CHAPTER ONE
INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

The Australian state of New South Wales (NSW) reportedly has more gaming machines per head of adult population than any other jurisdiction in the world (Kelly, 1990a:7). With 96,672 gaming machines operating in its registered clubs, hotels and one casino by 1999 (Productivity Commission, 1999b:3.4), NSW contributes disproportionately to the global state of Australia as "the second largest national market for gaming machines" after the United States of America (USA) (Kelly, 1990a:4, 43). NSW registered clubs operate 40 percent of all gaming machines in Australia, 74 percent of all gaming machines in NSW, and attract some 92 percent of NSW gambling, machine turnover and gross profit outside the casinos (NSW Department of Gaming and Racing, 1998; Productivity Commission, 1999b:13.5). Indeed, with 74,206 machines operating in 1999, NSW registered clubs held an 8.2 percent share of the estimated 907,354 "high intensity" gaming machines worldwide (Productivity Commission, 1999b:2.11, 13.5, N.22).

The proliferation of gaming machines in Australia, as well as other forms of gambling, has resulted from the country’s comparatively liberal gambling policies (Productivity Commission, 1999b:2.1). Those policies, in turn reflect a culture where gambling largely has been considered an acceptable leisure activity, a distinguishing cultural feature, and a source of national pride (McMillen and Edlingham, 1986:107), being romanticized in popular literature (for example, Hadly, 1950, 1958) and documented in academic circles (for example, Ward, 1958; Caldwell, 1974; Home, 1975; Ingle, 1985; O'Hara, 1988). Further, the key role of Australian state 1

While the Productivity Commission (1999b:5.25) estimated there were 7,332,162 gaming machines worldwide, it considered that the 'high intensity' sector is the most appropriate benchmark for comparison of Australian-style gaming machines with the world market. This gaming of gaming machines has comparatively high turnover, costs, play, losses, spread of play and winnings, and poses potentially higher stakes for problem gambling (Productivity Commission, 1999b:2.11).

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Abstract

The purpose of this study is to examine, from past, present and future perspectives how registered clubs in New South Wales (NSW), Australia strategically manage problem gambling in their machine gambling operations. Seven stages of research are presented and discussed in some detail. The final stage considers implications of key developments during 1998-1999 for the future management of problem gambling by NSW clubs. It was found that by the end 1999, the future direction of NSW in addressing problem gambling pointed toward a combination of legislation and self-regulation, under the leadership of the Registered Clubs Association of New South Wales. The thesis concludes by identifying seven key factors that emerged from the findings as influencing the way in which NSW clubs have managed problem gambling. These are presented as a theoretical framework with potential utility for future investigations of how organisations manage their social impacts.
A bright future awaits organizations that are able to learn from the past and correctly identify how best to move their current PM practices forward. Over 100 years of PM research suggests that, although we have yet to find the perfect recipe to amplify individual and organizational performance, we do know that the most effective PM systems will (a) set clear expectations and goals, and enable revisions as the circumstances shift, (b) provide frequent opportunities for informal and formal feedback, and (c) drive specific behaviors that motivate and. Performance management can be fixed: An on-the-job experiential learning approach for complex behavior change. Industrial and Organizational Psychology, 8(1), 51-76. https://doi.org/10.1017/iop.2014.2. DeNisi, A. S., & Murphy, K. R. (2017). Gambling behaviour is increasingly a subject of public health and policy interest. We regularly collect data on gambling both in terms of information about the consumer and about the method and frequency with which they gamble. We collect participation data through quarterly telephone and online surveys and problem gambling data from the Health survey for England, Scottish health survey, and our Welsh problem gambling survey. We also monitor underage gambling using our young persons survey. This data provides the most robust information to date on gambling participation and problem gambling in Great Britain and provides a baseline for any future changes in gambling activity. Gambling participation. 46% of people have gambled in the past four weeks. This research examines how clubs strategically manage change resulting from alterations in their external environment. Specifically, this paper aims to investigate the marketing implications of recent legislative change arising from restrictions imposed on advertising and promotion of club gaming in one Australian state, the most populous state of New South Wales (NSW). This exploratory study investigated the perceived value of sales promotions for managers and members of six registered clubs on the Far North Coast of New South Wales (NSW), Australia. The study focused on non-gaming machine related sales promotions and explored their influence on members’ decision making process in relation to length of stay, expenditure and frequency of club visitation.