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# Capitalizing on Digital Marketing

**MODERATOR:**
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**SPEAKERS:**
**Ben Conoley,** Senior Marketing Consultant, Salesforce Marketing Cloud
**Jennie O'Herrick**, Online Marketing Professional, PARX
**Yenni Vance**, Digital Communications/Social Media Director, Remington Park/Lone Star Park


**Ms. Liz Bracken:** — social media, and about how it's important, and how to do it. These people are going to tell you how to find out if you're being successful in your efforts, which is very important, since we spend a lot of time on this initiative. This panel is being sponsored by International Sound Corporation. We'd like to thank them. We'd really like to thank our moderator, Éamonn Toland, who's also going to do a presentation this afternoon. We have him doing a lot of work for us, and we really appreciate that.

Éamonn is the president of Paddy Power in North America, which is one of the biggest online gaming companies in the world. I will turn it over to him. Hope you enjoy. Thank you.

**Mr. Éamonn Toland:** Thanks very much. Thank you all for attending. I am very excited to be moderating this panel today. I think digital marketing is one of the most important things, one of the most important topics for the racing industry in the United States.

As a previous panel alluded to, one of the key challenges these days is in getting the Millenials and getting the younger generation attracted and enthused by racing, getting them to overcome the barriers and the anxieties they might have, given the

loss of mentorship.  I think digital marketing is one of the key ways in which this can happen.

I work for a company, Paddy Power, that has business in Ireland, the UK, Italy, and Australia.  We have a thriving racing industry there.  We have a situation where young people are placing their first bet on horse racing.  Online and on mobile, it is a growing business for us, and an extremely important business for us.  Arguably, there's no reason why some of the things we have learned in Europe and Australia shouldn't be applied in the United States, across the racing industry.

The great thing about today's pane is that we have three practitioners who are already doing this in the United States.  They can talk about the dos and don'ts of digital marketing, and how to capitalize on it.  It's something I liken to when people put up a website, but they don't optimize their digital marketing.  It's like opening a store, and then putting a closed sign in the window.

These guys, these practitioners, will be able to describe to you, in three presentations, what it is that they do, how they do it — from a practical point of view — and what lessons you can take away and put into practice, from tomorrow. I will allow them each to have a presentation.  Then we'll have time for some general discussion and questions.  Obviously, we'd be delighted for you guys to participate and provide feedback.

Our first speaker, Ben Conoley, when he is not cooking hot dogs for his two children, he is a senior marketing consultant for Salesforce.com.  He advises Fortune 500 companies in building successful social customer service solutions.  He advises brands on their social imprint, and how they can discover that.  Ben will give an overview of some of the tools and techniques that he uses with Salesforce.

Will then be followed by Jennie O'Herrick, who's the online marketing manager for Parx Casino, and then Yenni Vance, who's the director of digital communications and social media for Remington Park and Lone Star Park.  Without further ado, I give you Ben.  Thank you.

**Mr. Ben Conoley:**  Thanks, Éamonn.  Thanks for coming, everyone.  It's great to be here.  I traveled from Atlantic Canada.  We got about 30 centimeters of snow last night.  It's nice to not have shoveled the driveway this morning.

Yeah, I'm gonna speak about finding and acting on conversations within social media.  A lot of the brands that I work with start out just wanting to know what's being said about them, and about their competitors, and then what can they do to engage with their customers and their potential customers.

A lot of the examples I give are using our Radian6, our proprietary social media listening tool, and Social Studio, our engagement tool.  I'd love it if you used our product to do that, but there are other ones out there, as well.  Don't get hung up on not having access to our tool.

There we go.  Yeah, so I broke down social listening and acting into three different silos, I guess.  One of the — one of the biggest things I like about taking a more in-depth approach to social listening is competitive analysis.  I think the mistake that a lot of brands make, initially, is only listening to what people are saying about you.

With competitive analysis, you could find out the pain points of your competitors, and how you could fix those for their clients, if they came to you.  You could find out what they're doing right, and start to do it, yourself.  I can't even read those bullet points.  I'm gonna cover them all, anyways.

Discovering conversations is another one.  There's a lot being said about you.  You might not know what people are saying, especially if you're only looking for, say, your Twitter handle, or at your Facebook page.  You could also look at what's happening within the industry.  You could find influencers, and you could hopefully find a crisis before it happens.  There was a great presentation yesterday on crisis, and how social media plays into that, so I'll only touch on it briefly.  Being able to prepare for and act on a crisis, and then provide the postmortem afterwards is a great way to use social media.

Finally, social customer care, which is something that I specialize it at Radian6.  Again, acting to reply to your complaints and your praise quickly and efficiently, and having people who are in place to respond to those, and using tools to make sure that complaints go to the right people within your organization.

For competitive analysis, what I've done is — you've got a — there we go.  National Trail Outfitters is an in-house brand that we use at the marketing cloud to give examples for.  If you haven't heard of us before, we don't actually sell anything.  It's a great way to provide examples without providing actual client information.  I've used a lot of the examples I give, compare NTO with Mountain Equipment Co-op in Canada and a similar company in the states, Eastern Mountain Sports.

One of the biggest things with competitive analysis is — a starting point is what's your share of voice.  It's something that a lot of clients ask for right away.  We know that we're getting so many mentions a month.  Looking at social media as a whole, especially when you include mainstream news and blogs and forums, and bringing all that into one set of data, and then looking at where your competitors stand, in relation to you.

A really useful thing to do, rather than just saying, okay, well, we had 63 percent of the share of voice, whereas Mountain Equipment Co-op had 23 percent, is taking it one step further and looking at where those conversations are taking place.  It's easy to settle in to being the market leader in the share of voice, and not recognizing that someone who has a smaller share of voice might have a more dominant position within a certain media type, or within certain niche communities, like forums.

Analyzing not only the overall share, but where you stand in different media types, or different regions, could be really valuable in taking that next step in strategic planning for your social approach.

It's great to look at what your competitors are doing right.  That's an example of Mountain Equipment Co-op, who's retweeting customer stuff about packing for a trip.  If you ever find that your approach and your plan's getting a bit stale, don't hesitate, within social, to look at what they're doing — what they're doing properly, and just adopt it and tweak it to fit your own brand.

You could also follow the conversation.  Within Radian6, we have a tool that allows you to look at day-to-day or even hour-by-hour posts by volume.  You could bring in a trend line for your brand, as well as your competitors.  You could watch when a brand is spiking in conversation.  Rather than reading about it in *Forbes* the next day, you could watch it as it happens, and act on it.

Especially if it's a crisis where, say, a brand or a competitor isn't doing something that you can do, you could quickly adapt your marketing efforts to solve that problem for their customers.  Then you could dig down and look at what the actual conversations are around those peaks and valleys.

It might give you more clarity, too, if you see that, over a month, one competitor had a larger share of voice, when you're used to having that top position — and not getting too worried, because you might find that it was based on one particular peak, and that it's not reflective of conversation, as a whole.  It helps put that share of voice into perspective.

Again, I mentioned this already.  It helps to identify pain points for your competitors.  Within Radian6, you could break down your conversation into sentiment, and look at what's positive and negative.  It's not perfectly accurate, but it's consistent.  It's based on keywords, so someone could say, "I lost my Oakleys. That sucks," which is negative, but they still like their Oakleys.

Regardless, if you could focus down and look at just what's negative about a brand, or about a competitor, and focus in, again, on exactly how you could solve that, and also what you're doing right.

Discovering conversations.  It's really easy just to have a Twitter stack open, with what people are saying to you.  There's a lot more detail you could get into. Radian6 specializes in drilling down into that conversation.  You could filter by language, region, city, gender, media type, and more, and really find the gaps in your audience.  Then, create plans to fill those.

You could also do things like build a word cloud of what the most popular words are because you might be looking at a chronological order of posts about your brand. Every 20th one will have the similar word.  It's gonna take up a large volume of what people are saying about you, but it might not be easy to string a narrative together because it's disjointed.  Looking at what popular words are being popular

words are being said about your brand helps you do that.  Then clicking in and reading just what people are saying about sales or customer service.

Then, an important part — and in the next step, and what a lot of my clients wanna do is — they're the social media teams, and they get it.  What's important to them is responding to their clients, but they have to answer to executives.  It's important to be able to take all that raw data and string a narrative together for it, to relay to key shareholders and hopefully grow your marketing budget.

Again, I mentioned conversation clouds already.  They're a great way to find hidden conversations about your brand.

For crisis reporting, I've worked with a few global brands, on creating crisis action plans.  Whether you're using our products or just watching conversations as they happen, it's really important to have a plan in place to relay these crises to the appropriate people, so you can respond to them.

I was working with one major global beverage company.  The plan that you see on the screen was in place to act to potential recall.  If someone opened a can and it had a fungus in it, they could identify which plant it came from, get them pulled from shelves, cuz they know what stores that plant goes to.  We had situations where a faulty part would get out, but we got them recalled as quickly as possible, and were able to alert the appropriate people.  It's important to have that, rather than just saying, okay, something went wrong.  Now what do we do?  You have to have that plan.

You could also watch a crisis as it develops.  With that company, there was another instance when the *New York Times* ran an editorial, suggesting that people boycott that product.  It caused a big stink.  What we were able to do was track that conversation throughout the week, and see who the new influencers were in that conversation, see when it was starting to decline, and respond appropriately, based on the nature of the conversation.  It allowed the brand to inject themselves into the conversation, and not act hours behind, because social moves so quickly.

It's also great to be able to look back at the month, or the week, or the quarter, whatever period of time that you're analyzing, and track events, and track these peaks in conversation.  It's easy to get caught up in the day-to-day and the responding to customers.  What's really valuable is looking back over the month and saying what was working and what wasn't working?  What peaks in conversation were we responsible for, and what peaks in conversation were more organic in nature, but we could work those into our plans, going forward?  The same with your competitors.

You could also identify influencers.  That's something that a lot of clients are looking to do these days.  Use social to build profiles on these people.  You could start by organizing your mentions, based on Twitter followers, and then find those, say, top 50 people on Twitter and say, okay, do they have forum presences, do

they have websites, do they have YouTube channels, and how strong are they in those markets?

What we've found is, by doing that, we're able to find that next level of influencer. You have your obvious ones that you're already aware of. If you wanna find the more niche community ones, which are really powerful, in a lot of a cases, doing that digging helps, and building a social profile. You can just keep those in your pocket for use, later on, if you want to.

Yeah, social customer care, the last point I wanna talk on, and the one that I spend the most time working with. Just I wanna stress the importance — and I'm sure you all know it — of following the conversation and what's being said about your brand, and actually responding to negative comments. It's the biggest hurdle that a lot of brands face, starting out. We don't wanna know about what's being said about us.

We all know that, regardless of whether or not you're listening and responding, people are still talking about your brand. You might as well be involved in the conversation and helping to fix it.

We have a product called Social Hub, which allows us to automate workflow on posts. We have conditions and actions. What they do, essentially, it's like logic-based. What we could say, if a post is negative, then assign the post tag negative post, and then Joe gets assigned all the posts with that negative post, post tag.

I work with some global computing brands who have a wide array of products. They have people asking questions about printers, and desktops, and laptops, and tablets, and blu-ray players. They have support teams to handle all those different products. Rather than having one stack open that gets all the questions at once, we use Social Hub to look for product-specific keywords, as well as support-related words — like my laptop is broken — and then assigning that to the correct team, based on product and region or language, and making sure that those people get responded to as quickly as possible, rather than having everything in one stack and having 15,000 posts a week coming through.

This is the example of what that looks like. What we do is build up a library of common support words. Then, to the right of that is a look of our interface for Social Hub, where we say, okay, if a post contains any of these support words, then assign it the post tag support. Again, we make sure that it gets to the right people.

Then, within our social studio, Joe is able to have a stack open, or a column of conversations, that have just that post tag. He only has to respond to those ones. We can have other rules in place where, say, a post hasn't been responded to within an hour. We assign it a high priority, and it gets bumped to a manager's queue. The idea is that no one goes more than an hour-and-a-half without having their problem addressed.

Then we help build out workflows and maps for what happens to your product when it comes in. We do spam filters, especially for larger brands. I imagine, within the gaming industry, you see a lot of spam. You wanna filter out the affiliate-base stuff. You could do that and get it out of your agent's view.

Then say, okay, is it support? If it's support, is it urgent? If it's not support, is it a rave? Is it someone saying something great about you? If so, is it something that we wanna respond to? You help map out where a conversation goes. We find that, for larger brands, it's very effective in making sure that the right people respond to the right posts.

We also started providing something recently called engagement reports, where we're able to take everyone's Twitter and Facebook conversations and tell the client how long it takes, on average, for a post to be responded to. Break it down by day or by hour, by shift if you need to. It's not very fun to look at, but it's really informative.

Then you could look at, overall, how often or how long does it take for a post to be replied to. You're able to see how many take under a half hour, how many take an hour or less, and use that to judge how well your Social Hub or your social studio setup is working. It's a few steps down the line of your social evolution, but it's great. I'm having a lot of fun working with clients on building that out.

Yeah, that's all I had. Thanks for your time, and thanks for having me.

**[Applause]**

**Mr. Éamonn Toland:** Ben, thank you very much. We're next going to have Jennie O'Herrick. Jennie is the online marketing manager for Parx, responsible for strategy implementation and analytics through social media, email, web, emarketing, and SMS. She's a proven expert in the field of online marketing and social media space. In particular, she focuses on online reputation management and amplifying the web and social footprint of the Parx Casino and Racetrack.

If that wasn't enough, she's also in charge of looking at the future of gaming and play-for-fun social and mobile. She should have some very interesting things to say about what she's been doing in Parx. Jennie, thank you.

**Ms. Jennie O'Herrick:** Thank you. Thanks, Éamonn. Hi, everyone. How you doing today? Today I'm gonna be talking to you about capitalizing on digital marketing, specifically measuring your social media results.

As we are well aware, over the last ten years there's been a total fundamental shift in how we communicate. Basic human behavior has evolved into being more online-driven. We bank online. We shop online. We figure out where to eat online. We certainly spread our ideas online.

Years ago, word of mouth only reached a few people, a couple neighbors, friends, family members.  Now, with social media, you have the ability to reach hundreds, thousands, even millions of people, within just seconds.

Power is definitely shifting from corporations to the consumer.  Word of mouth and social media can and will impact your bottom line.  The question becomes how do we sort through all the social media mentions, understand them, and learn from them?

Every healthy social media strategy should really follow a model like this.  You're already listening.  Now you need to organize your feedback and measure it.  You wanna measure what's important, and use consistent KPIs over consistent time intervals.  That way, you can figure out how your brand and your competition are performing.  For example, see how you're growing versus your competition with share of voice, month over month.

I'll be focusing most of our time today focusing on measuring.  After that, you need to then dive into your results, and compare yourself to the competition, and figure out who's best in class.  If it's not you, what can you learn from who is?  Even if it is you, what can you learn from your competition that could be doing something that you could possibly do better?

Based on everything you learn during analyzing, you then wanna create a new plan and goals, and then implement that.  Then the cycle starts all over again with listening.  It's all about closing the loop.  If you're just — there's really no point in listening and measuring, if you're not doing anything with your results.  You need to be constantly improving and keep the cycle going.

Tools are imperative.  They're out there to help you.  They're gonna sift through all the conversations and mentions and package the information into data that can help us marketers really drive some measurable results within our organizations.

The next few slides, I'm gonna go over what to track, specifically what people are talking about, where they're talking about you, popular hashtags, when you're trending, demographics, share of voice, Facebook insights, when your fans are online, channel growth, and then finally, the tools that are out there to help you.

One metric that we track is where people are talking about you.  The reasoning being that you wanna find out the channels where your customer base is, and make sure that you're active in those ones, or become active in channels that emerge.  That way, you can keep people engaged and continuously win loyalty.

This is an example of how the conversations for Parx broke down in the last 30 days.  If I looked at this and I saw that a large chunk of conversations were occurring in video, for example, and I wasn't on YouTube, that'd be a pretty good indication that you definitely wanna join in on that channel.

As you can see, we're pretty even with mentions between Facebook and Twitter. If you looked at a completely different industry, like where Apple lies, you can see how different that changes, by industry. They're almost all Twitter-based.

You also need to be aware of what people are saying about you. You need to be aware of topics of discussion, in order to start, stoke, and put out fires. Here is an example of how the conversation keywords broke down by how people were discussing Parx over the last 30 days. If you look at these keywords and you don't see any mentions of your latest and greatest feature, like a mobile app, then you definitely know it's time that you need to beef up your marketing efforts and really start that fire and get people talking.

If I look at this and see that we have a bunch of mentions for our Xclub, which is our rewards program, I'm gonna dive into those specific posts and figure out what people are saying. If it's something positive, like they really enjoyed a promotion, or really liked their gift of the month, I'm gonna retweet that and try to stoke that fire, and get other people to join in and hopefully say positive things, as well. By the same token, if I see a bunch of negative mentions for the Xclub, I'm gonna dive into that, as well, and try to squash that and put out that fire immediately, before it can spread like wildfire.

As you will see, Parx Racing is always one of our top topics of conversation. Racing really drives a lot of the chatter that we have on social media.

Next up is popular hashtags. A hashtag is way more than just a simple way to categorize content. They identify topics that are important to your followers. Use them as an opportunity to jump in and drive conversations. For example, we know that our Parx Big Stax Poker Series is really popular amongst all of our fans. In the weeks leading up to and during the tournament series, we always bulk up the mentions that are made, using the Parx Big Stax hashtag to talk about any sort of news topics, whatever have you, that would be interesting to them.

We also encourage all of the fans and followers to tweet, using the same hashtag. It creates a wonderful hub for just staying in the know, on the latest and greatest, when they go, and to search the hashtag.

Hashtags can also help to build brand recognition. As you can see, our hashtag Parx Casino is in the top there. They can also help to gain visits. People in our area often look for things to do, searching the Philly nightlife hashtag. We actively go in there and search that, and try to see if we can find people that are looking for things to do.

Just a couple weeks ago, we had an example where somebody tweeted out that they were looking for — they were trying to determine which competitor casino they were gonna go to in the area. We took the opportunity to reach out to them and say come in. We have this free-play promotion going on tonight, as well as one of our local bands, called Split Decision, performing live on stage that everybody really likes.

After a bunch of conversations back and forth, they tweeted back later on that night that they did end up coming in and just had a wonderful time, and would definitely be back.  That's what it's all about, is creating those connections and getting them to walk into your door and not your competitor's.

It's also really important to keep in mind that there are over 32 billion Twitter searches every month.  There's definitely opportunities to be out there and hopefully capture some leads.

Also feel free to join in on any trending topics, like Throwback Thursday or Way Back Wednesday, whatever have you.  Be careful of spamming.  If you tweet about a race going on some day and you hashtag it with Grammy's, which is trending right now, you're gonna lose your credibility.

Another helpful metric to track is when you're trending.  You need to understand your brand's peaks and valleys, and understand why chatter was high on one day and low on another.  Looks familiar cuz I know Ben shared this one, too.  You need to know what your followers care about, cuz then you can do more of one thing or less of another.  As Ben mentioned, too, you wanna drill into these specific posts, to see what's going on and be proactive.  Handle a service issue.  Retweet someone who had a great experience.  Just really be interacting.

This can also help you prepare for trends that pop up, or reoccurring events.  For example, I know I mentioned Big Stax before, but this actually helped us identify how significant that post volume is.  Now we know that we need to be prepared to handle the volume.  We have the tournament every couple months, so it really helps us to be on our toes and ready to go.

We also notice a lot of peaks on race days.  It's one of the reasons why we have a racing Twitter and corresponding Facebook page.  They're really embracing technology.  They're out there, and you just really need to engage them and hopefully breed new fans.

Next up is demographics.  You need to understand your audience.  Understanding your audience will help you to develop a brand voice that resonates with the customer.  It will help you develop better social strategy.  Age, gender, location are all key.  This also helped us notice an interesting trend in the increase of our 65 plus crowd.  Upon further investigation, we found it was all racing chatter.  Just one more reason to showcase the need for our racing presence in social media.

One of the most important KPIs — and I know Ben touched on, as well — and one that our senior execs are especially keen on is share of voice.  It's important because you need to understand how your brand's reach measures up against your competition.  You wanna figure out what your piece of the pie is.  We track for local competition, which you'll see here with our Pennsylvania competitors.  We also track for broad, meaning the best of the best casinos that are out there.  Then that helps us to determine who's best in class.

Tracking this will also help you identify the roots of unusual spikes or dips in activity.  For example, I'll go in and search an unusual spike, if we see that going on with our competitors, and really try to figure out what's happening, and figure out if there's something going on with a competitor casino that we need to be aware of, before it hits the masses.  What it boils down to is that your efforts should ultimately increase your share of the pie, in a positive way.

I should note that the one time we did beat out all of our broad competition in share of voice, including all of our AC competitors and everything, was when we had California Chrome for the PA Derby.  It wasn't the celebrities or any sort of promotions that we have that got us to number one.  It was racing.  That was really exciting.

That's tracking on an overall, global basis.  You also need to drill down to the specific channels, like Facebook insights.  You need to see what's working and what isn't, in order to keep your current fan base engaged, while continuing to grow new ones.  You want to track brand likes — so, how many people like your page — post reach, which is how many people are seeing your posts, as well as post engagement, likes, clicks, shares, things like that, as well as PTAT, which is people talking about this.  It's the number of unique users who've created a story about your page over the last seven days.  Creating a story being defined as somebody who shares a post, likes a post, things like that.

Facebook also shares this data for your competitors, so it's definitely something you wanna track.  You can also track what the competition is doing to learn from their successes or their mistakes, with pages to watch.  Facebook gives you suggestions on pages of things that might be your competitors, but you should definitely toss in the ones that you — you obviously know your competition better than anybody else, so definitely toss in the ones that you feel belong in there.  Also, toss in ones that are even out of your industry, cuz you never know what you could learn from somebody else.

This is an example of one of our posts that we did for the Ice Bucket Challenge.  I'm sure you guys all remember that.  We did it as a company-wide challenge.  We got hundreds of our employees to come out and not only dump ice water on their heads, but we also donated $10,000.00 to ALS Philadelphia.  Then we challenged all of our competitor casinos on the east coast to join in, too.  As you can see on the right-hand side, those are just a bunch of the metrics that Facebook provides to you.  There's tons of things you can track.

One of my favorites is when your fans are online.  It gives you insight on when to post and helps you find the sweetest spot for captivating your audience to increase engagement.  Note our peak times are around nine a.m., noon, and around eight p.m.  It's pretty even.  Not too many inconsistencies day over day.  I honestly use this every day.  I go in and log in to figure out when we're gonna calculate timing for posting.

Next up is channel growth.  This is the ultimate test of seeing if your strategies are working.  If you aren't growing, it's really time to reevaluate your strategy.  You want to track how many, as well as what social channels you and your competitors are in.  Is there a channel that your competitors are in that maybe you're not?  You wanna jump in and really gain loyalty.

We literally keep a log of where everybody is.  Does so-and-so, like Sands in Pennsylvania, have a poker Facebook page, or Pinterest, or Instagram?  We literally track that.  You need to know how you stack up against your competitors.  Are they in some new space that you could get in on and get on the action to?  Or are you missing the boat on a new opportunity to perhaps score new business?  These are all things you just wanna be aware of.

You also want to track your overall brand likes, followers, and view counts for each social channel that you and your competitors are in.  Then, track the growth percentage for each.  It's just a gut check for how your strategies are measuring up.  At a minimum, you really wanna be doing these two bullet points.  They're the backbone of a strong social media measurement strategy.

You definitely wanna make use of tools that are out there to assist online marketers.  Tools help us sift through all the conversations and mentions that pertain to the brand, and package the information into — or package the information, with the goal of driving measurable results.

Radian6 or Sysomos that are two tools that I've just had the pleasure of using.  They help you track, monitor, engage with your audience, and also learn more about your competition, and generating really deep analytic reports.  They do charge a fee, but you really can't put a price on the amount of information they bring to your fingertips, and what a difference they can make on your business.

Hootsuite or Buffer are a couple of the tools that we've used.  They assist with managing multiple social media accounts and post scheduling.  They produce performance reports, and there are also paid and unpaid versions of these.

With Bitly, it's a link shortener that you can add tracking to your links, as well, so you can really find out who you're capturing with the people that are clicking through.  It's free of charge, and it's something that we use every day.  Every single one of our posts is tracked with Bitly.  It really helps with the demographics.

Tweet Pea is another great one.  It helps you find out who you're following that isn't following you back.  It also helps to identify spam accounts you maybe wanna remove from who you're following.  One of the best parts about it is that you can also follow people your competition follows.  It's just a great way to try to steal business away from somebody else.

Twerie, it provides you with analysis on the best times to tweet, just like Facebook, when your fans are online.  There are no fee for that one, and there is a small one for Tweet Pea.  I think it's seven bucks a month.  LikAlyzer, we can literally stick in

your Facebook URL into their text box they have on their webpage, and it'll spit back a report that gives you all sorts of tips for optimization.  This one's also free.

I thought I'd give you an example of how all this works in motion, and point out two campaigns that we ran at Parx, which is Facebook Free Play and Spin to Win. Just to be clear, though, you definitely wanna be following this model every month, and not just months that you have something, some special promotion going on.

With Facebook Free Play, we made a Facebook app that gave users free play, once they gave us certain information, after they fill out a form, including their name, email, phone number, account number if they had one.  That way, we had data that we could use for remarketing to them later on.

That lived on a Facebook app page.  We put it out there.  We listened to the feedback.  We had a lot of people saying that they wish that they could do it on mobile devices, and that it wasn't just on a Facebook app page.

Then we measured how many people the promo reached, the share of voice that we had, as well as how many people were sharing this with their fellow friends and followers.  We then analyzed what we measured, and knew we wanted something that could go a little more viral and be a little more fun and interactive for our followers.

Then we created a new plan and goals, and came up with the new concept, which was Spin to Win.  This still resided on a Facebook app page, but we also built a custom LP or a landing page, where they could spin the wheels of a slot machine and randomly win 10, 15, or $20.00 in free slot play.  Then, of course, after they gave us all the same data capture points that we listed before.

We built this responsive design, as well, so that way it would translate really well over all sorts of devices.  We then implemented this new plan and began the cycle all over again.  It's all about just keeping the cycle going, closing the loop, and learning and growing.

All right, well, that's it.  I wanna thank you guys for your time today, and hope you enjoyed a little trip into social media analytics.  Feel free to tweet me or email me with any questions.  Thanks.

**[Applause]**

**Mr. Éamonn Toland:**  Thanks, Jennie.  Finally, we have Yenni Vance.  Yenni is the director of digital communications and social media for Remington Park and Lone Star Park.  They're both owned by Global Gaming Solutions, which is owned by a branch of the Chickasaw Nation in Oklahoma.

Before she became the director of digital communications, Yenni started her career with Telesat in Columbia.  She's also the founder of the GotSaga.com travel site. She is the chair of a number of charities, with an interest in Africa, including 1040i

and the NEEDS Foundation, for which she's won a number of awards.  I give you Yenni.  Thank you.

**[Applause]**

**Ms. Yenni Vance:**  Good morning, everybody.  It is an honor to be here.  I wanna thank the University of Arizona, and Dr. Reed, for inviting me to be here with so many of the same great guests, speakers, and friends.  Today, we are going to talk a little bit about the [inaudible].  Let's connect on Twitter.  My username is Technologyboom.  I communicate really well in 140 characters without an accent.  I know everybody here is very hungry, so I promise I'm not going to talk too long.

Today, we are going to be talking about the social economy, the reasons why we need to make friends with Millenials in our industry, understanding data, why mobile is important, the experiences and strategies for player engagement.

This is our presentation of who we are today.  How many of you, after you post an update on Facebook, on Twitter, five minutes later you check how many likes, comments you have?  Just raise your hand.  Yeah, this is the social economy.  All those likes, all those shares represent, right now, our currency.  The social economy can work against you, and can work in your favor.  There are many social apps there, and they will tell you, as an individual and as a business, how influential you are.  Klout, Kred,  Peer Index are many, among others.

This is an example of a campaign that American Airline did last year.  Everybody who had a Klout score over 55 got one-day access to their lounge.  American Airline reported, after they finished the campaign, then their loyalty program went up, a lot of sign-ups, the positive sentiment went up about the company, too.

Influence is big on social media.  Over 620 million people care to know how influential they are.  Over 200,000 business care to know how influential they are, and who are the most influential people in their networks.

This is an airline.  I don't fly frequently, but I decided to put a name in the cloud generator, and this is what it came up.  Just to be sure, I went to their website to see if that is how they describe it in sales.  I was not able to find, in the website, any of those words.  People don't trust corporate websites anymore.  This is the social economy.  People trust what everybody else is saying about your brand.  Jeff Bezos say it, and it's my favorite quote that I ever heard.  He say your brand is what people say about your brand when you are not in the room.

Let's consider these facts.  Right now, there are more people on Facebook than there were 200 years, in the planets, ago.  By the end of 2015, there will be more mobile devices than people.  Right now, in Japan, there are more mobile devices than people.  How many of you did the ice water bucket challenge, raise your hand?  Good.  Whether you're part of the 99 percent or the 1 percent, you have a voice.  Just forget the AK47, the machetes.  The revolution start with social media.  If you have a Twitter account and you have a Facebook account, you have a voice.

This is very close to me, Millenials.  We've been very successful in our both facilities, Remington Park and Lone Star Park.  Our fastest-growing group are Millenials.  These are not just casual fans.  They coming back.  They tweeting.  They talking with their friends.  They telling them on Facebook, Instagram, how cool we are.

Let's consider these facts.  As you know, in 2008, they broke and they changed the tradition.  They came up in United States and they changed the elections.  They vote.  They use social media.  By 2018, they will be the largest voting block, and they understand the power of social media.  They know that they can change the outcome of any organization on any situation, worldwide.

By 2018, they will represent 43 percent, the largest working segment.  That means they will be looking for places to eat.  They will be traveling.  They will be looking for things to do.  One very special characteristic about the Millenials is then they are very loyal.  If you listen to them and you are paying attention to them online, they will be very loyal to your brand.

Yep, we are complaining.  We say they are the me, me, me, the generation, the narcissistics.  They still living with their parents, but I really believe that they will save our industry.

Let's understand and talk a little bit about data.  There are two very important groups that you need to keep in mind, when you launch any digital campaign.  Those are the influentials and the advocates.  Who are the influentials?  The influencers are people that have like a celebrity status.  They're very social media savvy.  They have a large network of friends in their network.  They are very good blogging, and they have, most of the time, a good Klout score and a great crowd score.

The advocates are people that maybe they don't have as high Klout score, but they love your brand.  Every time they have the chance to come up and tell you in your networks and their networks that they love you, they do it.

Here is an example of influencers can change the outcome in your campaigns, and why it's so important to know who are your influencers, and always reward them and keep their eyes on it.  We have here influencers.  We follow one of our brands.  They retweet eight of our messages.  They have a Klout score between 50 and 55.  As you can see the number, we got over 140,000 impressions.  Influencers have the power to disseminate your messages, your promotional messages, or any messages that you have online, very fast online.

Here is other example.  As you know, many of you follow the NBA.  Kevin Durant became the brand ambassador for Orange Leaf early this year.  If you visit his Twitter, Facebook account, he constantly is mentioning the brand.  Orange Leaf reported, since he came on board, the positive sentiment about the brand is up, and also the sales have increased worldwide.

What are the best ways to collect data?  The real question is how can we connect with those influencers, with those advocates, one-to-one?  Some important facts, as you know, Facebook, in 2012, we were only able to reach, organically, 16 percent of people.  2014, we were able to reach six percent of our fans.  You had over 500,000 followers.  You were able to reach only two percent.

This number just changed dramatically.  Last month, Facebook announced that now fans are allowed to turn off any messages for any brand, or unlike the page very easy, if you are too promotional.  That leave us with a one percent.

Two very important facts about Facebook: 90 percent of people didn't like your page, they never come back.  Only one percent of people really engage with your page.  That means your advocates.  That's why it's so important, when you have advocates, to really give attention, to always be grateful, and keep your eyes on them.

Let's talk about how can we collect data.  Here is an example we all have in our facilities.  Promotions, events, different things that we can give away.  This is an example of a giveaway we did at Remington Park.  We had a boxing event.  We use a third-party app on social media.  There are many, Woobox.  Woobox is my favorite, and it's really inexpensive.  We use Twitter, Facebook, and Google Plus to disseminate the message and maximize our resource.  Our promotional period was for two weeks.  We have five total winners.

As you can see, the organic impressions alone, there were over 3,000,980.  We collect a total 989 unique emails.  As you can see, our largest demographic is 51.  Something very important that you need to keep in mind when you're doing this campaign is just not only collect the full name and the email.  You need to collect the age because it's very important, when you're doing data segmentation.  You wanna be able to send offers to those specific demographics.  I will touch a little bit more in the next slide.

The event was sold out.  Cross promotions, this is fantastic.  We do this really well with both facilities, with Lone Star and Remington Park.  Ten times a year, we give a chance to our fans to win a trip to one or the other facilities.  We have a global product that's called horse racing.  I really believe we can work, as an industry, and do these kind of promotions, where we'll see very good numbers, especially in the simulcast audience.

Here, Remington Park gave away a trip for Lone Star Park.  We use a third-party app, use Facebook, Twitter, and Google Plus to maximize the messages.  Promotional period three weeks.  One winner.  Never do contests longer than one month.  People get really bored.  You have to be posting constantly, reminding people, so become really spamming and people lose interest.

Results, we collect a total 3,350 unique emails.  Demographics, again, 18 to 35s, you can see the largest, 40 percent.  Year-to-date, Lone Star Park and Remington Park, we are seven percent up in handle.

What is next?  You have all this data.  What are you going to do, now that you have all this data?  It is important that you have a digital strategy.  Your digital strategy should involve email, apps.

Here is one campaign that we did for Remington Park.  We continued the conversation with the gamification aspect.  The gamification aspect is really important on your digital campaigns.  People like the sense of play, and that's what we do.  We're in the gaming industry.

We send this email, asking to new members to spin the wheel.  That was a one-time promotional period for residents to win $10.00 in free play.  We send email to 320 people, and 245 people opened the email, which is fantastic open rate for our industry, and 201 people redeemed the offer, for a total of $39,723.60 in coin in on this promotion alone.

Here are very important, some key success for email campaign.  Target offers.  Remember I mentioned how important it is to collect the age.  You don't wanna be sending offers to an 18-year-old, inviting them to come out for a senior's night.  You don't wanna send an invitation to a senior night to come up and see Justin Bieber, even though many ladies here would love to see Justin Bieber.

Personalization is extremely important.  There is nothing more beautiful when you see your name in an email.  It's nothing worse when you know that you are part of an email blast, where everybody's getting the same email.  You need to analyze your data between and after email blasts.  It is important for you to know how many people is opening your emails, what times are they opening your emails, how many people unsubscribe, how many people are sharing your email.  This is extremely important.  As Jen say, no spam.  Spam is really annoying.

Let's talk a little bit about push notifications.  If you have, on your digital campaign, a mobile app, this is a great way to reach your fans.  Unlike an email, when you open a push notification, you have to go directly to see what the message is about, so some restraints, relevance and timeliness as soon as the user gets the notification, they have to open it immediately.  Engagement and impact, same.  When you get emails, you just delete the email.  With push notification, you have to open.  The conversation part, they go directly to the native app, which give you more opportunities to continue the con with your fans.

Keys for a successful push notification campaign.  One, you need to communicate the value with your users.  These are offers that they are receiving exclusively.  Then you're not sending it to anybody else.  You need to give your users control.  They need to be able to say, okay, I wanna receive push notifications weekly, monthly.  They need to choose how often they want.  You need to monitor analytics.  This is extremely important, same like an email.

Be considerate, in terms of timing.  Don't be sending push notifications at 4:00, 5:00 in the morning, 7:00 at night, or on a Sunday, when people is in church, praying for forgiveness for gambling all week.  Be conscious of that.  Deploy urgency carefully.  The push notifications that tells you must open now, urgent, for a limited time can be really annoying.  If you get a woman in a really bad mood, she will say, "I show you.  I delete your app right now.  Don't tell me what to do." No spam.

Why mobile?  Why mobile so — and I know many of the speakers have talked about that today.  Here are some important facts.  One in seven people right now, they use smartphones worldwide.  That represents 1.4 billion people.  This number is about getting ready to change.  By the end of 2015, it's established that five in seven people will have smartphones.  Sixty percent of all the social search start in the mobile devices.

The real question here is are we collecting friends or customers?  I know one of the key metrics is how many likes, how many follows you have.  At the end of the day, it's are they really becoming your customers?

Experiences.  This is something very important in our industry.  What we do is to deliver experience in everything that we do.  Here is, in that photo, last year, when I got my business card.  This year I got an upgrade, without asking.  I decided to tweet and thank American Airlines.  American Airlines respond in less than five minutes.  What I love about this company is then they answer every negative and positive mention.  Anybody that can put up with my accent and just answer, trust me, gets the loyalty.  That goes for my [inaudible].

Our job is to create winning experiences.  Winning is a word that is in every piece of advertising that we have.  We mention the word winning, winning, winning constantly.  The formula is very simple.  You have the people.  You deliver positive experiences.  You reward them for their loyalty.  If you go by that, you are going to see profitability, loyalty, and advocacy.  Our biggest goal, or our goal, should be when we create any digital campaign is to build a new generation of advocates.  We want those advocates to go and tell the entire world how cool we are and how much they love us.  Word of mouth is very powerful in the digital world.

There is a quote that I love from Maya Angelou.  It's so true.  People will forgive what you say, people will forgive what you did, but people will never forget how you made them feel.  How you making feel your customers online?  Are you really creating the support for, your advocates, your influencers?

Let's talk a little bit about strategies for player engagement.  These are more for mobile.  As you know, social rewards are huge right now, in every industry: airlines, credit cards, hotels, resorts, casinos.  It is important to bring that experience to the digital world.

Here we have a social reward program.  Late this year, we launch app.  It's called My Remington Park app.  A team in Dallas help us to create this amazing app.  Is anybody here from the Pointburst team?  Yeah, here is a guy—if anybody here is getting into want to create a branded app, really with engagement, and is really good resource, you guys need to come up to this guy and talk after the conference.

Let's talk a little bit about what is important — two very important steps that you need to have in mind, when you are going mobile.  One, as you know, it is very important, in social media, to educate your fans, to educate them about your products, about your services, and also on how they can help you to disseminate the word about your company, about what you're doing.

One thing that we did with My Remington Park app was to feature days where our influencers and advocates can review.  We give it a suggested post and say, "Hey, we love you guys.  If you can help us to tell the world about our next event, we would really appreciate it."  As you can see, we give them a suggested post.  They were able to edit and review it.

That is something really important, if you add this feature.  You need to have a really interesting content.  You need to have a content strategy.  Nobody likes to share boring stuff, so you really need to have very good videos, very good photos, very good content.  Then people say — then your advocates and influences say, "Yeah, I want everybody in my network to see."  Content is king.

We have also other features that you need to keep in mind, too, as to have your social media activity in one place.  As you know, and as I showed you, Facebook is making our life seem possible.  We can reach almost anybody.  If you are able to show it to your fans or your networks, Facebook, Twitter, YouTube, how cool things you're doing on the digital world, that's a great way to keep them engaged.

Very important here is content strategy.  This is so key.  You don't want — then your Facebook messages look alike on Twitter, on Instagram, because it will look very spamming, and people will get really annoying.  They will say you sound like a broken record, repeating and repeating and repeating.  Content strategy is extremely important.

What are the keys for a successful mobile loyalty?  Again, target offers.  This is key.  You need to have offers, and they are very specific for your fans, in uploading the app.  You need to have the ability for them to share with their connections all the content that you are created.  Offers, these offers needs to be, again, very personalized, like email.  You can't send offers to an 18-year-old and it's for a 45- or a 65-year-old person.  This is extremely important.  This is when your data become very valuable in not spamming.  It's very important to measure and identify.  You need to know how many clicks you get, how many social stats, who are your top influences and advocate, what they love about your brand.

Let's talk about the KPIs to measure that your program is working.  One, your influencers and your advocates are sharing the message.  This is how you know

that your strategy's working on your mobile app.  The positive sentiment—all those negative reviews that you used to have, your rating to go from 3 to 4.2, or your TripAdvisor ratings go up.  This is a good sign that your strategy is working.  Social referrals.  You are seeing all your friends, your fans' friends and family joining your networks.  Conversation and monetization, you start seeing an increase on ROI on your campaigns.

There is a quote that I love by the legendary Peter Drucker, and it's so true.  If you want something new, you have to stop doing something old.  Are we stuck in the old ways of marketing, ladies and gentlemen?  The future is now.  The future of our industry is in our hands.  Thank you.

**Mr. Éamonn Toland:**  Thanks, Yenni.  We're going to have a bit of a conversation, I think, among the panel.  There will be an opportunity for people to have questions, as well.  I just wanted to start with one point that you alluded to, Yenni.  You mentioned that, in your view, a lot of the digital marketing that's going on, which is pulling in Millenials, has the potential to save racing in the US.  I wondered if you could expand.  Why do you think this is so important?

**Ms. Yenni Vance:**  Well, first of all, we saw the stats.  They will represent 43 percent of the largest working group very soon, in 2018.  They really have the power to influence everybody online.  Millenials are very passionate about what they love, and about the times that they're living in.  When they find out that racing is fun, and they having such a good time in our facilities, they tell everybody.

In one of the slides I show about loyalty, they become really loyal when they know that you're listening.  That's when tools like Ben and Jennie use and I use, too, Radian6, are extremely important.  Because, when you are able to know your demographics and to know — and those young people are engaging with you in some way, and you say, "Hey, thank you," you are building a generation of new fans along there.

**Mr. Éamonn Toland:**  Sure.  I guess there's a question of are the tools and techniques that you're using here the kind of tools and techniques that can be applied across the industry?  I suppose, for a lot of people, they've seen a lot of content today, which is fantastic.  I guess, if you're not involved in digital marketing, it can almost be overwhelming.  There has to be a question that says — and I was gonna ask you, Ben — where do you start, and maybe what are some of the common rookie mistakes that are made, when people start their digital marketing journey?

**Mr. Ben Conoley:**  Sure.  That's a great question.  I think the key to starting out is putting a plan in place, and not being too ambitious right away.  There's a ton of channels out there.  You could sign up accounts on all of them, and then ignore them all a week into your campaign.

I usually recommend to clients that you start with Facebook or Twitter.  Start to use it.  Get experience with it.  Then take that experience and start to build out to

other channels.  What goes along with that, also, is building a plan, whether it's people responsible for posting and responding to things, or whether it's setting KPIs.  Again, once you start doing that with one channel, it's easy to migrate that to other channels.  There's nothing worse than starting out, and then just ignoring it and having your social channels be ghost towns.  That's one of the biggest mistakes I see.

Then, the other one is just not responding to complaints or questions.  Again, people are saying things about your brand, regardless.  Take the opportunity to help improve their experiences and encourage others to give you their business.

**Ms. Yenni Vance:**  Can I say something regarding that?  I think one of the mistakes, too, is then they don't have a content strategy, so they just tend to go and start producing content that is really not valuable for many of the fans, so it become really spammy.  Other thing is many brands, they tend to rush progress, and they get into technologies that they are not ready to take on.  What they do is they confuse their fans, their users, and their customers.  The end up with a bad plan.

**Mr. Éamonn Toland:**  It's like we're on Twitter, isn't that great, but I have no idea how to use Twitter.  People are just going, "Dude, what are you doing?" kinda thing.

**Ms. Yenni Vance:**  Correct.

**Mr. Éamonn Toland:**  Any other dos or don'ts from the beginning that people have?  Anything else?  What's the key thing to get right, at the beginning, I suppose would be a question?

**Ms. Jennie O'Herrick:**  I think just starting off with listening.  Then you definitely need to be measuring what you're doing.  I think the worst thing you can do is be out there, listening and measuring and not doing anything with those results, not creating actionable, operational changes.  You have the best tool for customer feedback at your fingertips.  If you're not doing anything with it, it's really a shame. It can really end up hurting your business.

**Mr. Éamonn Toland:**  I'm just gonna ask you, Jennie, one of the key questions I suppose people have is how does digital marketing fit into the wider scheme of things?  How should digital marketing be influencing the rest of the business in racing?

**Ms. Jennie O'Herrick:**  Like I said, you should definitely be using any feedback that you get to organize it, see if it's trending, and if it is, what can you enact that they've suggested to make some changes, do things better.  We're big believers in surveying.  I don't know if you guys have heard of NPS, but we survey all of our customers and ask them the ultimate question, which is how likely are you to recommend Parx to a friend?  Then we ask them to rate us, on a scale of zero to ten, and why.  That really helps us get a lot of feedback.  We've created so many

operational changes, and just seen our score go up.  With NPS, they say there was a direct correlation in increase in ROI with how high up your score goes.  We're definitely big believers in that.

**Mr. Éamonn Toland:**  Okay.  Anything else from anybody else on that one?

**Mr. Ben Conoley:**  Yeah, sorry.  I was just thinking of how I'd phrase it.  I've had some really neat experiences in seeing how social interaction has affected other, I guess, silos and businesses that were kept social segregated.  One was with a burger chain, who had a — who has feature burgers every week.  They had this one that everyone loved.  Whenever they put it up, people would go crazy for it.  Then they had another one that wasn't as popular.

What we ended up doing was looking at the sales for burger number two, and seeing that it wasn't very popular, and then the feedback we were getting from this feature burger.  Then, after about a year, where that burger would appear about six times, they decided to take the other one off the menu and put this feature one on.  It was able to — talking to the executive chef and the social team—because the social team has no idea how many of the other burger they sell, so it's really important to merge those two sides of the business.

Another one was with a motorcycle company, about building influencers.  What they did was they built — they gave out these customizable motorcycles to people who customized motorcycles.  They said, "Here's our bike.  Go and take your version of it, and then put it on your YouTube channel or your blog."  People did that, and then, gauging by the response those people's fans had, they were able to take those tweaks and implement them into the next rollout of that bike, which is really neat.

**Mr. Éamonn Toland:**  Is anybody, at the moment, using digital marketing to really influence and shape things like the kind of race events that people come to see, whether it's in terms of the timing, or the types of racing, the promotions people might get when they come in?  Is it being used as an interactive tool in that way, to actually change the product that people see on the ground?

**Mr. Ben Conoley:**  I don't know.  Jennie, maybe you know.

**Ms. Jennie O'Herrick:**  We've definitely taken a lot of feedback that we've gotten and made tons of changes and everything.  It's just really helpful to let them know that you're listening, and really make changes.  I don't know, Yenni, if you've experience anything.

**Ms. Yenni Vance:**  Sure.  Something we did at both locations, we claim every single review side, and we have — that was on the market.  We were able to take, from all the negative and positive reviews.  It help us tremendously, as a team, to find out what were our really problems that we were having, in food and beverage and security.  It was a team effort.  We all came together and put together emergency manual response, we call it.  Now, we were able to improve and make

things better in our industry because of what people were saying online. Absolutely, yes.

**Mr. Éamonn Toland:**  If you could only borrow one of Ben's feature burgers, your food and beverage feedback might've been so much better.

**Ms. Yenni Vance:**  Oh, absolutely.

**Mr. Éamonn Toland:**  I was gonna ask each of you, in a little while, about the key takeaways that you want people to leave the session with.  I just wanted to — does anyone have any questions, before we get into that?  If you wanna step up to the mic.

**Mr. Cillian Barry:**  Hi.  Thanks for that, guys.  Cillian Barry with Racecaller.  In Ireland and UK, obviously, a lot of digital marketing's been we go towards Facebook and Google AdWords.  Over here, for ADWs and casinos, what's the policy?  What do they allow and what don't they allow?

**Mr. Éamonn Toland:**  In terms of social media terms?

**Mr. Cillian Barry:** Yeah, you allowed to advertise a casino, for your promotions, for instance.  Obviously, that looked a lot of organic activity.  Are you allowed to run a paid promotion?  Are you allowed to do Promote a Post?  Are you allowed to do Google AdWords?

**Ms. Yenni Vance:**  I can tell you we do promoting post with some of our — it's important that you have a digital budget because you wanna get the word out.  Facebook alone give you some really good tools, where you can target a specific group of people.  Yeah, when we know that we want to maximize our messages, we use it.  We use Google AdWords, too, depending on the season, if we want to promote weddings more.  It depends on what kind of word we wanna get out.  Yeah, we use promoted post on Facebook, and use other digital advertising, as well.

**Ms. Jennie O'Herrick:**  We do the same thing.  We just have very strict legal rules that we have to follow.  We're a little limited with what we can do in Pennsylvania, but we make the best of it.  We just have to shorten our messages to involve — every post that we do has to involve gambling [inaudible] gambler.  We still make use of PBC ads, Google AdWords, Facebook Promote a Post.  If there's some sort of track-able system out there, we're doing it.

**Mr. Cillian Barry:**  Just a quick second question.  Is there anything else you can share with the cost per acquisition cost around those, or what you're seeing?

**Ms. Jennie O'Herrick:**  Say it again.

**Mr. Éamonn Toland:**  Cost per acquisition.

**Mr. Cillian Barry:**  Cost per acquisition, in terms of what it's costing you to get a new account or a new customer through those paid channels.

**Ms. Yenni Vance:**  Well, all depends on the company you running and what is your objective with that specific campaign.  I can tell you, from what we do in our both locations, mostly marketing money and we put on ads are based on our target market, on who we want to specific reach.  It all depends on what is your objective with the company or whatever you're doing online.  If you're trying to reach somebody outside of your target audience worldwide, of course the numbers change.

**Mr. Cillian Barry:**  Okay, thanks, guys.

**Mr. Éamonn Toland:**    Any other questions before I'll ask the panel just to give some final thoughts?  Any other questions?  Okay.

**Ms. Yenni Vance:**  Everybody's hungry.

**Mr. Éamonn Toland:**  Yeah, I think everybody's hungry.  Just quickly, if we could go down each of you, in turn.  Yenni, what would you like people to take away from this session?  What's the most important thing?

**Ms. Yenni Vance:**  Well, listening is extremely important.  Analyze, engage.  It's important that you have a digital strategy.  You need to go beyond Facebook and Twitter.  You can't focus on those channels anymore.  You need to think in big data, how I'm going to connect, one-to-one, with my customers, how I'm going to build a generation of new fans.  That's extremely important.  Listening.

Again, identify.  We are very big on identifying who are our influentials and advocates.  At the end of the day, they are the ones, and they drive people to your facility, and then they are the one, and they are going to be spending the money online and doing the word of mouth for you.  It is extremely important that you identify them, and give the proper attention.

One other thing that I will say is invest in technology.  Don't jump very fast to everything on apps, but invest in technology.  If you want to reach the masses, everybody is connected, every day.  You need to get in your package, in your customer's package, and the only way to do it is through mobile.

**Mr. Éamonn Toland:**  Okay.  Jennie, do you have anything you want to add?

**Ms. Jennie O'Herrick:**  Sure.  Yeah, just as Yenni said, the importance of listening, measuring, and analyzing, and ultimately, closing the loop.  Like I said before, if you're listening and measuring but not doing anything with the information that you're getting, there's just really no point in even being out there.  It's all about closing the loop and, as Yenni touched on, too, really getting into customizable marketing and transactional marketing, and personalization for

everything. There's nothing worse than sending out a customer something they really don't care about. They'll spam you in a second.
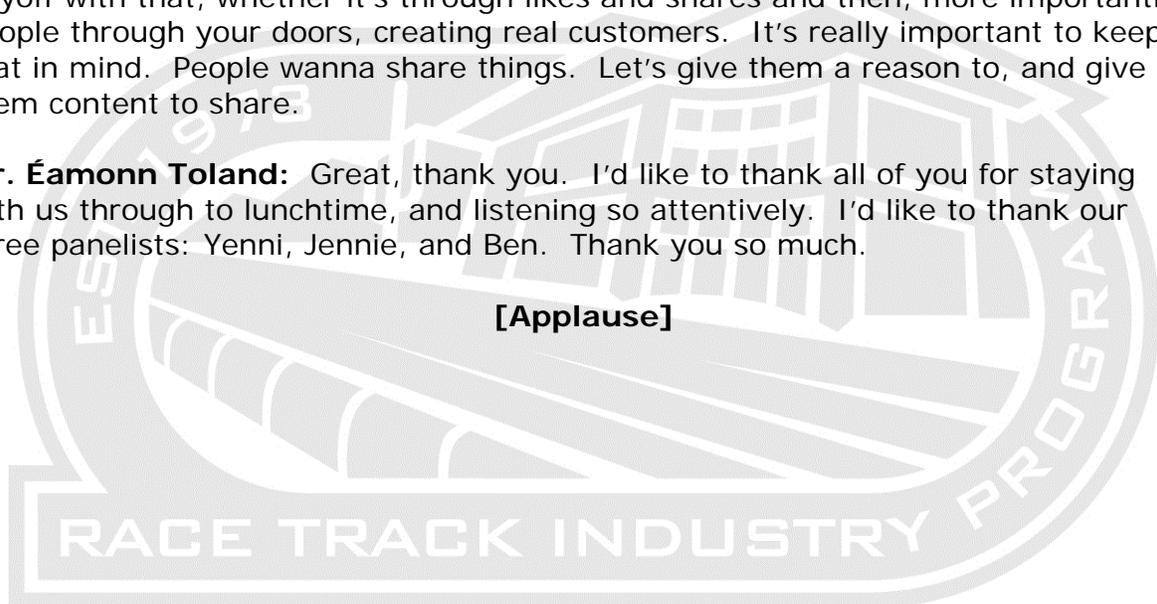
**Mr. Éamonn Toland:** Okay. Ben?

**Mr. Ben Conoley:** Yeah. I guess my final thought would be, to couple with listening, is the engagement side, and to really take the literal meaning of engagement to heart. Remember that your social audience doesn't expect and won't respond to a one-way marketing campaign. Try to create content that they want to engage with. There's a reason that people don't watch television stations that just play ads. We're social people who expect to build relationships with you.

Try to create content that people will engage with, and you're gonna see a big payoff with that, whether it's through likes and shares and then, more importantly, people through your doors, creating real customers. It's really important to keep that in mind. People wanna share things. Let's give them a reason to, and give them content to share.

**Mr. Éamonn Toland:** Great, thank you. I'd like to thank all of you for staying with us through to lunchtime, and listening so attentively. I'd like to thank our three panelists: Yenni, Jennie, and Ben. Thank you so much.

**[Applause]**