

Raving

Raving's Strategic Solutions Magazine

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Az Husain, Raving Partner,
Microsoft® & BI Software Training

Bet Raving Knows.™

MESSAGE FROM THE PRESIDENT

Dear Ravers,

For over 15 years, Raving has been a casino industry leader in the area of Player Development – consulting, program building, host training, data analysis, PD learning conferences, etc. We've worked with over 50 casino properties all over the world and trained and educated several thousand PD and marketing execs in our Host Development Conferences.

And for most of this time, we more or less had the PD business to ourselves.

But not anymore – there are several individuals now offering “host training” and “PD consulting.”

I won't disparage any of them, but I do think it's time to lay out how Raving approaches PD and why, of course, I feel Raving is not only the best PD resource, but also has the best way (no make that the ONLY way) to execute Casino Player Development, the science of dealing with the 20% of casino players that typically contribute 80% of a casino's revenues.

Here's Raving's approach and what separates us from any other company in the PD arena:

- Experience – Steve Browne, our main PD guy, has been in the gaming business over 30 years. He owned his own casino. He has seen scores of PD operations in casinos worldwide. Yours truly, who helped Steve establish our PD practice, has over 40 years of casino experience, ran PD and Marketing Departments at a senior level, and put together all of the session topics for more than two dozen Host Conferences.
- Marrying Data with Skills Training – Raving pairs Steve Browne with Nicole Barker, our resident geek (official title: Raving Partner, Database and Loyalty Marketing). Steve teaches PD execs the sales skills. Nicole shows them where to find the leads.
- Best Practices from Sales Organizations Outside of Gaming – as far as I know, this is unique to Raving's PD consulting. We have looked at (OK, we've “stolen from”) some of the best RELATIONSHIP-BASED sales practices from top companies around the world. Yes, the gaming business is unique - but effective, measurable and accountable sales organizational “best practices” are not. We use them.
- No High Pressure Tactics – most casinos serve local players, with the best VIPs visiting dozens of times per year, sometimes per month. We firmly believe that any PD practices that show casino hosts how to better strong arm or badger players to make a trip for the next event, or promotion or free play offer, is COUNTER PRODUCTIVE, trading short-term gain for long-term pain and resentment. Do you want your hosts to be used car salespersons?
- Build As We've Learned – I'd like to say there is a single best way for a casino to execute Player Development, but there isn't. One PD organizational approach (Hunter or Hugger?) that works in a small tribal casino in the Midwest will probably not be best for the Las Vegas Strip, or the Gulf Coast, or in Asia, or any other unique gaming market. We've been to many of them. We've learned from all of them. And we've learned to customize PD programs and training for what's best for YOU in YOUR gaming market.

I could go on and on about Raving and Player Development work and reputation and all that we've accomplished with this part of our consulting practice. We are passionate about PD and doing it right.

And we are always mindful that those VIP players that our PD Departments serve are friends to be nurtured and cared for, not some marks to be milked so our casino can make this month's numbers.

Sincerely,



Dennis J. Conrad
Raving Player Development



Cover model: Raving Partner Az Husain, assists Raving clients on how to extract the right data from their casino systems. His specialty? Training data analysts and marketers to utilize their current systems before making costly upgrades or purchasing new BI systems. Find out more about Az in his article on page 9.

Does the Perception of Your Brand Match Up to Your Expectations and Strategy?

How a brand is the personality of your casino, as seen through the eyes of the customer

By [Mark Astone](#)



Brand awareness is number one among the top three priorities for 2016, according to marketing leaders worldwide. To be successful in achieving brand awareness, it's essential that you're able to use your brand to influence your target market. The first step is understanding what your brand is today. Is your brand strong and compelling, or in need of

attention? For such an integral element of your casino's identity, there is often confusion about the brand. Maybe you have inherited a brand "look" that has been touched, tweaked, added to, and updated several times over the last few years.

Do you need to refresh your brand, or just rein in and refocus it with a heavy dose of consistency in your look, messaging, typeface, and creative?

If you were to ask your casino employees what your brand is, you'd probably get many different answers: they may say that it's your logo, your tagline, your marketing images, promotions, or property facilities. But these are actually elements that support and influence your brand.

A brand is the personality of your casino, *as seen through the eyes of the customer*. You don't own your brand, your customers do. You can influence your brand, but you do not own it.

When you think about Apple, what is the first thing that pops into your head? *Technology, innovation, communication, cutting edge, sleek, essential to your life*. This is Apple's brand – its personality as we (the consumer) see it. Apple is an innovative company that is on the cutting edge of communications technology, and it produces sleek, sexy devices that are essential to our lives. This is the perception held by Apple consumers. Apple's products and marketing efforts reinforce and support

the brand; it's Apple's brand promise.

But where do you begin? Find out what people think. It's imperative that a brand assessment be performed on an annual basis. With the marketing budgets that you are responsible for, it's critical to have confidence that all of your marketing initiatives, like advertising, direct mail, digital and in-house creative, are in line with communicating your brand. According to eMarketer, 90% of senior-level marketers worldwide are responsible for consistent brand messaging, which is more than *any other aspect* of their job. A brand assessment looks at the perception of your casino's personality according to your employees, your management, your players, and the general market. A strong brand will show itself as being consistent and valued throughout all of these groups.

Research through surveys, intercepts and focus groups should be your tools. There's no substitute for firsthand information and asking actual questions. Fellow Raving Partner Deb Hilgeman, Ph.D., can show you how to use online survey programs, which are easy-to-use email survey tools, great for in-house surveys.

One great tool to help define your brand for your property is the word cloud. Ask everyone you possibly can about what first three words or thoughts come to mind when thinking about your casino. Make a list of these impressions, and compare and contrast them between the groups.

Here is an example of a word cloud that was recently developed for a client after conducting brand research for them. It shows the most popular "first words" that survey respondents came up with.

If your employees, managers, players and the general market come up with totally different answers from each other, then you know that you have some work to do.

Another key component of assessing your brand is tuning in to what people are saying



about you. With social media and the digital universe that we live in, this type of research is literally at your fingertips. Sites like Yelp and TripAdvisor can provide valuable insight into what people think of your property. Another tool that we use is NUVI, a social listening tool that allows you to hear what is being said about your property, not only on social media, but through other online avenues, such as news outlets and blogs. It breaks down sentiments so that you can easily understand the online perception of your property.

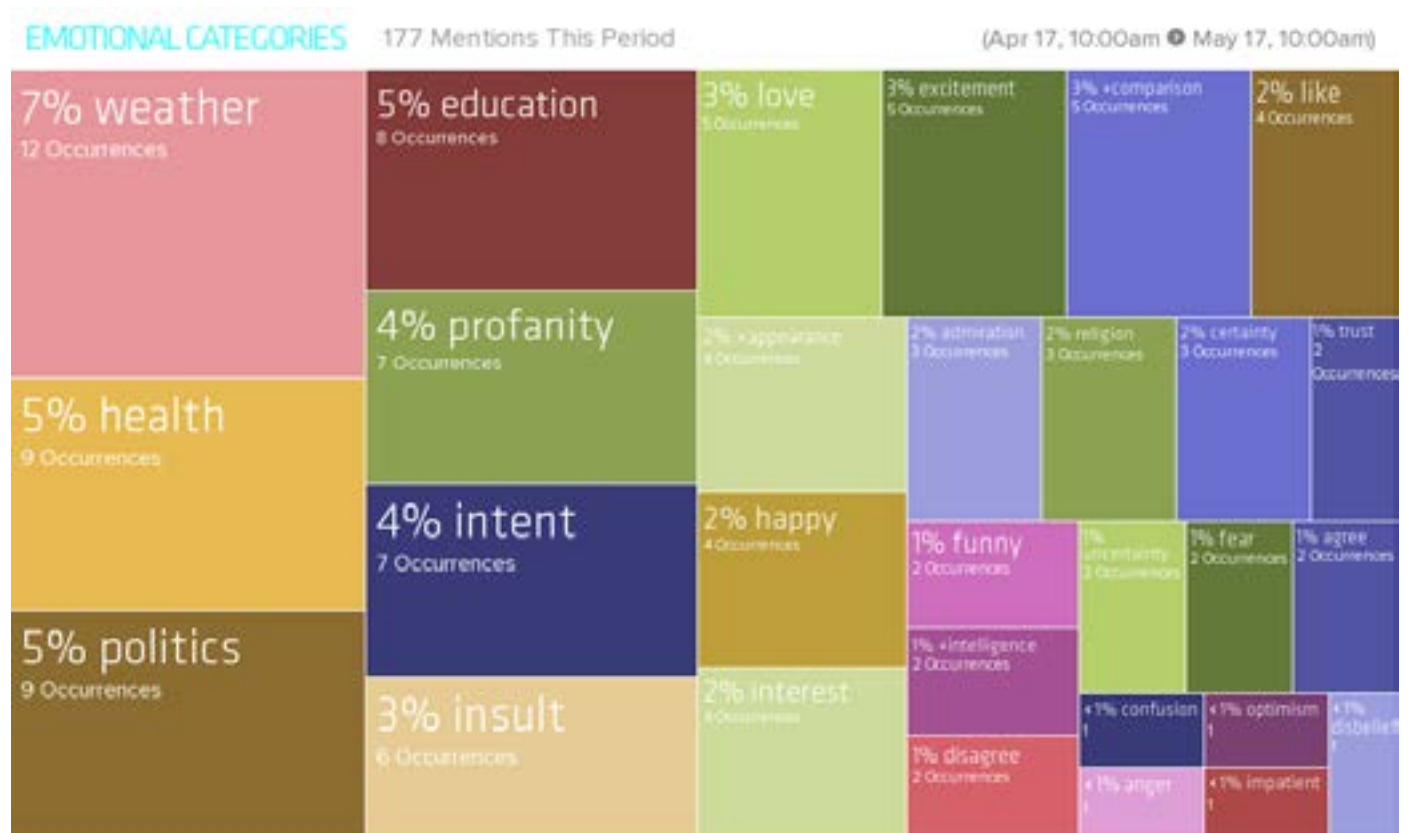
The big question is, does your brand match up to your expectations and brand strategy? If not, then it's probably time for a brand refresh. Perhaps there is brand confusion from having too many brand messages out there. Maybe your product has changed, or you have an expansion ahead. Or it could be that there are some internal issues that need to be addressed. There are a lot of factors that can contribute to brand confusion.

In the next edition of the Solutions Magazine, we'll look at some practical steps for refreshing your brand. In the meantime, go do some brand homework.



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Think You Know the True Facts About Email Marketing?

Take this simple quiz

By Tino Magnatta



My customers are older and don't use email – True or False?

False.

Most people have an email address. Think about it. Without one, they can't do anything online, except research and surf the Internet. Studies show that the older demographic is web-savvy, and that the number one

thing they use online is email.

Seniors are no exception to this, and Facebook (FB) helps them keep in touch with family, friends, and distant relatives. Another important fact is that if someone does not have an email address, you would not be able to market to them via email anyway!

Conversions with email occur much less often than direct mail – True or False?

True in one sense & False in another.

Most casinos only market to their active player database via direct mail. "Active" frequency depends on the property and region, but it could be as little as every six to twelve months. Active customers, especially high-end players, are very responsive to direct mail, but this usually only represents 20% of the casino's entire database.

Most casinos do not mail to their entire database, because it's just too cost-prohibitive. This means that up to 80% of your database, which includes inactive, low-end casino and hotel segments, may not be receiving regular communication through postal mail.

Email, however, allows you to communicate with your entire database (potentially millions of customers) for virtually nothing, especially compared to the cost of postal mail. This allows you to match, or sometimes exceed, direct mail conversion rates. Email also allows for the flexibility of sending out last-minute offers that will impact hotel occupancy, casino events, concert/entertainment and convention issues, which is something that direct mail can't do!

The problem with most casinos is that they only have 20-30% of emails, compared to their entire direct mail

database. This is where an email append to your entire database comes into play. Email append is proven to impact your overall marketing programs and business. Once casinos perform this email append process, they are able to send out a lot more emails so that their conversion rates will match, or even exceed, direct mail!

Click the link to learn more about email append: <http://casinoemailappend.com>

I don't want to harass my customers with emails ... they are already getting direct mail from us – True or False?

Extremely False.

Remember, email is the only digital tool where we welcome getting promotions, and why is that? Consumers have control over what they read, and if they're not interested, they won't open an email. Gamblers especially, have come to accept the value in reading their emails from a casino where they've had a great experience. Consider this: consumers will open your email because they are already your customers, and if they see the right offer they will take action. Most people open email offers that interest them and provide value!

If you have a large and clean email database with great strategy, your emails will potentially be the largest profit center in your marketing arsenal!

I would rather not go too far back into my database. As far as sending emails, those records are old and inactive – True or False?

Very False.

Your inactive email addresses and old records are a gold mine! Casinos very rarely take advantage of this opportunity. Sending emails to your inactive customers is effective, and here's how it's done:

- All old information can be updated, including NCOA (National Change of Address) to update postal records, and Email Update to update email records. Remember, many of your customers signed up a long time ago when they had AOL or Yahoo email addresses, and most have switched to Gmail, Outlook, etc.
- Inactive gamblers have not stopped gambling; you just haven't spoken to them for a while, so they're

likely playing somewhere else. Once you have their new information completely updated, this is your next step...

- Email is your best friend now. It costs nothing to send email, and it's the most cost-effective way that you can market to these customers, because there are so many of them!

The vital question is, how do we get their email addresses?

- Email Append is the answer (CasinoEmailAppend.com) – this process will get you all the emails you need, and allow you to communicate to your gamblers, with new appended or updated emails of your own customers!

So, you've turned an old database with old records into a new database with fresh, updated records. Now you have the most powerful marketing tool in digital media: email!

I can replace my DM campaigns with emails – True or False?

False. (Except for the low-end tier and, if applicable, hotel databases).

At this point, nothing will replace the response that you get for hard mailing to your active casino database (mid to high-end). However, email is very powerful, as it allows you to communicate to all of your customers (including low-end, hotel and inactive databases) at a fraction of the cost of direct mail. Email offers can also be tiered out, just like direct mail. Studies have shown that tiered offers via email can have a similar response to, or sometimes even exceed, direct mail. This is especially true for lower tiers that are targeted with email.

When you do the math, you get better results from email on your lower end tiers vs. the cost of the postage and the direct mail piece. So by eliminating that lower tier and incorporating the savings into your profits, you'll come out ahead by using email!

The two most powerful things in your marketing department (when measured in ROI) are direct mail and email. When these two tools are used properly, and are running like a finely tuned engine – the profits will be rolling in!

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TRIPLED
MY EMAIL
DATABASE
...ROI IS
GREAT!”**

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GENERAL MANAGER
MUCKLESHOOT CASINO



**“GT IS
COMMITTED
TO HELPING
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GET
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Leveraging Trust in Your Organization

How individual and group leadership will give you a strategic advantage and greater profits

By [Deana Scott](#)



"THE MOMENT THERE IS SUSPICION ABOUT A PERSON'S MOTIVES, EVERYTHING HE DOES BECOMES TAINTED." - MAHATMA GANDHI

As a country, we are suspicious of everybody. All you have to do is listen to conversations in the office or on social media or around the dinner table, and you

will hear about the failure of some individual or organization or group to live up to expectations. Whether it is politicians, the media, our spouse, churches, employers or even ourselves, there is a lack-of-trust epidemic.

How many of these sayings have you heard?

"What's their agenda?"

"I should never have trusted her."

"Can he be trusted to carry out an impartial investigation?"

Now think about lack of trust as it relates to Native American organizations. If any one group in the United States has a legitimate reason for having a "lack of trust," it is Tribes. Tribes have been historically victimized based on trust!

For example, take the following promises: "Cede us your land, and The U.S. Government will take care of you"; "Sign this treaty and we will leave you alone forever"; "Don't worry, let us hold your assets and we will take care of the rest." It's easy to understand why having trust may be difficult for Tribes.

Leadership in our gaming business

Gambling is built on a relationship of trust. Our players must trust us to deal a fair game and pay out according to the pay table. What happens in organizations with low trust? Unhappy employees, bureaucracy, high turnover, dysfunction, sabotage, lawsuits, grievances, poor customer service? This epidemic costs organizations millions of dollars annually.

Trust is the belief in the reliability, truth and strength of someone or something. This definition combines both character (integrity) and competence. You probably

know people who have high character and you trust, but they may not be competent, so as a leader, you don't trust that they can accomplish the task.

People hear what you say and watch what you do. If these don't match, there will be a trust issue. Throughout my years in business, and even personally, I have heard snippets of what my "perceived" motivation was behind a decision or action, as retold by well-intentioned individuals, which was opposite of my intent. Call it gossip or rumors, but the fact is there was a perception that created a lack of trust. We have all heard the saying that perception is reality, so whether the information is true or not does not matter.

Our employees look to us to lead them and inspire them to greatness. When we begin our role as a leader or supervisor, we are optimistic about the positive impact we can make, and trust in ourselves that we have all the answers for a smooth journey. But let's imagine that we have a trust jar on our desk filled with bright and delicious Skittles. Every time we do or say something that erodes trust, a Skittle or two is taken out until our bright and shiny jar is empty. Now we may own this jar, but it is others who determine if the jar is empty or full.

Now I am not recommending that we run around worrying about every snide comment overheard in the break-room. As managers and leaders of organizations, you will make decisions that are unpopular or misunderstood by the masses. However, it is important that you are mindful of the impact these decisions have on the organization.

Most people want to do a good job, do the right thing, make the right decision, but the reality is that we are human. Trust can be built within an organization.

If trust can be effectively taught and learned, it can become a huge strategic advantage. Improving trust is within our control as individuals.

Here are a few tips on how you can begin to build trust in your organization:

1. It must be a conscious effort from the very top of the organization. Does gaming trust management? If not, find out why and fix it.
2. Be sure to include the motivation or "why" behind

decisions. This will improve communication and overall commitment to the organization.

3. Don't make assumptions. We spend a great deal of time inventing the intentions of an individual's action. Stop assuming and go ask. If you are upset about a decision, go to the source and get more information. Many times this leads to improved understanding and trust between the individuals.
4. Trust your team to do the job. If they start to sink, hand them a life-ring rather than a lead weight. The team must trust that failure is okay; otherwise nobody will take a risk. This will ensure that nothing truly great will ever happen within the organization.
5. Use policies to create fairness across the organization, and when at all possible, give people the benefit of the doubt.
6. Do your best. This does not mean perfection. This means to have good intentions and try to do the right thing daily.
7. Keep your commitments. This means being on time for calls and meetings, and delivering on deadlines. (Remember. No judging!).
8. Have the difficult conversation. Nothing will improve unless you tackle the tough issues. A cup of coffee and a conversation can go a long way to building trust. This goes for players, too. Respond to their questions and truly listen to their concerns.
9. Acknowledge and learn from your fumbles, and vow to do better tomorrow. Let's try to do this for others and ourselves. Stop using others' mistakes for personal gain or lunchtime conversation.
10. Create time for strategic planning and goal setting within the organization. This can even be done between departments. How many times have you heard someone say that this is a "marketing promotion"? What if Marketing reached out to other departments for input and started creating "property promotions"?

As trust builds, morale and productivity will begin to flourish. This is when trust becomes a strategic advantage and can be leveraged for greater profits. When that happens, there will be plenty of Skittles to go around.

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Using Location Analytics for Player Retention and Player Acquisition ...

How to visualize your opportunities by using maps and data

By [Az Husain](#)



I'm a very visual person. And being a visual person and a data nerd is a great combination; it gives me the ability to answer difficult data questions by using immersive and engaging graphical tools, like maps. With mapping technology, I can unearth insights that I might not have seen if I were just looking at raw data. And as a casino marketer, so can you.

Understanding where your players are located is critical for player promotions and campaigns. It can also help casino marketers visually analyze large quantities of casino data quickly and efficiently. Location analytics is an effective way to apply visual analysis to casino marketing problems. Watch a Video on Locations Analytics

Location analytics identifies the geographic location of features and boundaries on maps, and allows a marketer to attribute the map with additional meta data. This meta data can include player gaming data, demographic data, or external psychographic data. Location analytics can also be used to assess the effectiveness of marketing programs relative to the geo-location of the investment, competitors, and/or players.

The benefits of this type of capability for casino marketers can be enormous. Imagine being able to plot on a map all players who redeemed a promotion. Casino marketers could then be able to quickly identify, visualize, and analyze where their most loyal customers live.

Casino marketers could go further with location analytics. For example, by reviewing offer redemptions by location,

marketers can visually observe the impact of their investment. If redemptions in one location are low, but high in another, it could lead marketers to question why the promotion did or did not work. A marketer could overlay new player data on the map, like ADT or player visits. With additional information, a marketer may find that promotions offered to players in locations that are 50 miles or further from the property have a lower probability of success if the player visits the property fewer than two times within a month. This refined information could allow a marketer to build a more targeted player promotion list.

As you think about using location analytics within your own property, it's important to align your investment in this technology with your own marketing objective. One strategy is to evaluate the technology's use under two different goals: player retention and new player acquisition.

When using mapping technology for player retention, you will invest a lot of time in leveraging your existing data. And since you have a lot of data on players – from what they've played, to their spending habits on-property, to the number of times they return – you already have a lot of what you need to build really interesting insights and make some impactful decisions.

Some additional examples of what you can do with location analytics for player retention include the following:

- Plot your players and their ADT on a map relative to the location of your key competitors – add additional map filtering like gender, age, number of visits, and observe how it affects the player's ADT; in competitive markets, this additional information



may give you an opportunity to finely target an offering that expands your share of wallet.

- Evaluate where your high ADT players are traveling from and create incentive offers for those players traveling longer distances.
- Plot players who redeemed a promotion on a map and compare against other promotions; you might notice that there is a location trend in promotion redemption.

Using mapping technology for new player acquisition requires a different strategy. One approach to consider – instead of sending a blanket promotion to all zip codes in your casino's area, consider a more thoughtful, data-centric approach. Invest in third party demographic and psychographic data that can be applied on top of your maps. Demographic and psychographic data can then be used as filtering criteria to pinpoint the exact player audience you want to target. Data providers like Axiom and Esri can give you a wealth of information that can be integrated into your maps.

Some additional examples of what you can do with location analytics for new player acquisition include the following:

- Use free data, from sources such as Data.gov, to overlay relevant demographic data, such as average household income, education level, or unemployment rate.
- Plot your current players on a map and use it to optimize placement of billboard advertising for net new players.

There is incredible power in using location analytics to zoom in and place a lens on top of your data. You are empowered to see things in terms of the “who,” the “what,” the “when.” And this can help you understand the “why,” using the “where” as a framework for all of those other questions you want to ask. Seeing player data mapped with additional layers of information suddenly allows even the least analytical marketer to quickly see trends and find opportunities.

Think of it as insight at the speed of sight.

Contributors

Mark Astone — Raving Partner, Branding, Advertising and Media Services, is the Owner and CEO of Catalyst Marketing Company. He has spent many years studying and working within the casino industry and understands what it takes to drive gamers to increase a casino's bottom line.

Paul Abijian — Raving Partner and Founding Partner, MantraHouse, has over two decades of writing, production and post-production experience. Paul appreciates marketing through story and knows that brands have emotions attached to them – and it shows through the numerous TV, Radio and Digital Media he's produced for casino clients.

Nicole Barker — In partnership with Raving Consulting Company, she works with casinos across the country to harvest potential from patron databases in order to fine-tune the segmentation, messaging, and programming of multimedia and multi-channel campaigns.

Carter Buck — Raving Partner, has served as the CEO of Engagex since March 2012, having previously served on the company's Board of Directors. Carter's expertise is finding the best way to integrate an outsourced contact center to drive

higher marketing response rates and increase player engagement.

Comp My Play — The Comp My Play executive team consists of Brandon, Dammon, Stephanie, and Steve, with over 25 years of professional experience in gaming, mobile and social marketing, banking and unique national branding. As a Raving Partner, Comp My Play offers our clients expertise in mobile marketing as well as a user-friendly and impactful tool for every casino marketer's toolkit.

Dennis Conrad — President and Chief Strategist of Raving, Dennis has nearly 40 years of casino experience, including keno writer, bartender, dealer, floorperson, gaming instructor, special events manager, casino marketing director, gaming institute director, and corporate vice president of employee training and development.

Buddy Frank — Raving Partner, Buddy Frank has over 30 years of senior management experience in both slot ops and casino marketing. Buddy assists Raving clients with slot analysis, machine performance, mix and layout, and marketing dedicated to the slot floor.

Rob Gallo — Rob Gallo, Raving Partner, Online Casino Gaming, is considered to be one of the founding members of the online gaming industry. Rob offers significant expertise and experience in successfully implementing varying marketing methodologies across the globe. He has the ability to effectively strategize new markets and identify viable opportunities within the online gaming sector.

Janet Hawk — Raving Partner, Player Development and Marketing Janet Hawk, provides Raving clients with continued support and training in the practical skills of marketing, promotions, special events, entertainment, hotel, table games and player development.

Deb Hilgeman, Ph.D. — An experienced casino marketing executive & consultant, Deb was founding GM of Mississippi Gaming News until Hurricane Katrina devastated the state's casino industry in 2005. Deb developed and taught the first casino marketing course at Tulane University. She has an M.S. degree in International Relations and has currently completed her Ph.D.

Az Husain — Raving Partner, is the founder and CEO of Casino Science, an analytics software and consulting company. A self-

confessed “data nerd,” Az helps casino operators make sense out of the vast quantity of casino data. Az helps Raving clients extract the right data from casino systems enabling marketing and player development teams to make data-driven decisions.

Tino Magnatta — Tino Magnatta, Raving Partner, Casino Email Append Services, is the Co-Founder of GT Advertising, LLC (GT), along with partner, Golly Prabhu. As a Raving Partner, Tino and his company offer casinos of all sizes the ability to effectively grow their email database, resulting in much greater returns.

Deana Scott — Deana Scott has 20 years of casino resort executive management experience. As a Raving Partner, she helps clients with senior level strategic training and coaching including, strategic planning & operational improvement, event & promotion planning analysis.

John Stewart — the CEO of Encompass Develop, Design and Construct, LLC, is an award-winning registered architect, licensed contractor, and licensed authority in the gaming industry across the country. John's experience includes project development in industries including gaming and hospitality, restaurant and food service, retail, healthcare, religious, and manufacturing.

Does Your Players Club Need an Annual Checkup?

Measure how healthy your club is, and diagnose how to make it better

By Deb Hilgeman, Ph.D.



A casino players club is one of the biggest line items in your marketing budget every year. Point redemption, comps, mail offers, member events and promotions, and staffing our club – we’re talking major dollars to keep a loyalty program running. As Dr. Phil might say, “How’s that working for you?” Is your club a competitive advantage in your market, or

are you just like everyone else? Are you leveraging the club benefits that are most valued by your customers and focusing your communications on your strengths?

The problem is that many casinos don’t have the information they need to keep their club at optimum health. They’re running their club on autopilot – keep the monthly mailer out, monitor redemption and costs, track carded play and new member sign-ups, and send out those “we haven’t seen you in a while” letters on a regular schedule.

While this is all important, we’re relying on the type of data that simply quantifies and doesn’t explain “why.” Here are some other questions that data can answer:

1. How do your customers rank their key drivers for visiting a casino?

Would you be surprised to know that “Players Club Membership” is almost always in the top three drivers when people are asked what motivates them to visit a casino, and it is often ranked Number One? That’s good news for casino marketers, because it justifies the importance of what we’re spending on our club, and confirms that our loyalty program is a key tool to leverage visits from both existing and potential members.

2. How important is your club in driving visits to your casino?

Let’s say that a survey of your customers shows that Players Club Membership is the second most important reason for choosing to visit a casino in your market. Now let’s say that your customers rank membership at your players club as number five in reasons why they choose to visit your casino. This could be a serious red flag about your casino’s club.

If club membership ranks at number two as a driver in your market, but your casino’s club ranks fifth as a driver, then you have to investigate whether your club is below par in your market. While there is a possibility that you have other casino attributes, such as outstanding food, an exceptional entertainment venue or other strong competitive advantages, that’s probably not the case. The strongest likelihood is that your competitors have better clubs than you do, at least as perceived by your customers. So, how do you know what your competitors are doing better, and what you need to do to improve?

3. Ask your customers to rank attributes of your club and of your top competitors’ clubs.

This question can be asked in a matrix format so that it’s easy for your customers to provide a lot of information quickly. Here’s an example format that would be customized for every casino (see next page).

It’s important to know how your club is ranked in your market, and the only way to find this out is by asking your customers. Getting this information is inexpensive and fast with online survey software, such as Question-Pro and Survey Monkey. This type of survey software only costs about \$100 a month for unlimited use, and is becoming a key tool in marketing departments. Other common uses of this software include customer satisfaction surveys, post-promotion customer evaluations, new member surveys, attitude and awareness surveys, and employee engagement/satisfaction surveys for the HR department.

BEWARE OF THIS COMMON MISTAKE

When you conduct a players club survey, there is key information that you should look for, but is often forgotten. Your players club point system is a critical component, so you need to hone in on how this is perceived by your players. In most of the surveys I’ve conducted on players clubs, a result that shows up time and again is that many players know how many points it takes to redeem \$1. What hardly any players know is how many dollars of coin-in it takes to earn one point.

Which of these casino players clubs do you think has the BEST:

	Your Casino's Club	Competitor One	Competitor Two	Competitor Three
Customer Service				
Casino Promotions				
Direct Mail Offers				
Ease of Earning Points				
Ease of Redeeming Points				
Variety of Ways to Use Points				
Convenience of Complimentaries				
Seniors Benefits				
Slot Tournaments				

Here's an example of how this can hurt you if you're not aware of it and don't know how to counter it:

- Casino A has a point formula of \$3 coin-in equals one point, and it takes 100 points to earn 1 redemption dollar.
- Casino B is a key competitor and has a point formula of \$6 coin-in equals one point and it takes 50 points to earn one redemption dollar.

Both casinos have exactly the same reinvestment percentage, but players in that market ranked Casino B as the best because they perceive that it is twice as easy to earn redemption dollars at Casino B (50 points = 1 redemption dollar at Casino B vs. 100 points = 1 redemption dollar at Casino A). I've worked at casinos where they had a competitive points system, but decided to change it to make it seem more generous without changing the reinvestment ratio. The other alternative is to educate players about the entire points formula, not just how many points it takes for every redemption dollar.

KNOW WHERE YOU STAND

The final component of your annual players club checkup is a competitive analysis. In addition to point formulas, make a chart of what your casino and each of your key

competitors is offering:

- How many tiers in their club, and how do you achieve tier status?
- Are they offering military discounts and, if so, what are the discounts?
- Do they have a seniors program and, if so, what are the benefits?
- Do you have a choice of using points for cash back or free play?
- Anything else that is offered by you and your competitors.

Once you've gotten survey data from your customers and collected competitor information, you can then make informed decisions about what your club needs. You know your strengths, so you can promote those, and you can fix your weaknesses to become more competitive and profitable. If you'd like more information about how Raving can conduct this type of survey for your casino, or teach your staff how to run these annual surveys, just contact Amy Hergenrother at amy@ravingconsulting.com, or call 775-329-7864.

Are Non-Gaming Amenities the Next Step for Retaining and Growing Your Customer Base?

What amenities (if any) drive gaming revenue?

Interview with [John Stewart, Raving Partner](#)



Just because gaming revenues are falling in Vegas and non-gaming revenues are going up, does this mean that adding in non-gaming amenities will work across different markets? And do you need to add in non-gaming amenities to capture future gamers? Are there amenities that will drive players?

Recently, we caught up with Raving Partner John Stewart, Owner/CEO/President of Encompass Develop, Design & Construct, LLC, about this topic.

See, John is typically at the forefront of this discussion, as his company does everything from initial amenity studies, to help with financing and the actual build. Well, he likes to be. Sometimes casino investors jump the gun with new development or refurbishment, before they have all the information that they need.

So, here's the deal. When is it time for your casino to make its next investment into a non-gaming amenity? What questions need to be asked before any ground is broken? When does it make sense to add in a hotel tower? Will an outdoor entertainment venue work with your demographic? Will a new restaurant or a brewery encourage new players? What about a golf course or an arcade – are those loss leaders, or just losers? Are non-gaming amenities critical for growing a new customer base or retaining an existing one?

Raving: *If there was one piece of advice that you wish casinos would take from you before they expanded or added to their resort, what would it be?*

John: Know your customers and potential customers. Research your options and find out everything you can possibly know about the amenity that you think your customers will “love.” When we partnered with a southern racecourse to convert their existing, failing buffet into a successful restaurant, they were sure that high-end was the way to go. We insisted on surveying their customer base before pulling the trigger. We invited their most frequent customers to the track, and offered them a free meal in exchange for a survey about what kind of

food offering they would like to see added to the facility. Come to find out that they wanted a casual dining experience with local flavors and local ingredients. The restaurant has been a success ever since. Ask your customers; they know what they want.

Raving: *Research plays a huge role with your clients. Explain the different types of studies that you recommend doing before a casino starts down the new construction road.*

John: Feasibility and market studies are extremely informative, but they are also very costly, so don't spend your money until you know that you have a concept that's worth the spend. A lot of valuable information can be gained by doing some high-level research before diving deep into the ROI numbers. Talk to and get input from those in the industry who are working on this concept, have researched it, and know what works with others.

As I mentioned before, survey your customers; they are your best market resource. Simply ask them if they would visit more often if you had a pool, a golf course, or another food offering. Know what your competition is doing. Mississippi recently added a requirement for new properties to have a “unique amenity” that will add to tourism and visitors in the region. Obviously they did this to set Mississippi apart from its neighboring states that already have, or will eventually, add gaming. They want to draw all ages. How do you do that? You brainstorm, you ask questions, you understand. Once you get a handle on what will work from the high-level research, then it's time to dive deeper with the feasibility and market studies.

Raving: *What amenities have you seen attract or retain gambling customers?*

John: Well, some amenities are driven by necessity. For instance, take smoking bans. We've built a number of outdoor smoking gaming patios. One even has outdoor table games. The slots in most of these venues have a coin-in 2 to 3 times higher than that of inside machines. We also built one that has a bar, and all have heaters or air conditioning. If you are thinking about implementing non-smoking, then you should consider these spaces.

Also, we are working with a couple of properties that have over 80% occupancy on weekdays and are booked solid on most weekends. They are not meeting the needs of their current customers, and are turning away good players, so we are looking into expanding their hotels. It may seem obvious, but with a good, solid study, you can almost guarantee that results will be positive if other factors remain the same.

Raving: *What amenities work for introducing gambling to a newer generation?*

John: It seems that this is the hot question. The answer is ... well, different in different areas. But most involve being around others in a group setting. Amenities like nightclubs, pools, concert venues, escape rooms, and games/activities that you might find on a cruise ship. With gaming, it's all about the social games that can be played with or against each other, or the games of skill, like shooting hoops, racing a car, or virtual games of skill that are beginning to surface. Millennials spend a lot of time interacting from a distance on their phones and apps, but when it comes to entertainment, we find that this generation prefers real social interaction and competition, so slot machines just won't cut it.

Raving: *What amenities have a high return from non-gaming clientele?*

John: One thing we have noticed is that the resort customer is too frequently overlooked. These non-gaming customers who are paying full price for a room, may game a little, but will eat in restaurants non-comped. They use the spa at full price and shop in stores. Among these, a small spa can have a moderate return. Also, things like virtual golf games, which take up little space, have smaller capital investment and low operating costs, can also have great returns. Again, there are many variables, but asking these customers is a great place to start.

Raving: *Are there any amenities that are loss leaders that are worth considering?*

John: Buffets adjacent to the gaming floors can attract numbers, but the food quality has to be great. Hotels are always something to consider. They are typically not direct money makers. I encourage everyone to study these, and look at all of the potentials. If they will work as a stand-alone and make money, they will work for a casino. The best performing Pizza Hut in the U.S. is in a casino. So take something that works without gaming, and add more customers and gaming. It's usually a great combo.

Are you considering an expansion or a remodel at your casino property? Contact Raving Partner John Stewart before plans are drawn up. His company, Encompass Develop, Design & Construct, can take you from the budgeting and funding process, to placing the right type of soap in the soap dish. Contact John at jstewart@encompass-ddc.com.



Thinking of adding a new amenity to your casino?

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I'll Take "Innovation" for \$800 ...

How technology can play an important role with your casino customers

By [Rob Gallo](#)



The answer is, "The single most important thing that you can, and should, be doing in your casino business." Remember to phrase your response in the form of a question ... "What is innovation?"

You've heard the saying that "If you're not growing, you're dying." Well, that's very true in today's ultra-competitive casino industry.

If you are not innovating, you're going backwards. For clarification, it's important to understand that innovation goes beyond the obvious technical advancements you can make to your casino offerings, and in fact, innovation starts at your company's ideology. Where you want your casino's brand to be positioned in the minds of your customers is critical.

Whether you enjoy a geographic monopoly as a tribal casino in a remote location where there is not a competitor within 300 miles, or you're on the Las Vegas Strip, you need to think about innovative ways to be different, better and special. Sure, people in general are creatures of habit, and by and large they don't like change, but small, incremental innovations keep things fresh, and your customers will notice and assuredly appreciate it.

All this sounds easy and makes sense, but let's dive in a little deeper and look at some innovative examples that you can implement:

- 1. Pre-Registration (Online) for a Room.** Step into the lobby of the Bellagio on a Friday at three o'clock in the afternoon, and you'll see the check-in line packed with would-be gamblers. With the advanced level of online technology and services that verify a person's identity before they even arrive, using a service like [icarvision](#) is a great value-add for your customers, not to mention that it gets them onto the casino floor much faster. Alternatively, you can have your greeters armed with iPads to handle pre-registration right on property, again alleviating the congestion and making the check-in process much smoother and faster.
- 2. Skill Games.** While game providers might not be ready for the deployment of new skill-based games just yet, they are on the horizon for the very near future, and casino operators should be prepared.

Think about what a "Candy Crush" type of game would do as a replacement for bar-top video poker machines. These are the types of games that your customers are playing on their mobile devices right now, so the viability of the product has already been tested. Imagine factoring in a house edge or entry fee on every game.

- 3. Online Gaming.** Whether you're located in a jurisdiction that allows real money online gambling or not, there are a multitude of innovative options that you can implement in relatively short order. Since the vast majority of customers who visit your casino will be carrying a smartphone with them, why not turn that into a gaming device with on-property mobile gaming? With geo-fencing technology from companies like GeoComply or Locaid, you can be sure that your players can only access your games if they are physically on your property. Thus, waiting in line for the buffet or sitting out by the pool are new gaming opportunities.

If your casino is in a jurisdiction that does not allow real money online gaming, you should be launching a social, play for fun, type of casino in order to build your online presence, AND generate revenue at the same time. Aside from in-app purchases, the ancillary, and more important, income stream may come from driving more players to your casino floor. For a case study on the effectiveness of this approach, look no further than what MGM Resorts International and myVEGAS are doing. It's quite remarkable.

In actuality, there are many more innovations that you can, and should, be considering for implementation, based on your casino's unique situation. It all starts with a needs assessment and a clear understanding of your company's objectives. When these two pieces of the puzzle are in alignment, you can begin the necessary steps toward worthwhile innovations.

For those of you still playing along at home, the final Jeopardy clue is, "Game Shows."

Name the four games show made famous by these catchphrases...

- 1) We surveyed 100 people, and the top 5 answers are on the board...
- 2) No Whammy, No Whammy, No Whammy...
- 3) Is that your final answer?
- 4) Will the real innovator please stand up?

What We Can Learn from the Leading Slot Supplier in Europe

Q&A with Rick Meitzler, President & CEO, Novomatic Americas

By Buddy Frank



With a particular passion for slot analytics, game theory and new slot technology, we tasked Buddy Frank, **Raving Partner, Slot Operations and Marketing**, to interview the principals of Novomatic Americas.

In this two-part series, Buddy (left) starts off with Rick Meitzler (right) on the challenges and the opportunities about coming into such a competitive U.S. market.

Raving chose Novomatic Americas for this **spotlight article**, since it believes that they are a “company to watch” as they enter into the U.S. market. As the biggest player in Europe, as an operator and as a game maker, their level of experience and success will bring more competition and innovation to the industry.

Buddy: *NOVOMATIC is the most dominant slot supplier in Europe, but here in the U.S., you are more like a start-up, so to speak, in the North American market. What are the benefits and drawbacks of that positioning?*

Rick: NOVOMATIC Americas is now in its third year, and having spent the past two and a half years on licensing, we are now ready to bring the NOVOMATIC brand and products to the North American market. Doing this for a company that is not only the most dominant slot machine supplier in Europe, but is also very strong in other parts of the world, especially in Central and South America, can only bring benefits. Although it hasn’t sped up the licensing process, we are now in a lucrative position to bring international proven products to North America for the first time.

In addition to our parent company developing some of the most innovative technology available on slot floors today, NOVOMATIC is also a major operator with more than 1,600 traditional and electronic casinos around the world. This provides a huge advantage by enabling our products to undergo extensive testing and modification before being released to customers, and gives us a significant amount of knowledge across the entire spectrum of the gaming industry.



Buddy: *You have nearly two dozen different cabinets and hundreds of game themes worldwide. Can you give us a brief background on what products NOVOMATIC will bring to the North American market?*

Rick: We are initially bringing a few products that have been customized for the U.S. market, based on our initial research of the market and local players. It won’t be a huge rollout initially, but selected games will be introduced from the extensive NOVOMATIC catalog, as well as new games created at our U.S. design studio, to assess how different game styles perform in various jurisdictions. We will then further modify the math to bring games in line with player preferences, a key reason for establishing our studio in Illinois with local developers who are experts in the North American market.

The cabinets that will be the first to launch in North America include the DOMINATOR® and its sister cabinet the DOMINATOR® Curve, which are both hugely impressive and create maximum impact on the casino floor.

Buddy: *What has NOVOMATIC learned in Europe that will help you in the Americas?*

Rick: NOVOMATIC prides itself on extremely high-quality Austrian engineering and professional service. This is shown in both the products that it produces and the casinos that it operates, as well as the level of focus it puts on the customer at every stage, from product delivery to after-sales support. These are core values that have been adopted by the company’s numerous subsidiaries around the world, and NOVOMATIC Americas is no exception. A customer-focused approach is key to success, and being an operator, as well as a supplier, has given us the tools to very quickly react to customer demands.

As we expand the team here in the U.S. with some key personnel in sales, marketing and product development, we continue to be fully supported by the team in Austria and try to utilize the experience built over the company’s 35-year history and apply it to the North American market, giving us a competitive edge. We have access to a comprehensive range of subsidiaries that not only allows us to provide some of the best content available, but also gives our land-based customers a quick and easy solution to offer their content online, as well as on mobile and social casinos.

Buddy: *Why should a Slot Director choose NOVOMATIC?*

Rick: In addition to the high level of customer service

NOVOMATIC AMERICAS

Knows.

instilled by the NOVOMATIC Group, the company manufactures all of its components in-house, meaning that it doesn't have to rely on any outside parties, thus removing potential compatibility issues. A Slot Director can purchase a slot machine from NOVOMATIC, and then new games being released are entirely compatible to operate on old or new machines, enabling casinos to personalize their NOVOMATIC offering, as well as minimize spend while keeping the content fresh.

Any new content we release is backward compatible, and so casinos don't have to replace machines every two to three years, saving operators time and money, as well as not having the need to retrain staff on new equipment. The game mixes developed for brand new cabinets can be retro-fit into existing cabinets, and offer the same performance due to the company designing its own game boards and technology. NOVOMATIC additionally supports antiquated and retired machines longer than anybody else.

Buddy: *NOVOMATIC is one of the few major vendors without "participation" or "shared revenue" games. Is that temporary, or something that will remain in the future?*

Rick: This is something temporary for us in the U.S. during this initial period of testing the games in the market. We first need to assess what games work in a variety of cabinets for various jurisdictions. We are spoiled with the number of NOVOMATIC games to choose from, but we need to adapt the math models, such as modifying the volatility or number of lines, to get the right fit for the local markets. Once the products have been out in the market for some time, we will roll out more games tailored to North American players, at which point we will offer operators mutually beneficial revenue models.

Buddy: *What have been the biggest challenges in getting NOVOMATIC up and running in the many diverse gaming jurisdictions that make up the U.S., and where are your products now licensed for sale?*

Rick: The biggest challenge has been licensing for the different states and product sectors. We have been testing the market from a technical standpoint for the past twelve months with a limited number of games in order to eliminate potential issues, such as downtime or incompatibility

with the casino systems. This is the very first time that NOVOMATIC is entering North America, and we have gone through all the procedures, down to the last detail, to ensure everything runs smoothly. We now have a product road map in place to launch 36 titles by July, and will then roll out new games every quarter.

Our plan is to start by launching across North America, from California to Florida, up to New York and across the Midwest, in both tribal and commercial casinos. We continue to work on licensing additional NOVOMATIC products and in more jurisdictions throughout the U.S. and Canada, while we further test and tweak the math models of existing NOVOMATIC games in the market, as we start to build up our portfolio and grow the market for North American-style games.

Buddy: *You are also a world leader in biometric technology. Do you see these products being integrated into the gaming world here in the U.S. in the near future?*

Rick: NOVOMATIC pioneered biometric technology in the gaming industry and developed the first commercial system for casinos. This concept is still very new and is currently undergoing initial trials in several casinos in Austria, which have so far received positive responses from operators, players and regulators. We are paying close attention to how this technology progresses in Europe, as well as speaking with U.S. operators about how its advantages could benefit casino payment systems. Ticketing has become old and it is time for a change. And although we are not yet certain whether this is imminent or in the long-term, one thing that's for sure is that NOVOMATIC will be leading the charge.

Buddy: *One of my personal heroes is the legendary Formula One driver Niki Lauda. His exploits were dramatized recently in the American movie Rush. He is also the international spokesman for NOVOMATIC. How did that relationship develop?*

Rick: The relationship between Niki Lauda and NOVOMATIC stems from the long-standing friendship between the Austrian F1 legend and our company founder, Professor Johann F. Graf. The three-time F1 World Champion is the perfect fit as the international brand ambassador for NOVOMATIC, and has often praised the state-of-the-art production and technology facilities at our global headquarters in Lower Austria. He is well-known and recognized the world over, including in the U.S., where in 2014 he introduced the movie Rush at the Golden Globes in Los Angeles by wearing his famous NOVOMATIC red cap.

For more information about Novomatic Americas, call 224.802.2974 or email sales@novomaticamericas.com



Ten Things You Should Know Before Shooting Your Casino's Next TV Commercial

Do you use real chips and your own dealers; do you need security clearance for cast and crew?

By Paul Abajian



So, it's time for your casino to shoot some professional video for a new TV commercial or in-casino marketing. Like everything else that a casino marketer handles, here's another aspect of your job that you're expected to manage like a pro.

You say, "But my ad agency said that they're handling all of the details."

Honestly, that depends a lot on the size of your budget (are you paying for an elite team?). Even with that, they don't know your property as well as you do, and there are just some things that have to be handled internally (like security issues). It's imperative that you assign one person to be responsible for the shoot, and have them commit to being there the entire time (I can't stress this enough), as well as be involved in the pre-production meetings between the ad agency and the video production company.

Below are ten tips for you to be familiar with during the entire production process; this is a good tool to go over with your advertising agency in order to prepare for your investment.

1. **Producer Wanted.** Assign someone from your property to be the liaison between you and the production company. They should be available to us at all times during pre-production and the shoot, and are essentially another producer that we can call on in order to get things done.
2. **Insurance.** Hire a production company that has insurance. This may sound like a no-brainer, but many smaller production companies do not carry insurance. Ask for a certificate of insurance before the shoot, naming your property as the location, along with the shoot dates.
3. **The Scout.** During the scout, your producer should be with the production team at all times.



If they can't take pictures, the director may use something called a director's viewfinder, which is essentially just a lens that's not capable of capturing images. Before the scout, let security know where you'll be. A director using a viewfinder around the casino floor generally brings a security detail rather quickly. Trust me, they come fast.

4. **Talent Restrictions.** Be clear on what our talent can and cannot do well in advance. Can our actor deal and handle chips at the blackjack table, or can we only use our dealer talent for close-ups and/or to handle cards? If we need to shoot your employee from the back while they're actually dealing or handling chips, then let us know before we cast, so that we can match our talent to your dealer.
5. **Secure the Location.** Make the shoot as painless as possible for your players. Best to start with slots in the morning, and block off that section as soon as possible. It's no fun for a casino producer to have to kick someone off a machine. I've seen it happen, and it's not a pretty sight. The customer literally stood off to the side for over an hour, until we moved on to another machine. He didn't care less that we were shooting a commercial. All the customer knew was that his machine might pay out, and he needed to wait.
6. **Chips.** Can we use generic chips that are purchased online? If we see the chips in closer detail, we'll need to use your chips. If you provide the chips, then your producer must be there at all





times. During one shoot a while ago, we were informed late that the casino would not give us their chips, due to a theft concern. We bought our own chips for \$1,500, and then returned them later. Don't put the onus on the production company to pay for their own chips. Now we're focused on the safety of "our" chips, instead of focusing on the shoot.

7. **Security Clearance.** If you have strict security/background checks for crew and talent, make sure that the production company knows well in advance. We were shooting a pool scene for a property, and our twelve extras didn't clear security in time. The casino sent them all home, and we had to do the entire pool sequence with only two people. Not a big deal for us, but bad for their image.
8. **Alcohol.** When shooting scenes with alcohol, make sure that you have alcohol substitutes readily available. There's nothing worse than shooting all night long, and then half of your extras end up drunk. This happened once, and the casino employee who had a lapse in judgment was fired a few days later.
9. **Room and Board.** If the production company is staying a few days, you'll need to comp their food and rooms. We shot at a property for four days once and they made us pay full price for everything. This only means one thing ... that less money ends up on the screen. Something has to give.
10. **Last But Not Least.** Remember that the quality of your spot reflects on your property. It gives the viewer a feeling of what to expect before they even enter your casino. If your spot isn't firing on all cylinders, your brand will take a hit.



If you've got questions about your next video shoot, don't hesitate to drop us a line here at info@mantrahouse.com. Besides our casino work, we've done some recent shooting for our Partner, Raving Consulting. [Click here](#) to see some of the videos that we produced for them (the pictures shown are from that shoot).



What is your mantra? It's more than just a slogan. It's who you are. At MantraHouse, we use our experience as a full-service production company to the tribal gaming and resort industry to add emotion to your brand in a clear and memorable way. Whether it is through TV and radio spots, web videos or digital displays, MantraHouse can create content from concept to completion.

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How to Utilize Bullseye Engagement

Diving deeper into push notifications – connecting with the right audience at the right time

By Brandon with Comp My Play

How many times do we receive a communication to when we don't want it, and then we can't find the information when we are looking for it? I just want to be sold to when I am ready, and leave me alone otherwise. There are many marketing techniques and studies out there, but engaging a player or communicating to a player at the point of gaming consideration is most effective. *Bullseye!* When a player is performing a search, how can casinos effectively interject with a message that wins the player's patronage? Casino and player-centric apps are today's relevant engagement vehicle to communicate with today's player.

With [71%](#) of people owning a smart device in the U.S. alone, Push Notifications and Texting (SMS Messaging) are two tools that companies can use to communicate with customers. The key for deciding which tool to use is evaluating which technique can increase customer engagement without irritating the customer. The goal should be to deliver content that offers something of value to consumers in a non-intrusive way.

What's the real difference between push notifications and text messaging?

Push notifications are considered to be a less intrusive marketing tactic than text messaging and just as effective, since messages can be delivered without interrupting the user in their current activity and never incur an additional cost. Simply put, push notifications come through an "app" rather than as a text message. When opening a new app for the first time, you are sometimes asked if you want to allow the app to send you push notifications. Users essentially opt in by downloading the app, so businesses

don't need an opt-in consent to push a notification. A customer downloaded the app; therefore they want to hear about promotions, offers or relevant topics that pertain to the app. This allows businesses to improve targeted communication about their product to customers within their app.

Push notifications can be triggered by geo-fencing, allowing businesses to segment and cater to their existing customers based on where they are located. It gives businesses the ability to send push notifications to a device when it's in a certain location or zone. Companies can reach a customer right at the decision making process. A push notification can be sent to a customer right when they are close to your business or in targeted marketing trade areas. That is an intuitive and productive marketing tool!

Okay, so what app do I use for my push notifications?

Fellow Raving Partner Mark Astone wrote about [different types of apps](#) that casinos are using. In a nutshell, here are different vehicles to use apps for push notifications:

- **Develop an app for your casino.** This is primarily informational and your guests can make hotel reservations, find out about events, etc. Some casinos' homegrown apps have the ability to send out push notifications and use geo-tracking – this is typically an add-on service and can be pricey.
- **Develop a social gaming app.** This can be an additional source of revenue; or it can be a means of incentivizing players to come in to your casino.
- **Advertise on another company's app.** Make sure you understand if they'll send out push notifications or just offer banner ads.
- **Partner with another company app that markets primarily to gamblers and will market with you to meet your objectives.** Partner with a third party app company's app platform to connect with gamblers in your area. Some companies already have a huge database of gamblers. Leverage these companies' expertise and technology, and let them work for



you by allowing you to segment your offers to their database or to utilize geo-tracking capabilities. For example, Comp My Play is one of those companies that caters specifically to gambling customers – imagine Expedia for casino players. We will work with you to develop marketing campaigns using our player app and its guest acquisition technology.

Whatever means of communication you choose, whether it is push notification, email, text message or other traditional marketing methods, it always comes down to making the offer relevant for that customer. And with all the data you should be gathering about your customers, this should be easier than ever.

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Runaway loyalty programs – are we losing our brand?

Looking for something in particular? Articles on host development, free play, service challenges, surveillance, players clubs? Just email Amy Hergenrother, amy@ravingconsulting.com, and she'll find it!

Making Free Play a Portion of Your Basket of Benefits

It's like cutting the carbs, without destroying the meal

By Nicole Barker



Carbs are good.
Carbs taste great.
My doctor says to cut the carbs.
My friends say that it's all about portion control.

The same thing goes for Free Play.
Players like Free Play.
Players want more Free Play.
Our CFO and Slot Director say to cut it out.

More and more reports emerge declaring that the excessive use of Free Play is an inflationary practice. It erodes hold. It robs time on device without changing time at device.

The question is, would you ditch it altogether if you could?

Before you break out into a cold sweat, I'm not in the market to ditch Free Play. I'm not in the market to jettison Direct Mail. We need to continue to do what we do well. The new rallying call is to dial back runaway discounting before we become wholesale providers of the gaming experience.

Why do we use Free Play?

In National and Regional trip markets, customers come for the waterfalls, the volcanoes, the food, and the retail shopping. In Local markets, the players still come to gamble, because they are, in fact, gamblers. As marketers, we need to let our players play. They like it. We provide it. We shouldn't necessarily have to subsidize it.

Free Play has a purpose. It has a utility, with a beginning and an end. Free Play is used in the form of coupons, using Direct Mail to drive Frequency. Most databases show that around 70% of players make less than a weekly visit. Monthly coupons are set to motivate a weekly visit. Motivating a visit can get the player off the couch, but it doesn't buy his play. The amount need not intoxicate the player, nor should it trump neighboring casinos. The entreaty, the message, and the delivery are the competitive components that should outshine other options for entertainment.

The problem is that we use Free Play as a salve to solve all ills.

We placate with Free Play for Customer Service Resolution.

A Free Play coupon is a shortcut to end a confrontation.

We ingratiate with Free Play within Player Development programs.

A Free Play coupon is used as a means to get a player to like us, rather than to further the relationship by getting to know them better.

We satiate winners with Free Play as the prize within Promotions.

We know that it's not Free Money, but Points and Free Play are top prizes that aren't considered hard costs.

We appreciate loyalty with Free Play, and allow Points to be converted at the machine.

When it comes to points, we set it and forget it. We forget to sell the fact that players are always earning their way to something. Point redemption circles back to, you guessed it, Free Play.

The most powerful *motivational* channel for Free Play is through Direct Mail.

When we get our backs up against a wall due to competitive pressures, we increase our Free Play coupons. Conversely, when we feel threatened by too many expenses, we carve and cut Free Play. These fluctuations play emotional ping pong with our players.

What do our customers really want?

Our customer is sweet.

Our customer is funny.

But give her neighbor a fatter offer, and your phone will ring.

Downsize her coupon, and she will stop you on the floor.

Stop sending a mailer to her house, and she will show up on your doorstep.

She will call after 5:45PM on the day that the mail drops.

She will bend the ear of a board member, stirring up concern from the top down.

Free Play angst is palpable.

When Free Play falls short of customer expectations, don't blame the marketer.

Don't blame the customer.

Blame the vacuum.

There is a vacuum of communication about benefits. Right now, the only means for a player to gauge how we feel about her is the number that we print on her weekly coupon. We may sell points at sign-up, but we rarely explain or sell the complete basket of benefits that hits the marketing budget. It's a given. It's a sunk cost. We've already plugged our reinvestment into the system.

Behind the scenes, we agonize about reinvestment in separate silos. We fret over setting and resetting Coin-In-to-Point ratios and Point-to-Free Play ratios. We spend months building and rebuilding tier structures. Monthly, we stare at our worth segmentation and con-

sider upping each coupon in order to stay competitive with our neighboring casinos.

It's not the number that we should be worried about. If we make it about the number, then it will be about the number. We need to recontextualize how we relate to our customers. We need to move from a transactional relationship, to one that's based upon engagement.

With there being many ways for a player to spend his or her casino budget, a Direct Mail coupon is a poor way to show appreciation for a relationship. **We must vow to not love our players through the mailbox.**

The Solution: shifting from a transactional relationship, to one of engagement. Engagement celebrates our interactions with the player. Our interactions with the player are fueled by the sum total of the reinvestment decisions that we've made. Our skill is in how we present a full basket of benefits that includes Free Play, but is not dominated by it.

Big deal, so your hosts are good on the phone. What's next?

Are your hosts calling the best list? A list with growth potential, as well as your VIPs? And do they have the right skills and tools to grow that relationship after the guest walks through the door? Or is all that effort resulting in one visit, with no new or incremental revenue?

Find out more about Nicole Barker and Steve Browne's Host & Player Development Sales Skills & Training with Data Analytics that's transforming the way casino hosts handle their "book of business."

"The best class of its kind that I have ever attended!"

— Billy DeVille, Executive Casino Host,
Hard Rock Hotel & Casino, Biloxi,
Mississippi

"The part I really felt was beneficial was the data portion. It has made 'hunting' in our database that much easier having specific points to look at."

— Jerry Brown, Executive Casino Host,
Rivers Casino, Des Plaines, Illinois

Contact Amy Hergenrother today at

EMAIL: amy@ravingconsulting.com

PHONE: 775-329-7864

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A More Effective Service Strategy ...

Creating relationships and building trust

By Janet Hawk



Having been in the casino business for as long as I have, I find myself comparing my experiences within the industry to others as I go out into “the real world.” Recently, I witnessed an example of exemplary guest service at a local auto repair business, which has application in our gaming business, especially for anyone who works within player development.

Both the auto industry and the casino industry share a perception of some underhandedness, whether you’re talking about “crooked” mechanics, car salesmen selling you a “lemon,” or “rigged” slot machines and cheap casino offers. Both industries have to overcome the reputation that they are trying to rip off their customers.

The Dilemma

My sister was visiting from out-of-state, and noticed a significant drip under her vehicle. We’d just recently moved back to the rural area where I grew up, and didn’t know anyone to take the car to directly, so we just went to a little place around the corner. Now, I think everyone can appreciate how stressful situations like this can be. I mean, how many times have car problems been quick and affordable fixes? Not to mention, my sister needed to be back home within a couple of days in order to start a new job. Not only did they fit us in, but they were patient, took the time to listen, and promised to have an answer back to us by that afternoon. They took the time to listen, and we left feeling that they understood the urgency of our situation.

How many times do we have a stressed-out guest with, what they perceive as, an unfixable problem? About fifty times a day! Approaching each guest in a calm and caring manner will go a long way when dealing with a stressful situation. Developing relationships with guests is critical, in order for your hosts to approach each situation and come to a successful resolution. Every guest is different, and not every complaining guest needs a resolution. Sometimes they are just venting (and it may not even be about an experience in the casino), or maybe they are just naturally grumpy. Remember, it isn’t personal. Compassion and empathy are great ways to calm a stressed guest. Sometimes, just having someone listen and offer a helping hand is the very thing that is needed.

The Plan

Once the mechanics looked everything over, they took pictures of each problem that they found, uploaded them to a computer (circling the exact issues), then emailed them to us and followed up with a phone call. Each photo was discussed, and options were explained. We didn’t have to be stuck waiting at the garage, and had we needed it, a car would have been made available for our use. Now remember, this is a small business in a small town in Montana!

I had two big takeaways from this:

1) They clearly explained the problems and how the repair would work. The majority of us don’t have much mechanical knowledge or experience. That is why dealing with an auto mechanic can be intimidating, and almost feel like they are speaking a foreign language.

Many of our casino guests feel the same way! We often forget this point. Taking the time to thoroughly explain the hows and whys of what is going on will assist in not only helping to resolve an unfortunate circumstance, but by being honest and transparent, trust and loyalty are built and strengthened. Don’t use weak or untrue excuses (“it’s a gaming regulation” is one that I hear quite often, and even though it’s usually not true); offer alternative solutions instead. Then follow through.

Some examples:

- Explain the repair being made on their favorite slot machine.
- Explain how rooms are assigned for big events.
- Explain why the room they reserved online isn’t available when they check in (was it taken out of inventory because of a problem?).
- Explain that there was a bad crab season and the crab needed to be taken off the buffet line temporarily, but it will be brought back as soon as possible.

2) They were considerate of OUR time! They understood the time constraints we faced, and the fact that we didn’t have to spend all day at the garage was huge.

How can hosts do a better job of being more considerate of our guests’ time? Below are a few suggestions:

- Ask what time your guest is expecting to arrive. Make sure that the room is ready upon their arrival. Coordinate with the hotel to ensure that everything is ready.
- If your guest is arriving on an early morning flight, reserve the room the night before so that it is ready when they get in (make sure to communicate with the hotel so that it isn't canceled for a no-show), or offer some spa services upon arrival. A massage is a great way to relax from a long flight!
- If the guest just hit a major jackpot on a wide-area progressive machine, send them to dinner, or offer a spa service or a room while they wait for all the processes and testing to be completed.

The Resolution

An agreement was made concerning car repairs and costs, and because of the time constraints, they explained what repairs were needed now and what could wait. They also offered a payment plan. They went to work, promising to

be finished by the end of business so that my sister could get on the road.

When the phone rang three hours earlier than expected, we worried that another issue had been found, but no! They said that they were way ahead of schedule and could complete all repairs with no additional cost from the original quote, and they even threw in some discounts.

When we arrived to pick up the car, they went through all the repairs and told us about their liberal warranty program. Included with all the paperwork was a packet of wildflower seeds as a thank you.

Exceeding expectations should be a mantra for every PD department. Find out what is important to your guest (it might not be what you think), and take the time to show them that they matter! Even something as small and inexpensive as a packet of wildflower seeds will leave an impression.

Be creative, and most importantly – TAKE THE TIME!

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Contact Amy Hergenrother

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PHONE: 775-329-7864

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The Lost Art (and Marketing Tool) of a Personal Invitation

Why relying on one-way channels of communication is hurting your response rate

By Carter Buck



I'll get right to the point – when used exclusively, direct mail and email are not the most effective ways to get your players back into your casino. Don't get me wrong, they have their purpose and can support a killer marketing message, especially for certain segments of your database, but we place far too much stock in their effectiveness to drive behavior.

It's true. You may have already noticed this yourself as you feverishly assemble endless email or direct mail campaigns, only to find that your efforts are generating a modest 1% to 3% response rate.

As one-way channels of communication, they fail to engage your customers in a way that motivates them to take action. And in fact, casino marketing has always been about “engagement”; otherwise the role of a casino host would have been retired decades ago.

So, how do you engage your players and effectively draw them back onto your property? The simple answer is this: phone calls. You might be saying, “Carter, what color is the sky in your world? If we could call and actually talk with all of our customers, direct mail would've never been invented.”

Let me share with you the story of how we found phone calls to be the most effective tactic that a casino can use to drive behavior – and using a method that may have disappeared off your radar.

The Usual Wasn't Working

Casinos weren't our thing. We were a marketing company that had deep roots in insurance, health care, distribution, and hospitality; but we had never considered working in the gaming industry. However, we received a call from a casino client whose *usual tactics* were not driving the type of result they wanted. They were spending plenty on direct mail, email, and local advertising to attract new revenue, but they felt that their efforts had reached a point of diminished returns. According to our client, it didn't matter how much money they poured into their campaigns, it just wasn't generating new revenue.

We have a state-of-the-art contact center with hundreds of callers; so we naturally saw an opportunity to create a

one-to-one marketing experience for our client's gaming customers. They asked us to make **personal** phone calls to 5,000 of their Rewards Club members (who had played in the last 180 days, but not in the last 60 days) – *with the purpose of simply inviting them to come back into the casino to play.*

The Personal Invitation

As part of the campaign, our callers asked for each member by name, expressed appreciation to them for being a part of the Rewards Club, informed them of a special offer that was available to them for a limited period of time (free play), and invited them into the casino the following weekend to redeem their offer. If we didn't reach someone in person, we'd leave a friendly message and a phone number for them to call. When they called back, they were calling the same area code as the casino and speaking with someone who was trained to be part of the “casino team.”

Our client was overwhelmed when 670 customers responded to the promotion within the following 30-day period. That is a 13.4% response rate! In addition, our



client found that the respondents spent 17% more than their previous ADP. So not only did they come back into their casino, but they actually spent more than they otherwise would with static offers.

Needless to say, a good portion of their monthly marketing budget is now allocated to similar campaigns – and we made our entry into the gaming industry. Having now worked with a number of large casinos, this tactic continues to succeed time and time again.

Find a Good Partner

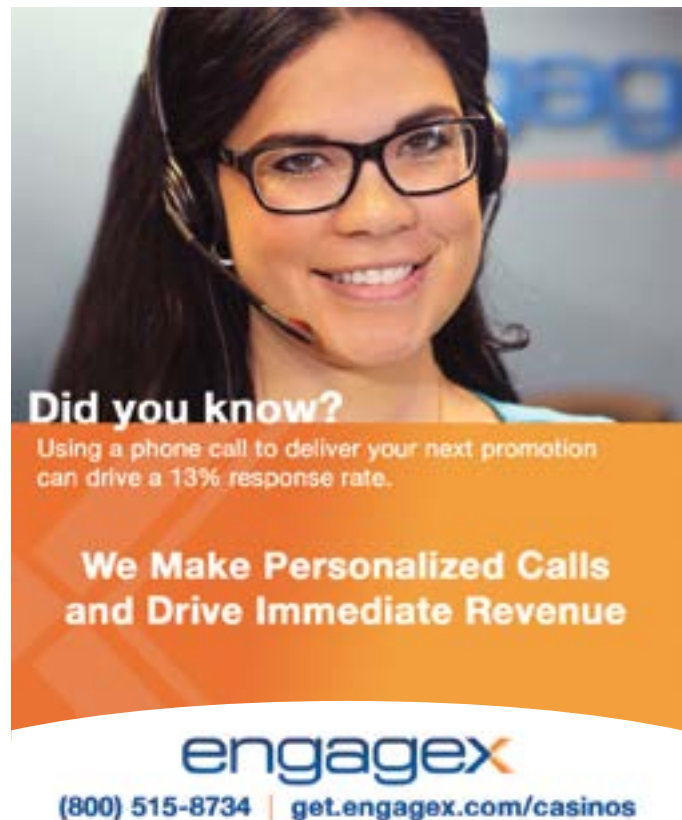
Selfishly, we'd like to say that these results occur because we have created some sort of secret sauce. But that wouldn't be telling the truth. The truth is that this is a powerful and simple tactic that anyone can do. In fact, your host team is perfectly suited to make these types of calls if they have the time and availability to do so. However, many casinos find that their internal teams are simply stretched too thin to effectively reach all their customers by phone. If that is the case, then finding a good calling partner to conduct this effort is critical. Here are a few things to look for when considering a vendor:

- **Auto-dialing Technology** – A good calling partner DOES NOT use auto-dialing technology. While it may make your campaign cheaper, nothing scares off a customer faster over the phone than hearing the space of “dead air” before you start talking. That “dead air” is a telltale sign of telemarketing – and you are NOT telemarketing.
- **Caller ID Matching** – Being able to match your casino name and number will increase your pick-up rate by as much as 30%. If the vendor cannot make your name and phone number appear in the caller ID window while they are making your calls, then you could be wasting your money.
- **Reporting** – Most calling platforms that are worth their salt should have a robust ability to provide you with good reporting. At a minimum, your reports should include a list of clients, who are sorted by their final calling dispositions, as well as give you full access to all the voice recordings to ensure that you can audit through on your own (if you'd like).
- **U.S.-Based Callers** – We probably don't need much explanation on this one. If your casino is located in the U.S., your callers should be as well. No exceptions.
- **Good Voice Quality** – This may also seem like a no-brainer, but you should expect the callers

representing your company to be bright, warm, and articulate. (Our facility is located in the shadow of two major universities just so we can have access to students who are amazing at this). While this may be a tough one to gauge up front, you should ask a prospective partner for sample voice files, or consider visiting their site prior to your engagement.

You know what your redemption rates are for your other marketing vehicles. We average 13% for our clients (keeping in mind that our business model covers all the bases above). So, there it is – a very simple approach for getting your players to come back to your property and spend more at your casino. You may feel like we are taking something old and trying to make it new again, however, using phone calls as a means of engaging your players will drive better results than any other marketing tactic that only employs one-way channels of communication.

For more information on utilizing a call center to complete your marketing toolkit, give Raving Partner Carter Buck, Engagex, a call at 800-515-8734, or email carter.buck@engagex.com.



Did you know?
Using a phone call to deliver your next promotion can drive a 13% response rate.

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CANADA

Palace Casino (Edmonton, Alberta) – Celebrity Poker

Palace Casino held a No Limit Texas Hold ‘Em Celebrity Charity Poker Tournament with a \$5,000 Celebrity Prize Pool for the celebrities who were playing on behalf of their favorite charities. There was also a concurrent tournament for Palace poker players; with an additional \$5,000 Player Prize Pool and players could participate with a \$77 buy-in and a \$7 entry fee. To further add to the event, Palace Casino enlisted a Canadian Playboy model, who did a lot of pre-event media appearances to promote the event and proved to be a big hit with all of the poker players, who were predominately male. The event sold out over 8 tables and had 70 guests at a VIP Post-Tournament dinner. On the day of the event, table games drop was 5.4% over budget; slot coin-in had a 7.5% increase over the same day of the prior year, and the F&B total sales were the best of the month. And of course, \$5,000 was split among 8 worthy charities of the participating celebrities.

“I have seen numerous charity events at casinos over the course of my 40-year gaming career. I believe that this casino charity work and involvement is something that goes greatly underappreciated by a casino’s chief constituencies. Then again, casinos are often reluctant to “toot their own horn” about all of this, and I think I understand it. They don’t want to be seen as too “mercenary” and only supporting the charity efforts for the PR value of it all. Perhaps, that is slowly changing over time and casinos are getting some of that “good guy” recognition they deserve.

“What is highlighted in this example from the Palace (and what I think doesn’t happen often enough) is the intersection of the charity efforts and the promotion aspect of the casino’s business (gaming and F&B). While some caution may be advised so that the casino isn’t seen as greedy or insensitive to the charity’s needs, I don’t see what is wrong if the casino raises charity dollars AND grows its own revenues. In fact, I think this should be the rule rather than the exception. It would, I think, give casinos even more reasons to support more charities.

“Other kinds of win/win charity and casino mutual revenue enhancing activities I have seen over the years, include the following:

- *The charity slot machine – this is where the casino takes a slot machine or a bank of machines and donates the winnings from them for a period of time, usually over a holiday season. It has the revenue opportunity of not only creating more play on those machines for the charitable timeframe, but also having some residual affect afterwards for the new players who have been exposed to the machines and like the experience.*
- *The charity slot tournament – in this case, the casino chooses a charity or a number of charities and offers to conduct a “free slot tournament” for the charity. The charity recruits the players from among its supporters, and the entry fee is divided up as prize money for the players and a donation to the charity. Sometimes the casino may add to the prize fund or the charity donation, but at least conducts the event. The revenue implication for the casino are pretty obvious, but a real benefit is getting the charity to do marketing to its supporters at little cost.*
- *The charity point donation – here, casino players club members can donate the value of their club points for a period of time, and the casino can add to it (or not). This allows point liability to be removed from the books for a good cause of the customer’s choosing, but realize you may be giving up some points that players may have taken as free play (and may still expect that free play anyway). Another offshoot of this is to take a part of the casino’s charity budget, earmark it for the favorite charities of its players, and have them vote on where you donate it.*

“There can be numerous intersections of casino charity and casino business. Don’t be afraid to pursue them, it can increase a casino’s commitment and gain more exposure (and charity dollars) for the charity. The savvy charities will definitely support the win-win endeavors, as they know ultimately that the more money you make, the more money you can give them.” – D.C.

NATIONWIDE

Various Casinos – Presidential Revenues!

Over the past few years, several casinos have held revenue-generating promotions around U.S. presidents and the presidential elections. Some of these have included the following:

- Gold River Casino (Oklahoma) – during the Obama/McCain election of 2008, players club members (using a unique application of the Table Trac System) were able to cast “votes” for the presidential candidate of their choice with every spin of the slot reels. Based on their points earned, players were able to go into a “voting booth” and have each point count as a “vote” for McCain or Obama (without losing those points). They could even “flip-flop” and change those votes over the course of the campaign. Players were also given commemorative “election players club cards” and were entered in the \$10,000 Pick A President Sweepstakes,” where \$10,000 was split up among the casino’s players on Election Night. That night saw nearly double the slot revenue of a normal Tuesday.
- Oaklawn Racing and Gaming (Arkansas) – during the Presidents’ Day timeframe, Oaklawn conducted a “Presidential Clue” promotion, where club members received an email with entries into drawings and redeemed them at Oaklawn. Drawing winners spun a giant Presidents’ Wheel with varying prize amounts, and a bonus chance to correctly guess the “presidential act” and in “what room of the White House” it occurred for the President who came up on the wheel spin. Tracked headcount increased 68.5% on the day of “Presidential Clue.”
- Seminole Casino Coconut Creek (Florida) – ran a Vote for Pizza and Beer promotion before the 2012 Obama/Romney presidential election. They developed a custom tab on Facebook that allowed users to see pizza and beer products (one each from Chicago and Massachusetts) and register to vote for Pizza and Beer Election Day at Coconut Creek, and receive free play for registering. On that day, Mitt Romney and Barack Obama lookalikes roamed the casino, having pictures taken with guests. The event

was inexpensive, generated a 1900% return on the free play given out, and was able to capture 150 new email addresses.

“You would think that gambling and politics might not mix, but these three examples prove, at least when it comes to Presidential Politics, there might be some big opportunities for casinos to drive some ‘campaign cash.’ Presidents’ Day is already a natural and many casinos already play off of that theme. But, Presidents’ Day is already a busy holiday weekend for nearly all casinos. The new opportunity, based on Gold River’s and Seminole Coconut Creek’s experience, recently, is the Presidential Election Day in November, which is typically A VERY SOFT (TUESDAY) DAY FOR CASINOS.

“It appears that Election Night is one time people get passionate about ‘their candidate,’ and interestingly, it appears they will leave their sofas and stop sweating the election results, to go to the casino and sweat a few slot spin results. I’m not exactly sure why, but playing slots is infinitely more fun than watching election night TV, especially if your candidate is losing! It doesn’t hurt that the casino has a cash giveaway that night, but I believe the bigger key is the experience and getting players ‘invested.’

“Gold River created a goofy and fun ‘Voting Booth’ and allowed players to vote with their points for their candidate, for weeks before Election Night. They allowed them to change their vote (‘flip-flop’). They kept a running tally of how the vote was running at their casino. They had a cool-looking commemorative players club card made for the occasion (not sure how they got away with using images of McCain and Obama). In short, they made it fun and got the players invested in it. No wonder slot revenue went through the roof there on Election Night!

“Presidential elections create a real opportunity for casinos, no matter who the candidates are. And if one of them is Donald Trump, imagine the possibilities.” – D.C.

OKLAHOMA

Cherokee Casino (Ramona) – Leap Day!

Cherokee Ramona ran a promotion from February 1 to February 29, where on each day, players club members could play a “Pick a Frog” kiosk game for a chance to win up to \$500 cash. Other kiosk prizes included various free

play amounts and extra drawing tickets for the Leap Day Grand Prize Drawing of \$5,000 on February 29. Players could also earn points that month and use them to purchase additional Grand Prize Drawing tickets. Leap Day became a record breaking day for coin-in, up 17% over the previous record, and up 190% over the same day the prior year.

"Casino promotions based on 'time' (Leap Day, Change the Clocks Day, International New Years' Day, etc.) seem to offer some significant revenue-generating opportunities. For one, they don't occur that often and there appears to be a real fascination with those occasions, especially Leap Day. After all, it occurs only once every 4 years.

"Cherokee Casino Ramona's 'Pick a Frog' Leap Day promo is one of many I have seen, and certainly one of the most successful. Another one, a few leap years ago, was held at Yakima Legends Casino in Washington where they had a Mass Wedding (and Renew Your Vows) event for hundreds of couples. It had the real benefit of being a day easy to remember, that only came around every four years!

"If you want to do a Leap Day casino event (I realize you missed it in 2016, but hey, you have 4 years to prepare for the next one!), consider these things:

- *On Leap Day, all your players just picked up an extra 24 hours in their lives (not really, but it feels like it), so play that aspect to the hilt.*
- *Since it's about 'time,' try some sort of tie-in with watches, clock and timepieces. These are items that have high perceived value, generate great response, and can be bought inexpensively in quantity.*
- *Like Cherokee Ramona, use Leap Day to get 'out of the box' and be creative. Use of a frog character, or a theme of taking a big leap, or a high jumper, or a variety of other angles can put some sizzle in the event.*

"If nothing else, Leap Day gives you an extra day of casino revenue. But if you play it right, 'time on device' might jump through the roof, and that's not a leap of faith!" – D.C.

Did everything go to CRAP when your Marketing Director left suddenly for another casino?

We betcha' don't have the time to set up interviews quickly. Two steps forward, three steps back? Is your second in command not quite ready? Need some short-term intensive training or regular monthly help? Would an interim marketing program concentrating on senior marketing responsibilities, technology challenges, database, promotions, whatever you need, be helpful? Give Amy 15 minutes on the phone. Let's see if we can help.

Contact Amy Hergenrother today at
EMAIL: amy@ravingconsulting.com
PHONE: 775-329-7864

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Raving Conferences & Events Schedule



Raving's Host Development Conference

Paris Las Vegas, Las Vegas, NV, July 11-12, 2016
Produced by Raving Consulting Company for BNP Media

<http://hostdevelopmentconf.com/>



Raving @ Casino Marketing & Technology

Paris Las Vegas, Las Vegas, NV, July 12-14, 2016
Produced by BNP Media Gaming Group

<http://www.casinomarketingconf.com/>



Raving @ OIGA Conference and Trade Show

Tulsa, OK, July 25-27, 2016

<http://oiga.org>



Raving's Annual Insider Party Las Vegas 2016

September 26-29, 2016

<https://www.ravingconsulting.com/conferences/>



Cutting Edge Table Games Conference

Flamingo, Las Vegas, NV, November 14-16, 2016
Produced by BNP Media

<http://www.tablegamesconf.com>



Raving's 19th Indian Gaming National Marketing Conference

Choctaw Casino Resort, Durant, OK, January 30 - February 1, 2017

<https://www.ravingconsulting.com/indian-gaming/>



Raving at NIGA

San Diego Convention Center, April 10-13, 2017

<http://www.indiangamingtradeshow.com>



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