

Loyalty Club and PD Boot Camp Refresher

**Steve Browne, Senior Raving Partner,
Player Development and Guest Service**

**Monday, July 22, 2019
9:15 am – 11:45 am**

DEFINITIONS:
Marketing

All business activity involved in the moving of goods and services from the producer to the consumer including advertising, packaging, distributing, promoting, etc.

The DNA of Casino Marketing – Six Common Elements

- Identification – Identifying potentially valuable customers for the organization.
- Value – Focusing on the value of customers to the organization.
- Relationships – Developing relationships between the organization and the customer.
- Reinvestment (Reward, Recognition) – Rewarding and recognizing customers who exhibit the desired behavior.
- Communication – Communication between the organization and the customer.
- Leverage / Leads – Developing sales leads/Leveraging the player to develop new players for the organization.

Executing Against The Six Common Elements

- **Identification** – We use the players club as an identification tool to identify potentially valuable players for the casino.
- **Value** – Through use of a players club card we can track a player's spend and calculate their worth to us across a wide range of play.
- **Relationships** – The players club information allows us to build strong relationships with players through the information we get about them.
- **Reward** – Once again, the players club is our vehicle to reward customers and reinvest in them to keep them loyal and spending their gaming dollars with us.
- **Communication** – Our ability to communicate with players is enhanced through the information we have on them in their players club files.
- **Leverage** – We can use these relationships to leverage new relationships.

DEFINITIONS:

Players Club

Players Club = Loyalty Program

A Marketing Program Designed to Promote Loyalty and Develop Repeat Business by Offering Incentives to Customers When They Make Purchases and Buy Products and Services.

Examples:

- Frequent Flyer Programs**
- Punch Cards**
- Grocery Store Discount Clubs**

Keys To A Successful Loyalty Program

- High Perceived Value
- Emotional Connection (Two-Punch)

How Does A Loyalty Program Work

The Proposition

Player Information  Customer Rewards

The Merry-Go-Round



The Goal:

**High Perceived
Value &
Emotional
Connection**

Points, Awards, Bonuses, Comps



People – Employees, Customers

The best and highest use of a players club is to develop and strengthen the relationship between the members of the organization (Team Members) and the people the organization serves (Guests) while providing rewards of higher perceived value.

Loyalty Program Sales Objectives

1. Sign players up for the club. (Identification)
2. Sell them on the benefits so they use the club card every time they play. (Value & Reinvestment)
3. Continue to strengthen a relationship with them through database information, club benefits, service skills, and club promotions and events. (Relationships, Communication, Leverage)

DEFINITIONS:

Casino Player Development

- **Casino Player (N.)** – One who plays games of chance in a casino.
- **Develop (V.)** – To expand or enlarge; to improve the quality of; to refine.
- **Casino Player Development (N.)** – The business function of expanding the number of casino players or improving the quality (amount) of their play.
- **Casino Host (N.)** – A casino employee whose primary job duty is to expand the number of known casino players or improve the quality (amount) of their play.

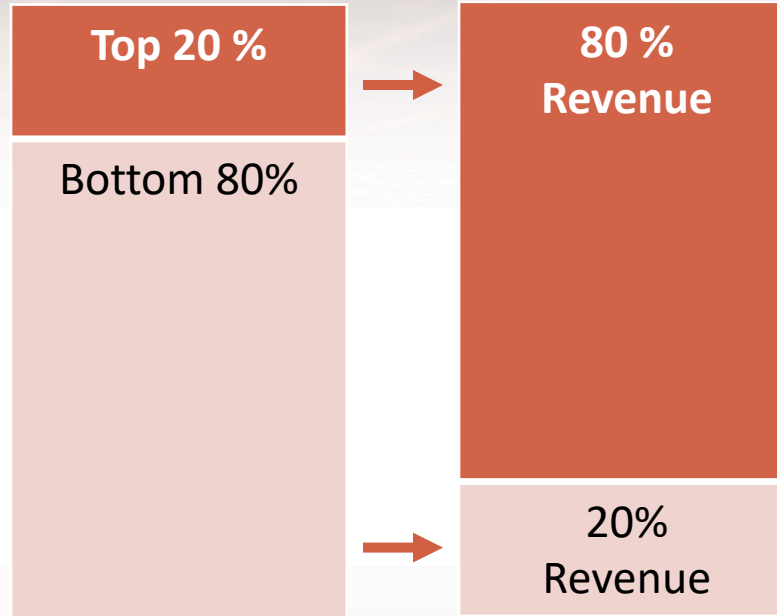
20% OF CUSTOMERS PRODUCE 80% OF PROFITS

Pareto Principle (20/80 Rule)

This principle has been proven across numerous businesses. While in some gaming markets, with little high end (premium) business, the Pareto Principle may be 50/20 or 60/20 or 70/20, the point is still the same:

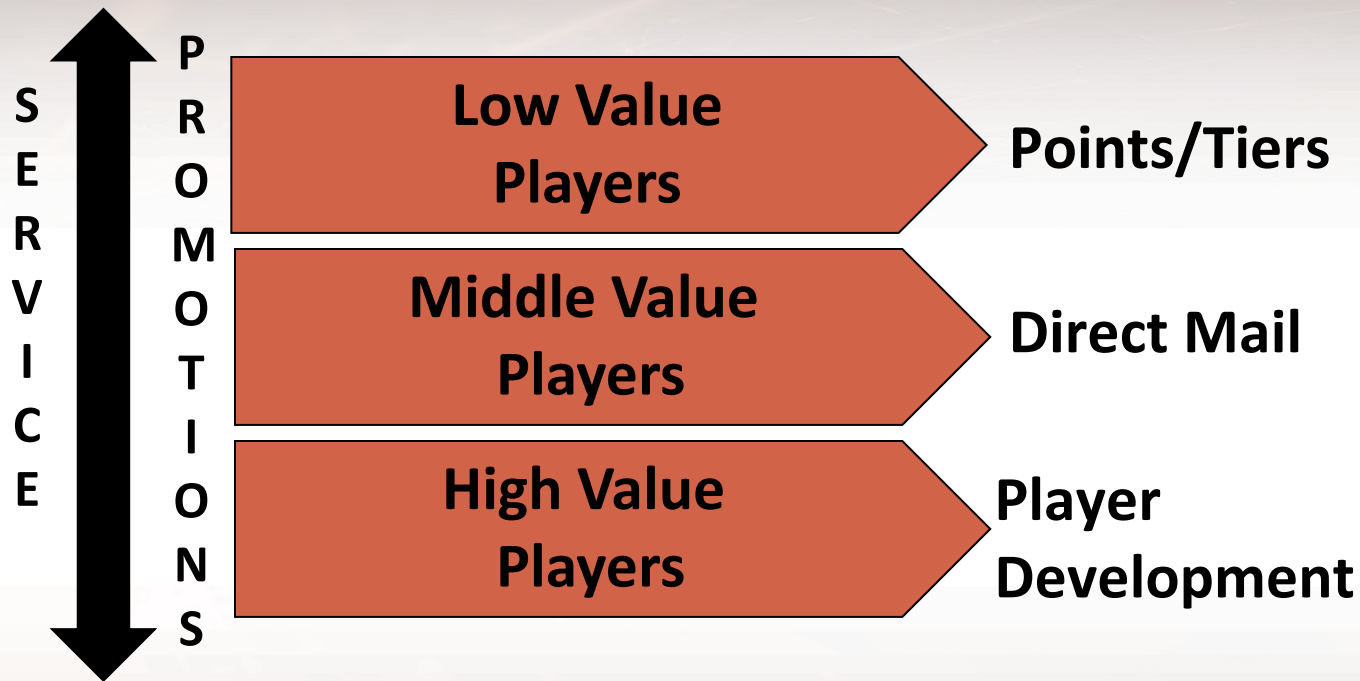
A relatively small number of gaming customers produce a disproportionately high percentage of gaming profits.

Pareto Principle (20/80 Rule)



**Marketing
Tactics &
Strategies
Vary in Cost
& Resources
According to
the Relative
Value of
Players**

How Loyalty Programs And Player Development Fits Into Your Casino Marketing Program



Player Segmentation

1. Low Value Players

- First Trippers/Trial
- Frequency/Loyalty
- Tier Benefits/Players

2. Middle Value Players

- Direct Mail Segments
- Tier Segments/Benefits

3. High Value Players

- Coded Players
- VIP Players
- Developmental Players

Key Player Development Concepts

Outbound & Inbound Services

Outbound – Services and actions initiated BY THE HOST for the purpose of achieving their job duties, targets and goals. Key Strategies: Growth, Reactivation, Acquisition

Inbound – Services and actions initiated BY THE PLAYER for the purpose of facilitating a trip to the property or service while at the property. Key Strategies: Retention

Four Key Player Development Strategies

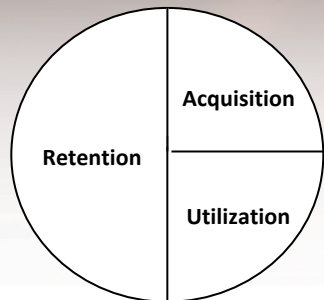
Acquisition – The act of acquiring new customers.

Retention – The act of maintaining a consistent level of participation from regular customers.

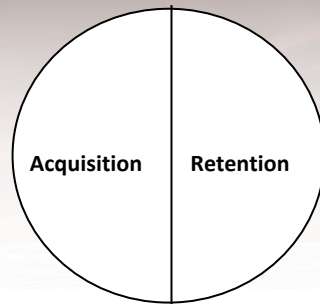
Growth (Incremental) – The act of improving the quality and amount of an existing customer's play.

Reactivation – The act of reacquiring existing customers who have stopped playing.

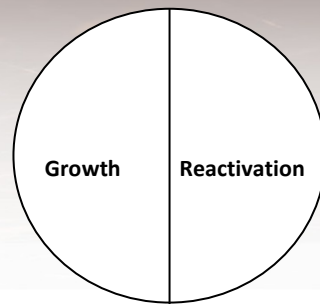
Position Models



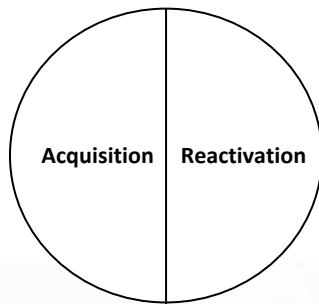
Ambassador



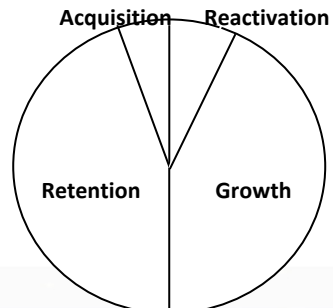
Floor Host



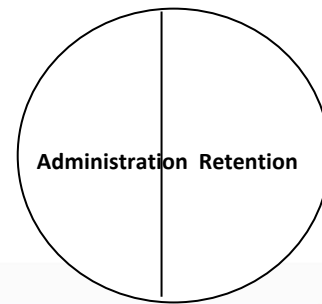
Sales Host



Outside Host

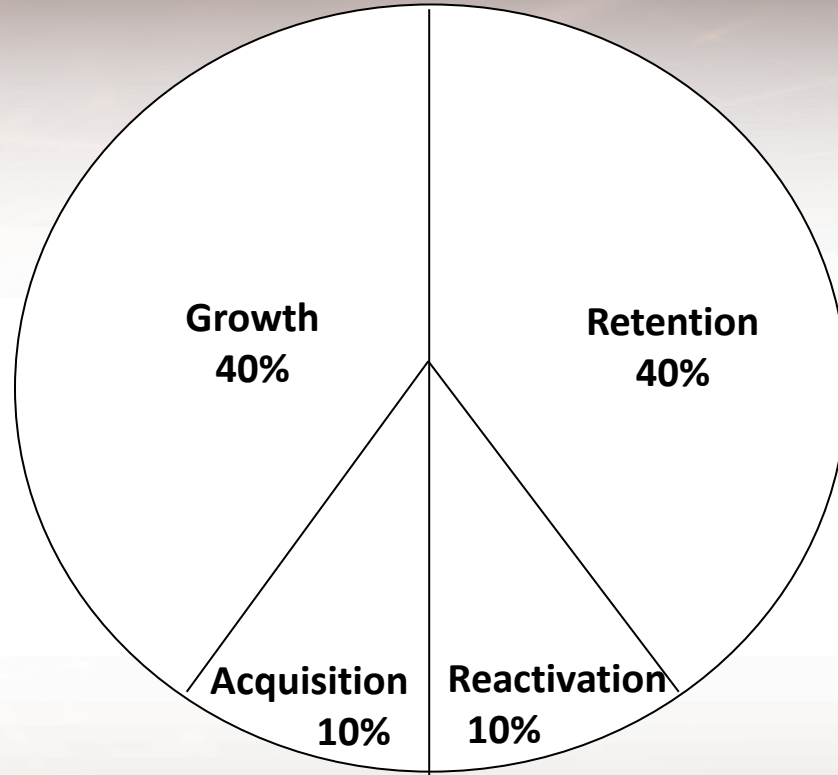


Executive Host/Host



Coordinator

Generic Host Position Model



Current Host Models

- Generic – Inside Only/Multilevel
- Outside-Inside
- Domestic/International
- Hunter/Hugger
- Casino/Executive/VIP
- Ambassador/VIP Rep
- PD Coordinator

Significant Points

- **Although modern PD includes both service and sales elements, it should be a primarily sales-focused endeavor.** (Eliminate as many non-essential tasks as possible.)
- **Primary goal is to build incremental revenues from untapped resources within the database.** (Make sure you have a proper, math-based lead generation engine.)
- **To do this Hosts need to be trained in specific sales skills.** (Not just service.)
- **The Host needs to be the smartest person in the room when it comes to your product.** (Look at your training programs for Hosts, from initial training to ongoing.)
- **PD needs to be separated from, and unencumbered by, marketing programs aimed at low to mid value players.** (Don't try to love these players through the mail.)
- **All sales start with Lead Generation and that is always math-based and metric-driven.** (Build a step-by-step sales process starting with a sales lead.)
- **Host should be managed strategically around the dynamic of the four strategies of PD: Acquisition, Retention, Growth and Reactivation.** (Build your Position Models.)

Categorizing Players

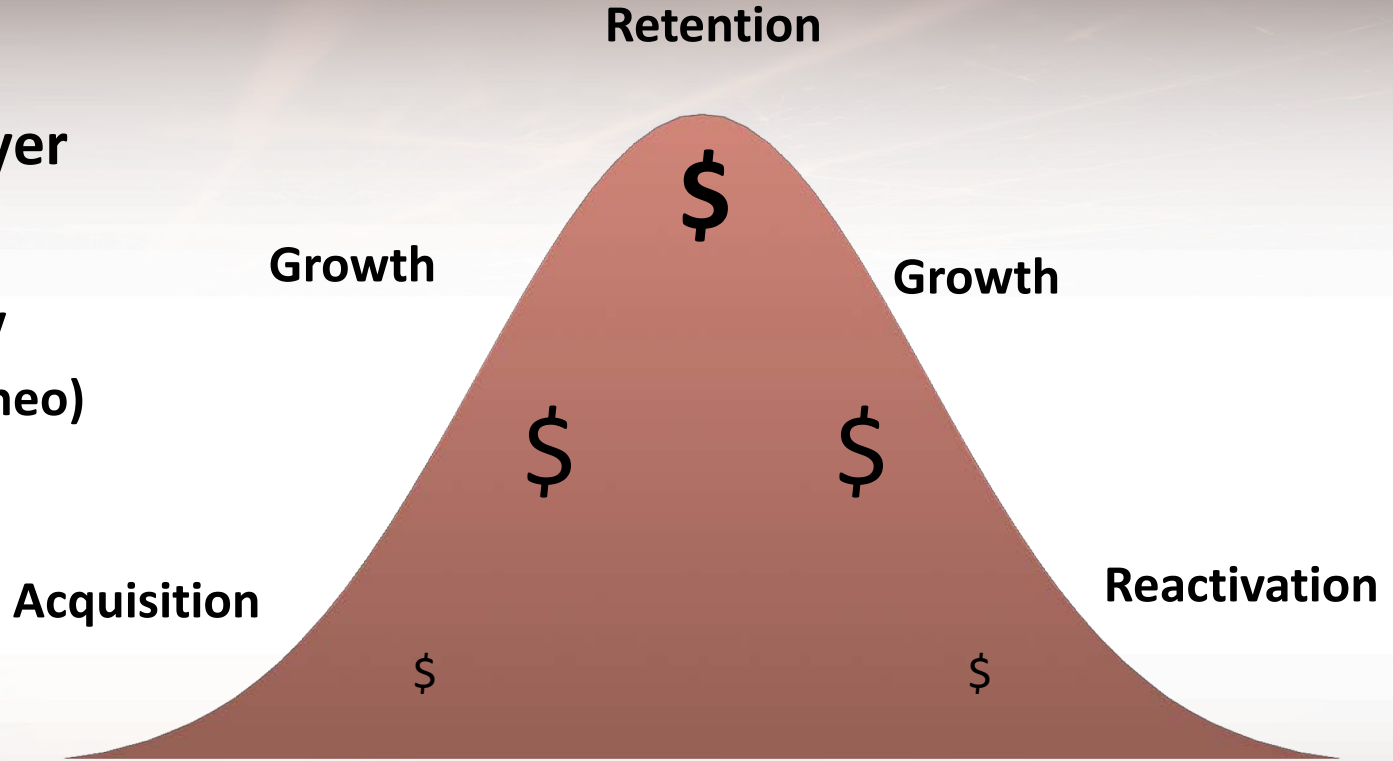
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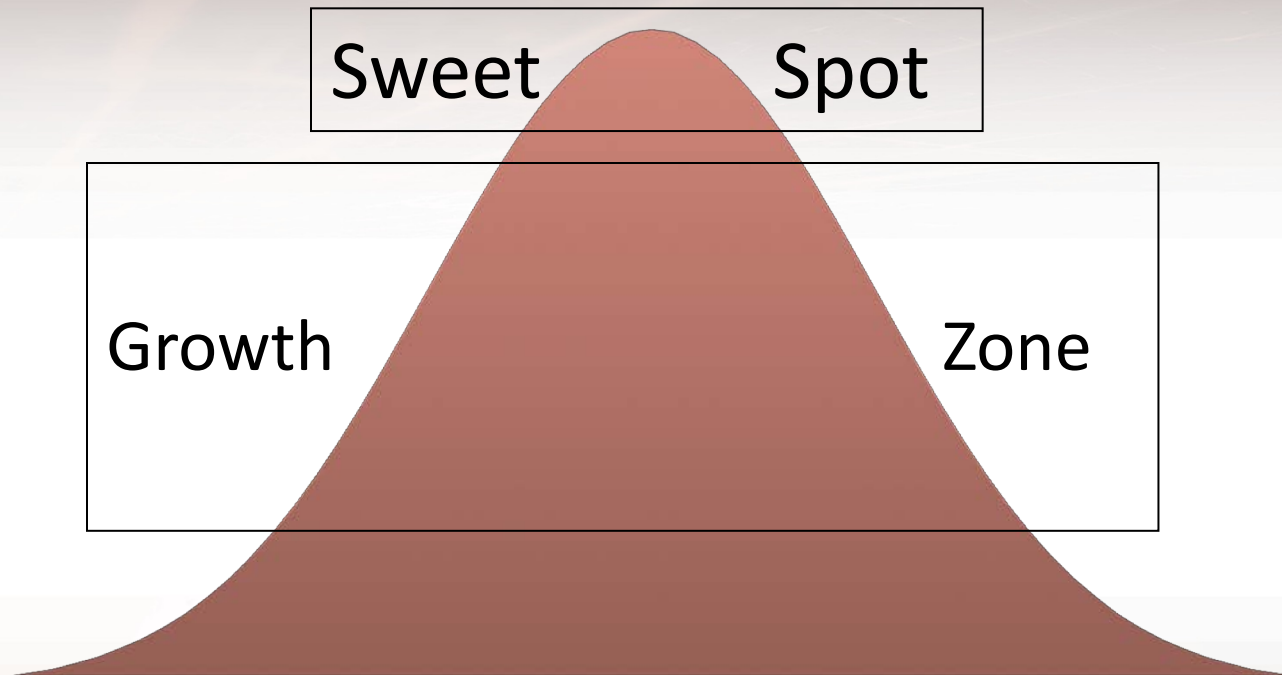
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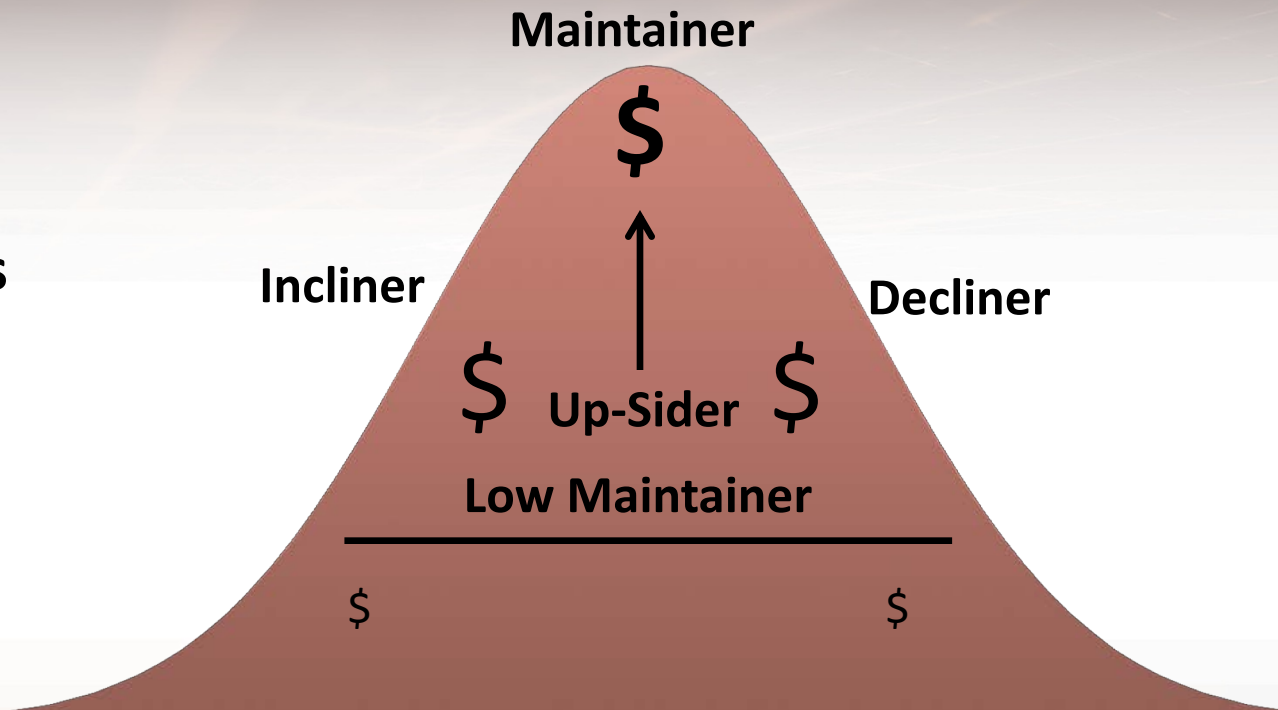
**Lifetime Player
Bell Curve
(By Spend Only
ADT or Total Theo)**



Sweet Spot & Growth Zones



Player Profiles by Spend

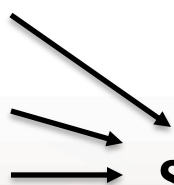


Review: Player Categories

Primary Category

- Retention Player
- Growth Player

Secondary Category

- Maintainer – Retention
 - Incliner – Growth
 - Decliner – Growth
 - Up-Sider – Growth
- SALES LEADS
- 

**Finding Your
Sales Leads**

Incliner/Decliner – Trending Reports

Upsider – SAM (Sales Analysis Metrics)

Incliner/Decliner Trending Reports

- Compare significant KPIs (Key Performance Indicators)
- KPIs = Theo/ADT/TT/ATF of Player
- Compare 12 to 6, 6 to 3, 3 to 1 Months performance
- Look for consistent incline and decline trends

SAM Methodology

- **SAM (Sales Analysis Metrics)**
- **KPIs = Trip & Theo (ADT)**
- **Categories: Low Trip/High Value, Low Trip/Low Value, High Trip/High Value, High Trip/Low Value**
- **Key is to filter for Low Trip/High Value & Low Trip/Low Value**

Significant Points

- **Develop lead list of players from trending and SAM reports (decliners/low trip).**
- **Prioritize according to value.**
- **The numbers tell you what, they don't tell you why.**
- **Generate lead lists and filter for profile data (geography, profitability, reinvestment, host information, etc.).**

Sales Leads Players

Player Profile Data

**Buy Factors Buy
Decisions**

Benefit/Offer

Buy Decision

Sales Fulfillment

The Sales Process: Selling Step by Step

Q & A

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Your Conference, Your Learning, Your Peers

Presenters: Deana Scott, Raving CEO

**Steve Browne, Senior Raving Partner, Player Development
and Guest Service**

Monday, July 22, 2019

1:00 pm – 1:45 pm



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Raving's Loyalty and Player Development Conference Attendees

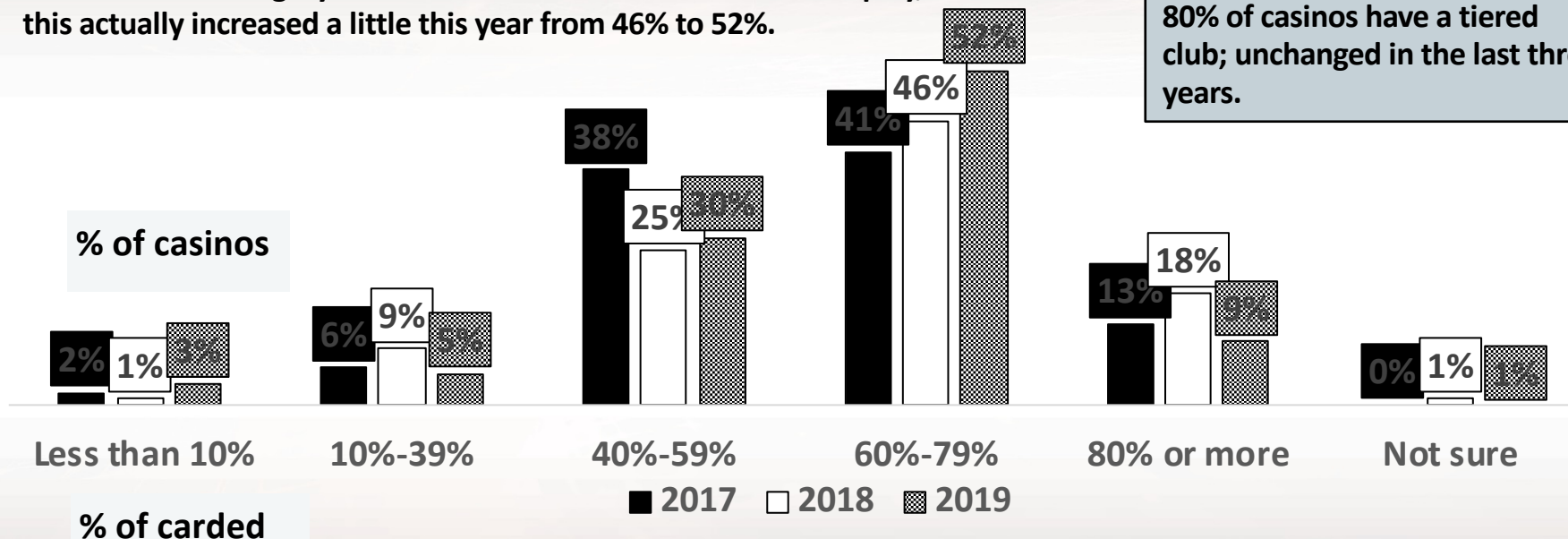


Percent of Carded Play: Three-year Trend

There was some decline in the percentage of casinos that have 80% and over for carded play—it fell from 18% to 9% which is a significant change. The dominant category is still casinos that have 60-79% carded play, and this actually increased a little this year from 46% to 52%.



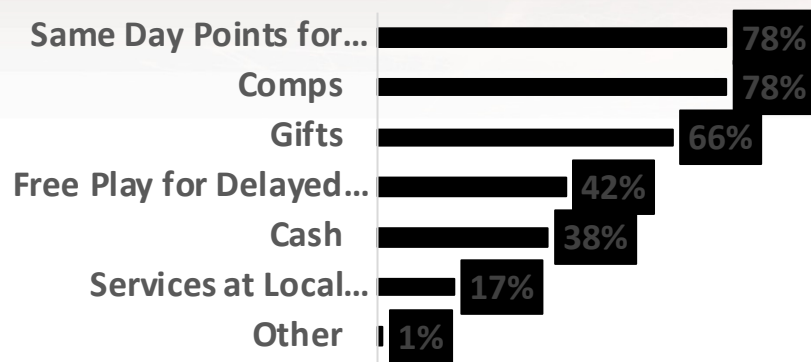
80% of casinos have a tiered club; unchanged in the last three years.



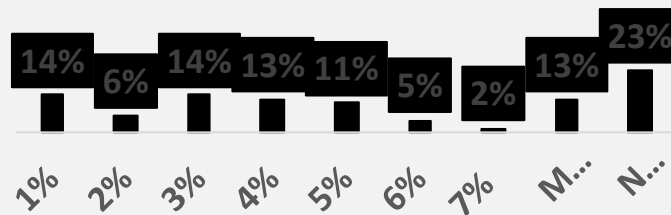
(N=66)

RAVING'S THIRD ANNUAL INDIAN GAMING NATIONAL MARKETING SURVEY

Club Redemption Options

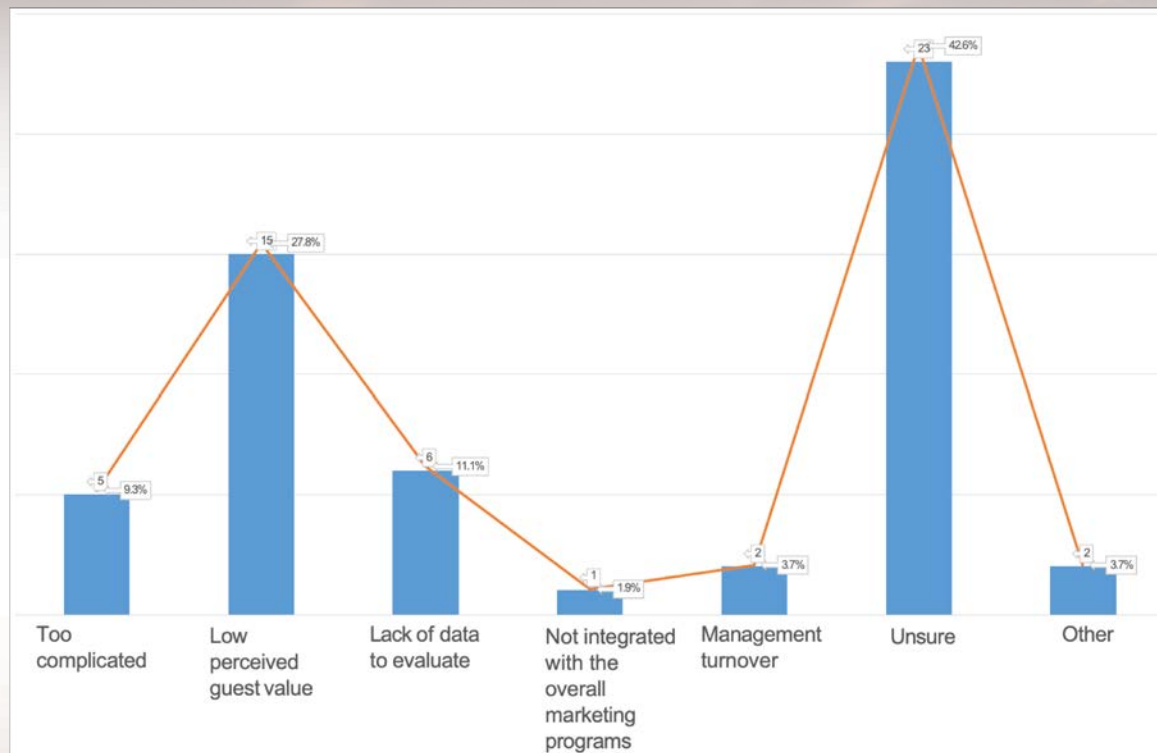


Reinvestment Ratio for Points Earned by Player

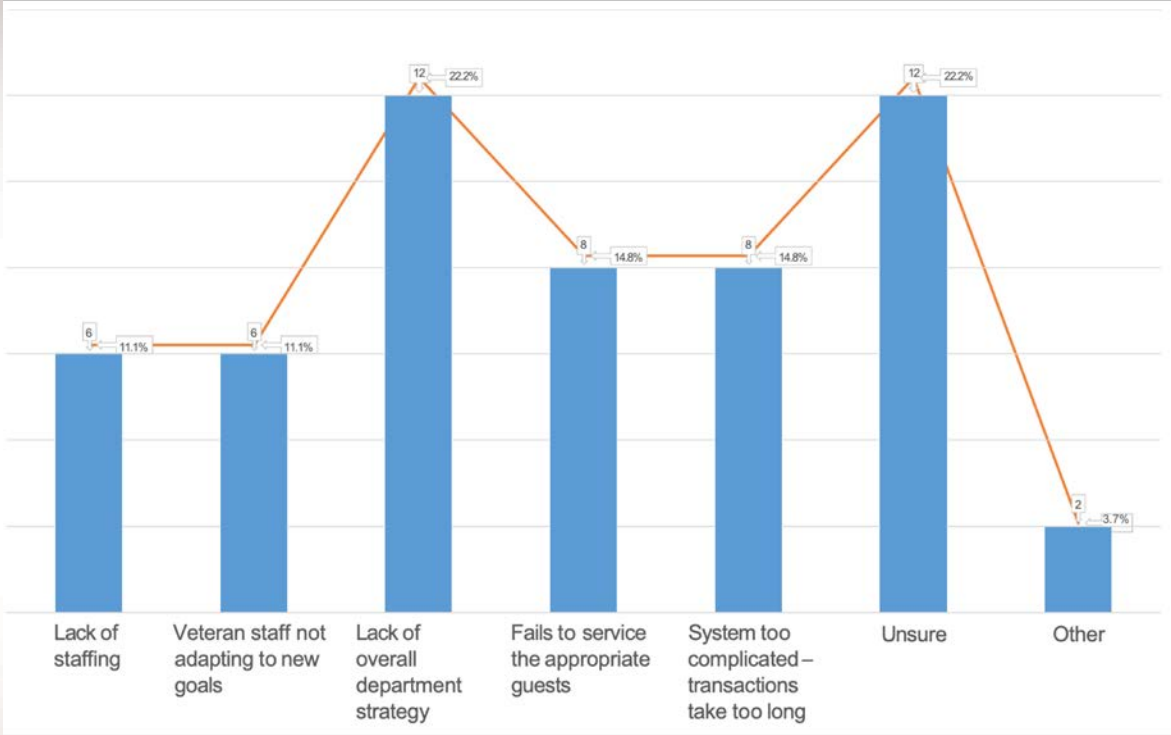


About one-third of casinos again this year are giving players the option of being able to cash out their points. Comping and Same Day Points for Cash are the most used club benefit. For three years, the percentage of casinos allowing players to cash out points has remained about the same. (N=65)

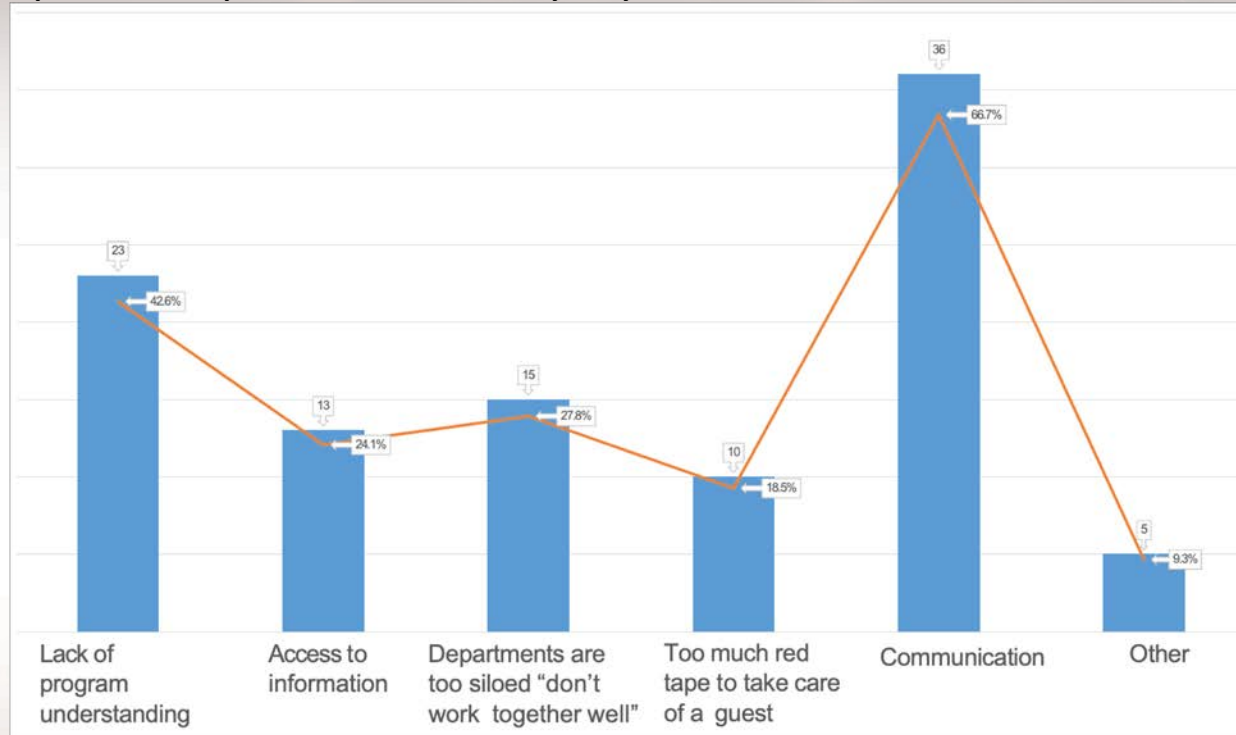
What is the biggest issue facing your Loyalty Club?



Challenges faced by player development departments



What are the top three operational frustrations you face when working together between your player development department and Loyalty Club?



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Team Challenge Workbook:

Loyalty & Player Development Department Structure
Develop Position Models
Develop an Incentive Program
Player Segmentation Strategy
Develop a list of VIP Events, Tournaments, Packages

But **Raving** knows.

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Amy Hergenrother, VP Client Services
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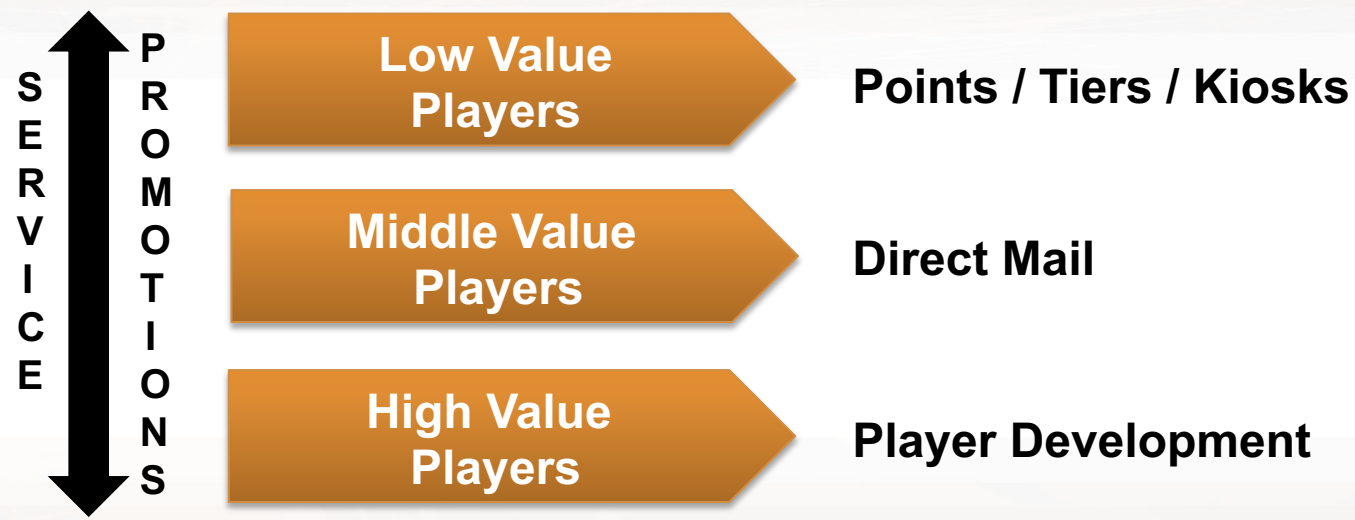
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Bridging the Gap: A Progressive Model for Integrating Your Loyalty Club and Player Development Departments

Presenters: Steve Browne, Senior Raving Partner, Player Development and Guest Service
Janet Hawk, Raving Partner, Player Development and Marketing

Monday, July 22, 2019
2:00 pm – 2:45 pm

Casino Marketing Function Overview



Problems With Current Model

- ❑ Boxes are not managed relative to one another to avoid layering of reinvestment tactics, inefficient crossover of tactics (call a host-itis for one), and excessive reinvestment across wrong segments (the free-buffet-for-two).
- ❑ Marketing tactics are segregated across the individual functions of Casino Marketing, Loyalty Club, and Player Development, leading to confusion and left hand/right hand syndrome.
- ❑ Opportunities to penetrate appropriate segment thresholds to drive incremental revenue are lost due to no strategic connection between tactics, functions, and personnel.
- ❑ The player journey gets hijacked and fragmented due to the turbulence caused by the boundaries created through vertical integration of these functions.

Bridging the Gap: A Progressive Model for Integrating Your Loyalty Club and Player Development Departments

**Building A New
Model: Assessing
Player Needs**

Player Type

Services

**Low Value
Players**



**Loyalty Club Services
Floor Service/Promotions**

**Middle Value
Players**



**Loyalty Club Services
Floor Service/Promotions
Comp Requests
Call Center Services (In/Out Bound)**

**High Value
Players**



**Loyalty Club Services
Floor Service/Promotions
Comp Requests
Call Center Services (In/Out Bound)
Outbound Sales Services
One-To-One Concierge Services**



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Bridging the Gap: A Progressive Model for Integrating Your Loyalty Club and Player Development Departments

Building A
New Model:
Assessing
Player Needs



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Bridging the Gap: A Progressive Model for Integrating Your Loyalty Club and Player Development Departments

Player Journey

Sign-up/Acquisition

New Player Floor Touch

Bounce-Back Offers

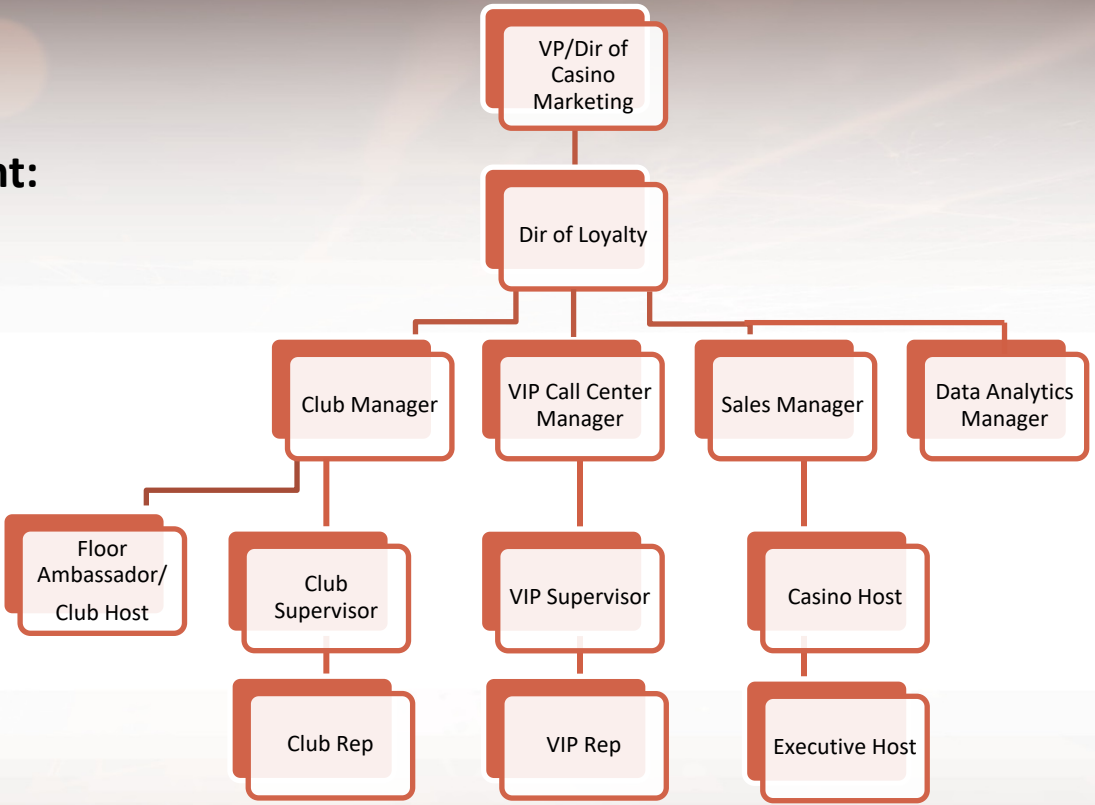
Evaluation (2/3 Trip)

Segment Assignment

Segment Tactics

Track/Lift/Growth

Combined
Loyalty
Department:
Org Chart

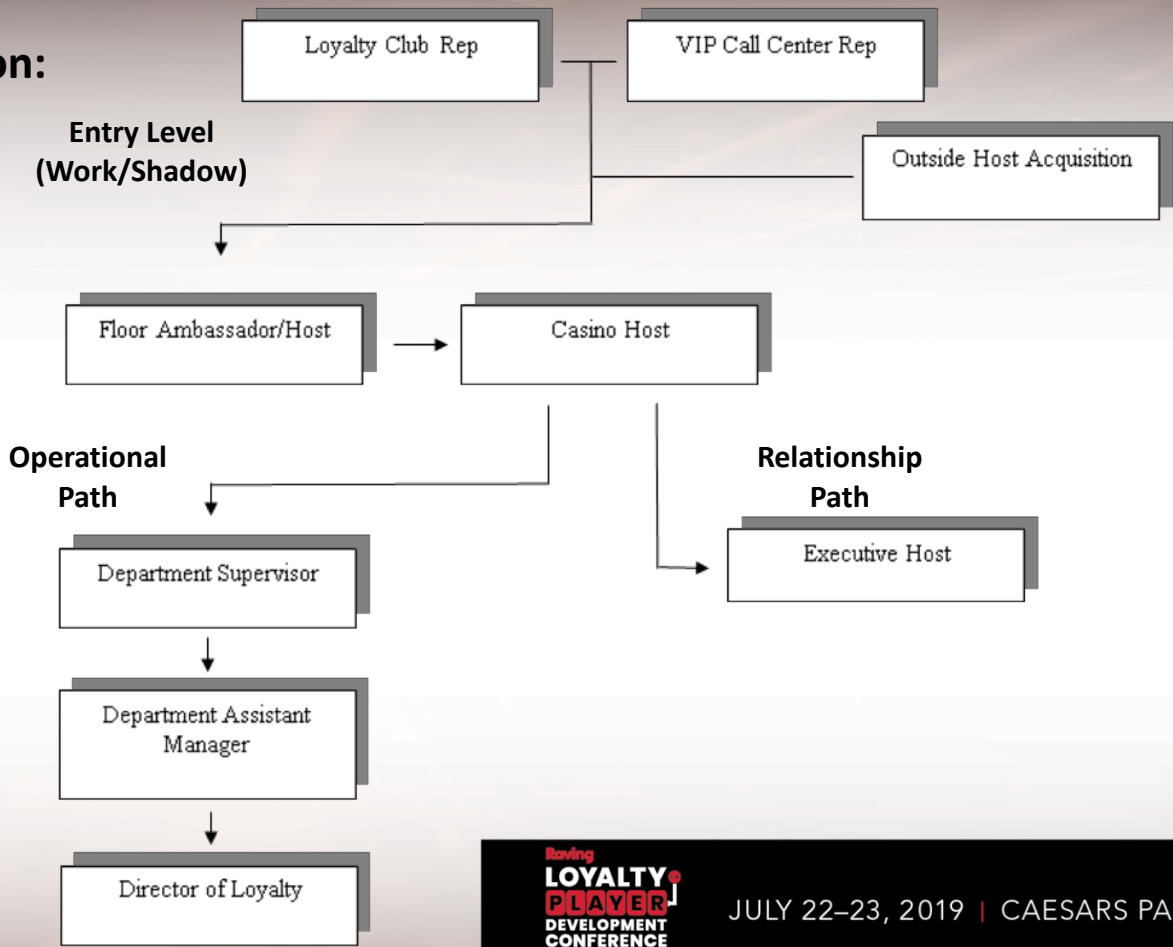


**Position
Duties**

Loyalty Club Reps	
Low/Middle/High Value Players	– All Administrative Club Functions – Floor Rotation (Card Sign-up/Card Usage)
Loyalty Club Floor Ambassador/Host	
Middle/High Value Players	– Floor Rotation (Card Sign-up/Card Usage) – All Guest Service Functions (Concierge Services, Minor Comp Requests) – Host Coordination (Player Touches, Concierge Services)
VIP Call Center Reps	
Middle/High Value Players	– All Inbound VIP Service Requests – Select Assigned Outbound Sales Calls to Targeted Lists
Executive/Casino Hosts	
High Value Players	– Manage Assigned Book of Business (High-value) – All Inbound/Outbound Services Against Assigned Book and Sales Targets



Loyalty Function:
Career Path



Significant Points/Takeaways

- ❑ Transforms your loyalty club reps into host/ambassadors to improve engagement with your mid-value players, freeing your hosts to focus on new revenue and high-value players.
- ❑ Utilizes the synergy between the Loyalty Club and PD function to extend your player development efforts deeper into your database where revenue growth potential is often greatest.
- ❑ Uses the integration of Loyalty Club and PD to overcome “call a host-itis” and the “free-buffet-for-two.”
- ❑ Uses the combination to create a defined and effective career path for team members within the Player Development and Loyalty Club areas.

Q & A

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CLUB Breakout:

Building the Loyalty Club of the Future

Moderator: Deana Scott, Raving CEO

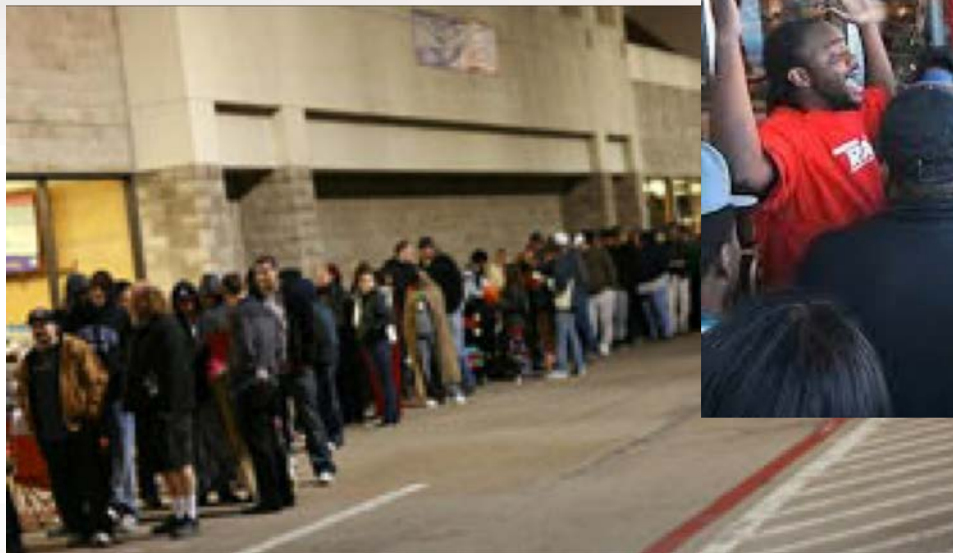
Presenters: Luisa Woods, Vice President of Marketing, Gaming and Entertainment,
Delaware North
Lee Simonson, Director of Loyalty Marketing, Northern Quest Resort &
Casino
Wendy Carter, Vice President of Marketing, Cache Creek Casino Resort

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Loyalty Clubs as Lifestyles



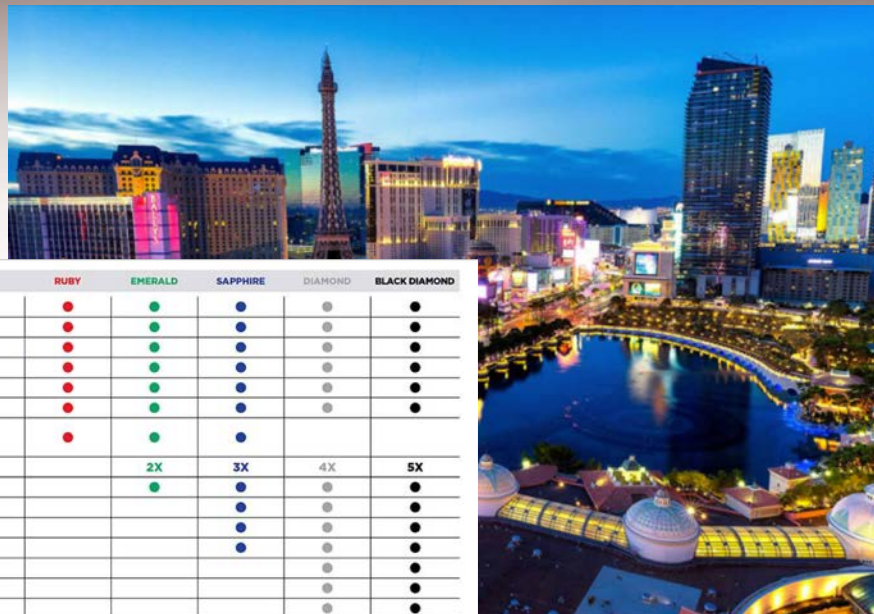
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Earn points for merchandise, food, drinks and more	●	●	●	●	●
Redeem points for Free Play	●	●	●	●	●
Access to great Members-only promotions	●	●	●	●	●
Exclusive email promotions/offers ¹	●	●	●	●	●
\$2 discount at Vineyard Buffet	●	●	●	●	●
Club 55+ Benefits	●	●	●	●	●
new 15% Discount - Lucky North® Club Destination <i>Call your destination directly to reserve using code LUCKYME</i>	●	●	●		
Bonus entries for drawings ²		2X	3X	4X	5X
Exclusive club anniversary offer ¹		●	●	●	●
Exclusive birthday offer ¹			●	●	●
Invitations to exclusive offers and events ²			●	●	●
Complimentary valet parking ²			●	●	●
Vineyard Buffet express line				●	●
Lucky North Club express line				●	●
Enhanced point value for beverage redemptions				●	●
Free check cashing					●
Personal ambassador					●
Private lounge access					●
new LUCKY NORTH® CLUB DESTINATIONS™ CALL TO BOOK: 1-877-290-8026					
Free Two Night Stays - Lucky North® Club Destinations				●	
Free 2x Two Night Stays - Lucky North® Club Destinations					●

¹Offers may vary
²Subject to availability

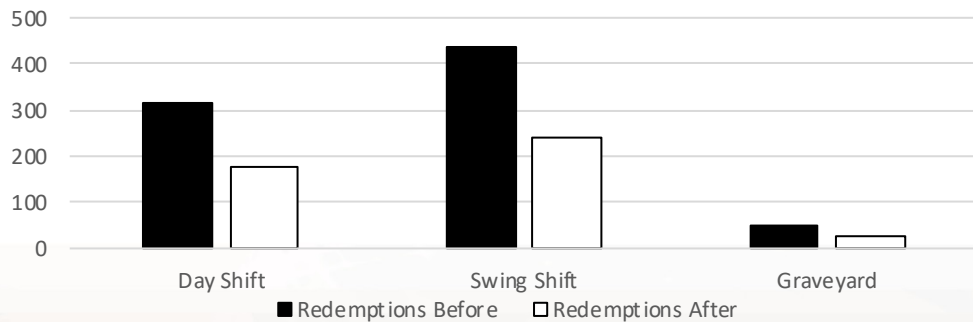


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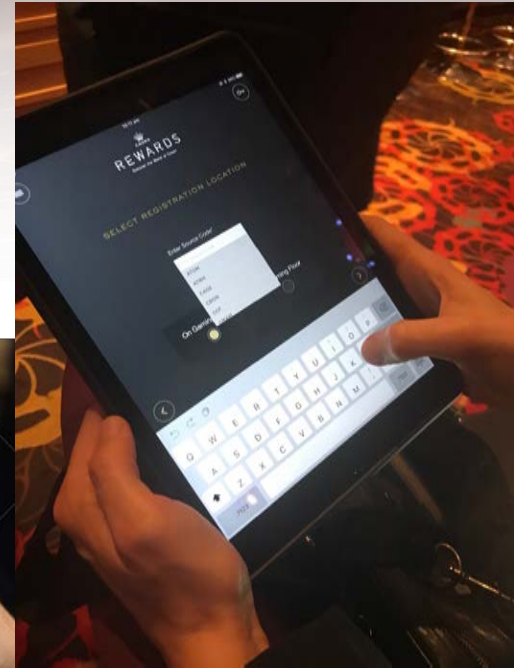
How is the Physical Structure Changing?

Player's Club Redemptions Before & After Kiosk Install



What should the loyalty club of the future include?

- Ability to share wins or experience
- Ability to build a personal profile
- Rewards for loyalty
- Ability to gain VIP level
- Website portal
- Mobile app
- Phone # identifier
- Player-facing rewards
- Gamification
- External partnerships



Q & A

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HOST Breakout: Analytics for Hosts

Presenters: Steve Browne, Senior Raving Partner, Player Development
and Guest Service
Lynette O'Connell, Raving VP Operations

Monday, July 22, 2019
3:00 pm – 3:45 pm

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Back To Basics

☐ Player Trip

☐ Theo (Value)

Back To Basics

**For Player Development, what is the
“KEY” metric?**

☐TRIP

**Value (Theo) is simply a “QUALIFIER.”
The key to successful sales metrics in the
gaming industry is not “THEO” but rather
“TRIP.”**

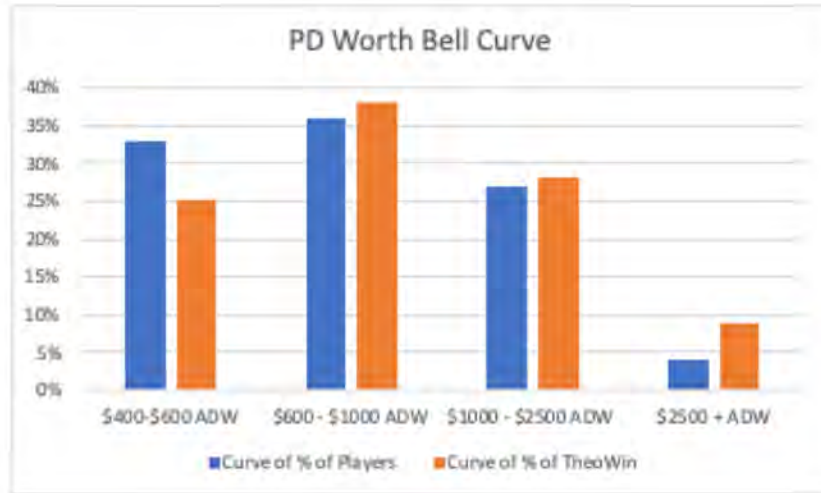
The Four Buy Decisions

1. To gamble. (Trip)
2. Where to gamble. (Trip)
3. To stay longer and play more. (Theo)
4. To buy a non-gaming amenity. (Trip)

Database Segments

Value is the qualifier. We use aggregate value to determine appropriate segments.

Bell Curve of Worth



- Identify which segments carry the most weight.
- Know where your existing business resides
- What do you do with this information?

Database Segments

Trip is the key. We use trip to identify sales potential and revenue growth.

Potential

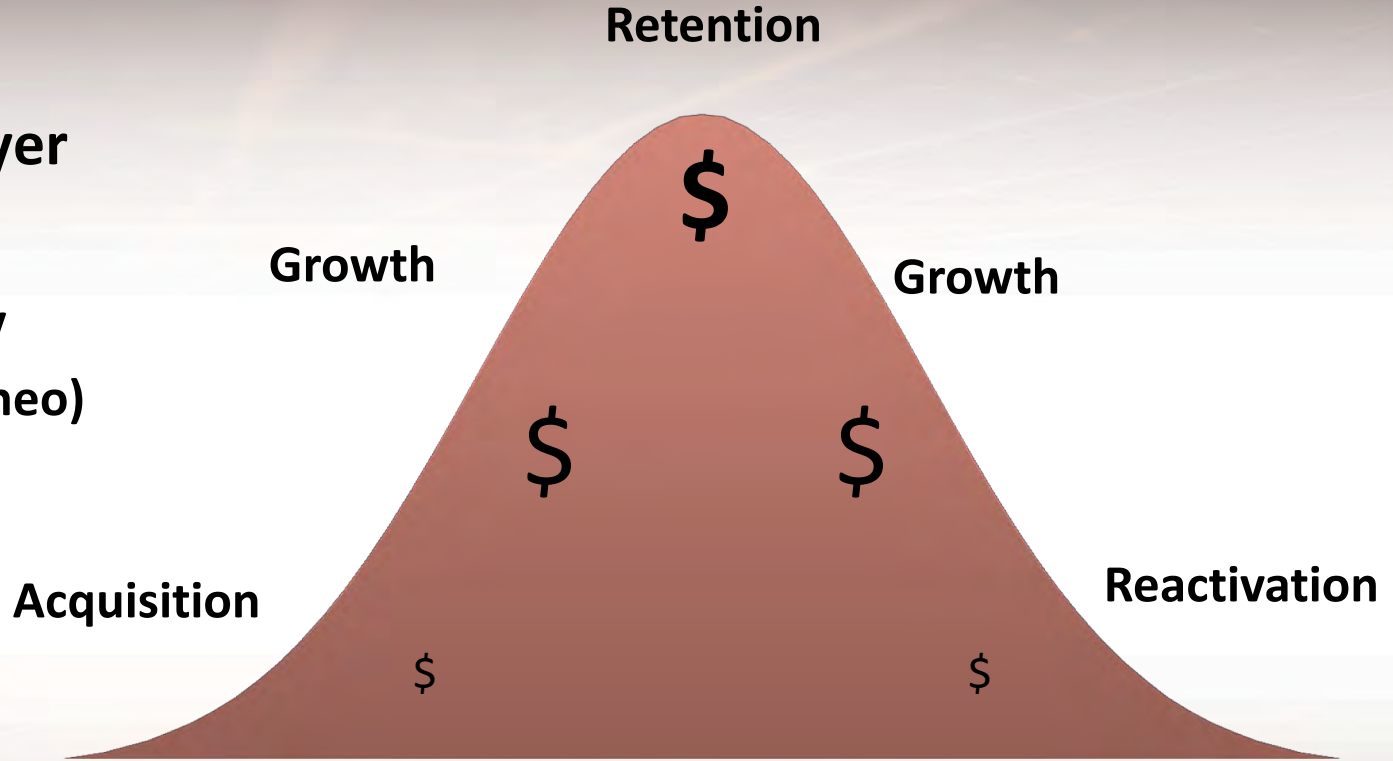
Distance	Freq	Players	Monthly Theo	Average Daily Theo	Avg Visits	Avg Visits Improved	Theo Increase	Avg Visits Improved	Theo Increase
Local	LF1	1,278	\$562,320	\$400	1.1	1.5	\$204,480	2	\$460,080
Local	LF2	875	\$923,157	\$400	2.5	3	\$184,631	3.5	\$301,843
Regional	LF1	2,250	\$992,123	\$400	1.1	1.5	\$360,772	2	\$807,877
Regional	LF2	1,010	\$1,010,000	\$400	2.5	3	\$202,000	3.5	\$404,000
Estimated Monthly Total Lift							\$951,883		\$1,973,800

- Exercise to show potential revenue by increasing visitation in low frequency players.
- What do you do with this information?

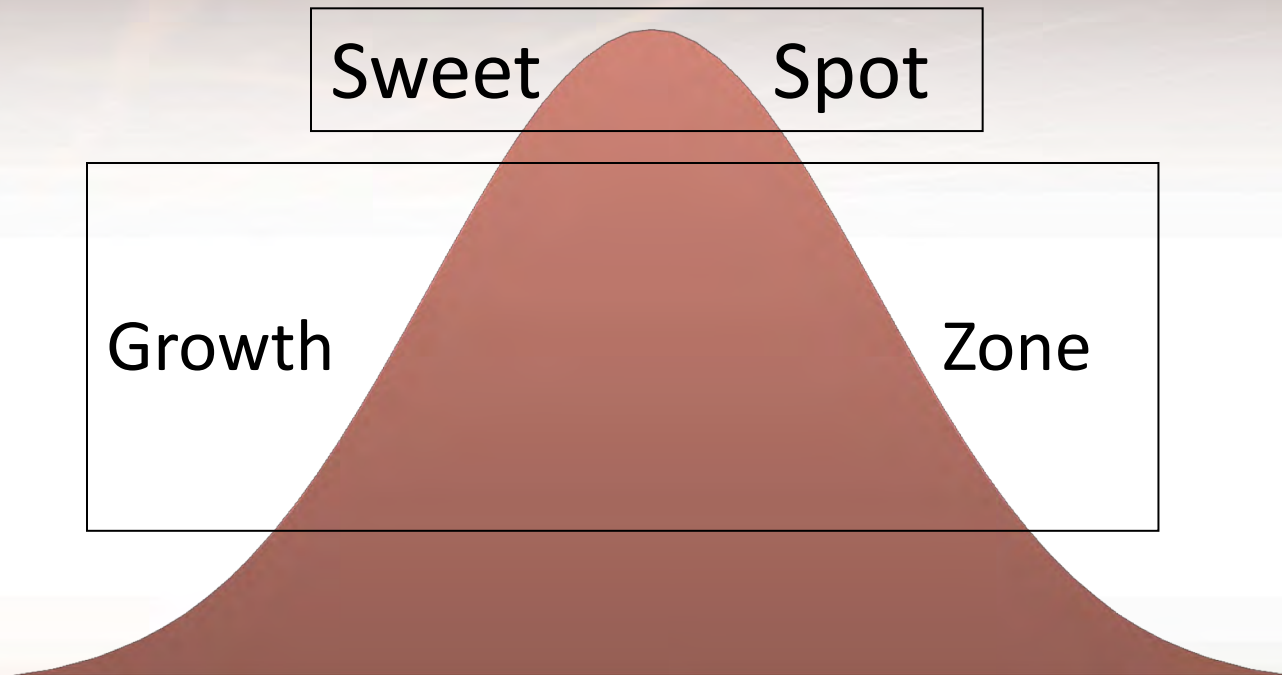
Basic PD KPI's

- ☐ ADT Across Group/Individual
- ☐ ATF Across Group/Individual

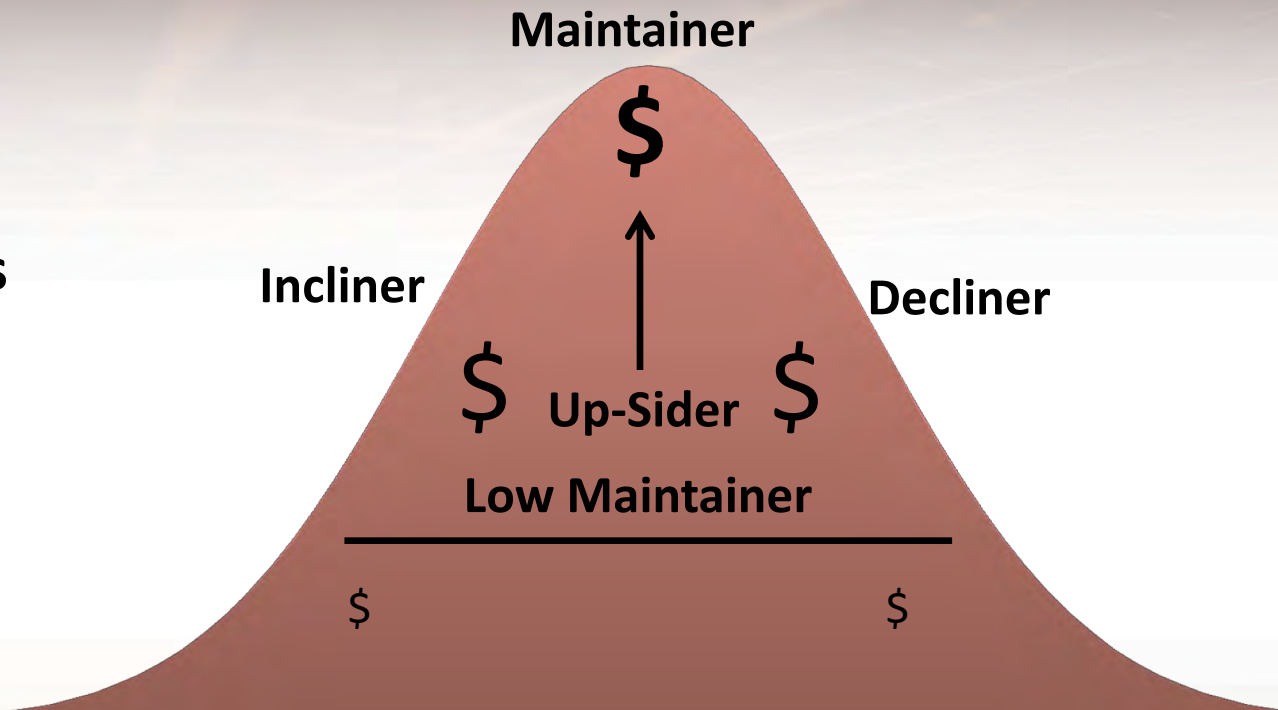
**Lifetime Player
Bell Curve
(By Spend Only
ADT or Total Theo)**



Sweet Spot & Growth Zones



Player Profiles by Spend

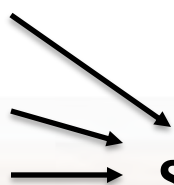


Review: Player Categories

Primary Category

- Retention Player
- Growth Player

Secondary Category

- Maintainer – Retention
 - Incliner – Growth
 - Decliner – Growth
 - Up-Sider – Growth
- SALES LEADS
- 

SAM

Categories

- ☐ Low/High
- ☐ Value/Trip
- ☐ Low Value/Low Trip
- ☐ High Value/High Trip
- ☐ Low Value/High Trip
- ☐ High Value Low Trip

Back To Basics

SAM Quadrant Placeholder



Trending Reports

- ❑ Track and compare player worth and trip data over prior periods and calculate significant decline and incliner play and visit levels.
- ❑ Use reports to create decliner leads to increase trip frequency among targeted player segments.

Trending Reports

Raving

Q4 Assigned Host:

- ☐ (Blank)
- ☐ Adam Williams
- ☐ Gus Jones
- ☐ Joe Smith
- ☐ Susan Jensen

Reservations - Trip count (trips) is in the last 30 days with a 3 to 1 TJ of 2.5-3.5

SAM	PlayerID	PlayerID	ADT	Trip Count 30 Days	Trip Count 90 Days	Trip Trajectory 3 to 1
24,321.79	151	120135984	4,331.68	20	65	3.25
16,337.53	70	1201516355	2,876.80	17	49	2.86
10,247.26	29	12011023546	1,635.87	7	18	2.57
8,476.97	152	1201694631	710.68	10	26	2.60
6,297.99	17	1201180288	1,365.13	4	10	2.50
5,481.53	66	1201854610	619.00	7	22	3.14

Growth - Upstream - Less than average total trips in the last 30 days with a 3 to 1 TJ of 2.5-3.5

SAM	PlayerID	ADT	Trip Count 30 Days	Trip Count 90 Days	Trip Trajectory 3 to 1
11,669.01	1201515854	4,141.81	3	9	3.00
4,578.20	1201148631	3,600.62	2	6	3.00
3,935.76	120195865	1,823.34	1	3	3.00
3,890.01	12011025027	2,685.56	3	8	2.67
3,071.62	1201648458	857.00	2	5	2.50
2,964.30	1201209131	1,007.58	3	9	3.00
2,412.01	1201655617	1,467.28	3	7	3.50

Growth - Inland/Day Reservations - All Reservations with a 3 to 1 TJ of 0-2.5

SAM	PlayerID	PlayerID	ADT	Trip Count 30 Days	Trip Count 90 Days	Trip Trajectory 3 to 1
47,120.83	12011169	57	4,819.74	14	14	1.00
36,525.30	12019674	38	5,445.04	8	12	1.50
29,014.21	1201316359	90	2,185.71	23	28	1.22
20,219.34	1201166575	40	2,548.98	8	13	1.63
18,218.29	12015736	23	4,562.18	5	10	2.00
15,357.18	120119087	95	1,983.56	21	34	1.62

Reservations - Inland - All Reservations with a 3 to 1 TJ of 0

SAM	PlayerID	PlayerID	ADT	Trip Count 30 Days	Trip Count 90 Days	Trip Trajectory 3 to 1
163	1201564493	78.53			25	
78	1201830250	240.49			10	
66	1201443062	144.85			11	
65	1201972639	303.23			10	
63	1201904224	239.24			4	
62	1201562943	305.07			6	
24210		320.25			3171	

Reservations - Inland - All Reservations with a 3 to 1 TJ of 0-2.5

SAM	PlayerID	PlayerID	ADT	Trip Count 30 Days	Trip Count 90 Days	Trip Trajectory 3 to 1
21,836.94	48	120116043	3,956.29	5	18	3.60
4,681.48	108	1201466481	623.70	8	31	3.88
4,130.89	16	1201997813	1,038.94	2	10	5.00
3,816.69	79	1201648324	1,521.70	4	15	3.75
3,202.61	43	1201448921	433.02	2	8	4.00
3,195.33	29	1201881658	698.88	2	9	4.50
2,694.44	48	1201570031	856.50	3	11	3.67

Key Measurement Take-Aways

- ☐ Group Theo/Trip
- ☐ Average ADT/ATF
- ☐ Categorize By Trip & Trend
- ☐ Set Goal From Theo & Trip
- ☐ Measure All Progress To Goal

Q & A

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Questions? Contact Amy Hergenrother
(775) 329-7864 | amy@ravingconsulting.com

Understanding Player Reinvestment from Both Sides, Player Development and Loyalty Clubs

Moderator: Deana Scott, Raving CEO

Panelists: Lynette O'Connell, Raving VP Operations
Mark Juliano, Vice President, Casino Marketing, Las Vegas Sands Corp.
Michael Minniear, Raving Partner, Data Analytics

Monday, July 22, 2019
4:00 pm – 4:45 pm

Ways we are rewarding our players

- Direct Mail
- Kiosks
- Discretionary Comps
- Events
- Promotions
- Free Play
- Self Comps
- Points



4 DISCOUNT VOUCHERS INSIDE

2 x Grilled Chicken Wings, Fries, Fruit Drink & FREE Toy

2 Pieces Chicken Strips, Fries, Fruit Drink & FREE Toy

ALL PEPE'S KIDS MEALS only £3.99

DESSERTS COLLECTION

WHEN YOU WANT THE BEST

BEST AVAILABILITY / BEST SERVICE

BEST PRICE

FREE

start with the Biggest & the Best!

1 of April get your bingo...



BJs
BINGO

@BjsReading

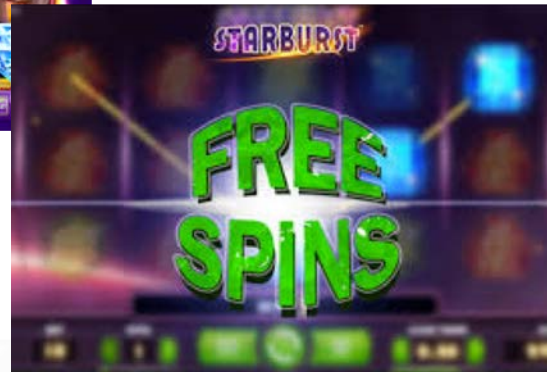
ONE PIZZA FOR THE DAY

FRESH YOU!

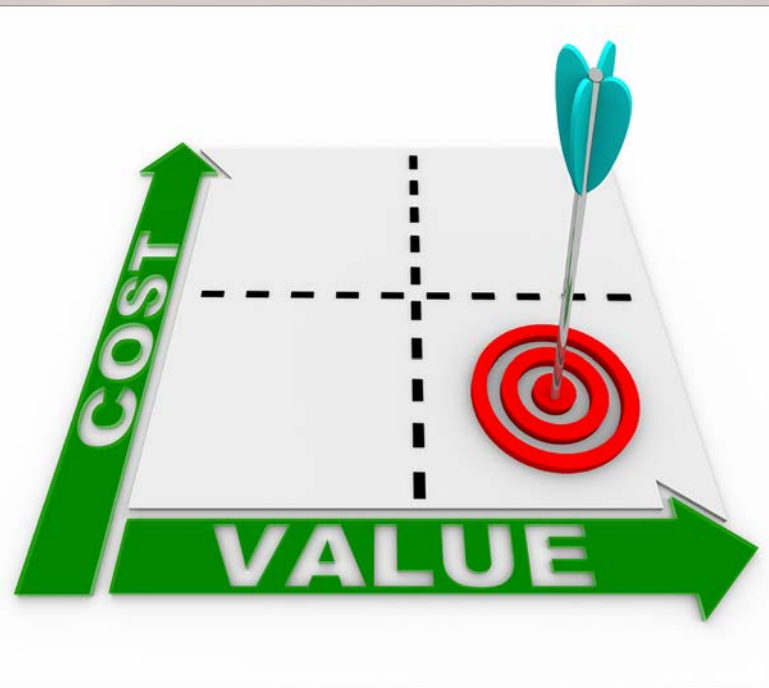
OFF food bill April 2017

Deal

WHICH SIDES WILL MAKE YOUR MEAL DEAL?









Q & A

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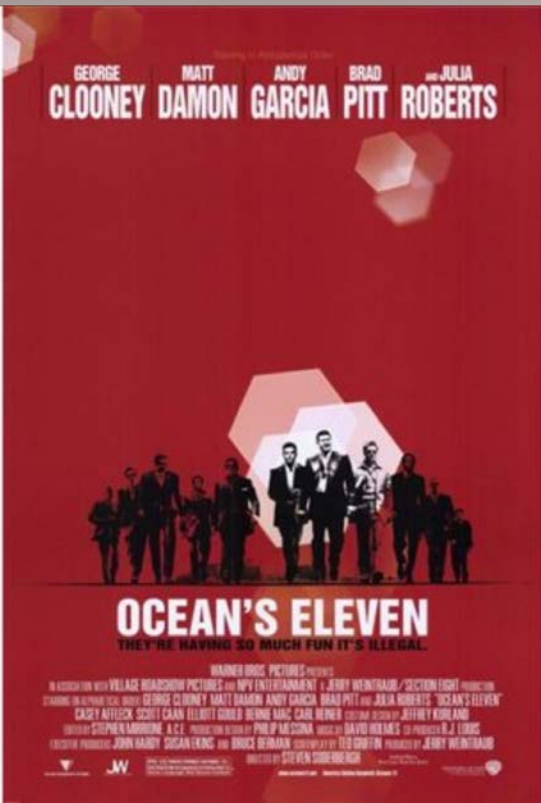
Questions? Contact Amy Hergenrother
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Building a Career Path Through Player Development

Interview with Kathryn Jenkins, VP and AGM,
Harrah's New Orleans

Tuesday, July 23, 2019
8:45 am – 9:45 am







Katheryn's Four Rules for Success:

- Meet with new hires
- 100% ethical
- Don't be the "Negative Nelly"
- Show respect



Q & A

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CLUB Breakout: Secrets of Successful Loyalty Clubs Revealed!

Presenters: Tom Osiecki, Raving Partner, Advanced Operations and Marketing
Lynette O'Connell, Raving VP Operations

Tuesday, July 23, 2019
10:00 am – 10:45 am

Casino Loyalty Clubs

The Emotions, Customer Experience & Trends

- 1) Loyalty Club Facts By the Numbers
- 2) Customer Experience (CX) Trends You Can Adapt
- 3) Casino Loyalty Club Trends That Can Work for You

Casino CX & Loyalty Club Trends

In the casino industry, loyalty clubs are the relentless work horses of marketing.

Loyalty clubs effect casino operations like veins, carrying offers and touching almost every departmental function.

Your club is responsible for attracting, sustaining, and retaining the most important players in your universe ... the people you know.

Casino Loyalty Clubs

Where casino loyalty clubs rank in collective membership among loyalty clubs in the United States?

What Research Says:

- 1) Retail
- 2) Airline
- 3) Hospitality
- 4) Gaming

Loyalty Clubs COLLOQUY Loyalty Census

U.S. consumers hold 3.8 billion memberships in customer loyalty programs, according to the COLLOQUY Loyalty Census.

Consumers belong to an average of 13.4 loyalty programs, but are active in only 6.7 programs.

- *54% of loyalty memberships are inactive*

Loyalty Clubs by the Numbers

78% of consumers report they are retracting loyalty at a faster pace than three years ago.

- There's very little keeping consumers loyal.
- A guest may visit your casino one week, but then switch to a competitor the following week because they received a coupon.
- They're simply going wherever the price/value is the best.

Loyalty Clubs by the Numbers

Only 13% of customers are loyalists, who don't shop around.

- If there's nothing about your loyalty program that stands out to your guests, or builds an emotional connection, then they simply shop around.

Loyalty Clubs by the Numbers

78% of consumers prefer to access rewards and incentives online and want them immediately, compared with 22% who want their rewards and incentives by mail.

- It's important to make it as easy as possible guests to access their benefits.
- If guests could access and use their benefits whenever they wanted to on their mobile devices with no need for a physical coupon, they would engage much more.

Loyalty Clubs by the Numbers

71% of consumers decide to join a loyalty program because of money off of every purchase (Free Play) and 63% for free products; these are the top two most attractive rewards to consumers.

- Not surprising that free stuff is a powerful motivator to join a club.

Loyalty Clubs by the Numbers

94% of consumers name a consistently good customer experience as the main reason they remain loyal to a brand.

You could have the best loyalty program with all the benefits you can think of. If the experience isn't awesome, it won't work.

- Loyalty is not about the coupons and offers earned. It's bigger than price/value.
- Loyalty is about that emotional connection.

I Read Casino Research So You Don't Have To

CASINO LOYALTY: THE INFLUENCE OF LOYALTY PROGRAM, SWITCHING COSTS, AND TRUST

- Seyhmus Baloglu
- Yun Yin Zhong
- Sarah Tanford

University of Nevada Las Vegas

Emotional Attachment

“The findings demonstrate that emotional attachment of customers to the casino is the most critical attitudinal dimension of relationship marketing as it positively influenced all behavioral outcomes of loyalty.”

Customer Experience Trends

Loyalty Clubs CX Customer Experience

What is CX, Customer Experience?

- Customer experience (CX) refers to a customer's perception of their *overall* interactions with a company.
- Since customer expectations are higher than ever, customer experience has become a key driver of retention and acquisition.
- It includes every touchpoint a customer ever has with your company.

The team at Hotjar recently asked 2,000 customer experience (CX) professionals about the state of their company's customer experience strategies, methods, goals, and obstacles.

The big question was: **“What are companies that are delivering an outstanding customer experience doing differently than everyone else?”**

CX Customer Experience Trends 2019

1. Customer experience leaders prioritize delivering an outstanding experience *over everything else*.

2. Customer experience leaders focus on “old-school” methods to execute their CX strategy.

- Companies with successful CX initiatives prioritize “old-school” methods, such as talking directly and **listening to their customers** and do market research *much more than their less-successful counterparts*.
- And they rely *far* less on “over-hyped” methods such as chatbots, predictive analytics, and augmented reality than their less successful counterparts.

CX Customer Experience Trends 2019

3. Customer feedback is the #1 driver of successful customer experience strategies.

- Almost half of companies stated that customer feedback is the main driver of their overall CX strategy.

4. Lack of employee knowledge and training is the #1 obstacle keeping companies from achieving their CX goals.

- Training is the biggest obstacle that keeps companies from reaching their CX goals.

CX Customer Experience Trends 2019

5. Waiting for a response is the #1 thing that frustrates customers throughout their experience.

- The #1 frustration that customers have, with 1 in 5 respondents selecting it as the top pick.

Casino Customer Experience Trends

Casino Customer Experience Trends

**“Customers don’t buy products, they buy experiences”
– Shantanu Narayen, Adobe’s CEO**

Team Guest Experience

- Casinos that understand customer experience realize it starts with the first digital or phone contact and ends with a wave goodbye from the valet.
- Every team member in every department should know how their work affects and influences guests.

Casino Customer Experience Trends

Every Casino Customer Experience is Unique. Own It!

- Every casino has a unique niche that can't be duplicated.
- Each casino customer experience is the differentiator that sets you apart for the competition.
- The best marketing investment a casino can make is customer service and guest experience.

Casino Customer Experience Trends

Self Service is Here to Stay

- Results from Raving's recent Indian Gaming National Marketing Survey indicated that kiosks and apps were the leading additions to marketing technology.
- Guests that experience the ease of ordering food from a tablet at the table or a kiosk expect that experience at your casino. Check-in free hotels, where you go directly to your room, are cropping up across the country.
- Your guests compare you to the rest of the world and expect that technology.

Casino Customer Experience Trends

Mobile Mobile Mobile

- Your guests are increasingly mobile dependent. They shop, research and book transactions through apps.
- Guests use apps to communicate with friends, interact with companies and express their opinions.
- Getting your casino's loyalty club on mobile is literally getting your guest experience into people's hands.

Casino Customer Experience Trends

Know Your Customer

- Today's data availability allows you to treat your casino's guests according to their transaction patterns.
- Using big data or simply good use of existing customer data can give guests an experience that is customized to their personal preferences.
- Personalized offers lead to personalized customer experiences in today's changing markets.

Casino Loyalty Club Trends

Casino Loyalty Club Trends

Omni Channel is King! Reward Members for Evangelizing

- Offering rewards such as points or gifts to guests who refer new customers, share posts, post photos or create content is a leading trend in the loyalty universe.
- Customer Advocacy is possible because your guests interact daily via mobile phones on numerous social media channels.
- By rewarding Customer Advocacy, your impact on social media, mobile, and digital channels can mushroom and snowball.

Casino Loyalty Club Trends

Emotional Loyalty with Stuff you Can't Buy!

As we saw earlier, research indicates that emotional loyalty to your brand is one of strongest drivers of success. Use your club to relate to the unique market differentiators your brand delivers.

- Is your casino known for food? Offer unique rewards where guests can interact with your chefs.
- Is your spa top of the market? Offer contests or reward triggers that put your players into a spa party with friends and family.
- Back stage passes and meet and greet at concerts.
- Special casino interactions to learn new games.
- Private parties for casino guests at your event centers.
- Golf lessons with your pros.

Casino Loyalty Club Trends

Regional Partnerships Work

- To increase loyalty and value, tap into regional partnerships.
- Bind your guests to your casino and open up new guest experiences.

The Big Takeaway!

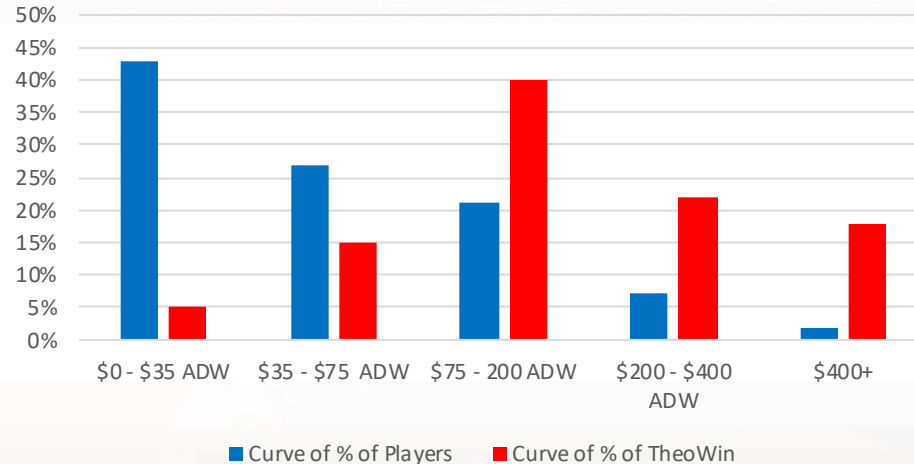
Differentiate Your Club

- Clubs that are unremarkable, fail to grow, and play it safe will fade.
- The most effective competitive club strategy:
 1. Understand your players emotional attachment
 2. Deliver a positive guest experience
 3. Keep ahead of changing trends

Understand Your Database for a Successful Club

Understand which segments carry the most weight

Database Bell Curve



Understand Your Database for a Successful Club

Use your club program to identify correct marketing techniques

OVERVIEW				
ADT	% Total	% Total Theo	PROGRAM	VOICE
PULSE PLUS				
Retail	43%	5%	Acquisition	Advertising
0-35				
THRESHOLD				
Gamers	27%	15%	Points, Kiosks, Tiered Cards	One to Many
35-75				
SWEET SPOT				
AEP	21%	40%	Direct Mail	One to Some
75-200				
JUNIOR HOST				
Jr. Hosted	7%	22%	Call Center	One to One Concierge
200-400				
PLAYER DEVELOPMENT				
Hosted	2%	18%	Player Development	One to One Host Relationship
400+				
Total	100%	100%		

Building A New Model: Assessing Player Needs

Player Type

**Low Value
Players**



Services

**Loyalty Club Services
Floor Service/Promotions**

**Middle Value
Players**



**Loyalty Club Services
Floor Service/Promotions
Comp Requests
Call Center Services (In/Outbound)**

**High Value
Players**



**Loyalty Club Services
Floor Service/Promotions
Comp Requests
Call Center Services (In/Outbound)
Outbound Sales Services
One-To-One Concierge Services**

Q & A

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HOST Breakout:

Janet's Top 10 Tactics for Building a Relationship Between You and Your Players

Janet Hawk, Raving Partner, Player Development
and Marketing

Tuesday, July 23, 2019
10:00 am – 10:45 am



What do we need?

**“The greatest
advantage of
speaking the
truth is that you
don’t have to
remember what
you said.”**

Anonymous



**TO BE TRUSTED IS
A GREATER COMPLIMENT
THAN TO BE LOVED.**

Lifehacks.io

RESPECT

=

LOYALTY





Accountability



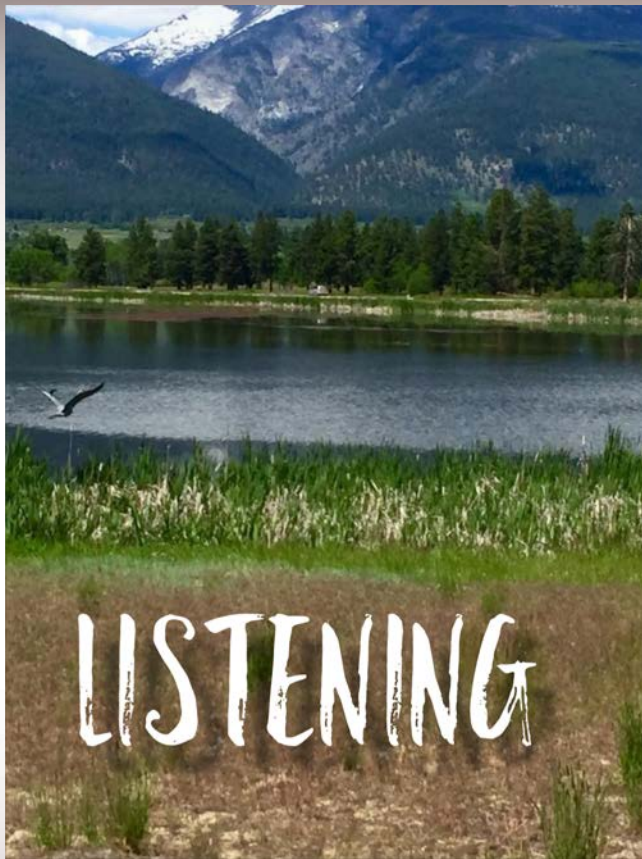


Follow up
And
Follow through



- *Confused?*
- *Unsure?*
- *Need clarification?*





Not to respond....
But,
To understand



Rising
LOYALTY
PLAYER
DEVELOPMENT
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Q & A

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CLUB Breakout: Host Skills for the Loyalty Club Team

**Dan Stromer, Raving Partner, Executive Development
and Operations**

**Tuesday, July 23, 2019
1:15 pm – 2:00 pm**

Quiz for Loyalty Club Skills

1. What are some of the hard skills (teachable) that Loyalty Club team members need to succeed?

- a) Computer Skills**
- b) Math Skills**
- c) Technical Skills**
- d) Organizational Skills**
- e) Communication Skills**

Quiz for Loyalty Club Skills

2. What are some of the soft skills (inherent) that Loyalty Club team members need to succeed?

- a) Personality**
- b) Attitude**
- c) Appearance**
- d) Problem Solving**
- e) Accuracy**

Who is in charge and defining the program?

What is your organizational chart?

Director of Marketing

Player Development Manager

Club Manager

CONTINUITY

Do they understand the math?

How many dollars to earn a point?

How many points to earn a dollar?

How can they be redeemed?

Do you have cash back?

Is there more than one bucket?

Do they understand the math?

Comparisons of programs

Every \$3 dollars coin in = 1 point (majority)
100 points = to \$1.00 = to .0033 of a \$1.00

Every \$5 dollars coin in = 1 point
100 points = to \$1.00 = to .002 of a \$1.00

Every \$1 coin in = 1 point
500 points equal to \$1.00 = .002 of a \$1.00
Is your video poker different?

Danger Zones

Multiplier Days 3x, 5x, 7x, 10x points

Video Poker Hold percentage

Table Games

Standard Calculation

Average Wager **x** Decisions per Hour **x** Theo **x** Length of Play

Do you have cash back in Tables?

Retail versus Wholesale Values

Buffet \$15.00 cost = to 1500 points. Cost of goods is 0.33% = to \$5.00.

1500 points = to \$4500 coin in $\times .00333 = \$14.99$

Hotel room is empty, it costs \$20.00 to turn over room.

Average daily room is \$100.00. Free with points. 10,000 points = to \$30,000 coin in.

30,000 $\times .00333 = \$99.99$. The real cost \$20.

\$4,500 coin in: House Hold is 10%. Casino win equals \$450 – \$15 buffet.

The real value is \$5. The casino profits \$445.

Triggers

When communication need to take place:

- ADT or ADW is it \$50 \$75 \$100
- Number of Trips
- They reached a new Tier Status
- Actual Loss
- Quick Loss
- New Players
- Reactivation

Succession Planning

New Hires

Opportunities

Career Development

Skill-based specific

Leadership

Four Additional Skills

You must be able to translate the VALUE.

THIS IS LEADERSHIP

1. Show up for work
2. Perfect your craft
3. Patience
4. Stay out of trouble

Q & A

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HOST Breakout: Tele-Selling without a “Freebie” to Give Away! Get Comfortable Calling Strangers or New Players Just ... Because

Presenters: Janet Hawk, Raving Partner, Player Development and Marketing
Daniel Wood, Raving Partner, Digital Engagement Solutions, and
VP of Sales, Engaged Nation

Tuesday, July 23, 2019
1:15 pm – 2:00 pm

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WE ARE CONNECTED BY ONE COMMON WISH....

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Relationship selling is not about getting the player to like the host ... but rather, getting the player to want the host to like him or her.

Call Reluctance!!



Common Obstacles ...

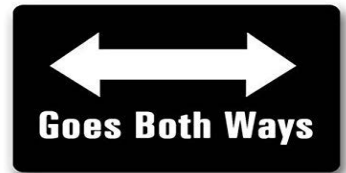
- Fear
- Attention
- Ego
- Time
- Assuming
- Accountability
- Discipline
- Embrace the suck



***The only way to
overcome is to engage!***

Secret to successful calls ...

CONVERSATION!



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Tele-selling success starts and ends with this ...

1. Planning
2. Preparation



Teleselling Guidelines

1. Tell them WHY.
2. Be in the moment ... listen.
3. Don't pontificate!
4. Use open-ended questions.
5. Use what you hear to form the next question.
6. Answer a question with a question.
7. Go with the flow.
8. Be honest.
9. It's not about you!
10. No distractions!
11. Prepare!
12. Be brief!
13. Take notes!

Secret to successful calls ...

LISTENING!!!

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Three Ls: Listen, Learn, Lead

Listen, so that you can...

Learn, what you need to know to...

Lead, the conversation!

W.A.I.T

Why Am I Talking?

Consider this question
before you begin



200MILLIONCOACH.COM

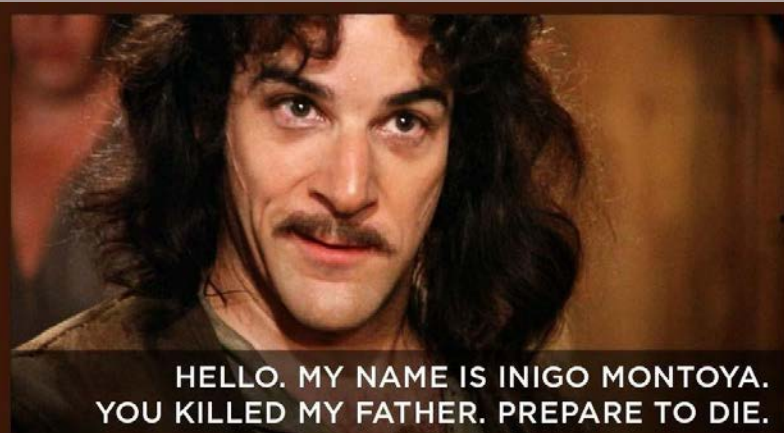
Four Key PD Strategies

1. Acquisition
2. Retention
3. Growth
4. Reactivation



Acquisition Call

- You most likely will not know the guest
- Introductions
- Sell the property
- Who, What, When, Where, Why & How



HELLO. MY NAME IS INIGO MONTOYA.
YOU KILLED MY FATHER. PREPARE TO DIE.

INIGO'S GUIDE TO NETWORKING SUCCESS

1. POLITE GREETING
2. NAME
3. RELEVANT PERSONAL LINK
4. MANAGE EXPECTATIONS

Retention or Growth Call

- You SHOULD know the guest
- You have some type of relationship
- You don't know enough history
- Get to know the guest's preferences
- ASK QUESTIONS

Reactivation Call

- May or may not KNOW the guest
- What happened? If anything?
- Where do they go now?
- Why do they go there?
- Ask questions, get to KNOW the guest

Phone Presence

1. Be prepared, be present
2. Every call is important
3. Smile
4. Assume your telephone voice
5. Project a natural, enthusiastic tone
6. Focus your entire attention
7. Enunciate your words
8. Avoid jargon

Q & A

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JULY 22-23, 2019 | CAESARS PALACE LAS VEGAS

Conflict Resolution and “Negotiation” Strategies for Player Development and Loyalty Clubs

Steve Browne, Senior Raving Partner, Player Development and
Guest Service

Tuesday, July 23, 2019
2:15 pm – 3:00 pm

HOLD THE CHICKEN

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Proper Negotiation Techniques

Rewards Versus Incentives

The prevailing gaming industry viewpoint is that amenities and offers, in the form of everything from food & beverage to rooms to free play to golf, etc., are basically rewards we offer players in exchange for having played (and lost) with us. (The main exception to this is the direct mail offer designed to incent a “future” trip, but even that is based on prior play.)

In most other industries, sales functions utilize these amenities, not to reward customers who have made purchases, but rather to incentivize customers to either make purchase or make more purchases.

Proper Negotiation Techniques

Definitions

- **Complimentaries**
 - (n.) something given or **supplied without charge**, such as lodging, transportation, or meals, especially as an inducement to prospective customers.
- **Retention Comps**
 - Retention complimentaries are given to players across all player segments **to incent loyalty and the maintenance of a standard level of play from all players**. They are generally conservative in nature and usually equate to an amount equal to, or in line with, the point awards given to club members for their play.
- **Growth Comps**
 - Growth complimentaries are comps that are **specific to the goal of driving incremental trips** and income from players over and above their normal level of play (lift). These are primarily aimed at players of high worth, or potential high worth, and are generally higher in value than retention comps.

Proper Negotiation Techniques

The Player Bank Account

A player's comp account (or rewards account or reinvestment amount, however you want to phrase it) is basically like a bank account.

To deposit in the account – you **PLAY!**

To withdraw from the account – you **REDEEM** rewards!

Play is play, but redemption can take the form of an outbound or inbound redemption, and a retention reward or growth reward.

Proper Negotiation Techniques

- **Always Lead With Your Best Shot**
 - Never negotiate price – you will be shopped.
- **Negotiate For Play – Not Rewards**
 - Never say no – negotiate play for pay.
- **Never Say No**
 - Rather than focus on what you cannot do, focus on what you can do.

Proper Negotiation Techniques

- **Education Is Negotiation**
 - It is up to us to educate them about what they get for their play.
- **A Simple Translation Of Benefits-To-Play Is Powerful**
 - Earn X points, get X benefit.
- **Never Apologize**
 - It's no one's fault they haven't made enough deposits in their account for what they are asking for.

Proper Negotiation Techniques

Handling Unearned Comp Requests

1. Never apologize. Always compliment them on their level of play instead.
2. Whenever possible, develop and offer a choice of a lesser comp (something they have earned) or the ability to earn the higher comp (e.g. “you can have that with another 100 points of play”).
3. Ask for their commitment. “What would YOU like to do?”
4. Offer something else, if possible (another service, a drink, a reservation, etc.)
5. Close with a positive parting comment or remark.

Conflict Management & Recovery

Definitions: Conflict Resolution

- Conflict – mental struggle resulting from incompatible or opposing needs, drives, wishes, or external or internal demands
- Resolution – the act of answering, solving
- Conflict Resolution – to solve opposing needs, drives, wishes, or demands

Conflict Management & Recovery

Definitions: Conflict Management

- **Conflict** – mental struggle resulting from incompatible or opposing needs, drives, wishes, or external or internal demands
- **Manage** – to handle or direct with a degree of skill, to work upon or try to alter for a purpose
- **Conflict Management** – to direct or alter opposing needs, drives, wishes, or demands for a purpose

Conflict Management & Recovery

Definitions: Customer Recovery

- Customer – one who buys, especially one who buys regularly
- Recovery – to bring back to normal, to make up for
- Customer Recovery – to bring back a person who buys

Conflict Management & Recovery

Personal Power

- **Successful conflict management and resolution is not about fixing problems, assigning blame, directing outcomes or mediating arguments.**
- **It is about restoring one's sense of power, their basic feelings about what is fair and how they should be treated and their place in the world around them.**

Conflict Management & Recovery

Things That Take Power

1. Arguing with the guest.
2. A blind adherence to following “THE RULES.”
3. Getting into a SHOUTING contest.
4. Trying to make it quick and easy.
5. Bribing the guest.

Conflict Management & Recovery

Things That Give Power

1. Listening and understanding.
2. Being accepting of, and validating, others needs and wants, whether you agree with them or not.
3. Giving something of yourself, your time, attention, and effort.
4. Negotiating in good faith.
5. Focusing on and making it about the guest, not about you (or your organization).

Conflict Management & Recovery

The B.U.D.D.Y. System (Be A Buddy)

B – Build a relationship.

U – Understand what the needs/wants are.

D – Deliver the expected service or solution.

D – Delight them with a follow-up.

Y – Yell about your success.

Session Take-aways

1. Rewards and amenities are most powerful when used as an incentive to future play rather than a reward for past play.
2. Never say NO, negotiate Play, not Rewards.
3. Customize and practice the “Unearned Comp Request Procedure” – keep it positive.
4. Successful conflict management is for the goal of bringing a player back, not making them happy.
5. It is all about restoring a guest’s sense of their own power.
6. Practice and use BUDDY in all conflict situations.

Q & A

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Questions? Contact Amy Hergenrother
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CEO

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Holly O'Brien

Vice President of Marketing & Advertising

Golden Nugget Las Vegas

Josh Williams

Client Service Director

Catalyst Marketing

Are you are using video
regularly to market your
property?

If you are not using video
on social, why not?

If your using video, what platforms are you using?

- Facebook
- Twitter
- Instagram
- YouTube

When to use social media video and the necessity of having a strategy and planning out a calendar of video topics in advance against a specified business goal.

How are you producing videos?

- In House
- Agency

Know your methodologies, formats and the requirements of each platform

Video Format Options



4

1

6

1

7

7

$$\frac{\text{Engaged users}}{\text{Reached users}} \times 100$$

2.1% Engagement

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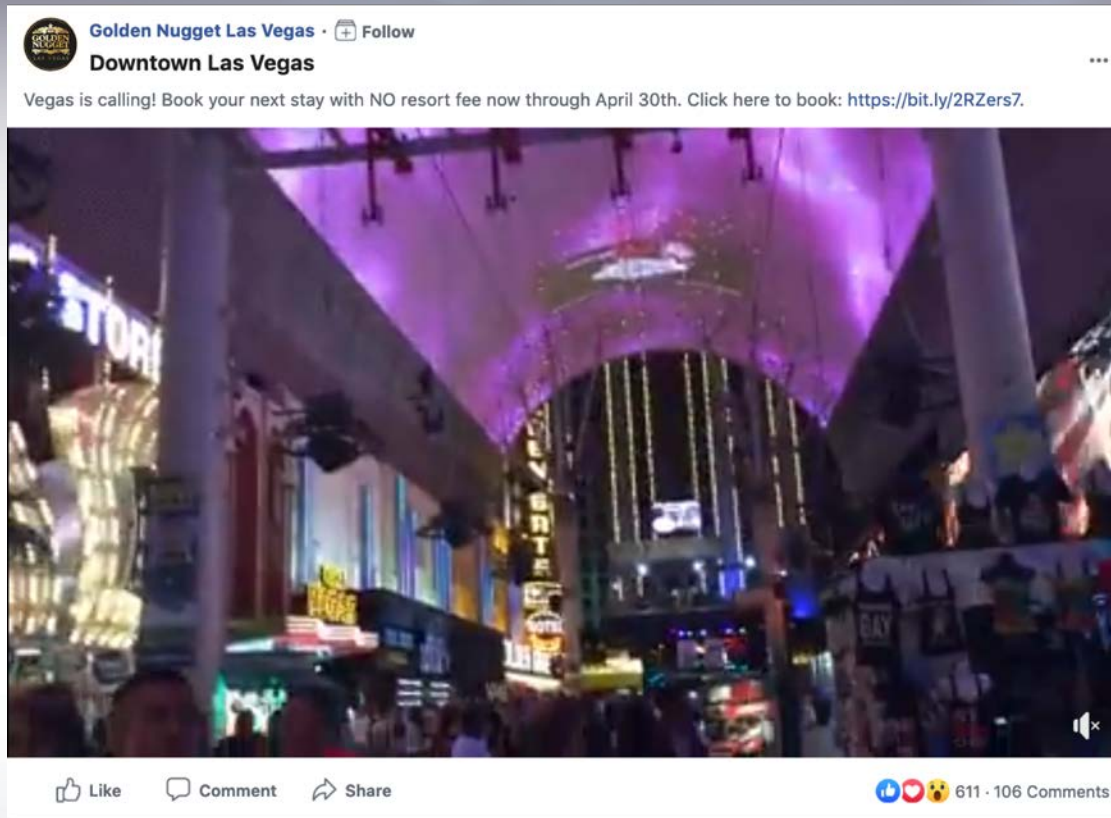
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6.1% Engagement



5.7% Engagement



106% Engagement





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Career Fair



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In-house requirements

- Employees with a knack for content
- A plan for dedicated ownership so departments don't go off on their own
- Cell phone with decent resolution
- Video camera
- Gimbal



Can you make one video that can be used
on all platforms?

MOBILE CONTENT FACTS

% of Mobile Views Shared



90% of Twitter video views happen on mobile

■ Mobile (90%) ■ Non-mobile (10%)

53% more likely to show up on page 1 of a search engine



240 x 240	480 x 480	640 x 640	1080 x 1920	1200 x 628	1080 x 1080	1280 x 720	426 x 240	640 x 360	854 x 480	1920 x 1080	2560 x 1440	3840 x 2160	480 x 360	640 x 480	960 x 720	1440 x 1080
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Twitter

LinkedIn

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Less is more when it comes to length, and
the quality over quantity.

Effective captions, animations and slide shows.



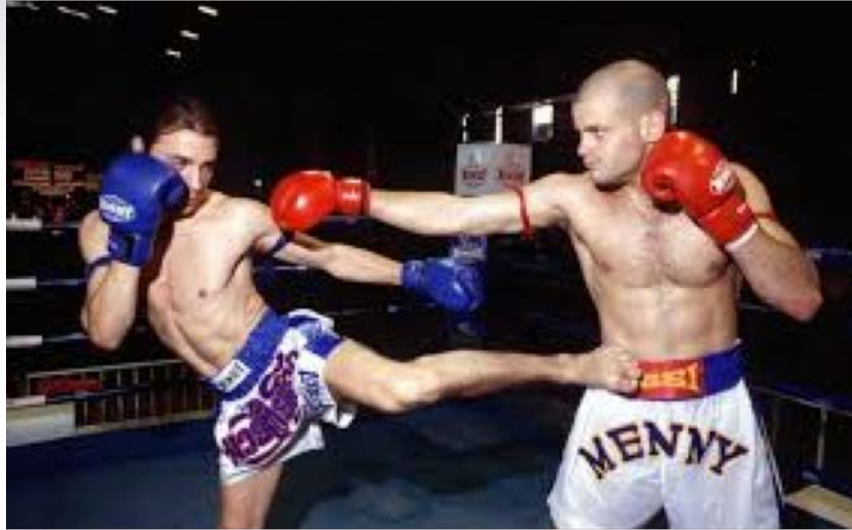
Lance Hymas
Verizon Network Specialist

How to Sell Your CFO (Or at Least Have a Fighting Chance)

Moderator: Deana Scott, Raving CEO

Presenters: Paul Feltman, Chief Operations Officer, Chief Financial Officer,
Casino Del Sol
Steve Neely, General Manager, Rolling Hills Casino

**Thursday, July 25, 2019
11:15 am – 12:00 pm**



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ROUND #2 – Casino Promotions



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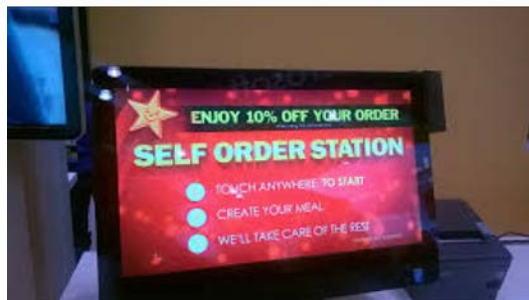
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ROUND #3 – FREE PLAY & OFFERS



ROUND #4 – Technology



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