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***Entertainment as a
Tourism Development
Tool in Macao***

Thesis submitted by **Kim Ieng LOI** MSc, PgD, B.Tourism

For the degree of **Doctor of Philosophy**

Department of Tourism

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July 2009

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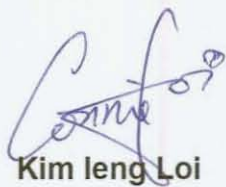
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Statement of the Contributions of Others

I declare that this thesis is my own work but I acknowledge that the production of this thesis has benefited significantly from the contribution of several others. Specifically I acknowledge the tremendous assistance of Professor Philip Pearce and Dr. Laurie Murphy in the supervision of the thesis and their contribution to the editing process.

I also acknowledge Institute For Tourism Studies, Macao for their financial support in the data collection process of this thesis.

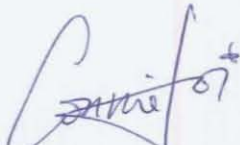


Kim leng Loi

28 July 2009

Declaration on Ethics

The research presented and reported in this thesis was conducted within the guidelines for research ethics outlined in the National Statement on Ethics Conduct in Research involving Humans (1999), the James Cook University Policy on Experimentation Ethics, Standard Practices and Guidelines (2001). The proposed research methodology received clearance from the James Cook University Experimentation Ethics Review Committee (Approval number H2493).



Kim leng Loi

28 July 2009

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28 July 2009

Abstract

The central aim of this thesis is to explore entertainment (its role and function) in the tourism development context. The sequence of discussion commences with a review of the existing literature regarding entertainment (be it in the context of tourism or not). It includes the definition of entertainment made by other scholars, the importance of entertainment as well as some examples of gaming destinations. Based on this literature review, an operational definition of entertainment in the context of tourism was synthesised and developed for the thesis research. This is then followed by a brief introduction concerning the research destination – Macao, a special administrative region of the People’s Republic of China with distinctive characteristics. A conceptual model of the role of entertainment in tourists’ destination experience was outlined. It is argued that entertainment is at the centre of the whole tourists’ destination experience and that it interacts and is affected by competitors, users and suppliers. The thesis comprises 3 inter-related studies:

Firstly, there was a comparative Study of Macao with six other major international gaming destinations (through Internet archival analysis and questionnaires completed by academics). It was a positioning study and Multidimensional Scaling (MDS) was adopted. The key finds of this study were that while the assessment of the physical properties revealed a higher level of similarity among the destinations, especially for Macao which was considered to be highly competitive with the top gaming destinations such as

Las Vegas and Atlantic City in terms of physical data, the perceptual responses by the scholars provided multiple differences. Several comparable pairs of gaming destinations evolved as a result and were discussed in considerable detail.

A second study addressed the perception and evaluation of the existing entertainment activities / facilities by stakeholders in Macao and adopted a destination benchmarking approach. This study was approached using questionnaires completed by tourists (sample size = 200), industry employees (sample size = 48) and Macao residents (sample size = 200). Some of the principal results indicated that (1) Macao was not very favourably rated given the competition arising from the six selected gaming destinations and it was particularly weak in the non-gaming entertainment elements which were suitable for families and children; (2) gaming-related entertainment activities did not play a very important role in the destination choice process but did exert significant influence on tourists' on-site destination experience; (3) non-gaming entertainment elements played bigger role in the destination choice process; (4) satisfaction with the entertainment provision had a significantly positive effect on the overall destination experience but (5) the importance of a destination's entertainment provision did not powerfully enhance the tourists' destination experience.

The final study used Discourse Analysis to explore the prospects for entertainment development in Macao through key stakeholder interviews. The information obtained from these extended conversations revealed the

importance of entertainment in the tourism development of Macao but there were constraints on this enthusiasm for the role of entertainment. Some of the concerns highlighted by the policy-makers and the stakeholders included potential conflicts between the public and the private sectors in the collaboration process; the over-reliance on gaming development; the changing of government in 2009; and the continuous determination of the government in fostering sustainable tourism by allowing more room for entertainment development.

One overall contribution of this thesis has been to explore closely the perspective on entertainment in a gambling linked tourism context. In particular, the three studies have also highlighted two key misalignments, one between the structural comparison and the perceptual comparison of destinations (discussed in Chapter 3) and another between the low importance of entertainment in destination choice process and the high influence of a positive experience in entertainment activities on the overall tourists' destination experience (discussed in Chapter 4). The thesis also outlined some prospect for further localised work on entertainment in Macao but also suggested the wide applicability of entertainment-based studies in many tourism destinations.

Two full journal articles were published from this thesis. Chapter 3 of this thesis has been published as:

Loi, K.I. (2008). Gaming and entertainment tourist destinations – A world of similarities and differences. *Tourism Recreation Research*, 33(2), 165-183.

Chapter 4 has been published as:

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"I would rather entertain and hope that people learned something than educate people and hope they were entertained."

- WALT DISNEY (1901-1966)

Chapter 1

Introduction - Entertainment

Chapter Outline

1.1 Introduction

1.2 Why entertainment

1.3 Growth and Importance of Leisure and Entertainment

1.4 Current Entertainment Literature

1.5 Definition of Entertainment in Tourism Context

1.6 Theming

1.7 Chapter Summary

This thesis considers entertainment in the context of tourism. The first chapter serves as a justification for the selection of entertainment as the focus of research. The chapter also provides an introductory note on the conceptions of entertainment in the current literature. Entertainment has had many different forms of interpretation, yet little literature examines entertainment from the point of view of it as a tourist activity, and therefore as an important revenue-generator in the tourism industry.

1.1 Introduction

The central aim of this thesis is to explore entertainment (its role and function) in the tourism development context. The sequence of discussion commences with a review of the existing literature regarding entertainment (be it in the context of tourism or not). It includes the definition of entertainment made by other scholars, the importance of entertainment as well as some examples of gaming destinations. Based on this literature review, an operational definition of entertainment in the context of tourism was synthesised and developed for the thesis research. This is then followed by a brief introduction concerning the research destination – Macao, a special administrative region of the People’s Republic of China with distinctive characteristics. A conceptual model of the role of entertainment in tourists’ destination experience was outlined. It is argued that entertainment is at the centre of the whole tourists’ destination experience and that it interacts and is affected by competitors, users and suppliers.

1.2 Why entertainment?

“You Are Now Entering the Entertainment Zone” is the title of the first Chapter in Wolf’s (1999) book “The Entertainment Economy”. We are

indeed entering the entertainment era. Las Vegas, Atlantic City, Genting Highlands, Macao, Gold Coast, Monaco, Sun City, among others, all have one thing in common, that is, they are moving towards being recognized as “Cities of Entertainment”. For a tourist destination, entertainment is more than just a public good for the local community; since tourists are another major user group and must be considered. Entertainment in the tourism context is not widely researched and there is no one specific type of tourism named Entertainment Tourism. The existence of the following forms of tourism from the literature (in alphabetic order) can be highlighted:

Adventure tourism (Benley, et al., 2007; Buckley, 2007; Swarbrooke, et al., 2003)

Agritourism (Kuo & Chiu, 2006; McGeehee, et al., 2007)

Archaeological tourism (Kirch & Kirch, 1987)

Backpacker Tourism (Hampton, 1998; Murphy & Pearce, 1995; Scheyvens, 2002)

Cultural tourism (Hughes & Allen, 2005; MacDonald & Jolliffe, 2003; Tighe, 1985)

Dark tourism (Lennon & Foley, 2000; Strange & Kemper, 2003)

Ecotourism (Jones, 2005; Tsaur, et al., 2006; Weaver & Lawton, 2007)

Extreme tourism (Baldacchino, 2006)

Heritage tourism (Garrod & Fyall, 2000; Li, et al., 2008; McKercher, et al.,

2005; Poria, et al., 2003)

Literary tourism (Fawcett & Cormack, 2001; Herbert, 1996; Squire, 1994)

Medical/health tourism (Connell, 2006; Goodrich & Goodrich, 1987; Kaspar, 1990)

Music tourism (Butler, 2006a; Sellars, 1998; Xie, et al., 2007)

Pilgrimage/Religious tourism (Eade, 1992; Nolan & Nolan, 1992; Rinschede, 1992)

Sex tourism (Cohen, 1988; Hall, 1998; Iverson & Dierking, 1998; Oppermann, 1999; Ryan & Hall, 2001; Ryan & Kinder, 1996)

Space tourism (Apel, 1997; Ashford, 1990; Billings, 2006; Collins, 2006)

Sustainable tourism (Briassoulis, 2002; Herremans, 2006; Hunter, 1997; World Tourism Organization, 1999)

Virtual tourism (Cheong, 1995; Chiou, et al., 2008; Wang, et al., 2002; William & Hobson, 1995)

Volunteer tourism (McGeehee & Santos, 2005; Wearing, 2001)

Wine tourism (Getz, 2000; Hall, et al., 2000; Sparks, 2007)

There is no such study on entertainment tourism. Nevertheless, few people would agree that they would not seek entertainment of some sort when they travel and as Wolf (1999) also pointed out, “*(E)entertainment content has seeped into every part of the consumer economy ...*” (p.4). Because of the exclusion of this important aspect from the general forms of

tourism, there is a need to fill this gap. Additionally it can be suggested that while there is not a specific focus on entertainment and tourism, elements of entertainment penetrate many of the “content” forms of tourism outlined.

1.3 Growth and Importance of Leisure and Entertainment

1.3.1 Transformation of Leisure and Life Style

A look at how life style has evolved to its current status will reveal the increasing importance of leisure and entertainment in modern society. A knowledge and understanding of leisure history facilitates better vision of the current and future paradigms (Leitner, Leitner & Associates, 2004).

We live in a society that is changing all the time. Side by side with these changes, life style and leisure have undergone considerable transformation and will continue to do so in the future (Kelly & Freysinger, 2000). It can be easily visualised how life would be when there was nothing to worry except filling the stomach and finding a safe place for the night. People then were not aware of the need or existence of leisure. They might be doing things that were leisurely in nature but were not even aware of them. It is therefore difficult to be definitive about a precise starting date for the activity we know as leisure. In earlier times forms of leisure might have

been very simple but there is ample evidence that at least painting and structured sports are several thousand years old (Toner, 1995).

As time and life styles have changed, however, so have the leisure alternatives. A fact is that almost everyone engages in leisure activities of some sort – watch a movie, go to theatre plays, go shopping, or have some special hobby or interest (Kelly & Freysinger, 2000). The rapid development of technology and economy increases *“the efficiency of provision for basic wants (and) allows the society to shift its time progressively towards production and consumption activities relating to more sophisticated wants”* (Gershuny, 2000, p.19). These wants are far beyond the basic needs of avoiding starvation and having a safe shelter.

As economies progress and people get richer, their demand for the type of life they want to live or deserve becomes more sophisticated. At the same time however, as they get richer, they might get busier (Gershuny, 2000) and the time available for such pursuits might be less. This creates a contradiction – “people have time but could not afford leisure activities” versus “people have money but time is a scarcity”. Nevertheless the ultimate question lies with how important people perceive leisure to be. A Canadian survey conducted in 1997 reported that over half of all Canadians thought that leisure was as important as work, if not more important (Pavelka, 2000). An American national survey also found that 41 percent of the public thought leisure was more important than work while only 36 percent reversed

this perspective. Additionally 23 percent thought leisure and work were equally important (Roper Organization, 1990). As leisure time is crowded out by daily work stress, the importance of leisure appears to be growing.

Another school of thought identifying the growing importance of leisure takes a completely different perspective. It suggests that the growing importance of leisure is not because of time scarcity but instead reflects the availability of more free time across the life span. There is a growth of free time and a higher level of affluence. People of all ages and backgrounds are involved in different forms of leisure activities (Kraus, 2000). This perspective argues that people are getting more protection from work union and labour laws which trim down daily/weekly/month work hours and yet they are also earning higher incomes. Other benefits generating a growth in leisure include a set retirement age and provident/pension fund schemes. Coupled with the medical advancement, the net result is that many people nowadays have more life time free for leisure and less constraints from paid work (Godbey, 1997; Kraus, 2000; Mannell & Reid, 1999; Roberts, 1999). As free time continues to increase, there will be a growing awareness of leisure among people. No matter which school of thought one follows, the ultimate consequence is that demand for more diversified and higher quality leisure activities is ever-increasing. Dumazdier (1967), one of the early contributors to leisure study, noted that the main functions of leisure are entertainment, relaxation and personal development. The demand for these benefits could apply to entertainment as well as to leisure in general. It is the specific topic of entertainment which is a sub-set of the growing world of

leisure which is at the core of this thesis.

1.3.2 Entertainment – Status Quo

The entertainment sector of the economy has gradually become an important force in the services industry, employing more than 2.5 million people in 1995 (Gleckman, 1995; Koku, 1995). Wolf's (1999) statistics show that entertainment is a \$480 billion industry with a growth of 50 percent per year in the next five years. Consumer expenditure on entertainment and recreation has increased rapidly from US\$290.2 billion in 1990 to US\$841 billion in 2007 (or about 8.7% of total consumption) (U.S. Bureau of Economic Analysis, 2007). All these statistics show the growing importance of recreation and entertainment in the daily life of people.

Gaming, a term mostly associated with wagering money on chance outcomes as a recreational pursuit, represents one of the fastest growing and profit-making sectors in the world. Gaming accounted for 36 percent of the nearly \$100 billion spent on entertainment by Americans in 1999 (Pellegrini, 2001). Casino gaming is often considered a catalyst for the development of a tourism industry and a quick solution for a declining or stagnating economy, providing good revenues, job opportunities, and visitor arrivals. A recent report on "Basic Policy for the Introduction of Casino Entertainment into Japan" stated that the gaming industry could bring in the following benefits: (1) improve tourism (2) provide government revenue (3) enhance entertainment

industry and (4) provide economic stimulus (Doocey, 2007). The global casinos and gaming sector grew by 5.3% in 2006 to reach a value of USD\$306 billion and it is forecast that, in 2011, the global casinos and gaming sector will have a value of \$396.8 billion, an increase of 29.7% since 2006 (Datamonitor Plc., 2006). The importance of gaming as a revenue-generator cannot be ignored.

In many gambling destinations, entertainment has been a critical element in the experience. Those destinations which are trying to combine these two lucrative sectors (gaming and entertainment) together hope to see synergy and diversification created as a result. Entertainment helps create a better image and package for the gaming industry; in return, gaming revenue supports the huge capital needed for the continuous development of entertainment elements. For example, Tenner (1997) postulated that “... *entertainment is becoming the primary focus of Las Vegas. Tourism is based on entertainment now, not gaming ... It means the quality of our entertainment is improving ... most importantly, we are setting precedents for all types of entertainment.*” (p.5).

This is especially true for gambling destinations. The business plan of most managers and owners of casinos has been to pursue diversified entertainment ventures and no longer exclusively rely on gambling. As a result, most people prefer to use the term “gaming” instead of gambling to reflect the recreational component of the industry. For many people, gambling

may simply mean a pure risk-taking action for which the pursuit of recreation is not paramount. Because the image of gambling is sometimes associated with a certain level of negativity, the incorporation of entertainment into gambling helps dilute this negative image. d'Hautesserre (2000), quoting Paynton (1993), considered that, the incorporation of entertainment could make visiting a casino no longer a vice, only a slightly sinful indulgence. Entertainment is thus fast becoming the driving wheel of sections of the new world economy. In this era of entertainment, people are spending more and more on entertainment and recreation today than they are putting away for later (Wolf, 1999). Entertainment has also been seen as a regeneration or rejuvenation strategy for the sector (McCarthy, 2002; Fainstein & Robert, 1998; Minton, 1998). Many gaming destinations have an entertainment orientation emphasising media, arts and sports, while only a limited few are set in the context of tourism (Bosshart & Macconi, 1998; Dyer, 1992; Hughes, 2000; Inskeep, 1991; Peterson, 1996; Vorderer, 2001; Waters, 1994; Wolf, 1999; Zillmann & Bryant, 1986).

1.4 Current Entertainment Literature

Entertainment has been discussed by many scholars but very few of them have a tourism focus. Waters (1994) made a case for an all inclusive approach to entertainment. Hughes (2000) differentiated entertainment from arts by listing points of differentiation as follows:

Table 1.1 Differences between Entertainment and the Arts

Arts	Entertainment
Refinement	Enjoyment
Learned	Frivolous
Serious	Passive
Creative	Self-indulged
Enlightenment	Pleasure
Expressive	Fun
Fundamental	Excitement
Purposeful	Escapist
Emotional	Delight
Inspirational	Amusement
Cultured	Transitory

From Hughes' table, one can notice an emphasis on the enjoyable and

pleasant features of entertainment as opposed to the more serious and self-advancing nature of art. There is a clear distinction between art and entertainment (Hughes & Allen, 2008) and therefore they should not be treated as interchangeable.

Hughes also classified entertainment as including live performances of music, dance, shows, plays, going to cinemas, clubs and discos, sport matches, watching television, playing computer games and listening to CDs.

According to Bosshart and Macconi (1998), entertainment can be described as and is experienced as a “*reception phenomenon*” (p.3). In this context, entertainment meant (1) psychological relaxation (restful, refreshing, light, distracting); (2) change and diversion (it offers variety and diversity); (3) stimulation (dynamic, interesting, exciting, thrilling); (4) fun (it is merry, amusing, funny); (5) atmosphere (beautiful, good, pleasant, comfortable) and (6) joy (happy and cheerful) (Bosshart & Macconi, 1998, p.4). Similarly Crouch and Ritchie (1999) also echo the view that entertainment primarily encompasses behaviours where the visitors assume a rather passive “spectator” role than an active “participant” role.

Bosshart and Macconi (1998) also postulated that the basic factors of the term “entertainment” would show the following profile:

Entertainment is pleasant, agreeable, good, beautiful, and enjoyable.

Entertainment is light, restful, easy, not demanding, and not compulsory.

Entertainment is stimulating, dynamic, alive, exciting, thrilling, spontaneous, and varied.

As such, entertainment in their views has basically active, tension-reducing, and positive components. This view is shared by Zillmann and Bryant (1994) who defined it as any activity designed to delight.

The views of Vorderer (2001) do not seem to agree totally with those of Bosshart and Macconi (1998). Vorderer asked what exactly entertainment was and how entertainment could be described and explained. He placed it in the context of mass media. He pointed out that it was difficult to answer these questions because there were at least two misunderstandings of what entertainment actually was. The first one saw entertainment as a feature of the media offer itself and it is the characteristics and the people controlling from behind the media that dictate the level of enjoyment. Vorderer, however, disagreed with this first view and thought that the users were the ones to decide what was entertaining and what was not, not the media. A second misunderstanding saw entertainment in direct contrast to information. That is, the most entertaining experience should be one with the least information. Vorderer contended by way of contrast that an experience could be entertaining and self-enlightening at the same time. In responding to Bosshart and Macconi's proposition that entertainment experiences were primarily pleasant and joyful, Vorderer considered that entertainment would

be primarily, but not exclusively delightful. He pointed out that the notion of unpleasant, even distressing experiences that the audience might experience could still be regarded as an entertaining experience. As a result, entertainment, to Vorderer, was an activity that was most often characterised by different forms of pleasure but – in certain situations – also by unpleasant aspects. It was an intrinsically motivated action that usually led to a temporary change in perceived reality.

Inskeep (1991) has identified a common system of classification of tourist attractions and activities which can be seen as relevant to this discussion. The classification system categorised the tourist attractions and activities into 3 major groups. Natural attractions that are based on features of the natural environment; cultural attractions that are based on man's activities; and special types of attractions that are artificially created. It is within the third category entertainment activities were placed. The Macao Government Tourist Office (government tourism board in Macao) has its own classification of entertainment which seems to agree with the manmade feature supported by Inskeep (1991). Descriptions are found on Appendix I.

From the above literature review, obviously there is no one common definition demarcated within the tourism context and the better specification of the phenomenon of interest is a necessary step in establishing the framework of interest for this study.

1.5 Definition of Entertainment in Tourism Context

Based on the literature reviewed, the proposed definition of entertainment set in the tourism context is:

“Any revenue-generating (direct or indirect) activities that are artificial or structured (e.g. street performances are structured but passing-by crowds, which some people find entertaining, are not), not practised at home (thereby eliminating home theatre, video games, television and other media programme and the like, all of which are common inclusions of the general entertainment elements), with tourists as one of the core audience groups, and, upon completion (the end is important, the process can therefore include elements that are not really delightful), produce a range of emotional responses that relieve the audience from daily stress. Entertainment is predominantly receptive, but occasionally participative.”

Entertainment activities are not an end themselves but are means to an end. How they achieve this end is not as important. They can be pleasant in nature or distressing. As long as the end is achieved, they are then deemed as entertaining. Such activities should be equally enjoyed by both residents and tourists. In the context of tourism, entertainment should be confined to those activities that are both reachable by residents and tourists.

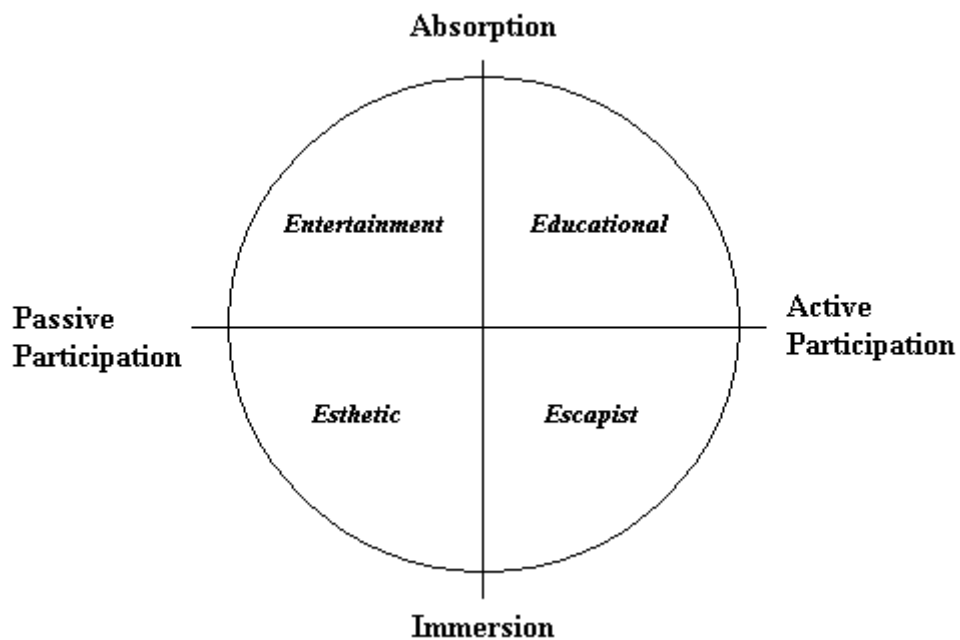
Tourism connected entertainment is conceived of as requiring consumer travel and mobility (Pearce, 2005a). Pearce (2008) also pointed out that the audience for the entertainment should largely be comprised of tourists if it is to be studied in the context of tourism. As a result, activities which tourists cannot access, such as community entertainment (programmes organised by neighbourhood associations for example) will be excluded (It is also for this reason that the home entertainment elements are excluded from the definition of entertainment proposed above).

Entertainment can be both fee-paying and free. If it were to be applied as a tourism development tool however, some economic benefits have to be sought. Recall that one school of thought for the growing demand for leisure is that people have less and less free time for entertainment (Wolf, 1999); their desire to have themselves entertained is becoming higher and higher; their willingness to spend more on quality-assured entertainment is getting stronger than ever. Since free time is becoming a scarcity, whenever they can afford to spend it, especially through vacationing elsewhere, they demand it to be spent with the highest quality, not minding to invest more money to make this happen. Wolf (1999) mentioned that in a study by Telenation Survey, 84.2% of the public chose fun as the prime reason for making a vacation decision, as compared to a mere 9.7% for luxury and an even lower 4.1% for elegance. The goal of fun is consistent with the entertainment emphasis being studied in this thesis.

Increasingly, people are not easily satisfied with ordinary entertainment activities (Wolf, 1999). Since their free time is so scarce, they demand high quality experiences rather than simple participation. Traditionally, people felt entertained by, for example, spending a whole afternoon in making a flowerbed or walking around a city, either free of charge or at a very low cost. Now we are entering into an entertainment era when time is a luxury rather than a necessity and people are showing a willingness to spend money in exchange for a more concentrated dose of entertainment at the highest quality possible. In other words, the entertainment pattern may change from a free-of-charge flower-bedding afternoon to joining a fee-paying rose-pruning lesson which is compacted to one and a half hours.

Following these considerations, it is proposed to focus in this research on revenue-generating entertainment. That said, it does not mean that only entertainment that can generate direct revenue will be included. In fact, some image-building entertainment elements are as constructive to the destination as any revenue-generating entertainment. One good example is the free-of-charge shows and performances held in Las Vegas. The more famous ones are the water fountains outside the Bellagio Hotel, the volcanic-eruption outside the Mirage and the laser-ceiling show in the old town. These shows and performances are non-gated but help draw flows of tourists and create a positive image. These shows and performances therefore bring indirect revenue to the destination. In addition, Bosshart and Macconi (1998) highlighted the receptive nature of entertainment. Pine and Gilmore (1999) stated that experiences had always been at the heart of

entertainment and framed experience into four “realms” (Figure 1.1). According to them, the kind of experiences most people considered as entertainment occurred when they passively absorb the experiences through their senses. This coincides with the interpretation of entertainment as a receptive phenomenon by Bosshart and Macconi.



Source: Pine & Gilmore, 1999

Figure 1.1 The Experience Realms

To summarise, the definition of entertainment proposed here comprises the following characteristics:

It should relieve people from daily stress upon completion.

The process can be both pleasant or, if less pleasant, engaging.

It should be revenue-generating and/or image-building (both direct and indirect).

It should be accessible by both residents and tourists.

It should be artificial and/or structured (not of natural resources nor pure cultural purposes as per Inskip's classification).

It should be practised in places other than home.

It is predominantly receptive.

There are three key stakeholders of entertainment implicit in this definition.

The first key component is the entertainment providers who provide, structure and direct the performance. A second key component is the performers themselves to be received, and in occasions, to get involved in. A very last stakeholder group is the audience – the receivers of the performance.

With these three key components, the new definition will now exclude many elements which are traditionally thought as part of entertainment, such as sport participation and going to non-themed restaurant and food establishments.

There are many activities that carry dual or multi-purposes. In this case, only those activities (or participants) whose core purpose suits the definition

of entertainment proposed here will be included. Let us take participation in sports as an example. People may watch sports for many reasons. If people go to watch a basketball game mainly because they are sport journalists, this is not included in the definition. By way of contrast, those people who pay to watch sport activities for leisure purpose are included (Waters, 1994).

Following the above proposition, the classification of entertainment by such bodies as the Macao Government Tourist Office, needs to be reshaped. One very preliminary observation is the lack of several commonly cited entertainment elements in such lists, namely, themed restaurants and other food establishments, festivals and events, themed shopping facilities and theme parks. The scope of entertainment and the presentation of entertainment at tourist destinations will be revisited later in the thesis.

1.6 Theming

From the definition above, an important role of the themed experience in the entertainment system can be identified. Themed dining, themed shopping, themed parks are all common terms, and once a theme is involved, a certain level of entertainment is to be expected by the consumers who anticipate “*the opportunity to be entertained and to enjoy novel experiences*”

(Bryman, 2004b, p.16). And as Wolf (1999) suggested, we are living in an entertainment economy. Constant exposure to forms of entertainment heightens people's expectations of being entertained in many activities even when the main focus of these occasions is not entertainment (Bryman, 2004b). Therefore it is not surprising to see many operations across different industries trying to "dress up" their operations with different themes.

1.6.1 Themes in Different Industries

The most typical and pioneering example of theming is Disneyland. The first Disneyland in Anaheim used the overall theme of celebrating America and its achievements as well as attempting to create a magical place in which people can leave reality temporarily and submerge themselves in "The Happiest Place on Earth" (Bryman, 2004b). Other theme parks include Universal Studio which uses Hollywood movies as the theme centre; Alton Towers in the UK carrying a Gothic-style country house theme; the Fisherman's Wharf in Macao representing various places around the world, in the style of different world seaports such as Cape Town, Amsterdam, Venice, New Orleans, Miami; the Window of the World in Shenzhen China showcasing the famous landmarks around the world in miniature; and the HelloKittyland in Tokyo Japan which uses the Japan-created Sanrio characters as the theme. Many destinations have included theme parks into their tourist product portfolio because a theme park alone can attract millions of tourist attendance (Swarbrooke, 1999). By applying a particular theme,

these parks could proclaim themselves as theme parks rather than clustering with the many other amusement parks in this highly competitive arena.

Like the amusement parks, the restaurant business is drawing on an array of themes of music, sport, movies, history and geography. The Hard Rock Café, the Planet Hollywood, the Rainforest Café, the Harley-Davidson Café, McDonald's and the KFC are just some examples. A theme is very important in the restaurant business in the whole entertainment industry because only themed dining is included in my definition proposed above but not ordinary dining. People go to a restaurant for many reasons. Some of them simply go there for the sake of filling stomachs, others are seeking a pleasure dining experience on top of this basic need fulfillment. The former focuses on the products (food) and the latter focuses on the experience (ambience, service, décor etc.). The incorporation of a theme helps enhance such experience and instill elements of entertainment into the event. In themed restaurants, experiences are sometimes more important than the food itself which "*functions as a prop for what is known as an 'eatertainment' experience*" (Pine & Gilmore, 1999, p.3).

The application of themes is very wide indeed. Parades, fairs and festivals are commonly organised as themed events (Sonder, 2004). Themes are also seen in hotels, shopping malls (terms such as "shoppertainment" and "entertailing" are recently used to refer to the integration of entertainment with retail), museums, casinos and any

businesses that are deemed to be able to benefit from the incorporation of a theme. Besides the benefits brought by the theme application, merchandising at a themed location is significant and can be a major contributor to profits from the operations (Bryman, 2004). A vast array of merchandise bearing the theme logo or mascot can be marked up with a larger profit margin than the same products without the application of theme. The widespread popularity of such merchandise effectively serves two roles; they are both products for sale and promotional tools. Undoubtedly theming is a critically important element of the entertainment industry.

1.7 Chapter Summary

This chapter introduced the thesis topics by considering the evolution of leisure and modern life. It highlighted the growing importance of leisure and entertainment in contemporary society. A gap in the literature was discussed and the need to study entertainment in the tourism context was identified. In addition, the review synthesised a more specific definition of entertainment in the tourism context from the many different definitions of entertainment that currently exist. The centrality of theming in defining entertainment was specifically considered as an important variable for future consideration. These fundamental points comprise a background for the further construction of the thesis.

Chapter 2

Destination in Context and Thesis Framework

Chapter Outline

2.1 The Context - Macao

2.2 The Proposed Conceptual Model

2.3 Chapter Flow Structure

2.4 Relevance of Thesis

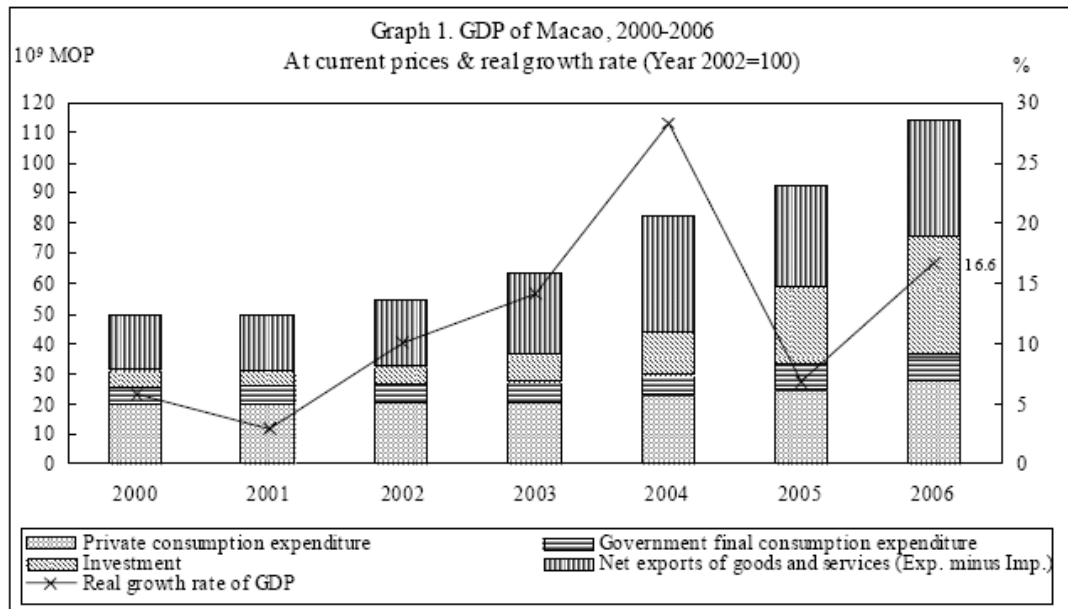
This chapter gives an overall introduction to Macao, which provides the context of the thesis. It also sets forth the overall conceptual model proposed in the thesis and considers each of the research questions embedded within the model and how they can be answered. Methodology, aims and goals for the research overall are presented in outline only.

2.1 The Context - Macao

2.1.1 *The Current Situation*

The thesis will be based in Macao and therefore it is appropriate to describe the current situation of Macao.

Macao, a former colony of Portugal and now an important coastal city on the west bank of the Pearl River in the southeast of China, is merely a small dot (27.3 km²) on the world map. Its economic and political importance exceeds its small size, however. In 2003, despite the negative influence of the war in Iraq and SARS, Macao still witnessed a real GDP growth of 15.6% (Macao Statistics and Census Service 2003), at 63.37 billion (equivalent to around USD7.92 billion) and a real GDP growth of 16.6% in 2006, amounting to more than 110 billion (equivalent to around USD14 billion). The GDP growth for the current 7 years is shown in Fig. 2.1 below.



Source: Macao Statistic and Census Service 2008a

Figure 2.1 GDP of Macao 2000-2006

Macao relies very much on the tourism and the gaming industry employs around one-third of its working population (Macao Statistics and Census Service, 2008a) and 85.6% of the total government tax revenue in 2006 came from direct gaming taxes (Monetary Authority of Macao, 2008). Macao is the only legalised gaming city in China. It has been labeled for a long time as the “Las Vegas of the East”. The enclave’s gaming revenue, amounting to 57.5 billion patacas (more than USD7 billion), exceeded that of Las Vegas in 2006 (Macao Gaming Inspection and Coordination Bureau, 2008). Gaming revenue contributes to more than 50% of Macao's Gross Domestic Product and 70% of government revenue (Macao Statistics and Census Service, 2008c).

This small piece of land received close to 27 million visitors in 2007 (a contrast to the local population base of 448,500) (Macao Statistics and Census Service, 2008d). The tourism industry, however, differs from many other economic activities in that it is subject to considerable instability of demand (Sinclair, 1999) and at the same time highly seasonal. Such high level of uncertainty means that tourism destinations without affluent reserves and savings are exposed to the risk generated from such instability in terms of income generated. The tourist profile of Macao is also very concentrated. Visitors to Macao mainly come from three markets – Mainland China, Hong Kong and Taiwan. These three markets accounted for over 92% of total visitor arrivals in 2006 (Macao Statistics and Census Service, 2008d). In fact, visitors coming from Mainland China and Hong Kong outnumbered that of Taiwan. These two places of origin generated 86% of the visitor arrivals (see Table 2.1 below). Hong Kong used to be Macao's largest generator of tourists before 2002. This situation, however, has slowly changed and Mainland China visitors have exceeded Hong Kong visitors since 2003. This is not surprising since it was in July when Macao started opening up for individual visa application by some places in Mainland China. More and more cities have received this ¹privilege since then. At the same time the tourist arrivals from other destinations remain relatively stable. This could mean only one thing, that is, Macao's clientele base is too narrow and concentrated. It relies too heavily on the two nearby markets. The tourism industry can be regarded as a highly seasonal and demand-driven industry. It is also so vulnerable that it is often the first to be hard-hit in times of crisis.

¹ Mainland Chinese were not allowed to come to Macao and Hong Kong by applying for individual visa prior to this policy. They travelled to Macao and Hong Kong by applying for a group visa and followed a packaged guided tour.

This is compounded by the fact that the tourist-generating countries coming to a destination are themselves very sensitive to (possible) bad news, thereby making the demand very unstable. This problem would be intensified if the market sources are very concentrated and from only a few places, such as in the case of Macao. Therefore Macao, although it has achieved quantity in terms of tourist arrivals, it is in fact very prone to negative impacts arising from any sudden changes in the demand and/or taste of the tourists from these two concentrated market sources.

Table 2.1 Visitor Arrivals by Top Places of Origin 2002-2007

Nationality	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
	2002		2003		2004		2005		2006		2007	
TOTAL	11,530,841	100.00	11,887,876	100.00	16,672,556	100.00	18,711,187	100.00	21,998,122	100.00	26,992,995	100.00
EAST ASIA	11,070,552	96.01	11,514,589	96.86	16,059,117	96.32	17,851,876	95.41	20,746,372	94.31	25,014,160	92.70
China												
Mainland China	4,240,446	36.77	5,742,036	48.30	9,529,739	57.16	10,462,787	55.92	11,985,655	54.48	14,866,391	55.1
Hong Kong	5,101,437	44.24	4,623,162	38.89	5,051,059	30.30	5,611,131	29.99	6,935,554	31.53	8,174,064	30.3
Taiwan	1,532,929	13.29	1,022,830	8.60	1,286,949	7.72	1,482,287	7.92	1,437,752	6.54	1,444,082	5.3
Japan	142,588	1.24	85,613	0.72	122,184	0.73	169,487	0.91	220,642	1.00	299,403	1.1
Korea	50,447	0.44	38,281	0.32	65,631	0.39	120,876	0.65	162,834	0.74	225,417	0.8
Others	2,705	0.02	2,667	0.02	3,555	0.02	5,308	0.03	3,935	0.02	4,803	0.0

Source: Macao Statistics and Census Service, 2008d

In addition to the concentration problems, the average length of stay of tourists in Macao has always remained low at 1.1 days (Macao Statistics and Census Service, 2008d). In fact, around 50% of tourists do not stay overnight. One of the mostly cited reasons is that people come to Macao mainly for gambling. They do not perceive Macao as an attractive tourist destination other than a gambling paradise. With the liberalisation of the gaming industry, the reliance of Macao tourism on this sector is even more obvious. Whether this trend is good or bad remains inconclusive as there are both advantages and disadvantages to the opening up of the gaming market. Nevertheless, the Macao SAR Government has sought to diversify for the interests of visitors and to package Macao in ways that it has more to offer. For example, the Macao government submitted an application for listing “The Historic Centre of Macao” to the World Heritage List in 2002. This attempt was announced as successful on the 15th of July 2005 and “The Historic Centre of Macao” has now been formally inscribed on the World Heritage List, making it the 31st designated World Heritage site in China (Macao World Heritage, 2005).

In fact, Macao should be actively assessing and enhancing other aspects (tourism products) that can entice visitors to stay longer. Hong Kong is a very good example. Hong Kong is an attractive city for establishing retail outlets: it received 25.25 million visitors in 2006 (Hong Kong Census and Statistics Department, 2008). Tourist receipts totalled over US\$11 billion in 2006, some US\$6 billion of which was for shopping, with a per-capita shopping spending of around US\$240 (Hong Kong Tourism

Board, 2008), as opposed to US\$93 in Macao in 2006 (Macao Statistics and Census Service, 2008d). Macao surely needs to find a way to enhance its tourism product so as to maintain its competitiveness.

2.1.2 The Hypothetical Situation

In terms of visitor arrivals, if we frame Macao's statistics into Butler's (1980; 2006b) Tourism Area Life Cycle (TALC) model (Fig. 2.3), Macao has not even reached the stage of consolidation, not to mention the stage of decline (Fig. 2.2).

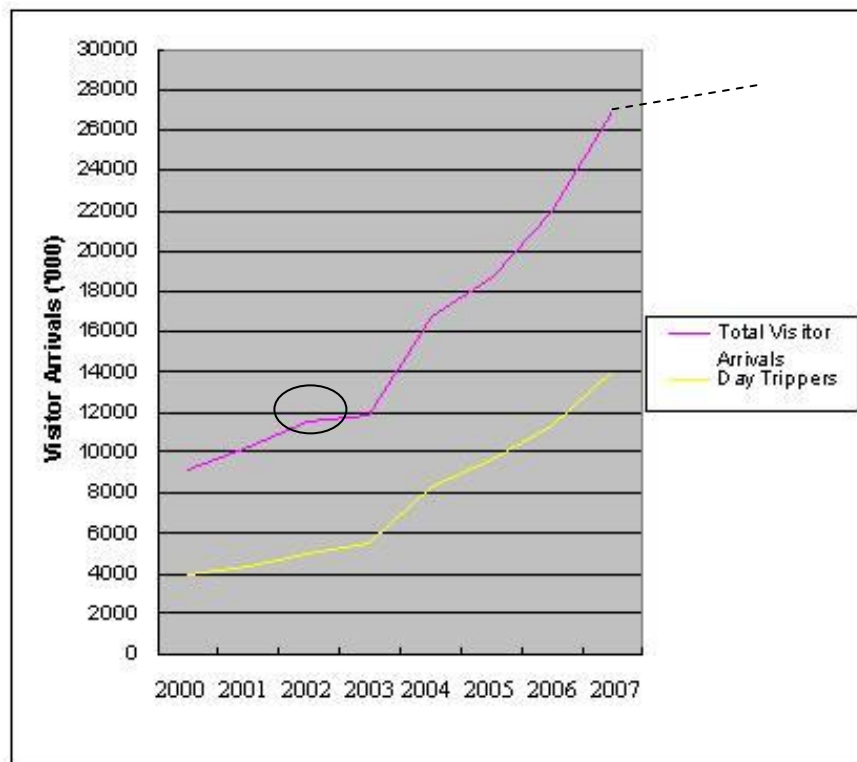
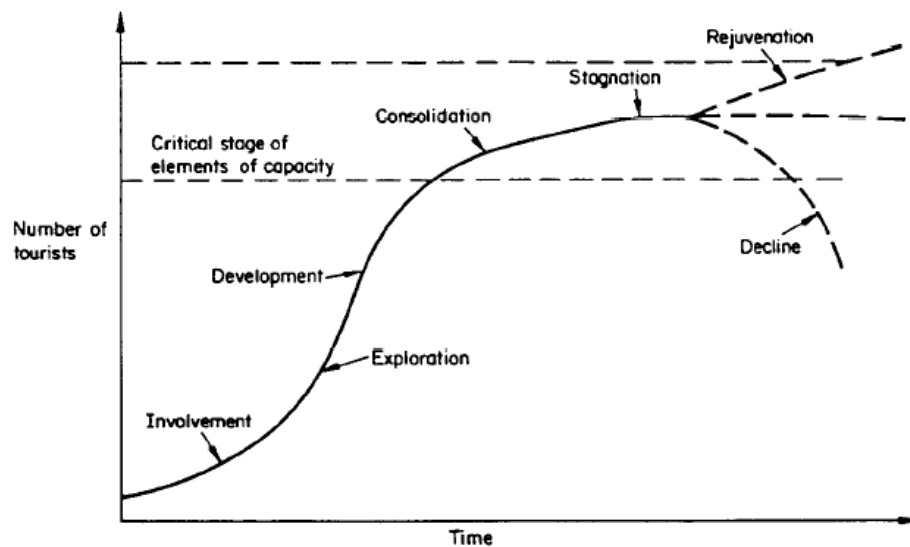


Figure 2.2 Current Visitor Arrival Trend in Macao

Does that mean that Macao's prospects are all positive and there is no need to rejuvenate though? As mentioned earlier, the quantity is there but the quality is not. Half of the visitors are day-trippers and the origins of visitors are very concentrated. In addition, the average length of stay of tourists coming to Macao was only 1.1 days and the per-capita expenditure was very low at USD200 in 2006 (Macao Statistics and Census Service, 2008d). Half of the visitors coming to Macao do not stay overnight because most of them think that Macao has nothing to offer except gaming. More importantly, if we do not consider the surge in tourist arrivals starting 2003 when the Mainland Chinese government implemented the open-visa policy (previously mentioned in footnote 1) to various provinces, we can say that Macao had actually reached the stage of stagnation. Now with the tremendous increase in Mainland Chinese visitors, the situation is brought to a new stage of growth. Macao is reaching the point of saturation however, and it is reasonable to expect that Macao will reach another stagnation very soon (see the dotted line in Fig. 2.2).

The evidence is adequate to signal a need for rejuvenating strategies. Obviously, the government has to develop other tourism products to keep people in Macao for longer period. It is definitely advantageous to select tourists who tend to stay longer and spend more. An interpretation of Butler's TALC model is that the definition of the different stages is not confined to the number of tourists *per se* but also to the tourist composition. Macao, being such a small space and with very few natural resources, there

are limited tourism development options. The role of entertainment in destination development in Macao could be to serve as a tool to improving the composition of tourists (more overnight visitors who are willing and able to spend more) by offering greater variety in entertainment activities / facilities. A substantial justification for exploring the entertainment topic in Macao is therefore provided by this contextual consideration of Macao's vulnerability in terms of its tourism positioning and product.



Source: Butler, 2006b

Figure 2.3 TALC Model

2.2 The Proposed Conceptual Model

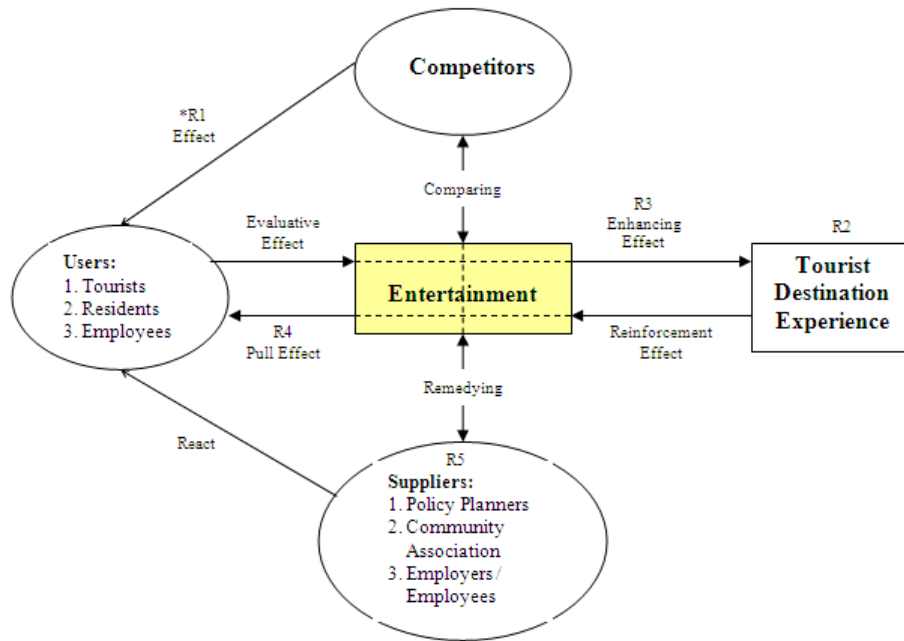
2.2.1 *The Tripartite Model for Tourists' Destination Experience*

The tourism product is a complex consumption experience that results from a process where tourists use multiple travel services during the course of their visit (Gunn, 1988). Components of entertainment facilities and activities can be glimpsed from Smith's (1994) Tourism Production Function as partly intermediate inputs (facilities) and partly intermediate outputs (services/activities), all of which ultimately lead to the final outputs (tourists' experiences). Ritchie and Crouch (2000) treat entertainment as one of the core resources and attractors in their Destination Competitiveness and Sustainability model. Beerli and Martin (2004) incorporate and classify factors determining the perceived destination image made by individuals into nine dimensions, one of which is "Tourist Leisure and Recreation". Under this classification are theme parks, entertainment and sports activities. Some entertainment elements are also found in another classification named "Tourist Infrastructure" which includes restaurants, bars, discotheques and clubs. Not only these authors but also Murphy, Pritchard and Smith (2000), in their conceptual model of destination product, reserve an important role for Service Infrastructure in determining tourists' destination experience and elements of entertainments are explicit within the precinct of this service infrastructure. In their work, they identified "Service Infrastructure" as an

important predictor of both destination quality and perceived trip value whereas quality is also found to be a key predictor of visitors' intention to return within two years. This indirectly highlights the role of entertainment (as a subgroup of Service Infrastructure) as a key determinant of both destination quality and perceived trip value.

Dwyer et al. (2004) introduce a model of destination competitiveness that identifies key success factors in determining destination competitiveness. This model classifies the determinants of destination competitiveness under eight main headings, one of which is "Core Resources and Supporting Factors and Resources". Core resources are further divided into two types - Endowed and Created. Created resources include attributes such as tourism infrastructure, special events, activities, entertainment and shopping. Explicit in this model is the importance of the resource base for destination competitiveness. The model also suggests that the mere existence of resources is insufficient to generate visitation to a destination in the absence of tourism infrastructure (accommodation, transportation, restaurants, organised activities, entertainment and shopping, etc.), which enables or facilitates visitation. In fact Dwyer's model contains many of the variables and category headings identified by Ritchie and Crouch (2000). Since entertainment has been treated as an important attribute / factor in influencing perceived destination image, the thesis proposes to develop and examine a "Tripartite Model for Tourists' Destination Experience" in which entertainment plays a central role in determining tourist experience in a destination through the interaction of three parties, namely users, competitors

and suppliers.



* The R notation in the diagram refers to the identification of research questions built around these links.

Figure 2.4 Tripartite Model for Tourists' Destination Experience

This large generic tripartite model can in fact be further partitioned into 4 sub-models, the interaction among which is elaborated below.

Users – Suppliers - Entertainment

Tourists and residents continuously evaluate the existing entertainment

facilities and provide feedback on how they could be improved. Suppliers then react to this feedback and make adjustments to the entertainment facilities accordingly. Increasing recognition of the importance of customer-supplier relationships and their important roles have been emphasised in many tourism studies (Ashworth & Voogd, 1994; Binkhorst & van der Duim, 1995; Boerwinkel, 1995; Dietvorst & Ashworth, 1995; Go & Williams, 1993; Herbin, 1995; Smith, 2000; Williams, 1999). Yet not many studies have looked at their roles in the context of entertainment (Bryman, 2004b). As a result, this model attempts to investigate this relationship.

Users – Competitors – Entertainment

The perceived performance of one product/service may affect evaluation judgments of another (Gardial, et al., 1993; Yuksel & Yuksel, 2001b). Consumers' perceptions of what competitors have to offer may affect evaluation judgments of the product/service they are currently experiencing (Yuksel & Yuksel, 2001b) and their experiences with competitors also affect their attitudes and behavior (Bolton & Drew, 1991a,b; Cadotte, et al., 1987; Smith, 2000; Tse & Wilton, 1988). Studies assessing consumer evaluations of competitors have been common (Botha, et al., 1999; Riege & Perry, 2000; Smith, 2000; Swarbrooke & Horner, 1999). This part of the model focuses on whether the awareness of the variety and quantity of entertainment facilities by competitors will affect users' evaluation of the local entertainment provision. Users will frequently compare the local entertainment facilities

with that of the competitors' and a performance gap may be identified.

Users – Competitors – Suppliers

As an expansion and combination of the two previous sections, suppliers will react to users' feedback regarding the performance gap between the competitors and the destination and provide remedial actions accordingly. If actions are successful, the role of entertainment as a pull factor will be strengthened, thereby generating more demand from the users.

Users – Entertainment – Tourists' Destination Experience

The previous sections have explored the complex nature of consumption experience (Gunn, 1988) and the role of entertainment in contributing towards the formation of such experience (Beerli & Martin, 2004; Dwyer et al., 2004; Murphy, Pritchard & Smith, 2000; Ritchie & Crouch, 2000; Smith, 1994). One of the propositions here is that the quality of entertainment provision is significant for the tourists in forming destination experience. Therefore, the result of the evaluation process (be it negative or positive) will have an enhancement effect on the tourists' destination experience. In turn, the positive/negative tourists' destination experience will help reinforce improvement needs in entertainment facilities. If such needs are being

accommodated, the pull effect on users can be further strengthened. In fact, this tripartite model can be generalised to be applied to other tourism developmental options as well.

2.2.2 Research Questions

There are several research questions implicit in the above model. These linkages were included in Figure 2.4 and are specified verbally in the following section.

R1: How does the entertainment provision of other competing destinations affect users' evaluation of a destination's entertainment provision?

To achieve competitive advantage for its tourism industry, any destination must ensure that its overall attractiveness, and the tourist experience, must be superior to that of the many alternative destinations open to potential visitors (Dwyer, et al., 2004). It is therefore important to be aware of the entertainment provision of other competing destinations and their relative effect on users' evaluation of the researched destination's entertainment provision. In this vein, destination benchmarking could be a helpful way to carry out such comparisons.

R2: How is tourists' destination experience affected by tourists' satisfaction with the destination's entertainment provision?

Discussion on how destination experiences affect visitors is increasingly evident in the tourism literature. Tourist satisfaction with a destination's performance is often viewed as key indicator for a region's tourism industry mainly because it can stimulate behaviour and motivate visitors to recommend or revisit a place (Kozak, 2001b; Kozak & Rimmington, 2000; Pritchard, 2003).

R3: Does tourists' evaluation of the importance of a destination's entertainment provision have an enhancement effect on their tourists' destination experience?

Murphy, Pritchard, and Smith (2000) examined whether positive perceptions of a destination's infrastructure and environment were able to influence statements of satisfaction and a visitor's intent to return to Canada and they found that both had positive significant impact on the intention to return. Danaher and Arweiler (1996) found that performance-expectation ratings of New Zealand's recreation activities, attractions, and accommodations explained a tourist's sense of satisfaction. Kozak's (2001b) study of repeat behaviour found that the performance of certain destination attributes (e.g., natural environment and beaches, transportation services, nightlife and entertainment) along with overall satisfaction was able to explain

whether tourists would revisit Mallorca or Turkey. The possibility of entertainment provision also functioning as an enhancement factor in destination experience will be studied in this thesis.

R4: How important is entertainment as a pull factor that stimulates tourists to come?

It is important to understand why people travel and why they choose their destination because it allows tourism marketers to better understand what motivates people to travel and what destination-specific factors influence the selection of a specific destination. Several researchers use a two-dimensional or forces approach called “push and pull” concept. While push factors are generally regarded as influencing people’s travelling decisions, it is the pull factors that affect people’s destination choice behaviour (Gavcar & Gursoy, 2002). Lee et al. (2002) established that destination attribute-based pull factors exerted a stronger influence on destination choice, in comparison with those factors intrinsic to individual psychological motivations in their 1996 German Pleasure Travel Market Surveys. Pull factors emerge or are aroused as a result of attractions at the destination. They help explain destination selection decision (Lee, et al., 2002).

R5: What is the consensus among key stakeholders for the preferred entertainment tourism futures in Macao?

Many scholars have agreed that stakeholders' opinions are important to the whole planning process of tourism development (Gunn, 1988; Haywood, 1988; Inskip, 1991; Jamal & Getz, 1997; Jamal & Getz, 1995; Murphy, 1983; Ritchie, 1993; Yuksel, Bramwell & Yuksel, 1999). Freeman (1984) depicts that the tourism stakeholders include local businesses, employees, government, competitors, national business chains, tourists, activist groups and residents (p.55). This research question thus focuses on what the stakeholders (mainly the ones that are more involved in the strategic planning of tourism development) think about the prospect for entertainment development in Macao and some challenges.

2.3 Chapter Flow Structure

Based on the model already discussed, the thesis largely consists of 3 phases:

First, comparing the position of Macao to that of several selected gaming destinations and learning lessons from them.

Then, assessing opinions and evaluation of the entertainment stakeholders (residents, tourists, employees and employers).

Finally, projecting the future development direction of the entertainment industry in Macao by collecting information from the stakeholders and policy-makers.

For each phase, a core element is an empirical study. These three studies, when combined together, form the main framework of the thesis. A chapter flow chart is included for easy reference of the structure of this thesis.

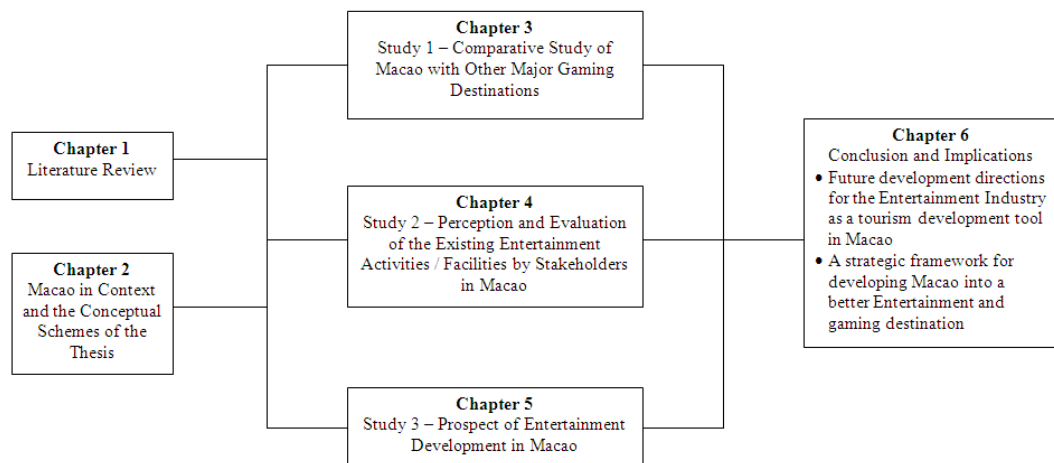


Figure 2.5 Chapter Flow Chart

2.4 Relevance of Thesis

This thesis is relevant and contributes to the body of literature because entertainment science, as termed by Pearce (2005a) is “*a particularly adaptable specialism of interest capable of augmenting tourism research*” (p.1). Entertainment, being such a lucrative market, receives less attention than most other types of tourism provision. It and its components are implicit in all types of tourism yet are not well-discussed and studied explicitly, especially in the context of tourism development. Most tourists will incorporate some forms of entertainment elements into their itinerary but they are seldom singled out to be studied as a standalone area in tourism. Additionally, entertainment is not well-studied from the consumers’ and providers’ perspective. Pearce (2005a) pointed out that in order for entertainment science to fulfill the promise of providing new direction in tourism study; four key issues need to be considered. Firstly, a structured approach to entertainment as a general source of new thinking in tourism is valuable. Secondly, there are three more specific themes in entertainment science, the first one being the ownership and production of entertainment. Second is entertainment and the consumers and third is entertainment and employment.

It is obvious that the proposed thesis helps to address all of these four issues. The definition of entertainment helps form a demarcation of

entertainment in tourism (first issue) and the different studies will look at the role of entertainment and the different stakeholders, namely the suppliers (second and fourth issues) and consumers (third issue). Additionally, the thesis will go beyond to include policy-makers into the picture.

Moreover, this thesis is particularly relevant to Macao which is in need of developing alternative forms of tourism products to save it from the unilateral reliance on the gambling industry.

Chapter 3

Study 1 – Comparative Study of Macao with Other Major Gaming Destinations

Chapter Outline

- 3.1 Aims of Study
- 3.2 Destination Benchmarking and Positioning
- 3.3 Measuring Destination Image
- 3.4 Multidimensional Scaling (MDS)
- 3.5 Methodology and Instrumentation
- 3.6 Analysis and Result Discussion
- 3.7 Chapter Summary

This chapter presents a general and exploratory comparison among the seven selected gaming and entertainment tourist destinations across five continents by exploring the possible similarities and differences among them from both a structural approach and a perceptual approach. Entertainment has been seen in all gaming destinations as a concerted, integrated effort to diversify the tourist product portfolio and balance the “supposed” negative image of gaming. Additionally, entertainment itself has been established as a lucrative growth sector in its own right, not simply a supplement to gaming.

The structural comparison utilised secondary data collected from archival works whereas the perceptual comparison was based on primary data collection via distribution of questionnaires to selected tourism academics residing in the destinations/countries. The results employing multi-dimensional scaling techniques to compare the destinations showed that there existed both many similarities and some differences in the structural and perceptual approaches. Some implications for understanding the growth of entertainment in the gaming contexts are also considered.

3.1 Aims of Study

This chapter explores the possible similarities and differences among seven selected gaming and entertainment tourist destinations across five continents. Gaming and entertainment are often bundled together in a destination because of their inherent supplementary nature.

This study seeks to draw on the literature presented so far and establish a list of entertainment elements, based on which the respondents will compare the 7 selected gaming and entertainment destinations, with Macao as the anchor. As a result, benchmarking can be performed.

The aims of the study are (1) to seek a holistic comparison among the

seven selected tourist destinations which combine both gaming and entertainment into their tourist product portfolio and (2) to highlight common and different features of the selected destinations both from the structural perspective and perceptual perspective. In particular, the study seeks to affirm/reject the stereotypical and perceptual image of pairs of destinations which are often linked in the popular press. For example, a predominant image of people (as a result of constant promotional effort both at the regional and international levels) is that Macao is associated with Las Vegas and/or Monaco. This is evident from the fact that Macao is often named “Las Vegas of the East” and “Monte Carlo of the Orient”. Whether this reflects perceptions and multiple destination attributes or whether it is merely a promotional ploy cannot be answered by the current literature. Similar suggested comparisons apply to other potential gaming destinations worldwide. In addition to the perceptual comparison regarding entertainment and gaming provision of the selected destinations by a group of scholars working/residing in or near to the destinations, a structural comparison involving some hard data of the destinations from an archival search via Internet and other sources (including newspaper, travel magazines) is performed. As a result, two sets of comparison are generated, one structural and another perceptual. The statistical technique used in the study to make comparisons is Multidimensional Scaling (MDS).

3.2 Destination Benchmarking and Positioning

As previously mentioned, one aim of the study is to seek comparison of similarities and differences between and among the selected destinations. Not many studies have measured the perceptions on a multi-destination basis. Pike (2002), in his review of 142 papers from 1973 to 2000, pointed out that “*over half of the papers measured perceptions of only one destination*” (p.542), without referring to any competing destinations. Additionally, many papers that Pike reviewed measured perceptions of “countries” and fewer measured perceptions of “cities”, “areas” or “provinces” (Pike, 2002). This study, seeking comparison among 7 destinations which are all either cities or areas, could fill this gap in the literature.

“*The assessment of the performance of a tourist attraction is made more intelligible by comparison against other operations*” (Pearce & Benckendorff, 2006). Comparison does not constitute benchmarking if it is not set against a leading industry standard (Watson, 1992). Benchmarking can help identify this standard and thus ease comparison because the very nature of benchmarking is to identify best practices or successful examples (Getz, 2006). Benchmarking is often used as a quality management and improvement technique and is defined as a “*standard by which something can be measured or judged*” (Fuchs & Weiermair, 2004, p.212). Kozak (2002b) summarises from the literature different approaches used to define

benchmarking and this is extracted in Table 3.1 below for reference.

Table 3.1 Approaches to Definitions of Benchmarking

Authors	Features of Benchmarking			
	Ongoing Process	Against the Best	Performance Improvement	Gaining New Information
Camp 1989	X	X	X	
Vaziri 1992	X	X	X	
Balm 1992	X	X	X	X
Spendolini 1992	X	X	X	
McNair & Leibfried 1992	X		X	
Watson 1993	X			X
Cortada 1995			X	X
Cook 1995			X	X
Watson 1997		X	X	X
APQC 1999	X	X	X	

Source: Kozak, 2002b, p.499

Destination benchmarking has not been paid the level of attention it deserves. Although benchmarking has been vigorously discussed in the literature of manufacturing and service quality management, very few actually used it in the tourism business to analyse the competitive position of destinations and tourist attractions (Kozak, 2002b; Pearce & Benckendorff,

2006; Reichel & Haber, 2005). Very few existing examples of benchmarking and positioning within the tourism industry could be cited, and less even in entertainment. Where they are cited, they have either an orientation in hotel operations (Boger, Cai & Lin, 1999; Fuchs & Weiermair, 2004; Johns, et al., 1996; Morey & Dittman, 1995; Wober, 2002) or food and beverage management applications (Fuchs & Weiermair, 2004; Siguaw & Enz, 1999). Kim, Kim and Han (2007) also summarised a list of positioning studies in the field of hospitality and tourism with objectives and methodology. This summary is extracted and presented in Table 3.2 below for reference. Kozak (2004) also pointed that *“Benchmarking, if properly implemented, could help the management of a destination by comparing itself either with its earlier performance level or with other destinations so as to learn from their past or current best practices”* (p.195).

Table 3.2 Objectives and Methods of Positioning Studies in Hospitality and Tourism

Author(s) (year)	Objective(s)	Method(s)
Dev, Morgan and Shoemaker (1995)	<ul style="list-style-type: none"> ● Create perceptual maps showing the relative positions of the various brands against each other ● Examine movement in a brand's position during the 3 years 	<ul style="list-style-type: none"> ● Multidimensional scaling
Oppermann (1996)	<ul style="list-style-type: none"> ● Examine the importance of convention destination attributes to association meeting planners ● Evaluate general destination images of 30 North American convention destinations 	<ul style="list-style-type: none"> ● Importance-performance analysis
Baloglu (1997)	<ul style="list-style-type: none"> ● Examine whether Russel and his colleagues' proposed affective space structure is applicable to environments that are not perceived directly ● Explore the usefulness of this approach in studying affective images of tourism destinations 	<ul style="list-style-type: none"> ● Multidimensional scaling
Kim (1996)	<ul style="list-style-type: none"> ● Determine which attributes in hotel F&Bs are considered important by customers ● Isolate the factors underlying hotel F&B attributes ● Identify customer preferences among hotel F&Bs according to different dining-out situations ● Assess the relative importance of hotel F&B attributes dimensions by using customers' ideal points of different dining-out situations 	<ul style="list-style-type: none"> ● Factor analysis ● Multidimensional scaling

Kim (1998)	<ul style="list-style-type: none"> Analyse the perceptual images that tourists have of a destination and their relationships with seasonal preferences by way of spatial configuration Examine the perceptual map of destinations and attribute factors influencing traveler's choice 	<ul style="list-style-type: none"> Cross-tabulation Correspondence analysis Factor analysis Multidimensional scaling
Kozak and Rimmington (1999)	<ul style="list-style-type: none"> Develop benchmarking methods, which measure more specific elements of destination performance 	<ul style="list-style-type: none"> Descriptive statistics
Botha, Crompton and Kim (1999)	<ul style="list-style-type: none"> Test the efficacy of the proposed positioning model Identify attributes that could be used to reposition Sun/Lost City by delineating those that positively differentiated Sun/Lost City from its competitors 	<ul style="list-style-type: none"> Reliability analysis Paired t-test Factor analysis
Knutson (2000)	<ul style="list-style-type: none"> Provide answers to following questions: What drives students' choices among fast-food restaurants? How are fast-food brands positioned in the college market? 	<ul style="list-style-type: none"> Descriptive statistics
Uysal, Chen and Williams (2000)	<ul style="list-style-type: none"> Understand Virginia's image as a travel destination versus competitive states Determine the following: Virginia's relative strengths and weaknesses Unique and differentiating characteristics of Virginia Areas of opportunity, which would enable Virginia to win a share from competitive areas 	<ul style="list-style-type: none"> Descriptive statistics Importance-performance analysis

Source: Kim, Kim & Han, 2007, p.596

With comparison and benchmarking, the destinations could then be positioned against each other in terms of their entertainment provision. There has been growing number of destination image studies in tourism literature but only a few “*have addressed the issues of destination positioning analysis*” (Pike & Ryan, 2004, p.333) and thus destination positioning receive relatively little attention in the tourism literature. In general, positioning could be defined as “*how customers compare a specific product, service, or company in relation to competitors*” (Kim, Kim & Han, 2007, p.594). In addition, positioning may be defined as the mental process of potential visitors in making comparisons with other tourist destinations (Botha, Crompton & Kim, 1999; Kim, Kim & Han, 2007). This is exactly what this study attempts to achieve. In short, positioning is the company’s/destination’s image that customers/tourists develop, understand, and appreciate in comparison with competing companies/destinations (Kim, Kim & Han, 2007; Yuksel & Yuksel, 2001a).

3.3 Measuring Destination Image

No doubt, image is the key construct in destination positioning. Images held by potential travelers are so important in the destination selection process that they can affect the very viability of the destination (Hunt, 1975; Pike & Ryan, 2004). On the other hand, the definition of destination image has often been related to perception. Echtner and Ritchie (1991) highlighted two definitions, namely “impressions of a place” and “perceptions of an area” whereas Jenkins (1999) found the term had been used in the context of perceptions held by individuals. Therefore, throughout this paper, the terms “destination positioning”, “destination image” and “destination perception” are used interchangeably.

The study of destination image has always been vigorously discussed by academics as crucial component in destination marketing and positioning. One stream focuses on synthesising a definition for the term “destination image”. However, many agree that determining an exact meaning for this term is problematic as destination image can have variable meaning under different context of studies. Albeit this, many scholars share a common view on the subjective, prejudicial and personalised/unique nature of destination image (Gallarza, et al., 2002; Hampton, et al., 1987; Jenkins, 1999; Jenkins & McArthur, 1996; Lawson & Baud-Bovy, 1977; Markin, 1974; Parenteau, 1995). It is because of this complicated nature of destination image that may render

the measurement wildly inaccurate (Whyne-Hammond, 1985). Regardless of this, most reviewed literature measuring destination image have emphasis on the instrumentation (structured versus unstructured approach) (Baloglu & Mangalolu, 2001; Echtner & Ritchie, 1991; Jenkins, 1999) and/or the components (holistic versus attribute-based approach) (Echtner & Ritchie, 1991, 2003; Jenkins, 1999) whereas few have paid attention to the potential sampling bias induced by different knowledge level of the respondents. This is understandable because a destination image held by an individual can be influenced by many factors such as distance from the destination (Hunt, 1975; Scott, et al., 1978), exposure to different information sources / distribution channels (Baloglu & Mangalolu, 2001) and prior-visitation experience / return visit (Chon, 1990; Fakeye & Crompton, 1991; Gunn, 1972; Narayana, 1976; Pearce, 1982, 1988; Phelps, 1986).

Many destination image studies (Baloglu & McCleary, 1999; Calantone, et al., 1989; Chon, 1991; Crompton, et al., 1992; Fakeye & Crompton, 1991; Gartner, 1989; Goodrich, 1977, 1978; Reilly, 1990; Sternquist Witter, 1985) have also adopted a similar approach to mine, sampling people (residents, tourists, and/or other stakeholder groups) with mixed background and prior knowledge of the destinations and soliciting evaluation from them. This is somehow understandable because of (1) the complicated nature and formation of destination image by people and (2) the time and resource constraints faced by academics. To minimise sampling bias, one way of assessing image is not to compare different samples but to conduct longitudinal sampling studies. However this kind of research is difficult in

tourism (Gallarza, et al., 2002). Few academics have the capacity to carry out destination image assessment works that repeat after a period of time on the same destination such as the one carried out by Gartner and Hunt (1987). As a result, many academics have to settle for the pure measurement of destination image of the target group(s) regardless of their variable levels of knowledge of the destinations because “*perceptions, rather than reality are what motivate consumers to act or not act*” (Guthrie & Gale, 1991, p.555).

In this study, Macao is the anchor of comparison against 6 other gaming destinations in terms of entertainment provision. A very first step is to develop selection criteria (variables) which make the potential bench-marking destinations similar or comparable to Macao. This study adopted a combination of two approaches. First the location-based selection would be used, choosing one or two major gaming destinations from the 5 main continents (Las Vegas and Atlantic City from America, Monaco from Europe, Sun City from South Africa, Gold Coast from Australasia, Genting Highlands and Macao from Asia). These locations were chosen for their international recognition as gaming destinations. Then the attribute-based approach was used to compare the different entertainment facilities among the selected destinations. The attributes included in the questionnaire were also a synthesised effort of the literature reviewed and mentioned above, adapted to reflect the actual situation of the selected destinations.

3.4 Multidimensional Scaling (MDS)

The methodology of this study was built on Multidimensional-scaling (MDS) to analyse data collected either via archival research or inputs from a survey. The general purpose of MDS is to detect meaningful underlying dimensions that allow the researcher to explain observed similarities or dissimilarities (distances) between the investigated objects. MDS is often considered to be a superior alternative to factor analysis. In factor analysis, the similarities between variables are expressed in the correlation matrix. With MDS one may analyse any kind of similarity or dissimilarity matrix, in addition to correlation matrices. Fenton and Pearce (1988) also argued that MDS was in many ways user-friendlier than factor analysis.

Multidimensional scaling (MDS), sometimes referred to as perceptual mapping, is a multivariate analytical procedure often times used by marketers for mapping the perceptions of consumers of a set of competing products or brands in terms of similarities and differences on a number of dimensions (Chandra & Menezes, 2001). It also refers to a series of techniques that help the researcher to identify key dimensions underlying evaluations of objects (Hair, et al., 1998). It has been regarded as a powerful technique (Kempers, Roberts & Goodwin, 1983) for exploratory studies. One valued function of MDS is that it allows visualization of the strengths/weaknesses and similarities/dissimilarities of competing products or destinations on

important attributes, the identification of positioning opportunities, and the tracking of consumer perceptions of these products over time as market dynamics change. MDS has been used quite extensively for commercial products but its use in tourism research has been limited (Chandra & Menezes, 2001). Below is a review of the studies which utilised the techniques of MDS. These studies have been grouped under three categories according to the way of data collection (using respondents or secondary data) and instrumentation (questionnaires or photo-sorting).

Using Respondents and Questionnaires

From the literature reviewed, a majority of studies using MDS have been conducted through intercepting respondents who were asked to fill in questionnaires. Chandra and Menezes (2001) looked at the growth of international tourism and the marketing role of the NTOs by identifying and describing the multivariate techniques that were most relevant to marketing research related to marketing strategy of NTOs, most of which being MDS.

Kim, Chun and Petrick's study (2005) utilised MDS analyses to identify the position of overseas golf tourism destinations as perceived by Korean golf tourists. They contended that MDS techniques were very effective in assessing positions of multiple destinations along with multiple attributes. It is thus possible to determine how closely related individual destinations actually are to each other.

Yiannakis and Gibon (1992) described the process by which tourist roles were conceptualized, and measured, using three-dimensional scaling analysis. Respondents were asked to indicate using a 5-point Likert-type scale, the degree to which a variety of roles best described their actual behaviour while on vacation and the responses were usefully summarized and presented on the MDS graphs.

Cai (2002) developed and tested five hypotheses regarding cooperative branding for rural destinations using two multidimensional scaling methods, namely classical multidimensional scaling and individual differences scaling.

Chhetri, Arrowsmith and Jackson (2004) determined and measured hiking experiences in nature-based tourist destinations via a questionnaire administered to a group of university students hiking along a popular walking track in Victoria. They achieved this by applying two commonly used multivariate techniques, multi-dimensional scaling (MDS) and factor analysis.

In another study, Moscardo et al. (1996) reported comparison of tourist attitudes, activity participation and evaluations of cruises with other holiday types. A second objective of this study was to demonstrate the value of MDS for understanding and presenting tourism data. The major advantage of MDS, as mentioned in this study, was that it could be used to reduce and

simplify large data sets and produces a graphical output that was relatively easy to present and interpret.

Hashimoto (2000) examined whether or not the respondents in Mainland China, Taiwan and Japan perceived the relationship between the natural environment and tourism in similar ways using MDS. Hashimoto favoured MDS over factor analysis or other parametric-tests because prior knowledge of the attributes of the stimuli was not necessary (*a priori*) for MDS to work.

By employing MDS, Eftichiadou (2001) attempted to provide a multi-motive segmentation of urban visitors and to test the idea that different segments corresponded to distinct combinations of push with pull motives. In the study, respondents were asked to rate each reason for visiting the city according to how important this reason was for their present visit to the city.

Respondents and Visual Stimuli Sorting

Besides using the questionnaire as an instrument, there are also a number of studies which adopted the confusion data (also known as subjective clustering) where the typical procedure for gathering data is to place the objects whose similarity is to be measured on small cards with either description or visual stimuli (such as pictures and photos). The respondents are then asked to sort the cards that they think are similar into

one stack. Sometimes the number of stacks is determined by the researchers while some researchers will allow the respondents to make as many stacks as they want. One major drawback of this method is that it allows only for the calculation of aggregate similarity but no individual dis/similarities can be detected. Because of this drawback, not many studies have been found using this method.

Green (2005) explored how members of a small town community on the island of Koh Samui, Thailand, perceived their everyday surroundings within the context of an environment that had changed rapidly due to tourism and associated development. First projective mapping was employed to identify a range of environmental settings for use as stimuli. These settings were then photographed and mounted on cards for the respondents' sorting. Two MDS methods were used, classical multidimensional scaling and weighted multidimensional scaling.

Kemper, Roberts and Goodwin (1983) analysed tourism as a cultural domain, in an effort to define the major features of tourism as a cultural domain for a specific setting (Taos, New Mexico, USA). Their research instrument involved a card-sorting task of items presumed to be related to tourism as a cultural domain in Taos area. Respondents were asked to sort the 50 cards into piles on the basis of their similarities. By telling them that they could create any number of piles above one, at least two distinctive groups could be obtained and MDS techniques could be performed.

Ryan, Field and Olman (2002) used a different visual stimulus for sorting in their study of homepage genre dimensionality. In this study, state homepages were screen captured into JPG files and printed in colour onto sheets of paper. Undergraduate students were then asked to create groupings of the homepages on the basis of similarities. Data were analysed using MDS techniques. As a result of the study, four dimensions that explained perceived similarities among US state government worldwide web homepage images were identified.

In examining the meaning in post-modern architecture, Groat (1982) prepared 24 building photos which were given to the respondents for sorting. Like previous studies, there were no restrictions regarding the number of groups the respondents could form. Subsequently, using multiple-sorting task together with MDS, Groat was able to conclude the different perception borne by the two distinct groups of sample regarding the stylistic relationships among the buildings.

Secondary Data (Mainly from Internet Archival Analysis)

A vast majority of studies utilising MDS techniques have used a primary data set. Of the literature reviewed, only a very limited number of studies have resorted exclusively to secondary data (mainly from Internet archival

analysis). Among these studies, most of them were about web citation (Faba-Pérex, Guerrero-Bote & Moya-Anegón, 2004; He & Hui, 2002; Larson, 1996) while only one study by Darra, Kavouras and Tomai (2004) collected the spatial and descriptive data for 74 inhabited islands in Greece in terms of Infrastructure, Tourism, Demographic and Distance from Major Cities. The values of all these data were then normalised (dividing by the largest value) to a 100-scale for comparison. MDS techniques were then employed to convert this scale into a dissimilarity matrix for analysis.

As previously mentioned, data used in this study include two broad types: archival data on structural characteristics of the destinations (e.g. population, area, number of hotel rooms) and primary data on perceptual image of the entertainment provision in each destination.

3.5 Methodology and Instrumentation

As mentioned, previous MDS studies have frequently used primary data set and few have used secondary data. This research performed analysis on both primary and secondary data and consisted of two parts – structural comparison and perceptual comparison. In both comparative approaches Macao was compared against six gaming destinations across different continents. These gaming destinations are often considered as among the

“top” gaming destinations and it is for the same reason they were selected as the “best practices” to be bench-marked.

3.5.1 Structural Comparison

Structural comparison regards to the general comparison of the major physical characteristics of the destinations included the following items: land area, population, visitor arrivals, hotel occupancy, number of rooms, gaming revenue, number of casino, number of gaming tables, number of slot machines and average nights stayed.

Data were collected through archival research mainly from Internet, with some data collected from magazines, newspaper and educational videos. Only official and government-run/endorsed websites were consulted to ensure the trustworthiness of the data (sources of these data are included in the last part of the Reference section).

Statistics and data collected from the different sources about the destinations were tabulated into the SPSS programme and the multi-dimensional scaling function was run. The data are presented in Table 3.3 below:

Table 3.3 Structural Data Used for MDS Analysis

	Macao	Las Vegas	Atlantic City	Genting	Sun City	Gold Coast	Monte Carlo
Population	525,500	575,973	40,517	4,751	2,489,347	466,651	32,543
Area	28.6 sq km	339.66 sq km	44.9 sq km	N/A	44000 sq km	1402 sq km	1.95 sq km
Visitors	21,998,122	38,566,717	33,323,000	17,000,000	9,125,000	10,660,000	285,000
Gaming revenue	6.95 billions	6.8 billions	5 billions	1.24 billions	135 millions	N/A	126.92 millions
Hotel occupancy	72.25%	89.20%	91%	78.00%	75%	70%	N/A
Hotel/motel rooms	12,978	133,186	11,400	9,535	1,301	13,077	2,249
Avg night stayed	1.21	3.6	N/A	1.5	3	2.2	2.8
Number of Casinos	26	100	12	6	1	1	4
Gaming Tables	3,102	4,000	1,443	426	38	86	101
Slot Machines	8,234	123,000	41,605	3,500	852	1,176	2,028

Source: Information collected through various websites given at the last part of the Reference section.

The data were correct at the time of data collection and were re-checked for updates if available at the time of writing. Some data were not available for some destinations even after a combination of sources had been consulted and were labeled “N/A”. These data slots were left blank when the MDS was run and were therefore treated as missing data.

3.5.2 Perceptual Comparison

The structural comparison focused on the physical and environmental characteristics of the destinations. The perceptual comparison evaluated how well each destination was seen as providing the following entertainment elements (including but not limited to gaming):

Table 3.4 Entertainment Elements

Live concerts & shows (in general)	Circus & Acrobatics	Themed wedding
Popular concerts	Street entertainment	Themed transportation
Classical concerts	Themed shopping	Lottery
Magic	Themed dining	Casino Slot machines
Opera & musical	Spectator Sports	Casino Table games
Girl shows	Karaoke	Car racing
Theatre	Bars & disco	Golf
Theme park	Horse riding	Horse racing
Thrill rides & roller coasters	Greyhound racing	

This perceptual comparison adopted a survey approach, with the questionnaires either emailed or posted to the targeted sample. The survey instrument consisted of two parts. The first part asked the respondents for the prior visitation experience and knowledge about each of the destinations

using a 4-point scale anchored at 1 = very little and 4 = a great deal. The second part measured the adequacy of provision in each of the 26 entertainment elements using again a 4-point scale ranging from 1 (very inadequate) to 4 (very adequate). The full version of the questionnaire is attached in Appendix 2. The questionnaires were sent to academics (mainly in the field of tourism) of the destinations (or countries where these destinations are situated). Two rounds of invitation were made. In the first round questionnaires were sent via email but responses were not encouraging. Therefore, to induce response rate, a second round of invitation was implemented through snail mails, this time a small souvenir was attached to each invitation as incentive. The souvenir selected was a pack of post cards showcasing the World Heritage Sites of Macao. This was deemed appropriate as the post cards did not carry any monetary value (they were not for sale even in Macao but were distributed as free samples in government-organised activities). They were tourism-related but not directly connected to the content of the study.

After two rounds of surveying, a total of 26 questionnaires were returned. Four questionnaires were collected from Macao, seven from Malaysia and Australia respectively, five from South Africa, one from Monaco and two from USA.

A caveat to this distribution lies in the fact that some destinations are better represented than the others. Whereas effort was directed towards

obtaining equal numbers of potential academics in these destinations, the response rate varied from location to location.

The questionnaire asked the respondents to rate (on a scale of 1 to 4, with 1 being very inadequate and 4 being very adequate), how well each destination provided the entertainment elements above. Since this is a perceptual comparison, the respondents did not need to have prior visit experience to all of the destinations. For destinations not yet visited, they were asked to rate the destinations on the basis of image and background knowledge. A familiarity variable was included in the questionnaire so as to better illustrate the background knowledge and to cross-check with the mapping activities at the end of the paper. One can notice that the mean familiarity scores for all destinations tend to be quite low, with the highest scoring just slightly higher than 2.5 (Las Vegas). These low scores in fact may not be a bad thing because this study focuses on perception; the less familiar the respondents are with the destinations, the less prone are they to be affected by prior knowledge and other “matters-of-fact”. Table 3.5 provides a summary of the mean familiarity scores of the respondents.

Table 3.5 Familiarity Scores of Destinations

	N	Mean	Std. Deviation
Macao	26	2.35	1.093
Genting Highlands	26	1.96	1.311
Las Vegas	26	2.62	1.061
Atlantic City	25	1.80	.764
Monte Carlo	26	1.88	.864
Gold Coast	26	2.46	1.208
Sun City	26	2.00	1.058
Valid N (listwise)	25		

(Scale of 1 to 4, 1 being "Very Little" and 4 being "A Great Deal")

3.6 Analysis and Result Discussion

3.6.1 Multidimensional Scaling Analysis

The analytic techniques for the study were descriptive statistics and Multidimensional Scaling (MDS) Alscal functions in SPSS. In the structural comparison, all archival data were input directly such that the MDS was asked to create distances from data. For the perceptual comparison, a mean score for each of the 182 ratings (26 entertainment elements X 7 destinations) by the 26 respondents was computed. A summary of the mean scores for all destinations is presented in Table 3.6 below.

Table 3.6 Mean Scores of Perceived Adequacy of Entertainment Provision

	Macao	Genting	LV	Atlantic	Monte Carlo	GoldC	SunC
Live concerts (General)	2.41	2.33	3.71	3.31	2.93	3.13	2.80
Popular concerts	2.00	2.00	3.55	2.90	2.60	2.67	2.76
Classical concerts	2.18	1.53	2.27	2.24	2.63	2.10	1.95
Magic	2.18	2.15	3.68	2.65	2.40	2.52	2.25
Opera & musical	2.09	1.74	2.52	2.00	2.53	2.20	1.75
Girl shows	2.32	1.65	3.55	3.25	2.37	2.52	2.25
Theatres	2.27	2.00	3.29	2.90	2.79	2.45	2.40
Theme park	1.82	2.16	3.14	2.80	2.05	3.30	2.62
Thrill rides and roller	1.77	2.00	3.19	2.60	1.74	3.24	2.19
Circus and Acrobatics	2.05	1.79	3.14	2.45	2.11	2.35	2.05
Street entertainment	1.77	1.50	2.81	2.29	2.05	2.62	1.95
Themed shopping	2.32	1.55	3.27	2.48	2.45	2.52	2.33
Themed dining	2.50	1.90	3.36	2.57	2.45	2.57	2.50
Spectator sports	2.14	1.63	2.90	2.60	2.47	2.80	2.75
Karaoke	3.05	2.32	2.67	2.40	2.11	2.65	2.10
Bars and disco	3.00	2.35	3.77	3.38	2.90	3.48	2.90
Horse riding	1.68	1.79	1.95	1.90	1.74	2.35	2.33
Themed wedding	2.05	1.79	3.57	2.35	2.37	2.62	2.30
Themed transportation	1.90	1.84	2.75	2.20	2.32	2.40	2.15
Golf	1.95	1.95	2.81	2.15	2.26	3.30	3.19
Horse racing	2.32	1.47	2.24	2.00	2.00	2.25	1.95
Greyhound racing	2.24	1.63	2.10	2.00	1.74	1.95	1.60
Lottery	2.82	1.74	3.10	2.90	2.47	2.75	2.45
Slot machines	3.41	2.40	3.95	3.62	3.35	3.45	3.35
Table games	3.50	2.55	3.91	3.71	3.60	3.52	3.48
Car racing	2.55	1.55	2.33	2.10	3.45	2.65	2.00

3.6.2 Result Discussion

This resulting rectangular matrix was then treated as input data for MDS Alscal analysis. As a result, two similarity matrixes were generated and they are discussed below.

The two two-dimensional comparison maps with low stress value (stress

value = 0.00002 and 0.11178 respectively for structural and perceptual comparison) were generated. Stress values below 0.15 are normally considered adequate, with scores below 0.05 being regarded as very good and low stress solutions. The two maps are presented in Figure 3.1 and Figure 3.2 below.

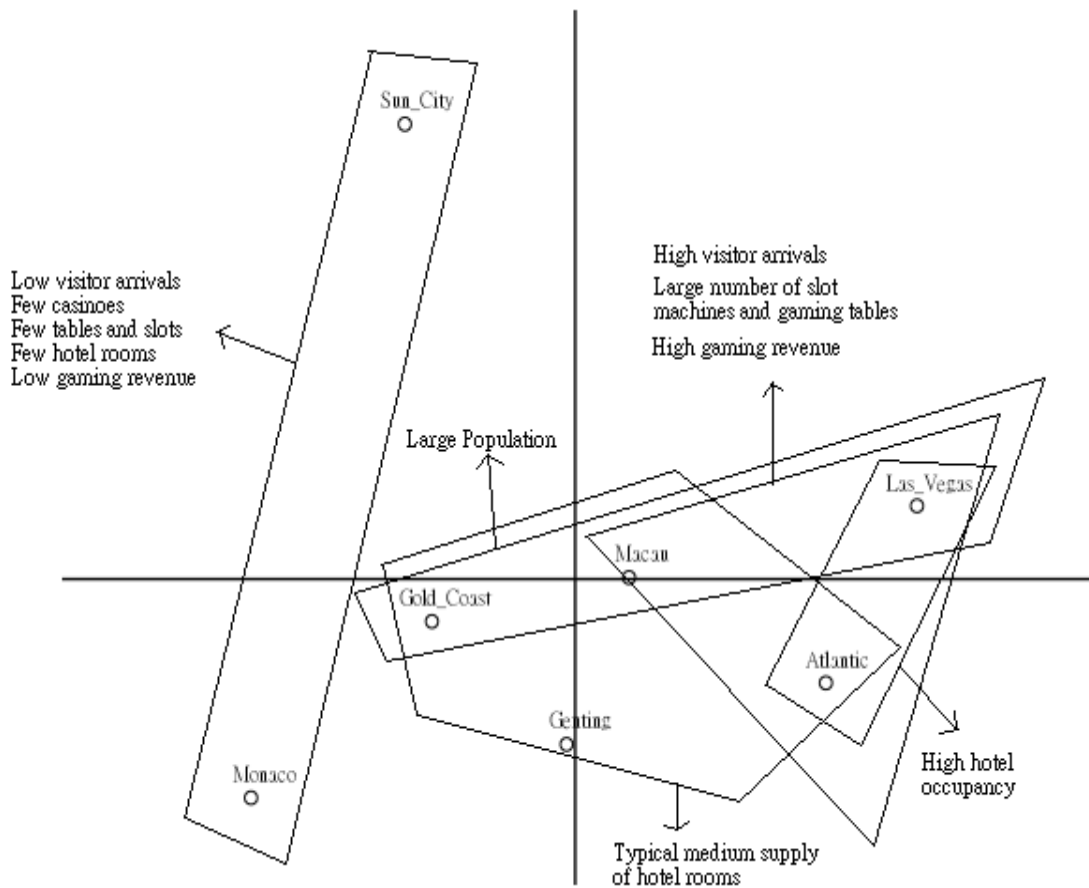


Figure 3.1 Structural Comparison

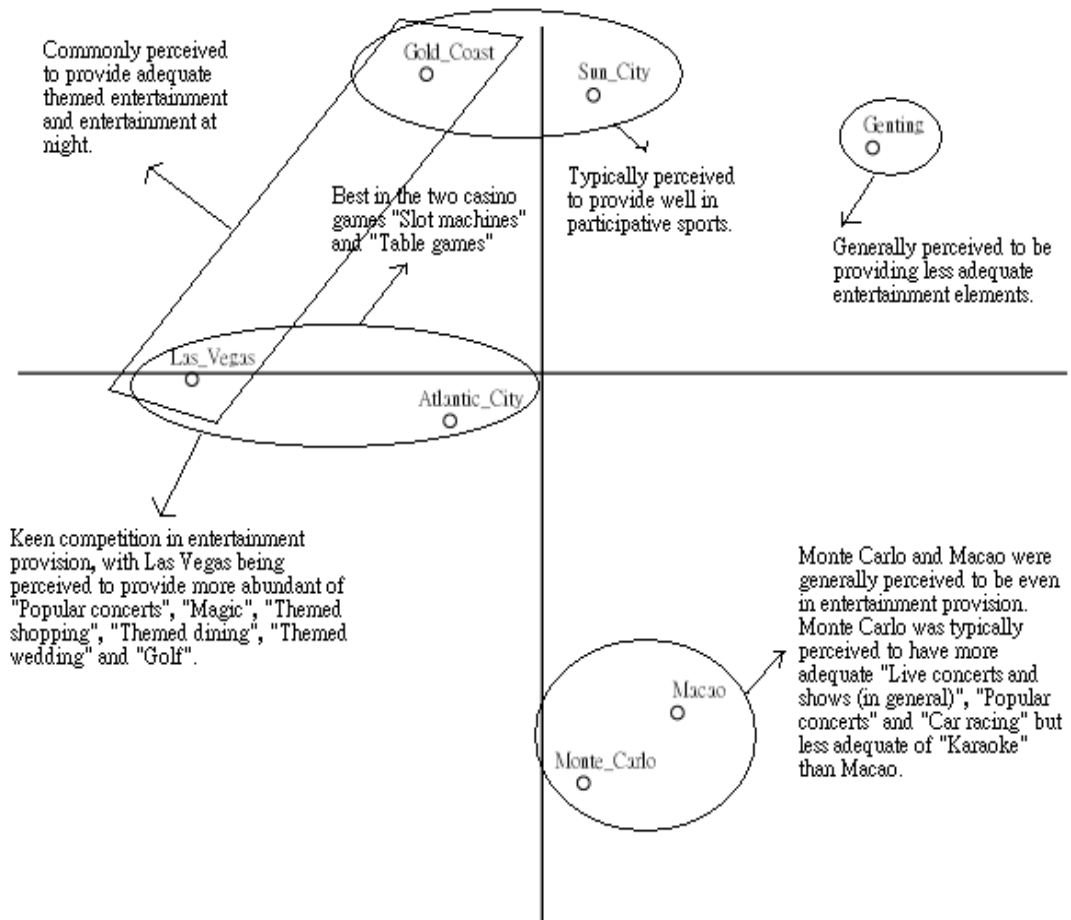


Figure 3.2 Perceptual Comparison

Interpretations and explanatory details derived from the MDS maps are presented below. These interpretations were constructed after careful analysis using mean scores, cross-tabulation, ANOVA results and Tukey test. These analyses were only summarised or highlighted for the sake of brevity. The ANOVA and Tukey test results were summarised below for reference (see Tables 3.7 and 3.8) because they represent the major analyses in relation to the aims specified in the introduction part. To recall these aims, they are (1) to seek a holistic comparison among the seven selected tourist destinations and (2) to highlight common and different features of the destinations both from the structural and perceptual perspectives.

Table 3.7. ANOVA Results of Perceived Adequacy of Entertainment Provision

		Mean Square	F	Sig.
Live concerts and shows (in general)	Between Groups	3.879	6.780	.000
	Within Groups	.572		
Popular concerts	Between Groups	6.178	7.296	.000
	Within Groups	.847		
Classical concerts	Between Groups	2.188	2.958	.010
	Within Groups	.740		
Magic	Between Groups	6.136	7.242	.000
	Within Groups	.847		
Opera and musical	Between Groups	2.087	2.785	.014
	Within Groups	.749		
Girl shows	Between Groups	8.562	10.867	.000
	Within Groups	.788		
Theatres	Between Groups	3.797	4.125	.001
	Within Groups	.921		
Theme park	Between Groups	6.563	6.531	.000
	Within Groups	1.005		
Thrill rides and roller coasters	Between Groups	8.274	8.484	.000
	Within Groups	.975		
Circus and acrobatics	Between Groups	3.675	3.416	.004
	Within Groups	1.076		
Street entertainment	Between Groups	4.453	4.830	.000
	Within Groups	.922		
Themed shopping	Between Groups	5.303	6.178	.000
	Within Groups	.858		
Themed dining	Between Groups	3.886	4.632	.000
	Within Groups	.839		
Spectator sports	Between Groups	3.976	4.252	.001
	Within Groups	.935		
Karaoke	Between Groups	2.423	2.376	.033
	Within Groups	1.020		
Bars and disco	Between Groups	4.597	6.176	.000
	Within Groups	.744		
Horse riding	Between Groups	1.540	2.047	.064
	Within Groups	.752		
Themed wedding	Between Groups	6.612	6.404	.000
	Within Groups	1.032		
Themed transportation	Between Groups	1.891	2.254	.042
	Within Groups	.839		
Golf	Between Groups	6.815	7.085	.000
	Within Groups	.962		
Horse racing	Between Groups	1.621	1.697	.126
	Within Groups	.955		
Greyhound racing	Between Groups	1.188	1.211	.305
	Within Groups	.981		
Lottery	Between Groups	3.886	2.959	.010
	Within Groups	1.313		
Slot machines	Between Groups	4.636	5.511	.000
	Within Groups	.841		
Gaming tables	Between Groups	3.806	5.338	.000
	Within Groups	.713		
Car racing	Between Groups	7.206	7.404	.000
	Within Groups	.973		

The ANOVA analysis was conducted for the set of perceptual data. It reveals that the seven destinations differ significantly (at 95% confidence) in all but three entertainment elements (Horse riding, Horse racing and Greyhound racing). A follow-up analysis to detect where the difference lies was conducted using the Tukey HSD post-hoc test. Since the results generated span over twenty pages, for brevity, a summary was prepared and presented below (Table 3.8) for quick reference. The numbers in cells represent the entertainment elements following the legend:

1. Live concerts and shows (in general)	14. Spectator sports
2. Popular concerts	15. Karaoke
3. Classical concerts	16. Bars and disco
4. Magic	17. Horse riding
5. Opera and musical	18. Themed wedding
6. Girl shows	19. Themed transportation
7. Theatres	20. Golf
8. Theme park	21. Horse racing
9. Thrill rides and roller coasters	22. Greyhound racing
10. Circus and acrobatics	23. Lottery
11. Street entertainment	24. Slot machines
12. Themed shopping	25. Gaming tables
13. Themed dining	26. Car racing

Table 3.8 Tukey HSD Test Summary

	Macao	Genting	Las Vegas	Atlantic	Monaco	Gold Coast	Sun City
Macao							
Genting	23, 24, 25, 26						
Las Vegas	-1, -2, -4, -6, -7, -8, -9, -10, -11, -12, -13, -18	-1, -2, -4, -6, -7, -8, -9, -10, -11, -12, -13, -14, -16, -18, -19, -23, -24,					
Atlantic	-1, -2, -6, -8	-1, -2, -6, -12, -14, -16, -23, -24,	4, 18				
Monaco		-3, -12, -24, -25, -26	2, 4, 6, 8, 9, 10, 13, 16, 18, -26	6, -26			
Gold Coast	-8, -9, -20	-6, -8, -9, -11, -12, -14, -16, -20, -24, -25, -26	2, 4, 6, 18	-20	-8, -9, -20		
Sun City	15, -20	-14, -20, -24, -25	1, 4, 6, 9, 10, 12, 13, 16, 18	6, -20	26	9	

Each cell above records the entertainment elements (represented in numbers) which demonstrated significant difference (at the 95% confidence level) between the two destinations. The sign preceding the numbers indicate the direction of the difference. For example, -2 means that the two destinations differ significantly in “Popular concerts” between the two destinations, with the destination on the horizontal heading providing less (thus bearing a negative sign) than the destination on the vertical heading. By the same token, 9 means the destination on the horizontal heading is perceived to be providing significantly more “Thrill rides and roller coasters” than the destination on the vertical heading. In conclusion, the pair of destinations containing the fewest numbers in cell means they are not perceived to be significantly different in many entertainment elements.

Following this explanation, one can notice that some pairs stand out for having less numbers in cells than others (indicating higher level of similarity) and some having more numbers in cells (indicating higher level of dissimilarity). Combining these results with the graphical dispersion of the destinations on the MDS graph in the perceptual comparison approach, we can already deduce some relationship between and among the destinations, resulting in the perceptual MDS map above.

Based on the evidence and analyses above, the structural and perceptual positions of each destination can be summarised.

Macao, with the smallest land area but with high density of casinos, high gaming revenue and tourist arrivals (structural data), is perceived to be relatively weak in most entertainment provision especially when being compared with Las Vegas (perceptual data). On the other hand, Macao is generally perceived to provide similar level of entertainment elements as Monaco, except that Monaco is perceived to provide more of “Live concerts and shows”, “Popular concerts” and “Car racing” which sound logical as these are what Monaco has always been famous for. Macao is only given a higher score than Monaco in the provision of “Karaoke”. Macao, with its affluent fiscal reserves generated by the gaming industry, has a high potential to develop in more diverse entertainment elements that suit the demand of all types of tourists, not night entertainment seekers and gamblers alone.

Las Vegas and Atlantic City are probably the two destinations whose positions from both structural and perceptual perspectives align the most. These two destinations are not only structurally similar (in terms of visitor arrivals, abundance in gaming provision, gaming revenue and hotel occupancy level), they are simultaneously perceived as keen competitors in many entertainment aspects. The mean scores of perceived adequacy of entertainment provision (Table 3.6) show that Las Vegas receives higher scores than Atlantic City in all aspects but the Tukey HSD results indicate that the lead is significant in two aspects only (Magic and Themed Wedding). As an implication, Las Vegas should strive hard to excel and maintain its competitiveness to avoid being overtaken by Atlantic City, which, in many aspects, is a very keen competitor.

Gold Coast is another destination often perceived to provide abundant and diverse entertainment elements. Perceptually speaking it has an above-average position, often only cited after Las Vegas. The Tukey HSD test reveals that Gold Coast is comparable to Atlantic City (and even exceeds Atlantic City in Golf), and is often perceived to provide better opportunities than many other destinations (except Las Vegas) in the more family-oriented entertainment activities such as theme park (item 8), thrilled rides and roller-coasters (item 9) and sports such as spectator sports (item 14) and golf (item 20). Structurally speaking relative to its land advantage (Gold Coast is the largest destination next to Sun City), its current hotel supply and visitor arrivals seem too modest. Due to the government policy that there can only be one casino operator in each legalised gaming city in Australia, it is hard for

Gold Coast to compete in gaming. Therefore its current strategy of focusing on the family and sport markets should be further re-enforced.

Monaco is the outlier in both the structural and perceptual maps. It is only comparable with Sun City structurally in some ways and with Macao and Sun City perceptually. Monaco is the smallest destination, has the second least gaming facilities (just better than Gold Coast) and the lowest gaming revenue. Nevertheless, it is perceived to provide well in table games and car-racing. The Monaco Formula 1 Grand Prix running through the streets which are then closed to other traffic is an internationally renowned car-racing event so this perception is not surprising. Despite the fact that there are only a few casinos and the lowest gaming revenue (gaming revenue only accounted for 4 percent of local GNP in 2005) (d'Hautesserre, 2005), however, its perceptual mean score in table games is ranked the third (just after Las Vegas and Atlantic City and even above Macao). This might be attributed to the image of Monaco being a paradise for high-rollers. The perceptual data also depict that it has quite adequate provision in concerts (e.g. concerts in the Court of Honour of the Prince's palace), operas and shows. The glamorous perception of elegantly-dressed individuals going to casinos and theatres in Monaco is not an uncommon scene in movies. Perceptually, Monaco projects a highly similar image in the provision of entertainment elements to Macao. The Tukey HSD reveals no significant difference in all 26 elements between the pair. These results in fact align very much with the general image of these two places.

Sun City (or the Lost City as it is sometimes called) vacation complex, situated near the country's capital Johannesburg, is the biggest resort in Africa and one of the world's largest, most comprehensive visitor attractions (Botha, Crompton & Kim, 1999). It (including its precinct) has the largest land area of all destinations. This makes it stand out from the other six destinations structurally. Besides its land area, it has the least hotel room supply and least number of slot machines. Like Monaco, it has low gaming revenue and low visitor arrivals. On the other hand, Sun City is perceived to be among the ones with the most abundant sport activities (horse riding, golf and spectator sports). These results are similar to that in Kim, Crompton and Botha's (2000) study which commented that "*(Sun City includes) an extensive array of high quality outdoor recreation facilities, including the Gary Player Country Club golf course where the annual Million Dollar Skins international professional gold challenge is held*" (p.33).

Genting Highlands is another outlier, especially in the perceptual map. It is situated 1700m above sea level on a mountain peak one hour from Kuala Lumpur by car. It is the only legal land-based casino in Malaysia. It has the world's largest hotel, featuring over 6000 rooms and has a Las Vegas-style theme park. All operations in Genting Highlands are under the corporation named the Genting Group. Since most respondents were not very familiar with this place, the perceptual scores tend to be low in most aspects. The Tukey HSD test shows that Genting Highlands provide significantly less in many entertainment elements relatively to the other six destinations. At the same time, its perceptual mean scores were either the

lowest or the second lowest in all but two entertainment elements (except theme park and thrilled rides and roller-coasters). The major problem might lie in promotion. With the recent successful bid of the Genting Group in building and operating casino in Singapore and the promises of building a Universal Studio theme park and a huge outdoor marine park by 2010, its perceptual position might be improved and become a serious competitor in the region.

A holistic comparison reviews a very different spatial distribution of the seven destinations in the structural and perceptual maps. In the structural comparison, the seven destinations were not as scattered on the domain as in the perceptual comparison map. This could be interpreted as that the destinations were perceived to be sharing less common features as when they were compared using the structural hard data. In the structural comparison, Sun City and Monaco were the outliers whereas the other five destinations were quite close to each other. Not only were Sun City and Monaco isolated from the other destinations, they were far away from each other as well. On the other hand, Macao and Monaco, being close to each other, were nevertheless separated from the other five destinations which were now scattered on the perceptual map.

The second aim requires a highlight of the common and different features of the destinations from both perspectives. The destinations which were originally considered as sharing common structural features were not

equally perceived in terms of entertainment provision adequacy. For example, Sun City and Monaco provided physically limited slot machines and gaming tables but the perceived scores were quite high. In addition, the hard data suggested that Macao was actually comparable with the two well-established gaming locations (Las Vegas and Atlantic City) in terms of visitor arrivals, gaming facilities and revenue. The perceptual responses did not confirm this close alignment among Las Vegas, Atlantic City and Macao. In fact, Macao was perceived to have a closer association with Monaco in terms of entertainment provision. Macao, given such high level of visitor arrivals and gaming revenue, it has a high potential to better develop other entertainment options in order to improve its perceived image.

One way of summarising the perceptual comparison is to suggest that people perceived Las Vegas, Gold Coast and Atlantic City as the golden entertainment triangle, with Las Vegas leading in most aspects. On the other hand, Gold Coast and Las Vegas were simultaneously perceived to provide well in themed entertainment (theme park, thrill rides and roller coaster, street entertainment, themed shopping, themed dining, themed wedding and themed transportation) and night entertainment (bars and discotheques).

3.7 Chapter Summary

The mapping exercise conducted in this chapter suggested the potential similarities and disparity between the structural conditions/ability of a destination and what people (tourism academics in this case) perceived. It also highlighted the physical potential of some destinations had not been fully developed. This study attempted to tap into the area of entertainment science, which, as termed by Pearce (2005b), is “*a particularly adaptable specialism of interest capable of augmenting tourism research*” (p.1). Entertainment, being such a lucrative market, receives less attention than most other types of tourism provision. It and its components are implicit in all types of tourism yet not well-discussed and studied explicitly, especially in the context of tourism development. The use of MDS in approaching the two different perspectives (structural and perceptual) is also quite innovative. Nevertheless, several caveats regard the operationalisation of the study. First, the viewpoints and perception of the academics form the core data of analysis in the perceptual comparison and with the uneven distribution of the respondents in the perceptual comparison approach as previously mentioned, the matrix can only be served as a proxy rather than a generalised phenomenon. Second, the selection of the destinations in the study was based on a geographical dispersion approach; future studies might consider using a more localised selection comparing several gaming destinations at a regional (rather than inter-continental) level. In addition, the limited availability of information concerning some of the destinations made it a very

difficult to increase the number of attributes used in the structural comparison. Information such as the contribution of gaming revenue to the overall GDP was not available for some destinations. In spite of this, the data used in the study included an intensive archival research spanning over a long period of time and were the most updated available at the time of research. At core, the findings provided a detailed context for the next phase of the thesis research.

Chapter 4

Study 2 –Perception and Evaluation of the Existing Entertainment Activities / Facilities by Stakeholders in Macao

Chapter Outline

4.1 Introduction

4.2 Methodology and Instrumentation

4.3 Sample

4.4 Result Discussion

4.1 Introduction

While Study 1 serves to provide a background for the whole thesis by comparing Macao with other major gaming destinations, this second study aims at gathering information regarding the perception and evaluation of the existing entertainment activities / facilities by the stakeholders in Macao, namely residents, visitors, employees and managers in the entertainment industry. This study is the core study of the thesis and attempts to answer most of the research questions established in Chapter 2. The goal of this chapter, thus, is to evaluate entertainment provision of the selected

destinations and provide investigate the role of entertainment in destination experience and it aims to answer 4 of the 5 research questions proposed:

R1: How does the entertainment provision of other competing destinations affect users' evaluation of a destination's entertainment provision?

R2: How is tourists' destination experience affected by tourists' satisfaction with the destination's entertainment provision?

R3: Does tourists' evaluation of the importance of a destination's entertainment provision have an enhancing effect on tourists' destination experience?

R4: How important is entertainment as a pull factor that stimulates tourists to come?

Before answering these research questions, a thorough investigation of previous literature regarding tourist satisfaction and destination experience is paramount.

4.1.1 Tourist Satisfaction

Tourist satisfaction has been widely discussed in the tourism literature, yet not without debate and challenges. Among the debates and ambiguities there is one particularly controversial feature of satisfaction. One group of scholars have agreed that satisfaction is a comparative phenomenon, i.e., it is “*a function of an initial standard and some perceived discrepancy from the initial reference point*” (Oliver, 1980, p.460). This base of reference is most often regarded as expectation prior to the experience. Most of the studies conducted to evaluate consumer satisfaction have utilised models of expectation/disconfirmation (Akama & Kieti, 2003; Bigne, Andreu & Gnoth, 2005; Nash, Thyne & Davies, 2006; Pizam, Neumann & Reichel, 1978; Pizam, Neumann & Reichel, 1979; Nowacki, 2005; Oliver, 1980; Truong & Foster, in press; Vitterso, et al., 2000; Yoon & Uysal, 2005). According to the pool of reviewed literature, they generally agree that tourists form their own expectation prior to decision-making and then compare the actual performance with these expectations. Satisfaction is thus generally achieved if these expectations can be met, or even exceeded (positive disconfirmation). On the contrary, if the actual performance is worse than what has been expected (negative disconfirmation), dissatisfaction will result.

This Expectancy-Disconfirmation Paradigm (EDP) is not however without some criticism and weaknesses (Churchill & Suprenant, 1982; Cronin & Taylor, 1992; Kozak, 2001a; Yuksel & Yuksel, 2001b). Yuksel & Yuksel

(2001) demonstrate that there are a number of unresolved issues concerning the validity and reliability of the EDP model and these issues are summarised in Table 4.1 below.

Table 4.1 Conceptual and Operational Issues Relating to the Expectancy-Disconfirmation Paradigm (Yuksel and Yuksel, 2001b, p.110)

<u>Conceptual</u>	
<i>Prepurchase expectation</i>	<i>Without expectations, disconfirmation cannot occur. How realistic would it be to expect customers to have firm expectations of all attributes prior to purchase in every consumption situation?</i>
<i>Meaning of expectations</i>	<i>Would an expectation question signify the same meaning to everyone?</i>
<i>Single or multiple comparison</i>	<i>Does customer satisfaction come from disconfirmation of expectations alone?</i>
<i>Logical inconsistency</i>	<i>Would meeting low expectations generate satisfaction as the model predicts? Why do customers report overall satisfaction when their ratings indicate service performance falling short of their initial expectations?</i>
<i>Disconfirmation process</i>	<i>Would the disconfirmation process operate in every consumption situation?</i>
<u>Operational</u>	
<i>Timing of the expectation measurement</i>	<i>Should it be measured before or after the service experience?</i>
<i>"I have high expectation" norm</i>	<i>If scores on expectations are consistently and constantly high, then it may never be possible to exceed them.</i>
<i>Possibility of misleading conclusions</i>	<i>Would meeting a high expectation with a high performance and meeting a low expectation with a low performance signify equal satisfaction in each case?</i>
<i>Dual administration and possibility of response- tendency-bias</i>	<i>Answering the same set of questions twice might bore the respondents.</i>

In addition to these un-resolved issues, according to Fournier and Mick (1999), “(a)n overemphasis on pre-consumption standards, feedback from initial product performance, and the formulaic comparison of the two has depicted satisfaction as a cold, cognitive, and meaning-deficient phenomenon” (p.15). Instead of the EDP, they advocate a contingency theory of satisfaction which is a more open perspective, “embracing alternate paths of satisfaction including those that do not rely on the pre-eminence or even pre-existence of standards or the associated mathematics of standards versus performance” (p.16). Arnould and Price (1993) also suggest that satisfaction may have little or nothing to do with expectations in their study of river rafting and extraordinary experience. Mazursky (1989) echoes in a similar way that a consumer’s predictions of performance may be superficial and vague. Regardless of the existence of any prior expectations, the consumer is likely to be satisfied as long as the performance of a product or service meets a desired level (Czepiel, Rosenberg & Akerele, 1974; Kozak, 2001a). Hughes (1991) and Pearce (1991) report that consumer satisfaction may be present even though experiences did not fulfill expectations. According to this stream of thoughts, satisfaction may not be achieved by closing the gap between expectation and performance.

Various approaches to the measurement of satisfaction have their own merits and weaknesses and it is difficult to judge which is absolutely better than the rest. In the case of entertainment which can be a novel surprising and special kind of experiential tourism and hospitality service it can be

difficult to establish very clear expectation levels (Hill, 1985; Jayanti & Jackson, 1991; Mackay & Crompton, 1988; Reisinger & Waryszak, 1996; Yuksel & Yuksel, 2001b; Zeithaml, 1981; Zeithaml, et al., 1985). This study thus avoids using the expectancy disconfirmation approach and opts for the performance-only approach which simply asks for the direct evaluation of the performance in concern. Depending on the product/service category, satisfaction evaluation may not rely on disconfirmation but instead rely on performance evaluation only (Churchill & Surprenant, 1983; Halstead, et al., 1994; Yuksel & Yuksel, 2001b). There is empirical support for this performance-only approach in that it has higher reliability and validity values than other approaches (Crompton & Love, 1995; Jayanti & Jackson, 1991; Kozak, 2001a; Llosa, Chandon & Orsingher, 1998) and it has already been used by several other researchers for measuring tourist satisfaction with destinations (Kozak, 2001a; Pizam, Neumann & Reichel, 1978; Qu & Li, 1997). In addition, although there is no consensus on how to measure customer satisfaction, the literature suggests that satisfaction is an overall post-purchase and post-experience attitude evaluation (Fornell, 1992; Kozak, 2001a; Pearce, 2005b). Literature further emphasises the measurement of satisfaction immediately after the experience (Kozak, 2001a; Peterson & Wilson, 1992).

Another special key issue related to satisfaction that needs to be addressed is the concept of enjoyment. Pearce (2005b), following Noe (1999), pointed out the difference between satisfaction and enjoyment in which the latter is more expressive than instrumental. Instrumental

components of satisfaction refer to the evaluation of the physical products of their functions whereas the expressive components apply to the more psychological and less tangible features of an experience. The interest in entertainment in this thesis has strong expressive components. Since most models of satisfaction are directed toward instrumental components, the author sees the needs to close the gap by asking for enjoyment evaluation in entertainment rather than simply satisfaction.

4.2 Methodology and Instrumentation

This study adopts a quantitative survey approach, which is widely perceived to be an effective means of generating mass responses and is one of the most frequently utilised designs in dissertations within the leisure and tourism fields (Smith, 1995; Finn, Elliott-White & Walton, 2000). Although some scholars have pointed out that the interview or questionnaire may not be the most appropriate instrument for the measurement of tourist satisfaction (Dann, 1978), the fact that most scholars have chosen to use survey as means of measurement gives it merits and highlights its usefulness and therefore this Study 2 utilises survey approach as well. The design of questionnaires in previous studies has taken different approaches.

Push and pull motivation variables (Yoon & Uysal, 2005);

Flow-Simplex variables e.g. boring, relaxed, pleasant etc. (Vitterso, et al., 2000);

SERVQUAL (service quality) (Akama & Kieti, 2003; Nowacki, 2005)

HOLSAT (holiday satisfaction) (Truong & Foster, 2006);

Analytic Hierarchy Process (Deng, King & Bauer, 2002);

Collective literature-based in which variables are drawn from previous studies, adapted for own use through pilot test and interviews (Bigne, Andreu & Gnoth, 2005; Lee, Yoon & Lee, 2007; Nash & Davies, 2006; Pizam, Neumann & Reichel, 1978; Yau & Chan, 1990)

Best experience approach where travellers' best experiences are sought as a kind of raw data on which satisfaction attitudes partly depend (Pearce, 2005b)

It is difficult to say which approach is the best as all have their own merits and drawbacks. It was decided to combine selected parts of these approaches and create a hybrid questionnaire to serve the purpose. A summary table justifying the use of component parts of the questionnaire is presented in Table 4.2 below.

Table 4.2 Questionnaire Justification Table

Blocks of Questions	Literature	Possible Links	Possible Statistical Tests Application
Demographics (Part V)	<ul style="list-style-type: none"> ✓ Bigné et al (2005) ✓ Kozak (2001b) ✓ Kozak (2002a) ✓ Kozak (2002b) ✓ Kozak & Rimmington (1999) ✓ Kraus and Allen (1997) ✓ Lee et al (2007) ✓ Nash et al (2006) ✓ Veal (1997) 	<ul style="list-style-type: none"> ✓ All other parts of the questionnaire for significant difference testing 	<ul style="list-style-type: none"> ✓ Descriptive analysis (frequency counts, percentage, cross-tabulation) ✓ Chi-square ✓ Cluster Analysis ✓ Independent sample t-test ✓ ANOVA
Importance of Attributes (Part I Q1)	<ul style="list-style-type: none"> ✓ Pearce (2005b) ✓ Veal (1997) 	<ul style="list-style-type: none"> ✓ Demographics ✓ Enjoyment or Satisfaction with Attributes 	<ul style="list-style-type: none"> ✓ Descriptive analysis (mean and standard deviation, cross-tabulation) ✓ Performance-Importance matrix
Enjoyment or Satisfaction with Attributes (Part I Q2)	<ul style="list-style-type: none"> ✓ Pearce (2005b) ✓ Veal (1997) 	<ul style="list-style-type: none"> ✓ Enjoyment or Satisfaction by Demographics ✓ Importance of Attributes 	<ul style="list-style-type: none"> ✓ Descriptive analysis (mean and standard deviation, cross-tabulation) ✓ Performance-Importance matrix
Benchmarking (Part II)	<ul style="list-style-type: none"> ✓ Botha et al (1999) ✓ Kozak (2001b) ✓ Kozak (2002a) ✓ Kozak (2002b) 	<ul style="list-style-type: none"> ✓ Benchmarking by Demographics 	<ul style="list-style-type: none"> ✓ Independent-sample t-test (by demographics) ✓ One-sample t-test (between pairs of destinations) ✓ ANOVA (among all destinations)
Overall tourists' destination	<ul style="list-style-type: none"> ✓ Eggert and Ulaga (2002) 	<ul style="list-style-type: none"> ✓ Regress with Importance, 	<ul style="list-style-type: none"> ✓ Correlation ✓ Multiple regression

experience (Part III)	<ul style="list-style-type: none"> ✓ Lee et al (2007) ✓ McDougall and Levesque (2000) ✓ Petrick and Backman (2002) ✓ Sweeney & Soutar (2001) 	Experience and Enjoyment/ Satisfaction blocks	
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Details of the questions in each component part can be accessed in the Appendix III. It is worth taking note that not all parts of the questionnaires are utilised and interpreted in this thesis and therefore only the parts used are summarised in the justification table above. Other parts are included in the questionnaire for future research purposes. In addition, the possible statistical test applications stated in the table are some suggestions only; the actual statistical tools used follow the discussion in the sections to come.

4.2.1 Answering the Research Questions

As mentioned earlier, this Study 2 seeks to provide answers to 4 of the 5 research questions of the thesis (R1, R2, R3 and R4). Question blocks specified above are therefore designed in a way to make sure that these research questions will be answered to in the end. These research questions are considered in order.

R1: How does the entertainment provision of other competing destinations

affect users' evaluation of a destination's entertainment provision?

This first research question relates respondents' (both tourists' and residents' evaluation of the adequacy of a destination's entertainment provision with that of the competing destinations. The questionnaire includes a benchmarking question block to retrieve respondents' opinion on the entertainment provision of the competing destinations and the comparison of Macao against these competitors.

R2: How is tourists' destination experience affected by tourist satisfaction with the destination's entertainment provision?

R3: Does tourists' evaluation of the importance of a destination's entertainment provision have an enhancing effect on tourists' destination experience?

These two research questions relate tourist satisfaction with the entertainment provision and tourists' destination experience. In the marketing literature, many studies have linked satisfaction with many variables (Bigne, Sanchez & Sanchez, 2001), such as satisfaction with quality (Anderson, Fornell & Lehmann, 1994; Fornell, et al., 1996; Gnoth, 1994; Kotler, Bowen & Makens, 1996); quality and satisfaction with behaviour (Anderson & Sullivan, 1990; Boulding, et al., 1993; Cronin & Taylor, 1992; de Ruyter, Wetzels, & Bloemer, 1996; Woodside, Frey & Daly, 1989; Zeithaml,

Berry & Parasuraman, 1996); image with perceived quality and satisfaction (Kotler, Bowen & Makens, 1996; Font, 1997; Gronroos, 1990; Phelps, 1986); image with behaviour (Court & Lupton, 1997) or image with satisfaction and behaviour (Bloemer & de Ruyter, 1998). Not many have investigated the relationship between satisfaction and experience, however. R2 is thus designed to explore such relationship. Sets of variables / questions are extracted from the literature to measure tourist satisfaction or enjoyment with the entertainment provision in Macao (Enjoyment or satisfaction with attributes block); the importance of the entertainment elements when choosing a destination to travel (Importance of attributes block) as well as tourist experience with Macao as a destination (Overall tourists' destination experience block) such that conclusions related to these two research questions could be drawn.

R4: How important is entertainment as a pull factor that stimulates tourists to come?

This research question deals with the role of entertainment provision in the whole destination experience. To answer this research question, two blocks of questions were used (Importance of Attributes block).

Other question blocks (the awareness and adequacy question blocks) are also included on top of the ones described above so as to provide a more holistic analysis. Please note that a third group of respondents besides

tourists and residents was also included in the study. This group of respondents is the employees who work in the tourism, hospitality and entertainment facilities. Their views could be different from the perspective of the service providers (rather than just the consumers as in the case of residents and tourists) and thus could supplement the analysis better.

As a result of these three target groups of respondents, two sets of questionnaires were developed. The two sets were basically the same. The design was based on the Questionnaire Justification Table presented above. The two versions varied only slightly in terms of the demographics. The residents and tourists used one set of questionnaire which included ALL question blocks indicated in the justification table. Nevertheless, only the tourists needed to answer the question block on Overall Tourists' Destination Experience whereas the residents would skip this section. There were also some questions in the demographics that were specifically designed for tourists and residents. The employee set contained a completely different demographic section and excluded the Overall Tourists' Destination Experience question block. Sample of the two questionnaire sets were included in the Appendices for reference.

4.3 Sample

The sample of residents and tourists was achieved through an interviewer-administered street survey conducted at major residential areas and tourist spots. A total of 400 questionnaires were successfully completed out of 1080 attempts, representing a response rate of 37%. The survey used a stratified simple random sampling method, where interviewers intercepted every 3rd passer-by in the selected locations and asked if s/he was willing to fill in the questionnaire. In addition, only one member from a party was surveyed to reduce bias. The main strata consisted of 200 residents and 200 tourists. The tourist respondents were further divided into two sub-strata: Asian tourists and non-Asian tourists.

A further sample of employees was collected through distribution of questionnaires to the service providers through personal network. Macao, being part of China, the personal network is very important in achieving a task and it is highly difficult, if not impossible, to get a job done if personal network is not used within a target organisation. After several rounds of questionnaire distribution, finally a total of 48 completed questionnaires were returned and included in the analysis. Tables 4.3 to 4.6 below presents the demographic details of the entire sample as well as details specific to each of the three sample groups.

Table 4.3 Demographics of the Entire Sample

	Frequency	Percent	Cumulative Percent
<u>Strata:</u>			
Tourists	200	44.6	44.6
Residents	200	44.6	89.3
Employees	48	10.7	100.0
<u>Gender:</u>			
Male	223	49.8	49.8
Female	224	50.0	99.8
Missing	1	.2	100.0
<u>Age:</u>			
18-24	91	20.3	20.3
25-29	109	24.3	44.6
30-34	84	18.8	63.4
35-39	52	11.6	75.0
40-44	46	10.3	85.3
45-49	27	6.0	91.3
50-54	17	3.8	95.1
55-59	12	2.7	97.8
60-64	6	1.3	99.1
>=65	3	.7	99.8
Missing	1	.2	100.0
Total (N=) 448			

Table 4.4 Demographics of the Tourist Sample

	Frequency	Percent	Cumulative Percent
<u>Country of residence:</u>			
Mainland China (including Taiwan)	57	28.5	28.5
Hong Kong	45	22.5	51.0
Other Asians	13	6.5	57.5
Non-Asians	85	42.5	100.0
<u>Gender:</u>			
Male	111	55.5	55.5
Female	89	44.5	100.0
<u>Age:</u>			
18-24	27	13.5	13.5
25-29	49	24.5	38.0
30-34	36	18.0	56.0
35-39	32	16.0	72.0
40-44	22	11.0	83.0
45-49	12	6.0	89.0
50-54	11	5.5	94.5
55-59	7	3.5	98.0
60-64	4	2.0	100.0
>=65	0	.0	100.0
<u>Purpose of Trip:</u>			
Holiday	159	79.5	79.5
Business	12	6.0	85.5
Sport	4	2.0	87.5
Cultural	6	3.0	90.5
Industrial Training	2	1.0	91.5
Education	7	3.5	95.0
Conference	1	.5	95.5
Honeymoon	1	.5	96.0
Others	8	4.0	100.0
<u>Average Length of Visit:</u>			
	2.77 days		
Total (N=) 200			

Table 4.5 Demographics of the Resident Sample

	Frequency	Percent	Cumulative Percent
<u>Gender:</u>			
Male	99	49.5	49.5
Female	100	50.0	99.5
Missing	1	.5	100.0
<u>Age:</u>			
18-24	54	27.0	27.0
25-29	39	19.5	46.5
30-34	38	19.0	65.5
35-39	18	9.0	74.5
40-44	20	10.0	84.5
45-49	14	7.0	91.5
50-54	6	3.0	94.5
55-59	5	2.5	97.0
60-64	2	1.0	98.0
>=65	3	1.5	99.5
Missing	1	.5	100.0
<u>Average Length of Residency:</u>			
Total (N=) 200	28.2 years		

Table 4.6 Demographics of the Employee Sample

	Frequency	Percent	Cumulative Percent
<u>Gender:</u>			
Male	13	27.1	27.1
Female	35	72.9	100.0
<u>Age:</u>			
18-24	10	20.8	20.8
25-29	21	43.8	64.6
30-34	10	20.8	85.4
35-39	2	4.2	89.6
40-44	4	8.3	97.9
45-49	1	2.1	100.0
50-54	0	.0	100.0
55-59	0	.0	100.0
60-64	0	.0	100.0
>=65	0	.0	100.0
<u>Workplace Categories:</u>			
Hotel/Accommodation Units	31	64.6	64.6
Theme parks/facilities	0	.0	64.6
Travel Agencies	0	.0	64.6
Show Business/Theatres	10	20.8	85.4
Casino/Slot Centres	6	12.5	97.9
Sport Facilities	0	.0	97.9
Others - MICE	1	2.1	100.0
<u>Average Years of Experience in the Industry:</u>			
	4.4 years		
Total (N=) 48			

4.4 Research Questions Answering (Result Discussion)

4.4.1 Tackling Research Question 1

R1: How does the entertainment provision of other competing destinations affect users' evaluation of a destination's entertainment provision?

This first research question relates respondents' (both tourists and residents) evaluation of the adequacy of a destination's entertainment provision with that of the competing destinations. The questionnaire includes a benchmarking question block to retrieve respondents' opinion on the entertainment provision of the competing destinations and the comparison of Macao against these competitors.

The benchmarking question block focuses on the comparison of the provision of a list of entertainment elements (including but not limited to gaming facilities) among 7 selected gaming destinations (Macao, Genting Highlands in Malaysia, Las Vegas in USA, Atlantic City in USA, Sun City in South Africa, Gold Coast in Australia and Monaco, with special focus on the comparison between Macao and Las Vegas because, as it will be shown later, Las Vegas was constantly ranked "the" destination which provided the best entertainment. The 7 destinations were chosen for their international

recognition as a gaming destination covering the 5 main continents.

The questionnaire asked the respondents to name (based on their perceived image) the destination that provided the best entertainment elements listed in the table below:

Table 4.7 Entertainment Elements in the Questionnaire

Live concerts & shows (in general)	Circuses & acrobatics	Themed wedding
Popular concerts	Street entertainment	Themed transportation
Classical concerts	Themed shopping	Lottery
Magic	Themed dining	Casino slot machines
Opera & musical	Spectator Sports	Casino table games
Girl shows	Karaoke	Car racing
Theatre	Bars & disco	Golf
Theme park	Horse riding	Horse racing
Thrill rides & roller coasters	Greyhound racing	

4.4.1.1 Reliability of the Data

As a preface to further analysis, a reliability test was conducted and Cronbach's Alphas for the two sets of question blocks used in this section are

summarised below. All data demonstrated a very high level of reliability according to Cronbach’s Alpha, especially in the Comparative Evaluation.

Table 4.8 Reliability Analysis

	Destination Comparison	Comparative Evaluation
Reliability (Alpha)	0.888	0.969

4.4.1.2 Destination Comparison Overview

This section interprets the results presented in Table 4.9 below. Among the 26 entertainment elements evaluated, Las Vegas was ranked number 1 in 17 of them (except “Thrill rides and roller coasters”, “Spectator Sports”, “Horse riding”, “Themed wedding”, “Golf”, “Horse racing”, “Greyhound racing”, “Lottery” and “Car racing”). Gold Coast was named top in 5 of the elements (“Thrill rides and roller coasters”, “Spectator sports”, “Horse riding”, “Themed wedding” and “Golf”). Macao was then named best on the rest of the elements (“Horse racing”, “Greyhound racing”, “Lottery” and “Car racing”). If we exclude the other destinations from the picture and compare only between Las Vegas and Macao, Las Vegas was rated more positively than Macao in all but 4 elements, namely “Horse racing”, “Greyhound racing”, “Lottery” and “Car racing”. This result reveals that Macao is only comparable to Las Vegas in SOME of the gaming elements but is outpaced by Las Vegas in

most other entertainment provision. When comparing Macao with the other destinations included in the study, Macao was ranked the 6th or 7th in most cases. In other words, Macao was least frequently cited as “the” destination which provided the best entertainment facilities included in the list.

Legend:

Destination

LV – Las Vegas

MO – Macao

GH – Genting Highlands

GC – Gold Coast

AC – Atlantic City

MC – Monaco

SC – Sun City

Table 4.9 Destination Ranking in Various Entertainment Elements²

Entertainment Elements	LV	MO	GH	GC	AC	MC	SC
Live concerts and shows (general)	1	6	2	3	4	5	7
Popular concerts	1	6	2	3	4	5	7
Classical concerts	1	6	3	2	5	4	7
Magic	1	6	4	3	2	5	7
Opera and musical	1	6	4	3	2	5	7
Girl shows	1	6	4	5	2	3	7
Theatre	1	6	4	2	3	5	7
Theme park	1	6	3	2	4	5	7
Thrill rides and roller coasters	2	7	3	1	4	5	6
Circus and acrobatics	1	7	4	2	3	5	6
Street entertainment	1	7	5	2	3	4	6
Themed shopping	1	5	4	2	3	6	7
Themed dining	1	4	5	2	3	6	7
Spectator sports	2	5	6	1	3	4	7
Karaoke	1	2	6	3	4	5	7
Bars and disco	1	2	6	4	3	5	7
Horse riding	2	7	5	1	3	6	4
Themed wedding	2	7	4	1	3	5	6
Themed transportation	1	7	4	2	3	5	6
Golf	2	7	5	1	3	6	4
Horse racing	2	1	7	3	4	5	6
Greyhound racing	2	1	4	3	7	5	6
Lottery	2	1	4	5	6	3	7
Slot machines	1	2	3	5	6	4	7
Table games	1	2	4	6	5	3	7
Car racing	2	1	5	7	6	3	4

² A rank of 1 means the destination was MOST FREQUENTLY mentioned as the destination that provided the BEST entertainment element concerned.

4.4.1.3 Macao in Comparison

As previously mentioned, whenever Macao was not considered “the” destination that provided the best entertainment element concerned, a follow-up question asked the respondent to rate, on a scale of 1 to 7 (with 1 being “Much Inferior” and 7 being “Slightly Inferior”), the performance of Macao comparing with the “best” destination. A summary of the results is presented in Table 4.10.

Table 4.10 Comparative Evaluation of Macao against the Best Practice

	N	Inferiority Score (Mean)	Std. Deviation
A) Live concerts and shows (in general)	404	2.92	1.355
B) Popular concerts	400	2.85	1.400
C) Classical concerts	399	2.86	1.420
D) Magic	413	2.69	1.392
E) Opera and musical	407	2.77	1.418
F) Girl shows	399	2.83	1.457
G) Theatre	405	2.83	1.427
H) Theme park	407	2.64	1.587
I) Thrill rides and roller coasters	406	2.47	1.520
J) Circus and Acrobatics	402	2.54	1.394
K) Street entertainment	397	2.66	1.413
L) Themed shopping	399	3.12	1.575
M) Themed dining	389	3.21	1.703
N) Spectator Sports	377	3.01	1.542
O) Karaoke	333	3.56	1.598
P) Bars and disco	359	3.50	1.555
Q) Horse riding	370	2.85	1.383
R) Themed wedding	388	2.80	1.542
S) Themed transportation	384	2.80	1.482
T) Golf	378	3.05	1.421
U) Horse racing	262	3.68	1.481
V) Greyhound racing	215	3.83	1.556
W) Lottery	266	4.26	1.652
X) Casino gambling - Slot machines	306	4.75	1.650
Y) Casino gambling - Table games	313	4.89	1.623
Z) Car racing	232	4.05	1.668

Scale used ranged from 1 to 7, with 1 being “Much Inferior” and 7 “Slightly Inferior”.

The above table shows that Macao was given a very low score in almost all entertainment elements. Interestingly, despite the fact that gaming revenue in Macao exceeded that of Las Vegas, the latter was still considered to be superior to Macao in the two major gaming facilities, i.e. “Table games” and “Slot machines”, albeit more inclined to the “Slightly Inferior” side (Mean = 4.89 and 4.75 respectively, ranked immediately after Las Vegas). Macao was named the most frequently the best destination in “Horse racing”, “Greyhound racing”, “Lottery” and “Car racing” (see Table 4.9). In all other cases where Macao was considered to be inferior to the best practice, the scores were relatively low, ranging from 2.47 to 3.56. Considering a score of 4 to be the mid-point, these scores were all below average, The scores were particularly low in the areas which are mostly suitable for family or travellers of all ages (see scores for “Magic”, “Theme park”, “Thrill rides and roller coasters”, “Circus and acrobatics” and “Street Entertainment”).

4.4.1.4 Research Question Summary

This research question mainly looks at users’ evaluation on Macao’s entertainment, when compared with the entertainment provision of other competing destinations. In particular, there is a special anchor of comparison between Macao and Las Vegas because Macao is often

regarded as “Las Vegas of the East”. On the other hand, Macao has its competitive advantages as well. For example, the analysis showed that Macao was named the most frequently the best destination in “Horse racing”, “Greyhound racing”, “Lottery” and “Car racing” in where Macao could continue to strive to keep this reputation. In all other cases, however, Macao was considered to be inferior to the best practice with relatively low comparative evaluation.

The above analysis demonstrated that most respondents did not consider Macao as a close competitor of Las Vegas (and many other selected competing destinations), especially in the non-gaming part of the entertainment sector which helps entice the patronage of family travellers. Macao was most frequently ranked the 6th or 7th among the 7 destinations. Macao’s competitiveness in terms of entertainment provision among the selected gaming destinations is obviously at stake.

As discussed in the sections above, there are many other entertainment elements that Macao might consider to include in its tourist product portfolio so as to make it a destination that appeals to wider tourist base. The improvement of other non-gaming entertainment provision could be another way forward, introducing more diversified tourist markets that include long-haul and/or long-stay guests.

4.4.2 Tackling Research Questions 2 and 3

R2: How is tourists' destination experience affected by tourist satisfaction with the destination's entertainment provision?

R3: Does tourists' evaluation of the importance of a destination's entertainment provision have an enhancing effect on tourists' destination experience?

Research question 2 relates tourists' destination experience with tourists' satisfaction with the entertainment elements while research question 3 relates the importance of the entertainment elements (when choosing a destination to travel) to the overall tourists' destination experience. Three sets of question blocks are used (Importance of attributes block, Enjoyment or satisfaction with attributes block, and the Overall tourists' destination experience block) for these purposes. Thus this section uses the tourist sample only (N = 200). To provide answers to R2, bivariate correlation will be used to detect correlation (if any) between the two variables (satisfaction/enjoyment and tourists' destination experience). To provide answers to R3, step-wise multiple regression is used.

4.4.2.1 Reliability of the Data

Cronbach's Alphas for the two sets of question blocks used in section

are summarised below. All data demonstrate a high level of reliability according to Cronbach's Alpha.

Table 4.11 Reliability Analysis

	Importance Level	Enjoyment Level	Destination Experience
Reliability (Alpha)	0.889	0.888	0.972

4.4.2.2 Correlation between Overall Enjoyment and Overall Destination Experience

This section looks at the correlation between the overall enjoyment level and the overall destination experience. These two variables are the result of computing the mean enjoyment level across the 26 entertainment elements and the mean tourists' destination experience across the 17 statements, which are synthesised from different studies (Eggert & Ulaga, 2002; Lee, Yoon & Lee, 2007; McDougall & Levesque, 2000; Petrick & Backman, 2002; Sweeney & Soutar, 2001). Then these two grand mean scores are used in the bivariate correlation analysis. Results are shown in Table 4.12 below.

Table 4.12 Correlation between Overall Enjoyment and Overall Tourists' Destination Experience

Correlations

		OV_ENJOY	OV_EXP
OV_ENJOY	Pearson Correlation	1	.515**
	Sig. (2-tailed)	.	.000
	N	194	194
OV_EXP	Pearson Correlation	.515**	1
	Sig. (2-tailed)	.000	.
	N	194	200

** . Correlation is significant at the 0.01 level (2-tailed).

A positive relationship (0.515) at the significant level of 0.01 (2-tailed) could be observed between the two overall mean scores. This indicates that tourists generally have a higher destination experience if they enjoy the entertainment elements (as a whole) more.

4.4.2.3 Pair-wise Correlation between Enjoyment in Each Entertainment Element and Overall Destination Experience

Since satisfaction/enjoyment is a complex construct (Babin & Griffin, 1998; Bigne, Sanchez & Sanchez, 2001), overall satisfaction/enjoyment is not necessarily the same as that with individual elements (Bigne, Sanchez & Sanchez, 2001; Fornell, 1992; Gnoth, 1994; Spreng, Mankenzie & Olshavsky, 1996). Therefore to supplement this knowledge gap, a pair-wise correlation is conducted between the overall tourists' destination experience and the enjoyment score of each of the entertainment elements in order to determine the direction and significance of such correlation (if exist). A summary of the

pair-wise bivariate correlation results is presented in Table 4.13 below.

Table 4.13 Pair-wise Correlation between Overall Tourists' Destination Experience and Enjoyment of Each Entertainment Element

Correlation Pair		Pearson Correlation	Sig. (2-tailed)
Overall Tourists' Destination Experience	Live concerts and shows (general)	.644*	.002
	Popular concerts	.246	.310
	Classical concerts	.479	.061
	Magic	.387	.520
	Opera and musical	.524	.066
	Girl shows	.321	.095
	Theatres	.817*	.001
	Theme park	.204	.169
	Thrill rides and roller coasters	.374	.079
	Circus and acrobatics	.735	.038
	Street entertainment	.398	.049
	Themed shopping	.321*	.008
	Themed dining	.115	.306
	Spectator sports	.728*	.001
	Karaoke	.070	.642

Correlation Pair		Pearson Correlation	Sig. (2-tailed)
Overall Tourists' Destination Experience	Bars and disco	.454*	.000
	Horse riding	.756	.244
	Themed wedding	.226	.667
	Themed transportation	.148	.499
	Golf	.256	.250
	Horse racing	.615*	.000
	Greyhound racing	.615*	.000
	Lottery	.343	.030
	Casino gambling – slot machines	.391*	.000
	Casino gambling – table games	.481*	.000
	Car racing	.453*	.001

* Correlation is significant at the 0.01 level (2-tailed).

Significant correlations (all positive) exist between overall tourists' destination experience and 10 of the entertainment elements at the .01 level. Four out of the five gaming-related elements (except "Lottery") are positively and significantly correlated with the overall tourists' destination experience. Although gaming elements are not rated with high importance (as a pull factor) when tourists are choosing destination to travel (as will be discussed in section 4.4.3 later on), they exert strong positive correlation with the overall

tourists' destination experience and are therefore important criteria determining if the experience of the stay is good or not. This may suggest that tourists' evaluation prior to the visit (importance of elements when choosing a destination to travel) and their evaluation on-site might not necessarily align with each other. When they do not find gaming elements as important pull factors that can affect their destination choice decision, a good experience in these aspects on-site might impact largely on their overall destination experience. While this misalignment is beyond the scope of this thesis, this lack of alignment could prompt further research in gaming image studies and analysis and thus represents an interesting initial finding for which further research may be necessary.

4.4.2.4 Stepwise Multiple Regression Analysis

As previously mentioned, to seek whether tourists' evaluation of the importance of a destination's entertainment provision will have an enhancing effect on their tourists' destination experience, stepwise multiple regression was performed. Multiple regression analysis is one of the most widely used procedures in marketing research (Mason & Perreault, 1991). Its popularity is fostered by its applicability to varied types of data and problems, ease of interpretation, robustness to violations of the underlying assumptions, and widespread availability. A stepwise multiple regression was therefore performed to investigate the relative importance of the entertainment elements in affecting the overall tourists' destination experience. A stepwise

approach is adopted instead of a one-shot multiple regression including all independent variables because the former helps optimise the explanatory power of the regression function and simultaneously identifies the more significant variables (and those of heavier weight) to contribute more influence to the dependent variable. In this section, the overall tourists' destination experience score is regressed against the results of the Importance Attributes Question Block.

Phases of the Stepwise Approach:

Step 1 – Multiple regression analysis involving all 26 recreation elements

Step 2 – Rank in ascending order the elements according to the level of significant

Step 3 – Top 5 elements are isolated to perform a separate multiple regression

Step 4 and onward – Add the elements one by one to the multiple regression.

Final Step – Choose the element combination that provides the highest explanatory power (i.e. the highest Adjusted R Square level)

Table 4.14 Multiple Regression Summary – Step 1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.645	.408		6.486	.000
	Live concerts and shows (in general)	-3.488E-02	.108	-.054	-.324	.747
	Popular concerts	4.219E-02	.089	.068	.473	.637
	Classical concerts	6.067E-02	.076	.097	.794	.428
	Magic	-3.498E-02	.070	-.058	-.501	.617
	Opera and musical	5.909E-02	.064	.095	.917	.360
	Girl shows	-.120	.056	-.183	-2.147	.033
	Theatre	7.078E-04	.059	.001	.012	.990
	Theme park	4.456E-02	.080	.066	.558	.578
	Thrill rides and roller coasters	2.741E-02	.075	.044	.364	.716
	Circus and Acrobatics	.120	.065	.170	1.851	.066
	Street entertainment	-2.872E-02	.064	-.037	-.446	.656
	Themed shopping	.190	.065	.258	2.928	.004
	Themed dining	-9.093E-02	.067	-.121	-1.355	.177
	Spectator Sports	-1.078E-02	.048	-.016	-.222	.824
	Karaoke	-1.771E-02	.073	-.025	-.242	.809
	Bars and disco	6.350E-02	.061	.111	1.042	.299
	Horse riding	5.254E-02	.059	.081	.892	.374
	Themed wedding	-2.984E-02	.055	-.048	-.546	.586
	Themed transportation	6.026E-02	.050	.097	1.214	.227
	Golf	8.732E-02	.052	.144	1.687	.093
	Horse racing	4.068E-02	.082	.066	.495	.621
	Greyhound racing	.121	.084	.192	1.437	.152
	Lottery	-.156	.079	-.230	-1.969	.051
	Casino gambling - Slot machines	-5.161E-02	.083	-.077	-.620	.536
	Casino gambling - Table games	.225	.072	.363	3.124	.002
	Car racing	-8.746E-02	.045	-.141	-1.944	.053

^aDependent Variable: Overall Expectation

Table 4.15 Stepwise Multiple Regression – Steps 2 to 4

Sig. Ranking	Independent Variables	Sig. Level	Adjusted R Square Level
1	Casino gambling – table games	.002	.227
2	Themed shopping	.004	
3	Girl shows	.033	
4	Lottery	.051	
5	Car racing	.053	
6	Circus and acrobatics	.066	.243
7	Golf	.093	.293
8	Greyhound racing	.152	.329
9	Themed dining	.177	.328
10	Themed transportation	.227	.329
11	Bars and disco	.299	.340
12	Opera and musical	.360	.351
13	Horse riding	.374	.351
14	Classical concerts	.428	.349
15	Casino gambling – slot machines	.536	.348
16	Theme park	.578	.349
17	Themed wedding	.586	.346
18	Magic	.617	.343
19	Horse racing	.621	.340
20	Popular concerts	.637	.337
21	Street entertainment	.656	.334
22	Thrilled rides and roller coasters	.716	.331
23	Live concerts and shows (general)	.747	.328
24	Karaoke	.809	.324
25	Spectator sports	.824	.320
26	Theatre	.990	.317

The stepwise approach suggests that the explanatory power is highest (Adjusted R Square = .351) when the top 12 elements (optimal variable set) are included in the multiple regression. In fact including the 13th element will

not decrease the overall adjusted R square value, however, as shown later on, the problem of multicollinearity has to be resolved and the fewer the number of independent variables, the less the multicollinearity problem. This problem will be explained in the next section. The final multiple regression results are summarised in Table 4.16 below.

Table 4.16 Multiple Regression with Optimal Variable Set

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.509	.353		7.109	.000
	Girl shows	-.109	.049	-.166	-2.196	.029
	Themed shopping	.198	.059	.268	3.336	.001
	Casino gambling - Table games	.209	.052	.336	4.011	.000
	Lottery	-.189	.066	-.279	-2.848	.005
	Car racing	-8.758E-02	.041	-.142	-2.118	.035
	Circus and Acrobatics	.143	.045	.204	3.191	.002
	Golf	.102	.045	.169	2.252	.025
	Greyhound racing	.152	.058	.242	2.631	.009
	Themed dining	-8.659E-02	.061	-.115	-1.419	.158
	Themed transportation	5.580E-02	.041	.090	1.367	.173
	Bars and disco	8.506E-02	.041	.149	2.086	.038
	Opera and musical	8.950E-02	.043	.144	2.078	.039

a. Dependent Variable: OV_EXP

The standardised coefficients of the predictor variables (regardless of the direction as indicated by the signs) are all not very large (from .090 to .336). This implies that, although the tourists' evaluation regarding the importance of the selected entertainment elements when choosing a destination to travel might have some impact on their overall destination experience (be it positive or negative), their contribution (enhancing) effect is not extremely impressive. All variables in the optimal set have significant contribution impact on the overall tourists' destination experience except two variables ("Themed dining"

and “Themed transportation”). In other words, a respondent’s evaluation of the importance of these variables has significant impact on his/her destination experience evaluation, though the power and direction vary. While some carry positive correlations (“Themed shopping”, “Casino table games”, “Circus and acrobatics”, “Golf”, “Greyhound racing”, “Themed transportation”, “Bars and discos” and “Opera and musical”), others have negative correlations (“Girl shows”, “Lottery”, “Car racing” and “Themed dining”).

The implication of the findings is that if tourists who deem the variables with positive correlation as important elements to consider when choosing a travel destination, their overall experience in Macao tends to be higher. For example, a one-point increase in the importance level of “Themed shopping” will tend to bring up the particular respondent’s overall destination experience by 0.268 point. The rest can be interpreted likewise. On the other hand, those variables carrying negative beta coefficients (such as “Girl show”) will have a negative correlation with the overall destination experience. If tourists come to Macao with the major purpose of viewing girl shows or playing the lottery, they might be disappointed, thus affecting their overall destination experience negatively.

Albeit the fact that the level of importance of gaming in the course of destination choice decision is not impressive (this is demonstrated in the discussion of research question 4 in the next section), the two largest

absolute coefficient values go to the two gaming-related variables (“Casino table games” and “Lottery”). Also, the coefficient value of “Greyhound racing” is one of the highest as well. It can be seen that these three gaming related variables in the overall destination experience are significant with this multiple regression model. This may give us some information on understanding tourist psychology and planned-versus-realised behaviour. Many consumer behaviour studies have adopted the intention approach to predict actual behaviour, that is, they use intention as the immediate antecedent of purchase (Clawson, 1971; Engel, Blackwell & Miniard, 1993; Ferber & Piskie, 1965; Gormley, 1974; Howard & Sheth, 1969; Kalwani & Silk, 1982; Morwitz & Schmittlein, 1992; Peter & Olson, 1999; Tauber, 1975; Warshaw, 1980; Young, et al., 1998). Some alternative perspectives are, however, raised by other scholars. As Young et al. (1998) commented after adopting this approach in their study, “intentions appear to almost always provide biased measures of purchase propensity, sometimes underestimating actual purchasing and other times overestimating actual purchasing” (p.189). Juster (1964) also contended that other unforeseen circumstances also came into play. The role of unplanned behaviour as result of the unforeseen circumstances is investigated by many scholars (Agee & Martin, 2001; Beatty & Ferrell, 1998; Bruce & Green, 1991; Gardner & Rook, 1987; Kollat & Willet, 1967; Prasad, 1975; Rook & Fisher, 1995; Rook & Gardner, 1993; Rook & Hoch, 1985; Stern, 1962; Weun, et al., 1998). While most of these studies were done in the context of retail products, a few were relevant to tourism/leisure studies (Bettman, et al., 1998; Cobb & Hoyer, 1986; Feldman & Lynch, 1988; March & Woodside, 2005; Perdue, 1986; Steward & Vogt, 1999; Woodside, et al., 2005).

Tourism product/destination experience is not the same as other consumer product experience in that the former involves higher level of intangibility, heterogeneity and experience-based nature (Mayo & Jarvis, 1981) and therefore a pure intention approach to tourist behaviour prediction may not be able to account for the whole realised behaviour which may be susceptible to on-site stimuli. This concept is also supported by other tourism scholars who see “realised” behaviour as more useful to understand than the “intended” one (Dan, 1981; Pearce & Caltabiano, 1983; Shoemaker, 1994; Woodside & Jabcobs, 1985).

The results reviewed in this study also echo in a similar way that tourists may not place a high importance to some activities (and thus may not intend to include them in their to-do-list) during the destination choice process. Nevertheless, their overall onsite experience is significantly affected by these activities. For example, tourists may place a lower level of importance to the gaming activities when considering a particular destination to travel (thus affecting intention to participate). On the other hand, the importance level of three gaming elements, namely table games, greyhound racing and lottery, can significantly affect the tourists’ overall experience in Macao (onsite experience). The multiple regression equation subtly implies that Macao can provide a positive visit experience for those who like table games and greyhound racing. By way of contrast, experience evaluation may be jeopardised if the tourists come for lottery-related activities.

As for the non-gaming elements, if tourists are interested in “Themed shopping”, “Casino table games”, “Circus and acrobatics”, “Golf”, “Themed transportation”, “Bars and discos” and “Opera and musical”, their overall destination experience in Macao tends to be higher. This is not surprising and can be attributed to the fact that many new projects have recently been completed or are currently underway (e.g., Fisherman’s Wharf being the first theme park in Macao; Ponte 16 Inner Harbour Theme Park under development; Venetian Canal Shopping Mall recently opened in August 2007; the newly-opened Orient Golf Club). All of these developments help to boost the overall destination experience for people favouring these elements.

4.4.2.5 Detecting and Coping with Multicollinearity

Multicollinearity is a common problem in studies which involve two or more predictor variables (independent variables) in a relationship testing. Multicollinearity refers to the intercorrelation between two or more of the predictor variables (Crouch, Schultz & Valerio, 1992; Lafi & Kaneene, 1992; Mason & Perreault, 1991). When multicollinearity exists, any conclusion based on the size of the coefficients, their standard errors, or the like may be misleading (Mason & Perreault, 1991) or result in biased estimates (Crouch, Schultz & Valerio, 1992). Various ways of diagnosing or coping with this problem have been suggested by the literature (Afifi & Clark, 1984; Belsley, Kuh & Welsh, 1980; Dillon & Goldstein, 1984; Farrar & Glauber, 1967; Green,

Carroll & DeSarbo, 1978; Gunst & Mason, 1980; Krishnamurthi & Rangaswamy, 1987; Neter, Wasserman & Kutner, 1985). These suggestions range from simple rules of thumb to complex indices. The more widely used procedures are examining the correlation matrix of the predictor variables (Bryman & Cramer, 2001; Iverson, 1997; Kim & Qu, 2002; Lee, 1996; Mason & Perreault, 1991; Reisinger & Turner, 1999; Tabachnik & Fidel, 1996); the eigenvalues generated from constructing principal components analysis (factor analysis); the eigenvectors; the tolerance; and the variance inflation factors (VIF) (Afifi & Clark, 1984; Belsley, Kuh & Welsh, 1980; Gunst & Mason, 1980; Lafi & Kaneene, 1992; Neter, Wasserman & Kutner, 1985). So far the mostly used and supported way is the principal components analysis (Carnes & Slade, 1988; Dillon & Goldstein, 1984; Fomby & Hill, 1978; Fomby, Hill & Johnson, 1984; Ginevan & Carnes, 1981; Gunst & Mason, 1977; Judge, et al., 1985; Lafi & Kaneene, 1992). This method, however, is not without weakness. This method ignores the relative importance of the original (before transformation) variables. Moreover, since it is inconclusive that the new composite variables will have some useful interpretation, the final results may have little meaning or be difficult to be interpreted (Mason & Perreault, 1991).

Although numerous approaches have been proposed, none is entirely satisfactory and each method could be said to have its own merits and weaknesses. This paper uses the method of examining the correlation matrix of the predictor variables because it provides for a clear and robust interpretation of the problem. According to this method, the presence of one

or more large bivariate correlations indicates strong linear associations, suggesting collinearity may be problem. Different scholars have used different levels of correlation coefficient as cut-off. This study set the cut-off at the commonly used level of .8 (Bryman & Cramer, 2001; Lee, 1996; Mason & Perreault, 1991; Reisinger & Turner, 1999; Tabachnik & Fidel, 1996). The bivariate correlation matrix generated for the 12 variables included in the optimal set is presented in Table 4.17 on the next page.

Table 4.17 Correlation Matrix for the Optimal Variables

Correlations

		Girl shows	Themed shopping	Casino gambling - Table games	Lottery	Car racing	Greyhound racing	Golf	Circus and Acrobatics	Bars and disco	Themed dining	Themed transportation	Opera and musical
Girl shows	Pearson Correlation Sig. (2-tailed)	1 .	.228** .001	.168* .018	.137 .053	.341** .000	.243** .001	.427** .000	.138 .051	.301** .000	.046 .515	.299** .000	.495** .000
Themed shopping	Pearson Correlation Sig. (2-tailed)	.228** .001	1 .	.050 .483	.003 .966	.044 .535	.107 .132	.172* .015	.331** .000	.308** .000	.638** .000	.155* .028	.190** .007
Casino gambling - Table games	Pearson Correlation Sig. (2-tailed)	.168* .018	.050 .483	1 .	.684** .000	.237** .001	.501** .000	.293** .000	.023 .750	.369** .000	-.115 .104	-.022 .760	-.003 .961
Lottery	Pearson Correlation Sig. (2-tailed)	.137 .053	.003 .966	.684** .000	1 .	.200** .005	.706** .000	.345** .000	-.010 .888	.284** .000	-.050 .484	.006 .937	.087 .219
Car racing	Pearson Correlation Sig. (2-tailed)	.341** .000	.044 .535	.237** .001	.200** .005	1 .	.274** .000	.349** .000	.165* .019	.279** .000	-.076 .285	.273** .000	.128 .070
Greyhound racing	Pearson Correlation Sig. (2-tailed)	.243** .001	.107 .132	.501** .000	.706** .000	.274** .000	1 .	.485** .000	-.070 .326	.360** .000	-.040 .570	.023 .742	.265** .000
Golf	Pearson Correlation Sig. (2-tailed)	.427** .000	.172* .015	.293** .000	.345** .000	.349** .000	.485** .000	1 .	.029 .687	.443** .000	.033 .638	.241** .001	.218** .002
Circus and Acrobatics	Pearson Correlation Sig. (2-tailed)	.138 .051	.331** .000	.023 .750	-.010 .888	.165* .019	-.070 .326	.029 .687	1 .	.156* .028	.339** .000	.203** .004	.062 .386
Bars and disco	Pearson Correlation Sig. (2-tailed)	.301** .000	.308** .000	.369** .000	.284** .000	.279** .000	.360** .000	.443** .000	.156* .028	1 .	.182** .010	.038 .598	.138 .051
Themed dining	Pearson Correlation Sig. (2-tailed)	.046 .515	.638** .000	-.115 .104	-.050 .484	-.076 .285	-.040 .570	.033 .638	.339** .000	.182** .010	1 .	.242** .001	.114 .108
Themed transportation	Pearson Correlation Sig. (2-tailed)	.299** .000	.155* .028	-.022 .760	.006 .937	.273** .000	.023 .742	.241** .001	.203** .004	.038 .598	.242** .001	1 .	.201** .004
Opera and musical	Pearson Correlation Sig. (2-tailed)	.495** .000	.190** .007	-.003 .961	.087 .219	.128 .070	.265** .000	.218** .002	.062 .386	.138 .051	.114 .108	.201** .004	1 .

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The above table suggests that none of the optimal predictor variables included in the multiple regression has a bivariate correlation of .8 or higher. In fact most of the correlations are .5 or below, with only a handful in the range of .6 and .7. These results indicate that the problem of multicollinearity between the optimal predictor variables should be minimal, if it exists, and thus the interpretation generated should be sound.

4.4.2.6 Research Question Summary

This section discusses two research questions related to tourists' destination experience. One question looks at the impact of tourist satisfaction/enjoyment with the entertainment provision on tourists' destination experience. Another question looks at the enhancing effect (if any) of a higher importance of a destination's entertainment provision on the tourists' destination experience.

Evidence of a positive relationship (0.515) at the significant level of 0.01 could be observed between the two variables "Overall Enjoyment" and "Overall Destination Experience". Not only enjoyment/satisfaction is positively correlated with the destination experience on a holistic level, but also enjoyment/satisfaction is correlated with 10 (including four of the gaming-related entertainment elements) of the individual entertainment elements. This shows that, although satisfaction might be a complex construct according to many scholars (Babin & Griffin, 1998; Bigne, Sanchez

& Sanchez, 2001) and overall satisfaction might not necessarily be the same as the individual evaluations (Bigne, Sanchez & Sanchez, 2001; Fornell, 1992; Gnoth, 1994; Spreng, Mankenzie & Olshavsky, 1996), in this study, tourists' destination experience is obviously positively affected by tourist satisfaction with the entertainment provision, on both the overall and individual levels.

In terms of the second research question on the possible enhancing impact, the overall tourists' destination experience score is regressed with the importance scores. The stepwise multiple regression shortlists an optimal variable set (which carries the highest explanatory power of 0.351) consisting of 12 entertainment elements ("Girl shows", "Themed shopping", "Casino table games", "Lottery", "Car racing", "Circus and acrobatics", "Golf", "Greyhound racing", "Themed dining", "Themed transportation", "Bars and disco", "Opera and musical"), most of them have significant contribution impact on the overall tourists' destination experience. Nevertheless, the standardised coefficients of these 12 predictor variables are not very large (ranging from .090 to .366). These findings indicate that although the tourists' evaluation of the importance of the entertainment provision when choosing a destination to travel might have some impact on their overall destination experience, their enhancing effect (contribution) is relatively small and directions vary, some carry positive correlations ("Themed shopping", "Casino table games", "Circus and acrobatics", "Golf", "Greyhound racing", "Themed transportation", "Bars and disco", "Opera and musical") while others are negatively correlated. The implication is quite interesting. On one

hand, the level of importance of gaming in the course of destination choice decision is not impressive (please see the next section for this argument), the two elements which are found to be the most highly and positively correlated with the overall tourist destination are gaming-related (“Casino table games” and “Lottery”). This shows that while tourists place higher importance on non-gaming entertainment elements when choosing a tourist destination (prior to the visit), on the other hand their destination experience (during the visit) is highly affected by their satisfaction with the gaming entertainment elements.

4.4.3 Tackling Research Question 4

R4: How important is entertainment as a pull factor that stimulates tourists to come?

This research question is concerned with the role of entertainment provision in the whole destination experience. To answer this research question, two blocks of questions were used (Importance of Attributes block).

The questionnaire asked the respondents to rate on a scale of 1 to 7 (with 1 being “Very Unimportant” and 7 being “Very Important”) the importance of 26 entertainment items listed in Table 1 above when choosing a travel destination to spend a holiday.

4.4.3.1 Reliability of the Data

Cronbach's Alpha for this set of questions is summarised below. All data demonstrate a high level of reliability according to Cronbach's Alpha.

Table 4.18 Reliability Analysis

	Importance Level
Reliability (Alpha)	0.889

4.4.3.2 Importance of Entertainment when Visiting a Destination for Holiday

This section looks at the role played by entertainment from the point of view of tourists, residents and employees (N = 448) when selecting a destination for holidays. Respondents were asked to evaluate the importance of each of the 26 recreation elements (including but not limited to gaming facilities). On a scale of 1 to 7 (with 1 being "Very Unimportant" and 7 being "Very Important"), the respondents expressed their preferences towards the different recreation elements available when going on a leisure trip. A summary of the results is presented in Table 4.19 below.

Table 4.19 Importance Ranking of the Entertainment Elements when Visiting a Destination for Holiday – All Samples

	N	Mean	Std. Deviation
Themed dining	448	5.47	1.354
Themed shopping	448	5.38	1.411
Theme park	448	5.08	1.594
Thrill rides and roller coasters	447	4.77	1.737
Circus and Acrobatics	448	4.71	1.534
Street entertainment	448	4.60	1.497
Themed transportation	447	4.15	1.741
Spectator Sports	448	4.13	1.683
Bars and disco	447	3.99	1.775
Live concerts and shows (in general)	444	3.99	1.631
Popular concerts	448	3.94	1.714
Car racing	448	3.93	1.768
Theatre	447	3.88	1.535
Karaoke	448	3.79	1.649
Opera and musical	448	3.77	1.720
Classical concerts	448	3.75	1.664
Magic	448	3.74	1.674
Casino gambling - Table games	448	3.66	1.746
Casino gambling - Slot machines	448	3.59	1.678
Themed wedding	448	3.44	1.776
Girl shows	448	3.40	1.715
Lottery	448	3.27	1.607
Golf	447	3.22	1.752
Horse racing	448	3.14	1.679
Greyhound racing	448	3.12	1.667
Horse riding	448	3.06	1.629

Scale ranged from 1 to 7, with 1 being "Very Unimportant" and 7 being "Very Important".

Quite surprisingly, results reveal that in general, respondents did not place a very high importance to the entertainment elements when choosing a destination to travel. The highest scores were just above 5 and no scores reached the 6 or above levels. This seems to be contradictory to what the literature has been suggesting. One explanation might be that the data were all collected in Macao only. Since most people come to Macao for gaming and there may be a self-selection bias in that the people who visit Macao are mostly not entertainment-seekers and thus do not place high importance to entertainment elements. The data also reflected that none of the entertainment elements score below 3 as well, indicating a certain level of importance.

If the importance levels among all elements are compared, one can then notice that in general people considered that the top 3 most important pull factors (in the list of entertainment provision) when they were choosing a destination were all themed activities (namely “Themed dining”, “Themed shopping” and “Theme park”). Interestingly enough, the five gaming-related entertainment elements (which Macao is considered to be quite strong at) occupied the lower levels in the list. This means that people placed relatively low importance on the gaming-related entertainment elements (namely “Casino table games”, “Casino slot machines”, “Lottery”, “Horse racing” and “Greyhound racing”). The scores of the five gaming-related elements were all below 4 but above 3. Considering a mid-point of 4, the results are not very affirmative regarding the importance of the gaming elements when making a destination choice decision. In terms of relative

importance among all entertainment elements, the rankings of these 5 activities were also low comparing with the other recreational activities (rank 18 or lower).

These results indicate that, although the non-gaming entertainment activities are not impressively important when choosing a travel destination, the role of gaming activities is less obvious. Macao, currently relying unilaterally on gaming, is in a relatively volatile situation and is in need of ways to diversify.

This finding also reveals that, beneath the apparent glamour of the gaming sector, when given a pool of other recreation options and making a choice of travel destination, the role of gaming as an absolute enticing factor is not as significant as many people may have expected. The respondents considered many other recreational activities to be more important than gaming activities themselves. Gaming alone is not strong enough a reason for people to travel all the way; it has to be bundled with other alternatives, especially for long haul tourists. Nevertheless, the importance of the role of gaming cannot be entirely discarded since the scores were just slightly below the mid-point 4. If developed, bundled and marketed properly, it can act as a strategic base, spearheading the other tourist products that may form into a better mix of product portfolio.

As previously mentioned, the sample consists of three major stakeholder

groups, tourists, residents and employees. As an auxiliary part of this section, the united versus differentiated point of view between and among these three stakeholder groups is also identified. To achieve this purpose, these three sub-samples were analysed using ANOVA to detect the existence of significant differences among groups with the Tukey HSD test employed to see where the differences lie.

Table 4.20 ANOVA – Importance of Entertainment Elements

		Mean Square	F	Sig.
Live concerts and shows (in general)	Between Groups	8.950	3.399	.034
	Within Groups	2.633		
Popular concerts	Between Groups	6.922	2.371	.095
	Within Groups	2.920		
Classical concerts	Between Groups	22.181	8.273	.000
	Within Groups	2.681		
Magic	Between Groups	24.634	9.115	.000
	Within Groups	2.703		
Opera and musical	Between Groups	4.658	1.579	.207
	Within Groups	2.951		
Girlshows	Between Groups	33.978	12.122	.000
	Within Groups	2.803		
Theatre	Between Groups	6.803	2.914	.055
	Within Groups	2.335		
Theme park	Between Groups	.290	.114	.893
	Within Groups	2.549		
Thrilled rides and roller coasters	Between Groups	30.225	10.436	.000
	Within Groups	2.896		
Circus and acrobatics	Between Groups	7.372	3.163	.043
	Within Groups	2.331		
Street entertainment	Between Groups	5.091	2.285	.103
	Within Groups	2.228		
Themed shopping	Between Groups	4.017	2.028	.133
	Within Groups	1.981		
Themed dining	Between Groups	2.731	1.493	.226
	Within Groups	1.829		
Spectator sports	Between Groups	18.398	6.658	.001
	Within Groups	2.763		
Karaoke	Between Groups	19.028	7.195	.001
	Within Groups	2.644		
Bars and disco	Between Groups	12.963	4.173	.016
	Within Groups	3.806		
Horseriding	Between Groups	15.800	6.093	.002
	Within Groups	2.993		
Themed wedding	Between Groups	1.358	.556	.574
	Within Groups	3.162		
Themed transportation	Between Groups	1.218	.401	.670
	Within Groups	3.040		
Golf	Between Groups	11.251	3.710	.025
	Within Groups	3.033		
Horse racing	Between Groups	25.955	9.554	.000
	Within Groups	2.717		
Greyhound racing	Between Groups	21.149	7.845	.000
	Within Groups	2.696		
Lottery	Between Groups	16.405	6.507	.002
	Within Groups	2.521		
Casino gambling - slot machines	Between Groups	15.587	5.651	.004
	Within Groups	2.758		
Casino gambling - table games	Between Groups	27.722	9.441	.000
	Within Groups	2.936		
Car racing	Between Groups	25.637	8.471	.000
	Within Groups	3.026		

The One-way ANOVA results in Table 4.20 above indicate that the three stakeholder groups hold significantly (at the 95% confidence level) different opinions regarding the importance of entertainment in 17 (out of 26) entertainment elements. They hold similar opinions mostly in themed activities and concerts and theatre performances (popular concerts, opera and musical, theatre, theme park, street entertainment, themed shopping, themed dining, themed wedding, and themed transportation).

A further analysis regarding where in particular the difference between groups lies, the Tukey HSD test summary results are also presented in Table 4.21 on the next page for better illustration. The numbers in cells represent the entertainment elements following the legend:

1. Live concerts and shows (in general)	14. Spectator sports
2. Popular concerts	15. Karaoke
3. Classical concerts	16. Bars and disco
4. Magic	17. Horse riding
5. Opera and musical	18. Themed wedding
6. Girl shows	19. Themed transportation
7. Theatres	20. Golf
8. Theme park	21. Horse racing
9. Thrill rides and roller coasters	22. Greyhound racing
10. Circus and acrobatics	23. Lottery
11. Street entertainment	24. Slot machines
12. Themed shopping	25. Gaming tables
13. Themed dining	26. Car racing

Table 4.21 Tukey HSD Test Summary

	Residents	Employees	Tourists
Residents			
Employees	+9, +10, +15, +21, +22, +23		
Tourists	-1, -3, -4, -6, -17, -25, -26	-3, -4, -6, -9, -14, -15, -16, -17, -20, -21, -22, -23, -24, -25, -26	

Similar to Table 3.8 on Page 96, each cell records the entertainment elements (represented in numbers) which demonstrated significant different (at the 95% confidence level) between the two sample sub-groups. From the above table we can observe that tourists place higher importance than Macao residents on “Live concerts and shows” (sig. = .34); “Classical concerts” (sig. = .002); “Magic” (sig. = .006); “Girl shows” (sig. = .000); “Horse riding” (sig. = .011); “Casino table games” (sig. = .009); and “Car racing” (sig. = .017). Tourists place higher importance than employees on “Classical concerts” (sig. = .004); “Magic” (sig. = .001); “Girl shows” (sig. = .001); “Thrill rides and roller coaster” (sig. = .001); “Spectator sports” (sig. = .002); “Karaoke” (sig. = .005); “Bars and disco” (sig. = .031); “Horse riding” (sig. = .016); “Golf” (sig. = .038); “Horse racing” (sig. = .000); “Greyhound racing” (sig. = .000); “Lottery” (sig. = .001); “Casino slot machines” (sig. = .004);

“Casino table games” (sig. = .000); and “Car racing” (sig. = .001).

On the other hand, Macao residents place higher importance than employees on “Thrilled rides and roller coasters” (sig. = .000); “Circus and acrobatics” (sig. = .033); “Karaoke” (sig. = .001); “Horse racing” (sig. = .010); “Greyhound racing” (sig. = .007); and “Lottery” (sig. = .035).

What do these data tell us? While the recreational facilities serve all three groups of stakeholders, they hold different and mixed opinions regarding their role and importance. Where there is a significant difference, tourists tend to rate the recreational facilities as more important than do the other two stakeholder groups. On the other hand, when a significant difference exists, Macau residents tend to give higher importance to the activities than the industry employees.

If we focus on the resident group, we can observe that, generally speaking, Macao residents do not place high importance on the gaming elements. This result aligns very much with other related research regarding the relatively low gambling participation rate of Macao residents. Macao residents mostly do not gamble or do it within their limits and mainly for entertainment (Vong, 2004). Relatively speaking, Macao residents are generally regarded as immune from the temptation of gambling, with only 1.78% of the population being probable pathological gamblers and only 2.5% of the population being probable problem gamblers (Fong & Orozio, 2005).

These figures are relatively low compared with similar data in the nearby region. The pathological gambler rate and problem gambler rate were 2.2% and 3.1% respectively, in Hong Kong (Home Affairs Bureau, 2005). Similarly, the figures are also higher in Singapore, with 2.1% of the respondents there classified as probable pathological gamblers (Ministry of Community Development, Youth and Sports, 2005).

4.4.3.3 Research Questions: A Summary

This section looked at the importance of entertainment elements (and thus provided answers to the research question 4) to the three groups of stakeholders when choosing a destination to travel from two approaches, one at the general level (including the whole sample) and another at the group level.

In general, the stakeholders place a lower-than-expected importance to all entertainment elements; this is especially true with the gaming-related entertainment elements which are deemed to be among the lowest important elements as a whole. Some entertainment elements are still important to the stakeholders when choosing a destination to travel, such as the themed activities, street performance, circus and acrobatics, and spectator sports. In addition, inter-group comparison indicates that the three stakeholder groups hold different opinion regarding the importance level in many of the entertainment elements, with the tourists rating constantly and significantly

higher importance than the other two groups. Macao residents are recorded with higher importance ratings than the employee group in some areas as well.

Secondly, the lower-than-expected importance of gaming elements in the whole recreation system during the travel destination choice decision further re-enforces the potential danger of Macao's continued unilateral reliance on the gaming industry. Other tourist product options are important to visitors and should be simultaneously developed as part of the bundle, with gaming as the spearhead. The further policy and managerial implications of the study will be considered in the final thesis chapter.

Chapter 5

Study 3 –Prospects for Entertainment Development in Macao

Chapter Outline

5.1 Introduction

5.2 Methodology

5.3 Instrumentation and Sample

5.4. Discourse analysis

5.5 Chapter Summary

The chapter looks at the last of the 3 studies carried out as part of the thesis. This Study 3 uses a qualitative approach applying the technique of semi-structured interviews with open-ended questions. These interviews were conducted with a sample of 11 individuals from different key stakeholder groups which are centrally involved in the entertainment and/or tourism industry in Macao. Their discourses were analysed to explore consensus on the prospects for the entertainment industry in the context of whole tourism development of Macao. The main aim of the study was to identify specific views of stakeholders on the development of entertainment in Macao. This, being the final study, attempts to answer the last research question which is:

R5: What is the consensus among key stakeholders for the preferred entertainment tourism futures in Macao?

5.1 Introduction

A key to this study is to define the stakeholders. According to Freeman (1984), “*(a) stakeholder in an organization is any group or individual who can affect or is affected by the achievement of the organization’s objectives*” (p.46). Jamal and Getz (1995) employed a similar definition: “*stakeholders are the actors with an interest in a common problem or issue and include all individuals, groups, or organizations*” (p.188). Following Bryson and Crosby (1992), a stakeholder is defined as “*any person, group, or organization that is affected by the causes or consequences of an issue*” (p.65).

Synthesising from the literature, in this study, stakeholders are parties who are interested in or affected by the tourism or entertainment business in Macao (Sautter & Leisen, 1999). So in the tourism setting, who are the stakeholders? Freeman (1984) depicts that the tourism stakeholders include local businesses, employees, government, competitors, national business chains, tourists, activist groups and residents (p.55). Because of the high involvement of the key stakeholders in the tourism environment, many researchers advocated that representatives from these stakeholder

groups should be involved at an early stage in the planning process so as to develop a shared vision for tourism (Gunn, 1988; Haywood, 1988; Inskip, 1991; Jamal & Getz, 1997; Jamal & Getz, 1995; Murphy, 1983; Ritchie, 1993; Yuksel, Bramwell & Yuksel, 1999). Nevertheless, due to resources and time constraints, it is very difficult to target all these stakeholders in the thesis. In the previous two studies the input of some stakeholders was effectively included and analysed. The stakeholders already studied are competitors, employees, tourists and residents. This Study 3 supplements the previous two studies by including those stakeholders who have the power to shape the future of entertainment development in Macao, including tourism policy-makers (government), big investors (local businesses) and representatives from several activist groups in Macao. As a result, the three studies included in this thesis encompassed all but one stakeholder group (national business chains) as listed by Freeman (1984).

5.2 Methodology

5.2.1 Qualitative Research Approach

The qualitative research approach has gained increasing acceptance in many fields such as education, sociology, anthropology, and consumer behaviour (Bryman, 2004a; Riley & Love, 2000). At the same time, more

researchers have started to question the ability of quantitative research to fully address questions which are rich in understanding topics and pursuing meaning (Havitz, 1994; Henderson & Bedini, 1995; Hollinshead 1996; Riley, 1996; Riley & Love, 2000; Walle, 1997). These two forces have resulted in a recognition and incorporation of a variety of qualitative methods in different fields of study (Anderson & Littrell, 1995; Jules-Rosette, 1994; Payne-Daniel, 1996; Thurot & Thurot, 1983). Crawford-Welch and McCleary (1992) and Dann, Nash and Pearce (1988) suggested that qualitative research made significant and valuable contributions to the knowledge base.

Qualitative approach fosters an in-depth understanding of human behaviour and the reasons that govern human behaviour. As Bryman (2004a) explains, it is “*a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data*” (p.266). It helps investigate the why and how of decision making which is opposed to the what, where, who and when of quantitative approach. In view of the growing importance of qualitative research (especially in the understanding of consumer behaviour) and the limitations of the quantitative research, a variety of qualitative techniques have gained prestige within marketing research as well as in tourism research (Walle, 1997). This Study 3, therefore, has used a qualitative approach to supplement the information that could not be secured using the quantitative approach in Study 2.

5.2.2 *The Interview as a Qualitative Research Technique*

The interview is one of the main research methods associated with qualitative research (Bryman, 2004a). Banister et al. (1994) postulate four reasons for conducting interviews:

First, interviews are conducted to explore personal interpretations of the interviewees of specified topics. This enhances the respondents' roles in responding in their own terms rather than to the standard format of the questionnaire. Second, interviews allow the exploration of issues that are too sophisticated to investigate using purely quantitative techniques. Third, using the interview research method is a salutary way of involving the researcher's participation within the research process because the research could participate, interact and react with the respondents in adjusting sequence of questions according to the responses provided by the interviewees. Fourth, the interview is a means to move the respondents from "subjects" to "interviewees" or "participants" or "informants" or "co-researchers". This gives a sense of doing research *with* the people rather than *on* the people.

Since there is no one method that can suit all purposes and therefore the choice of research method should be based on a number of factors including practical constraints and research interests of the researcher. Taylor and Bogdan (1998) contend that in-depth interviewing seems especially well

suited in situations where (1) the researchers have a relatively clear sense of their research interests and the kinds of questions they wish to address; (2) the settings or people are difficult to access using purely quantitative sampling methods; (3) there is a time constraint because interviews usually can be completed over a relative shorter period of time than other types of qualitative approach such as participant observation; and (4) the researcher is interested in understanding a broad range of settings or the views of key people in a setting.

Since this study aims to solicit opinion from the key stakeholders on the current and perspective development of entertainment industry in Macao, the data needed are at a strategic and sophisticated level. In addition, the key stakeholders are not easily accessible and the number of possible respondents is not large. As a result, the using of personal in-depth interviews is considered to suit these purposes.

The next consideration will then be the type of interview to adopt. There are different types of interview. A thorough comparison of the advantages and disadvantages for each type is briefly summarised in Table 5.1. The source of this information is Bryman (2004a) who documents the major types and characteristics of interviews.

Table 5.1 Major Types of Interviews

<ul style="list-style-type: none"> ● <i>Structured interview.</i> ● <i>Standardized interview.</i> ● <i>Semi-structured interview.</i> This is a term that covers a wide range of instances. It typically refers to a context in which the interviewer has a series of questions that are in the general form of an interview schedule but is able to vary the sequence of questions. The questions are frequently somewhat more general in their frame of reference from that typically found in a structured interview schedule. Also, the interviewer usually has some latitude to ask further questions in response to what are seen as significant replies. ● <i>Unstructured interview.</i> The interviewer typically has only a list of topics or issues, often called an <i>interview guide</i>, that are typically covered. The style of questioning is usually informal. The phrasing and 	<ul style="list-style-type: none"> ● <i>In-depth interview.</i> This term sometimes refers to an <i>unstructured interview</i> but more often refers to both semi-structured and unstructured interviewing. ● <i>Focused interview.</i> This is a term devised to refer to an interview using predominantly open questions to ask interviewees questions about a specific situation or event that is relevant to them and of interest to the researcher. ● <i>Focus group.</i> This is the same as the <i>focused interview</i> but interviewees discuss the specific issue in groups. ● <i>Group interview.</i> Some writers see this term as synonymous with the <i>focus group</i>, but a distinction may be made between the latter and a situation in which members of a group discuss a variety of matters that may be only partially related. ● <i>Oral history interview.</i> This is an
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<p>sequencing of questions will vary from interview to interview.</p> <ul style="list-style-type: none"> ● <i>Intensive interview.</i> This term is an alternative term to the <i>unstructured interview</i>. ● <i>Qualitative interview.</i> For some writers, this term seems to denote an <i>unstructured interview</i>, but more frequently it is a general term that embraces interviews of both the semi-structured and unstructured kind. 	<p><i>unstructured</i> or <i>semi-structured interview</i> in which the respondent is asked to recall events from his or her past and to reflect on them. There is usually a cluster of fairly specific research concerns to do with a particular epoch or event, so there is some resemblance to a <i>focused interview</i>.</p> <ul style="list-style-type: none"> ● <i>Life history interview.</i> This is similar to the <i>oral history interview</i>, but the aim of this type of unstructured interview is to glean information on the entire biography of each respondent.
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Source: Bryman, 2004a, p.113

The selected approach in this study is the semi-structured interview with open ended questions. In a semi-structured interview, a list of questions is prepared by the researcher in advance to cover the topics intended to be investigated. In this study, a list of questions which are flexible and could be asked in different sequence, guided by the answers given by the respondents was prepared. In addition, throughout the interviews, additional questions have been added accord to the replies given. The semi-structured interview process is flexible in that it allows room to pursue topics of particular interest

but still maintains a certain degree of structure (Leidner, 1993). In addition, as specified in Table 5.1, semi-structured interview can also be in-depth interview which is often cited as the favoured investigative tool of many social researchers (Benney & Hughes, 1970; Kvale, 1996; Taylor & Bogdan, 1998).

It is appropriate to highlight here some characteristics associated with interviews involving stakeholders as respondents. These characteristics, according to Yuksel, Bramwell and Yuksel (1999), may affect the suitability for use in specific contexts. First, interviews are often more costly (both in time, money and personnel) and therefore the sample is likely to be relatively small. Second, sampling methods can be used to select interviewees from each stakeholder group to ensure higher level of representativeness and generalisation of the opinion collected (Glass, 1979). Third, the views of each interviewee can be allowed equal opportunity to be heard. Fourth, unlike the focus group, this type of one-on-one interview with stakeholders avoids the situation where the view of one interviewee might be affected by the debates or the expressions of other interviewees. Therefore this is more an opinion collecting technique than a social influence or negotiation technique (Department of Environment, 1994). Fifth, interviews are likely to raise the expectations of the stakeholder respondents that their views are not only recorded but also have some influence (Pearce, Moscardo & Ross, 1996). Sixth, as mentioned previously, the semi-structured interview with open-ended questions is flexible by allowing room to pursue topics of particular interest while still maintaining a certain degree of structure. The open-ended format does reduce constraints on the opinions expressed and

can be difficult to categorise and interpret. Last, despite the challenges in categorising and interpreting respondents' views, this technique can provide insights for sophisticated issues arising in a tourist destination, and these issues can include tourism resource use and impacts, futures for tourism and preferred tourism scenarios.

5.3 Instrumentation and Sample

5.3.1 Instrumentation

Since the technique used in this study is the semi-structured interview, a list of open-ended questions that were intended to collect information relevant to the current development and the future perspective of entertainment industry in Macao was employed. It is important to remember that these questions were guidelines only and could vary (be added or taken out) and their sequence could change following the responses of the interviewees while the main topics covered remained unchanged. This arrangement encourages participants to explore a variety of forms of participation without leading their responses (Santos, Belhassen & Caton, 2008). Questions posed were concrete, focused, simple, and open-ended; they began with the more general and progressed to the more specific (Steward & Shamdasani, 1990) and back to the more general for closure.

As a result, a total of eleven interview questions were developed. The questions (and explanation within parentheses where necessary) are listed below:

1. What do you think is the role of entertainment (including but not limited to gaming) in the tourism development of Macao?
2. What do you think should be classified as “entertainment for tourists”? (In this question, first the interviewee is allowed to give opinion freely, then, a list of entertainment elements which was developed in Study 2 is provided to the interviewee and they were asked for their comments about the list)
3. Which area(s) of entertainment do you think require the most urgent improvement?
4. What policy tools must be implemented in terms of entertainment to maximise Tourism development?
5. How can the betterment of entertainment provisions contribute to the general tourism development in Macao?
6. How can Entertainment Tourism be promoted to attract a wider base of tourists?
7. What type of collaboration (at public and/or private levels) is necessary in boosting entertainment industry in Macao?
8. What are some challenges that you see in creating such collaboration?

9. In general, do you agree that entertainment can be an important / essential tourist products treasured by tourists in Macao? How?
10. If demand exists, would you consider increasing entertainment provisions in Macau?
11. How do you see the future of Macao as an “Entertainment City”?

5.3.2 Sample

An increasing attention to the topic of the involvement of stakeholders has been seen in tourism research (Gunn, 1988; Haywood, 1988; Inskeep, 1991; Jamal & Getz, 1997; Jamal & Getz, 1995; Murphy, 1983; Ritchie, 1993; Sautter & Leisen, 1999; Selin, 1999; Yuksel, Bramwell & Yuksel, 1999). As previously mentioned, the purpose of this study is to collect information about the development of the entertainment industry in Macao from the stakeholders. Synthesising from the literature presented in section 5.1, in this study, stakeholders are parties who are interested in or affected by the tourism or entertainment business in Macao. So in the tourism context, who are the stakeholders? Freeman (1984) depicts that the tourism stakeholders include local businesses, employees, government, competitors, national business chains, tourists, activist groups and residents (p.55). Study 1 looked at competing destinations (competitors). Study 2 looked at tourists, residents, employees and competing destinations. In this Study 3, the sample consisted of hotel operators (local businesses), government representatives (tourism bureau representative, cultural bureau

representatives, museum operator), activist group representatives (neighbourhood association representative, tour guide association representative, architect representative and legislative assembly representative).

With Freeman's (1984) list in mind, a first round of potential interviewees include 15 potential candidates from different stakeholder groups listed below. One note of caveat is that the titles of the candidates below were correct at the time of the interview period only.

Heidi HO Lai Chun

President of the Cultural Affairs Bureau
Cultural Institute of the Macao SAR Government
Macao SAR, China'

The Cultural Affairs Bureau (former Cultural Institute of Macao), is responsible for the organisation of arts and musical events and other shows in the Macau Cultural Centre of Macau.

João Manuel Costa ANTUNES

Director of Macau³ Government Tourist Office

The Macau Government Tourist Office (MGTO) is the government tourism board in Macau.

Silvia SITOU

Head of Research and Planning Department (MGTO)

MGTO has 5 sub-divisions. They are: Licensing and Inspections Department; Promotion & Marketing Department; Product

³ "Macau" is the Portuguese version, while "Macao" is the English translation.

Development & Special Projects Department; Research and Planning Department and Administrative and Finance Division. Research and planning department contributes the data is able to measure accurately regarding the issues of tourism in Macao and to more precisely quantify its contribution and the contribution of all tourism sector workers.

LAU Si lo

President of the Council of Administration of the Civil and Municipal Affairs Bureau (IACM)

IACM is another government unit which manages several museums in Macau.

NG Wai Meng

Curator of the Macao Museum of Art

The Macao Museum of Art belongs to the Civil and Municipal Affairs Bureau (IACM), which is the largest museum in Macao. It frequently hosts exhibitions of various types and also it is adjacent to, and therefore in close working relationship with, the Macau Cultural Centre.

Andy WU

President of Board of Directors of Travel Industry Council of Macau

Johnson CHAN

Chairman of Macau Hotel Association and President of the Executive Committee of Macau Hoteliers and Innkeepers Association

General Manager of Lisboa Hotel

Angelina WU

President of Macau Tourist Guide Association

Ms. Angelina Wu's voice is often heard on different channels regarding suggestions as to how the tourism industry in Macao

should develop such that both the residents', tourists' and tourist guides' benefits could be protected.

VONG Io Kao

Vice president of Neighbourhood Association and Committee of Tourism Development

The Neighbourhood Association and Committee of Tourism Development is a platform which coordinates within government various tourism development efforts and to provide better policy support and leadership on the part of government to the development of tourism in Macao, representing the general opinion of the Macao residents.

Lawrence Yau Lung HO

Chairman and Chief Executive Officer of Melco International Development Limited

He is the son of Stanley who is a famous entrepreneur in Macao and nicknamed "The King of Gambling", reflecting the government-granted monopoly he held of the Macao gambling industry for monopoly on Macao's gambling business for 40 years. Lawrence Ho was appointed the Group Managing Director of Melco International Development Limited. Melco PBL relied on lease agreements with Sociedade de Jogos de Macau (SJM, one of the three license-holders) to operate the gaming projects and businesses. The company currently operates more than 1,000 slot and electronic table-game machines in Macao under its Mocha Slot Clubs chain and has about 22 percent of Macao's electronic gaming market.

Grant R, BOWIE

President of Wynn Resorts (Macao), S.A.

He has served as the President of Wynn Resorts (Macao), S.A., also one of the three license-holders, since September 2003. Mr. Bowie was Senior Vice President-Australia for BI Gaming, a

subsidiary of Caesars Entertainment, Inc., from January 1998 through April 2000.

Ted, Ying Tat CHAN

Director and General Manager of Mocha Slot Management Limited

He is a director and General Manager of Mocha Slot Management Limited. He is responsible for the management and the daily operation of the electronic gaming business. Mr. Chan is also the Assistant and reports directly to Mr. Lawrence Ho, in the areas of overall strategic development and management of the Group.

Che Woo, LUI

Executive Director and the Chairman of Galaxy Casino S.A.

In February 2002, Galaxy Casino, S.A. was granted a gaming concession by the Macao government, beating out 18 other quality contenders from the USA, Europe and Asia. It is now one of three companies licensed to operate casinos in Macau.

Carlos MOREIROS

Architect and Planner

Mr. Carlos Moreiros is a well-known architect and an active participant in providing the Macao government suggestions regarding urban planning and setting.

NG Kuok Cheong

Representative of the Legislative Assembly

Mr. Ng is often seen as presenting the voice of the Macao citizen in the Legislative Assembly in Macao. Mr. Ng is among the few representatives who is elected directly by the Macao residents.

An invitation letter was sent to these targets. A sample of the invitation letter is annexed in Appendix V. It can be noted from the invitation letter that

the interviews were conducted with another researcher, Ms. Frances Kong. Frances is a colleague who is also pursuing PhD studies. Her research interest is in cultural tourism development. Since she also has an interview study component involving the key stakeholder groups in her thesis, we considered it a synergy to invite potential targets together and arrange the interview together in order to increase acceptance rate. Although the invitation was sent and the interview time slot was arranged as a coordinated effort, the interview was conducted independently, with the interview sequence rotating alternatively.

After the sending of the invitation letters, the author received relatively welcoming responses from most of the targets, who either agreed to being interviewed themselves or appointed representatives to be interviewed on their behalf. The final interview list consisted of twelve interview participants. They are Mr. James Chu from the Macao Museum of Art; Mr. Carlos Moreiros, an architect and planner; Mr. Vong Io Kao, the Vice president of Neighbourhood Association and Committee of Tourism Development; Ms. Angelina Wu, President of Macau Tourist Guide Association; Ms. Shirley Sousa, Senior Executive of Research and Planning Department of MGTO; Mr. Grant R. Bowie, President of Wynn Resorts (Macao) S.A.; Mr. Johnson Chan, Chairman of Macau Hotel Association, President of the Executive Committee of Macau Hoteliers and Innkeepers Association and General Manager of Lisboa Hotel; Ms. Carla Figueiredo (architect), Mr. Stephan Chan (Vice President) and Mr. Charles Lam (Head of Special Project Division) of the Cultural Affairs Bureau; Ms. Salina Wong, Department Head of Technical

Support of IACM; and Mr. Ng Kuok Cheong of the Legislative Assembly. Please note that the participants' titles were correct at the time of the interview only.

Further effort was dedicated to contact the parties who did not reply but these efforts were unsuccessful. Therefore the final list consists of the twelve respondents above. The twelve interviews were conducted in February and March 2007. The twelve interviews generated eleven useful discourses with the shortest being 16 minutes and the longest being 32 minutes. One interview was deemed not useful because the interviewee did not allow the tape-recording of the interview content due to personal reasons. All the other eleven interviews were successfully completed, taped with permission, and subsequently transcribed and the utterances subjected to discourse analysis afterwards. Out of the eleven interviews, three were conducted in English because the interviewees did not speak Cantonese. The rest were conducted in Cantonese which were translated simultaneously during the transcription process.

The proper sample size has always been a rigorously discussed issue with approaches involving case studies (of which interview is one of the techniques). Although various sample sizes have been suggested, one common feature is that they all are limited to a relative small sample ranging from a handful to less to twenty (Becher, 1989; Diamond, 2005; Eisenhardt, 1989; Gardner, 1995; Getz, et al, 2004; Krueger & Casey, 2002; Pearce &

Fenton, 1994), depending on the nature of their studied area. Drawing from this literature pool, the twelve interviews (eventually generating eleven useful utterances) used in this thesis can be considered as an acceptable sample size capable of generating adequate commonalities and characteristics for further discourse analysis.

5.4 Discourse Analysis

5.4.1 Introduction

There are a variety of ways to use of the term “discourse”; this is often the result of the influence of Foucault (1972) and Fairclough (1992). In a general sense, “discourse” is used for language (including visual images) as an element of social life and for representing different aspects of the world (Fairclough, 2003). Discourse analysis is a content analysis technique. Holstic (1969), Gibson (2002) and Mostyn (1985) describe content analysis as the identification of key units of content in utterances that are firstly summarised, lending to the making of inferences out of those summaries. Discourse analysis involves unpacking the content of text in order to understand the way the meaning of a given object is being constructed through that text (Fairclough, 2003; Santos, Belhassen & Caton, 2008; Schwandt, 2001). Discourse analysis is particularly suitable when the

discussed issue is sensitive in nature and thus “*would more likely be expressed in an implicit rather than an explicit manner*” (Gibson, 2002, p.12) because it allows the researcher to consider contents (words, phrases and sentences) in the discourse to be evidence of an attempt by the speaker or writer to communicate message to the hearer or reader (Xiao, 2006). Therefore numerous scholars have used (or supported the use of) discourse analysis to address the relatively more sensitive tourism issues (Gibson, 2002; Hollinshead & Jamal; 2001; Huckin, 2002; Pritchard & Morgan, 2001; Santos, Belhassen & Caton, 2008; Stamou & Paraskevopoulos, 2004; Tribe, 2005; Xiao, 2006). In general there are two broad approaches to what guide the collection and analysis of data: a deductive approach and an inductive one (Bryman, 2004a). In the former approach collection and analysis of data is guided by theories/research questions/hypotheses arising from existing literature. The latter approach is different in a way that theories are the results of collection and analysis of data. In this study, since the role and importance of stakeholders were assumed through the literature review and a list of research questions was established before the interviews, the deductive approach was said to be adopted.

Different methods of analysing discourses have been used by different scholars. Gibson (2002) outlines very clearly four basic steps to the making of inferences out of the discourses collected. These steps are sequential and they are (1) editing; (2) identifying and summarising keyword(s) or key phrases; (3) making inferences; and (4) grouping inferences under common theme(s) and sub-themes (categorisation).

The need for editing the discourse is often a pre-requisite preceding other steps stems from the fact that many discourses (interview transcriptions in particular) are not in a perfectly useable form. There might be the inclusion of meaningless verbal expression such as “you know”, “so”, “alright” and “ok”. The editing process therefore is aimed at streamlining the transcription into a usable form without changing the fundamental meanings.

The process of identifying and summarizing keyword(s) or phrases is considered as the first step of the discourse analysis (Gibson, 2002). In this step, the transcript is summarised by identifying and using key words or phrases which are then marked (for example italic, underlined or bold) for future identification purpose.

In the process of making inferences, the identified key words and phrases are subject to careful scrutiny as to what the interviewee might have meant by using these words and phrases. Inferences are further derived from them accordingly. These inferences are finally grouped under common themes and sub-themes (categories) and discussion subsequently made from these themes and sub-themes. In addition, for some questions (those more analytical, judgmental and/or evaluative) where vocal emotion might be expressive, these emotional observations are presented and interpreted as well.

5.4.2 Data Analysis of the Discourses

As previously mentioned, a majority of the interviewees were conducted in Cantonese and translated simultaneously during transcription process. Therefore editing was done alongside with the translation. Editing was necessary just for the three interviewees which were conducted in English. After editing, the transcriptions were then subject to the other three processes and subsequently inferences were made and grouped into themes and sub-themes. Finally, a total 267 inferences are generated from the 547 keywords/phrases identified. Table 5.2 illustrates the total number of keywords/phrases and inferences identified from the transcripts for the 11 questions respectively.

Table 5.2 General Statistics for Discourse Analysis

Question	Keywords/phrases	Inferences
Q1	65	23
Q2	92	63
Q3	41	27
Q4	76	25
Q5	37	26
Q6	38	22
Q7	38	26
Q8	25	12
Q9	26	12
Q10	47	11
Q11	68	20
Total	547	267

These inferences for each question are then grouped into themes and sub-themes (categories) for further interpretation. The analysis for each question is detailed in separate sections below.

5.4.2.1 The Role of Entertainment in the Tourism Development of Macao

This part asks the respondents opinion regarding the role of entertainment in the tourism development of Macao. The discourse analysis returns inferences that could be grouped under two themes regarding (1) the general role of entertainment in tourism development; and (2) the current role of entertainment in tourism development of Macao. The two themes and the inferences supporting these two themes are listed in the table below. Please note that the number within parentheses indicate multiple appearances of the inferences.

Table 5.3 Role of Entertainment in Tourism Development of Macao

Themes	Corresponding Inferences	Number of Inferences
(1) Entertainment carries an important role in the general tourism development.	Positive, motivating, diversification, strategic, intent focal point, preferred future, first thing, important (2), constitutes	10
(2) Entertainment in Macao is mainly gaming.	Undiversified (2), underdeveloped, accessory, significant (2), dominant, important, dominates (3), only type, focus.	13
Total Inference Count		23

The discourse analysis on the first question reveals two contradictory themes. On one hand the respondents generally agree that entertainment could be an important element in the general tourism development of a destination, on the other hand they think that Macao provides unilateral entertainment option which is gaming only. Many adjectives used are quite strong such as “dominant” and “only”. Therefore even when many people see diversified entertainment provision as a positive strategy to use in order to attain a preferred future, the current situation is that Macao is not actually advancing towards that direction. In order for Macao to develop more entertainment alternatives, the next sensible question to ask is “What should be classified as entertainment?”.

5.4.2.2 The Boundary of Entertainment Elements

As mentioned earlier, this question was asked as an open question to seek for the respondents’ opinions regarding what should be included in the list of entertainment elements. For those respondents who did not have particular opinions, a follow-up question then asked the respondents to comment on the list of 26 elements developed and used in Study 2. Therefore two themes are developed accordingly, one regards to the item-based suggestions and the other is the general comment on the established list.

Table 5.4 Agreeable List of Entertainment Elements

Themes	Corresponding Inferences	Number of Inferences
(1) Entertainment should include various alternatives which could appeal to different market segments.	Family-oriented (4), theme parks (2), gaming, sports (3), recurring sports, events (6), culture heritage (7), festivals (3), concerts, circus, themed wedding, cuisine (6), shopping (3), theatrical performances, shows (2), children-oriented (4), zoos, themed shopping, themed dining, performances, Karaoke, sex industry, sightseeing (2), night entertainment, musical performances, museums	57
(2) The established list is comprehensive.	Dynamic, comprehensive (4), extensive	6
Total Inference Count		63

All respondents agree that entertainment is more than just gaming. In fact interestingly gaming was cited by only one respondent. All agree that entertainment should be diversified to meet different market segments such

as families, children, the culturally-aspired and the fun-seekers. The list also aligns with the characteristics of entertainment synthesized from the literature in section 1.4 of Chapter 1. To recall, these characteristics are: (1) It should relieve people from daily stress upon completion. (2) It is the process can be both pleasant and not. (3) It should be revenue-generating and/or image-building (both direct and indirect). (4) It should be accessible by both residents and tourists. (5) It should be artificial and/or structured. (6) It should be practised in places other than home. (7) It is predominantly receptive.

In addition, the respondents also demonstrate a high degree of approval of the list of 26 established entertainment elements used in Study 2. This is also confirmed by the fact that most of the elements expressed by them are captured by the list except for festivals and events, zoos, sightseeing and museums. Now that an agreed view of entertainment has been obtained, the next section then looks at the most urgent areas of improvement for Macao.

5.4.2.3 Areas of Improvement

The respondents share consensus that entertainment should be variable and dynamic. Their observations of what Macao is currently offering as entertainment, however, suggest that Macao lacks an array of entertainment alternatives which should be included in order to attract people from different

backgrounds to stay longer in Macao. Some areas require more urgent attention. These are grouped into five areas – (1) Festivals and events; (2) Shopping and dining; (3) Family-oriented activities; (4) Shows and performances; and (5) General and Management.

Table 5.5 Areas of Improvement

Themes/Areas	Corresponding Inferences	Number of Inferences
(1) Festivals and events	International events, recurring events, themed wedding	3
(2) Shopping and dining	Authentic and trustable shopping, removing tax on wine, themed shopping, themed dining	4
(3) Family-oriented activities	Integrated resorts, children-oriented (2), zoos (2), family-oriented (2), theme parks (2), gardens	10
(4) Shows and performances	Shows (2), local performance art associations, arts	4
(5) General aspects and Management	General organisation, management, all aspects (2), mass transportation system, laws regulating night entertainment	6
Total Inference Count		27

The mostly cited area of improvement is facilities that appeal to families

with children. There is a universal agreement among the respondents that Macao does not offer many entertainment facilities for families and children. Facilities such as theme parks, zoos and botanical gardens are very inadequate. This situation is intensified by the lack of laws regulating night entertainment (Theme 5) which makes it more difficult for families to enjoy an adult entertainment-free holiday in Macao. This involves ethical, legal and political issues discussed in the field of sex tourism (Cohen, 1988; Hall, 1998; Iverson & Dierking, 1998; Oppermann, 1999; Ryan & Hall, 2001; Ryan & Kinder, 1996). In fact, the second most frequently cited area of improvement is in general aspects and management. Some respondents express that Macao should have improvement across the board, not just in particular areas and that the government should also exercise better organisation, management and control through laws and stipulations.

5.4.2.4 Policy Tools Needed

In order for entertainment to be able to play an important role in fostering tourism development, some policies need to be implemented to achieve the end. In fact the previous section also highlights an urgent need for the government to exercise better control on entertainment industry through laws and policies so as to guide its development towards to contributing factor. So, what are some consensus among these stakeholders regarding the policies that are necessary? The discourses reveal that policies need to be adopted in three levels (themes) – the destination, the tourists and the

community. Each level (theme) entails strategies (sub-themes) that need to be focused on and subsequently tactics (inferences) are summarised.

Table 5.6 Policy Tools Needed

Themes / Levels	Sub-themes / Strategies	Corresponding Inferences / Tactics	Number of Inferences	
(1) Destination	Accessibility	Infrastructure, mass transportation system, signage, transportation routes, set up pedestrian-only districts	5	16
	Entertainment Diversity	Invite overseas professionals, more lenient labour policy for skilled performers, land approval policy favouring non-gaming projects (2), monitor opening schedule of all divisions not just gaming divisions, promote cuisine, regulate night entertainment, themed wedding, marketing research, local arts and performances	10	
	Long-term development focus	Combat inflation	1	

(2) Tourists	Tourist Mix	Stop expanding IVS ⁴ , focus on		
	Length of Stay	more wealthy sources, develop MICE industry (2)	4	4
(3) Community	Civic Education	Education and knowledge, quality of public transportation drivers	2	5
	Collaboration	Industry to make use of government sponsorship to offer more non-gaming entertainment (2), better collaboration between the private and public sectors	3	
Total Inference Count			25	

From the discourse analysis we see a major emphasis of the stakeholders on the policy tools that will improve the overall destination attractiveness especially in terms of accessibility and entertainment diversity. Congestion at tourist sites and lack of entertainment diversity are two major problems identified by the stakeholders and they also provide some useful tactics as to how these problems could be relieved. Furthermore, the congestion problem could also be linked to the concentrated tourist mix. The stakeholders also agree that policies should be directed to focus on the “quality” rather than “quantity” of tourists. Macao is a very small and densely populated city; together with the huge number of tourist arrivals it is already reaching a point of saturation. In addition, policies, though developed by the

⁴ Individual Visitor Scheme (IVS) which allows Mainland Chinese to travel to Macao as using individual traveler visa instead of guided tour visa. This scheme was implemented in 2003 and since then the number of Mainland Chinese tourists coming to Macao multiplied dramatically. For more details, see footnote 1 in section 2.2.1 in Chapter 2.

government (public sector), require the collaboration of the community and industry (private sector) for their maximum effectiveness.

5.4.2.5 Contribution of Entertainment to Tourism Development

The policy tools identified above seek to improve the benefits and contribution to the tourism development of Macao. Although most respondents hold positive opinions regarding the contribution that could be brought about by enhanced entertainment provision, the level of intensity differs in that some respondents are more optimistic and positive than the others. This is revealed by the adjectives and descriptors used during the interviews. This part of the analysis, therefore, considers two aspects; one on the physical attributes and structures of entertainment and the other on the adjectives expressed by the stakeholders, indicating the level of dis/agreement.

In terms of adjectives used, the stakeholders could be broadly divided into 5 groups and the adjectives/descriptors used are listed in Table 5.7:

Table 5.7 Adjectives/Descriptors

Groups	Adjectives/Descriptors	Number
(1) Enthusiastically positive	Absolutely, key, huge, very important, enormous, of course, definitely	7
(2) Positive	Positive, enhance, make it better, become more valuable, believe, help	6
(3) Conditionally positive	The key issue first is, as long as	2
(4) Conservatively positive	Difficult, gradually	2
(5) Conditionally pessimistic	Depends, does not have	2
Total Inference Count		19

From the above illustration we can see that of the eleven stakeholders interviewed, eight (five plus three) hold positive to enthusiastically positive attitude towards the possible contribution of the entertainment to the general tourism development of Macao whereas two are relatively more conditional and conservative. There is only one stakeholder who tends to be more pessimistic. The next section discusses the more physical aspects of the contribution.

Table 5.8 Contribution of Entertainment to Tourism Development in Macao

Themes/Areas	Corresponding Inferences	Number of Inferences
(1) Social contribution	Enhance local people’s sense of belonging, encourage local arts (2), improve quality of life of local people, improve quality of local people	5
(2) Economic contribution	Diversify revenue sources (2), spontaneously growth and benefits generally, positive benefits in general, increase tourism revenue	5
(3) Destination branding and image	Enhance entertainment diversity (5), positive publicity, promote Macao as a better tourist destination (3), increase length of stay (3), motivate people to come, enhance tourist mix (2)	15
Total Inference Count		25⁵

⁵ One inference was not included in the framework because the inference was about the contingent and uncertain benefits of entertainment by the respondent who held a consistently pessimistic view.

The biggest and most frequently-cited contribution of entertainment is the enhancement of Macao's destination branding and image, along with other social and economic benefits. The main contribution is in the diversity of entertainment provision, the promotion of Macao as a better tourist destination and a likely increased length of stay. One point that deserves special mention is that some respondents consider that the improved entertainment provision could also benefit the local people directly, on top of the indirect benefits brought about by the improving economic situation and tourism. This is strong evidence that entertainment, unlike many other types of tourism development, is seen as extending its benefits beyond tourism and the economy by directly influencing the types of tourists and the quality of life of the local residents.

5.4.2.6 Promotion Targeted to Wider Tourist Base

Even with ample tourist products to offer, a destination still requires means to spread the message of "what we have" to the world in order to attract and motivate tourists to come. As described in Chapter 2, the very concentrated tourist markets in Macao is a problem which is frequently identified. In order to manage promotion effectively, the stakeholders' opinions fall into three themes - tourist awareness, tourist experience, and coordinated effort.

Table 5.9 Promotional Strategies

Themes/Areas	Corresponding Inferences	Number of Inferences
(1) Tourist Awareness	Worldwide promotion, effective marketing means (2), invite free-of-charge travel writers (2), identify desirable market segments, clear branding and positioning (2), target different interests of markets, increase tourist awareness (2)	11
(2) Tourist Experience	Crowd management (2), balance development with capacity, demand-driven marketing approach, understand needs of markets, develop MICE industry	6
(3) Coordinated Effort	Government lacks motivation, private sector should bear the responsibility of promotion, government tourist office should take key role, government should increase financial resources for promotion, collective marketing effort among different government departments	5
Total Inference Count		22

Increasing tourist awareness regarding what Macao has to offer is deemed the most effective aspect to promote Macao to a wider tourist base. In this aspect, the careful selection of media is key. Due to limited financial resources, free-of-charge media channels are always welcome. Therefore increasing financial support from the government for promotion is also

mentioned. All in all, most respondents agree that raising tourist awareness is paramount to the overall effectiveness of promoting Macao to reach a wider tourist base and diversify market sources.

5.4.2.7 Public-Private Collaboration

Hints of urging closer collaboration between the government and the community and/or industry are evidenced in the previous stakeholder discussions. This section looks at this collaboration in particular. Since most stakeholders agree that both sectors have to take up some responsibilities in fostering entertainment industry in Macao, the analysis in this section discusses the issue from the two perspectives separately.

Table 5.10 Roles of the Public Sector in the Collaboration Process

Themes/Roles	Corresponding Inferences	Number of Inferences
(1) Financial Supporter	Provide subsidy (2), provide financial support, encourage private sector to operate more diversified events, take the lead, cope with private sector initiatives	6
(2) Society Maintainer	Should put the community as priority, provide civic education	2
(3) Communicator	Mutual communication, seek opinion from the private sector, inform the operators about social obligation and responsibility	3
(4) Policy Controller	Open and flexible policies, improve government departments' quality (2), more balanced land approval policies (2), monitor closely by implementing laws, favourable tax environment and open policies,	7
Total Inference Count		18

Table 5.11 Roles of the Private Sector in the Collaboration Process

Themes/Roles	Corresponding Inferences	Number of Inferences
(1) Social Player	Be a responsible citizen, take up social responsibility	2
(2) Executor	Take more responsibility, commit to and support government initiatives, use financial support wisely, execute	4
(3) Think Tank	Provide opinion to government (2)	2
Total Inference Count		8

The utterances reveal that there is a heavier role played by the public sector (18 inferences) in the collaboration process and two identities are more obvious –financial supporter and policy controller. Nevertheless the role of financial supporter needs to be interpreted with care. Although in general the stakeholders agree that the government should provide financial support to entertainment initiatives, there is also a general consensus (especially among representatives from the government departments) that financial support should be mainly in the form of subsidies provided to those small to medium tourism entities and that financial resources have to be used with a high level of prudence since the government should always put the community as priority (the role of a society maintainer). In terms of the role of a policy controller, the main objective is to achieve a more balanced economic development by flexible land approval policies (not favouring just

the construction of gaming properties but also the non-gaming ones) and improving the ability of the government departments to handle all issues related to the tourism industry. As for the private sector (including community and commercial industry operators), they (industry operators) should be active executors of projects as these bring direct profits to them while at the same time fulfilling their role as responsible citizens in Macao. This role as a social player is equally applicable to the community members as well. In addition, the private sector should voice their opinion to the government if they want their views to be heard and possibly honoured (think tank).

5.4.2.8 Challenges Underlying Collaboration

This type of cross-sector collaboration mentioned in the previous section, arguably, is easier to talk about than to implement. Obviously there will be some challenges and difficulties lying ahead. This is the main focus of investigation of this section. The challenges or difficulties identified by the stakeholders mainly fall into three categories – Interaction, Interest Orientation and Adaptability. Many stakeholders express that there is lack of interaction between the public and the private sectors in terms of communication, policy execution and collaboration. In particular the stakeholders think that the government should monitor more closely the industry operations whereas the operators should try their best to cooperative with the government.

In addition to lack of interaction, there is a common agreement that some challenges arise from the different interest orientation of the two sectors. While the operators focus on commercial interests (and thus inclining to the more profitable operations such as casinos rather than other non-gaming entertainment), the government should emphasise more on public welfare. Nevertheless, the government also faces a dilemma that gaming generates a very significant part of government revenue and therefore may not see non-gaming entertainment as important contributor to the general economy. Under this situation, the government might not have an incentive to regulate the pace of gaming expansion spearheaded by the private sector, resulting in a lack of collaboration and interaction mentioned earlier. There are also some comments regarding the lack of adaptability of both sectors. The government is not adaptive in providing a flexible law and policy environment to cope with the changing society and that the operators simply want to copy the Las Vegas model to Macao. As one stakeholder cites, unlike Las Vegas, Macao does have a strong cultural and historical background and a large group of permanent residents who have lived in Macao for generations. The direct copy-and-apply operation model may not work.

Table 5.12 Challenges Underlying Cross-Sector Collaboration

Themes/Areas	Corresponding Inferences	Number of Inferences
(1) Interaction	No collegial approach to marketing, separation between government and industry, lack of monitoring, private sector needs to be more proactive, private sector needs to be more cooperative (2)	6
(2) Interest Orientation	Government does not see entertainment as important to economy, private sector should take up more social responsibility, <i>win-win situation</i> ⁶ , need to balance commercial interests with social interests	4
(3) Adaptability	Operators just copy Las Vegas style to Macao, inflexible and obsolete laws	2
Total Inference Count		12

⁶ One stakeholder thinks that there is not much resistance and challenge in this collaboration process and s/he views the current situation as a win-win situation.

5.4.2.9 Entertainment as an Important Tourist Product

Chapter 4 has explored (and affirmed) the importance of entertainment to tourists, residents and employees using a quantitative survey approach. In this study the issue is also discussed with key stakeholders to collect their views on this aspect and see if they align with the quantitative results. This section also includes an adjectives/descriptors interpretation similar to that in section 5.4.2.5.

The interpretation focuses on how much the stakeholders affirm (or disaffirm) the importance of entertainment as an important tourist product or essential part of the tourist experience. In this vein, the ten⁷ stakeholders could be broadly divided into 4 groups and the adjectives/descriptors used are listed below:

⁷ Ten out of eleven stakeholders express their view on this issue only; the other one did not provide any information on this issue.

Table 5.13 Adjectives/Descriptors

Groups	Adjectives/Descriptors	Number
(1) Strong affirmation	For sure, very positive, key, very important (2), first thing that comes to mind, essential part	7
(2) Moderate affirmation	I think so, important, essential, I believe so, quite affirmative, affirmative	6
(3) Neutral	Depends on demand and supply	1
(4) Strong rejection	No motivation, impossible, rely on gaming	3
Total Inference Count		17

The majority of the stakeholders hold affirmative standpoint by regarding that entertainment could be an important tourist product to the tourism development of Macao. This result aligns with that found in Chapter 4 and further supports the need for a continuous development in diversified entertainment provision in Macao.

Table 5.14 Entertainment as an Important Tourist Product

Themes/Areas	Corresponding Inferences	Number of Inferences
(1) Destination Appeal	Positive element (2), motivation for visiting a destination (4)	6
(2) Tourist Experience	Essential part of tourist experience (3), increase length of stay	4
(3) Non-mainstream	Depends on demand and supply, no motivation for the government to develop	2
Total Inference Count		12

The stakeholders mainly see entertainment as taking several roles in affecting the destination (contextual) appeal and tourist (personal) experience. The inferences under the “Non-mainstream” category are those under the “Neutral” and “Strong rejection” in the adjectives/descriptors interpretation part. Stakeholders consider that entertainment, if diversified, could enhance the destination attractiveness (prior to the visit) as well as tourists’ destination experience (during and after the visit). In fact these two effects are inter-related with each other and have a causal relationship. The contextual appeal could induce or motivate tourists to visit Macao and the personal appeal would further enhance their appraisal and may be a force to motivate them to repeat visit in the future. This product-experience relationship aligns with the many other tourism literature. Medlik and Middleton (1973) conceptualise tourism products as a bundle of activities, services, and

benefits that constitute the entire tourism experience. Smith (1994) also considers the close relationship between tourist product and tourist experience by illustrating how tourist products are processed and transformed (from primary and intermediate inputs to intermediate and final outputs) to constitute part of the tourist experience, among many other scholars.

5.4.2.10 Willingness to Increase Supply if Demand Exists

The previous discussions in general reveal a positive view of the continuous enhancement, diversification and development of the entertainment attributes in Macao. Many of the stakeholders interviewed are either part of the tourism planning process or have frequently been voicing comments to the government. Their views are important because even if they hold supportive opinion regarding the entertainment development, it does not mean that they would be willing to take the initiative to increase supply or influence the suppliers to increase supply.

The adjectives/descriptors interpretation focuses on how supportive the stakeholders are in increasing and/or supporting the increase of the supply of entertainment provision if demand exists. In this vein, the nine⁸ stakeholders could be broadly divided into 4 groups and the

⁸ Nine out of eleven stakeholders express their view on this issue only; two did not provide any information on this issue.

adjectives/descriptors used are listed below:

Table 5.15 Adjectives/Descriptors

Groups	Adjectives/Descriptors	Number
(1) Strongly supportive	Certainly (2), will and am very, important, try our best, my ideology, pursuit, have been doing, have been trying	9
(2) Conditionally supportive	First ... then, be careful, nevertheless, main concern, if	5
(3) Neutral	Depends	1
(4) Pessimistically supportive	Have been trying but ..., government may not pay attention, even if, at least, eventually, only, threatened	7
Total Inference Count		22

Combining the above interpretation as well as the inferences below, we see a general support by the stakeholders in increasing the supply of entertainment provision in Macao both in terms of action (supply more themselves) or suggestion (advocating to the government or concerned parties). Some would support unconditionally where some have certain concerns that need to be addressed first. The main concern is that Macao residents should be put as top priority when considering development in entertainment. In addition, much hope has been put on the new government which will take place at the end of 2009. Change (in

government, in tourist mix, in government policy etc.) is certainly something that many expect as important pre-requisite of continuous entertainment development.

Table 5.16 Willingness to Increase Supply

Themes/Attitude	Corresponding Inferences	Number of Inferences
(1) Supportive	Encourage, product diversification is important, recommend and support, will continue to voice to the government, do and suggest at the same time	5
(2) Neutral / Conditionally / Pessimistically Supportive	Disappointed with the current government tenure, hope for a more supportive government in 2009, hope for a change in tourist mix, Macao residents are top priority (3)	6
Total Inference Count		11

5.4.2.11 Prospect of Entertainment in Macao

As a concluding item, this section of the interview considered the opinion of the stakeholders on the prospect of Macao being developed into a city of entertainment. The adjectives/descriptors interpretation focuses on how supportive the stakeholders are in increasing and/or supporting the increase of the supply of entertainment provision if demand exists. In this vein, the ten⁹ stakeholders could be broadly divided into 4 groups and the adjectives/descriptors used are listed below:

Table 5.17 Adjectives/Descriptors

Groups	Adjectives/Descriptors	Number
(1) Enthusiastically positive	Major capital worldwide (2), privilege, for sure, very positive (2), attract tourists	7
(2) Conditionally positive	Very good future but, don't know how, we have to ... in order, if ... then (2), optimistic if, positive but how, have to, the main concern however ...	9
(3) Neutral	Potential risk of failure is as great as the potential of development itself, still gambling, will not happen unless	3
(4) Disappointed	Government does not see immediate need, not coping, does not even have, could not be, crisis	5
Total Inference Count		24

⁹ Ten out of eleven stakeholders express their view on this issue only; one did not provide any information on this issue.

Interestingly, although a majority of the stakeholders possess a positive expectation as to the potential of Macao being a city of entertainment, much of such attitude is not without conditions. Their view is that despite the fact that Macao has all the potential to develop and excel as a destination of entertainment, there are many unknown factors that might affect the achievement of this goal. These factors are described in the Table 5.18 below.

Table 5.18 Prospect of Macao as a City of Entertainment

Themes / Attitude	Sub-themes	Corresponding Inferences	Number of Inferences
(1) Bright Future	N/A	Macao is a major capital worldwide, Macao benefits from the development of China (2), product diversification leads to market expansion (2)	5
(2) Contingent Prospect	Political factors	Macao requires clear planning and positioning vision from the government (2), Macao requires determination from the government to develop entertainment, collaboration between the government and the private sector is necessary, policies have to be able to cope with the rapid development	5

	Market factors	The future is good if Macao can diversify tourist mix, Macao has to change marketing strategies to cope with the possible change in tourist mix brought about by entertainment diversification, Macao needs to stop relying solely on gaming, Macao requires stable tourism market growth, Macao is already an entertainment city	5
(3) Critically Unknown	N/A	Potential of development and risk is equally present, destination image has to be re-determined, entertainment industry will develop spontaneously by the private sector if there is profit opportunity, current government does not have the motivation to develop entertainment, current government does not have the expertise to manage entertainment facilities	5
Total Inference Count			20

Table 5.18 demonstrates that those conditions which might affect the prospect of entertainment development in Macao are mainly government- or market-related. Many stakeholders think that, for Macao to be able to develop into a city of entertainment, government determination and adaptive policies are key factors in fostering such development. In addition, the Macao government has to undertake long-term planning and visioning before any policy is implemented. Currently many actions taken by the government are considered to be based on short-term vision and therefore might land themselves ineffective or obsolete in the medium to long run. Besides government input, Macao's success on entertainment is also contingent on

the macro tourism market environment because no matter what the government does, success still relies very much on the market situation. Tourist mix, product diversification and stable tourism growth are all key elements in this aspect.

5.5 Chapter Summary

This chapter uses qualitative analysis method to supplement the quantitative results in Chapter 4. The discourse analysis utilised here is done on the utterances obtained from a series of interviews with selected stakeholders representing different sectors of the society, including government, industry and community associations. The main aim of the study is to identify specific views of stakeholders on the development of entertainment in Macao. To this end, this study attempts to answer the final research question:

R5: What is the consensus among key stakeholders for the preferred entertainment tourism futures in Macao?

An answer for this question can be constructed from an overview of the other responses to the interview process. Questions first started with the role of entertainment and evaluation of the current entertainment

development in Macao. In this aspect, stakeholders general agreed that entertainment is important to the tourism development of a destination and could make vast contribution to the tourism in Macao. Nevertheless, they also expressed the view that there was a lack of variety in Macao's entertainment provision. Another set of questions then asked about how Macao could develop and promote its entertainment industry. Stakeholders made various suggestions from the destination, tourist and community basis. They also thought that different promotional strategies could be applied to target different market segments. When asked about the willingness to increase supply they were generally supportive, though some support had conditions such as to place priority on Macao residents. Finally, most of them thought that Macao had the potential and capability to develop into a city of entertainment if government demonstrates determination and flexibility in creating a favourable political environment for the development of entertainment.

Chapter 6

Summary and Conclusion

Chapter Outline

6.1 Tripartite Model for Tourists' Destination Experience – A Review

6.2 Competitors Analysis – A Destination Benchmarking Approach

6.3 Research Question: A Synthesis and Re-exploration

6.4 Key Contributions of the Thesis

6.5 Limitation of the Thesis

6.6 Areas for Future Study

6.7 Final Comments

In this concluding chapter, a synthesis of the preceding studies is undertaken and fitted into the tripartite model illustrated in Chapter 2. In addition, the chapter reviews how the three independent yet inter-related studies answer the five research questions set forth for this thesis. More importantly, this chapter also considers some implications generated by the research.

6.1 The Tripartite Model for Tourists' Destination Experience

– A Review

In Chapter 2 the complex nature of the tourist consumption experience was emphasised due to the process where tourists used multiple travel services and products during the course of their visit (Gunn, 1988). Of these different services, entertainment facilities and activities were identified as playing a role of some importance. To recap, some of the scholars who had included entertainment in the whole tourist experience process included Smith's (1994) Tourism Production Function, Ritchie's and Crouch's (2000) Destination Competitiveness and Sustainability model, and Beerli's and Martin's (2004) factors and classifications determining the perceived destination image. Not only these authors but also Murphy, Pritchard and Smith (2000), in their conceptual model of destination product, identified an important role for Service Infrastructure in determining tourists' destination experience and elements of entertainment were explicit within the service infrastructure. This indirectly highlighted the role of entertainment (as a subgroup of Service Infrastructure) as a key determinant of both destination quality and perceived trip value. Dwyer et al. (2004) introduced a model of destination competitiveness that also included components of entertainment as one of the key success factors in determining destination competitiveness. These components were implicit in the created resources factor and included attributes such as special events, activities, entertainment and shopping. In

fact Dwyer’s model contained many of the variables and category headings identified by Ritchie and Crouch (2000). The literature review has contributed to the development of the thesis main idea – an exploration of the role of entertainment in the overall tourists’ destination experience, which is an area relatively untapped in the current tourism literature.

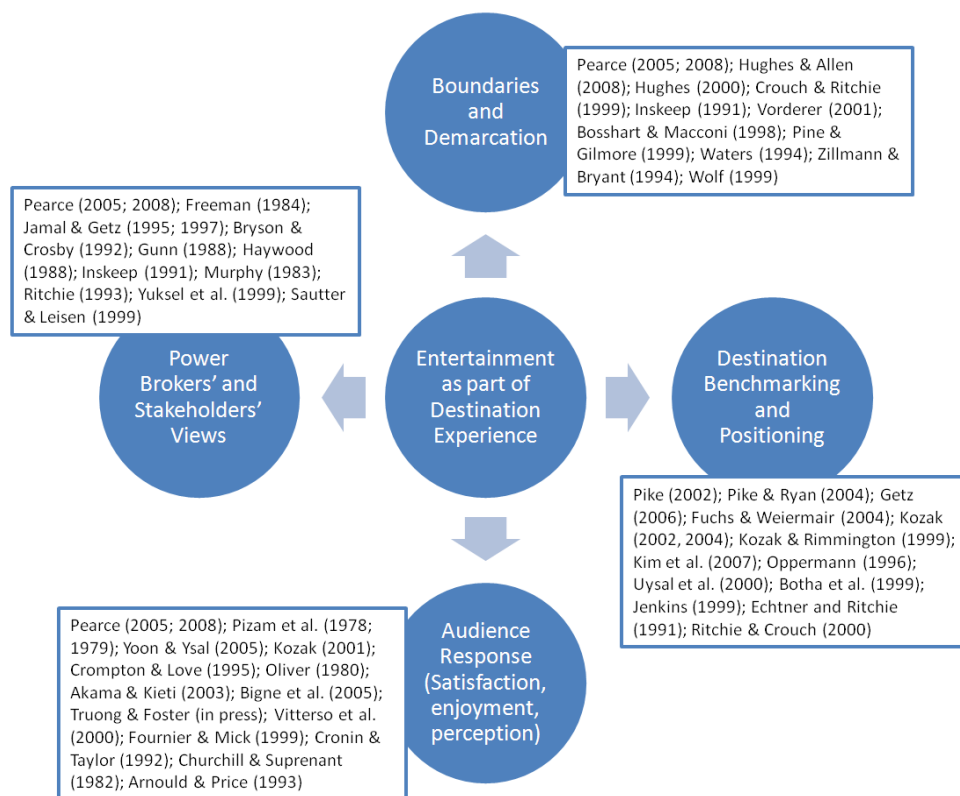
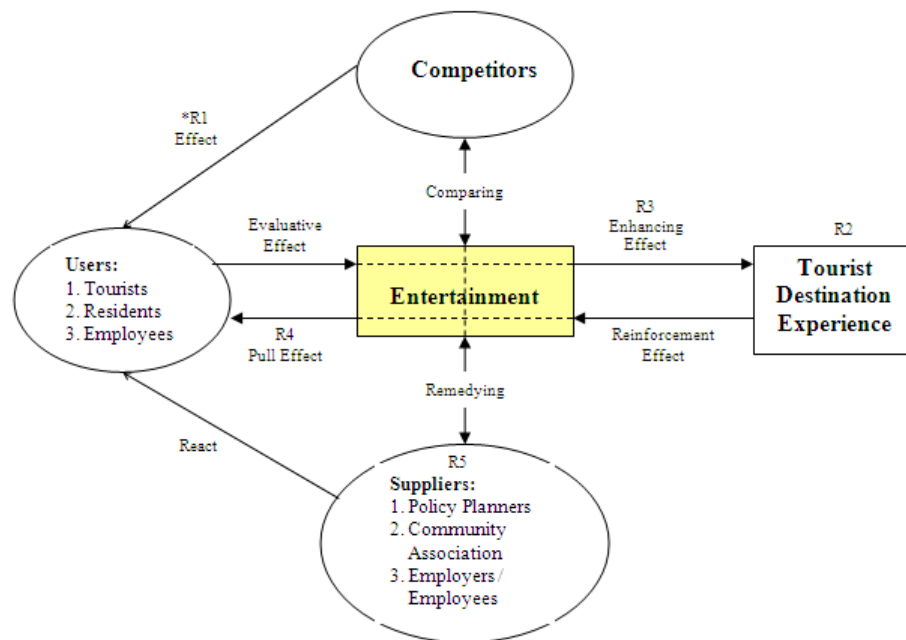


Figure 6.1 Literature Connection

Since entertainment has been treated as an important attribute / factor in influencing perceived destination image, as a result, a “Tripartite Model for Tourists’ Destination Experience” in which entertainment plays a central role

in determining tourist experience in a destination through the interaction of three parties, namely users, competitors and suppliers was proposed in Chapter 2. It is repeated here to assist in summarising the structure and results of this thesis.



* The R notation in the diagram refers to the identification of research questions built around these links.

Figure 6.2 Tripartite Model for Tourists' Destination Experience

There were five research questions identified from the above model and these research questions become the centre of study in the thesis. In summary, the research questions were:

- R1: How does the entertainment provision of other competing destinations affect users' evaluation of a destination's entertainment provision?
- R2: How is tourists' destination experience affected by tourists' satisfaction with the destination's entertainment provision?
- R3: Does tourists' evaluation of the importance of a destination's entertainment provision have an enhancing effect on tourists' destination experience?
- R4: How important is entertainment as a pull factor that stimulates tourists to come?
- R5: What is the consensus among key stakeholders for the preferred entertainment tourism futures in Macao?

As mentioned in Chapter 2, these research questions were addressed in Study 2 (Research Questions 1 to 4) and Study 3 (Research Question 5). Study 1 served an exploratory purpose and established a background for the answering of the research questions.

So, do the three studies presented so far achieve the above stated purposes and answer the research questions accordingly? Further, how can these answers be fit into the proposed Tripartite Model for Tourists' Destination Experience? The next two sections will discuss these two issues in turn.

6.2 Competitors Analysis – A Destination Benchmarking Approach

The Multi-dimensional Scaling (MDS) exercise in Study 1 (Chapter 3) compared Macao against six other competing gaming destinations across continents both structurally and perceptually. This destination benchmarking approach was valuable in the sense that *“Benchmarking, if properly implemented, could help the management of a destination by comparing itself either with its earlier performance level or with other destinations so as to learn from their past or current best practices”* (Kozak, 2004, p.195).

This MDS mapping exercise reviewed that structurally, Macao shared some similarities with most of the competitors in certain ways but was less similar to Sun City and Monaco. Perceptually speaking, Macao was perceived to be relatively weak in the provision of entertainment especially when compared to Las Vegas. On the other hand, Macao was generally perceived to provide similar entertainment elements as Monaco for most entertainment components. One of the conclusions of this study was that, with its affluent fiscal reserves generated by the gaming industry, Macao had a high potential to develop more diverse entertainment elements that could suit the demand of all types of tourists, not only those seeking night life and gambling alone.

The two MDS maps also reviewed a very different spatial layout between the structural and perceptual comparisons of the seven destinations. In the structural comparison, the seven destinations were not as differentiated as in the perceptual comparison map. This can be interpreted by suggesting that the destinations were perceived to be sharing less common features when they were compared using the structural hard data. In the structural comparison, Sun City and Monaco were the outliers whereas the other five destinations were quite close to each other. Not only were Sun City and Monaco isolated from the other destinations, they were far away from each other as well. On the other hand, Macao and Monaco, being close to each other, were nevertheless separated from the other five destinations. All destinations were clearly differentiated on the perceptual map.

The whole exercise revealed that some destinations which shared common structural features were not equally perceived in terms of the adequacy of their entertainment provision. For example, Sun City and Monaco provided physically limited slot machines and gaming tables but the perceived scores were quite high. In addition, the hard data suggested that Macao was actually comparable with the two well-established gaming locations (Las Vegas and Atlantic City) in terms of visitor arrivals, gaming facilities and revenue. Nevertheless, the respondents did not perceive these destinations in the same way, with Macao being considered to be much less competitive than these two destinations. This finding provides a very useful insight. For tourists who have no prior visitation experience in a destination, perception is everything and it means “reality”. The

ex-president of the American Sociological Society, W.I. Thomas, provided the archetypal quote on this point. "If men define situations as real, they are real in their consequences." (Thomas, 1928, p.572). A destination's perceived image may not correspond with what it physically has to offer and therefore, image building is very important in telling others what a destination has. How this perceived image of the competing gaming destinations affects tourist's evaluation of a destination, together with the other research questions, are answered in the following section.

6.3 Research Question: A Synthesis and Re-exploration

6.3.1 Impact of Competitors on a Tourist's Evaluation of a Destination

As previously mentioned, Study 2 (Chapter 4) was responsible for answering the first four research questions established. The very first question and issue was carried directly from the MDS exploratory study which established a misalignment between physical capacity and perceived adequacy. The question was then developed, how does the entertainment provision of other competing destinations affect users' evaluation of a destination's entertainment provision?

We can observe from Study 2 that, since the selected competitors

against which Macao was compared were mostly perceived to be strong in entertainment provision, the solicited evaluation of Macao's entertainment provision was consequently relatively low. In Table 4.9 in section 4.4.1.2 of Chapter 4, Macao was constantly ranked below most competing destinations in terms of non-gaming entertainment. There was one exception - Sun City – to this generalisation but only for some components. In addition, this study also compared Macao with the best practice in each of the twenty-six entertainment elements and the comparative evaluation (on a scale of 1 to 7, with 1 being "Very Inferior" and 7 being "Slightly Inferior") were relatively low, ranging from 2.47 to 3.56. Considering a score of 4 to be the mid-point, these scores were all below average, The scores were particularly low in the areas which are mostly suitable for family or travellers of all ages (see scores for "Magic", "Theme park", "Thrill rides and roller coasters", "Circus and acrobatics" and "Street Entertainment"). This meant that, when Macao was compared against the other competing destinations, especially for the best practice case, the evaluation it received was often much lower.

6.3.2 Impact of Tourists' Satisfaction/Enjoyment with a Destination's Entertainment Provision on Overall Tourists' Destination Experience

The second research question investigated the relationship between tourist satisfaction/enjoyment and overall destination experience. It attempted to see if tourists' destination experience would be affected by their satisfaction/enjoyment with the destination's entertainment provision. The

correlation analysis generated in section 4.4.2.2 of Chapter 4 highlighted that a positive relationship (0.515) at the significant level of 0.01 (2-tailed) existed between the two variables. This indicated that tourists generally had a higher destination experience if they enjoyed the entertainment elements (as a whole) more. In addition to this general correlation analysis, a pair-wise correlation (in section 4.4.2.3) was also conducted between the overall tourists' destination experience and the enjoyment score of each of the twenty-six entertainment element in order to determine the direction and significance of such correlation (if exist). Results supported that significant correlation (all positive) exists between overall tourists' destination experience and 13 of the entertainment elements (50 percent of the total elements, including all of the 5 gaming-related entertainment elements). This affirmed that there exists multiple positive relationship between tourists' satisfaction with the entertainment provisions of a destination and their overall destination experience. The fact that all five gaming-related entertainment elements were significantly positively correlated with the destination experience also demonstrated the importance of gaming in contributing to a more favourable destination experience.

6.3.3 Importance of Entertainment Provision as an Enhancing Effect on Tourists' Destination Experience

The third research question explored the strength of importance of entertainment provision as an enhancing effect on tourists' destination

experience. The two sets of variables used in the multiple regression were (1) important scores of each entertainment component when visiting a destination (independent variables) and (2) overall tourists' destination experience (dependent variable). The stepwise multiple regression with the optimal variable set consisted of 12 entertainment elements which altogether had the highest explanation power. All variables in the optimal set had a significant contribution impact on the overall tourists' destination experience except two variables ("Themed dining" and "Themed transportation"). In other words, a respondent's evaluation of the importance of these variables has significant impact on his/her destination experience evaluation, though the enhancing power was relatively small since the standardised coefficients of the predictor variables (regardless of the direction as indicated by the signs) were all not very large (from .090 to .336). In terms of direction of the impact, while some carried positive correlations ("Themed shopping", "Casino table games", "Circus and acrobatics", "Golf", "Greyhound racing", "Themed transportation", "Bars and discos" and "Opera and musical"), others had negative correlations ("Girl shows", "Lottery", "Car racing" and "Themed dining").

6.3.4 Entertainment as a Pull Factor of Visit

This research question has something to do with the role of entertainment provision played when choosing a destination to visit. The respondents included three stakeholder groups, tourists, residents and

employees. The detailed discussion in section 4.4.3.2 of Chapter 4 used two approaches, an overall evaluation involving the whole sample, and an inter-group comparison approach between and among the three stakeholder groups. It was found that in general, respondents did not place a very high importance on the entertainment elements when choosing a destination to travel. Nevertheless, the data also reflected that none of the entertainment elements score below 3 (on a 7-point scale) as well, indicating a certain level of importance. Of the list of entertainment provision, respondents considered that the top three most important pull factors when they were choosing a destination were all themed activities (namely “Themed dining”, “Themed shopping” and “Theme park”. Interesting enough, the five gaming-related entertainment elements (which Macao is considered to be quite strong at) occupied towards the bottom of the list. This means that people placed relatively low importance to the gaming-related entertainment elements. The scores of the five gaming-related elements were all below 4 but above 3. Considering a mid-point of 4, the results were not very affirmative regarding the importance of the gaming elements when making a destination choice decision. In terms of relative importance among all entertainment elements, the rankings of these five activities were also low comparing with the other recreational activities (rank 18 or lower).

These findings indicated that, although the non-gaming entertainment activities were not extremely important as pull factors when choosing a travel destination, their importance could not be ignored because the scores were not very low. On the other hand, the role of gaming activities was even less

important. Macao, currently relying unilaterally on gaming, is thus in a very volatile situation and is in need of ways to get out of this non-sustainable situation.

The inter-group comparison showed that the three stakeholder groups held mixed opinion regarding the role and importance of the entertainment provisions. Where there was a significant difference, tourists tended to place a higher importance than the other two stakeholder groups. On the other hand, when a significant difference existed, Macau residents tended to give higher importance than the industry employees.

6.3.5 Prospect of Entertainment Tourism in Macao

This research question tried to solicit opinion among key stakeholders for the preferred entertainment tourism futures in Macao. The 267 inferences generated from 547 keywords/phrases from the 11 stakeholder interviews were analysed and grouped under themes and categories. The 11 interview questions could be broadly grouped into 3 areas: (1) current evaluation of entertainment development in Macao; (2) policies/action needed for improvement and (3) the prospect of entertainment tourism in Macao.

6.3.5.1 Current Evaluation of Entertainment Development in Macao

Despite the fact that there was a general agreement on the important role of entertainment in the general tourism development of a destination, the actual situation was that Macao provided one type of entertainment option only and that was gaming. The stakeholders expressed that entertainment should embrace a variety of elements appealing to different segments such as families, children, the culturally-aspired and the fun-seekers, not gaming adults alone. Among the suggestions, cultural heritage and events were two components that were often highlighted that should be included in the list of entertainment provisions. In view of the fact that Macao provided limited entertainment alternatives, the stakeholders identified several areas in which Macao needed to improve so as to create a more diversified tourist product basket for tourists. These areas included family-oriented activities such as children facilities, parks, zoos and theme parks; shopping and dining; shows and performances; and festivals and events. In addition, there were also some common views about the need of Macao to improve in the general aspect instead of focusing on just particular areas. All these prove that Macao is not doing well in its entertainment provision.

Entertainment, if developed properly, could generate significant contribution to the tourism development in Macao in three main areas including social contribution, economic contribution and destination branding and image. It was commented that socially speaking, entertainment could

enhance local people's quality, their sense of belonging as well as their quality of life in general. This was because the main target audience of many government-run entertainment and culture facilities was the local community. Economically the proper development of entertainment could help diversify revenue sources and increase tourism revenue. The benefits were deemed to be general and spontaneous. Tourists were another major user group of the entertainment facilities and therefore while these facilities served the local community they were also simultaneously enjoyed by the millions of tourists coming to Macao every year. Widening the sources of tourism revenue could dilute a bit Macao's reliance on gaming receipt and act as a buffer when the sustainability of the gaming industry becomes questionable.

In terms of destination appeal, the development of entertainment could also enhance Macao's overall destination brand and image by providing more diversified tourist entertainment products and better promoting Macao to the world, all of which could eventually lead to a more balanced tourist mix and increased length of stay which are currently two major problems faced by the tourism policy-makers in Macao. In the same vein, entertainment was viewed as an important tourist product by the stakeholders. A majority of them saw entertainment as taking several roles in affecting the destination (contextual) appeal and tourist (personal) experience. Stakeholders considered that entertainment, if diversified, could enhance the destination attractiveness (prior to the visit) as well as tourists' destination experience (during and after the visit). In fact these two effects are inter-related with

each other and have a causal relationship. The contextual appeal could induce or motivate tourists to visit Macao and the personal appeal would further enhance their appraisal and may be a force to motivate them to repeat visit in the future. This product-experience relationship aligns with the many other tourism literature. Medlik and Middleton (1973) conceptualize tourism products as a bundle of activities, services, and benefits that constitute the entire tourism experience. Smith (1994) also considers the relationship between tourist product and tourist experience, among many other scholars.

In general, the opinions of the stakeholders regarding the current development of entertainment suggested that the current provisions were not diversified enough and there were many areas which needed improvement. On the other hand, their views regarding the importance and potential contribution of the entertainment development mostly tended to be positive and affirmative. This discrepancy between the current standard and the potential contribution of entertainment development in Macao highlights a need of attention from the policy-makers in the tourism field to address using some directional policies and/or actions as stated in the next section.

6.3.5.2 Policies/Action Needed for Improvement

The previous section provided an assessment of the entertainment industry in Macao and highlighted some areas for improvements in order to foster tourism development. This section summarised the policies and/or

actions voiced by the stakeholders in achieving this purpose. The more frequently identified ones included improving on the accessibility within Macao; more lenient labour policies for the recruitment of skilled entertainment performers; land approval policies less inclined to the building of gaming properties as well as tightening the individual visa scheme (IVS) for travelers of Mainland China. This last suggestion in fact is already implemented in the time of writing this thesis. The China central government has announced the tightening of the IVS with the aim of limiting the number of tourists from Mainland China coming to Macao in view of the current tourist carrying capacity challenge that Macao is facing. This implies that, the government also shares common opinion with the stakeholders sometimes. Another interesting observation is that, the stakeholders (both from the public and private sectors) saw collaboration between the public and private sectors as important success factor. Several roles of the public sector and the private sector were identified. The public sector was often cited as taking the roles of financial supporter, society maintainer, communicator and policy controller. On the other hand, the private entities were also wearing two hats, one as a responsible social player and the other as an executor of government initiatives.

This type of cross-sector collaboration will definitely face challenges and difficulties. The challenges or difficulties identified by the stakeholders mainly fell into three categories – Interest Orientation, Adaptiveness and Interaction. Many stakeholders expressed the view that there was lack of interaction between the public and the private sectors in terms of

communication, policy execution and collaboration. In particular the stakeholders commented that the government should monitor more closely the industry operations whereas the operators should try their best to cooperative with the government.

In addition to lack of interaction, there was a common agreement that some challenges arised from the different interest orientation of the two sectors. While the operators focused on commercial interests (and thus inclining to the more profitable operations such as casinos rather than other non-gaming entertainment), the government should emphasise more on social interest. Nevertheless, the government also faced a dilemma that gaming generated a very significant part of government revenue and could be very tempted to direct attention away from the non-gaming entertainment. There were also some comments regarding the lack of adaptiveness of both sectors. The government was not flexible in laws and policies and that the operators simply wanted to copy the Las Vegas model to Macao. Both situations affected their adaptiveness to cope with the changing society and hindered collaboration between two parties.

Besides the challenge of advocating public-private collaboration, Macao also faces another serious challenge, that is, how it can promote Macao to a wider tourist base so as to attract a more balanced tourist mix. In terms of promotional strategies and directions, there was a tripartite focus on enhancing (1) tourist awareness, (2) tourist experience and (3) coordinated

effort between the public and private sectors. In raising tourist awareness, choosing effective and efficient local and international media channels as well as establishing clear branding and positioning were paramount. On the other hand crowd management and demand analysis were key in enhancing tourist experience on site; and good coordination between the government and industry was also very important in contributing to a more effective and cohesive marketing effort. From these we could see that promotional effort should not be just directed to tourists BEFORE their visit (in raising their awareness) but also DURING their visit (on-site experience management) in order to generate continuous word of mouth and referrals.

6.3.5.3 Prospect of Entertainment Tourism in Macao

The previous section provided an assessment of the current development of entertainment industry in Macao and highlighted some areas of improvement and policies or actions that were necessary to advance such development further. A third group of interview questions asked the stakeholders to project the prospect of entertainment development in Macao and to investigate their willingness to continuously support such development by either increasing supply (for the entertainment providers) or voicing out to the parties who could influence supply. The discourse analysis reflected a general support by the stakeholders in increasing the supply of entertainment provision in Macao both in terms of action (supply more themselves) or suggestion (advocating to the government or concerned parties) if demand

existed. While some supported unconditionally, others had certain conservation such as Macao residents should be put as top priority when considering development in entertainment. In addition, since the government would change hand in 2009 the whole situation thus depended on the standpoint of the new government.

Simultaneously, when asked about the prospect of entertainment development in Macao, although a majority of the stakeholders possessed a positive expectation as to the potential of Macao being a city of entertainment, much of such attitude was not without conditions. Despite the fact that Macao had all the potential to develop and excel as a destination of entertainment, there were many unknown factors that might affect the achievement of this goal. Those who held very positive opinion saw Macao as a city of entertainment already and with the Mainland China as the backbone, the prospect was definitely very promising. Those who held more conservative point of view expressed that some factors had to be clarified or ironed out first. These factors included political factors (such as government determination, vision in planning and positioning, public-private collaboration) and market factors (such as tourist mix evolution, stable tourism growth, demand-driven marketing strategies). After all, change (in government, in tourist mix, in government policy etc.) is certainly something that many expect as important pre-requisite of continuous entertainment development but simultaneously post a high level of uncertainty to the situation.

Much of the conditions and concerns expressed by the stakeholders are not impossible to be implemented or tackled, the ultimate success depends very much on government determination and industry initiative, which in turn, are dependent on the market demand. Thus, a high level of uncertainty awaits Macao if it wants to develop into this industry but it is definitely worth the effort as entertainment is highly regarded as being able to add value to the tourist product portfolio as well as enhance tourist experience in Macao. After all no one knows how long the gaming market could be sustained in the long run and Macao needs more alternatives if the gaming industry shows signs of stagnation or even decline.

6.4 Key Contributions of the Thesis

As mentioned previously in section 2.4, this thesis is relevant and contributes to the body of literature because entertainment science, as termed by Pearce (2005a) is “*a particularly adaptable specialism of interest capable of augmenting tourism research*” (p.1). Entertainment, being such a lucrative market, deserves more attention than what it is currently receiving, especially in the context of tourism development. Most tourists will incorporate some forms of entertainment elements into their itinerary but they are seldom singled out to be studied as a standalone area in tourism. One of the contributions is that this thesis has really studied entertainment in a specific type of tourist context – that is the gaming destination context. This

is a special contribution because it contextualises the theories about entertainment in a setting where its presence is essential yet does not receive much attention. Additionally, entertainment is not well-studied from the consumers' and providers' perspective. Despite the fact that there has been increasing recognition of the importance of customer-supplier relationships in many tourism studies (Ashworth & Voogd, 1994; Binkhorst & van der Duim, 1995; Boerwinkel, 1995; Dietvorst & Ashworth, 1995; Go & Williams, 1993; Herbin, 1995; Smith, 2000; Williams, 1999), not many looked at their roles in the context of entertainment (Bryman, 2004b). Besides, Pearce (2005a) also pointed out that in order for entertainment science to fulfill the promise of providing new direction in tourism study; one needed to consider four key issues: a structured approach to entertainment in the context of tourism; the ownership and production of entertainment; the consumers of entertainment and the employment (suppliers) of entertainment.

As demonstrated throughout the whole thesis, the structure of the thesis is organised based on the four issues above.

Firstly, in Chapter 1, the definition of entertainment helps draw a clearer demarcation of entertainment in the context of tourism (first issue). To recap, the proposed definition of entertainment set in the tourism context is:

Any revenue-generating (direct or indirect) activities that are artificial or structured (e.g. street performances are structured but passing-by crowds,

which some people find entertaining, are not), not practised at home (thereby eliminating home theatre, video games, television and other media programme and the like, all of which are common inclusions of the general entertainment elements), with tourists as one of the core audience groups, and, upon completion (the end is important, the process can therefore include elements that are not really delightful), produce a range of emotional responses that relieve the audience from daily stress. Entertainment is predominantly receptive, but occasionally participative.

This definition is synthesised from an extensive literature review and clearly highlights the characteristics specific to the context of tourism such as “revenue-generating”, “structured” and “tourists as core audience group” (Pearce, 2008); the “upon completion” nature suggested by Vorderer (2001); the “relieve” nature by Bosshart and Macconi (1998) and Zillmann and Bryant (1994); and the “receptive” characteristic by Crouch and Ritchie (1999), Bosshart and Macconi (1998) and Pearce (2008). These characteristics are not found in the literature on entertainment where the focus is very often on media, sports and gaming per se. This tourism-related entertainment definition is important because most facilities that are entertaining are not exclusive to the local residents only and most tourists will admit that entertainment contributes to their overall travel experience and/or is one of the reasons for them to visit a destination (these are proven in Chapter 4 which will be discussed in more details later).

The different studies have looked at the role of entertainment and the different stakeholders, including suppliers, users, community associations and policy-makers. Study 1 has been pioneering in comparing the destination positioning of Macao among 6 other selected gaming destinations in terms of the entertainment provision. This is an approach not used before. As pointed out by Pike (2002), not many studies have measured the perceptions on a multi-destination basis. In his review of 142 papers from 1973 to 2000, pointed out that “*over half of the papers measured perceptions of only one destination*” (Pike, 2002, p.542), without referring to any competing destinations. Additionally, many papers that Pike reviewed measured perceptions of “countries” and much less measured perceptions of “cities”, “areas” or “provinces” (Pike, 2002). This study, seeking comparison among 7 destinations which are all either cities or areas, could fill this gap in the literature. Study 2 and Study 3 embrace the different stakeholder groups into the picture. Many scholars have agreed that stakeholders’ opinions are important to the whole planning process of tourism development (Gunn, 1988; Haywood, 1988; Inskip, 1991; Jamal & Getz, 1997; Jamal & Getz, 1995; Murphy, 1983; Ritchie, 1993; Yuksel, Bramwell & Yuksel, 1999) but most of these studies focused on several selected stakeholder groups only. This thesis, on the contrary, included seven stakeholder groups into the analysis. This thesis utilised Freeman’s (1984) definition of stakeholders which included local businesses, employees, government, competitors, national business chains, tourists, activist groups and residents (p.55). These stakeholder groups, especially the policy-makers/government representatives, provided very valuable information on the role of entertainment in the destination selection stage as well as the tourists’

destination experience evaluation process. Study 1 and Study 2 of the thesis already included the competitors, employees, tourists and residents. Study 3 further included tourism policy-makers (government), big investors (local businesses) and representatives from several activist groups in Macao. As a result, the three studies included in this thesis collected information/opinion from all but one stakeholder group (national business chains) as listed by Freeman (1984). In addition, Study 3 further extends the evaluative approach to cover the potential of Macao in developing entertainment in assisting the tourism growth and destination competitiveness.

As a whole, this thesis is particularly relevant to Macao which is desperately in need of developing alternative forms of tourism products to save it from the unilateral reliance on the gambling industry and to improve its currently over-concentrated tourist mix.

6.5 Limitation of the Thesis

This thesis uses a combination of both qualitative and quantitative methods. As usual, there are inherent strengths and weaknesses associated with different methods and they are somehow inevitable. Special attentions or limitations, however, have to be pointed out associated with the

different methods used in the three studies applied in this thesis.

Firstly, the MDS approach employed in Study one (Chapter 3) uses a combination of archival secondary data analysis as well as quantitative survey approach. As mentioned in Chapter 3, when employing the archival secondary data analysis some data of some destinations are missing from the search even after a combination of sources are used including Internet, magazines, journals, newspapers and videos. The whole analysis would be more reliable have these data been available. Another caveat related to the distribution of the academic respondents from different destinations lies in the fact that some destinations are better represented than the others. Whereas effort has been directed towards obtaining equal numbers of potential academics in these destinations, the response rate varies from location to location depending on the willingness of the potential respondents.

This survey approach employed in Study 2 (Chapter 4) collects data from only one geographic location (Macao) but asked for opinions regarding recreation elements that may or may not be found in Macao. Therefore, it is inevitable that the respondents might tend to be more knowledgeable about some but not others. As a result, evaluation towards the recreation elements might be skewed to favour (or disfavour) some elements due to different levels of knowledge about them. The author has tried to minimise this problem by sampling 85 non-Asians, representing 42.5% of the tourist

sample and 21.25% of the total sample. It is hoped that with such stratified sample planning, a broader opinion base can be collected. Moreover, the author thinks this is somehow inevitable and defensible, as one part of the study attempts to identify the “could-be” recreation elements that have a potential contribution to diversion rather than just focusing on what the current ones are in Macao. Nevertheless, the data would have been more reliable had they been collected in places outside Macao (e.g. Mainland China and Hong Kong) where respondents might have a better mix of knowledge towards different recreation options around the world. Resources available are the major concern of the author though.

Regarding the qualitative interview approach employed in Study 3 (Chapter 5), stakeholder group representatives included in the interviews are quite comprehensive and align to the general definition of stakeholders in the existing literature. Nevertheless, the author finds a common phenomenon, that is, the government representatives interviewed tend to be, relatively speaking, more conservative, diplomatic and prudent when expressing their opinions, thereby limiting the quantity and quality of the information obtained. Yet, since there is also a strong representation from the non-government stakeholder groups, this situation could be balanced and alleviated a bit.

6.6 Areas for Future Study

Since entertainment tourism is such a new area of research and receives less attention, there are for sure much more topics to be investigated beyond the scope of this thesis. As a continuation of this research, discussion may further explore the role of entertainment in the tourism and leisure literature, with a special focus on its importance in the general destination branding/image and tourist experience, extending to the region and other parts of the world. This can be an interesting topic because if the positive relationship between entertainment provision evaluation and destination experience can be proven, it would further strengthen the importance for Macao (or other destinations) to diversify into the entertainment sector. Some of the possible areas for future study are suggested below.

6.6.1 Planned-versus-Realised Tourist Behaviour

Chapter 4 of this thesis reveals a possible misalignment between evaluation prior to visit (planned behaviour) and on-site impact on destination experience (realised behaviour), this could be explored further. This topic helps understand tourist behaviour and highlights the issue on whether what is planned or intended would eventually lead to realised behaviour. This issue in fact has been studied by many. While it has been suggested that

intention is not the only and immediate antecedent to actual behaviour, many have also pointed out that intention alone cannot explain entirely tourist behaviour. Other unforeseen circumstances also come into play. Some of these circumstances may include on-site stimuli, special events unknown prior to visit, impulse decision-making/unplanned behaviour, and the like. The literature pool reviews that most studies related to this issue were done in the context of retail products and only a limited few were relevant to tourism/leisure studies, even fewer on its relationship with destination experience. Therefore, since this thesis unveils such a possible misalignment between evaluation prior to visit (planned behaviour) and on-site impact on destination experience (realised behaviour), it could be a good starting point to carry on further investigation in this regard.

6.6.2 Volatility of Entertainment in an Unstable Economic Situation

The view that tourism is an export industry is of considerable appeal to communities in search of economic development and therefore its development should have close relationship with the economic situation of the destination itself as well as places all around the world which are potential market sources. Thus, any downturn in economy would have a major impact on tourism and its related components directly. Although said to be the world's largest industry, tourism is vulnerable to the economic climate (de Sausmarez, 2003). Tourism has shown strong growth in the region in the past years (World Tourism Organization, 1999). Yet, there has been

relatively little research into crisis management in this context, with only a few exceptions (de Sausmarez, 2003; Henderson, 1999; Kontogeorgopoulos, 1999; Prideaux, 1999). In particular, none of these studies considers crisis management in a detailed context (de Sausmarez, 2003), for example in a particular form of tourism such as entertainment. Entertainment, similar to other tourism-related components, is considered more as a luxury than a necessity. Therefore propensity to consume in entertainment would demonstrate obvious decrease when economy is experiencing difficult times. Therefore, although the results generated by this thesis were mostly optimistic, they reflected situation before the global credit crunch started in USA earlier in 2008. It would be timely to look into the sustainability of entertainment development in face of this seemingly long-lasting financial crisis worldwide.

6.6.3 In-depth Comparative Approaches to Entertainment Provision

Other related research alternatives might also include a closer comparison between any pair of the 7 destinations (or even to expand to cover other destinations) in the context of entertainment provision, which is relatively an untapped area in the tourism and leisure literature. A more specific suggestion is that samples could be collected in the destinations under comparison (unlike in this thesis where all samples were collected in Macao only) which would result in more unbiased responses and evaluation. This was not achievable in this thesis because it compared seven

destinations and data collection was then largely constrained by time and financial resources. When it comes to more in-depth comparison involving fewer destinations each time, however, it becomes more achievable to collect samples from each destination. Many destination comparative studies have adopted this pair-wise comparison approach with samples collected from each destination in comparison. Kozak (2001a,b) looked at repeaters' behaviour and tourist satisfaction in Mallorca and Turkey. Reisinger and Turner (2000) identify the factors in Japanese tourists' satisfaction with destination attributes in Hawaii and the Gold Coast. Vaughan and Edwards (1999) explore the experiential perceptions of tourists visiting two similar destinations (Algarve and Cyprus). Although destination comparative approach has been widely used in tourism, not many focus on entertainment in a gaming destination, which is a very specific and untapped area of study.

6.7 Final Comments

The entertainment sector of the economy has gradually become an important force in the service industry. Many destinations have tried to jump on this bandwagon and wish to take a share of this affluent market. Many tourism policy makers also see entertainment as the right tourist product to be bundled with gaming so as to dilute the latter's negative image. Macao is among the many destinations which try to combine entertainment with gaming and is receiving more international attention now due to its recent

liberalisation of the gaming market. It is gradually catching up with other world-class gaming destinations but there is still much room for improvement, especially in the non-gaming entertainment part in which Macao is still not as competitive.

From the perspective of the users (residents and tourists), entertainment is a public good by itself and both user groups have deemed it to be valuable to their overall destination experience and/or an important consideration when making a travelling decision. This is also re-inforced by the generally agreed promising prospect of Macao to develop its entertainment industry. As a final conclusion, the potential of entertainment as a tourism development tool in Macao is high provided that the considerations highlighted in this thesis are well-thought and implemented.

“You need to connect the historical structure of Macau to what we think is a preferred future. So, the nature of entertainment is obviously gonna be consistent with, or has to be constructed relative to what we actually define as a preferred future”

- Anonymous Stakeholder (interviewed on April 9, 2007)

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**I. List of entertainment offers classified by the Macao
Government Tourist Office**

**(Photos courtesy of the Macao Government Tourist
Office website <http://www.macautourism.gov.mo>)**

Special rides

9-seat chauffeur-driven 1920s replica English Bus



Tricycle rickshaw

Cable car rides



Cycling tracks

Sport facilities

Sport stadium

Soccer fields

Swimming pools

Jogging tracks

Exercise equipment for public

Other indoor and outdoor sport facilities



Trekking

Windsurfing / Canoeing / Nautical Sports

Golfing



Karting

Bowling / Skating

Horse-riding



Bars and Discos

Karaoke

Cinemas and Theatres

Horse Racing

Greyhound Racing

Soccer / Basketball Lottery

Casino / Gambling (28 casinos as of 4th quarter 2007)



II. Questionnaire sent to academics for the perceptual approach of Study 1

ADMINISTRATIVE DOCUMENTATION HAS BEEN REMOVED

Current country of residence: _____

Name of affiliation: _____

Mailing address (for sending token of appreciation after receiving the completed questionnaire, if you prefer NOT to receive it, please leave it blank):

1a) Have you been to the following destinations?

	No	Yes
● Macao	<input type="checkbox"/>	<input type="checkbox"/>
● Genting Highlands (Malaysia)	<input type="checkbox"/>	<input type="checkbox"/>
● Las Vegas, USA	<input type="checkbox"/>	<input type="checkbox"/>
● Atlantic City, USA	<input type="checkbox"/>	<input type="checkbox"/>
● Monte Carlo	<input type="checkbox"/>	<input type="checkbox"/>
● Gold Coast, Australia	<input type="checkbox"/>	<input type="checkbox"/>
● Sun City, South Africa	<input type="checkbox"/>	<input type="checkbox"/>

1b) How much do you know about the following destinations?

	Very little		A great deal	
	1	2	3	4
● Macao	1	2	3	4
● Genting Highlands (Malaysia)	1	2	3	4
● Las Vegas, USA	1	2	3	4
● Atlantic City, USA	1	2	3	4
● Monte Carlo	1	2	3	4
● Gold Coast, Australia	1	2	3	4
● Sun City, South Africa	1	2	3	4

2) In your opinion, please rate how well each destination provides the following entertainment elements. If you have not visited, do rate the destination on the basis of your image and background knowledge. (Rating of 1 to 4, 1 being very inadequate, 2 inadequate, 3 adequate and 4 very adequate).

	Macao	Genting	Las Vegas	Atlantic City	Monte Carlo	Gold Coast	Sun City
● Live concerts and shows (in general)	_____	_____	_____	_____	_____	_____	_____
■ Popular concerts	_____	_____	_____	_____	_____	_____	_____
■ Classical concerts	_____	_____	_____	_____	_____	_____	_____
■ Magic	_____	_____	_____	_____	_____	_____	_____
■ Opera & musical	_____	_____	_____	_____	_____	_____	_____
■ Girl shows	_____	_____	_____	_____	_____	_____	_____

	Macao	Genting	Las Vegas	Atlantic City	Monte Carlo	Gold Coast	Sun City
● Theatres	_____	_____	_____	_____	_____	_____	_____
● Theme park	_____	_____	_____	_____	_____	_____	_____
● Thrill rides and roller coasters	_____	_____	_____	_____	_____	_____	_____
● Circus and Acrobatics	_____	_____	_____	_____	_____	_____	_____
● Street entertainment	_____	_____	_____	_____	_____	_____	_____
● Themed shopping	_____	_____	_____	_____	_____	_____	_____
● Themed dining	_____	_____	_____	_____	_____	_____	_____
● Spectator Sports	_____	_____	_____	_____	_____	_____	_____
● Karaoke	_____	_____	_____	_____	_____	_____	_____
● Bars and disco	_____	_____	_____	_____	_____	_____	_____
● Horse riding	_____	_____	_____	_____	_____	_____	_____
● Themed wedding	_____	_____	_____	_____	_____	_____	_____
● Themed transportation	_____	_____	_____	_____	_____	_____	_____
● Golf	_____	_____	_____	_____	_____	_____	_____
● Horse racing	_____	_____	_____	_____	_____	_____	_____
● Greyhound racing	_____	_____	_____	_____	_____	_____	_____
● Lottery	_____	_____	_____	_____	_____	_____	_____
● Casino gambling	_____	_____	_____	_____	_____	_____	_____
– Slot machines	_____	_____	_____	_____	_____	_____	_____
– Table games	_____	_____	_____	_____	_____	_____	_____
● Car racing	_____	_____	_____	_____	_____	_____	_____

Please name other missing elements which you consider should be included in the list above as part of the entertainment and provide rating for each:

- _____
- _____
- _____
- _____
- _____

If you are willing to participate in this survey, I would appreciate your return of the completed questionnaire on or before **26th of April, 2007**.

Thank You!

**III. Questionnaire targeting residents and tourists for
Study 2**

Rejection Rate: _____
 Date and Location: _____
 (Eg. March 24, Sat, Leal Senado Square)

Part I – Pull / Satisfaction Factors

1. (a) How important is each of the following to you when you visit a destination **for holiday**?

(b) Are you aware of the presence of the followings in Macao?

	(a)							(b)	
	Unimportant			Very Important				No	Yes
a. Live concerts and shows (in general)	1	2	3	4	5	6	7	0	1
i. Popular concerts	1	2	3	4	5	6	7	0	1
ii. Classical concerts	1	2	3	4	5	6	7	0	1
iii. Magic performances	1	2	3	4	5	6	7	0	1
iv. Opera & musical performances	1	2	3	4	5	6	7	0	1
v. Girl shows	1	2	3	4	5	6	7	0	1
b. Theatres	1	2	3	4	5	6	7	0	1
c. Theme parks	1	2	3	4	5	6	7	0	1
d. Thrill rides and roller coasters	1	2	3	4	5	6	7	0	1
e. Circus and Acrobatics	1	2	3	4	5	6	7	0	1
f. Street entertainment	1	2	3	4	5	6	7	0	1
g. Themed shopping	1	2	3	4	5	6	7	0	1
h. Themed dining	1	2	3	4	5	6	7	0	1
i. Spectator Sports	1	2	3	4	5	6	7	0	1
j. Karaoke	1	2	3	4	5	6	7	0	1
k. Bars and disco	1	2	3	4	5	6	7	0	1
l. Horse riding	1	2	3	4	5	6	7	0	1
m. Themed wedding	1	2	3	4	5	6	7	0	1
n. Themed transportation	1	2	3	4	5	6	7	0	1
o. Golf	1	2	3	4	5	6	7	0	1
p. Horse racing	1	2	3	4	5	6	7	0	1
q. Greyhound racing	1	2	3	4	5	6	7	0	1
r. Lottery	1	2	3	4	5	6	7	0	1
s. Casino gambling – Slot machines	1	2	3	4	5	6	7	0	1
t. Casino gambling – Table games	1	2	3	4	5	6	7	0	1
u. Car racing	1	2	3	4	5	6	7	0	1
v. Other: _____	1	2	3	4	5	6	7	0	1

1. (c) If your answer in 1(b) is “Yes”, how adequate do you think the following attractions/activities are in Macao?

	Very Inadequate					Very Adequate	
	1	2	3	4	5	6	7
a. Live concerts and shows (in general)							

	Very Inadequate					Very Adequate	
i. Popular concerts	1	2	3	4	5	6	7
ii. Classical concerts	1	2	3	4	5	6	7
iii. Magic	1	2	3	4	5	6	7
iv. Opera & musical	1	2	3	4	5	6	7
v. Girl shows	1	2	3	4	5	6	7
b. Theatres	1	2	3	4	5	6	7
c. Theme park	1	2	3	4	5	6	7
d. Thrill rides and roller coasters	1	2	3	4	5	6	7
e. Circus and Acrobatics	1	2	3	4	5	6	7
f. Street entertainment	1	2	3	4	5	6	7
g. Themed shopping	1	2	3	4	5	6	7
h. Themed dining	1	2	3	4	5	6	7
i. Spectator Sports	1	2	3	4	5	6	7
j. Karaoke	1	2	3	4	5	6	7
k. Bars and disco	1	2	3	4	5	6	7
l. Horse riding	1	2	3	4	5	6	7
m. Themed wedding	1	2	3	4	5	6	7
n. Themed transportation	1	2	3	4	5	6	7
o. Golf	1	2	3	4	5	6	7
p. Horse racing	1	2	3	4	5	6	7
q. Greyhound racing	1	2	3	4	5	6	7
r. Lottery	1	2	3	4	5	6	7
s. Casino gambling – Slot machines	1	2	3	4	5	6	7
t. Casino gambling – Table games	1	2	3	4	5	6	7
u. Car racing	1	2	3	4	5	6	7
v. Other: _____	1	2	3	4	5	6	7

2. (a) Have you experienced any of these in Macao?
 (b) If yes, how much did you enjoy it?

	(a) No Yes		(b) Extremely Non-enjoyable					Extremely Enjoyable	
	0	1	1	2	3	4	5	6	7
a. Live concerts and shows (in general)	0	1	1	2	3	4	5	6	7
i. Popular concerts	0	1	1	2	3	4	5	6	7
ii. Classical concerts	0	1	1	2	3	4	5	6	7
iii. Magic	0	1	1	2	3	4	5	6	7
iv. Opera & musical	0	1	1	2	3	4	5	6	7
v. Girl shows	0	1	1	2	3	4	5	6	7

	(a) No	Yes	(b) Extremely Non-enjoyable							Extremely Enjoyable						
b. Theatres	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
c. Theme park	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
d. Thrill rides and roller coasters	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
e. Circus and Acrobatics	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
f. Street entertainment	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
g. Themed shopping	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
h. Themed dining	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
i. Spectator Sports	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
j. Karaoke	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
k. Bars and disco	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
l. Horse riding	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
m. Themed wedding	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
n. Themed transportation	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
o. Golf	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
p. Horse racing	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
q. Greyhound racing	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
r. Lottery	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
s. Casino gambling – Slot machines	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
t. Casino gambling – Table games	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
u. Car racing	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
v. Other: _____	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7

Part II – Perception Benchmarking

3. (a) In your opinion, which of the seven destinations (show cue card) has the best **read items one by one below** (The respondents do not need to have prior experience in visiting the destinations, they only need to provide their subjective image and perception)?
- (b) (If the answer in (a) is NOT Macao) How is Macao compared with **read the chosen destination** in this aspect?

	(a)	(b) Much Inferior							Slightly Inferior						
a. Live concerts and shows (in general)	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7
i. Popular concerts	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7
ii. Classical concerts	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7
iii. Magic	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7
iv. Opera & musical	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7
v. Girl shows	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7

	(a)	(b) Much Inferior					Slightly Inferior	
b. Theatre	_____	1	2	3	4	5	6	7
c. Theme park	_____	1	2	3	4	5	6	7
d. Thrill rides and roller coasters	_____	1	2	3	4	5	6	7
e. Circus and Acrobatics	_____	1	2	3	4	5	6	7
f. Street entertainment	_____	1	2	3	4	5	6	7
g. Themed shopping	_____	1	2	3	4	5	6	7
h. Themed dining	_____	1	2	3	4	5	6	7
i. Spectator Sports	_____	1	2	3	4	5	6	7
j. Karaoke	_____	1	2	3	4	5	6	7
k. Bars and disco	_____	1	2	3	4	5	6	7
l. Horse riding	_____	1	2	3	4	5	6	7
m. Themed wedding	_____	1	2	3	4	5	6	7
n. Themed transportation	_____	1	2	3	4	5	6	7
o. Golf	_____	1	2	3	4	5	6	7
p. Horse racing	_____	1	2	3	4	5	6	7
q. Greyhound racing	_____	1	2	3	4	5	6	7
r. Lottery	_____	1	2	3	4	5	6	7
s. Casino gambling – Slot machines	_____	1	2	3	4	5	6	7
t. Casino gambling – Table games	_____	1	2	3	4	5	6	7
u. Car racing	_____	1	2	3	4	5	6	7
v. Other: _____	_____	1	2	3	4	5	6	7

Part III – Overall Tourist Destination Experience

4. Please indicate the level of agreement with the following statements.

	Very Disagreeable						Very Agreeable
a. The choice of visiting Macao was a right decision.	1	2	3	4	5	6	7
b. I obtained good results from visiting Macao.	1	2	3	4	5	6	7
c. Overall, visiting Macao was valuable and worth it	1	2	3	4	5	6	7
d. Macao is a place where I want to travel to.	1	2	3	4	5	6	7
e. The value of visiting Macao was more than what I expected.	1	2	3	4	5	6	7
f. Visiting Macao is a good quality tourism experience.	1	2	3	4	5	6	7
g. Compared to other tourism destinations, visiting Macao is a good value for money.	1	2	3	4	5	6	7
h. Macao is a destination that I enjoy.	1	2	3	4	5	6	7

	Very Disagreeable				Very Agreeable		
	1	2	3	4	5	6	7
i. While visiting Macao, I received good service.	1	2	3	4	5	6	7
j. Compared to travel expenses, I got reasonable quality from visiting Macao.	1	2	3	4	5	6	7
k. Visiting Macao gave me pleasure.	1	2	3	4	5	6	7
l. The price of visiting Macao is reasonable.	1	2	3	4	5	6	7
m. After I visited Macao, my image of it was improved.	1	2	3	4	5	6	7
n. Visiting Macao made me feel better generally.	1	2	3	4	5	6	7
o. Visiting Macao was economical.	1	2	3	4	5	6	7
p. Macao is a city of entertainment.	1	2	3	4	5	6	7
q. My overall experience towards visiting Macao was very pleasant.	1	2	3	4	5	6	7

Part IV – Open Opinion

5. Imagine that you are writing a postcard to a friend describing how Macao is like, what will you say (probing adjectives, nouns or keys words on Macao instead of sentences and paragraphs)?

6. If you were a policy-consultant for the Macao Tourist Department, what recommendation(s) would you provide in order to make Macao a better entertainment city?

Part V – Demographics

7. Sex: Male Female

8. Country of Residence (For Tourists Only): _____

9. Age:

- 18-24 25-29 30-34 35-39 40-44
 45-49 50-54 55-59 60-64 >=65

10. Which of the followings best describes your purpose of your trip?

- Holiday Business Sport Cultural Industrial Training
 Education Conference Honeymoon Other: _____

11. How long have you resided (for residents) / visited (for tourists) in Macao? _____

Thank you for your cooperation.

**IV. Questionnaire targeting industry employees for
Study 2**

Part I – Pull / Satisfaction Factors

1. (a) How important is each of the followings to you when you visit a destination **for holiday**?
 (b) Are you aware of the presence of the followings in Macao?

	(a)							(b)	
	Unimportant			Very Important				No	Yes
a. Live concerts and shows (in general)	1	2	3	4	5	6	7	0	1
i. Popular concerts	1	2	3	4	5	6	7	0	1
ii. Classical concerts	1	2	3	4	5	6	7	0	1
iii. Magic	1	2	3	4	5	6	7	0	1
iv. Opera & musical	1	2	3	4	5	6	7	0	1
v. Girl shows	1	2	3	4	5	6	7	0	1
b. Theatres	1	2	3	4	5	6	7	0	1
c. Theme park	1	2	3	4	5	6	7	0	1
d. Thrill rides and roller coasters	1	2	3	4	5	6	7	0	1
e. Circus and Acrobatics	1	2	3	4	5	6	7	0	1
f. Street entertainment	1	2	3	4	5	6	7	0	1
g. Themed shopping	1	2	3	4	5	6	7	0	1
h. Themed dining	1	2	3	4	5	6	7	0	1
i. Spectator Sports	1	2	3	4	5	6	7	0	1
j. Karaoke	1	2	3	4	5	6	7	0	1
k. Bars and disco	1	2	3	4	5	6	7	0	1
l. Horse riding	1	2	3	4	5	6	7	0	1
m. Themed wedding	1	2	3	4	5	6	7	0	1
n. Themed transportation	1	2	3	4	5	6	7	0	1
o. Golf	1	2	3	4	5	6	7	0	1
p. Horse racing	1	2	3	4	5	6	7	0	1
q. Greyhound racing	1	2	3	4	5	6	7	0	1
r. Lottery	1	2	3	4	5	6	7	0	1
s. Casino gambling – Slot machines	1	2	3	4	5	6	7	0	1
t. Casino gambling – Table games	1	2	3	4	5	6	7	0	1
u. Car racing	1	2	3	4	5	6	7	0	1
v. Other (if any, please specify): _____	1	2	3	4	5	6	7	0	1

1. (c) If your answer in 1(b) is “Yes”, how adequate do you think the followings are in Macao?

	Very Inadequate					Very Adequate	
	1	2	3	4	5	6	7
a. Live concerts and shows (in general)							

	Very Inadequate				Very Adequate		
i. Popular concerts	1	2	3	4	5	6	7
ii. Classical concerts	1	2	3	4	5	6	7
iii. Magic	1	2	3	4	5	6	7
iv. Opera & musical	1	2	3	4	5	6	7
v. Girl shows	1	2	3	4	5	6	7
b. Theatres	1	2	3	4	5	6	7
c. Theme park	1	2	3	4	5	6	7
d. Thrill rides and roller coasters	1	2	3	4	5	6	7
e. Circus and Acrobatics	1	2	3	4	5	6	7
f. Street entertainment	1	2	3	4	5	6	7
g. Themed shopping	1	2	3	4	5	6	7
h. Themed dining	1	2	3	4	5	6	7
i. Spectator Sports	1	2	3	4	5	6	7
j. Karaoke	1	2	3	4	5	6	7
k. Bars and disco	1	2	3	4	5	6	7
l. Horse riding	1	2	3	4	5	6	7
m. Themed wedding	1	2	3	4	5	6	7
n. Themed transportation	1	2	3	4	5	6	7
o. Golf	1	2	3	4	5	6	7
p. Horse racing	1	2	3	4	5	6	7
q. Greyhound racing	1	2	3	4	5	6	7
r. Lottery	1	2	3	4	5	6	7
s. Casino gambling – Slot machines	1	2	3	4	5	6	7
t. Casino gambling – Table games	1	2	3	4	5	6	7
u. Car racing	1	2	3	4	5	6	7
v. Other (only if you have answered this in question 1a/b):	1	2	3	4	5	6	7
_____	1	2	3	4	5	6	7

2. (a) Have you experienced any of these in Macao?
 (b) If yes, how much did you enjoy it?

	(a) No Yes		(b) Extremely Non-enjoyable				Extremely Enjoyable		
	0	1	1	2	3	4	5	6	7
a. Live concerts and shows (in general)	0	1	1	2	3	4	5	6	7
i. Popular concerts	0	1	1	2	3	4	5	6	7
ii. Classical concerts	0	1	1	2	3	4	5	6	7
iii. Magic	0	1	1	2	3	4	5	6	7
iv. Opera & musical	0	1	1	2	3	4	5	6	7

	(a) No	Yes	(b) Extremely Non-enjoyable							Extremely Enjoyable						
v. Girl shows	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
b. Theatres	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
c. Theme park	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
d. Thrill rides and roller coasters	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
e. Circus and Acrobatics	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
f. Street entertainment	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
g. Themed shopping	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
h. Themed dining	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
i. Spectator Sports	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
j. Karaoke	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
k. Bars and disco	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
l. Horse riding	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
m. Themed wedding	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
n. Themed transportation	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
o. Golf	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
p. Horse racing	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
q. Greyhound racing	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
r. Lottery	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
s. Casino gambling – Slot machines	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
t. Casino gambling – Table games	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
u. Car racing	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7
v. Other: (only if you have answered this in question 1a/b): _____	0	1	1	2	3	4	5	6	7	1	2	3	4	5	6	7

Part II – Perception Benchmarking

3. (a) **In your opinion**, which of the seven destinations (Macao, Genting Highland in Malaysia, Las Vegas in USA, Atlantic City in USA, Monte Carlo in Monaco, Gold Coast in Australia and Sun City in South Africa) has the best provision of each of the following items below (you do not need to have prior experience in visiting the destinations, you only need to provide your subjective image and perception)?

(b) (If the answer in (a) is NOT Macao) How is Macao compared with **your chosen destination** in this aspect?

	(a)	(b) Much Inferior							Slightly Inferior						
a. Live concerts and shows (in general)	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7
i. Popular concerts	_____	1	2	3	4	5	6	7	1	2	3	4	5	6	7

	(a)	(b) Much Inferior					Slightly Inferior	
ii. Classical concerts	_____	1	2	3	4	5	6	7
iii. Magic	_____	1	2	3	4	5	6	7
iv. Opera & musical	_____	1	2	3	4	5	6	7
v. Girl shows	_____	1	2	3	4	5	6	7
b. Theatre	_____	1	2	3	4	5	6	7
c. Theme park	_____	1	2	3	4	5	6	7
d. Thrill rides and roller coasters	_____	1	2	3	4	5	6	7
e. Circus and Acrobatics	_____	1	2	3	4	5	6	7
f. Street entertainment	_____	1	2	3	4	5	6	7
g. Themed shopping	_____	1	2	3	4	5	6	7
h. Themed dining	_____	1	2	3	4	5	6	7
i. Spectator Sports	_____	1	2	3	4	5	6	7
j. Karaoke	_____	1	2	3	4	5	6	7
k. Bars and disco	_____	1	2	3	4	5	6	7
l. Horse riding	_____	1	2	3	4	5	6	7
m. Themed wedding	_____	1	2	3	4	5	6	7
n. Themed transportation	_____	1	2	3	4	5	6	7
o. Golf	_____	1	2	3	4	5	6	7
p. Horse racing	_____	1	2	3	4	5	6	7
q. Greyhound racing	_____	1	2	3	4	5	6	7
r. Lottery	_____	1	2	3	4	5	6	7
s. Casino gambling – Slot machines	_____	1	2	3	4	5	6	7
t. Casino gambling – Table games	_____	1	2	3	4	5	6	7
u. Car racing	_____	1	2	3	4	5	6	7
v. Other (only if you have answered this in question 1a/b): _____	_____	1	2	3	4	5	6	7

Part III – Open Opinion

4. Imagine that you were writing a postcard to a friend describing Macao, what will you say (try using adjectives, nouns or keys words on Macao instead of sentences and paragraphs)?

5. If you were a policy-consultant for the Macao Tourist Department, what recommendation(s) would you provide in order to make Macao a better entertainment city?

Part IV – Demographics

6. Sex: Male Female

7. Your current position category held in your work place:

Managerial/supervisory level Operational/Administrative level

8. Age:

18-24 25-29 30-34 35-39 40-44
 45-49 50-54 55-59 60-64 >=65

9. Which of the followings best describes your current workplace?

Hotel/Accommodation Units Theme parks/facilities Travel Agencies
 Show Business/Theatres Casino/Slot Centres Sport Facilities
 Other: _____

10. How long have you been working in this industry? _____

Thank You for Your Assistance!

V. Invitation Letter for Study 3

Dear _____,

Macau is currently experiencing dramatic growth in the tourism following the liberalization of the gaming industry as well as the successful listing to the World Heritage List. Macao received a record-breaking number of tourist arrivals of over 20 million in 2006, representing a growth rate of 17%. In order to ensure sustainable tourism development and create favourable conditions for the continuous betterment of the sector, we are conducting related research, focusing on cultural heritage and entertainment tourism. The impetus of the research is to devise tourism-oriented strategies for the future development in Macao.

We are lecturers at the Institute For Tourism Studies pursuing our PhD degree at the Nottingham Trent University (UK) and James Cook University (Australia) respectively. Our research areas both evolve around tourism development in Macau, specializing in Cultural Heritage and Entertainment Tourism and their impact on Macao.

As part of our studies, we would like to conduct a brief interview of around 30 minutes with you (or your appointed representative) at a convenient time set by you in February or March. We bank on your valuable support for the successful and timely completion of a research targeting two very important sectors of tourism in Macao.

Should there be any queries regarding the studies, please email us at frances@ift.edu.mo / connie@ift.edu.mo or call Ms. Frances Kong (853) 5983082 /Ms. Connie Loi (853) 5983122. This is just a preliminary invitation letter, if you need any other documentations or information, please do not hesitate to contact us.

We look forward to your favourable reply soon.

Yours sincerely,