



Race Track Industry Program

39th ANNUAL SYMPOSIUM ON RACING & GAMING

WEDNESDAY, DECEMBER 5, 2012

PERSPECTIVES ON MARKETING TO NEW AND CASUAL CUSTOMERS

MODERATOR:

Kelly Spencer, Manager, Marketing & Communications, Grand River Raceway

SPEAKERS:

John J. Hartig, CEO, Sports Information Group/Daily Racing Form

Christa Marrillia, Director of Marketing, Keeneland Association, Inc.

Jason Wilson, Vice President-Business Development, The Jockey Club

Mr. Doug Reed: Some of you didn't go to the golf course, obviously, so again I commend you for that and I think we've got a great set of speakers here and certainly a very important topic. Once again, I want to thank Amtote for the wonderful luncheon. After this session we have a beverage break sponsored by Del Mar, we appreciate that, and this panel is sponsored by the American Quarter Horse Association.

I'd like to introduce Kelly Spencer, the moderator, and one of the speakers on this panel. She is the Manager of Marketing and Communications at Grand River Raceway. Kelly manages the Grand River Raceway Marketing which is a half-mile racetrack located in Ontario, in case some of you didn't know that. The operation is a harness racetrack, seasonal harness racetrack, and of course year-round simulcasting. I think that's like we all do nowadays. They also have slot machines.

She coordinates all the marketing, publicity, advertising, public relation initiatives, and oversees the video production department, too. I'm going to let her tell you more about what she does in her presentation so as not to steal her thunder, but she also has a journalism degree in addition to her role at Grand River. She owns and operates Iron Horse Photo which serves as the track photographer at four tracks in Ontario, and last year she helped produce a short documentary about harness racing called, *Race Day*, so please welcome Ms. Spencer.

Ms. Kelly Spencer: Thanks very much, Doug. Thank you very much for giving me the opportunity to moderate this panel. This is a great panel. I've just had the opportunity to meet all three of these folks recently, so I think we're going to have a very fun session, and the format is going to be we're going to quickly go through the panel, you'll have an opportunity to tell everyone a little bit about yourself, and what you do, and then from there

we'll go straight into the presentations. The presentations are about 15 to 20 minutes apiece, and following the presentations we'll open it up for Q&A.

John is going to start. He unfortunately won't be able to stick around for the Q&A because he has to hop on a plane and jet set, so following his presentation if you would, if you have any questions for him specifically, feel free to move forward to the mics and we'll take those questions from you. We're going to start with just summaries of everyone first, and then we'll go into John's presentation. John, first a little information about you?

Mr. John Hartig: Thanks, Kelly. Thank you RTIP for inviting me here today and for letting me talk a little bit about what Daily Racing Form is doing to attract new customers. I'd say our job one, frankly, is actually, let's go back one. Job one is still to serve our current players with the tools and kind of functionality and content that allows them to play with confidence and with success, and that has to be job one, and I think that's where we've really focused the organization the last couple years, building out tools, functionality, content, across print, digital, mobile platforms to serve existing players and drive handle, and we work closely with our track partners with marketing programs to try to drive attendance, put fannies in the seats.

I think certainly the second goal is to attract and educate and encourage new racing fans. I really call them fans, but having just had a conversation with Chris McErlean and Bill Fasy a month or so ago, reminded us that it's really about customers, and it's really about people who bet, people who attend races, people who are actually engaged in the game. We really talk about, our conversation is always about the customer.

If you looked at the year-to-date handle, now November was down a scoch, and handle down a couple points on race days, but year-to-date through November we're running basically flat. We're up about one percent in handle, and up about a half a percent in race days, and if you ask the question, if you just do the math on that even if the industry's found its bottom, found the bottom, just through basic attrition we're going to have to really focus hard on finding and engaging new customers, and that is very much a part of our mission. It kind of does start with a mission.

I asked recently for the DRF original mission statement. It doesn't really exist. It exists to simply say we're going to publish this newspaper as long as people want it, so all right, well, that's a — I guess that's a mission statement, but it really, what makes me want to take a step back and ask the question who are we serving? It has to be serving the customers, the handicappers, the players, but it also has to be serving the industry, right? The industry partners who include our pals at The Jockey Club or Equibase or NTRA or USTA or our partners at the racetrack level.

Most recently, we introduced a new business called DRF Breeding, and DRF Breeding, and the breeding and the farm business, I think is important one because they are not fully dedicated to racing, and they need to be fully dedicated to racing. Handicappers who want more breeding, I see an opportunity to really bring both breeding and racing together through our content and tools.

The culture of the business has to be serve the existing players, but go out and find new customers. To this, I think as Joe Asher reflected, talked about earlier, it really requires the focus on resources, and that's where we're spending a lot of energy and time is to dedicate resources that allow us to serve the players and the industry.

This just gives you a quick at-a-glance look at our portfolio mix, which has been significantly expanded over the last few years, in part to find new customers. Right there at the top at 12:00 you see DRF.com and there's some re-engineering, building out a content management system, training our editors how to use a CMS, Drupal K-4 technology to actually create content in real-time that serves handicappers at the track, has been kind of a seat change in culture in the company.

It was just a few years ago, our editors were thinking about the 6:00 p.m., you close, your content, your stories, to file to send out to 11 plants across North America for newspaper. What we said was no, we're going to turn that on its ear and we're going to say 6:00 a.m. It's about creating content to tell the handicappers world what's exciting in racing today. Giving people the tools to do that. At 6:00 when you get DRF Morning Line in your inbox, it tells you, these are great races, here's some terrific tools, some great handicapping information, run, don't walk because this is cool.

You may have never played Emerald Downs, here's some great stuff to teach you about Emerald Downs. It really is providing tools to editorial folks who are telling the stories about racing. That's sort of the building block to building a website, a destination, a portal if you will, to drive a million to a million-and-a-half monthly uniques.

Just going kind of quickly around to that, to the right, we launched DRF Bets in 2011, and it was really out of talking to our customers, putting them first and asking them, what do you want from this website? We give you news and analysis and handicapping tools and they want to make a bet. Let's put all that under one roof, and what does that look like? How do we serve that up, is really something we've spent a lot of time developing, but again that's a nice growth business and it's clear there's a ton of growth there.

Our program business, program publishing we publish 50-plus programs around the country and that continues to grow. We see opportunities there. DRF Breeding as I mentioned in 2012, we just announced that that'll launch in December 17. Harness racing really in cooperation with the USTA and our friends at TrackMaster and EquiBase, we launched kind of in partnership in support of harness racing, and we do think there's some cross-promotional opportunities to get thoroughbred players to play harness, and in reverse.

Through our sort of strong relationship with AQHA and USTA Breeders Cup and TRA Jockey Club, Equibase, we want to find partners to do these things because we recognize that we have limited resources, as we all do. We need to be doing things together in partnership.

At the bottom of the chart, Morning Line is our newsletter that goes out every day to 270,000 to 300,000 people who opt in, they want to know what's going on in racing, so it's a great way to tell the stories of racing and give them opportunities to play and generate excitement.

Good teaming around handicapping books, CDs, DVDs, that generate new content, tools that either in book form, DVD form or can be supplied in HTML comment or video content on the website to drive audience, is all about helping handicappers or helping players become handicappers. A lot of it's dedicated to how to play the game. For a lot of folks out there, about two-thirds of these people who come along, they just want to be able to cash the ticket, right? They want to be entertained, they want to have fun, they want to be able to cash the ticket. They don't want to look like dopes because they don't know how to read the friggling Daily Racing Form, which was still too complex.

The tools have to be more accessible, more engaging, more inviting, they've got to be entertaining, they've got to tell you stories, and that's what the products have to be. Special publications, events, whether it's through the Eclipse awards or the NTRA Handicapping Tournament, these are events we want to continue to sponsor because it does pull in fans, and the newspaper in the top sort of upper left, really I think the newspaper's never been more relevant. Our editors, including now with Mark Simon and the former Thoroughbred Times team coming on board, that really strengthens the franchise and it tells stories that are simply different from what you've seen.

It's not only about handicapping stories, it's about the industry. It's about breeding. It's about medication. It's about bringing the entertainment values of racing alive.

We do think, you know, really the vehicle for finding new fans clearly is on the digital side, and you heard this morning I think some great case studies from the Hong Kong Jockey Club and certainly Del Mar about mobile, and we're focused on that as well. I think you know, we're running about double-digit growth this year. We are getting about 10 percent of customers who are coming who are literally new to the industry. Del Mar and Saratoga, great meets in the summer, contributed to that, but it really starts with this enhanced kind of real time coverage via social media.

Our reporters are covering the races in real time, and that's important. If you're making a bet, you want to know what's going on. What are the race conditions, how are they changing, what do I need to look for? If Mike Wells is say talking about it at 3:00 at Saratoga on Thursdays, what's going on tomorrow morning and who you should be thinking about, that's some very valuable content. The more we can do that in real time, that's what our mission should be, right? We should be creating stories, telling stories, giving tools to get people engaged and playing.

For Steve Crist, it's all about very complex data points. For myself, I don't know my way around a pick-six carryover, if you paid me a million dollars. I'd just screw it up. It's about finding those segments and serving up separate tools.

The expanded video content and handicapping content is important. It gets people engaged. Sight, sound and motion is a great way to generate audience. It gets people engaged in the game in powerful ways. Fan-friendly handicapping products, and I'll talk about a couple of those. We've had a few products that have existed. We've started to market them more aggressively. That's straight pulling in new fans. We've launched three new digital products in the last four months which are definitely bringing in new fans and I'll talk about those in a second.

The mobile piece, obviously the mobile penetration is very, very high, and working closely with our partner XpressBet on the betting side, they've built what I think is a very, it's a very cool mobile wagering platform. You'll see in the next 60 days, DRF content platform that'll sit atop that that allows you wherever you're going to be able to get all the relevant and recent news and handicapping tools and wagering in a way that I think is pretty sexy and we'll see what the fans say.

Lastly I think again, DRF Bets is a tool that can bring people in, especially if you don't have capability of getting to the track. In terms of existing products, quick sheets and easy forms are both I think products that definitely, if we put the new customer front and center, they definitely like these. This gives them sort of a snapshot of the key elements from our past performances. We include buyer speed figures. These are very simple access points for playing. Easy Form is a simple way to play for new fans. It introduces people to past

performances, but both these products are available in digital form, they're available at trackside, if our track partners say we want to print these up and give them away to new fans, terrific. We do that. If track partners want people to pay for them, terrific, we do that. Basically we've got to be in the position of serving up products, both online and at the track side.

In terms of new products this year, as I referenced, one is called Game Plan. If you look at Game Plan it's kind of a playbook for the weekend's best racing. It really tees up by track, by post time, here are the horses we like, here's the way to make a bet, here's DRF's analysis through the lens of if it's Brad Free on the West Coast doing something at Santa Anita or Dave Grening doing something at Aqueduct or Mike Welsch doing something down at Gulfstream, it gives people some real handicapping insights that people can use to make a bet, and simply feel like they're not totally out to lunch.

That's our value added, being able to give people those kind of insights and do the heavy lifting for them. Again, very strong adoption rates among new customers, so we are seeing people who are coming on board who are — the content, the stories bring them in, the handicapping tools let them bet, and cashing a ticket kind of brings them back. It's kind of that simple. Simply taking someone who's been to the track a couple times and giving them the tools to play is pretty powerful.

At the track, at the trackside, I think we've run over 50 events. I think in 2012 at some of the bigger tracks and smaller tracks alike, but we're able to take this content obviously, enhance it with podcasting on the website, but there's nothing — nothing that replaces having an experience at the track. I've told some folks this story, but a couple years ago I took my daughter Caroline who's a junior down at Duke, to the Breeders Cup in Los Angeles and walked her into the paddock and introduced her to Mike Smith, and she got introduced to Zenyatta, and petted Zenyatta on the rump. Is it rump? It's still a rump, right? Is it a rump? It's a rump.

[Laughter]

Then she put 20 bucks on the race and of course won, and she's over the moon, and here's a kid who's two-and-a-half or three years later, that's all she talks about is racing. I take her to the track all the time and she just eats it up. She had that powerful experience, and there's nothing that replaces that. You can build digital products all day long, but you still have to get people engaged. To me, what's engaging are the personalities, the jocks, the trainers, the athletes, and that's — there's no — I mean, that's magic, right? Our goal has to be both. Yes, digital gaming gets people in to play because that's where all the growth is, but it still is about getting people at the track, come to an event, go to places like Keeneland, which are magical, right? These are wonderful experiences. Gulfstream, Santa Anita, Belmont, Saratoga, and that's what we try to do is promote these events pretty aggressively.

In 2012 I think, or 2011, Jockey Club did the — sponsored the study, the McKinsey study, one thing really jumped out at me. It was, we've got to retain betters. We've got to find new betters. We also have to find owners and retain owners. I thought, what do you mean by that? The more I sort of dug into it, this concept of fractional ownership, when people learn about the breed, when they learn about what it takes to own a horse, when they learn about sort of the training and get kind of, get under the hood of that, there's nothing that inspires them. Again, I've had this thesis that if you can actually marry breeding and racing together and bring that content and those tools together, there's no question people want pedigree content in their racing and their handicapping stuff in their tools.

That's where you're going to see some Beyer Speed Figure imbued products coming out, with breeding content and Beyer Speed Figures, because I think it's — first of all, it's very helpful for both sides of the equation, for the farm side and for the handicappers. So, I think our feeling is that we can bring that together and expose more people to racing through fractional ownership and the stories we tell.

People like Mark Simon and his team are phenomenally strong and again, my view is it always starts with the stories.

In terms of the partnerships, Phil O'Hara came on board officially as kind of racetrack development, and Mandy Minger of course and Jim Kostas and Jeff Burch and the DRF management team are all focused around serving our racetrack partners, and obviously that's got to be key. If we can turn our fire hose, our audience, onto key events, that's a way to attract new people.

If they can't get there to bet, they're going online. If we can get them, if we can get them through local marketing, then that's our value added, but our yardstick is really — if we're successful we actually sell more past performances, so it's not altruistic. It's a real revenue motivation to do so, but depending on which event it is, if we go out and promote aggressively, specific events, we see real increases in downloads and that's like I said, our yardstick.

On an audience basis it's a powerful driver of new fans and it's certainly revenues for all parties. Just one example, I think Santa Anita, we've got about 50 of these stories but you know, we do get behind events. We try to help tell people why they're special, and it certainly does seem to drive attendance and handle, but again the coverage has to be — it's not just telling, talking about the racing, it has to be fun, it has to be entertaining, it has to be relevant, and ultimately it has to be helpful at making bets.

I think I'm pretty convinced there's untapped demand for international racing among new fans. There seems to be, and we're showcasing these events and we're pretty excited about it. It seems to be a place where people want to come and learn about international racing. DRF Harness, I referenced it with the 2012 introduction of these products, really in combination with Trackmaster who has, sort of owns the products. We're a content, we're a media business, but this kind of marrying what their products have and our content ability, we're able to begin to cross-promote thoroughbred racing and harness racing, and there should be more of that, right? It should be play Aqueduct during the day, it's Friday, play Meadowlands at night, and here are the products to really serve that up.

I think the AQHA, with that partnership we're looking to actually expose quarter horse racing to a broader racing audience, and that seems to be getting some traction. Again, new customers, it's got to be about telling the stories and creating new products.

Again, DRF Bets, there's no magic in that other than responding to what our customers have wanted as an integrated experience, and we feel strongly that we have to own that experience from stem to stern. We partner it with XpressBet who provides the back-end IT platform, and it seems to be getting real traction. If you look at the ORC numbers, we seem to be finding a chord with that, that's connecting with players, but it does provide — these to really be about content married with handicapping married with wagering, so if you kind of get that formula right you can start to grow new fans, especially when people can't get to the track.

StatFox is a business totally unrelated to horse racing, but it's a business we own and it's about finding fans who basically bet on everything but racing, offshore. We own a business, again it's a data-driven business, that aggregates basically people who bet on major league baseball, NFL, hockey, you name it, NCAA March Madness, offshore. We provide the data products but in marketing to that group and introducing them to horse racing we're able to convert new fans.

Really the outreach has to be going out beyond horse racing and find people who are already predisposed to betting, they love to wager, they don't know anything about horse racing but you give them the basic tools and you then look at your renewal rates, and it's starting to really work.

So, that's just kind of a nutshell of what we're focused on in 2012 and '13. We're crazy passionate about the game, and building the business, and we're open for all ideas, so thanks a lot.

Ms. Kelly Spencer: All right. Thanks a lot, John that was an excellent presentation and does anyone have any questions for John? As I mentioned, he is unable to stay until the end of the Q&A.

Mr. John Hartig: Are you going to boo me out now?

Ms. Kelly Spencer: No, you can stay for as long as you want to stay for. Okay, no questions immediately for John? Okay, thanks very much. That was excellent. I had, I don't know about you but I had no idea that the Daily Racing Form had so many exciting initiatives and great concepts.

Mr. John Hartig: We get to be — we were sort of screwing up a few things, but we're sort of stumbling in the right direction.

Ms. Kelly Spencer: We all screw up a few things, John. All right, excellent, okay. I am going to go next. I am going to relocate, here. All right. I'm just going to have a look at my phone here so I know what time it is so I know what time to shut up, because I'm really bad for that. Okay.

My name is Kelly Spencer. As Doug mentioned at the beginning of the session, I'm the Marketing Manager at Grand River Raceway in Elora, Ontario, Canada. For those of you not familiar with the area, it's just a small village and it's located about an hour, hour-and-a-half, from Toronto. Just to give you some idea of where we are.

Obviously, the focus on this presentation is on how to attract, educate and entertain new and casual fans, so we're going to address that as it pertains to Grand River Raceway.

Here we go. All right. Our tagline is, "Expect an Experience," and hopefully I can illustrate for you how we accomplish that. I have a PowerPoint presentation about a quarter of the way through, we'll have a short video, as well.

All right, so just a little bit more information about our site. We are a rural site, 68 acres, we're located about 50 kilometers — sorry, that's still in Canadianese there, I'm not sure how many miles that is, but not very far away from four major cities and two other harness tracks. We are a harness racing track, half-mile harness racing track. We opened in December of 2003 and I'll talk a little bit more about that in just a few moments.

We do have slot machines right now, if any of you are familiar with what's happening in Ontario. I can't tell you that'll be the case next year, but we'll see. We also are owned and operated by a not-for-profit agricultural society and that's I think important in what we're going to talk about today because I believe right or wrong, that makes it easier for us to really focus on racing as a business.

I think the reason that we're probably, we were asked to be here today, is because over the past eight years I think Grand River Raceway has become recognized for its intensive effort in delivering what is a really dynamic racing experience, so.

Particularly for new fans and casual fans, I think we've cultivated a culture of enthusiasm and optimism in this endeavor and I would say that goes across, that's recognized by our fans, it's also something we've cultivated amongst our Board of Directors, our managers, our front line employees, all of our employees, and particularly our horsemen and also the industry organizations that we work with and partner with every day.

Our focus is very much about live racing. That's what we're passionate about, and we are committed in every single way to creating new fans.

I should also just let you know, we raced 67 days last year in 2012 and that's across three days a week, Monday, Wednesday and Friday, May through October.

All right, so some of the words that you'll see and you'll hear me talk about in the presentation and some of the words that'll describe some of the imagery that you see in our video, appear on this screen and I think that if you were to ask some of our fans, both our loyal faithful fans and also some of the new and casual fans at Grand River Raceway, I think that they would give you some of these words as well.

They would describe the place as being very intimate, it's an interactive atmosphere, that it's fun, that it's casual, that it's comfortable. We hear comfortable a lot and it doesn't refer to the chairs so much. I think it refers to the vibe in the place and the way people feel when they walk in, and we're very conscious of that and it's nice when people don't think that we put any effort into that, that it just happens, but we put a lot of effort into that.

There's one word that's on the screen there that — she fell off the bottom of the screen there. Sandra Bullock was another two words I guess that were on the bottom of the screen and I included that because when we opened our facility in 2003, just a brief history lesson, we actually had a predecessor, another track on my raceway which is only a couple miles. Miles, not kilometers, a couple miles down the road, and long story short when the Slots at Racetrack program came into Ontario around that time, my raceway, the municipality we were in, wouldn't allow us to introduce slot machines into our existing facility. We had to introduce these slot machines, it was a program that was being rolled out across the entire province. We were one of the few tracks that were really in a position where we didn't really need to have the slot machines. We were holding our own just with the racing itself. We weren't certainly rolling in money or anything, but we were holding our own.

Obviously every other track around us was going to have them so we had to have them. We weren't allowed to have them. We had to move. We moved to a neighboring municipality and that's when we built Grand River Raceway, and the reason I tell you that is because it afforded us a really unique opportunity and we made the most of that opportunity. It gave us a clean slate, so, it really gave us an opportunity to look at who we could be, who we want to be, and how we were going to get it accomplished.

We're a really small operation. There's really only but five or six managers in the whole place so we came together and we got an outside facilitator and we went through an exercise where we determined sort of what our personality was going to be, what our characteristics were going to be, what we want to present to people. In the end it's kind of hokey, but you need something to wrap it all into. In the end we sort of came up with a personality that we could connect all of those feelings, and attributes to, and that person at the time prior to her winning the Oscar award and her life falling apart publicly with Jesse James and such, was Sandra Bullock, so that's why I added her to the screen as well.

I was struck this morning by there were some really great presentations this morning, and the one gentleman mentioned racetracks. Racetracks must be to wagerers what concerts are to music fans, and I was really struck by that. I think that's really endearing. I think that really summarizes our thinking as well, at Grand River Raceway.

All right, some of the imagery, some of the logos and the branding associated with Grand River Raceway. Our tarmac show, you'll see lots of images from our tarmac show, both in this presentation and also in our video, so it's our between the races show. We really try to layer the experience, the live racing experience, and part of that layering is making the most out of that time between the races.

We host a show on the tarmac right down in front of everyone, and the tag is, "Win, Learn and Laugh Between the Races" and everything that we do is geared towards engaging people in horse racing. They're fun contests, they're a little quirky sometimes. We have bouncy pony stakes, where people go, fans actually go down to the track and bounce in a race, and that sort of thing, but everything however ridiculous it may seem, is all tied to horse racing. It's all tied to an effort of trying to personify and make people identify with the horses, with the race participants. Everything has that purpose.

Some of the other logos on there, The Neighborhood is our kids program on Friday night. I believe Keeneland also has a similar program. That's really huge for us, obviously, with the new generation that we're trying to convert and that's one of our efforts. Our Fun and Frivolity Friday Nights, we really ramp it up on the tarmac show on Friday nights. That's our best possible opportunity to get new people to the races and to really make a show out of the races on Friday nights, obviously.

Our Showtime staff training program, this is something that we implemented a couple of years ago. We had mutual sellers working for us, we realized, who had been working for us both at Grand River Raceway and Elmira Raceway. Between the two we had wonderful women who had been working for us selling mutuel tickets, selling probably hundreds of thousands of mutuel tickets over 20 years, and we realized shame-facedly that they didn't know the difference between a trotter and a pacer. They didn't know anything about harness racing.

We were expecting them to help deliver this experience to the people when they came to the racetrack, we expected them to be enthused about the product, we expected them to know what they were selling, and we couldn't believe that not only did they not have this basic knowledge, but they didn't have the enthusiasm that we wanted, and then we realized it was our responsibility to teach them the difference between a trotter and a pacer. It's nobody else's responsibility, it was our responsibility.

We started this program for our front-line staff where we actually bring in retired racehorses, they're the same ones that we use in the youth camp program and our adult

camp program. We bring them in and our staff spend the day learning about the basics about harness racing and then they actually work hands on with those animals, and then they actually go ahead and jog them at the end of the day, so they actually get to go down the racetrack, and does it ever give them a different—you know, it gives them a whole different perspective as to what harness racing is all about, so that when fans and clients you know, ask them a question, they have a whole new viewpoint.

It costs very little money, it's a partnership with our local horseman's association, and it's been fabulous.

Some of the words that we live by, not just in our marketing efforts but also our operation efforts at Grand River Raceway: take control of what you can control. God knows there's a lot of things in this business that we can't control no matter how big or small you are. There's so many things you can't control, so recognize the things that we can control and do our best to control them.

Partner, seize opportunity, and maximize. Certainly when you run a smaller operation, a shoestring budget, you have to learn this but it's valid for all of us.

Celebrate your differences. We're a half-mile racetrack, so we aspire to be the best half-mile racetrack that we possibly can be. Yves, in his presentation this morning, he outlined the four different French racetracks, so remember that, and he talked about how each one was different and unique. They were all fabulous, but they were all very different, and there's room for all of us to exist and to be very different but equally fabulous at the same time.

Finally, enthusiasm begets enthusiasm, and enthusiasm makes progress. Whoops, sorry. The live racing product is an experience, an experience, sold through a series of impressions based on tangibles, so sight, touch, smell, sound, taste. A lot of those things we can control. We can control that for the client, but there's also the intangibles, the feelings, the connection, the comfort, etc. You may think you can't control that. In fact you can control a lot of those things, and so you'll see how we try to facilitate that at Grand River Raceway.

Finally before we get to the video, our three E's. Engage interest, Evoke emotion and facilitate and deliver the Experience. That really wraps up everything that we do in our marketing, our publicity, our public relations, our video production, all of those efforts are really geared to those three objectives.

I'm going to show you a video here, and it's just a short video. It's just video captured over many of our race nights last year, and I think a couple of images from the year before as well, and I think it captures some of the emotion, the energy and the endeavors of Grand River Raceway.

[Video Plays]

[Laughter]

There's some random images from every night at Grand River Raceway, that's generally what it's like all the time and I hope you get a sense of the energy that's there, and I think that's our biggest success is the energy that we've been able to create within that space.

Quickly going through obviously the — again, the objective here is to talk about how to attract, educate and entertain new and casual fans, so as it pertains to Grand River

Raceway, some of the obstacles, and this isn't just Grand River Raceway obviously. Some of the obstacles to attracting new fans. They're unaware of the site, they're unaware of the sport, there's fear of the unknown, they're intimidated by a sport they don't understand, and they have no bridge or no cheerleaders.

If you think about your best patrons, horse people, there's always a bridge. There's always somebody that brings them to the racetrack, right? Not very many people just happen upon it and become lifelong fans. There's always a bridge, there's always somebody that's an ambassador that brings them in. If you don't have a lot of that, that's an obstacle.

Some of the things that we do to attract people, some of our schemes. Lowest-hanging fruit is one of my favorite marketing terms. I don't use many of them very often. I think most of them are ostentatious, but this is definitely one that I use a lot and when we're trying to attract the lowest-hanging fruit to make the most, word-of-mouth I think is still the best way to get the word out and to bring people in. It's one of our best tactics.

The key there is to deliver an experience that makes it worth cheerleading, that people want to go out and spread your word, be your ambassador, be the bridge, bring people in. So, we try to optimize those efforts.

We have group bookings come into our dining room. We have a small dining room, about 200 people. It's had a 96% capacity rate last year so it sold out almost every race night. About half of those people are group bookings, people who have come there on social club outings, family outings, those sorts of things. We try to make sure that we get them back. We've already got them there so we try to make sure that we get them back for a Friday night, so maybe they're not in the clubhouse next week. Next week they come back with their spouse and another couple and they're hanging out on the tarmac drinking a beer and eating a hot dog.

Our Ambassador program, winning owners, we try to couple with them, every winning owner at Grand River Raceway gets a couple of free seats into the clubhouse and we encourage them to bring people to the racetrack who have never been to the racetrack before and to come with them and to show them the paces, be the ambassador. We don't get a really great rate of return on that, unfortunately, and I still am not sure why but nonetheless, the people who do use it, they do use it for the purpose that we intended and it helps.

Local biz night, we've had three of these so far. We sell them out every year. We work with the local Chamber of Commerce. They fill up our clubhouse on the Local Biz Night event. It's a fundraising program for them as well, but it brings local business owners and their staff to the racetrack. Obviously these are people who live in the area, and we have the best chance of having them return to the racetrack.

We name a race after them, we assign each business to a horse in the Local Biz night race, we take them back to the paddock so they can meet their horse before the race. The trainer talks to them, describes their horse, talks about the horse's attributes, and then they actually get their horse — pardon me, they get their picture taken with the horse, cheer their horse on. The winning businesses win a group outing at Grand River Raceway.

Open houses, we host one of those every year and I'm always fascinated that a lot of the people who come are local families who have never been to the races before, so they've never been to the horse races but they'll come to the Open House. I think the reason they come to the Open House is because we give them the lure that they actually get to drive a

horse out on the racetrack at the end of the tour, so they go around to all these intimate, interactive stations where they actually learn in a hands-on fashion about horse racing and then at the end, they actually get to go out and jog a horse alongside a professional driver, obviously.

We also do offsite horse visits. We actually take the horses to campgrounds, a lot of city people who come to Elora, a lot of them have never even touched a horse before so we actually take the race horse to them and just a very casual, informal thing. We talk about horse racing, we let them pet the horse, feed it carrots, and spread the gospel about harness racing.

Obviously, social media, we heard a lot of great stuff about social media yesterday. We pour a lot of our energy into our Facebook page, and the key to that for us has been really good imagery and making the most out of our video initiatives. We try to capture the energy and maximize the viral reach of our messages with our imagery on our Facebook page. The group bookings that I talked about just a few moments ago, every single group that comes to the racetrack, we had about 200 of them last year, for group outings — they get to go and get their picture taken. If it's Miller's Electronics, it's a race named after them in the program. We take them out to get their picture taken, we give them a copy of that to hang in the office, but then last year we started putting them on our Facebook page, as well, along with our branding of course, talking about our group bookings.

What happens of course, is that we tell Miller Electronics that that image will be up on our Facebook page. Everybody who came to the party that night goes on our Facebook page, looks for themselves, people love to see themselves on Facebook. Then they tag each other, they tag themselves, and of course it spreads virally so they're basically doing our marketing for us.

Same with our Neighborhood kids program, part of our Friday night program that we do for kids is that we take them to the backstretch, they get a little tour of the backstretch and the paddock, they get to meet a driver. The driver actually takes them on the tour, talks to them about what it's like to be a driver, and then they all get their picture taken sitting on a sulky. We upload all of those to our Facebook page the same night, same Friday night, and then of course the next morning the moms and dads go in looking for the pictures of their little darlings, and tag themselves, and all of those things. Spreads word about our Neighborhood program.

Good imagery is really important, and I'm biased because I'm a photographer and I own a photography company obviously, but you really do need to have potent imagery, I think. Not just for your Facebook page, but as a racetrack, because the imagery is so lovely to begin with. It's such a lovely, beautiful, vivid, vital sport, and it photographs so nicely.

Same thing with our kids program. Every Friday night we name a race after the kids program. We take them all out to the winner's circle, to get their picture taken. No one's died yet, and then we post — it's scary sometimes, though.

[Laughter]

Anyways, we post, we post that image on our Facebook page. Same thing, they all go on looking for it. Kids remember that, right? I mean, kids remember being in the winner's circle at the racetrack. That's an experience that sticks with them.

Traditional media, obviously we buy traditional media as well, but we always try to spin it. I think we forget sometimes that we have a really unique product.

The guy who owns the newspaper, you know, we're not just another ad for lawn mowers or soap or whatever. We're horse racing. It's exciting to those people and so I find that when we work with media we try to put a little extra spin on it. They're usually quite receptive to it.

For example, this year, 107.5 Dave FM, one of the local radio stations, we work with them. Instead of just doing a regular old campaign, we actually brought them to the racetrack, they broadcast live from Grand River Raceway on Friday nights for three hours, two of their DJs, and so of course every time they did a cut-in, every time they did a commercial cut-in they were talking about how they were having such a great time. Of course, we made sure they were having a great time at Grand River Raceway, and we actually got them involved in a lot of our tarmac show segments.

You'll see Daryl and Simon, they were actually in the bouncy pony stakes, so of course they talked about that for weeks after. Those sorts of spins are really helpful.

We talked a lot about traditional media yesterday and yesterday's segments, and certainly editors of newspapers, local newspapers especially, they have less staff than they used to. They have a bigger demand on their time, and so as PR people, it's important that we recognize these needs and try to fill them.

What we do is three times a year in our local newspaper they publish a special segment just about racing. When our season opens, when our Fridays start and on our big marquee event of the season, Industry Day, they publish a special section. We provide all the human interest stories about local harness racing, people and horses, so it has some local appeal to the people who are reading it.

Of course, nice photography, and then they sell the ads, they get the opportunity to sell ads to people who maybe they don't have to go to all the time, to ask for advertising, so it's new advertisers for them.

Works out really nicely and it gets us great mainstream exposure but it's a local weekly, you know. It's not a big city daily, but it's relevant for us.

Same thing with the local radio station, the Grand, 92.9. We do a regular buy on there as well, but I also call in a couple times a week and talk to them on the phone about some local driver, trainer or horse that's doing well. Even not necessarily at Grand River Raceway, if it's somewhere else, just to get the news out there about local people. The local TV station, same thing. They have limited resources, they're always short on programming. We put together two-hour segments for them full of racing and commentary about local horses, drivers, trainers. We package it all up for them, we make it exactly two hours, and they play it to death all summer long.

Educating some of the obstacles, obviously, in educating, and we heard a lot about this yesterday. There's no basic mainstream knowledge about horse racing. I don't know anything about baseball, football or golf, but I know what a home run, a touchdown and a hole-in-one is. People don't know any of those terms about horse racing.

No mainstream emotional connection, and there was a really great quote about this yesterday. Paul Roberts addressed this, this morning, actually. There's no hometown

team. I don't know anything about hockey, but it's sort of in my DNA that I have to feel some pride about the Toronto Maple Leafs. Not this year, but.

[Laughter]

There isn't that on a large scale in horse racing. Jargon, you know, the jargon reinforces the alienation, the intimidation, the discomfort and the ease, so those are some of those obstacles in education.

What we're trying to do obviously is invest in tomorrow. Our kids programs, our youth camp program, and again we do a lot of these things, a lot of these initiatives we do in partnership with our local Horseman's Association, our local organization such as Standardbred Canada, so we really partner up wherever we possibly can.

Putting people's hands on horses, there is no more effective way to give them an experience they will always remember. Here's some images from both our open houses and our kids program. We always have a live horse on Friday nights underneath the tarmac tent for the kids program, without exception. There's always a retired trotter there for them to pet, feed carrots, ask questions. There's some imagery from that.

Creating a connection, I think I've probably beaten this to death by now but we always try. When we talk about personifying things, it's usually inanimate objects, and of course horses and people aren't inanimate, but to people who are coming in, who are new, they really are. We really have to personify them, we really have to bring out their personality.

That's why in the video, I showed that we use the drivers to introduce each of the races. We do that for every race, every night, so at least it puts a human face. I mean, you probably don't know Anthony McDonald, but you know just from seeing that one clip that he's a smart-ass, right? Now, now he's got a personality. If you're the new person coming in, oh you know that Anthony McDonald's a smart-ass. At least it gives them some human face.

Whenever possible, whenever possible, we try to link people up the patrons up with the horses and the people behind the scenes. The horse people really get that. We have really cultivated a culture at Grand River Raceway where horse people really get it. When you watch our broadcast on any given race night, I am just, I'm so proud of all of them. You'll see they all, they all wave in the winner's circle. They know to wave at the camera, they look happy when they're in the winner's circle. They understand that we're trying to put on a show, and we're committed to that, and they're equally committed.

There's a couple of more images. These are some of the contests that we do on the tarmac show. It's like a *Win, Lose or Draw* thing. Dan drew whatever, I don't know, I think it was like Florida or something, was what he had to draw, and then Roberta is a patron. She actually didn't figure it out. I whispered it in her ear, but whatever. Anyways, she won \$25.00 and obviously she was very happy, so.

Those are — you probably saw some of this imagery in the video, and probably didn't understand what was happening, so I'll take the opportunity to explain it. This was one of our contests that we've done for the last couple of years, very popular, and very popular with people who don't — you know, it's not the diehard race fans, necessarily that take part in these kinds of contests, although they do get entertained by it.

This is the same name as the horse game contest that we run every year. Basically, the entries come out for the Friday races on Monday, so people look at the entries on Monday, they determine which horse they want to use to fashion their costume after, they come to the races dressed in a costume in the likeness of the horse name.

The horse's name is Concessionaire, and you can see Sunny is dressed up, she's actually built that concession costume. She comes to the racetrack, we do a big costume parade and make a big deal out of them, award them money, it's really cool. It's really funny.

Tragically Ship, obviously a ship speed horse, and so the little fella is dressed up in a Tragically Ship costume.

Winding down here, in terms of our education, it's important that we keep everything fun. Obviously people come to the racetrack, you can't overload them with information. They're there to have fun, that's what we have to remember. We have to teach them and engage them all within an arena of fun, so we use — that's what we use the tarmac show segments for. So, you'll see these, these images here, this is a game called *The Price Is Almost Right*, so we bring out something from the tack shop, a bridle or a bit or a fake vagina that's used in breeding, we did that one night as well.

[Laughter]

Yeah. My boss wasn't really thrilled with that one, but anyways.

It's important, right!

[Laughter]

We don't have an industry without that apparatus, am I right? At least in harness racing, we don't. So anyway, so then we bring three people on. These are always new people, people who are new to the racetrack who don't — you know, and we put them up, they're on TV, everybody's looking at them, and they guess the closest price. It gives us an opportunity — what it really does is it gives us an opportunity to tell everybody about the hobbles or the blind bridle or the bit, and they learn.

We also introduced this year, this was very popular and went over really well, and it just goes to show that certainly while I'm not against coming up with new wagers and that sort of thing, I think the bigger issue is how we present it to the player. People come to the racetrack. One of the best spots that we can hit them for new people is the dining room, so we introduced this solely in the dining room last year, and it's called *Explore the Exotic*, so it's trying to introduce people to exotic wagers. There's the front and the back of the card.

We double up those efforts by then bringing one of the patrons from the dining room on the tarmac show. We dress her up like the Explorer in the cards, you see the Explorers on the front of the card there who are exploring the exotic horses. Anyways, I bring her on the show and she talks about her picks for the back of the card, and what the people at her table determined for their picks.

Finally, expect an experience, so we always try to make patrons and the horse people part of the show. The Race Six Cheerleading Squad, people pick their favorite horse in Race Six, they put on a ballot, we draw them out of the ballot box. Then we give them pom-poms, we put their head number on their hats, and we make them cheer in front of everyone else so it creates atmosphere, and at the same time they win stuff and have a great time.

Bouncy pony stakes, kids trivia, and there's just a few more images from our Friday night. Finally, little extras with big impact. We have greeters on race nights, always. Always. If we cut costs, that's never the first place we cut. It's so important to put a human face and of course you have to put the right human face. You put someone who genuinely wants to be a greeter, in a greeting position, I learned, and if nothing else it gives them a human face to ask a question if they have a question. That first impression when they come into your facility, especially if they're intimidated, especially if they're unsure, it's so important.

The dining room, one thing that we did this year that went over like gangbusters, so in the dining room you get a lot of people like I said from groups, but then you also get a lot of people who were there celebrating anniversaries, birthdays, those sorts of things. They bring them to the racetrack. That's a good spot to come to.

Obviously our group sales person knows who those people are. We not only acknowledge their birthday, on the broadcast and that sort of thing, but then we also go to the paddock, we get the drivers to sign these cards, so when the person has a birthday at the racetrack they get this card. When they sit down at their seat and it says "Hey Doreen, thanks, from Jody Jamieson, thanks for coming here tonight, we hope you have a great birthday," da-da-da-da-da, they take it home, they show it to everybody. It's something they're not going to receive anywhere else, and again we've now — now they know who Jody Jamieson is, they know who Doug McNair is, they know all of those things.

There's just a few more images. There's our greeters and our mascot, and finally really the point that we're trying to drive home is that we're putting on a show. We're trying to facilitate a good vibe for horse people and fans alike. We're setting the standard. We're leading by example every day, and basically good energy is contagious. Drivers bring horses close up to the fence so people can see them. They smile at people. They wave at the camera. They get it.

Just a few more images, and that's it. Thank you so much.

All right. Next up we have Christa, and she is from Keeneland.

Ms. Christa Marrillia: Thank you. Well, it's truly an honor to be here, so thank you for the opportunity to speak.

When Doug first contacted me and approached me about being a panelist, he wanted me to focus my presentation on Keeneland's efforts to attract and engage a younger audience, and also to touch on our outreach to our college demographic.

Keeneland really is very fortunate. We have a very strong demographic under the age of 35, so I am going to talk about our college program, but I'm going to take things a little bit younger and talk about our kids club program, what we're doing to enhance the family experience.

When you're talking about reaching the under-35, you also have to discuss technology, fan education and social media. So, let's get right to it.

As I mentioned, Keeneland has a very strong under-35 demographic. We recently conducted a patron intercept study this past fall, and we found that 40 percent of our fan base is actually under the age of 35, and 14 percent of our patrons are first-time visitors. Our team really needs to challenge ourselves to figure out how to make those first-time

visitors lifelong fans, and what can you do to continue to think out of the box and keep those young people excited and coming to the track.

A few of our goals. Enhancing the fan experience, and Kelly touched on this, too. Whether it's enhancing our customer service program, interesting promotions, integrating technology, we are constantly challenging ourselves to make sure that our on-track experience is as great as possible. That's another reason why we did our market research. How do you know what your fans want unless you talk to them and ask them?

Also, fan education. Whether it's de-mystifying the very complicated wagering process, or offering free tours on Saturday mornings, we found that an educated fan has a stronger affinity towards Keeneland and also the sport in general.

Engaging our current customers as well as our new customers, and I'm going to talk a little bit about how we do that through social media and you really want to have a personal interaction with your fans. Allow them to be a part of the conversation, so we don't just throw information at them. We really want to talk to them and interact with them.

Lastly, building excitement in entertaining. I think that our president Bill Thomason would agree with me that one of our number one rules at Keeneland is, we have fun. The employees have fun and we want to make sure that our patrons also have a great time. Whether we're offering free bread pudding on Friday afternoon or an Instagram photo contest, doing a concert on the clubhouse lawn, we want to make sure that we keep the momentum alive through the race meet, and so these first-time visitors, you get one shot to make a good impression. We want to make sure that they have a great time when they come to the track.

Let's get to one of my favorite promotions, College Scholarship Day, and I'm not sure if David Sweitzer is still in the room but David and our friends at the Kentucky Thoroughbred Association came to us in 2002 and introduced this concept of college day. Basically we give away \$1,000 scholarships, students get in free, and it has grown just dramatically over the years.

Like I said, it attracts around 3,000 students in the spring and the fall, and we have to continuously improve the experience for our students. They always want something new, so we leverage partnerships and sponsorships to make sure that every College Day there's something new for our students to enjoy.

Rather than me go through bullet points, I'm going to ask my friend Willie back there to cue the video so you can get a better feel for college day.

[Video Plays]

As you can see, the students get pretty excited about our College Day program and it's truly become part of the culture of attending college in Central Kentucky, so how have we done that?

Early years of course, we leveraged print, traditional, advertising, to reach out to the students, but what we found when we asked the students how they heard about College Scholarship Day was that it was all word-of-mouth, so we decided to capitalize on that concept and introduce the Keeneland Ambassador Program.

Basically the Ambassador Program, we seek out representatives from local colleges and we try to find students that are well-networked, they have an affinity towards Keeneland, and they're looking for hands-on marketing experience.

Their job description, they basically go out and they promote Keeneland and our College Day at campus events, bars, restaurants, wherever they tell us that the students are, because as cool as the marketing communications department feels like we are, we don't know where the students are. They're the ones who come to us and say, actually there's a hockey game tomorrow night at midnight, that's where everybody goes.

By engaging those students, that's how we're able to infiltrate their networks.

The Ambassador Program has grown tremendously and it's incredible the sense of ownership they take and the pride they take in this role. We actually, we use these students as a built-in focus group, and if we have a new concept that we're going to try out, whether it's tailgating or a new parking concept, we have this focus group that will send something out to them and ask the ambassadors. They give us really good feedback and a lot of great ideas have come out of these students.

We ask them to leverage their own social media networks, so a number of the panelists have talked about, let these other people do the marketing for you. Well, the ambassadors use the college day hashtag, in April and October their profile pictures on Facebook, it's the Keeneland poster. They take it very seriously and for those months they're bleeding green for us.

While we don't pay them, we reward them for their good work, so at the end of the race meet we recognize them in the Winner's Circle, we give them a bunch of Keeneland swag. They might get a season pass, an outdoor box for the day, these are assets that we already have, but they're so excited about it. One thing that's interesting, now that the Ambassador Program has been around for a few years, we're starting to see resumes come across our desk for entry-level positions and they list us on their resume.

How do we talk about College Day with students that might not have the longest attention span, they don't want to hear about it three months in advance? We found that a little friendly competition does the trick. Months out from College Day, we will introduce the T-shirt design contest, where the students submit designs for our T-shirt that they're super-excited to get on College Day, and then they vote on those designs on Facebook. Thousands of students will flood our Facebook page months before College Day to vote on the T-shirt design.

We also do an attendance competition with Greek fraternities, sororities, social organizations, and we challenge them to have the most people actually attend college day. The prize is actually a gift towards their philanthropy, and then we help them with a free date party.

One of my favorite competitions, and this was actually an idea from one of our Ambassadors, our Greek banner competition. Now, at the University of Kentucky, it's pretty huge that these student groups, they always put sheets outside of their fraternity and sorority houses promoting homecoming or whatever activity is going on on campus. Well, we've asked them to do it for College Day, and so I'm going to show you a few of the banners.

A week before College Day, this is what you see when you're driving around campus, this is a marketer's dream. These are 20-plus banners hanging, Keeneland logo, it just brings a tear to my eye, thinking about it.

You have all of these advertisements around campus and they get, the winning fraternity and sorority, they get a donation towards their philanthropy again, and we also give them a chicken finger party, so.

[Laughter]

Where can you buy billboards with chicken fingers, right?

Let's take things a little bit younger and talk about Keeneland's efforts to improve the family experience and reach out to our young fans. If you're talking 35 and under, these are new families and they're looking for things to do with their children.

I'm going to talk a little bit about our Sunrise Trackside Program. This concept has been around for years and we called it Breakfast with the Works, but this past fall our team sat down and we felt like Breakfast with the Works truly didn't embody and communicate all that goes on at Keeneland on Saturday mornings, so we rebranded it as Sunrise Trackside. It generated new interest, really boosted the attendance, and got new media — actually generated media attention, so it was pretty exciting.

At our Saturday morning program there's truly something for everyone, so some of those goals that I talked about you have your fan education, your jockey Q&A, your handicapping seminar, free tours that we actually launched, very, very simple concept but through our market research we found that such a small percentage of people had actually taken a formal tour of Keeneland, so we did these free tours on Saturday mornings and hundreds of people showed up to walk around the track.

These people want to be experts, they want to bring their friends to Keeneland that afternoon, and tell them something new that they learned. Then of course, the family activities which have been popular for years.

Our Keeneland Kids Club was recently launched in spring of 2012 and it's free to be a member and there's actually 2000 members and it's continuing to grow. Of course, like many kids clubs, it's a wonderful opportunity to introduce Keeneland and the horse industry to a new generation of fans, but one thing that's really special about the Keeneland Kids Club is that it enhances our community presence year round, it gives us an excuse to have Buckles, who's featured in this photo, visit the children's hospital with some jockeys.

This Sunday, you can actually come to Keeneland, bring your kids and make cookies with Buckles, but there's always a charity component. We're also asking our Kids Club members to donate toys to the Racetrack Chaplaincy Program. It's just a great opportunity to kind of spread your wings through the community, year-round.

This is the second year that we have partnered with our local county, local public school system, for our fifth grade field trip program, and it's a terrific opportunity to integrate the equine industry into the curriculum. Our superintendent was just thrilled with the idea of integrating the horse industry, and it's intimidating for them to tackle. Our team came up with actually a booklet that they have in the classroom that they're able to look at before the field trip. They come out to Keeneland. The KTA again, terrific partners, they helped us

with funding the buses to get the students to Keeneland, and they get to watch a mock auction. They all are bidding on these horses. It's the cutest thing you've ever seen.

They get to walk and have their picture made in the starting gate, which you see here, and just take a little tour of Keeneland. So, it's really a terrific experience for the kids, and we've received rave reviews from the faculty and the community in general.

I'm going to touch on briefly, technology and fan education. I feel like the previous panel did a phenomenal job of discussing mobile apps and the importance of that in the industry, but I just wanted to quickly touch on Keeneland's approach and like everything we do, we want to maximize and leverage technology but while maintaining the tradition and what's so special about Keeneland.

Our Fast Bet platform basically, like we've been discussing, the importance of—the modern fan wants modern conveniences. Being able to place a wager from your iPhone, your mobile device, your tablet, it's a requirement. So, we are thrilled to have that Fast Bet technology within the gates but also we are taking steps to actually allow our patrons to place wagers and experience the sport outside of our gates.

If you've ever been to Keeneland you have probably noticed the phenomenon that is tailgating. We have thousands of people that are all dressed up and they're playing their games and they have these elaborate spreads out in our parking lot. The marketing team, we have to talk about how do you — you can't drag them inside. How do you, your patrons are telling you that this is part of the experience that they want, so how do you take the racing product to them?

We're actually, we've installed wireless access points in our parking lots, and we actually have these ambassadors going around and telling people about the Fast Bet technology and showing them how they can place wagers from their mobile devices. We look forward to continuing to look at other opportunities to improve and enhance that experience in the tailgating areas.

With regards to fan education, I'm going to let Jason touch on the experience with the Racing 101 tent, and the Jockey Club's initiatives there. We have been, we were really thrilled with the experience we had with Racing 101, they did a terrific job and our fans really enjoyed being able to have that one-on-one interactive experience with these experts.

We also have a similar concept, but not exactly the same. Our Wagering Central is, I guess this is the third meet that we've had our Wagering Central in our grandstand. Basically, it's a one-stop shop for handicapping tips and tools. You can sign up for Fast Bet there, sign up for our ADW Keeneland Select, but you can also learn how to read a program, or figure out what's the latest tip or scratches, changes.

Then in an effort to again make the experience a little more interactive, we've actually created a social media hub at Wagering Central, so if you go to this area there's flat screen televisions with our Twitter feed, Instagram channel, Facebook page, so again it's another effort to draw that younger audience in and hopefully while they're there, we can suck 'em in and teach them how to place a wager.

Then we're very excited to partner with InCompass, and I'm going to be launching a CRM program and a fan rewards program to reward our loyal fans and try to again change those

first-time visitors into long-term fans. So, look for more information on that, but we're really thrilled to be working with InCompass on that.

I'm going to close things out by talking a little bit about how Keeneland leverages social media, and Julie Balog who is sitting in the second row here, she is our Director of Communications, does an amazing job with our social media strategy.

Just a few quick points on social media. Fifty six percent of adults have a Facebook, Twitter, LinkedIn or other social profile, and social media is the number one online destination. Basically you've got to be there, that's where everybody's hitting. It's pretty incredible.

Pinterest alone has experienced over a 4,000 percent growth rate in the course of a year. That's nuts, and as far as Keeneland's social media strategy, we leverage social media to not just talk to our fans, but to talk with our fans. We want it to be a conversation.

A little bit about our Facebook strategy. Keeneland's Facebook page has over 132,000 followers, and we found that we've been able to do that by engage our customers, engage our fans, with good content. Our metrics show that lifestyle and viral posts, less newsy, that's what's going to stimulate those conversations. Fan engagement is truly highest with photos, videos, and then one thing that we found success with is adding value to that Facebook fan experience.

One thing that we've done, I'm sure a number of the folks working at racetracks can probably attest, that Wednesday and Thursdays is sometimes a weaker day so since we have additional inventory we decided to offer something special to our Facebook fans.

Facebook fans can actually print off a coupon and scan the barcode, and they get free general admission on Wednesdays and Thursdays, so it's something again, we already have these — this inventory, but it's something that makes your fans feel a little bit more special, and we also do a number of contests, prizes and promotions just for our Facebook fans so we want to get them talking, and telling people that they got the special offer because they're a fan of Keeneland.

Our metrics show that Twitter is a much better vehicle for frequent posts. Your Twitter followers are much more tolerant. They want as much information as possible, just as much as you can throw at them, they want. Facebook, four or five posts and you're good for the day, but Twitter, keep throwing it at them.

Not only are we sending out the Keeneland message through our Twitter feed, but our social media team will actually get with jockeys and trainers, any racetrack personalities, celebrity, and get them set up on Twitter, have them using the Keeneland hashtag, to where that conversation just continues.

Then from the traditional media side, we also integrate social media through those efforts. For the Fall meet, our poster, commercial, all of our print advertisements had our hashtag, which was #FallStars, and it was really well-received and it's great to have those measureable results, too. Then again just leveraging Twitter for handicapping tips, latest news, anything you can throw at them, they want it.

Instagram's cool, I mean, it just is. There's no other way to say it. I thought Penelope did a great job talking about Instagram, and Kelly, you're exactly right, our sport is so beautiful it's begging to be featured on Instagram. We wanted to maximize that and challenge our

fans to take photos of Keeneland. Here's a contest photo, and do an Instagram photo contest.

We would award prizes for the best photos which of course through social media people would vote on their favorite photos on Instagram.

Lastly, talking a little bit about Pinterest, heavy, heavy female following. Very lifestyle and entertainment-driven, and people get dressed up to go to the racetrack. Perfect opportunity to pin that outfit, pin Keeneland style, pin your favorite tailgating menu, it's just, it's incredible what all you can find on Pinterest. If you're trying to reach out to that female demographic, which I know we all are, Pinterest is the way to do that.

Just to wrap it all up, any of these initiatives, just one of them, that's not going to open the flood gates of the young people coming in, but the Keeneland team strives to integrate all of these strategies and whether we're looking at a promotion, or a new technology, how can we include fan education in what we're doing with the Kids Club? How can we include technology in what we're doing with college scholarship day?

All of these strategies weave together and make a really effective strategy for encouraging and attracting this younger demographic, and of course we always sit back and say, what can we do to complement the product, which is racing? If it complements racing, if it enhances the brand, enhances our mission, then we feel like it's the right thing to do.

I thank you for your time and I look forward to your questions.

Ms. Kelly Spencer: That's great Christa, thanks very much. Fabulous presentation, and finally last but not least, Jason Wilson from the Jockey Club.

Mr. Jason Wilson: Thanks Kelly, and good afternoon, everyone. In addition to serving as Vice President of Jockey Club I'm leading an effort, which is known as America's Best Racing.

Last year at this symposium I provided an overview of the recommendations that came out of the economic report The Jockey Club did with McKinsey and Company, where McKinsey provided quantitative evidence of what we feel every day.

While the core value of racing in North America is still powerful, we are losing the battle for new betters and new fans, and we estimate that the attrition is four percent every year.

To address this, McKinsey made several recommendations designed to re-engage with the mainstream media, meet fans where they consume entertainment, and develop strategies to enhance their interest. America's Best Racing is an outgrowth of these recommendations.

It was launched with the help of NTRA Communications earlier this year and has become a platform to engage the mainstream in a variety of different ways. It exists with one goal and that is to provide an entryway into the sport for the new and casual fan.

Our positioning statement is straightforward. America's Best Racing is a multi-media new fan development and awareness-building platform initiated by The Jockey Club, designed to increase the profile and visibility of North America's best thoroughbred racing event with a primary focus on the sports lifestyle and competition.

Our multimedia strategy involves traditional media outlets, television, new digital media, and mobile technologies to provide fans a more contemporary experience, educate them about the sport and meet them where they consume sports and entertainment. It provides for several entry points to find the sport with the aim of raising awareness and educating new and casual fans.

America's Best Racing focuses primarily on our premier events and the events leading up to and surrounding them. We will use this structure to drive our storytelling, by presenting the athletes and their connections while telling our rich history and traditions.

Rather than focus on the race as a race, we're going to focus on the day as an event, highlighting the lifestyle, venue, and of course the competition. The goal is to attempt to bottle the incredible experience at the track and distribute it through other media.

The following highlight reel from earlier this year provides a sense of what we're doing.

[Video Plays]

There's nothing like Van Halen to wake you up in the afternoon, right?

[Laughter]

One of the things that you'll notice in that video is that we are very focused on a younger demographic; primarily people in their 20s and 30s. This generation tends to use information and entertainment in a variety of different ways, whether it be in person, via television, or through digital and mobile devices, and they often do it all at the same time. For this reason, our focus has been to create content that can be repurposed and distributed in a variety of different ways and in an efficient manner.

In that respect, most everything that we do has to hang together to serve a common goal. The cornerstone of raising awareness is to produce, or at least for us, is to produce short and long-form video for distribution to mass markets via television and digitally, to bring the energy of a day at the races off track. We can provide the best experience in the world but if we don't distribute it and get it in front of people, no one's ever going to know about it.

The most visible area of our video distribution is television. This year we produced the Road to the Kentucky Derby series, and we will reprise that again for 2013. We are also working with NYRA and their production at Summer at Saratoga, and we're looking to expand our television coverage to ultimately build out a calendar that runs all the way from March into November.

Again, the goal here is not simply to get the races onto television, but to highlight everything a day at the races brings, and provide more information about the sport's participants. We're working on evolving the coverage format to include more features and social media integration and perhaps lengthen it from a one-hour show, to a one-and-a-half-hour show.

Supplementing this coverage is our Insider series of videos. These are short-form videos that highlight the behind the scenes activities that surround the events, whether it be the activities of the connections before the race, the fashionable scene on the track, or different ways that people try to pick winners. You saw the guy on the video. "I'll have another. Pick it. Go for it."

These videos are posted on our website and made available not only to tracks for their use but also to over 100 local websites through an arrangement with CineSport, a company that specializes in distributing sports-related videos to local websites around the country. As we heard in the Turf Publicists panel yesterday, and frankly what we all know to be true, coverage of our sport has dwindled, so to counter that trend we have Steven Panus pitching stories to mainstream media and Penelope Miller spearheading social media.

They have made great inroads in getting favorable stories placed in such media outlets as the *Wall Street Journal*, *Huffington Post*, *Bleacher Report*, *Forbes*, *USA Today*, *Hispanic Market Weekly*, and *Telemundo*, just to name a few.

In addition to creating a more robust Facebook and Twitter presence this team has also reached out to bloggers in the areas of sports, lifestyle and fashion, to invite them to the racetrack and experience the sport firsthand. These have ranged from everything from AskMen.com to Savvy Sassy Moms, who visited Del Mar in the spring.

All have given favorable reports on racing. This is an area that we hope to expand next year.

There's an obvious challenge whenever you're trying to raise awareness of horse racing. Often we do not know what stories will emerge and our athletes retire just as they're gaining notoriety, but the platform we've developed enables us to be nimble and take advantage of opportunities when they present themselves. A prime example of both the opportunity and the frustration is our documentary on I'll Have Another. In the week leading up to the Kentucky Derby, we shot several hours of film for our Insider series, some of which were turned into videos that were distributed by CineSport and picked up by local papers. We were lucky enough to have several good pieces on I'll Have Another and his connections, so for the Preakness we put a camera on Doug and Mario and created additional videos to capture their historic day.

The Monday after the Preakness we got on the phone with our friends at NBC Sports and we offered to turn this material into a documentary, and they agreed to air it three times in the week leading up to the Belmont Stakes. At the time we thought we were geniuses for doing this.

We all know what happened next. For the racing faithful it was another bad break and everyone hoped the horse was okay, but we understood that these things happen, and then the core fan turned back to the form and tried to figure out how to handicap the race without the favorite. Our focus is on the new and casual fan. For them, we knew that they had questions about what happened.

That morning while the press conference was going on, we asked Dr. Larry Bramlage, a noted equine vet, to provide a video explanation of the injury and why the horse was scratched. We made that video available to NYRA as well as through our other partners for their use.

That's how we raise awareness. Increasing the distribution of our content. The other aspect is education. In this regard, we are working with the team from *Horse Player Now* to roll out Racing 101 fan hubs to some of the big events that we will cover next year. These tents provide a low-stress environment where people can learn about betting, participate in a dialog through social media, and meet the sports participants. This year we were able to bring the experience to Belmont, Saratoga, Monmouth Park, Del Mar, Santa Anita, and of course, Keeneland.

Of course, if you're looking to educate new fans, their traditional PP is probably not the way to go. We served as initial testers for Equibase's Entries Plus. Entries Plus is a new product developed and geared towards the casual fan that enables you to look at a race in a new way. It presents entry and basic past performance data in three visual categories—color bars, line graphs and bar graphs — that are interactive and get the basic information to you quickly.

We are working with Equibase on integrating some of their products into our platform in 2013.

Of course, another way to educate people is through games. On the gaming panel the other day we saw five examples of how racing is using social gaming to drive a new audience, and we agree that gaming is a great way to educate while providing entertainment.

We created two new games to provide fans a way to learn about the sport without having to place a bet. The first was Major League Horse Racing, and it is our answer to the sports fantasy game. In this game, you can choose your favorite horse from the weekend's top races and learn more about the sport. The next season starts with the big preparations in February, and it is my hope that this game evolves into a suite of games much like you see in fantasy football or fantasy baseball.

Our second game is Thoroughbred World which is based more in the virtual world and is geared towards the owning and breeding side of the sport. While the initial launch encountered some difficulties, we've seen solid demand for this game and are in the process of retooling it for a relaunch in the Spring.

Now, the final piece of our platform wraps it all together, and that's the bus tour that we announced last month. If you're looking for a lot of details, I'm sorry I'm going to have to disappoint you, but this is basically a mobile marketing platform that will be staffed by six brand ambassadors and it will be visiting racing and non-racing events.

We've received an incredible number of quality resumes and I have to tell you, the backgrounds of some of these guys is truly remarkable. More information about the tour will be coming out in the days and weeks to come. I wanted to put some stuff out here today, but my team told me I couldn't. But I am happy to make one announcement and that is that just yesterday we signed one of our first brand ambassadors, and that's Jose Contreras, who is a junior here at the Arizona program. He's agreed to take a year off to join us on the tour, and I hope Doug will give him some college credit to do so, so we're very happy to have Jose. He's sitting in the front row right here.

The tour will visit some of racing's premier events as well as the events in locations where our target demographic congregates, such as the South by Southwest festival in Austin and the NCAA basketball tournament regional semifinals.

This is where it all comes together. In a typical week, you would have the ABRV coming to town to activate the market, hitting high traffic areas as well as college campuses. The website would promote it as the week's featured event with commentary and insider video coverage. Stories of interest would be pitched to mainstream media and local outlets and video will be made available to support those stories. Social media would support the activities and facilitate the discussion among the racing community, Major League Horse Racing would provide an avenue for those to play at home, in a low-risk way and learn more

about the sport, and on race day the ABRV would roll onto the track's campus and the Racing 101 fan hub would educate fans and provide a venue for them to interact with the day's stars.

A high-energy program would be televised from the track, capturing the overall feel of the day and leading to additional coverage on our website after the race.

Over the next year, we will work to integrate this platform and use it in a way to migrate the casual fan to the core fan. One way to do this is to create a robust customer relationship management tools to help track people who express an interest in our sport. InCompass is helping us — InCompass is developing these tools, and they started with a pilot program with Keeneland this fall, and we are going to work with them to develop our capabilities in this area.

I am very excited about 2013 and am looking forward to whatever questions you might have.

Kelly Spencer: All right, thanks very much, Jason. Thanks to all of our panelists today. We have run a little bit over, so if you have questions, I would urge you to approach any of the panelists following the next session, which I imagine is going to start in a few moments. Doug will give you instruction as to how quickly you should be back, but how about one final round of applause for all of our panelists, including John, who's no longer here. Thank you very much.



**COURTESY OF UNIVERSITY OF ARIZONA
RACE TRACK INDUSTRY PROGRAM**