



Race Track Industry Program

39th ANNUAL  
SYMPOSIUM ON RACING & GAMING

THURSDAY, DECEMBER 6, 2012

## DOES YOUR SOCIAL MEDIA MEASURE UP?

### MODERATOR:

**Rodnell Workman**, Vice President and Chief Marketing Officer, New York Racing Association

### SPEAKERS:

**Ben Philyaw**, President, Lightmaker North America

**Yenni Vance**, Digital Communications and Social Media Manager, Remington Park Racing and Casino

**Ms. Wendy Davis:** We're going to finish up really strongly. This is going to be an excellent panel session. Does Your Social Media Measure Up? I think that's a question that a lot of us want to know. We know that everybody's saying, social media, everybody's talking about it, everybody's doing it. You just can't get along without it, but how can we tell if we're doing it right, and how can we tell if the money we put forth is being well-invested?

I'd like to introduce our panel speaker as well as moderator, Rodnell Workman. He's the Vice President and Chief Marketing Officer for the New York Racing Association. As Vice President and Chief Marketing Officer, he's responsible for all areas of marketing including the development of brand marketing strategy, executing the advertising campaign, cultivating incremental revenue opportunities through sponsorship sales, and synergizing those efforts with the overall PR plan. His goal is to re-establish and revitalize a sport and a brand that was once America's marquee sport and coined the Sport of Kings.

Prior to joining NYRA, Rodnell spent three years as Vice President in Partnership Strategy for Madison Square Garden Company where he oversaw the management of over 35 corporate partners. Rodnell has also previously worked as senior marketing manager for the New York Giants, assistant marketing manager for the NFL, and in various marketing positions for Fortune 500 companies. I think you'll agree that we are very fortunate to have him with us today and have him joining our racing family.

Before I step away from the podium I just want to thank everybody in this room for joining us for this year's Symposium on Racing, and all of the faculty and staff and students of the

racetrack program look forward to seeing you again next year, in December, right here back at La Paloma for next year's edition of the event.

So, without any further ado, I'd like to turn this over to our illustrious speakers.

**Mr. Rodnell Workman:** All right. First and foremost, thank you for that lofty introduction. She doesn't come cheaply, so that was money well spent, thank you, Wendy.

**[Chuckles]**

I hope everyone had a great time. This has been my first Symposium as part of this program, and I think it's a phenomenal program. It's obviously the benchmark for the industry and I hope that you guys found it as beneficial and educational as I did, and as mentioned earlier, I come from outside the industry somewhat. So, all of this has been learning, but very exciting.

I am a fan of the sport, and personally looking at it and evaluating it, love the upside and love what we can do with it, and we're all — a term that's been used throughout is this idea of low-hanging fruit. There's quite a bit of that within the industry. I think we can all affect that, and share our passion, our love for horse racing, with the world. So, excited to be a part of that, and to work on that with you guys.

Before we dive in a little bit, I want to first also introduce the panel and as stated earlier, it is an illustrious and esteemed panel, and I'm just honored to be a part of it. So, I'll do that, and then dive in a little bit into some perspectives on my end and things that we're doing with NYRA regarding social media and how we view our ROI.

Yenni Vance is the Director of Social Media and Global Gaming Solutions for Remington Park. Yenni has enjoyed a wide-ranging career in internet marketing including founding her own successful company, and was recently named Director of Social Media for Global Gaming Solutions, an international leader in the gaming and entertainment industries.

Yenni began her career at TeleSat, the largest internet provider in Colombia. She moved to the United States in 2002 and started GotSaga.com, a social media site focused on travel and tourism. GotSaga became the first internet site to offer a multilingual chat feature, and has been ranked among the leaders according to the prestigious Alexa rating system.

She became Digital Communications and Social Media Manager for Remington Park in 2010 and has grown the fan page base to almost 30,000 fans, so very steep, very nice.

Our other panelist, Ben Philyaw, is the President North America for Lightmaker. Ben is the consummate digital professional with over 15 years of executive experience on the digital agency side.

As President of Lightmaker, he is responsible for growing one of the last independent digital agencies in the space. His insight, influence and experience have helped solidify the company as a leader in the digital marketplace.

Lightmaker's clients include Fulham FC, Manchester United, Professional Bull Riders, America's Best Racing, Maria Sharapova, Cristiano Ronaldo, those are two very beautiful clients, Open Golf and the RNA.

Very illustrious background for both our panelists, and I'm excited to be a part of this, so I look forward to hearing what you guys have to say.

I can quickly dive in. One thing that we've heard throughout the symposium is social media, and some of us are still wondering what exactly is it, how does it work, and how do we make it work for us. Social media is all over the industry and really all over the world. As we learned through some of the panels earlier, whether or not you believe in it, whether or not you see it as being a productive vehicle for delivering your message and connecting with your consumers and ultimately driving handle, it is a source that we all have to figure out how to leverage and make work.

Social media as a space in its own right is really only about ten years old. Very young, in its infancy, still figuring it out and when someone like Mark Zuckerberg is still trying to identify how to monetize Facebook, I don't think we should all feel bad if we don't completely just get how do we maximize ROI and benefit on it.

It's a learning process, and I think it will continue to evolve and change in time. The definition, ultimately, of ROI for everybody varies. There is no real set way just yet with social media.

I think each and every property, organization that's within horse racing, will look at social media in a different way. Some have found ways to maybe drive revenue. Some use it as a means to connect with their consumers. Some use it as a source to disseminate information. So again, it varies, and ultimately ROI is dependent on what you think makes sense for you, and how you want social media to work for you. So, I'll get into that a little bit.

As mentioned earlier, I'm with the New York Racing Association. NYRA, as it's called, owns three iconic tracks in the state of New York — Aqueduct, which is in Queens, New York, Belmont Park which is located on Long Island, and then Saratoga Race Course which is located in upstate New York. Both or all three are very unique and different properties, and my challenge is, how do I make each one work and funnel under NYRA as sort of one sole message?

The interesting thing with each one is they all three have different consumers. If you went to Aqueduct right now, which is where we're currently based, and will be through mid-April, that is home of like the real die-hard core horse racing, horse player guy.

On any given day you'll see our avids, and I've told this story a couple times during this week, that just to show you how passionate that fan base is at Aqueduct, the day after Hurricane Sandy hit we had, I think, about 2,000 patrons up at Aqueduct, which is interesting considering about 10 miles away was some serious devastation that was caused by Sandy in the Rockaways. We definitely believe we have the most — that was for simulcast, by the way.

We definitely have some of the most passionate fans that come to Aqueduct. Belmont, comparatively speaking, is much more family-oriented. It's located in the suburbs of Long Island, only eight miles away from Aqueduct, but very diverse and different fan base.

Aqueduct is just under 500 acres of property. Not Aqueduct I'm sorry, Belmont, it's just under 500 acres of property. The track itself is the largest in North America at a mile-and-a-half. Our grandstand is humongous, so it represents a lot of opportunity for us and a lot of ways to engage with our consumers there.

Then lastly, we have Saratoga, which is the penultimate. Our boutique meet within our racing calendar during the summertime. Next year, we're celebrating our 150<sup>th</sup> anniversary, but again, if you came to Aqueduct on Monday and then went to Saratoga on Tuesday, if supposedly they were both active, you would see very unique and different fans appreciating the two.

Saratoga benefits from being in a vacation town. It represents the pageantry and the history of horse racing, and this year we averaged somewhere in the neighborhood of about 25,000 fans a day. It truly is sort of a wonderland of horse racing and kind of a fun property to play with.

One of the dynamics, as we look at our marketing and social media, is sort of the separation between upstate and downstate, Saratoga being upstate New York and really owning what we call the capital region of New York, and being sort of the preeminent sports and entertainment property up there, versus Aqueduct and Belmont, which albeit they're based in New York City, but they're competitive in probably the most challenging and full sports entertainment landscape anywhere in the country.

Between Broadway and nine professional sports teams and everything else that exists including then what's in Jersey and Connecticut, it's quite competitive.

It's exciting, and we see definitely a lot of opportunity there. We go in saying that basically our challenge from a marketing standpoint is how do we identify and get more time from our consumers, and ultimately how do we change perception, too. How do we help them recognize horse racing for what it really is, as opposed to what they think it might be?

We're working with that and social media has become a very crucial tool in helping us accomplish that. Our goal using social media is really to just grow our connection with our fans.

We just want to give them one more extension, one more connection to our racing product which we believe is one of the best in the country and a vehicle to get there and to try it.

If maybe they're afraid to go to the track, maybe social media provides the outlet to at least see some of the visuals and hear some of the content and feel that, and if you are coming to the track but you can't make it, social media also provides a way for you to get your fix, if you will, on days when you can't get there.

Our social media really serves three primary objectives for us, at NYRA. Ultimately it's a content vehicle. We view it as a great tool to deliver more content, video, pictures, imagery, insight to our fans. It's a phenomenal fan engagement tool. We want to sort of excite our fans and really connect with them in different ways, providing information and other things, and then lastly it's an information source.

It's interesting, the followers that follow Twitter versus Facebook for us are very unique. Our fans that go to Facebook go more for the visual. They like the pictures, the video, sort of the aesthetics of horse racing at NYRA.

The fans that come to Twitter want the information, they want to know the horse that's going to scratch in the fifth race, and any insight that we can provide. It's very unique and interesting how each channel, each social media vehicle, works differently.

Our benefits for using social media, as mentioned earlier, is it allows us to directly target our consumers in a way that some other mediums don't. Radio and TV and print, we definitely get that with social media because you obviously have to opt in and you have to like, or want to follow.

It's cost-effective, right, so with dwindling budgets and we all are dealing with this as a challenge, we have to figure out new and creative ways to market our message and to reach our audience. For the time being, social media provides a much more cost-effective way to do that.

We actually have a dedicated person within our team who specifically handles that role, and she loaded me up with information, so I'm going to give her all the credit. Susie Raisher is our Social Media Specialist on our team, and does a tremendous job of just handling all of our vehicles.

Then lastly, social media for NYRA is a brand extension. As we continue to change and evolve the perception of NYRA and our horse racing, we use social media to really tell that story. We can react to things that come up, and NYRA has obviously been in the news quite a bit in the last year. Social media definitely gives us a great channel to tell our story and to react to some of those, and to really engage with our fans in the way that they know is sort of the truth behind NYRA.

Success stories, social media has worked for us. We have viewed, we have done programs such as easier things, like prize promotions, where we did a program this year where we gave away a signed autograph book, where at Saratoga we had all of our jockey colony or a good number of them sign an autograph book, and then we gave patrons on Facebook a chance to opt in and win a chance to get that book and again feed sort of that passion that exists with that audience.

We do other things like premiums and giveaways and what-have-you. Autographs definitely reign true and do really well.

Photos, there's no shortage of photos that we have, again on our sites, and our patrons have shown a true love affair with photos. That's worked, and with their engagement.

Social media day was a program that we kicked off at Saratoga this year, which was hugely successful for us. We dedicated one day, and we used Saratoga because it's — our 40-day meet is filled with programming.

We spend every day doing some sort of entertainment or marketing program to really engage with our consumers there and kind of feed their fix with horse racing. We dedicated one day during the meet entirely to social media, invited our Facebook fans out, our Twitter followers, we had bloggers come out and we wanted them — we sort of reached out to non-traditional bloggers and wanted them to come out and experience Saratoga, and experience horse racing and write about it.

Again, it was a marketing tool for us, as well.

We got well over 1,000 people come out. Part of their inclusion with social media day was they had to like us on their Facebook page, which was cool, and those who had Twitter, Twitter links also had to follow us as well, so that day alone really helped drive our likes and our followship. Right now, we're a little low on the — we're sort of in the middle of the pack as it relates to the industry with likes.

We're about 22,000 and with Twitter followers we're just under 8,000, but again we continue to feed that and grow that want to do more with it. We're going to do more social media days at each of the meets that we do around the calendar year for our racing and at the different venues.

Lastly, we also use social media as a way to sort of introduce our talent, our on-air talent. We have Andy Serling, who is a handicapper du jour, who we feature very prominently in a lot of our broadcasts. He'll do chat sessions, he has his own Twitter link, and we encourage our fans and patrons to follow him. We have Maggie Wolfendale who does our like, paddock reporting and handicapping, who is very astute and again has her own following. We support them to help drive that and feed the interest ultimately from our fan base.

Lastly, our ultimate goal in ROI with social media for NYRA is really twofold. The short-term is, we want to grow our social media platforms. That's the bottom line. Our drive, our focus right now, is we want to get more people following us, we want to get them more engaged with our Twitter and other sites that we leverage, and just really use that as another outlet for them to really experience everything that is NYRA. That is our target, and for us, our return on investment is the growth of those numbers. We do biweekly reporting to really track where we are, where the industry is, and how we're growing.

The long-term objective as everyone would guess, hopefully in a couple years from now is, social media can directly help drive handle, obviously. Can hopefully directly drive attendance, where you can encourage people to come out and experience the park and really experience the what is horse racing, and ultimately — and my goal from a marketing perspective — is to continue to maintain and develop relevance in our property and our sport. Again, social media helps us to accomplish that, so.

It's a very incredibly important tool for our messaging. It's something that we're going to continue to feed with resources and potentially funding as well, and support, and I encourage everyone else out there that has a horse racing property to do the same. All right.

So, without further ado, that's sort of the NYRA story. I want to turn it over to Yenni Vance, who has a presentation and will sort of provide some insight there. Ben will do the same, and at the end we'd love to have sort of an open discussion and ask questions, and let's finish strong, so I encourage anybody and everybody to share some questions because everybody's impacted by social media, so I'm sure everyone has a thought in this. So, Yenni?

**Ms. Yenni Vance:** Good morning, everybody. I would love to connect with you all after the conference is over. My username on Twitter is @TechnologyBOOM, in case you not understand my strong accent. I'm very good in 140 characters on Twitter.

[Laughter]

So, @TechnologyBOOM.

Before I get into all the analytics and the formulas on how to measure your ROI, I want to talk to you about the Generation C. It's super important. As you can see, we have some pictures here of what people, how people is communicated today. Generation C, also known as the Connected Consumer, is the people I, like many of us here, going find what

people is talking, and reviews are, it's about facilities, about products, and is constantly looking for information.

These people are so empowered, they are so demanding, and it's a segment and it's growing fast and furious in our last eight months. We have seen dramatically change from the Generation C only being a connected consumer, to become everybody connected online, everybody on your network which included the customers and the marketers. Many of us are here, we do social media and we do marketing campaigns online. Which takes us, as you can see in the photos, the way how people are communicating today is changing completely and dramatically the way the world will live.

Right now, at this moment, there are more people on Facebook than there were 200 years ago. The way sports fans are communicating today, they used to be spectators, now they are participants, they are broadcasters. Something that is changing our industry dramatically.

The future is now. When people ask me where is the future of social media, or technology is the future, I always say the future is now.

The recipe to become a connected marketer, this raise a question when we talking about connected customers, connected marketers. It's how can we become a connected marketer. It's three simple steps. One, listen. We need to be able to listen where our customers are saying in every journey of our brand. Steve Jobs did a fabulous job listening to the struggles of people and he become one of the greatest innovators of our lifetime.

Two, we need to be able to learn what customers and fans are saying in our social media platforms. When they take photos, are they taking photos of the setting, or the racetrack? Are they taking photos of the food? Are they taking photos of pretty girls or pretty guys? What is, what is bringing them to our facilities?

Three, we need to be able to engage. This is so key today. One of the biggest problems brands and companies have is then they are broadcasters. They post messages, post updates every day, they post advertising but never engage with the customer or with their fans. This is very important. In order for us to have a new generation of fans, especially in our industry, we need to engage with our fans.

This take us to the five critical steps of becoming a connected marketer. What I'm working you, what I'm working you through this because without a strategy on social media, you can't measure your ROI so if you every day, you just doing updates and you don't have any strategy, you will never be able to measure your ROI in your company or in your industry.

One, first step, collect. We need to be able to know how we are going to collect the information and we are going to build personal profile, so here you have 1,000 fans on Facebook. You need to have a strategy or know how can you get their e-mails, how can you get their name, last names, their locations. This is so key, collecting information online, and this includes on your website and your e-mail signup, on when you sell tickets online for your admissions.

Number two, it takes us to analyze. You need to have a strategy on how you are going to analyze the data you get in from your collection.

Three, decide. You need to have a strategy on how you are going to do this, at what kind of pace and what promotions you are going to create online for your fans.

Four, deliver. You need to have a strategy set on how you are going to deliver this message. It's going to be through Facebook, it's going to be through YouTube, it's going to be through Twitter, it's going to be through your website, through your mobile app, and this needs to be very definite.

Number five, manage. You need to have a specific, clear understanding of who's going to be managing your information. It is going to be your team, what kind of technology you're going to use in order to deliver all this campaigns. Again, without a strategy, there is not ROI.

I love this quote, and I found online by Jeff Bezos. He says, "Your brand is what people say about you when you are not in the room." This is so true in technology today.

Ten years ago, we as marketers, we used to control the message. We used to say our company is the best, or we have the best restaurants, we have the best racetrack. We have seen in the last five years, and this is changing completely, fans are determining who your brand is.

Just think, how many winners experiences are you creating? Are you creating experiences then people is talking and saying, creating word of mouth experiences when you go online, and you see reviews about your companies.

Again, your brand is what people say about you when you are not in the room.

Okay, we are going to get into a little bit of formulas, and I want to walk you through seven key, KPIs, Key Performance Indicators, that we use to measure our ROI in our facilities in Global Gaming.

First, conversation rate. That equals the number of audience or comments you get every time you do a post, and I will work you through some examples, and so on, screenshots, so you have a visual of what I'm talking about.

Number two, amplification rate, is equal to the number of retweets, the number of shares of people do for your posts, the numbers of views.

Applause rates equals to the number of favorite clicks for post and number of likes for a post, and plus on your Google Plus accounts.

Sentiment, this is what people is talking on the positive conversation, mentions or reviews about your brand online. That includes your regular social media size and also review size.

Referring traffic is the number of visits you get on your website when put links on your social media sites, on your updates.

The economic value can be checked on to your target size and also on Facebook, the number of check-ins and the people that actually read your messages and come to your facility.

Number seven, social media target advertising, the number of people you reach, then you are not able to reach on your regular network and you can do it through target advertising on social media.

Here are some examples. The conversation rate as you can see this post on Facebook, the conversation rate, the number of likes. I think the gap has a little bit of small, but the number of people commenting. You can always also practice numbers on your insights on Facebook.

Amplification rate, the Twitter, you can check the number of retweets every time people retweet after you post an update. On YouTube, the number of views per post, and on Facebook and Google Plus, the number of shares per post.

On the applause rate, the number of likes that you get for a post and on Pinterest the number of likes or repins.

The sentiment, you can see the positive feedback that you get from your fans on Facebook, and FourSquare, the positive feedbacks, tips and recommendations your fans leave every time they visit your location.

On Twitter, all the positive mentions, and the economy value you can see that is visual for everybody in every fan page, and is the number of people that visit your facility, and you see how many people were there.

On FourSquare, and that's something that I recommend everybody if you do social media to claim your sites, your places, and keep track of how many people is coming. This is a very incredible tool and it's a great way to know how many people are visiting your location by demographics and by best times, and what kind of promotions are working the best.

So, the social media targeted advertising. This is something, and I want to put strong emphasis. If you are not doing social media targeted advertising you're missing a big opportunity. We did a campaign with Remington Park, one of our locations, we spent — and I put this example and I hope you can see it. We spent \$500.00 for one month. We got over 850 impressions alone, unique impressions. We got over 1,500 people liking in our fan page, and they increase in attendance in a month alone, was over 20% of the regular check-ins than we get on Facebook. I encourage everybody to put some marketing moneys on social media target advertising.

This is a group that you can't reach with your regular fans. Facebook has a really smart way to advertise. You can target by age, you can target by specific locations, by specific group, female or male, by specific industry. This is a must-do to include on your social media knowledge.

Okay, we have the Google AdWords, is something that we love, too. We have done some campaigns for video and also for Google Plus.

Okay here, I don't want you guys to go crazy, I can imagine going every day, checking site by site. I don't know how many of you have more than ten social media sites, where you have presence, and trying to look analytics for each one of those is impossible, and it will take the rest of your day. There are some incredible tools online that you can use, and it can help you to track all your activity in one place.

I'm going to walk you through my top three favorites. I sound like Oprah Winfrey, but I love three, I have tried over 50 social media dashboards, during the time I've been with social media and these are my top three.

Radian6, this is the monster. I love Radian6. Radian6 is the best dashboard on the market. You can track over 20 social media sites. You can also track what people are saying in over 100 blogs, you can create campaigns, you can put specific keywords and it's super smart, the way how it deliver the information and all the reports to you.

I would recommend everybody to give it a try. It's a little bit expensive at first, but it's worth every penny and again, you can track over 20 social media sites. They're working actually to incorporate up to 30 by the end of the year, so very soon.

My second favorite is SproutSocial. I love the user interface, it's super clean, easy to use, very inexpensive. The only limitation is that you can only track right now five social media sites. That includes YouTube, LinkedIn, Facebook, Twitter and your analytics, but if you have presence on just those basic sites, this is your way to go. You can get reports daily. Again, the user interface is super easy to use.

The first dashboard that I ever use and I still love it, HootSuite, and it is free up to five social media sites and the reports are beautiful too and it's super easy to use. There are other called Gremln, SimplyMeasured, they can target and they can do, they tailor to your needs. They can be really expensive but they are also great social media dashboards that you can use.

So, now that we went through the seven KPIs then we need to have a media, social media strategy. The big question is how you can increase your ROI and maximize your marketing resource in this connected world.

This is so key, and this is one of the biggest strengths right now on big companies and corporations and it's called integration. Integration is so key right now in social media. Here, we have our social media marketing channels. We have our paid, of which is the TV, radio, everything and you have print and you advertise. We have the owned, which include your social media presence, your Facebook, Twitter account, your website, your apps, and we have the earned which is the word of mouth, what people is talking about you online.

The big question is, here on the paid we have the strangers, on the owned we have the customers, and the earned we have the fans, and it's how can we get this strangers to become customers, and these customers to become fans. That's the big question that we all have as a marketers. The NBA, the NFL, they do an incredible job integrating their social media. All the social media, all the social media marketing channels.

What they do is, I don't know if you have notice every times when you watch games, you can see then they always invite you to get in the conversation, hash tags, they ask you to come and leave your comments on Facebook. The question is how we can take advantage of the commercials that we spend on TV and add a hash tag campaign, how can we take advantage of our print advertising and invite people to come and join us and win a prize on Facebook. This is so key today, integration.

Now that we know that we need to have a social media strategy, then we have these incredible tools that we can use, and then we need to integrate our social marketing channels. Let's not forget the essence of all of what is social media. Social media is about the people, and one of the reasons in the greatest desire of humanity is to connect and to belong. Social media is about the people, and they all say it's about the fans and increasing our fan base.

That takes us to ROR, return on relationships. Are we investing in our fans? Are we just, we just want to have the largest, the biggest Facebook fan page, or do we want to create new generations of fans?

I love what Ted Rubin, Ted Rubin wrote an incredible book that I will recommend everybody to read. It's called, *Return on Relationships*, and it is fantastic. If you do social media or you are in marketing I would recommend you to read this book. He says if you want to continue to reach your market in this social media age, the marketing focus needs to be on building relationships and metrics needs to span beyond ROI, Return on Investment, to include ROR, Return on Relationships.

Think reputation, not ranking. Connection, not networking. Loyalty, not celebrity. At the end of the day it's not how many people you have on your fan page, how many people follow you on Twitter, it's how many advocates and loyal fans you have in your community.

Let's — these are simple steps. Remember always listen and make it about them. Ask how I can serve you. And current for the ongoing engagement and know the people in your audience.

Last but not least, I want to leave you with this — facts, then — these are incredible. Now I want you to consider, it say, this was a study from IBM, then it was released last month and it says by 2013, more people will access the Internet via mobile devices than via desktop PCs.

By 2015, tablets and smartphones will outnumber PCs, and by 2020, there will be 10 billion plus devices in the hands and pockets of consumers.

What is your social media strategy? What is your digital strategy? When we talk about social media we need to include mobile, we need to include website, so how are you going to get your information on the hands of all this many people?

Last but not least, if we can stop, listen, learn and engage we will not only see an increase in ROI but we will see an increase in ROR, what means a new generation of fans. And this, ladies and gentlemen, this is the future of our industry. Thank you very much.

**Mr. Rodnell Workman:** Thank you Yenni, that was extremely intriguing, and I think one quick takeaway from that is, opportunity is coming. Whether or not we know how to monetize social media today, clearly in the next decade it is something that we're going to have to understand. That just shows you how critical and important that is.

Our next panelist, Ben Philyaw, will take us through his company's brand and some insights on social media.

**Mr. Ben Philyaw:** So, I'll give you a couple quick insights on that last slide she had with the 20 billion connected devices. I've seen that stat as well and at first I didn't believe it, right? I mean, I was like, there's — that's, that's a lot of devices.

That's when I looked at my house, and had to figure out how to connect six iPads. I have three boys, but I have six iPads, five phones, the Nintendo, I have two computers but I probably have 20 other devices that need to connect to my network. Those stats are real, and we're definitely driving towards a proliferation of connected devices, and even more so — your refrigerator's going to be connected, your cars are going to be connected. How we take advantage of that is what we're all here talking about.

A couple of quick thank yous, first off to Doug and the RTIP for inviting me to participate in the Symposium. I really appreciate the opportunity and like being here. A quick thank you to not just the panelists here, but all the panelists that have been over the last couple of days. There have been some great presentations and I've learned a lot from a number of them, and to you guys for staying for the last panel, and the last speaker of the last panel, and I know that everybody's eager to get going so I will try to be as succinct as possible.

Without further ado, a little bit about Lightmaker and I apologize if you cannot read the slides. They seem to be very tiny. They weren't when I did them, but — founded in 1997, we are a global digital agency with four offices — one in the UK, one in Amsterdam, Vancouver, and our main office in the United States is in Orlando. There are two satellite offices. I'm based in Southern California, and my colleague is based in New York, so that means I drew the good straw and got to live in sunny Southern California.

I've been with Lightmaker for a little over four years. My role at the agency is really driving strategy and our key partnerships, growth and key accounts. I've been exclusively on the digital agency side for the last 15 years. Lightmaker as an agency is like I mentioned, a full-service agency. That means a lot of things to a lot of different people, but ultimately at the end of the day we build that integrated digital platform.

Usually that tends to start with a common CMS. That CMS is going to power a website and/or multiple sites. We really are working at integrating that mobile strategy and that social strategy into that common platform to make jobs like your guys' much easier so you're not managing mobile in a native mobile app versus something more like a hybrid mobile app which ties into your CMS. We're looking at developing those integrated platforms to make everybody's life easier.

We work in a couple of different verticals. We work with brands and media-entertainment clients. One of my favorite nonprofits we work with is Red, which is Bono's nonprofit to stop AIDS in Africa. We just finished World AIDS day which was December 1, and this was a massive global campaign that drives just a tremendous amount of traffic and awareness to that cause. We also get to work in sports.

Some of our clients here are America's Best Racing, we just recently worked with The Jockey Club to deliver that site, the PBR, the Professional Bull Riders, again common CMS that powers all their live events, their mobile apps, their live data, their live streams, all built and managed from a very small team. It's a very, very robust platform that we work on. Lucky to work with some of the top English premier league soccer clubs in the UK with Manchester United, Fulham Football Club.

Golf clients, the Royal & Ancient's British Open, the Asian Amateur which is part of Augusta, a very challenging SEO issues with that one, we can talk about that offline. Golfing World and Golf Digest.

We also work with a number of celebrities, kind of like Rodnell mentioned, a couple being Cristiano Ronaldo and Maria Sharapova. Anyone care to guess how many fans they have, just the two of them? Any guesses? Sixty million. So, 60 million Facebook fans with two people. To give you some perspective the NFL, the NBA and major league baseball combined, that's 27 million.

There's a lot of reasons why they have that. I mean, obviously, they're at the top of their game, they're global international celebrities, but really they're very, very good looking. The fact that you can be an Armani underwear model definitely helps drive Facebook fans.

In all seriousness, I think that again when you see the amount of conversations that have been even at this panel and this Symposium about social and what it means, it is something that's pervasive across us as consumers, us as brands, us as leagues, us — social is really how fans and consumers are engaging, and it's really, really, really pervasive.

The challenges with that is from a marketer's standpoint is, you get slides like this. This is an infographic that talks about what social really means. At a high level, when people start to talk about social, they think Facebook or Twitter or YouTube or Pinterest or any of the kind of top level destinations that are the channels for social, but these are the tools that help marketers kind of go through it. There's a lot. This is an old infographic so there's probably more, but there's social media marketing platforms in here, advertising platforms in here, social intelligence, there's a lot. It can be definitely overwhelming from you guys' perspective.

We can have a whole panel just to discuss that slide, but — so since this one is about ROI, what I thought I would do is talk about how we help our clients measure ROI. I'll try to be as simplistic and use easy math as possible because you know, I like easy math.

First, there are two key things. We have to define the objectives of the initiative, and so the last presentation had several great KPIs. We want more fans, or we want more likes, or we want more engagement. We need to figure out what it is that we're trying to do and trying to accomplish with the campaign. You've got to marry that with the why, so there has to be the business strategy behind the objective, and then it's the what. What is it that we want to do.

Once you figure that out, and if you can't figure it out you shouldn't do and you should move on to something that you can, because you won't be able to measure against it. So, you need to put analytics in place every step along that funnel. Every one of these campaigns have different conversion points whether it's you post something and then you're expecting someone to do something, and then all the way down to finally the conversion, and so some of those are digital, some of those are on-venue and on-site.

You need to make sure you have those listening posts set up along that objective to measure against every step of the way. What happens when you do that is you get metrics. Now, metrics are great. I even think I have a slide that says metrics are great, here it is, but they're just numbers and data and trends. So, at the end of the day, what your metrics are going to tell you is did something go up, something go down, where do people fall off. The trick is to then translate those metrics into benefits to the organization, or numbers with benefits. A lot of these presentations I put together and I think I'm funny, so, the fact that no one's laughing, I realize that I'm not funny.

**[Laughter]**

To give you an example, this could be any number of different campaigns, but we can talk about an objective of initiatives. We want new tracked visits by new followers to our social platforms, whether that be Facebook or Twitter or any of the other ones, and so, how are we going to measure that? We need to figure out a way to know, did someone go to the track? You do things like couponing, or QR codes. There's a number of different tactics and things that we can do to make sure that we can measure.

After we initiate the campaign and our metrics tell us there is an increased conversion of those QR code redemptions followed by Twitter followers that we direct message right after they follow us, too. The metrics are showing that that worked great. Now, we need to determine how to translate that metrics into what the benefit to the organization is.

Whether that's through a customer acquisition cost, or a lifetime value of a customer, or what they actually spent on site or what they're — we need to have other metrics and data to be able to translate those into benefits.

Then it's generally pretty simple. ROI equals the benefits minus the cost divided by costs times 100 to get your percent, so an example. Oops, clicked too many times.

An implied benefit to the organization is \$100,000. It costs you \$25,000 to run the campaign, build a microsite, set up the QR code, do the print, whatever the costs are, you're going to get a 300% return on investment.

So, what you want to be able to do is be able to measure that ROI across all of the initiatives that you do. Whether this is social initiatives or traditional marketing initiatives, having measurement in place and having ROI calculations are absolutely key. The next trick is to try to do them in as close to real time as possible. This will allow you to make the adjustments and make the optimizations required to maximize what your customers and what your fans and what your users are doing.

We talked about, in one of the slides that she had, was that profiling, and the CRM required to be able to capture all of this data, capture all the stuff that people are doing, and then be able to make and tweak recommendations for that particular user in as close to like I said, real time as possible.

Back to the scary slide, there are tools that are in here that help you guys do that. I will also show a couple of them. To help with tracking those users across the different social channels is, Marketo is a fabulous tool. It allows some scoring and some profiling around how people use and are traversing your multiple channels, especially socially and on your web.

Measuring, also a big fan of Radian6. It really, and especially with the acquisition of them by Salesforce, the integrations that you'll have into the next one which is Salesforce as a CRM, is absolutely phenomenal. That robust CRM solution is going to be key, so if you don't have a CRM solution, if you're not having a single common repository to store all of your user data and all that profiling, and then have that be open and extensible enough to pump in data from on track purposes to on site behaviors to mobile to social, you're going to need to look at it because that's really what's going to drive the ability to be very tailored and personalized to your customer.

There you go. My, I'm @BenPhilyaw, and then there's @Lightmaker, and thank you very much.

**Mr. Rodnell Workman:** Thank you Ben, that's great stuff. Real quick, one of the things that you touched on that I thought was very interesting, and Yenni you spoke to it as well, sort of the importance of CRM and what we've learned. I know on my end is the importance of really understanding who our consumers are, who's coming through the gate, who's consuming our product, who's following our sport, and really there are a couple different approaches that we can take to growing your business and growing your fan base, but

there's also something to be said for going deeper with the people who are following you and supporting you, and expanding their connection with the brand.

Talk to me a little bit more about CRM as a vehicle, and maybe some of the tools and you listed some of the companies that do it well, but some of the things that you would suggest to this audience. Hey, make sure you go out there, and the importance of CRM, you really should engage with this because of X, Y and Z, because of what? What have we learned and why CRM is so critical to the success of your business? Especially in horse racing?

**Mr. Ben Philyaw:** I think that kind of like I mentioned, I think the reason why CRM is important is, it's that central basically repository that you're trying to capture all of this data. I mean, there's data coming all over the place, right?

I mean, there's a couple of panels that talk about the data trail that you leave across mobile and the data trail that you're doing on social, and then there's all of the conversion stuff that you're happening, whether you're buying stuff online, and all of that history and all of those things as consumers we like, I like to go to Amazon, and I like the fact that Amazon knows everything that I've ever bought on Amazon, and makes a lot of great recommendations, and I buy a lot of stuff on Amazon, but all of that data is stored in a CRM.

The first step is getting it. The second step is then plugging in as many consumer touch points that you can into it.

Like I said, is that point of sale, is that a loyalty program, is that e-commerce transactions, is that website analytics and visits, is that as much stuff as you can? Then what a CRM really allows you to do is start to segment, and start to run basically these other tools that can go in and be very, very specific around behavior and what people are doing from a behavioral targeting standpoint, and really the ultimate goal of it is to shorten conversions.

The reason why Amazon does a really great job is because it removes a step for me. As much as you can remove the step, as much as you can make it relevant and contextually aware to my needs, the better chance that you're going to do that, and the CRM is simply the platform that allows it and powers it.

**Ms. Yenni Vance:** I totally agree with you, Ben. Like you say, data is extremely important and when we are talking about having a one-on-one relationship and building a new generation of fans, you're CRM keeping track is key. This will help you to create personal profiles and identify what demographics, what kind of people you want to target. It helps you also to understand everything from best times when the people love to come to your facilities, and during the week, help you also to know what kind of campaigns you should be doing and what kind of campaigns you should stop doing. I totally agree with you, Ben, about having a specific CRM campaign.

**Mr. Rodnell Workman:** It's interesting when you talk about really getting integrated and using CRM to better understand your consumer. We're taking it one step further and we're going to actually allow our consumers to have some say in how and what we offer them with NYRA.

For example in Saratoga, we have giveaways that are integral to the Saratoga experience, our fans love it, they come out in droves and they do what they call spin, and get multiple giveaways as part of their attendance, and really enjoy that.

This year as we go into celebrating our 150<sup>th</sup> anniversary, we're actually going to query their input on what have they liked, what makes sense, so we're using social media and some of potential CRM tools to engage with them and let them have some say in what we're offering, and how we can enhance the experience.

I agree, CRM definitely allows you to really understand who your consumer is, and when you talk about return on investment, really grow your business now because at the end of the day, nobody, no good businessperson says we're going to go in and assume or guess that we think we know what our patrons want.

Why don't you just give the patrons a chance to tell you? Whether they tell you directly, or they tell you through their actions, in CRM knowing that they frequent a certain concession stand often when they come to your park or they watch your shareable programming or your simulcasts at certain times, that will dictate how you shape your business and deliver more. I think that's a great tool.

Yenni, let me ask you, great presentation, great insight. I want — this is sort of a broad question but who do you think right now does it best? Who do you think understands and monetizes and sort of generates best ROI from their social media efforts? Just sort of querying the industry and the marketplace, whether it's horse racing or not?

**Ms. Yenni Vance:** In our industry, and I only say that because you're here, I think NYRA is doing a fabulous job and I believe also, one of our facilities, Remington Park, it is doing a phenomenal job on getting the fans engaged and numbers prove.

One of the things that you point out early, Ben, and also you Rodnell, was bringing people to facilities and engaging with the fans. One of the events that I follow very close at NYRA was the social media day, and I know you guys have a great result and that was very inspiring. So, answering your question, NYRA is doing a fantastic job and Remington Park in Oklahoma City.

**Mr. Rodnell Workman:** Great.

**Mr. Ben Philyaw:** That's a very interesting question. I think it depends on what their ultimate objective is, right? I think there are some organizations that use social, and leverage social very well to drive say, ticket sales, and whether those are variable price tickets and they're available to try to very quickly capture people, to say hey we're short here, or do this, and they're variably pricing their tickets, and they're using social media as one of many distribution channels to get some quick conversions there. I think the San Francisco Giants do a good job of that, and so there's a number of ones like that.

There's venues like Sporting KC or Livestrong, I'm not sure if that's going to be Livestrong for much longer, but,

[Laughter]

You can see that they've really made the on-premises experience really, really strong so they've worked with Cisco to bring in a tremendous amount of bandwidth to allow the fans to engage socially on-premises, and that's hard, right? You get 60,000 people showing up at a venue, you may quickly go through bandwidth, your wireless connections don't work. If you're a follower of fantasy, that's a deal killer. If you're at an NFL game and you can't follow your fantasy stuff.

There are a number of different organizations that I think take advantage and use social well, but I think the common thing across all of it is that they're very authentic. It's part of that listening and part of that engagement philosophy is that when they do engage socially, they're doing it in that relationship-driven type of mentality. They're being very authentic, they're being very caring, and very respectful about their audience and their fans.

I always kind of joke that social is like a dinner party, right? We've all gone to great dinner parties, it's all about good conversation, it's all about usually some level of social lubricant in making these conversations happen, and those are the ones that you remember. The moment someone at the end of the table stands up and then wants to sell Amway, you don't go back to those parties because it changes, it, right?

It changes it from an authentic conversation, to then now you're trying to basically have me buy some shampoo. As long as you kind of keep the, keep your user as top of mind, you don't get to 50 million Facebook fans, or — and that's Ronaldo or even Justin Bieber, by trying to sell them stuff. They were very smart on how they engaged with their fans. They picked fans and they talked to them, and they provided them stuff that they just weren't going to get, and that turned those fans into fan crazies.

They then told all their friends, and then that's how you, you take advantage of the social graph. I'll have to — and I'll send it to you to send it along, there's an article that just came out that it's not your Facebook fans that's the valuable thing, it's your Facebook fans' friends.

The people who are following you on your social profiles, they're already fans whether it's a brand and I'm a fan of a bike or a shoe or a car, I'm already a fanboy. It's when that person is then asked by someone in their social graph to help them make a decision, whether that's a purchase decision, whether that's a any number of those decisions, that person then influences, so you want to make sure that you are empowering those Facebook fans to also basically make sure that they are reaching out to their friends and their fans and their social network in the way that you want them to.

**Ms. Yenni Vance:** Yeah, and you say something very true. At the end of the day it's not how many friends you have on your front page, it is how many people is engaging and how many of those are becoming advocates of your brand. Our goal always should be, okay yes, we want to have 1 million fans, but our goal should be how can we get them talking about our brand, and engaging in our conversation, and how — visiting our facilities and spreading the word about our facilities, products, services.

**Mr. Rodnell Workman:** Ben, you brought up an interesting point and a very important one, authenticity being something that's key. I think with social media the one thing is you can be found out to be a fraud, or fake, or to have ulterior motives if your efforts on social media aren't authentic and genuine, and one of the things that we've noticed time and time again during the sort of advent of social media is that commercial messages still have not found a way in. People go to social media just for that, for the social aspect, and want to engage with a message or a brand or an entity, but they don't want to be hit over the head with a hard sell on why you should buy, you know, Lincoln-Mercury because of whatever, you know, Coke is on sale.

I think authenticity is important, and maybe therein lies the challenge for everyone to figure out is how do you weave some level of commercialism or business opportunities within your social media efforts that don't seem overt or don't seem ingenuous, but yet at the same time resonate with your fans?

I think what they want, and what any fan who is in the social media site wants, is some level of value. They want something that enhances the experience and kind of feeds their interest in a particular entity. Actually before we dive into this a little bit more, I had my team put together sort of a list of the top 25 pages on Facebook, being that Facebook still remains somewhat the leader of social media.

The first two are Facebook pages, the top one being the Facebook phone app, but the third at least for this list, is Texas Holdem Poker, which I thought was interesting, followed by YouTube, Eminem, Rhianna, the Simpsons, Shakira, Lady Gaga and Michael Jackson, rounds out the top ten. You've got Coca-Cola there at 11, Christian Ronaldo at 13, so it's interesting. I think entertainment's a big part of that, and sort of that interest is fed there.

Who knows, with our sport, where we can elevate a horse that sort of really has an accomplished reputation and as an industry, Zenyatta or somebody like that, that has that sort of endearing quality that could be followed and could generate that interest, and maybe as an industry could create the interest in following a horse, or I'll Have Another if it had won the Triple Crown would have been a great horse for a phenomenal following on Twitter or Facebook or some other site.

My next question for you guys is what is the future, what's the next, what would you guys suggest as sort of that next big social media site that everyone should be on the lookout for. I think one of the great things about social media is it's constantly evolving. I think also one of the scary things about social media is it's constantly evolving. The minute you think you understand a platform like Facebook or Twitter or Pinterest, it's starting to die off and something else is coming up. What do you think is the future, what's that next big like hey, you guys should look out for this site?

**Mr. Ben Philyaw:** You guys are going to giggle. It's MySpace. MySpace is, I just got my invite to rejoin the beta for MySpace. MySpace is relaunching. It's been completely rebuilt from the ground up. The experience isn't like anything that's out there.

Really what precipitated or drove the kind of fall of MySpace was that it was no longer the cool kids, right? It started just to have everybody, and then that's when Facebook came along and the cool kids left MySpace, and they went to Facebook, and the growth happened there.

Facebook is now really at the point where I've got my mom and my grandma and my cousins, and I've got everybody and their brother on Facebook, which is great, but it loses or has lost some of that exclusivity that you know, it kind of had at the beginning.

Remember at the beginning, Facebook was locked down to colleges, and that was the only way you could do it was to have an .edu e-mail.

MySpace, Justin Timberlake's bringing sexy back to it. I think that you're going to see it really, really kind of come up, so try to — go check it out. There's a great video on it, on what they're doing and how they're doing it. They've got strong roots in music and they're going after that coveted demographic which is the young people, so I think that you'll see them really take off.

**Ms. Yenni Vance:** I believe the biggest trend in 2013 will be crowd sourcing. There's so much need for content right now. Video, visual, and crowd sourcing is going to play a big role in social media, and I think it's going to be one of the key factors and it's going to help

many brands incorporate just to get more fans involved. I know many of you are here familiar with crowd sourcing and it's a great tool, and we are actually, we are going to start to incorporate it in 2013. You can get very talented people in the crowd to design videos, to create websites, to create content for a specific thing.

When you ask me what is the future of social media, I think crowd sourcing is going to determine many of the things that brands are going to be doing and will do in different social media platforms.

I always get a question, okay, well you guys have, you have — you guys have presence in over 30 social media networks, what is next? I've learned over the years to become very skeptical. I never focus on only two or three social media networks, I always back up and I try to look at the big picture.

When I was signing up for sites then I notice they're picking up on big technology sites, and I constantly check Mashable and Technoty. When I notice the sites are big mentions and they had big demographics, I always sign up our companies. Then I create a profile, and I put — to be sure then always I have the basic information and I leave all the notifications on so it helps me to track if people is liking us, following us, and if I start seeing an increase on people joining us on those specific networks is when I know that we need to start creating a new strategy.

If they all say they are so many signs constantly and my advice will be to sign up for constant updates with big social media sights like Mashable or Technoty, then they send you all the information day by day and does the base work to follow what is the latest, and where you should be signing up.

**Mr. Rodnell Workman:** Great. Do we have any questions from the audience? We've been dialoguing here, there's got to be some thoughts that — or questions someone might have? Yeah?

**Mr. Tyler Johnson:** Hey there, hi, I appreciate it, that was really, really good. I'm Tyler Johnson, I'm the unpassionate casino director from Remington Park, but I wanted to — I have the unique experience that I get, I have worked with Yenni Vance for many, many years, and I wanted to make a point for all of the people out here, owners, trainers, operators.

The key to everything isn't which platform you're on, it's that it is authentic. You can ask Yenni how many times she's e-mailed me at 2:00 a.m. and said, this guy just said XYZ about the casino or the restaurant or whatever, and I have stopped everything I'm doing at any time of day, and I've written a response for her or for her designee to use. That's the authentic level, right?

If you're not buying in to it as a property, if you're not extending the experience that you have in your property to your digital property, the expectation is Amazon. The expectation — anybody return something to Amazon before? It's almost, you almost want to because it's so easy, right?

[Laughter]

Apple, for that matter. Everybody knows someone that's dropped an iPhone off a two-story building and taken it in without a service plan to an Apple store, and the reason they replace it isn't because they're dirt-cheap to Apple. It's because they can't afford to have

the word of mouth of someone saying, "I broke my \$600 phone that everyone else in the world has, and they wouldn't replace it for me." That's why they replace it.

It's about extending your experience into the digital property that you own, and the digital property is whatever social network that your social media designee tells you that that's where you're supposed to be. Anyway, I appreciate working with you all the time and this was actually really informative, so thanks.

**Ms. Yenni Vance:** Thank you.

**Mr. Rodnell Workman:** Great, thank you. Any other questions? I have one more for the panel, before we close up. Obviously, this program is hosted and put on by the RTIP and they do a phenomenal job, and we're thankful for being a part of this and having this opportunity in the forum.

For the students, what would you guys recommend is something that they should think of moving forward? I think of all the different properties of horse racing that are evolving and you have ADW and other areas that are growing and changing, but clearly social media is one of the more rampant ones.

I think it's also an area that represents opportunity for some of the up-and-coming professionals in the industry who want to come in and make a name, and where there's some growth, and maybe new positions coming up, but what advice would you give to the students that are here, and where do you view social media sort of in the overall landscape of opportunity?

**Mr. Ben Philyaw:** Let's see, what advice would I give? You know. It reminds me of a sidebar, a little quick one. I got asked to my, I have a younger brother who turned 18 and I was asked to write a letter to my 18-year-old self, to basically give advice. That's just confusing, that's like space-time continuum stuff, right?

If I say to buy Apple, what will that do, and then will be I be a different person? So anyways, I had to, it popped into my head when I started to think about what advice I would give to a college student.

I would say first off, be thankful that you're in sports. I mean, sports is — in racing, in soccer, in all of it in general, it's a fabulous, fabulous community to work in. You have the luxury of having passionate fans.

If this was a panel on brands, or if I was talking about branding, every conversation would be how can we get people to talk about us more. You don't have that problem. It's how do you capture all the conversation, and take part in it? How do you engage more, how do you provide more tools? They are, they will consume everything that you can possibly give them.

From a content creation standpoint, there's nothing like it. Every sideline, every hit, every throw, every race around the track, you're creating content, where brands are struggling to try to figure out like she's saying, how do I create content? I've got to do branded content, which is, I'm going to make videos of me sitting in Denny's because I have to have Denny's in there, but it has to be more authentic.

They're struggling with number one, how to make it, number two, what does it mean then after I make it. Be very thankful of the fact that you're in sports, and it's a great, passionate industry and it touches, really, all of us are fans of something.

Keep going down the social media side of things. I think it's very important. Don't lose sight of the fact that it's one pillar of an overall digital strategy that's connected with your site, connected with your mobile, that's connected with your marketing, that's connected with your business strategy, right?

It's not just social, it's trying to be, what are they calling them now? Digital natives, versus — and so it's true, you've got three-year-olds using iPads that like — they don't need instructions. These are kids who are going to be growing up with access to content and to devices and things on demand.

When they're done watching whatever they DVR'd on their DVR, they can pull up there and watch it on their iPad as they walk through the living room and sit in front of the TV, and they're multitasking and I'm assuming that as you're 18 or 19 years old, or 20 years old or in college, you're part of that generation.

Embrace it, continue to drive it, help educate 40-year-old guys like me. That's what I look at, look, here's what my ten-year-olds do, and how do I then bring that to our clients.

**Ms. Yenni Vance:** My advice will be to keep learning. Just continue learning. Stay hungry for learning more and more.

Especially in technology and social media, you need to have your eyes open, your ears, read constantly, and just always keep in mind analytics are extremely important.

Analytics should be your best friend, and having a strategy and have a plan A, plan B, and plan C all the time.

In my personal life, I never stop learning. Learning is our beautiful journey, and learning is key in anything in life, but one of the things when I was very little, and I don't want to get into the tales, I come from Colombia, a third-world country.

I always had that desire to learn, but one of the things that my mom always told me is, never let anybody tell you what to do, and just keep focused. Keep focused, so whatever you guys are doing, whatever you want to do in your life or your career, now as the students, keep focused and shoot for the stars.

Just stay learning, learning, learning, this is something that should be seven days a week. With technology, again, you can learn incredible things.

The tools are there, take advantage, and shoot for the stars.

**Mr. Rodnell Workman:** Thank you Yenni, and just to finish with — to add on to what Ben said, again, I'm thankful to be in the industry and the sports, and I've had people say, well wait a minute, you worked at the NFL, and for Madison Square Garden, the Knicks and the Giants and what-not, and I will share that with everyone too.

Sports is sports, and that's how I kind of look at it. It's we have a product that people passionately follow. Again, the day after the worst disaster in the East Coast and we had 2,000 fans for simulcasts at Aqueduct. That's crazy but cool, and very different.

I think any sports product has something that no other, that other industries crave, whether you're selling Coca-Cola or Toyota or some other brand or product, we have something that people are passionate about and will continue to follow, and ultimately for us the challenge and the charges, how do we do more with it?

How do we make it worth more, how do we find new opportunities to grow the business and to grow the followship and to grow the handle and what-not.

I think that's actually a good problem to have. Most other traditional companies are just looking to figure, how do we survive? And not get beat up by competition? We're trying to figure out, how do we make our business work better, and how do we expand and grow it and get new people interested in it? That's a good situation to be in.

So, a little off-topic on social media and ROI but nonetheless a good thing to close with. If there aren't any further questions, and I just want to say thank you for the time, and hopefully there was some benefit for everybody.

**Ms. Yenni Vance:** Thank you.

**Mr. Ben Philyaw:** Thank you.



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