

# **Future-Proofing the Gambling Industry:**

## **Insights and Priorities from the 2020 New Horizons Conference**

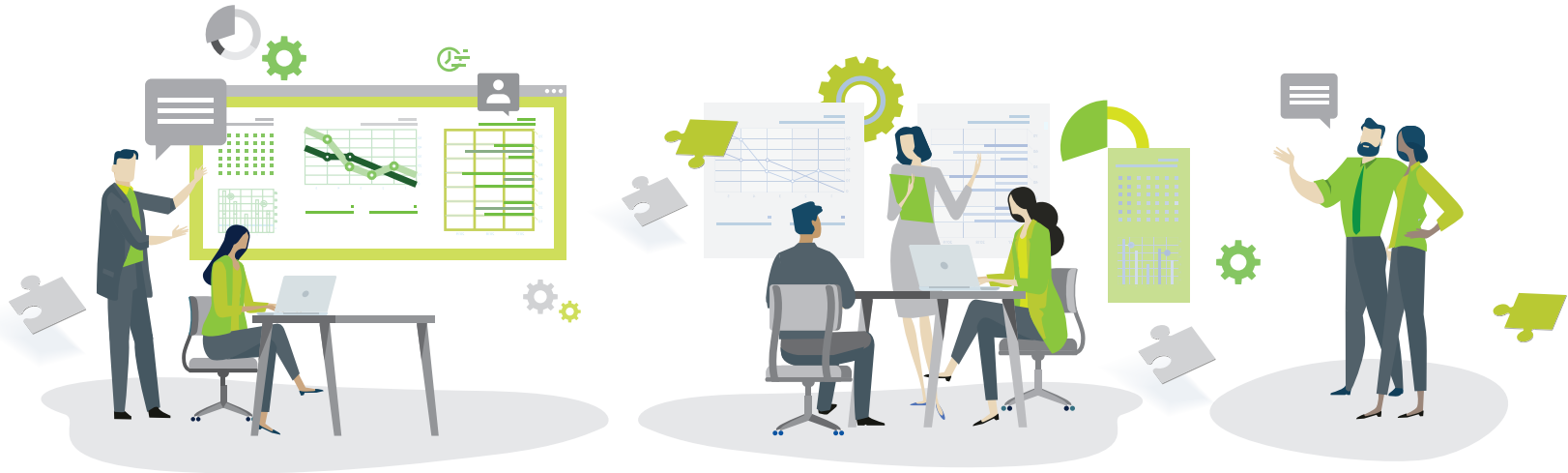


**NEW HORIZONS**  
IN RESPONSIBLE GAMBLING

Imagine we had the opportunity to build the gambling industry today, knowing what we do about the potential for harm – **HOW WOULD WE DO IT?**

<b>What safeguards would we put in place?</b>	<b>How would we design our products and environments?</b>
<b>What would we stop doing and continue doing?</b>	<b>What would we want to learn more about in order to start doing?</b>

**How would we ensure our industry grows responsibly?**





## PRODUCTS AND ENVIRONMENT

**In addition to awareness and education, consider interventions at the product and environment level:**

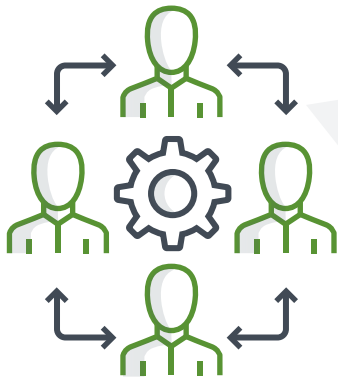
- Rapid, repetitive gambling opportunities pose greater risks of harm to players
- Near wins may contribute to both the inherent risks, and the inherent appeal of a game
- Riskier products often have more volatile financial outcomes (i.e., amounts won and lost)
- Choice architectures can support both positive and negative player behaviours
- It's unclear how modifying the number and arrangement of gaming machines contributes to safer gambling in venues, relative to other situational risk factors



## SAFEGUARDS & PREVENTION

**Be very clear and realistic on the safeguards and prevention objectives of our initiatives:**

- Tools and campaigns don't typically result in changed behaviour
- Greater safeguards around cash and credit policies may reduce the risk to player harm
- The same data that can provide tailored player experiences can be used to achieve beneficial player health outcomes



## ORGANIZATIONAL CULTURE & PLAYER HEALTH

**Future-proofing the industry requires integration of player health objectives across all business decisions and practices:**

- Cultural Norms: A safety-oriented culture supports the ongoing integration of a responsible growth approach
- Commitment: The quality of service delivered by employees is closely connected to the extent to which they feel content and connected to the company
- Bottom Line: Organizational culture sits alongside organizational strategy as one of the two most important harm-reduction levers

# CONFERENCE INSIGHTS

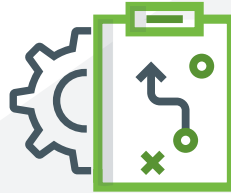
## COLLABORATION IS KEY TO FUTURE-PROOFING

Keynote address, Tim Miller, Executive Director of the UK Gambling Commission stressed that harm reduction requires a joint effort and a commitment to collaboration.

He presented four challenges to the audience:



**USE RESEARCH  
TO DRIVE ACTION**



**SEIZE THE OPPORTUNITY  
TO WORK TOGETHER ON  
SHARED PRIORITIES**



**EVALUATE ACTIONS  
TAKEN**



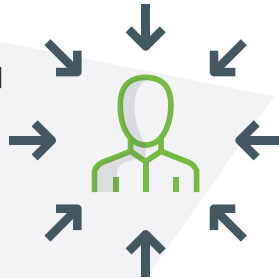
**ENGAGE IN CONVERSATIONS  
WITH EACH OTHER AS  
"THE CARING, EMPATHETIC YOU"**

# FIVE INSIGHTS

## THAT EMERGED FROM CONFERENCE DISCUSSIONS ARE:

### Player health needs to be embedded in the Culture

Future-proofing requires operationalizing and integrating player health throughout the business. The challenge is: How does the industry evolve to embed a safety-oriented culture that prioritises the well-being of players?



### Changing Culture begins with Articulating Aspiration

Understand why you exist and what you want to achieve. Start big and break down the organization's purpose. Focus on serving the communities that sustain the business, which means keeping players safe and ensuring no one is harmed by its presence.



### Walk the Talk

Make decisions that will reduce high risk play. For example, Norway's Norsk Tipping's player cards have mandatory loss limits for each channel, such as \$500US monthly loss limit for VLT play. At first, Norsk Tipping feared that this move would take away revenue; but on the contrary, it has been key to growing revenue.



### Plan for Disruption

Common business models in the gambling industry may not be positioned to weather potential disruptors. The gambling business continues to grow by getting fewer players to spend more. Meanwhile, younger generations aren't interested in gambling as it exists today and demand ethical business practices. Will player health become a competitive advantage for casino manufacturers and operations?



### Less Talk - More Action

Even in the face of substantial gaps in knowledge, enough is known to start making and accelerating progress. Begin work immediately where there is confidence in the best course of action; where there is some degree of uncertainty, use trial and evaluation to generate reliable evidence and uncover possible unintended consequences.



# THE BOTTOM LINE

## WHAT IS NEEDED TO MAKE PROGRESS TOWARDS FUTURE-PROOFING THE GAMBLING INDUSTRY

- Make bold commitments and work together to fulfill those commitments
- Align organizational culture and integrate player health objectives as a key business driver
- Select leaders that align with the intended culture
- Stop talking and start doing
- Stop competing and start collaborating
- Manage expectations – align government and shareholder expectations with a responsible growth orientation.
- Re-examine authentic purpose and articulate this to shareholders
- Use data for good to improve player safety



# LOOKING TO THE FUTURE

- What will the future industry look like?
- Will operators no longer buy from manufacturers that aren't responsible themselves?
- Will the industry refuse to generate revenue from high-risk play?
- Will players and stakeholders be advocates for the business?
- Will gambling be widely known as a safe and healthy form of adult entertainment?

