

Answers to Session Questions | NEXT 2020

At Raving NEXT, we took questions from the audience after the presentations. We asked our presenters to respond; if you'd like more detailed responses other than this snapshot, please reach out to us!

Data Analytics PART I of III: Are We Leaving Money on the Table? Let's Dive into Your Players Club

Presenter: Lynette O'Connell, Raving VP of Data Science and Operations

How have you got the engagement of the clubs?

For either the staff or the guest, promotions that raise the excitement is a great way. There are mobile applications for gamification that can help, using kiosks on the floor, signage that share the benefits. Keep the staff excited about it and sharing their excitement with the guests.

Ideas for engagement on the first visit?

Programs on the kiosks are great for first visit. Spin and get, then play and get. You can even do an earn "X" and get this on your return visit if you come back in "X" days (seven if local, 30 if non-local, i.e.).

How to get players to reengage after resetting your player tiers?

Create promotions around the new program to get your players engaged.

My challenge is training my hosts that they are SALES people as well. How do you train them to SELL the benefits?

Raving has a great host training program that focuses exactly on this issue – this is not a one paragraph answer. There are hosts that are terrific at giving love to our guests, but do not feel comfortable "selling" – especially selling without an offer. To find out more about this program, contact Amy Hergenrother at amy@betravingknows.com.

Reactivation?

Reactivation can be very important if done immediately when the behavior declines, or the customer missed a month. Waiting a year is too late to reactivate above a 1% or 2.

Benefit ideas with limited amenities?

Partner with local businesses that have amenities that your customers would like; car washes, dry cleaning, restaurants, etc.

Tips for a property without a tiered club?

Recommend analysis to see if you need one. What is the churn of your database?

Want further explanation? Contact Amy Hergenrother, Raving VP Client Services, at amy@betravingknows.com or 775-329-7864 to connect with a speaker on any of the above questions.

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How to get players to engage before the arrive onsite?

There are good gamification softwares that engage customers when they are not onsite.

Your opinion on connecting with hosted players via text?

This is a communication between the host and player. If it is what works best for their communication then yes, absolutely. Use the communication method that is best for the customer.

Is there a softening in the desire of people to participate in clubs of any kind? Seems fewer people want to carry the cards of casinos, grocery stores, etc.

Fewer people want to carry their cards, but more people want to be involved in programs. The solution to this is a cardless loyalty program.

Our problem is having players return for that 3rd trip even with a significant offer. How would you drive that 3rd trip?

If guests are making the second trip and not the third, there is a need to understand the customer journey. Are there guest service issues or a problem with communication of benefits?

Do you have any advice for potential players that have a decent ADT but fall in a lower tier than segmented due to seasonal trips over a longer tiered rewards evaluation period besides direct mail?

If your property is in a seasonal market, I suggest running a DM program that encompasses rules for seasonality. Meaning, look at year over year to see seasonality patterns and those seasonal guests should be in a different mailer or segmentation that reinvests in them based on their seasonal play.

Is it practical to exclude 1-trippers from monthly offers?

I would say generally no, but it depends. Find out what their patterns are and treat them accordingly to exceed their expectations without reinvesting.

If they are new signups, then they should be receiving a new sign up mailer.

If they only come once every six months and show up as one trip in your mailers, they may be seasonal.

If they are non-local and live far away, and show up every quarter, then mail them a month before they should show up.

What are your thoughts about moving from DM to more Digital (email, text messages) communication?

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I believe that there is a place for more digital communication especially for follow-up and last-minute marketing. There is still a place in gaming for direct mail and customers still like to see their offers in the mail.

Our tiers are based on points earned, not ADT. Is this less common? And why?

Points are the most common method I see for earning tiers at this time. ADT, in my opinion, is too volatile for tier promotion.

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THAT'S BRILLIANT! Marketing Tactics that Provide Consistent Revenue Growth for Tribal Casinos

Moderator: Janet Hawk, Raving Partner, Player Development and Marketing

Panelists: Scott Eldredge, Chief Executive Officer, Apache Business Corporation; Tom Osiecki, Raving Partner, Advanced Operations and Marketing; Pam Shaw, Co-Founder, United Women of Tribal Gaming

How do you find your niche during a time of expansion and growth?

The key to understanding your niche is to ask the question, "What do we do better or different from the competition?" Once you understand the difference, that becomes your niche, or your brand. During time of expansion, your core brand differentiation remains your niche. Choose to market focusing on your existing niche. In addition, you can build anticipation for the changes coming with your expansion or growth by making that a secondary niche.

Do you have suggestions on marketing/promotions around sports betting?

Sports books peak during major sports events like the Super Bowl, Final Four, World Series, World Cup, Stanley Cup Finals, etc. Sports book promotions can be tied to hotel packages and food and beverage. Much like promoting bars and lounges, you can tie sports book to food and beverage promotions like pitchers of beer and wings. The best promotion is to tie sports book activity to your club to earn points and comps. This will keep the repeat visitation loyal to your property sports book over the competition.

How do you get HR on board to have Marketing driving or at least participating in guest service initiatives?

Guest service initiatives typically encompass the entire property team. Marketing is primarily responsible for the brand and, therefore, the brand experience. A property can have the best brand in the world, but if the execution (guest service) supporting the brand fails, the brand will serve to alienate guests. Communicating with HR the importance of marketing as the driver of brand experience is the key to HR's understanding of marketing's vital role in driving guest service. Guest experience and guest service are one of the most important roles of marketing.

What was the worst brilliant idea you had, and what did you learn from it?

Overall, the attempt to book entertainment that appeals to you and promotions that follow your interest is a common mistake that everyone makes. The lesson is to follow demographics and analytics to guide your decisions over what you personally think is cool.

Tom, where can we get a copy of the Baby Boomer article you referred to?

Please send your requests to tom_osi@msn.com with a request for the demographics information and he will forward to your email.

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How do you stay flexible with promotional strategies and stay ahead of advertising deadlines?

In the end, you control the advertising deadlines. If your strategic needs change due to a competitive pressures or changes in market conditions, you should be able to revamp you advertising schedules to meet changes in promotional programs. In a perfect world, advertising schedules can be followed. But a dynamic environment often requires that you change advertising to meet your needs. Most media contracts can he altered with two weeks' notice.

Can you recommend a way to stress the value of decisions based on data vs monotonous promo plans to upper management?

If your upper management is tied to promotional plans that have existed for years, the best way to introduce data driven decisions is the provide analysis for all programs. Start with proformas and postformas for existing programs. If your existing programs are monotonous, they most likely lost effectiveness a long time ago. Tracking promotional analysis year over year can also help show success or weakness in promotional programs. The key to promotional success should always be ROI. Tracking expenses vs revenue that captures all expenses, including taxes, will help. And, always keep a focus on gaming revenue for each promotion.

How much do you pay attention to psychographics vs demographics?

Unless you have a strong AI program, demographics are a more reliable source of revenue data than psychographics. There are hundreds of programs that source guests or regions of your market according to designated segments of the population such as "soccer moms." The psychographics companies have not succeeded in tying potential for gaming revenue to population segments with accuracy. A better route is demographics tied to gaming revenue and zip codes that is generated from your database.

Do you support skill-based promotions to determine 1st & 2nd place winners?

The answer here is, it depends. If you choose a skill based final procedure, it should be a skill that is based on equality for all gamers. A skill like shooting baskets or video game play can favor people with inherent skills. If the skill is random and puts everyone on an even footing, it would have better optics for your players.

When looking at the success or failure of a promotion or perk, what is a good threshold for a minimum timeframe?

Promotions that run a month are a good baseline. Promotions that carry over two months are usually undertaken when a casino believes it will save expenses by stretching out a time frame. This usually results in loss of interest by guests because promotions that run too long are difficult to maintain.

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What Should Player Reinvestment Be in Today's Highly Competitive and Entitled Market?

Moderator: Lynette O'Connell, Raving VP of Data Science and Operations

Panelists: Kevin Huddleston, CPA, CGMA, CFF, Raving Strategic Partner, Accounting and Auditing, and Partner, Finley & Cook; Tara Ezzell Clark, VP Casino Services & RECON Systems, Red Circle; Aimee Barnes, Database Manager, Isleta Resort & Casino; Trevor Taylor, Director of Marketing, Route 66 Casino Hotel

What is the industry standard for the ratio of return on one dollar of free play should bring me x dollars in revenue?

Kevin Huddleston: There really isn't a set standard. Certainly, you want the investment of that dollar of free play to return you a dollar and then some. If you can get 25% to 75% return, I think that would be a successful investment.

In highly competitive gaming markets, how do you ensure that data driven information ensures success?

Kevin Huddleston: Success in business is never 100% guaranteed, however it is even more important in those markets to ensure money is being used in ways that have the best chance of driving or maintaining business.

Lynette O'Connell: Agree on your goals ahead of time and make sure your programs are performing to those goals. Continue to analyze and review those benchmarks with your marketing team and look at ways to continually improve/evolve your programs.

How do you explain "worth" to a customer without giving away your secret?

Lynette O'Connell: I've always used "your offers follow your play" with guests. I explain volume in terms of coin in or points earned to the guest and this helps with the majority of customers.

What is the best strategy to analyze data?

Kevin Huddleston: In analyzing data, the first key is to make sure you have complete and clean data before you start. Then, analyze the data from more than one angle. Statistics can give a false picture if you aren't careful. Looking at things from different perspectives will give you a better understanding of the results you see.

Lynette O'Connell: If you're an analyst, spend some time with your hosts and players club before you start. Ask questions. Talk to guests. Understanding the operational side can give you a lot of insight as to where to look for potential revenue.

What should reinvestment be in today's market?

Kevin Huddleston: There is no one answer to this question. There are many factors and variables that can skew the answer greatly. My best advice is to work with your finance

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department and senior management and agree on what will be included in your view of reinvestment and what a reasonable amount is based on that decision.

Do you place more weight of outcomes in actual win or theoretical win when evaluating the performance of an offer?

Kevin Huddleston: Theoretical hold has always been the basis for estimating and for measuring outcomes for promotions. It's not a bad measure, but I think it's important that you work with finance to understand what your AVERAGE actual hold is over a time period of no shorter than a month. If there is a consistent gap between actual and theo, you may want to use the average actual hold as the measure rather than actual, so you get a more accurate picture of performance of a promotion.

Is there an optimal time frame to measure reinvestment? One, three, or six months?

Kevin Huddleston: As with most anything in gaming, the shorter the time period the more volatile the results will be. I think looking at three, six and 12-month periods is the most reasonable.

Do you consider advertising, social media, direct mail, or email/and into the equation for player reinvestment?

Kevin Huddleston: If the media was placed for that specific event. For example: Radio and TV to promote ticket sales for a concert should be included in the postforma.

When budgeting/analyzing, do you estimate PD discretionary comps as part of the reinvestment on the post analysis?

Kevin Huddleston: It depends on what you are trying to analyze. If you are looking at a specific promotion, I don't think I would include discretionary comps. If you're looking at the overall investment in players for a time period, I think it would be appropriate to include.

Lynette O'Connell: If your hosts are issuing comps on top of an event or party, you need to be looking at that layered expense to get to your overall profitability for the event.

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Top Five Things We're Getting Wrong Financially and How to Fix Them

Moderator: Deana Scott, Raving CEO

Panelists: Kevin Huddleston, CPA, CGMA, CFF, Raving Strategic Partner, Accounting and Auditing, and Partner, Finley & Cook; John Cirrincione, CEO, Santa Ana Star Casino Hotel; Harold Baugus, CEO, Isleta Resort & Casino

It's there a formula to subtract free play from the theo win?

Your slot system probably already tracks the win with and without free play. Check with your finance staff.

Who reports on the effectiveness of the promotions? The marketing department itself or a separate analytics department within the casino?

Ideally, marketing would have staff who can perform enough analysis to understand what they are doing and its effectiveness but, objective analysis should come from outside of marketing.

How much do you include your top management in knowing their numbers? Monthly P & L's? Director's putting own budget together?

The more your team has ownership of the overall budget and within their own area the more accountability there will be to results.

Is there a formula to subtract free play from the theo win?

See above

50+ or Senior Days, necessity or money maker?

Depends on the market. Deana isn't a fan of these promotions as most of that demographic dislikes being considered "old." A conversation for another panel.

When you look at week over week performance, is it primarily to prior year?

I would look at the same week last year and the same week of the month for the last quarter or year. The different perspectives can help you better understand the results. Unless of course there was a major change from year to year that makes comparison irrelevant.

Should the marketing dept report on the effectiveness of the promotions or a separate analytics dept?

Ideally, marketing would have staff who can perform enough analysis to understand what they are doing and its effectiveness but, objective analysis should come from outside of marketing.

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When calculating promotional labor cost, would you add in creation and maintenance costs?

I would include the INCREMENTAL costs of any department whose staffing is impacted by a promotion or event.

Is there a return ratio you set for dollar spent?

There really isn't a set standard. Certainly, you want the investment of that dollar of free play to return you a dollar and then some. If you can get 25% to 75% return, I think that would be a successful investment.

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Data Analytics PART II of III: Are We Leaving Money on the Table? Let's Dive into Your Slot Floor

Presenter: Michael Minniear, Raving Partner, Data Analytics

How does predictive analytics match with propensity to play?

There are numerous predictive characteristics that may indicate propensity. Put most simply the general rule of thumb when attempting to attract gamers is to find those with discretionary time and discretionary income who like gambling. By studying players already in your database with high gaming propensity we use their behaviors to identify "lookalike" characteristics such as age, distance to casino, number of games they play, types of games they play, average bet, propensity to use offers, cash buy in, pull speeds, etc. Combine that with age, ethnicity, income, proximity to casino, and other external data we can collect, and we can actually predict to some degree a gamers propensity.

Is there a formula for player reinvestment for promotions?

To be honest, you'd think this would be standard across the industry, but honestly, I'd say the answer is "no." One thing is getting reinvestment out of player systems can be an awful drag, and incredibly difficult to get. Then you run into the retail cost versus actual cost problem, hotel turn rate versus retail rate, full retail versus COS, and that doesn't include free play or promotions. I know this can be done, but this is an undertaking. Personally, I break it down two ways, money I give EVERYONE and is not targeted to any one individual for that person's individual play, I don't consider it. It's just the cost of running a casino. If I pull money out my pocket as an owner to earn someone's visit, I want to track that money against that player ... and my preference is ACTUAL cost no retail. This is hard so I don't envy anyone in this effort, but I know we can do this today and I think we'll all run our businesses better as a result, and it will be more intuitive to the players.

How can I convince my gaming commission to allow me to practice surge pricing on slots? They have to be notified of any par sheet change, game install, etc.?

I believe this is going to have to be in industry effort, in fact it may have to be pushed by agencies such as NIGA. The vendors themselves will likely not invest in this technology one a one by one basis for casinos, as it's too complicated and expensive for their efforts. I think we'd have to unite on this front, and prove these options are legal in front of gaming boards nationally. Of course, the primary argument is we do this already in table operations, but gaming boards would want to be assured that no other aspect of slot machines could be affected, which is possible. Once this gains acceptance at one or two casinos, things will grow fast.

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When you plot your utilization do you do it by zone and denomination?

Both. Originally, I did it by denomination, then I did it by denomination and paylines. Then I did it by denomination and banks. Then I did it by zones. Good news is you can really group the games however best works for you, and each one is revealing. Again, the latest science is pushing us to have the players segment them for us based on loyalty patterns, but until then you can group by anything! I do find grouping by denom and paylines is the easiest way to see constrain when first starting out. Don't group all dollars, separate them by paylines because a \$3 max dollar is going to have a heck of a lot more utilization than a 20-line dollar game (such as in high limit).

How much weight should we be putting on time on device?

Being honest I don't worry about it a lot. I hear people all the time say, "Let's extend their trip" or "Let's keep them on the game." I figure you're battling the devil here, the game itself, and the devil always wins. If the game is mean, and it's dragging money away from the customer, I'm not going to try and keep forcing them to dump money in. They like to move around and find that "lucky" game. I think we as an industry will have much more luck by grouping games that we know these players like in the same area so as they bounce around, I know they'll find one that's paying out, and voila!!! They'll put more time on device!

Just remember the master of time on device is the game. And it doesn't listen to you or me or anyone. High-end players have large bankrolls and can suffer droughts, but most smaller players just don't want to see the drain. I saw a study once that said if a player doesn't have a win in as little as 12-16 pulls, they'll walk. How are you going to really control this? We can go down the rabbit hole of lower slow house advantage but the best science in the world says players sessions are too short to feel this in any meaningful way EVER, and they'll still get creamed most of the time.

When you start raising slot prices based on demand, do you lose trust with guest on the manipulation of the slot?

I sure hope not. I have asked this very question in focus groups and most players thought it was a great idea, as they hate waiting around watching people bet so low when they want to play games. Of course, I'm usually talking to mid to higher level players, but you know how much I love them. Just like blackjack, the game math doesn't change, the game feel doesn't change, just the price to pay. Just remember by NOT doing it we're also upsetting our better players who want to play. So, there's a tradeoff there. Like yourself I'm very sensitive to the satisfaction of our players, and we would focus group and test the tar out of this before we started a grand role out. This will happen, it's costing casinos probably billions annually that this is not in place.

How do you feel about changing games out daily with dynamic games?

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I'm not sure I totally understand dynamic games in this instance, so if I get it wrong my apologies in advance. Feel free to email Amy Hergenrother amy@bettravingknows.com and myself to clarify. When I think of dynamic games, I think of games where the theme, denom, etc. I got burnt doing this so I'm tentative. Theme loyalty is a sacred thing, and I always assumed all casinos should have psychology departments that explain to us why players rubs screens with their hands, never change socks, won't play a game unless it's "primed" and on and on. For some reason obviously I don't mind changing the price per spin but changing the theme of a game for example I've seen demand drop 40%. Same manufacturer, same basic design, same hold, same bet configuration ... demand plummeted. What I learned is that theme loyalty is sacred, and we should perhaps be much more sensitive about moving games than we are. If a player finally finds a game they love, drives all the way out and walks all the way across the casino just to find out we moved it somewhere ... I can only imagine how little sense that makes to them. If you're talking about more advanced games like digital table offerings and stuff, I'll just sum it up like this ... let's let the players show us what they want, and we'll respond accordingly ... intelligently ... profitably.

Lots of insights based on player data, what about including data from other sources like lodging, or events?

When you're a data guy, all data is a treasure chest, but whether we find gold in it or not is more elusive I'm afraid. Since we're looking (as described above) for those with discretionary time and income, obviously they are showing indicators of that with cash rooms, cash events, retail shopping, etc. A word of warning though, there are gamers and there are not gamers. I'm always devastated how we can fill a casino with thousands of guests to see a class A act we brought to a casino and they didn't move the gambling needle one iota. Their entertainment is shows, not gambling. We look for gamblers, and by studying gamblers, including how they use hotels, shows, retail, amenities, and on and on ... we steal that data to get glimpses of guests exhibiting those behaviors. I hope that makes sense. One last thing, amenity data is helpful, but my suggestion is we have much more low hanging fruit in the gaming data itself today, as it's so untapped.

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Three Strategies and Three Truths: Tribal Executives Share their Most Successful Digital Marketing, Geofencing, and Gamification Campaigns

Moderator: Mark Astone, Raving Strategic Partner, Branding, Advertising and Media Services, and CEO, Catalyst Marketing Company

Panelists: Glenn Connolly, Executive Director of Marketing, Navajo Nation Gaming Enterprise; Ryan Frohberg, Chief Marketing Officer, Casino Del Sol; Wendi Long, Marketing Director, Indigo Sky Casino & Resort

What vendors can help build out gamification?

There are a number of vendors that specialize in gamification for casinos. One company to explore Engaged Nation (non-paid endorsement).

Do you have any advice for growing a social following for properties that don't have a strong social presence already?

Depending on what social media platform there are a number of different ways to grow your following. There is some debate on what platforms casinos should utilize for social media. Based on our experience and research you should stay with Facebook, Twitter and Instagram. We do not recommend using Snapchat as a platform to reach your gamers. See attached US market penetration charts.

Facebook has a paid feature to gain followers, however we have found that the acquisition cost per follower is not worth the spend. If you are not doing so already, we would recommend either running Facebook ads or boosting posts.

When placing Facebook ads or boosts, it is important to define your target audience to reduce waste. One of the most effective tools to define/target your demographic is a Facebook pixel. By placing a pixel on your website, you will be able to deploy a couple of tactics. The first is creating a look-a-like audience. Facebook will collect information about people visiting your site and create an audience that matches your site visitors behaviors and demographics. Once you have this audience you can overlay additional behaviors/interests, i.e. slot machines, traveling gamer, location. This will allow you to place targeted ads/boosts to the appropriate audience.

Another Facebook feature using the pixel that is highly effective is re-targeting. This allows you to send ads to people that have visited your site. If the intent is to gain new followers, we recommend excluding your current followers from the campaign.

As for growing your Instagram following there are some organic and paid options that will help. The best organic tactics are utilizing hashtags and the follow-back method. When posting to Instagram make sure you are utilizing hashtags. We recommend 10 to 15 hashtags per post. The key to hashtags is to make them relevant to the market you are in. For example, if you are a casino located in Seattle, WA you should use tags such

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as #seattle, #gambling, #tacoma, #mariners, #seahawks, #money, #jackpots, #casino. This allows you to cast a much larger net for people to find you. Another way to gain followers is the Follow-back method. This can be a very time consuming, but effective tactic. The basics of this is to start following other Instagram accounts that have shown interest in things like casinos, gambling, concerts and your competitors. The easiest and most cost-effective way to do this is using a third-party platform to do this for you. Kicksta is a company that can make this happen.

How much budget should I allocate for social media and google ads?

When looking at how much you should allocate your overall media budget to digital, there are many things to consider. You should always start with your objective(s), e.g. push a specific promotion, general market concert, acquire new club members. Each tactic would use specific digital tools i.e. display ads, SEM, social media, IP targeting, competitive retargeting, email.

This being said, based on our experience, your digital advertising budget should be at least 12%-15% of your overall advertising budget. There is no one-size-fits-all as casinos have different financial situations and location challenges. As an example, if you are located in or near a large metro area like Los Angeles, advertising on broadcast TV may not be in the cards for you. This is where we would suggest looking at other avenues like cable or OTT.

We customize each of our clients advertising plans based on budget and objectives.

Who can help me with understanding Facebook ads?

This is a very broad question. Contact Amy Hergenrother amy@betravingknows.com if you would like to discuss with the Catalyst team.

Do Yelp Ads work?

Yes, in the right context. However, Yelp is quite expensive to advertise on. We have found their CPMs and CPCs high. An effective use of Yelp is for dining. If you have a great restaurant or steakhouse you want to push, then Yelp could be the right avenue for you. But remember, your primary target is gamers so be very discerning if you use Yelp.

Thoughts on Geofencing at the area where guests have the choice Left/Right between you and a competitor rather than when at the competition

For this question, we would recommend competitive re-targeting. We know that you will never get 100% of a gamers wallet. If you are in a competitive gaming market, your gamers will bounce around. The key is to keep as many trips as possible. With the competitive re-targeting we target players at your competitors casino by serving ads to

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the mobile devices. This allows for a highly targeted display campaign to known gamers. It keeps you top of mind pushing for that one additional trip to your property.

When utilizing reach campaigns on Facebook, what have you found to be the most impactful? Video or static ads?

Video wins all the time. When measuring our clients' Facebook campaigns, we see a much higher engagement rate with video ads. Use your TV spots, create a short video or boomerang, and you will see the interactions jump.

How much time should we be spending engaging with people on social media channels? TripAdvisor, Yelp, Facebook, Instagram, Twitter, GMB, SnapChat, TikTok, YouTube, LinkedIn, Etc.

Monitoring and engaging is probably one of the biggest time-consuming tasks for any marketing department. Trying to continually monitor multiple social channels and respond to questions/comments can be a full-time job. But we know that most casino marketing departments don't have the time or manpower to dedicate to this. This is where technology comes into play ... utilizing third-party software can bring some order to your life by centralizing questions/comments in one spot.

One software that is useful is [Agorapulse](#). You can funnel your Facebook, Twitter, Instagram, LinkedIn and YouTube all into one feed and respond directly from the dashboard. Catalyst also uses another platform for reputation management that actively seeks out negative comments on social, allowing you to identify them immediately and respond in a timely fashion.

How do we prioritize digital marketing with executives that do not understand its value?

The BEST thing about digital marketing is the reporting. You can see tangible results. However, nobody has built a better mousetrap to show conversions (besides gamification) via actual play. However, thorough our experience we have been able to tie digital advertising engagements and website traffic to increase casino traffic and gaming. Typically, if you see an uptick in web traffic this relates to an increase in gaming activity. This requires you to have a clear understanding of what digital advertising you are running and the ability to track it.

We would recommend running a digital campaign for three months and report back to your executives with performance reports.

What are your thoughts on utilizing organic content vs paid media within your digital marketing/social media campaigns?

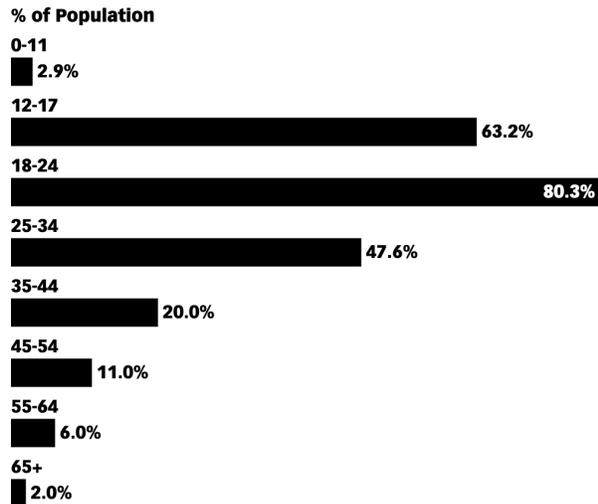
We believe there is a balance that has to happen with paid vs. social. For example, only 5%-10% of your Facebook followers will see your organic posts because of Facebook's algorithm. You simply cannot rely on organic tactics to reach your overall audience. The

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positive thing about Facebook ads/boosts is they are very affordable compared to other forms of advertising. A \$20 boost to a post can do wonders in reaching more of your guests.

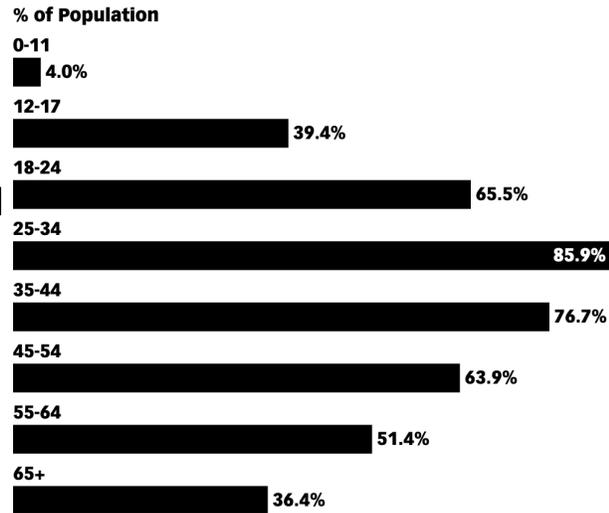
Snapchat User Penetration, by Age US, 2019



Source: eMarketer, November 2019

www.eMarketer.com

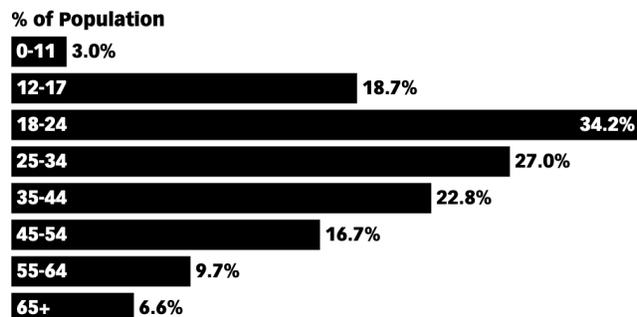
Facebook User Penetration, by Age US, 2019



Source: eMarketer, November 2019

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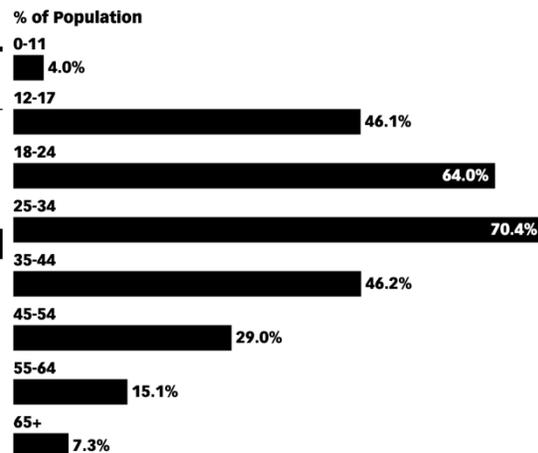
Twitter User Penetration, by Age US, 2019



Source: eMarketer, November 2019

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Instagram User Penetration, by Age US, 2019



Source: eMarketer, November 2019

www.eMarketer.com

Want further explanation? Contact Amy Hergenrother, Raving VP Client Services, at amy@betravingknows.com or 775-329-7864 to connect with a speaker on any of the above questions.

Answers to Session Questions | NEXT 2020

How to Factor in Free Play to Your Overall Player Reinvestment

Presenter: Michael Minniear, Raving Partner, Data Analytics

How have you seen free play true cost change by individual? I.e. at our property our overall cash hold is 26.7% however our VIP player average has a cash hold of close to 40% and our non-vip has a cash hold closer to 20%. Because of this if a casino changes player worth based on free play do you recommend that casinos take into account this difference between a vip and non-vip?

Yes! If you have this capability, by all means. Essentially you are getting closer and closer to as accurate as possible, and if you have the means to accomplish this you are a rare breed indeed. This is an excellent observation not many observe. Another striking change I see in cash hold is the difference between slots and tables. So, we also have to be careful when comparing a player's win to separate these out if possible, because the cash holds on tables are typically significantly lower than slots. Excellent questions and great analytics.

If it plugs in, it's a win!

Well it sure seems to. I stole that line, "If it plugs in and cooks, it makes money," from my CRM buddy. To be honest, I always sort of hated those meeting where we sat around and tried to figure out a good gift to give away next month. Just remember, don't be afraid to ask the customer!! Make a list of five or so things and send them a survey (lots of free survey services out there) and ask them which one they'd most likely come in for! Voila! Guessing done, and I guarantee a spike in redemption.

Difference between earned and mailed?

As a rule of thumb, earned is the bomb for those ultra-high frequency players who come so often then can ride the awful ADT wave up and down and actually earn some points. That behooves us (since high frequency make up a large sum of our incomes) to make sure those tier programs have their perks! If they are high frequency, watch the mail, because you can overinvest fast, particularly when offering hotel rooms. They're coming anyway, so you bet your bottom they're going to use everything you give them. You can watch this by tracking reinvestment % and making sure you're competitive to local market rates. If your club tier card benefits rock, I know it's hard to walk away from. When it comes to mailed, that's where I love hitting that massive quantity of low frequency guests with bonus offers tailored to VIP predictors.

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How would you calculate total coin-in associated with free play?

This can be a long answer. First, if you get \$100 of free play and you bet it, that's \$100 coin in right away. Now what? That's really what the general presentation was about, that I assume they will roughly (in my Myx Casino example) give back roughly 33% of the total free play amount *on average*. So, this means at Myx's casino, if I expect \$33 of win out of \$100 of free play at 10% slot hold, that would be (Expected Free Play Win/ Slot Hold%) = ($\$33/0.10$) = \$330 Coin In. Again, this is a theoretical value based on empirical evidence, there's no way to know for sure how much coin in any one person will generate with their free play due to the nature of the games themselves.

How do you propose to reward players if not on ADT, ADL, etc.?

There's nothing wrong with ADT and ADL and ADW etc., AS LONG AS you have a significant number of trips to use. These values vary WILDY on low frequency trips, making it nearly impossible to get an accurate value to make an offer on. If you use ADT, a large percentage will get an offer way too low. If you use ADL, be careful because that bounces like crazy trip to trip and so will their offer.

That's why I love to study players I know a TON about, players with 20 trips, 30 trips, etc. I study everything about them, their average bet, the games they play, their game speeds, their buy-ins, their demographics, etc. THEN I know what a VIP really looks like. Then, I try to find this characteristic in low frequency players (players with less than five to seven trips for example) and then offer them something commiserate to their PREDICTED value. To me, if we catch one of these diamonds early, you'll see double digit growth gains to your property.

At a minimum, please use a loss component today. If you're only using ADT, then use better of ADT or 40% of Actual Loss, whichever is greater, as a possible starting point. This method alone converges and loss significantly faster than ADT alone and it's somewhat stabilizes losses. Your players should respond well to it.

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Leadership and Guest Service: You Can't Have One Without the Other

Presenter: Paula Allen, Raving Partner, Leadership and Tribal Member Development, Enrolled Tribal Citizen of Jamestown S'Klallam Tribe and Director of Leadership Development and Guest Services, 7 Cedars Casino

At what point is team member accountability significant?

Team member accountability is extremely important. Establishing clear expectations, providing training and retraining is critical. It is difficult to hold anyone accountable without first clearly providing the above expectations. Also allowing ownership is equally as important.

When someone is resistant to coaching, best way to help them over that roadblock?

Again, coaching is an approach that is not one-sided. It is a two-way conversation and approach. When the process is implemented correctly, and you still find resistance sometimes a difficult conversation is required. Maybe the position is not a good fit for the individual. Sometimes these conversations are eye-opening for the team member as well.

What happens when this program gets stale? How do you continue the culture?

Each property is different and must be created to suit the individual facility. The more it can be incorporated into the overall organization from new hire, manuals, etc. the better the chance of it becoming the corporate culture. Employee focus groups and employee led work groups help hold all levels responsible.

How can you support someone who has the victim mentality? Especially when their first reaction is to point the finger (or attention) on someone else?

A key element of the training is personal responsibility and our commitment to team is to make the "team" better. For people who like to blame it is important that their leader or coach continue to redirect them.

If team member has been through orientation again and still hasn't improved. Do I reposition or get good at firing?

Sometimes people are not a good fit. Again, conversations about expectations and their responsibility is the starting point along with progressive discipline policies if necessary. It is important that employees that are distractors are given the opportunity to succeed, but ultimately removed so they don't negatively impact the overall organization.

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2020 Advertising and Marketing Trends and Tools: What Tribal Gaming Operators Need to Drive ROI

Presenters: Mark Astone, Strategic Raving Partner, Branding, Advertising and Media Services and CEO, Catalyst Marketing Company; Vikki Pass, Senior Media Director, Catalyst Marketing Company

How can you be down 108%?

This was a math error on our part! We apologize for that-looks like we inverted the numbers. Newspaper readership is down 52% since 2010.

What is your view on outdoor advertising? I.e. billboards

Billboards are an effective part of the overall media mix. They are great when used as directionally. Place them effectively and they will work to drive traffic into the property.

Are there any potential privacy concerns for the future of IP Targeting?

It is hard to say, currently IP Targeting does not give any personal information about the recipient of the user (name, address, etc.) it just provides effective targeting based on behavior.

With the ability of users to pay extra to skinny and streaking to not get OTT, is that going to be hurtful to OTT?

No. Just a bit more limiting. The number of consumers who pay extra to skip the ads is minimal compared to the entire universe.

Is there a difference in OTT between accessing a service (like Hulu) through your tv or through Apple TV?

No, they all work the same as OTT is being fed into each service the same.

We have trouble reaching potential applicants. Where do you recommend advertising one?

LinkedIn is a more effective platform for reaching job applicants or working with the local papers when they have job fairs.

As we pull back from TV ads, should we be increasing our billboard presence?

This is not necessary depending on how many billboards that you have. If you pull back from TV, we would definitely recommend placing those dollars in digital or OTT.

Being in a heavy tourism area, I have found there is still a lot of value in local free newsprint, such as those in convenience stores and visitor centers. What are your thoughts?

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We often recommend staying away from local free newsprint. Publications are not audited so you don't know if anyone is really picking up the paper. Newspaper readership data shows they might not be ... this is your call if you see results from it but in the past, they have not proved effective.

What is your opinion on purchasing ads in music services such as Pandora?

These services are a great way to reach a targeted casino gamer geographically. Great for building awareness ... a bit higher on the cost and CPM.

Paying to not get OTT to services like Pandora or Hulu – will it be hurtful to OTT in the long term?

There will be a number of free services as well that can deliver OTT and as the majority of people in the U.S. pay for some sort of TV service, we don't think this will hurt OTT.

If I can only get one of either the cell number or email, what would you see the most value in?

Tapping into the mobile phone is of greater value as they always have this device with them. Make sure you have their permission to target them with texting prior to reaching out to them.

What are your thoughts on Spotify?

Good vehicle for reaching a targeted casino gamer. However, like Pandora it can get expensive to run for an extended period of time. Best used periodically for awareness.

Does OTT lose value with companies allowing users to pay extra to not view ads

No. The majority of consumers do not pay to remove ads and there are significant impressions available to support the platform.

Have you used "Waze" (navigation app) advertising? Did you find it worth the investment?

Waze is great for directional to capture an audience in a key area to elicit as response. Great for hotel as a lot of visitors don't book hotel rooms in advance.

Do you think with pay services such as Netflix that we will see the addition of display ads as much as video ads?

Other than their website, we don't foresee digital ads becoming part of streaming services. We believe they will just stick to video.

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Data Analytics PART III of III: Are We Leaving Money on the Table? Let's Dive into Player Development and Tie It All Together

Presenters: Lynette O'Connell, Raving VP of Data Science and Operations; Michael Minniear, Raving Partner, Data Analytics

Are there any companies currently applying big data theories within casinos to identify potential VIP players?

Lynette O'Connell: The larger companies are, meaning Caesars Entertainment, Boyd Gaming, etc.

Michael Minniear: There are several companies that are providing big data solutions which is great news for our industry, though not always specifically to identify VIPs. Most vendors I meet I'm overwhelmed and excited about their technologies but am often somewhat disappointed in their applications, mainly because I feel many of these innovation pros are not from inside the gaming industry and have limited understanding of how to grow properties, which can be a major disadvantage for their algorithms. It's like they have all these great tools, but they rely on us to figure out how to monetize them. And since we're data strapped as it is, with full time jobs keeping the places running, I see too many of these efforts fail. By itself, Big data, analytics, BI tools, the latest technology, or even subject matter experts can all fail to move the needle. It's when they all work in COLLABORATION that magic happens. The magic unicorn...subject matter experts, the technical solutions, that optimization algorithms.

I targeted high value low trip frequency players with a direct mail program that included an overnight trip incentive and it accounted for over 60% of last year's revenue growth.

Michael Minniear: Congratulations! Now that's one of the best stories I've heard of how to maximize a hotel and it's got all my favorite key words ... moving low frequency, using an overnight hotel incentive, and big growth!

Are there any companies currently applying big data theories within casinos to identify potential VIP players?

Lynette O'Connell: Again, the larger companies are, meaning Caesars Entertainment, Boyd Gaming, etc.

Michael Minniear: I am aware of casinos trying this, but again, I often find that the casinos sometimes are not asking for the right areas to predict or are not providing data appropriate to maximize the models for the big data vendors. You know as well as I if a vendor asks for data, we're likely to send them some sort of generics ratings summary. They're happy to take it, but this isn't the data that's necessarily going to drive big gains.

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We have to be pros, too, in what data matters, working with pros who know how to maximize the power of computer computation, and we can make big changes. It's best to have a casino data expert on hand to work with the vendor directly to get the best returns. Big data is not a magic solution ... it's just as susceptible to junk in junk out as the rest.

What do you do when you're VIPS only make up 9% of your carded Theo, and when you don't fit into Pareto formula?

Lynette O'Connell: My first suggestion is to analyze your distribution and see where your 20% is. There may be a need to lower the threshold to VIP status. It could also mean that it is too hard to get through the card tier levels. If all those are correct, there is room to grow your VIP business by mining the database for opportunities.

Michael Minniear: I think this depends on where you draw your line for a "VIP." The Pareto rule usually means 80% of our income is coming from the top 20% of your players. You may not be drawing a "VIP" line here which is fine. Most of us are strapped for host staff so we have to draw this line higher. I'd love for you to look at all your players for a year by all our different ADT segmentation and see where 80% of your money is made starting at the top and working down ... is it 20% of your players? I'd love to look at it myself 😊

I've considered offering VIP's or even mid-level regulars some free play occasionally to try new games when we install them on the floor, what are your thoughts?

Lynette O'Connell: Absolutely test this. I have seen this positively work for guest satisfaction and also to get play on the newer machines. I would make sure to do this my market basket so that you are sending the free play to guests that would prefer that type of machine.

Michael Minniear: I've always loved this idea but honestly, I have limited experience trying it. Giving player free play to try games (especially if we have some science in the background saying they'll like it) I love this idea! If you give a player free play to a game and low and behold it's fun! Back away slowly because you just did the hardest thing in the world in marketing, you made someone loyal to a theme!!!! Now tell the slot team not to move it!! ;)

With the delay in direct mail: Do you think that new instant bonusing modules that work off your player tracking system can be an effective way to convert new players into regulars.

Lynette O'Connell: It depends. I would test this. I have seen this work, but I have seen kiosk promotions be more successful in converting new players into regulars over bonuses on the slot machine.

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Michael Minniear: Yes absolutely. I always think of car sales, like how aggressive they are when you're on the lot. Could you imagine getting a mailer from them six weeks later asking us to come back in? Man. Hit them while they're playing. I love that you're on this track. Using player tracking systems for bonusing is troublesome as we mentioned because we struggle to find a way to inform the player that they got it! I'd love a walk up even, a person handing a free play stub or something ... anything to make it personal and make sure they got it. But if you have better luck getting people to utilize player tracking for real time bonusing, I'd love to hear your suggestions.