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## Conversations w/Tino

Guests	<b>Chris Jenner</b>
	Digital Marketing
	Caesars Entertainment Corporation
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Tino Magnatta: Hello and welcome to another episode of GT radio. This is Tino and tonight I have a fantastic show for you, a guy who's been a friend, and he's just a smart guy when it comes to a lot of things. Welcome, Chris Jenner.

Chris Jenner: Who else did you invite on this?

Tino Magnatta: Yeah, we should get a couple more people, have a party. Oh, man. Some announcements today, right? Give us the big news, right?

Chris Jenner: Yeah. How is it officially stated? I have to look at that. [Hopefully's 00:01:02] merger announcement. I don't have the official line from Caesar's hopefully. El dorado ...

Tino Magnatta: Yeah, go ahead.

Chris Jenner: Here we are. This morning, we announced Caesar's Entertainment has entered into a merger agreement with El Dorado Resorts to create a new company which will be called Caesar's Entertainment. We are merging with El Dorado Resorts, a great organization with fantastic leadership. That's about as far as we know, or I should say as I know, and as far as I can communicate, and looking forward to it, and looking forward to keep on keeping on doing amazing things in the world of email and digital marketing.

Tino Magnatta: The interesting thing is that with the merger, the penetration of this company now. You're going to probably be everywhere, right?

Chris Jenner: It will be the largest. Yeah, over 60.

Tino Magnatta: 60, yeah.

Chris Jenner: I believe it now becomes the largest casino company. I believe.

Tino Magnatta: Interesting. I think it was 7.8 billion. That's really interesting. Do you think that, from a marketing perspective, what does that do to your brand when you're thinking about that. You're going to be at the forefront of that, right?

Chris Jenner: Sure. I know we run a pretty advanced shop here at Caesar's and I can't imagine that any of that would necessarily change. It basically just gives me more opportunity to share the wealth with others who we may not have had the chance to speak with yet, with exciting new properties that will be coming on board, so on and so forth. Bringing people into a true lifecycle, a journey of communications that we can do with them. At this point, I don't know what I don't know. It will be exciting to have more of an opportunity to get the word out about all the great things. It is our mantra, we inspire grownups to play. That's what it's all about here in the gaming industry. It's a good time.

Tino Magnatta: Yeah, it's amazing all the consolidation that's happened, I mean even in the last year, let alone the last three or four which you've seen the really explosive consolidation in our business. Having that kind of reach is going to be pretty remarkable. Just put it this way, you'll have a lot of great data.

Chris Jenner: Yes, exactly.

Tino Magnatta: That one's going to be a huge database. Not that you have a small one now, but it's going to be pretty massive by any means. Tell us a little bit about your roots, tell us a little bit about Chris Jenner.

Chris Jenner: Sure.

Tino Magnatta: Where did you grow up? That kind of stuff.

Chris Jenner: I'm from everywhere. Ironically I did grow up in Las Vegas, but I left at the ripe old age of 16 years old, moved to Utah of all places, where I went to college, started my initial career there and actually in the mid, late 90's started getting into the world of digital marketing, which was crazy back then. The internet was brand spanking new. No one had heard of Google or Yahoo, the search engine at the time was Web Crawler and HTML was just a baby. Really I was just always intrigued, enthralled by that. I started figuring out how to view source codes, self taught in HTML, started building websites, but then jumped into corporate America and leveraged that skillset to help build out some corporate websites and so on and so forth.

That's also when I got into the world of email marketing and leveraging data. I came from a direct mail background. When I was tinkering on the weekends, building websites, doing things of that nature, my real job was running the direct mail for a telecommunications company and so very familiar with the world of data and oh, here's what we got to do to get response, and what things can we test into? Of course, the problem, I shouldn't say the problem, but one of the challenges of direct mail is that it takes a while to really track those results and know what you're seeing and that's why digital was so exciting to me because you just immediately can see results. As soon as email started becoming prevalent, and I think it was maybe my second job where I was actually assigned an email address, and that's where I was building their corporate website and I got into the world of email marketing. This was before canned Spam.

It makes it seem like it wasn't until canned Spam that people were socially responsible with email marketing, which is not true. Of course everyone was doing the right thing previously, it's just that you had a lot of violators sending all their porn emails and so on and so forth. Even though it was pre-canned Spam, we of course were doing options and so on and so forth, and just talking to that audience. That's where you started seeing the power of, wait a second, I can see these results in almost real time and know what worked, what didn't

work, how I can tweak something. You just started diving through those ideas of how can I grow this channel and make it better, more efficient, more effective. Left there, left Utah, moved to Dallas, and that's where I started at Hilton Worldwide to help them with their fledgling email which was two text only emails, one for the Hilton brand, one for the Doubletree brand.

Tino Magnatta: What year was this?

Chris Jenner: This was 2000, straight up 2000.

Tino Magnatta: In 2000, okay.

Chris Jenner: I built that into its email marketing division that it is now where teams are in the UK. Went from again, just those two text only emails to then, of course brought them into the world of HTML, brought them into the world of sending reservation confirmation emails and cancellation email, and marketing emails by bringing more brands on. Then, while there, and then back to that desire to how do we optimize what we're doing, helped to develop Caesar's, not that I did this on my own, I'm not going to take credit for this, we had an agency and whatnot, but actually developing a CRN mention for Hilton Worldwide, which, I want to say was called C360, I don't know. Through the technology partner that Hilton was using at the time, and started really then saying okay now I know more information about these customers because we had data in a database, I just wasn't necessarily accessing it.

So we could start then testing against, oh, hey we're going to send this offer out, but we know we've got these people who are empty nesters, yet these people are young and haven't started a family yet, oh these people have a family, just started toying with the ideas of creative. Well, if it's an older couple, let's put an older couple in it. Playing with demographics and things of that nature to optimize behavior, but then also still leveraging all the behavioral data we know from their engagement from within the channel, and really just driving that from a ... I think when I started at Hilton, email was bringing in like 100, \$150,000 a year and by the time I left, what I'd grown it into was driving north of 250, pushing on 300,000 a year just through optimizing what we're doing, opening up the door, and actually marketing to people, and letting them know what they wanted to hear when they wanted to hear it.

After I got that up to where I liked it, where I was looking what else can I do, what else can I play around with? That's really right about the time that Caesar's had this great opportunity and so I jumped over to Caesar's to do a similar yet different thing. Of course by now we're at 2013, 14, I should know when I started here, 2014. Caesar's was just in a very still direct mail heavy focused marketing phase and they just weren't seeing the results from email that they thought they should have.

The challenge behind that was that they were actually not doing it right. Not in a bad way, it's just those that were doing it came from a very direct mail focused way of thinking. When they send a single direct mail piece, they said, let me just send a single email piece instead and I'll get the same results. As we all know, those are two completely different channels. You've got something, you've got your Bed, Bath, and Beyond coupon that sits on your countertop all week long screaming at you, hey 20%! Come get that toaster oven you need and if you don't do it fast enough then it's going to drop down to 10%. That sits there, I see it everyday, or it's hung on my fridge, whenever you put your direct mail. Whereas an email comes into my inbox and maybe the exact same message, I might see it, I might be busy and other emails come in and it disappears. If you only send that once, just like that one direct mail piece, you're not going to get the same response.

I started heading down the path of we have to work on frequency. It needs to be a message that people are seeing potentially a couple of times. Then of course you need all those iterations within of ensuring that you're not over mailing so if someone has engaged with it, you don't have to talk to them about it anymore. They've already engaged, they've done what you've needed them to do and move on and turn of the spicket if you will. Came into Caesar's to help rethink the channel, the email marketing channel, and then of course in the process, take it from, it was an antiquated email service provider we were using, and moved us into one of the, if not the most robust email service provider out there where we can do a whole lot of things with data and so on and so forth, and really make a lot of our communications data driven.

Taking us from where we could send about 250 individually built emails, highly targeted of course, but 250 emails every month to now almost 2,000 that are, again, highly targeted, but that's all done on a shoestring budget with actually not for that amount of volume with not a huge amount of resources to do that. Really letting the data become the hero in this story and letting it drive all the different iterations, customizations, so on and so forth. Man, I didn't take a breath in there, Tino. Did I bore you to death.

Tino Magnatta: No, no. You never bore me. You always enlighten me. I think everything that you said is smack on and I think you guys are so ahead of the curve, driving so much revenue and so much ease. Not ease, but relatively speaking, with this other thing you do.

Chris Jenner: We work had to make it look easy.

Tino Magnatta: Exactly. One of the things that you talked about when you got this T360 CRM tool, or whatever it's called.

Chris Jenner: Yeah, at Hilton.

Tino Magnatta: Yeah, what was it called again?

Chris Jenner: C as in Charlie, as in Customer, Customer 360.

Tino Magnatta: Right.

Chris Jenner: Is what the internal name of it was.

Tino Magnatta: I like that. What kind of information did you get which was so revealing number one, and number two, these are loaded questions, of course you know that. Number two, were you surprised by the information you got and was it the information you were looking for?

Chris Jenner: Sure. What we got was not a lot. It was merely what we had in the database about these customers. It wasn't even sophisticated at that level. It was merely, hey, now I see their name instead of just getting an email address. I see they tend to stay at this particular property. I know where they're located. Very base level demographic information.

Tino Magnatta: Very basic stuff, wow.

Chris Jenner: Exactly. I wasn't getting ...

Tino Magnatta: That was a lot more than you had before because before you had none, right?

Chris Jenner: Exactly. Coming from nothing to a little bit of something allowed for great things. Then of course as time goes on, it's like, God, what more could we be doing? Let me get at some more information. What other information is available that I can then surface for my channel? That's the thing, part of that C360, it wasn't just for the email channel, it was for all general marketing.

Tino Magnatta: [inaudible 00:14:50]

Chris Jenner: Yeah, it's what other data could I use, could I leverage? What I find of value, is like I was saying, it's that information to know where do you regularly travel? If I only ever see that you stay at our properties in Chicago and I see that you come there every other week and then I start seeing that you aren't coming every other week again, something has clearly changed in your life so that leads me to prompt an email to reach out to be like hey, how is everything? Did Marriott just steal you or has your work changed? Do you travel elsewhere now? What can we help you with? So on and so forth. What we don't always have in that world of hospitality, and this is back in the hotel days, is that we know pretty much the number one reason someone stays at a property is location. It is near where they need to be.

In fact, I can't remember who's doing it right now, but you see these hotel ads and they're always like, "And I was only 10 minutes away from, whatever hotel." They're playing into that whole theory because they know people want to be extremely close to where they are. Back to that point, if I see that person fall off

my radar, either I need to reach out to the local hotels, was there a new property that popped up that might be closer to where they were? What is going on? What has changed? Alternatively, it could be a life change event, so on and so forth. We had this journey, this lifecycle series that would go out and try and illicit that information. Not that it's going to get fed into the database but to try and get at what can we do differently to get you back in the fold? We miss you. Come on back. Back to your question, yeah, it would have been very helpful to get that type of information where they're actually ... Go ahead.

Tino Magnatta: A lot of that data you were getting was some of the most important stuff. It's like you got the stuff on the top, which is like the really important stuff and then all the granular stuff takes a little bit more thought. How much of that granular data is processed by machinery and how much is it you guys coming up with strategies?

Chris Jenner: Fine question. It depends. The data is the data is the data. I'm not saying we're coming up with any of that. The strategy is how can we leverage that data? It's really learning what's available to us and then determining if I can make decisions out of that. A great example there would be lookalike modeling. I may not, as a human, value or realize that the type of shoes that someone purchases means anything because, hey, guess what, I work for a casino company. Maybe shoes, that doesn't pop up on my radar. I would more like to know what kind of sports are you into? Do you like to play games? Do you like tables? Do you like slots? That type of information.

There could be something, again, not that I would know, but an AI could figure out in doing lookalike modeling that says wait a second, when you put these factors together and find some of these deeper nuggets of data and look at those, we actually start seeing a pattern develop and you actually want to find people who prefer Adidas over Nike for example. Really, the strategy, they work hand in hand. It's a dance if you will to figure out okay what's available? Let's start thinking okay what can we do with that? How can that drive the strategy? Then sometimes the strategy says I would really like to look into X, let's get into that data and other times, hey I see data Y, oh wait, that just triggered a thought, type thing. A dance.

Tino Magnatta: Yeah. You're right. It's a perfect example, something unrelated to your business might be the clue for trying to find the model of the customer you're looking with just a pair of Adidas.

Chris Jenner: Exactly.

Tino Magnatta: Yeah.

Chris Jenner: Yeah. You never know what's going to be important and that's why seeing a lot of data is very important a lot of times to know, there are other things we could potentially be looking at. Oh my goodness, a pattern just emerged that I never

would have realized had we not seen shoe preference, or where they like to shop online, or where they vacation, so on and so forth.

Tino Magnatta: Yeah, all that stuff. In the future, what do you see with email? Where do you see it going? Do you think it's going to stay the same? In its basic form, it's the way it was when it was invented, right?

Chris Jenner: Exactly.

Tino Magnatta: The only things that's changed is everything we just talked about.

Chris Jenner: Exactly. In its basic form, it is identical to what it was back in the mid to late 90s when it first came about. The only differences have been, well first it was you can do anything in it and then it became, no actually we're going to restrict it. There have been those restrictions and loosening of restrictions, and so on and so forth. It went through the swing, oh you can do whatever you want, now you can't do anything, including CSS. Now CSS is okay, and so on and so forth. I don't see it changing in that raw form that it is today. Even though there's always these, oh this new Facebook, I can't remember what they called it but it was going to be oh the new Facebook thing is going to be the email killer. Oh, Google Plus, what was it called? I can't remember. That they just shut down, their whole Google that was going to compete with Facebook, oh that's going to be the new email killer.

Nothing is ever going to kill email because email has been there from the beginning and it's what people are used to, what people know, and what people trust because you have full control over your inbox. If suddenly you start getting too much crap, guess what? You go and you create a new email address. We do it all the time. Everyone's usually got two or three email addresses. Then Google even played into that to be like, don't change your email address, just add dot whatever, you know how you can add things after your email address and customize your singular Google email address. So many options out there. In its raw form, it's still email is email is email and because it is fully controlled by the customer, it will always be that preferred channel.

Like I always say and I'm sure if anyone's heard me talk before and they're bored with this line that I always say, but I get satellite radio so I can skip commercials. I watch shows on DVR or on Netflix et cetera so that I don't have to watch commercials. Where I'm okay with receiving marketing communications is in my email inbox because I have full control. If I want to give you my spam email address, I give you my spam email address. If I'm interested in it, I'll give you my email address I use more regularly. Not only do I have control on which inbox you're going into, I then have control if I'm even going to look at what you're sending me. Do I care what you've just sent to me? A, I'm going to look at who you are, but then B, what's in that subject line? Is that something that's going to get me to open? Then if I do, if you do get me to open, now I've got three to five seconds where I'm going to make that decision but it's all on my terms. Because of that, A, the channel itself will remain



because that is the power of that channel, but really where I see email marketing going, not email as a channel, but email marketing, is into that very personalized customized targeting.

Beyond really just targeting and really knowing, predicting, determining what is the best for me so what I get in my inbox is relevant. As we've seen, Yahoo, Gmail, AOL, et cetera, they've all got spam inboxes, they're already doing some of that filtering for us. I think for companies to survive in the future, they're going to have to figure out how do I make sure what I'm sending is relevant that Chris is actually going to open that? Don't send me a Bed, Bath, and Beyond 20% off coupon because I'm part of the Bed, Bath, and Beyond program and I get 20% off no matter what. Find what that right point of communication is to me. You've seen me on the site and saw that I was shopping for chef's knives but I haven't purchased one, maybe you should start talking to me about chef's knives before I go and find and buy one on Amazon.

That's really where I see it going, is getting into that customized approach instead of shotgun blasting me, did I say Best Buy? I meant Bed, Bath. Instead of giving me the full Bed, Bath full flyer of everything, no I'm not looking for toaster ovens. You've seen me on your website, you know I was looking at chef's knives, show me the chef's knives and use your algorithms to determine, oh, people who buy chef's knives tend to buy sharpeners, add those little value adds but make it where it's valuable to me.

That's where I see email marketing going is becoming that true, personalized, relevant channel, versus in today's world a lot of things are still shotgun blast. I'll fully admit raising my hand right now, I am one of those. There are things I do shotgun blast out there. I also know the response rate on those types of things has been plummeting over the last few years as people are more and more in tuned with no, you need to speak to me personally. You should know stuff about me. I have entrusted you with my email address and some information, therefore, you need to return that favor and do things the right way with me.

Tino Magnatta: Yeah. You're right. It's an emotional reaction almost, right?

Chris Jenner: Yeah, totally. It is because it is truly trust.

Tino Magnatta: Now, you said something about it even being more targeted in the future.

Chris Jenner: Yeah.

Tino Magnatta: What do you envision? How could it be more targeted?

Chris Jenner: Learning things about me slash why did I trust you to give you my email address? What is it that I am expecting from this relationship? Like I was saying, instead of that single blast of everything that's on sale that you would put in a newspaper flyer, you're going to use my information about me, what data you

can go out there and find about me that I didn't give up to you, model that information and find out, okay here is what Chris wants. Here is what will resonate with Chris, or at least that all the algorithms give me a 60-70% chance this is going to resonate with Chris. Let's put that in front of him. Versus, again, that everyone gets the same flyer in today's world.

Getting to that, I hesitate to say to that one to one approach because I think you hit a point of diminishing return when going one to one. I know this from experience at Hilton where we did do that and sure enough, where we had started with 10 personas, we did great. Going from zero to 10 personas knocked a home run. Then we're like let's take this a step further, poured all this effort, and money, and time into getting to that one to one, then maybe a 2% lift for a 90% additional effort. That was back in the day though. Now things are much simpler, not simpler but now there's more data available, there's systems out there that can help with modeling that I had to build from scratch, work with that company. While I didn't write the algorithm, I wrote the logic for the algorithm to do these things.

Nowadays, there are AI out there that is ready to go. You just dump some data in, and it starts sorting through and figuring things out. Really that's where I'm talking about that more targeting is really leveraging all the information and having something identify at least what you're more likely of. If I've got five things to offer, I don't want to see five things, find me the two that I'm going to care about, two or three, and target me accordingly, versus just giving me the exact same thing that my neighbor down the hall that she received. No, give me what should be for me.

Tino Magnatta: Do you think that they'll come a time when some of this data can be said in real time about what people are doing? Instead of trying to find it the way we find it and then it gets updated?

Chris Jenner: Yes and no.

Tino Magnatta: Not in realtime.

Chris Jenner: I think there are opportunities in realtime. Now you've got me talking in the future like Black Mirror era slash altered carbon where future state, I could potentially see that there is some sort of way to ... It's already happening with phones. If I've got the app and I walk past a beacon, it's going to say I know where you are and I can trigger something in realtime. I'm going to see where you're walking through my property and I can hit you with messages according. Be that email, ideally not though. In a realtime situation, you're not going to want email, you're going to want more SMS or app pushes, things of that nature that are a little more than bing, you've got an email. Yes. A, it's already there, but B, people are getting more sophisticated with that. I definitely see that happening and becoming part of, not quite like we always see in the movies, I'm flashing back, what was that Tom Cruise movie based off the Philip K. Dick novel or short story, Minority Report.

Tino Magnatta: Minority Report yeah.

Chris Jenner: Yeah, scanning his eyes and then the whole walls are ads, they're all changing. No, I don't think it's going to be to that point.

Tino Magnatta: That was a great movie.

Chris Jenner: That was a really good movie. Dialed down from a ten to about a 3. I think that's where you start getting into the realtime of I know at least that you are on my property and you are staying with me, therefore, potentially I start ... You've got to do this in ... Again, it's all about the trust. You don't want this big brother feel, you don't want it to be creepy. It needs to really resonate with the customer of okay I entrusted you with my information so what you're going to present to me needs to be relevant to me. For example, let's say I'm talking through Caesar's palace, if I walk past Giada's, I don't want a bing, hey Giada's got a sale, unless that is relevant to me. Then next I walk past Beijing Noodle House Number 9, bing, oh past the buffet, bing. No, not that level of annoyance, but it's going to be that something ... Yeah, realtime is a possibility. Then to your other point about realtime data, that's a tougher one because if now we're talking third party external data that could feed in, yeah I don't know how that could play in. Yeah, it would be great to get refreshed.

Tino Magnatta: [crosstalk 00:31:19].

Chris Jenner: I think it would be great to get data refreshed on a regular basis and as long as you've got algorithms and systems out there that are turning through said data to help develop a persona, develop a plan of action with a customer, that would be ideal because it would be the most freshest information available to you to then act upon, but I don't know. That might be a bit much. It might be a lot more processing than it could potentially be worth.

Tino Magnatta: 1984. Yeah.

Chris Jenner: yeah.

Tino Magnatta: Yeah, absolutely. In terms of the frequency, you have said at times that you will email customers multiple times in a day or other times as long as it's relevant.

Chris Jenner: Correct.

Tino Magnatta: How does that work exactly because most people say I'm going to email this guy multiple times in a day. Wouldn't that be bothering the people?

Chris Jenner: Potentially. There is always a fine line you're walking when it comes to that. As I always like to say, I can't remember an email I got a week ago, let alone an email I got three hours ago. It's not an offensive channel per say because either it's going to the bottom of my inbox or I'm just deleting it because it's not

relevant to me at this point in time, which doesn't mean it's not going to be relevant to me in an hour from now or two hours from now. It's that my boss is dark in my doorway and she might be telling me I need this, that, and the other right now, actually I needed it two days ago and everything else just gets pushed to the wayside and I'm not going to see that. I'm not going to care about that, I'm going to select all delete, I'm moving on to just focus. That was relevant to me, it just wasn't relevant to me at that time.

Yes, a reminder of that, or sending it again because I didn't open it or I didn't take action on that is definitely not a bad thing. You have to make sure you're doing it being judicious about it because if you're just machine gunning emails at people until they open them, that's not a good policy.

Tino Magnatta: Yeah, they're not going to like that.

Chris Jenner: No, but being thoughtful about it of okay, I tried at this point in time. Maybe if it's super urgent that this is relevant to this person, they've told me they like mint dental floss, and here's my email about mint dental floss, I sent it to them and the sale ends at like 2pm tomorrow so I'm going to send you that email at 9am today. We didn't see you open it. Let's try them again a little later today and see maybe if something came up they didn't see it. Then hit them again. There might be another situation where you know what, this sale goes on for three weeks for the mint dental floss so I'm going to try them now, I'm not going to try them again for a week from now, so on and so forth.

It's all relevant to the length of time an offer would be available as well as a variety of factors. The point is is yes, as long as it's relevant and as long as it's someone who hasn't already engaged with it, I would say yes, keep on trying to reach out and extract that bit of value that you can.

Tino Magnatta: Yeah, the way data is going, it's just an amazing thing. What makes you so passionate about this area of marketing? What turns you on about it? You talk with so much passion about it all the time.

Chris Jenner: Yeah. I just like it. I love the immediacy of digital. I love the malleability is not quite the word I'm going with here but that's all I can think of, just how it can be so unique. You can try different things, you can present the same message in 47 different ways. It's kind of like actors. There was a recent thing on Graham Norton if you ever watch that, which is an amazing show, but it was Tom Hanks running Spiderman, Tom Holland through some acting exercises where I think he made him order a cup of coffee, but okay, order it a whole bunch of different ways.

It's that same type of thing in digital marketing is that you can try things in so many numerous ways, and get results immediately, and know what works, and start figuring out what works for whom. What I always like to think is I'm not trying to get a customer to do what I want them to do, I'm helping them figure

out what they want to do. I think that's where that enjoyment in that world of digital marketing, for me, is I know that through all those different iterations of testing, and versioning, and whatnot, I'm going to find something that that person wants to do. Like I said at the beginning, Caesar's mantra of "We inspire grownups to play."

It's fun. I want you to find what's fun for you and come in and enjoy yourself. Whether it was a Caesar's or at Hilton, it's helping you determine, hey, yes, this is something that is going to enhance my life a little bit better. It gives me a deal to go on a trip to see my family, or yes, I'm going to finally get away for a weekend and come have some fun at Caesar's Palace or at the Link, whatever. I think that's really where it comes from, is A the channel itself is just a fun, or digital itself is so fun, but then B, you're helping people do what they want to do. I don't know. Maybe I'm getting a little too wistful in my old age.

Tino Magnatta: No, no. Everything you're saying is right on. Do you watch other companies and what they do? Have you seen some interesting stuff? [crosstalk 00:37:54]

Chris Jenner: Definitely. Yes, I do. Have I seen interesting? That's another one of those loaded questions because I'm always looking at different things, whether it's the design, whether it's the tactics, all these different aspects of it, but always exploring and seeing who's doing something unique and creative. For me, it's something that always makes me stop, or really what's going to make me engaged? My wife is also a digital marketer so she and I are talking shop all the time. That's probably another reason why I really like it, just how she and I talk every evening. Both being in the field, you tend to be a little bit jaded because you do know what's being tried, what's going on. I can see the tricks you're trying with subject lines.

Tino Magnatta: You're not a real customer.

Chris Jenner: Right. That then is when I go, oh that's interesting, what did you do there? Oh, I haven't seen that before. For me, a lot of items it's just little things. It's like what did you do with that design that made it look so unique, and look how you're doing a great job with saying a lot with very little. That's a big thing, at least with the world of email is, you need to be able to open that and scan it pretty quickly. I don't need to read a novel. In fact, I'm not going to read a novel, so who's doing a good job of relaying a bunch of information in a very succinct way? Yes, and as far as any specifics, I couldn't even call out a specific because different things jump out at me over the years.

I remember one thing, back when I was at Hilton I thought was neat, you think of your standard, and it wouldn't work nowadays because most people are reading their email on their mobile device, but this is back in the days of desktop. Someone had taken their standard 600 pixel wide email, shrunk it down to let's say 550, and then hanging off the edge of the email, it's kind of like how you see billboards sometimes have that thing off to the side, like a person hanging off the billboard. And they did that in the email channel. I was like that

is genius! I never thought about killing 50 pixels and throwing something in the white space. Yeah, it was really cool.

I like fun things like that. It's just fun and exciting to me. I do the same. It doesn't have to be digital. I remember the first time I started seeing those at the grocery store, how they started putting things on the floor, full color little wraps or whatever you want to call it and it's like oh, this is for sale. I'm like that's creative. Even watching sports, when you started seeing every place in a sports arena is branded. I'm like that is a genius move because they're making money by just covering up a pole.

Tino Magnatta: Amazing, isn't it?

Chris Jenner: Yeah, I love marketing.

Tino Magnatta: Incredible. It's in your blood man, it's in your blood.

Chris Jenner: It is.

Tino Magnatta: Yeah, in your blood. What are some of the highlights of your career? The stuff that really sticks out in your head.

Chris Jenner: For me, it was really taking ... What I have always enjoyed is taking something that's either broken or nonexistent and turning it into something amazing. I always hang my hat on building out, basically bringing Hilton Worldwide into the world of email marketing. That wasn't even a train of thought in their mind really when I started other than, let's hire this guy to do these couple of things and within four years, it's a division in the organization churning through money that they didn't think was possible. That's exciting.

Tino Magnatta: And with such a great brand.

Chris Jenner: Right, exactly. Similarly here in Caesar's is doing a similar but different thing where taking this channel that I didn't realize when I started that a lot of people where like, yeah, we don't like this channel and actually turning it into pretty much the go to channel of okay we need to get some messaging out, hey this is extremely efficient and cost effective, let's get that out the door. Just really building this up into what it is today, and like I was sharing before, I kind of alluded to, also making it where the volume we can deploy with limited resources is off the charts, just based on let's leverage the data. We've got a bunch of data, we can get data in data fields and then we can do amazing things with that so let's use that to basically self build. Let these emails auto build, for lack of a better term. It's not quite automatic. That was a big thing for me as well that I like to hang my hat on. Let's see, what other things?

You know me, Tino. I love talking. I love bragging. I was just going to make something up completely random like once I rode a bull for nine seconds.

Tino Magnatta: You should have. Nine seconds is a long time.

Chris Jenner: Yeah, exactly. I don't know. I once rode a bull for 90 seconds.

Tino Magnatta: I know, I know. Should we play some golf?

Chris Jenner: Yeah, let's do it.

Tino Magnatta: Yeah, go ahead, ironically what?

Chris Jenner: Ironically I rode a mechanical bull once in my early 20s and I broke my thumb so don't drink and bull.

Tino Magnatta: Don't drink and bull. I like that one. Hang on one sec.

Chris Jenner: Cool.

Tino Magnatta: This is Tino Magnatta, do you have a question for Chris?

Speaker 3: Evening Tino, evening Chris, this is Nick [inaudible 00:44:01] how are you guys doing?

Chris Jenner: Doing great man, and you?

Speaker 3: Yeah, doing well. I think they pulled the bulls out of most places now because of liability because the liability is people breaking their thumb from drinking.

Chris Jenner: Oh, there you go!

Tino Magnatta: There you go.

Speaker 3: I was a Harrah's guy myself back in the day and we had a couple locations that had them and we just yanked them all out. The [inaudible 00:44:20] one was really popular.

Chris Jenner: I'll bet man. They're fun, they're fun. They just break your thumbs.

Speaker 3: I used to work at Harrah's Caesar's, we usually [inaudible 00:44:31] call up and down for the month. Most of our P and L type activities were hard mailer advertising. Have you seen that they've gone to email a lot more?

Chris Jenner: Most definitely. The shift is moving towards email. That's a very good point so thank you for bringing that up. Direct mail, by no means is a slouch. It is still a very strong and important channel, just truthfully due to the mix of audience that you tend to see, which can be a lot of people who aren't necessarily using email addresses, or if so, they're not using them regularly. Direct mail is still a strong channel. It is definitely decreased, but it's still there, but it's also a lot of

times tied in. It's both an email and a direct mail. That's a good point as well. It takes a village as I always like to say, or actually as I stole from Hilary Clinton. It takes a village to get these things done. It's direct mail, it's email, it's search, it's having a good website experience, et cetera. Declined is not the right word. They have decided to shift towards a more digital focused engagement, but direct mail is still I would say, maybe not king, but it's still royalty.

Speaker 3: Budweiser with all the craft beers coming out. Same question I had was are you guys valuing building an Omnichannel type of environment and if so how are you guys doing it?

Chris Jenner: Yes, we are. I don't know what I'm allowed to talk about as far as different systems, but we are engaged with a vendor who does everything. Omnichannel is definitely part of what I am tasked with, is figuring out, okay we've got this data, let's make it in one fell swoop, the ability to, let's say you build out an offer for a guest to say okay boom, now let the fingers go out and hit direct mail, okay we want to do email, yes we want to do push notifications, okay we want to put them on a journey and follow up with a text message. Yes, Omnichannel is definitely where we are headed and kind of doing but just not in a seamless fashion today.

Speaker 3: A ways to go. I have one more question, it's kind of personal from my standpoint. I put a lot of stuff into spam. Are you at a point now where you can tell if someone's ignoring you or [inaudible 00:47:23] from a time to time versus where it's actually spam.

Chris Jenner: Yeah. Here's the deal. If someone hits spam, I actually receive that from Yahoo, Gmail, whomever, and I have to legally opt them out. It's funny that you mention that because we were just talking through that. Occasionally I receive these frantic emails from hosts or what not saying, oh my god this guest, they keep on saying they get opted out, but they're saying they aren't opted out and I'm like, oh are they hitting the spam button and they're like hold on, and they're like oh yeah, they keep on hitting the spam button because they don't want this, they want those communications, but they don't want that one. I'm like there's the problem. Everything is the same.

Yes, hitting the spam button, legally I have to opt someone out. As far as what we're seeing from a ... Going into the spam box versus ignoring, I'll speak to those separately. Going into the spam box, really the way to fight that, there's nothing that you can necessarily do about that other than using good email marketing practices because the way all the systems work is they have to have an algorithm and they're all unique so there's no way to game it, if you will, across the board, but they're all unique to determine, okay this many emails came in from this sending IP address, what did the majority of people do with that? Again, "majority" doesn't mean 50% or more, it's just what am I seeing from an engagement perspective. If they are seeing the vast majority of emails that I'm sending are not being engaged with, I am quickly going to be relegated to the spam inbox.



That's really where targeting and ensuring relevance is very important because otherwise, yes, you're automatically going to get flagged as spam. There's the self reported spam, like your talking about, ways into their algorithm but not as much as that last of engagement within an email, but then on the separate side of that, which also plays into the lack of engagement is of course I can see how many opens or what not I'm getting. That tells me the story as well. Okay, these types of emails tend to work well, these types of emails don't therefore, I should stop doing these ones that are not performing well, or at least filter that audience down further to those people who are engaging to ensure that I keep my engagement rates at the level that's not going to get me thrown into the spam box.

Speaker 3: I had no idea. Thanks guys, good evening. Very educational.

Chris Jenner: Very good. I'm glad you enjoyed. Thank you.

Speaker 3: Thank you so much. Have a good night. Thanks, Nick.

Tino Magnatta: Good question.

Chris Jenner: Yeah, that was a real good question.

Tino Magnatta: Hi, this is Tino Magnatta, do you have a question for Chris Jenner?

Speaker 4: Yeah. Hey guys. Great conversation and thanks for having me on.

Tino Magnatta: No problem.

Speaker 4: Congratulations with the news.

Chris Jenner: Yeah, exciting.

Speaker 4: The world's largest gaming operation. That's awesome.

Chris Jenner: Exactly, right?

Speaker 4: Yep, yep. Hey, question for you. The slack went public last year and the CEO made a bunch of headlines, I'm sure you're aware of that. He said that they are going to replace email within the next seven years for both business and personal. The question is with all these DMs, these direct messaging technology, Google Hangout, Slack, all the others, what is your take on that. Do you think he has somewhat of a valid point? What do you see as the future of email?

Chris Jenner: No. Here's the deal. I don't see that replacing marketing email. Again, because marketing, I have that full control over that inbox, your not going to want marketing through Slack or through IM, DM, and so forth. That's kind of like text, in America we hate advertising through text messages because that's more

of a private channel. I definitely see Slack or any sort of IM type tool being able to potentially reduce work email volume because work email has just gone off the crazy charts. There are a lot of times where you can send that IM, do a Google Hangout for a quick meeting and have face to face, or at least virtual face to face in lieu of 57 emails about a topic you could have solved had you just got off your ass and walked down the hall and talked to the person.

I definitely see it being an effect there from not from the world of hey I need my makeup offers from Sephora so I know what's hot this year and what kind of smoky eye I should use this weekend.

Speaker 4: Right and that's what was interesting, it was a pretty bold comment without giving any access as far as marketing components. I understand it from a work component, but from a social end, it didn't make a whole lot of sense. Second question, just to tech nerd out on you a little bit, voice marketing. What do you see in the future of voice marketing when you look at the Alexa's, Google Homes, Siris, have you guys engaged in that, have you any thoughts about where we're going in that direction?

Chris Jenner: In looking at all the research on that, 98% of people use Alexa for two things, hey, Alexa what time is it and hey, Alexa, play my favorite song. It hasn't quite gotten to where people are truly using them as a digital assistant. I don't know if advertising through those per say, how that would work versus, I know the one I've got at home, sure I've loaded the Jeopardy apps, I'll listen to Jeopardy and now maybe I'll watch Jeopardy now. We use this one where we use it as a personal assistant to fill out our grocery list and things of that nature. I could see if you develop a skill that provides value and then using that information to leverage, yes there's value in that. I don't know how advertising through a voice system, I don't know how that would play out other than being creepy, other than when you're talking and occasionally Alexa goes, I'm sorry what was that? And you're like whoa, I didn't say anything that even sounded remotely like Alexa.

Tino Magnatta: Yeah, that's loud, or when it just starts playing music.

Chris Jenner: That's yours Tino, yours is possessed.

Speaker 4: It's got Barry White.

Tino Magnatta: Oh, man. You're right, it has basic stuff.

Speaker 4: Great conversation. I appreciate you guys having me on and have a good evening.

Chris Jenner: Of course, thank you.

Tino Magnatta: Thank you so much. Have a great evening. That was cool. All right, let's see who else we got here. Hello, this is Tino Magnatta. Do you have a question for Chris Jenner.

Speaker 5: Hey, Tino, this is John Bellow calling from Expenditure. Thanks for having me on.

Tino Magnatta: Hey, how are you doing buddy?

Speaker 5: Not too bad. Chris, great to hear you. I absolutely love the passion. In marketing myself. I work for Exeriture which is a multi channel marketing automation platform, so your right in my sweet spot with a lot of these answers to these questions. I got a whole list of questions about bull riding here, you ready to go?

Chris Jenner: Fire away because I got zero answers.

Speaker 5: No, but back to marketing, I was listening and you were discussing the targeting. One of my first question was how do you balance staying top of mind, with that targeted communication. Sort of the question is how do you right message but right time, how do you manage that?

Chris Jenner: That one, that's a question for the ages, isn't it? Sometimes that's hard to know. A variety of factors, depends on what you're going after. I may know that someone comes to Vegas, they plan their trip every June so I know that June is the time to talk to them but to get at that data can be challenging and very complex for a lot of folks. What people tend to do which you can't fault them for is, I'm just going to send you an offer every month and hopefully when June rolls around, you'll say oh, yeah, yeah, yeah, there's that offer I knew I was going to eventually want, I've been throwing it away for a while. It's not as easy as a lot report it to be as getting the right message at the right time.

That being said, like I was saying, it all depends on the messaging, because if I do know you're on property, and you potentially have our app and we've got beacons, and so on and so forth, maybe I can even look at hor your doing on the table in real time. Not that any of this is current state, but then you could easily push a message that you're doing well, do I want to interrupt you with a message, or I see you finished playing for the evening, so now i want to say thanks and get you a free steak dinner or something of that nature. It's all going to really depend on what really you're pushing and what data is available to you to be able to get at that.

Speaker 5: Yeah, no definitely understand. Art and science together right?

Chris Jenner: Yeah, exactly.

Speaker 5: One question in reaching these players, or maybe a few question in one, but how much do you leverage marketing personalization? Is that an across the

board must have or are there certain channels you focus on and others you don't?

Chris Jenner: I wouldn't say there are any we don't focus on. There might be some that aren't enabled for us to be able to do that well. Yeah, you definitely always want to ... Personalization, it's the future, it should be the present of where things are. Harrah's having started really the first big CRM database, at least in the casino industry back in the 90s, needless to say it has a lot of data on customers. We try to leverage that to make sure our offers our highly personalized, specific to your preferences are, so on and so forth, you're going to find that on the web, you're going to find that on you're app, you're going to find that on the offers you receive in email through the communications you have with your host and so on and so forth. Yes, definitely what we strive for ad what we do in many channels. I guess technically we can do it in display advertising, would be a different audience. Of course we can't talk gambling through that. Yeah, I don't know I'm just rambling there.

Speaker 5: Listen, it's a [inaudible 00:58:47]. Yeah, exactly. You got time for one more or is that it?

Tino Magnatta: Absolutely. No, go ahead. I think we got time just for one more.

Speaker 5: Okay, thanks so much. One of the things in our business that we're always trying to help casinos and properties do is determine what channels each of their players or customers prefer. I would love to hear more about how you do that.

Chris Jenner: Sure. Yeah, I don't know. Like I said, I know it takes a village, I know it takes multiple channels, really where we want to get is what is that right channel mix, not necessarily what is that preferred channel per say. If I see you're dropping off and you do not ...

Tino Magnatta: [crosstalk 00:59:40]

Chris Jenner: Exactly, but if I see that you're not responding to email, that tells me I should stop sending you emails, or at least slow that volume down, and I need to attempt to speak with you in another channel. That's where it gets a little more nuanced because what is that channel? Does a host need to call me up? Depends on my level of play. Do I get a direct mail piece versus an email? Again, depends on my level of play potentially. Really we're looking at those engagement rates where people are. Really, the first and foremost thing you need to look at is what is that blend. I don't know if anyone out there as that magical solution yet. Everyone out there claims that they do. Oh, for the small price of 12.3 billion dollars, we can help you figure out which customers blend of channels are.

Speaker 5: how do you know our pricing?

Chris Jenner: It's really finding that attribution of which channels are working and ensuring your going after those. In the numerous companies I've been at, everyone who's come to the table and claimed they can do it, no ones yet ever been able to do it.

Tino Magnatta: It's amazing.

Speaker 5: Yeah, I hear you.

Tino Magnatta: Great, man. Thank you so much for calling in.

Speaker 5: Thanks for having me on, Tino.

Tino Magnatta: Have a good night. Chris, that was fantastic. Thanks so much for coming on. I've had a blast as usual.

Chris Jenner: My pleasure. Thank you. I always have a blast, Tino.

Tino Magnatta: We forgot, we got a panel together July 24th, right after the keynote at the Casino Marketing Technology Conference at Caesar's Entertainment.

Chris Jenner: Caesar's Palace baby.

Tino Magnatta: Yeah, Caesar's Palace baby. We have you, and we have Brian Urin, VP of Marketing of Live in Maryland, Maryland Live. We have Mike Donovan, who's the [inaudible 01:01:50] resorts.

Chris Jenner: Yeah, I can't wait for that. You guys are all amazing and fun people. Two drink minimum

Tino Magnatta: Two drink minimum and full steak and all you can eat salad bar. That's the real value. I'll tell you, Bruce Howard is the GM, you're going to appreciate this, at Valley View, but here was the food and beverage guy at Caesar's between 1984 and 1996,

Chris Jenner: Oh, wow.

Tino Magnatta: He worked under, what's his name? It will come to me. The guy who created Caesar's.

Chris Jenner: Jay Sardar.

Tino Magnatta: Yeah, no there was another guy. It was one other guy. I can't remember his name now, just one of those brain seizures. They had all the biggest fights. The alden HERNs and Hagler, and [inaudible 01:02:55], all the biggest stars would come in and Julio Iglesias, and Sinatra, and all these people. He said food was the big thing, totally into the food. What you get at value, they have all you can eat

lobsters 7 days a week 24 hours a day. They're the second largest purchaser of lobster behind red lobster in the country.

Chris Jenner: Wow. That's amazing.

Tino Magnatta: I said to him, I said, Bruch, why are you doing that? He goes that's how we beat our competition, that is with the food. We took a big risk, but I told him. He says not only that, but they make everything. They don't farm anything out, they control the whole food products.

Chris Jenner: Oh, that's amazing.

Tino Magnatta: It's funny because we were talking about the café, but what went there [inaudible 01:03:50] and it was fabulous. I had like three pounds of lobster. It was great. I'd never eaten so much lobster in my entire life. Usually get the little day of, like \$300 a pound. Here it's like okay, pile it up.

Chris Jenner: Nice.

Tino Magnatta: We're going to eat 5,000 pounds of lobster.

Chris Jenner: That was definitely the way it used to be when I grew up here. It was like the 99 cent shrimp cocktails and the whole prime rib dinner for like 9.99 or whatever.

Tino Magnatta: Yeah, and actually I think [inaudible 01:04:34] had one for like 4.99 and it was great. Got our prime rib dinner. I think they had it between midnight and seven in the morning or something. You had to come in after you've been drinking all night.

Chris Jenner: Exactly.

Tino Magnatta: [inaudible 01:04:44] people having prime dinners, right?

Chris Jenner: Exactly.

Tino Magnatta: Anyways, good times man. Thanks a lot for coming on. I really appreciate it and we'll have you back on.

Chris Jenner: Cool man and I'll see you in a few weeks.

Tino Magnatta: We'll see you in a few weeks buddy, take care.

Chris Jenner: All right. Thanks, bye.

Tino Magnatta: Bye bye. All right that was great. He's always a fun guy to talk to and so so smart. He's one of the smartest marketers I know. I seriously have more [inaudible 01:05:27] she's a tribal member and she's got a lot to talk about and

how they have grown their casino and built a great organization. She's a great lady so it will be good to talk to her on Thursday so tune in for that. Then, we already talked about the panel so you know about that. It's exciting stuff. Remember every body's got a story to tell, you just have to have time to listen. Have a good evening and we'll see you on Thursday.

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