more entertainment, excitement and social values. Players got not only pleasure but also a chance to interactive with other players (Lam, 2009). As they gain entertainment value and social value, people might gamble despite losses.

Chinese Player Preferred Game Type

Many industry observers have reported a clear interest among Chinese casino players in playing table games. In the end of 2011, Macau has 34 casinos generated total revenues around US$33.5 billion. The full-year gaming revenue figure for Macau represented a 43 % increase over 2010 (Stutz, 2012). Lam (2009) summarized following reasons why table games were much welcomed among the Chinese gamblers. First, table games met the needs of Chinese gamblers' high risk-taking appetite and led a more strong sense of excitement than slot machines. Second, the table games offered quicker and bigger reward. Third, the company of other gamblers in the table enhanced the entertainment and excitement values of gambling. Chinese gamble for the entertainment value and social value as well. Fourth, the table games provided them the illusion of control the games, while the Chinese gambler thought the outcome from slots machines had more chance to be designed by casino. UNLV center for gaming research (2012) revealed that among the all games, baccarat, blackjack, roulette, Sic Bo and Stud Poker was the top five games ranking prior to slots games.

Chinese Culture and Chinese adult learning style

Chinese learners are often attributed to "Confucian value". Children have been taught to respect for age and rank—for parents and elders.   Students are used to listen to their teacher

rather than challenge him in the class. Compromise, moderation and the maintenance of

harmonious relationships are encouraged, individualism and self-assertion discourage. The

concept of "face", which means having status in front of other is important. It's considered

selfish and shameful to cause someone to "lose face" (Kennedy, 2002).

Regarding to Chinese preferred learning patterns, Oxford and Anderson (1995) found that

Chinese learners preferred classrooms where rules are emphasized and learning is inductive

whereas a field independent learner enjoys greater personal autonomy, deductive learning and

does not readily accept other peoples' views before making a judgment. Oxford and Burry-

Stock (1995) described Chinese learners are more reflective than impulsive, that is, they prefer a

slow, accurate, systematic approach and are less comfortable with guessing or predicting.

Oxford, et al. (1995) reported that Chinese learners, especially for the older students, have a

strong visual orientation. Chinese learners used to instructor-driven learning environment easily

created a wrong image that Chinese learners were not passive and non-participative. However,

Kennedy (2002) cited a Hong Kong study (by Wong 1996) indicated that there was much

interaction outside the class with teacher and student-initiated collaborative learning strategies

have been found to foster the adoption of a deep approach to learning and the use of high-level

cognitive strategies. Group study can be an asset when it is harnessed for collaborative learning

as studies on peer learning in Hong Kong by Winter (1996) illustrated.

For adult learning, Kennedy (2002) pointed out that personal knowledge acquired

through experience and social interaction. If adult learning is to be effective, it needs to engage

the imagination and the emotions as well as the intellect. Knowles (1978) contends that effective

adult learners are more self-directed and independent. Task and activities such as case studies,

group discussions and project work may be more appropriate for adult learners than traditional

teaching methods. Group work tasks can enable adults to pool the wisdom, experience and

expertise they bring to the classroom and to get peer support. Effective adult learning depended

on adult's readiness to learn, that is, the learning shall relate to his roles. Adult learners were

engaged in learning activities because of some transition in their lives.

Kennedy (2002) found that Hong Kong Chinese learners have a stronger preference for

high-level, meaning-based learning strategies and avoidance of rote-learning. They exhibited an

orientation to active and communicative modes of learning and have strong preference for group

work over individual learning tasks.   The Hong Kong students preferred passive learning and

resist teaching innovation can have little or no foundation. Many Chinese like to solve the

programs by themselves or within their family and then seek help from outsides.

Existing Training Methods in Human Resources Management

Training and retaining was an essential hardcore for Human resource management.

Using mature and blended training methods could help employees to improve their skills and

give them an opportunity to achieve continuous growing needs, and to enhance their loyalty as

well. On the other hand, the facts proved that if customers got appropriate training, they would

have a higher willingness to use the products or services and keep them coming back. A typical

successful example about training customers was from Apple Inc. Apple Inc. set a retailing store

just for Apple products began on 2011, which allowed its products apart from other different

computing products and created a comfortable social space for its customers to share and enjoy

its products. Except for the products' innovation and consistency service quality, Apple Inc. was

an expert to captures customers before they even know they were customers ("11 Effective

Strategies", 2008). What if we used the existing training methods applying to new Chinese

casino players, especially for the first time player, it might increase their interesting to bet and boost the casino revenue.

Traditional Training Methods

Classroom setting training, one to one coaching and video based learning were typical traditional training methods, which was instructor-driven and had fewer choices for the learners. As the behalf of traditional training methods, classroom setting training delivered training in the set format of tutorial, knowledge checks and final assessment and it was most often delivered from the point of view of the trainer and not the learner. Content was broken up into logical modules and topics and then delivered a liner structure (Chatterjee, 2010). It was no doubts that a physical classroom environment offered a space to bundler the instructor and trainee together. Instructor could guide the training context and ensure the training content delivery. And trainees could share their thoughts and communication. In fact, according to survey done by training magazine in 2005, said about 70 % of their formal training used this traditional way (Bassett, 2006). The disadvantage of a classroom setting was not time flexible and cost more than E-learning (Long, DuBois, & Faley, 2008). The video based learning was regarded as a "one way" learning method. It's hard to track the learner outcome and hard to capture learner attentions all the time. Yet, a short and fun video still could gain good training outcome. Although modern training methods became prevalent, the traditional learning still formed the basis of most of modern training module.

Modern Training Methods

Games, story-based learning, simulations, Internet based E-learning, mobile learning were considered as modern training methods, which looked at learning at a non-linear manner and learner could more control the learning process. Entertainment became a very important

element to retain learner training process and made the learner engage with the training objects. E-learning methods study (Long et al., 2008) showed that it was well developed in these years and met the organization strive to better meet their immediate and strategic needs for a flexible, well-trained workforce. The advantage of cost savings and convenience was a good reason to adopt by trainer. However, the biggest disadvantage of the e-learning was also obviously that the lack of instructor-led environment may hard to track the training outcome and trainers' reaction. Trainee may quickly drop off the training if they feel the content was not attractive to them or the technology was not user-friendly to them. When the trainees lack of motivation, learning in an online training program was more likely to be compromised. Worse, the experience of the training would be spread by month to month within the trainees. If some trainees compliant the training was not worth time, few trainees would continue to do it.

A new approach to learning thought mobile technologies such as smartphone, tablets were becoming hot. This approach was especially for the younger adults who were more familiar with the technologies. M-training enabled people covering all social-economic levels to access training and education in an instant and even lifelong manner, using their personal devices (Liu, Han, & Li, 2010). The app designed on the mobile device would high engage with learner training procedure and fully interactive with the learner to hook their attention.

However, like the other modern training modules, M-training had several disadvantages. First, the mobile device required a stable and fast mobile network and high bandwidth. Interrupted by low bandwidth would influence the learner' attention. Second, like other modern training methods, the distance learning had a high dropout rate as well. In a self-control environment, learner would hard to focus on learning without be interrupted. Hence, the key issues for the success of m-learning lied in an individual's subjective willingness and cognitive

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engagement in m-learning activities. Since m-learning can't bring an immediate reward, the use of m-learning would depend on how learners value their education. And the quality of learning materials delivered would affect the perceived quality of services as a whole (Liu et al., 2010).

The game-based training to simulate of real situations was adopted in many safety companies to train their staff before they did the dangerous work. The game-based module first immersed learners into situation where they have to perform, then telling them in the form of immediate feedback from their action. The interactive media provided a fun and highly engaging learning process. Stimulation provided them with a feel of the real life environment to a great extent with free risk. It motivated the learners to learn at their own pace and convenience, and the extensive variety of scenario motivated them (Chatterjee, 2010).

In sum, Table 4 lists the pros and cons of two training methods.

Table 4

Pros and cons comparison between traditional training methods and modern training methods

Traditional Training Methods—Instructor-driven	
Advantages	Disadvantages
• Ensure the training content delivery.	• Higher cost.
• Liner structure content with logical flow.	• Time/Location inflexible.
• Classroom setting provide in classroom discussion opportunities.	• Trainees may have less motivation.
	• Trainees may feel less fun.
• Fast to get feedback and reactions from trainees.	• For the video-based setting training, the fun is a key element to deliver the
• It is easy to catch attentions and avoid interrupt during the learning procedure.	contents.

Modern Training Method – Learner-control	
Advantages	Disadvantages
• Cost saving.	• Unstructured content.
• Time/ Location flexible.	• Hard to track training outcome and trainees' reaction.
• User friendly interface, useful content and fun procedure are the keys to catch trainers' attentions.	• Require high motivations and high self-control to avoid interrupt from others.
• Provide more fun and self-engage experience during the learning procedure.	• Hard to keep attention and high dropout rate.
• Combined with other social media, the learning procedure could be interactive with others.	• E-learning and M-learning require high and stable web environment.
	• Hard to get instant feedback.

Blended Training

Regardless of traditional or modern training methods, the training outcome was the final goal. The traditional training methods had a well-organized teaching structural integrity to deliver the content to the learners and it was instructor-driven training methods. In contrast, the modern training methods more relied on learner-driven, which need highly motivation to ensure the learners would continue learning without dropout. Hence, the modern training methods more focused on deliver fun and highly interactive content to the learners. It was collaborative and problem-focused. Both methods had pros and cons. Blended training methods gave the company another way to efficiently train its employees. Most training programs started following a set structure of "introduction- objectives-tutorial-practice-summary-assessment"

(Chatterjee, 2010). Blended training combined structural integrity with more entertaining and engaging products. The structural details should remain outlined for the training.

Facilities and Services in Casino

Technology Amenities on Hotel

Las Vegas had many casinos and hotel resorts to offer nonstop entertainment for the visitors. Technology applications could be found any properties here. Technology in hotels was often applied at two levels. One was used for managerial and operational level, and the other was used for guest services. Many hospitality industry experts emphasized the importance of in-room technologies tied to customer satisfaction and customer loyalty (Erdem, Cobanoglu, Berezina & Kasavana, 2011). Some hotel technology amenities listed as following but not limited to: in-room pay-per-view, high-speed internet access, in-room game system, in-room video checkout. In the new casino resort here, some slots machines even offered interactive menu on the screen during their play. Slightly modified those guests related technology amenities, the casino could easily reach the audience to offer nonstop services choices to boost its on properties consuming behavioral such as reserve the table in restaurant, golf and SPA services via in room technologies. It's practical to use those existing in-room technologies to offer education opportunities to teach new casino players.

Factors Influence the Servicescape in Casino

Several studies revealed that aesthetic factors within servicescape significantly influence the visitors' perception of the overall servicescape quality. Lucas (2003) found that ambient factors, layout navigation, seating comfort, interior decor and cleanliness were significant in influencing satisfaction. Functional or facilitating factors were the servicescape components that directly influence the customers' emotion in their gambling participation. Former studies

revealed that music tempo, background music, color, lights and scent can influence the visitors'

purchase behaviors and pleasant of study. Casino gamblers participated in gambling for pleasure

and excitement and the level of arousal was associated with loyalty to the service provider as

well as the ability to remain in a highly stimulating environment (Donovan & Rossiter, 1982).

Lio & Rody (2009) study on Chinese gamblers in Macau further proved above points. Besides,

the ability to manage factors that influence a visitor's emotion can prolong gaming engagement.

The current study showed that besides inducing the pleasure emotion in visitors, it was also

important to include arousal and dominance emotions when designing and managing the casino

servicescape. It was important for casino operators to design facilities that can make a visitor

feel satisfied, excited, and in control.

Conclusion

Based on above findings in literature reviews, a fun and efficient training program is

essential and beneficial for both parties. The growing market share of Chinese casino visitors in

the United States would too big to ignore in the near future. It is proved that Chinese culture has

great influence on Chinese visitors' travel behavior, gambling behavior and learning style.

Chinese are so collectivism that they like to travel, study and even gambling with group.

Chinese adult have a relatively higher self-control and like to learn in a classroom setting with

their friends together. A blended training module was recommended to Chinese casino players

based on their gambling behavior and learning style. Former studies investigated why Chinese

like to play baccarat and table games; however, few scholars have investigated the relationship

between game preferences and game rules familiarly. In fact, for the new casino players,

gambling for fun and social are top two motivations. Using the casino current facilities, casino

operators can offer the new Chinese casino players a training program, which provided both

educational and entertaining social values. Compared to large marketing campaign, this training

program was more profitable and feasible for Chinese market segment in Las Vegas. The casino

operators in United States should improve their products and services towards the needs of the

emerging Chinese segment.

Part Three

Executive Summary

With the increasing number of mid class mainland Chinese and global business engagements, it was expected that mainland Chinese visitors would dramatically pour into United States to stimulate the local tourism market. This training program was desired for those package purchasers and convention visitors, age ranging from 30 to 45 from mainland China to visit Las Vegas. Due to historical and culture reasons, this segment had few chance to know how to play casino games. In order to offer them a better travel experience and boost casino gaming revenue, this manual started from illustrating the new Chinese casino players' background characteristic, preference and needs. And then it explained how to execute this program and correspondingly offer some recommendations for the stages' design. In the end, it purposed some implications and limitations for further study. This manual aimed to help casino managers to better understand new Chinese casino players, how to entertain the visitors and eventually encourage them to play casino games during their stays.

Introduction

Chinese visitors were among the fast growing outbound markets. It was expected that more Chinese visitors would visit United States in the coming years due to the new loosen visa policy.

As a world famous entertainment destination and the biggest convention city in the United States, Las Vegas was ranked as a top 10 destination city in United States by oversea visitors in 2010. In 2011, Las Vegas hosted more than 19,000 meetings and conventions. In particular, it hosted six of the top ten shows in the United States led by International Consumer Electronics Show (CES). According to the official statistics data from CES 2012 ("2010 CES

Grows", 2012), it attracted more than 2,700 exhibitors and 140,000 attendees which include

30,000 international attendees. As one of the biggest exporters in the world, China has more

involved in the global economy than before. It's not hard to find increasing amount of exhibitors

came from China to participate the international tradeshow in Las Vegas. In fact, 11% of all

visitors in Las Vegas are convention visitors (LVCVA, 2012).

For most casino operators in Las Vegas, the Chinese visitors would be too big to ignore

in the near future. However, many Chinese convention visitors and package purchasers were

confusing by a same question: how to play casino table games in the Sin city? Mainland China

has officially banned gambling activity for decades and many Chinese just knew the table games

from gambling-themed movies produced by Hong Kong since 1970s'. The real table games

offered in Las Vegas awaked their strong curious to participate in this new form of entertainment.

But the first obstacle was insufficient knowledge about table games' rules. Type "how to play

blackjack or poker game" in Chinese in the web search engine like google.com, thousands

entries appeared. Second obstacle is language barrier. In Las Vegas, some tables displayed two

different language signs, English and Spanish, which assisted casino visitors to play the games.

Unfortunately, there was no Chinese written on table to guide Chinese players. Casino managers

could exploit more potential gaming revenue from these wealthy Asian visitors though an

efficient and interesting education training program. Besides, as visitors, they would have a

chance to learn a table game as a unique memorized experience in Las Vegas.

Training Objectives

This program was a universal tool to help casino managers to understand the needs and

characteristics from mainland Chinese visitors, especially for those package purchasers who

spent 1-2 stays and convention visitors who spent 3-4 stays in Las Vegas. This training program

and implication suggestions were developed to elaborate on the theoretical concept of the phenomenon and were all eligible for the new Chinese casino players to achieve their willingness to feel free to play table games during their stays, then to achieve maximum gaming revenue for the casino.

When finished the training program, you willl be able to:

- Identify the common drivers and values systems of Chinese gamblers and how those drivers affect their motivation and behavior in the casino floor.

- Determine the best training modules to approach them when trigger their interests and try betting on the table.

- Appreciate respect for what was important to Chinese gamblers.

When finish this training program, your Chinese visitors will be able to:

- Understand at least a table game' rules.

- Trigger their interests and tried betting on the casino games.

- Gain respect for what they were serviced and gain a unique life time entertainment experience.

How to Apply this Model

Understand and tailor proposed training program to educate new Chinese casino players by using casino resorts' existing resource. With the loosen visa policy, lower transport cost and increased affluent Chinese middle class, casino operators shall realize that more Chinese are coming. As a manager, your role was to maximum casino revenue and to improve visitors' satisfaction. Casino leaders who approach this scenario with an open mind and focused on its positive elements need to find ways to motivate the new Chinese casino players and harnessed their interests for further progress.

Goals

Allow new Chinese casino visitors felt free to play the table games and gained unique entertainment experience during their stays. Furthermore, to build casino branding loyalty among the new Chinese casino players and boost gaming revenue.

Market Segments: New Chinese Casino Players

In this manual, the new Chinese casino players were defined as Chinese who came from mainland China to visit Las Vegas for convention or leisure purpose.

Target Demographic Characteristics

According to several studies, the Chinese outbound market was dominant by group travelers, which were package purchasers. One reason was that compared to western travelers, Chinese travelers were less independent and more influenced by the traditional values of collectivism. Especially in a non-Chinese speaking environment, the language skills discouraged them to travel alone. The other reason was the difficulty of getting the traveling visa to United States. Even for convention business visitors, they were intent to come here in a group to ease the visa application procedures. Las Vegas, as a city combined abundant convention resources and tourism facilities, was voted as the top 10 "must see" city in the United States for oversea visitors. With the deeply globalization, more and more Chinese exhibitors were invited to attend trade show, convention and meeting held in Las Vegas.

Based on the findings in several studies, the Chinese outbound market of casino visitors had the following in common:

- At least two persons in the group and the size of group was growing.

- Increased amount of affluent mid or up class Chinese visitors.

- Most convention visitors were not first time visitors and they had a fixed schedule to visit United States.

- Most visitors participated in gambling activities were male, age range from 30s' to 40s'. The average age of Chinese visitors in the United States was 30s.

- Most Chinese travel package stays in Las Vegas for 1-3 days and convention visitors, especially for the Chinese exhibitors stayed 3-5 days due to the fixed convention schedule.

- Among Chinese visitors for conventions, the entrepreneurs had a lower education level and higher income. Additionally, the Chinese like to equip luxurious or advanced stuff to show their social status. So the mobile devices were popular among those visitors.

In sum, the target visitors are those Chinese package purchasers and convention visitors, with high income level and relatively low education, during their 30s'-40s' and stays in Las Vegas for 2-4 nights within a group at least 2 parties.

Target Gambling Behavioral Characteristics

Chinese were the main casino visitors in Macau, baccarat, blackjack, roulette, Sic Bo and Stud Poker was the top five games ranking prior to the slot games. Chinese casino players had an obviously interest on casino table games.

Based on Lam (2009), the reasons why Chinese gamblers like to play table games were: (a) table games allowed big bets with high risk and high return than slot games; (b) table games enhanced the entertainment and excitement values of gambling with the company with others, which provided higher entertainment values and social values; (c) table games met the high illusion of control for Chinese gamblers.

However, for the new players in Casino, they more emphasized on its entertainment value and social value. A study on Hong Kong people's first stated participation in gambling

activities by Hong Kong's Home Affairs Bureau (2005) revealed that 25.6% respondents said

they played just for fun and 15.7% played for curiosity. A study by Kwan (2004) got the similar

results from a survey asked Macau resident why to gamble. 33% respondents said they played

for entertainments. Besides, gambling was sort of a way to social with other people. It was not

lonely a way to entertain but also was an important way to build closer connection among friends.

Therefore, an attractive entertaining gambling training program should meet Chinese

visitors' curiosity and provide them an interactive social occasion with a desired high illusion of

control environment. Since our target was new Chinese casino players, the entertainment

element was the most important reason for them to involve in future gambling activities.

Target Learning Style

Confucianism as a dominant philosophy influenced the Chinese values for thousands year.

Chinese culture advocated collectivism, respected the authority and elder and stress for social

status, i.e. face. Chinese valued education and believed it made people better. Chinese learners

preferred classrooms where rules are emphasized and learning is inductive whereas a field

independent learner enjoys greater personal autonomy, deductive learning and does not readily

accept other peoples' views before making a judgment. For adult learning, personal knowledge

acquired through experience and social interaction. If adult learning is to be effective, it needs to

engage the imagination and the emotions as well as the intellect. Chinese learners have a

stronger preference for high-level, meaning-based learning strategies and avoidance of rote-

learning. They exhibited an orientation to active and communicative modes of learning and have

strong preference for group work over individual learning tasks.

Training Components

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In order to meet their curiosity and provide a lifelong casino experience, knowing how to play the table games was the first step for the new Chinese casino players. Since the target were group visitors, when they checked in, the room staff, if possible, shall appropriately adjust the room to be more Chinese friendly setting, that is to choose the default language on television menu and display a Chinese-English flyer to introduce the Gaming University program. When the visitors checked in, they would realize the existence of this program and then to choose if they wanted to participate or not. If they liked to participate, they had three options. In the step one, they would receive a basic training module about the rules of games and payoff rate. After successful triggered their interests, they were offered a real simulation to experience the excitement and fun individually. In the step two, they would play a table game in group under a real casino setting and learn some advanced playing strategies. After several trails, they were granted a certificate to graduation, which equipped them the confidence and knowledge to try their luck in a real casino floor. Figure on shows the flow of this training program.
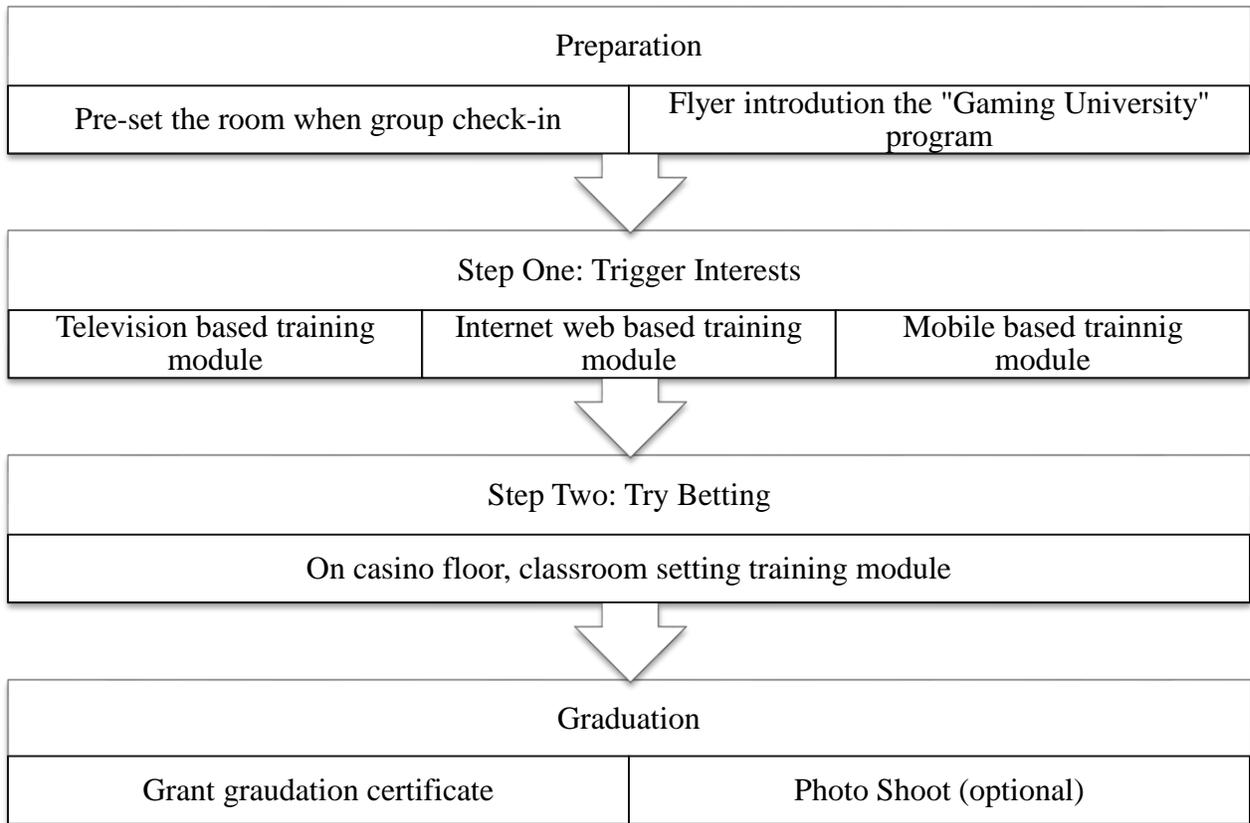
Preparation	
Pre-set the room when group check-in	Flyer introdution the "Gaming University" program

⬇

Step One: Trigger Interests		
Television based training module	Internet web based training module	Mobile based trainnig module

⬇

Step Two: Try Betting
On casino floor, classroom setting training module

⬇

Graduation	
Grant graudation certificate	Photo Shoot (optional)

Figure 1. Flow of Training Program

Step One: Trigger Interests – Basic Training Module

In the guest room, a flyer in Chinese was put on the table. It was always easily to catch foreigners' attention by showing their own language . The "Gaming University" was introduced on the flyer in Chinese and three participating options were offered to Chinese visitors who had interests to learn the gambling. The three self-learning options were (a) to learn from television-based training module or (b) download a free App to learn from a mobile-based training module or (c) transfer to an internet web based training module. Chinese culture tended to be high uncertainly avoidance. Chinese cared face, a kind of social image. The step one would comfort them because they could learn the basic rules privately before they played in public. Once the uncertainly was eased, they felt more confidence to play. The layout of learning system was made in multi-language. Default language setting could be set when they check-in by hotel

employees. No matter which options they made, it was an interactive learning process for them included two parts. One was a video based short seminar taught them how to play a specific game. The other was a mini game section where they could practice to better understand the games.

Step Two: Try Betting – Advanced Training Module

Step one equipped the new Chinese Casino players the fresh knowledge about the rules of a table game. But the one of most entertaining and exciting parts was to play in real. A well prepared and designed "classroom" on the casino floor would create an atmosphere that giving the players a feel of high illusion of control. A table setting with a Mandarin- speaking dealer would host a 10-20 minutes tutorial game to at most a group of 5 persons. The idea of this classroom setting was let the players familiar with the real table games environment, including practice the sign language on the table. When they were familiar with the sign language, they would get the ability to play on table without communicating with the dealer in English. As an advanced training section, dealer would share them some playing strategies. Since Chinese players believed a high illusion of control, the more strategies tips they knew, the more confident they would have and the more control they would feel. Meanwhile, a group with friends would enhance their excitement and inspired them to continue play after training. In this section, they were given $20 game chips to play. They would play for one or two shows in 10-20 minutes. In classroom, it equipped two or three tables offering the most popular table games among the Chinese gamblers such as Baccarat, Blackjack and Roulette. So trainees could practice one or two kinds of game in here. After 30 minutes, the players would be granted a graduation certification from Gaming University. Besides, they would take a paid photo shot on their

ceremony. These souvenirs reinforced their experience, gave them confidence and as an

evidence for them to share the trip with their family and friends when they back.

<center>**Physical Design of Each Stage**</center>

Step One: A User Friendly Interface with Brief and Fun Content in Mandarin

In the first step, there were three options offered the players to learn the basic rules of the

table games, which were video-based television program, internet based web game and mobile

based apps. No matter which options the players chose, the content should be brief and fun with

Mandarin subtitle. Recommendations for desired environment setting would be listed as follows:

- Flyer introduction: on the flyer, it had a brief introduction about the whole procedure of the

  program and illustrated how to access one of the self-learning options and then further to

  play in a real environment. It emphasized that this program was totally free and can't be

  miss with friends having few knowledge about casino games.

- Training content: all of these programs offered two functions of training. One was a video

  based seminar to explain the different rules in Mandarin. They could pick a favorite game to

  learn. The other was a mini interactive game allowing players to practice the games by

  themselves virtually. The games on television could be controlled by remote; the games on

  internet could be controlled by mice and of course, the games on Apps could be freely

  controlled by their own fingers. The games started from a zero point and when the score

  reached up to 100 points, they would get a virtual invitation letter to access the real game

  setting training module on casino floor. In this way, the managers could track the training

  outcome and analyze the most favorite games for further marketing needs.

<center>31</center>

- Friendly user interface was a core element to deliver the content. Frustrated with technology would dramatically decrease the visitors' interests. A stable and high bandwidth network was also important to maintain their satisfaction.

- This training stage was a self-learning process. The young adult normally have strong self-control ability, especially when they had motivations. However, the fun and brief element is critical to keep attracting their attention. It would be appropriate to design this section within 10 minutes.

Step Two: A Comfortable Classroom Setting to Create Strong Feel of Control

Step two was a very important because the new casino players went downstairs with fresh knowledge about the games and were eager to experience the real excitement of gambling. The research findings showed that aesthetic factors and facilitating factors had significantly influences on visitors' behaviors and mood of participation. The seating comfort, cleanliness, interior decoration, and even scent should be considered into the decor design. An unique, exciting and pleasure environment had directly influenced on overall customer service satisfaction.   Recommendations for desired environment setting would be listed as follows:

- In each table, it equipped one Mandarin-speaking dealer with four or five new Chinese casino players. The players were provided the game chips to simulate the real environment and to practice the sign language in this step. Besides, dealer as an instructor could share them some playing strategies. Chinese players showed a high illusion of control and they believed that the practices would shape their skills and eventually beat the casino to win. When the players not only knew the basic rules but also mastered the games' strategies, they felt they could control the games to win.

- The interior decoration of the classroom should absorb the ideas from Chinese Feng Shui so that it fulfilled Chinese players' needs of high illusion of control. Most of the Chinese believed that a well designed interior decoration would foster the luck and accumulated positive energy which would positive change individual fate. It granted them more powers of control. For example, put stone lions or Hikyuu, an ancient mascot of Chinese, on the entrance of the classroom to protect the treasure. Decor with the red color and avoid white color. Because most of Chinese believed their lucky color was red.

- Avoid any number four on the table because its pronunciation in Mandarin was similar to "death". Play the fast tempo background music with a happiness-theme so that the dealer could speed the gaming procedure and increase the excitement of gambling.

- Provided a semi-closed environment so that the players in classroom on the casino floor would not be interrupted by outside noise, but they still could see the activities happened outside the room. A small group setting in the class could well protect their privacy and ease the awkward as a first time player in the table.

- After one to two completed shows, when the dealer sensed the players were ready, the training session would be officially finished. The players would be granted a graduation certificate as a souvenir. A souvenir could enhance their memory and more importantly to raised their confidence. All the group members would be offered a photo shot if they were willing to pay reasonable money. If the condition allowed, a small shopping counter was set inside the classroom supplying other souvenirs which stood for luck and wealth in the Chinese culture.

Budget and Revenue

This training program was pretty affordable for Casino properties. It integrated the existing resources in the casino. Nowadays, a television video-based training program could easily be created in television channel. It's not hard to design an app or web program either. The training program didn't require big investment. However, if the program works, the outcome would be profitable. When the new Chinese casino players completed their training, they felt more controllable on gambling. Since they were package purchasers and convention visitors, they have fixed schedule. This program gave them an additional entertainment activity during their stays except shopping. The average of overall package purchasers and convention visitors spending on gambling in Las Vegas were around $353. A training program could accept 3 table times 5 persons in 30 minutes. Presumed that two of thirds trainees would continue to play after training and each person spent $300 on gambling, a single training program could generate more $3000 gambling spending for casino properties. The more new Chinese players participated in this program, the more unexpected gambling spending was created. It was predicted that the overall gaming revenue would increase due to the growing number of Chinese visitors. Besides, the findings showed that Chinese oversea visitors were wealthy and normally spent more money than average oversea visitors in records. The actual gaming spending would be more impressive. All in all, it would be a win-win program for both parties.

Suggestions

A small pilot shall try before the mass application. Training the popular games would be a good start, such as Baccarat and Blackjack. Casino managers could use the statistics methods to analyze their games preferences in Step One. The dealer in Step Two shall give the managers directly feedback from the players about their experience and expectation. The managers shall

keep adjusting the program to meet their needs. Meanwhile, the managers could use the statistics data in hand to create more package products, which would encourage the Chinese visitors' spending during their stays.

This program may apply to those people came from a non-English speaking Asian countries, especially in the East Asia such as South Korea and Japan. These countries shared the similar culture background and had the same English barrier.

Limitations

As an exploratory study, several limitations should be recognized. One of the limitations was that it was hard to track and confirm the result of this study. People have many motivations to gambling. It was hard to tell the direct relationship between gambling and training. The training outcome may not be revealed in a short time period.

The study might apply to those visitors from Asian area with similar culture background and non-English speaking countries. Due to different cultural and historical background, the oversea visitors from other areas might differ from Asian area counterparts in their preferences. Las Vegas as a far destination city, it attracted many wealthy Chinese package purchasers and convention visitors. The study might not apply to other gambling destination areas such as Macau and Philippines due to the different visitors' demographic characteristics.

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