



Conversations w/Tino

Guests	Conrad Granito
	General Manager
	Muckleshoot Casino
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Tino Magnatta: (silence).

Hello, and welcome to another episode of GT Radio. Tino Magnatta here, and I have a good friend here tonight, and also the first guest we had on our show when we first launched it, Conrad Granito. How you doing, buddy?

Conrad Granito: I'm doing well, doing well. It's going to be my only claim to fame.

Tino Magnatta: Right. Right.

Conrad Granito: Your first guest on the show.

Tino Magnatta: On the GT Radio, yeah. And that was very kind of you to do that because back then nobody knew what it was it all about so you were like yeah, no problem, I'll do it. So I always loved that about you.

Conrad Granito: Busy days. Buys days.

Tino Magnatta: Yeah. So you guys got a lot going on there. Tell us a little bit about what you're doing and let's parlay that in what's going on with all the expansions going on in Indian Country?

Conrad Granito: Sure. Well, Muckleshoot's been around now for 24 years, we just celebrated our 24th anniversary in April and through the years I've had about 14 different renovations and add ons, as many properties have but we had made the decision and council had made the decision to go in to a full renovation of the property and add certain amenities. So we're over 100,000 square feet of gaming now between basically two casinos but we're adding a 20,000 square foot event center, 6,000 square feet of pre function, adding 10,000 to gaming, which will add about 350 positions, three station food court and then a new, what we're calling a new center bar, that would join the area during that time or that'll be all completed by April of next year.

And we'll also be renovating all the restrooms and the casino floor alongside all of this and a number of our food venues. We'll all get a refresh and then the other big news is that we'll hopefully break ground here in August, September for a 400 room hotel that will also add 22,000 square feet of gaming, another 15,000 in meeting space, two restaurants on the first floor, lobby bar and then a pool on the second floor with a spa and salon and fitness center plus kids quest. About 16 stories total tall with a fine dining on the top with patio space and private dining up there. The cool part is that we'll take advantage of we're located up on a mesa and 60% of the rooms will actually have a direct view of Mount Rainier and the other 40% will actually have a direct view of the Olympic Mountain range, weather permitting on either side of the hotel.

And that looks to be completed probably, let's say second or third quarter of 2021.

Tino Magnatta: Wow. That's a lot. That's amazing. So...

Conrad Granito: Yep.

Tino Magnatta: What is the... What spurred this decision to make such big moves and big growth because everybody's hedging that way? In your circumstance, what is it?

Conrad Granito: Well, I think you have a couple things, the property has traditionally been and is a local's casino, 70% of my business comes from 17 miles from where I'm sitting. We get some interesting bumps when you get passed about 50 miles but we've taken that and really identified who are customer base is and through promotions and everything else, have grown the bottom line considerable over the last four, now five years. And because of that performance it really speaks to issue of okay, how do you maintain it, how do you take it the next level and again, then you're now looking at the amenities and meeting space and hotels and everything else. Again, it all has to managed and yield correctly but that it.

But I think you're getting in to the next evolutionary path that is tribal gaming and like you said, many properties here and Southern California have all done the same thing and across the country are either updating properties, renovating properties, adding amenities, adding hotel rooms to continue to be competitive within their markets.

Tino Magnatta: And do you think that all this expansion will be supported or do you think it's too much?

Conrad Granito: Well, it's a hard, you have to look at individual markets, and I mean we've of course done our feasibility studies and research and see where there's [inaudible 00:05:15] opportunities for what we're going to provide but every market is going to be unique, and I think... You think you'll have capacity or whatever, I mean there's very strong competition, Southern California, Oklahoma, Arizona, I think you have to look at those areas to say, can you support this and is it going to make sense or are you creating new markets, are you're just stealing market share away. Tribal gaming in the Seattle area has been around over 20 years, and you would think it would be very mature market, we're finding it as our competitors, new markets to tap into and new people willing to experience this form of entertainment.

Tino Magnatta: Now, you had spoken about the hotel and how that will increase your reach and that comes at a good time because Seattle is exploding, right. I mean the population. You guys are-

Conrad Granito: Well, what's interesting... Yeah, Seattle's growing leaps and bounds even with the weather and the... It rains every single day here, it never is nice and which is a total lie but it just... When it is nice up here it's gorgeous but we still have more cranes I think in anywhere in the US are in downtown Seattle, which of course there's huge growth but even in the surrounding areas because of real

estate prices where we're located is South King county part of North Pierce. There's still all types of growth going on and people moving in to the area because in comparison to say parts of California or other parts of the country, it still has an affordability index that's okay but of course living in downtown Seattle's going to be a little bit different than say living in Auburn or Federal Way.

Tino Magnatta: Right. Right. There's going to be different pricing on that. So the idea with the expansion is to increase the reach, right?

Conrad Granito: Yeah. I mean definitely increase reach, increase... As you look at hotels as any casino operator, hotel operator, adding the availability is going to increase stake and increase time here at the property, even that's unique. I mean we're somewhat of a suburban casino right now but we have literally a gateway to Mount Rainier and so part of this we're looking to extend the stay of a current guest, offer something to people who are past that 50 mile mark, which I [inaudible 00:07:52] we have interesting uptick of play and also spend.

But then also provide places for small relatively 200, 300 small groups midweek to take advantage of this and as we look down the road to be a jumping off point for everything that Mount Rainier has to offer during all the seasons.

Tino Magnatta: How does this project compare to some of the other projects that you worked on, is this fairly massive in terms of what [crosstalk 00:08:24]?

Conrad Granito: I mean the whole 400 hotel rooms plus everything, I mean, I can't give you exact but the budgets over 200... Between 200 and 300 basically, million dollars total in, so it's not humongous, but it's also I think... We're designing it and value engineering it to maximize the dollars that you do have. Our challenge is in different parts of the country is finding because there is a lot of construction going on is making sure you have all the subs and the contractors to make it happen on a timely basis.

Tino Magnatta: Now, you've been in the business a long time, over almost 30 years.

Conrad Granito: Almost.

Tino Magnatta: Does this stuff become... That's a long time, right.

Conrad Granito: I'm getting old. It's like dang.

Tino Magnatta: You and me-

Conrad Granito: That's for reminding me.

Tino Magnatta: You and me both buddy. Yeah. You and me both. Does this stuff get easier as you get more experienced? You feel like it's easier or do you feel like it's the same thing?

Conrad Granito: I don't know if... It's not so much I think it's easier, every single project whether it be any type of renovation whatever has its own challenges, I think the excitement is looking, planning, working with the architects, working with that and then seeing it actually come out of the ground and being developed. I think what comes with age and hopefully is during the whole time asking the right questions. I think at some point you get to know some of the answers. But it still doesn't matter. I mean there's still things that pop that, gee, I didn't know that or didn't know this so it's a journey of exploration but yeah, you've been to some of them but things change, taste change.

I mean what was important say 10 years ago or 15 years ago is not as important as it was before. Concentrations on certain aspects of a project change with the customer base but also technology and what people want to be entertained by.

Tino Magnatta: What you feel are the biggest changes that have happened in the last 10 year that you're approaching with this project? What are some of the things that has evolved in gaming, that is very different than some of the projects you worked on 10 or 15 years ago?

Conrad Granito: You know, I think you look at the... I think a lot of things have stayed the same. I mean gaming it's still as Mike [inaudible 00:10:49] say, it's gaming stupid. I mean it's still the gaming floor, at least for the vast majority of tribal casinos, regional casinos, it's not all the other amenities, you need to have those but you're still making the vast majority of your revenue on that gaming floor so I think the accentuation of comfort, whether it be the chairs, in the ergonomics of the machines. And then the games themselves with all the different lines and bonuses and everything else brings up a whole new discussion of when people are on a game or in a game and the delineation there.

I think the biggest change also when you look at the gaming floor is the use of promotions and on game promotions, with different bonusing sweets that these slot manufacturers slot systems have, which enable the player... The whole idea is to have that player sitting at the seat longer. I think then you look at different amenities or different things that people expect within the room itself and whether it be a bigger flat screen TV, multiple shower heads, double sinks, the linen count, things of that nature. I think it's different but it still should be an experience at least that I say is somebody comes into the hotel and they're seeing or experience things that they can't get at home for the most part.

So I think more concentration on the experience that someone's going to have at the property than just providing a restaurant or games or whatever. And I think if there's been a big change in 10 years it would be more of what you would call the experiential marketing or really looking at the guest and what kind of experience are they going to have. And that starts at the... From the time

they move up to valet to the time they go into the bathroom to check into their room, what was the experience like. And I think we're as operators more conscious of that.

Tino Magnatta: Right. Instead of it just being a casino.

Conrad Granito: Yeah.

Tino Magnatta: It's the whole package.

Conrad Granito: Right.

Tino Magnatta: What do you attribute the success of our business and the success of Native casinos, what do you attribute that to?

Conrad Granito: I think when you look at casinos in general, I think they provide a form of entertainment that people have come to expect. I mean, I remember years ago, it would date myself, the Harris study would come out every single year and they would say, five percent of the people have experienced a casino and then it went to 10, then it went to 15, as riverboats came online and tribal casinos and more states authorized some type of casino gambling. Now it's well over 35% of the US population has at one time experienced a casino environment in the last year I think is 35, 38, I mean it's those type of numbers.

So I think you have... It is a form of entertainment but with that entertainment you've seen with of course Vegas being the leader showing that there's other experiences that people want to have with that gaming there. And it could be provided on regional basis. The challenge that you have within Indian Country is... I've spoken about this a number of times is we're not a conglomeration of entities like [inaudible 00:14:19] or an Eldorado or an MGM, for the most part most tribes have maybe one, maybe two casinos and then... But a lot of times we compete with public companies that have larger databases or larger staff to whether it be do data analytics or marketing or whatever. So our purchasing power or things like that.

But I think the success is one where people see that this is a great form of entertainment and they still have... It's still a value proposition. And I think that's the one thing that we can't forget in this business and I've talked about this and speed of play on the machines or odds on games and everything else at the end of the day the player has to feel like they're getting enough bang for their buck to sit there for whether it be three to five to six hours.

Tino Magnatta: Interesting stuff. Now, is the elder generation is that still the core demographic?

Conrad Granito: Oh, sure. I mean there's two things that you need in gaming, I call it my two wallets, time wallet and money wallet. And in a local's casino a lot of times the time wallet will evaporate before the money wallet, how? It's person comes in,

it's two o'clock in the afternoon, they're still playing, they still have money in their wallet, in their gaming wallet for the day. But it's 3:30, and I got to go pick up the kids, or I got to go run and do this. It's different when you get to resort or Vegas where I'm there for X amount of time, my flight, I got in on Friday, my flight doesn't leave to Sunday. How do you do that, so I think with that the 55 plus older demographic is still there, still the core of business.

The funny thing is still in this country, 10,000 people turn 65 every single day for another eight or ten years. I mean that's not going to change and those people even with all the ups and downs of the economy since 2008 still have more disposable income and time than the 20 or 30-somethings and that's the challenge that we have. Yeah, we want to cater to that generation that's coming up but are they ready to truly be a gambler or are they interested in the night life or this or the pool or whatever, which still has great... Again, there's revenue to be made, there's margins there but it's not the core of the overall business for this time. And I think to that end what is that gaming going to look like 10 years from now when they're in their 30s or 40s or whatever. How does that change?

Then we go in to a whole two hour discussion between mobile gaming and E-gaming and a whole bunch of other stuff to say, what's going to be attractive and interactive and skill games that the person that's been playing Call of Duty or League of Legends or whatever for the last couple years, what's going to entice them to sit down at a slot and have it make money either per machine or per square foot basis.

Tino Magnatta: You've been very successful and good at what you do obviously. What characteristics-

Conrad Granito: Well, thank you.

Tino Magnatta: You're welcome. What characteristics [inaudible 00:17:41] [crosstalk 00:17:44].

Conrad Granito: My wife says it's not my good looks that's for sure. Nobody hired me for that. I think it's one... I was having conversation with my AGM today Jessie McDaniel and he's in an interesting position because the first Muckleshoot tribal member to reach that level of upper management and we were talking about that and he said something and I said, yeah, I have passion for this business and I love this business. Like you said, I've been doing almost 30 years and I just love the business and I love all the intricacies and God help me so I love it in Indian Country, I mean it is a rewarding to see the success... The properties that I've been affiliated with but the success is seeing the houses built or the elder care of education or infrastructure or that's the... I think... But having a passion and loving what you do and I think people that are successful in this business have a certain gene and to me it's the service gene.

You have to really want to serve people and want to do that on a daily basis and if not, you're in the wrong business. I mean just don't be in this business so. But

I think passion for it and liking I think, the other part is people say... I view myself as the least important person in this property right now because god forbid something happens, my wife... I'm heavily insured, my wife's taken care of but this place ain't going to stop. My job is to...

Tino Magnatta: Right.

Conrad Granito: Hopefully lead it, take it to the next level but at the end of the day it's I'm not on the floor and dealing with all the stuff, it's all of the team members that my job is to support and make their job easier.

Tino Magnatta: If we look beyond 2025, where's the next spurt coming from growth?

Conrad Granito: That's an interesting one, I mean retirements or the idea of retirement has changed. You don't retire, you maybe slow down or you do something different. You have the idea of entertainment and what it is changed. I think to answer that question you got to tell me where some technologies are and what's allowed and how do we deal with certain things that within gaming because it's definitely going to change. I mean you look at how we entertain ourselves, it's no longer yeah, we might buy the 75 inch brand new LED but most of us get our entertainment of a five inch or six inch thing that we hold in our hand and interact with the world that way.

So I think that's a tough crystal ball question. I don't know if I can answer that one. Especially [crosstalk 00:20:57].

Tino Magnatta: Yeah, do think that the rate of growth will continue or do you think it will plateau at a certain point or?

Conrad Granito: Well, I think for many, many years gaming was persuaded from the investment [inaudible 00:21:13] to many people is that we're recession proof. And what you had in 2008 was it wasn't recession proof because now it was not just in two or three or four markets it was in 30 or 40 markets and it's subject to ease of credit and everything else and real estate prices [inaudible 00:21:31] gaming. So I think in that regard you have situation where I think you'll always... You're going to see some growth but tell me when the next economic downturn that's going to have impact to people's wallets, do people feel comfortable to basically go spend money and go out to eat or go gamble or be entertained or whatever. I think you're going to continue to see growth, some regionality downturns will happen but that's a hard one to look at.

Tino Magnatta: You think that there are any negatives that may pop up in the future?

Conrad Granito: Now you're trying to have me think of a black swan. Possibly, I mean if you had some type of economic or energy or something that affects people's day-to-day lives. Yeah. That's going to do it or some type of whether it be a nature disaster or international or national disaster effects people lives and effects that. I mean,

I've been in the business long enough to be impacted by hurricanes and financial downturns and everything else and I think the key point is that you run your business with the eye that if things go south, if things change, you better be running lean and mean all the time not just in the... When times are bad.

And I think that's... If you look back to 2008, I think there was a lot of people who thought it's never going to end, never going to end and you had a lot of projects not just in gaming but even around the country tribal, non triable that didn't make sense even when it was good and made total no sense when things went south.

Tino Magnatta: You think they're... The Greeks had a thing that your character is your destiny. That's true in the casino business even more than any other business, right, is you're dealing entertainment.

Conrad Granito: Well, it's funny you should mention that, when I got in this business almost 30 years ago, I knew very little about it and I found someone where his family had owned a small casino in Vegas and the thing he left with me was all you have in this business is your reputation and your character and I think that's what... This is a business of trust. You think about it, we're basically telling people come here, we're going to gamble, we're going to give you a fair game but everybody who walks through that door needs to feel like they have an equal and even chance than anybody else. When that goes away, you're dead. I mean they're just now nobody wants to come there.

And I think the character that we have as leaders has to carry through organizations and be follow through all the way through. So yeah, I think your character and what you present and what you do dictates and hopefully is one of positive and supports and makes a difference. I look at the end of every work day or whatever and I ask myself one questions, did I have a positive impact on the business today? If I can answer yes, then I've done my job for that day.

Tino Magnatta: Now, with expansions also comes different revenue amounts, so the amount of revenue that we make from gaming is one thing but then amount of revenue that we make on all the retail is another. [inaudible 00:25:09] revenue affecting anything at the casino? When you look at other amenities.

Conrad Granito: No, I mean not for us, we're looking to add onto the experience again, a lot of it will be how do people pay for it is with incentive points or something like that. I think the other issue that you have is as you're adding certain amenities case in point here we had in the state of Washington downloadable credits only showed up at 2015, where other parts of the industry they've been there for 10, 15 years. If you had a cash back incentive program here you actually gave them cash. The problem of course is you gave them cash and three things can happen, they could put the \$60 in the machine or put \$20 and walk with 40 or walk with the whole 60 and no way to track it.

What we found is by changing up our program and getting greater value the points where we had just billions and billions of unused player points because we didn't have a lot of ways for people to utilize them, we gave them a way to use it. So it went in to gaming instead of food and beverage or retail, which saw a dip, say for the first 18 or 24 months but by concentrating on the product and consistency of service and a whole bunch of stuff, we now, the cash sales for retail and food have far surpassed what it was before.

Tino Magnatta: Got it. Got it. So the... Because the margins are not larger it's not going to effect the overall revenue right?

Conrad Granito: Yeah. I think you look at... I mean for us gaming is always still... I don't foresee where any other amenity is going to take over gaming as the actual thing that works it way to the bottom line because of margins and things like that and overhead there. I mean you look at whether running a restaurant in a casino or off the casino, your margins are never great and in a casino nine times out of 10 we're taking it as a loss.

So as an amenity to the players so they don't have to leave and go to dinner and come back they can have dinner here and still stay at the casino.

Tino Magnatta: Right. So you're saying that those amenities will actually increase the gaming revenue even though the margins are going to be lower.

Conrad Granito: Sure. That's the intent. I mean the intent is to keep somebody here a little bit longer or an extra day or extend their stay or give them a reason to come with an amenity and then... Or does it expand your market by having an amenity that normally I wouldn't go to a casino but they now have the best Asian restaurant in the area. So I have to go...

Tino Magnatta: Got it.

Conrad Granito: Or they have the best steak, or they have show that gee, I really wanted to see, but it hasn't come here in a while but now it's going to be at the casino. So all of those play in the key in operating is to look at those as best you can measure that impact and have enough to say did it move the needle or I'm trying just to maintain the needle. And in some markets that's what you have to do because of competition, I bring in a show, I don't make any money but I got to have that show and that artist even though production and everything else is... I'm actually going to lose money on it.

But because that's what the gamblers want in my core business it gives me an incremental visit for them to be here and therefore I'm making it up on the gaming floor.

Tino Magnatta: You worked in a lot of different states, what is unique about Washington than other states that you worked at?

Conrad Granito: Washington is great. I think you have a huge diversity of cultures here that I think a lot of people don't realize being a seaport and being there you have, of course Native Americans, but you have different Asian cultures, you have Eastern European cultures, which I'd had no idea, you have African cultures of Somali. It really is a huge melting pot, you'll be around the city and all of the sudden, it's almost like you're at the UN, go to the mall, and you'll hear 15, 16 different languages being spoken.

The other uniqueness of Seattle is the impact the traffic has seven days a week. This is a... You talk of L.A., you talk New York, you talk certain... Houston, Dallas, whatever, there are certain times a days and people literally within a 20, 30 mile radius of their homes, they don't venture too far. So it's really an interesting situation. Our direct competition of course is Sno up the road or Emerald Queen down the other road. But anything that's on the other side of Seattle or south of Olympia, whatever, they're not our competition because it's just too far to travel to do what it is so.

Tino Magnatta: You think that area that you're in can sustain the growth in the gaming that's happening right now in your...

Conrad Granito: All indicators are showing that. The way the... I mean there things that drive the Washington economy as every regional economy has here of course it's Boeing, that and then the high tech, whether it be Microsoft of Amazon and then the health industry. I mean those are the huge drivers for this market and as long as those are doing what they need to do no different than... Houston market is driven by oil and what that does, but it's also a shipping port. But all indicators here is that there's still continued strength within the market place, and it's going to continue for the foreseeable future.

Tino Magnatta: What is that a customer when they're deciding on what casino to go to, what is that you think that makes them go to one casino or over another? What are the factors you think that comes in to play?

Conrad Granito: Well, I think it's a number of things I think it's... I think... What I tell... So marketing's job is what I call top of mine so marketing's job is to create the brand, help create the brand, help create the marketing messages, the promotions, that basically hopefully when somebody says gee, I want to have some fun or I want to go eat or I want to be entertained, Muckleshoot becomes top three or five. They do that then they have... Then hopefully it gets them here then our job within operations then is to actually fulfill that promise and if we fulfill that promise and give the guests service and everything else that's the key to do that.

But to answer your question, I talked to guest as often as I can but I talk to guest that have been coming for over 20 years and I ask them I say why do you come to Muckleshoot and just flat out. And this is an answer I'll get and I... So they'll say you know, I've been coming here for 20 years and I remember when you were in the tent and my husband was here and he won a car and I won a

jackpot, and I know you're expanding so you've tightened up the machines but we still like to come, and you changed the cheese on the grilled cheese sandwich in the deli we really liked it. But when I come to Muckleshoot I just feel better.

And when I hear that you've now taken a rational thought process and now made it an emotional tie and I think the properties that can make an emotional link with their guest that basically says that they feel better but that's the same when you get... You ask people gee, why do you go that grocery store? You passed four grocery stores on the way to that one or why do you that dry cleaner? And when it gets down to it, it's somewhat familiarity but they just feel that they either know them, respect them, the whole know your name but you need to get to that point.

And I think we have all same machines, we have similar payouts, we have similar things like that. Players, especially in this market will bounce from... I don't get... Very rarely do I get everybody's wallet, I get portions of it maybe more or less but the other properties are close enough that gee, I don't feel lucky so I'm running down to this property or I'm going run up to that property, that happens. But I think the properties that do well and create the loyalty is that emotional tie in.

Tino Magnatta: Our proposition to the customer is very different than let's say their experience at Starbucks or a restaurant, our proposition is come to our casino, lose your money and then we'll decide when we're going to get it back to you, right.

Conrad Granito: Well, this is the thing I [crosstalk 00:34:20]...

Tino Magnatta: So how do you make them feel good about that, right?

Conrad Granito: Well, that's the challenge, I mean, whether you [inaudible 00:34:25] it... What's the latest thing for... Oh, what's it called? It's basically the loyalty question on a scale of one to 10 if you had to risk your reputation would you be the advocacy score public company called something else it was in the journal, I forget what they call it. But it's basically a score saying are you an advocate or not and what's interesting is with gaming we basically tell people... I mean this is our business we ask people to get their car, burn their gas, fight the traffic, come here and do what? Lose their money.

But we want them to have a such a great time losing their money, we want them to come back with their friends and relatives and do it time and time again. 90% plus the people who walk into a casino are not going home with less money in their pocket and they have to feel good about that. Yes, they might get something at the gift shop, they might get... Have a full stomach from a meal, be entertained for a couple hours at a show but bottom line people are coming here and lose their money.

Now, the difference between us and say going to the movies or going to an NFL football game where you're going to spend 80 to \$100, you're going to come here and 80 to \$100 but at the football game or the restaurant or the movie theater you don't have a chance to win 10,000, 100,000 or a million dollars. That's the difference in our business and that's why when you talk to most serious gamblers it's not the wining it's the anticipation of wining, that's what we're selling.

Tino Magnatta: Right. Right. The anticipation of wining.

Conrad Granito: Yes. Absolutely.

Tino Magnatta: Are the gamblers-

Conrad Granito: And that's what a real gambler wants, they want that anticipation.

Tino Magnatta: Right. The fact that they could win.

Conrad Granito: Yeah.

Tino Magnatta: And they don't [crosstalk 00:36:15] know when it's going to be a surprise to them, right?

Conrad Granito: Well, sure. That I have won and it can happen again. I mean you listen to players and they'll say do you know how much I have invested in this machine? Just the words they use.

Tino Magnatta: Yeah. I know you've been the business a long time and a...

Conrad Granito: You know, you're making me feel real old here. Just FYI. Just [crosstalk 00:36:41].

Tino Magnatta: Yeah, we both are. I think I'm older than you. Actually I turned 60 in September, so I am older than you.

Conrad Granito: I turned 61 May 4th so.

Tino Magnatta: Oh, you did. Oh, happy birthday.

Conrad Granito: I did.

Tino Magnatta: I didn't even know that. Okay.

Conrad Granito: Well, thank you.

Tino Magnatta: Well, we have... 1958, right?

Conrad Granito: That's right.

Tino Magnatta: Yeah. Okay. So you're one year older than me. I didn't know that. You strike me as the kind of guy that is not going to retire, am I right about that?

Conrad Granito: My wife asked me when are you going to retire? And I said, well quit buying horses, and we'll talk about when I retire but...

Tino Magnatta: Right.

Conrad Granito: But it's like I love...

Tino Magnatta: That's funny.

Conrad Granito: I love what I do and I don't know... I mentioned before retirements going to mean different things to different people and yeah, I'm 61 but I still... Thank god, I have my health and my mental faculties at least for the most part. But this is still a fun business and I'm still making positive impact. I mean, could I see myself doing this for another 10 years, yeah. At the pace I'm at, maybe not, I don't know. But it's fun. So it's like why not do what you love to do. I mean do I have other hobbies? Yeah. I have a few and do things like that, could I see myself not doing this business? Yeah, probably. But I'd still fill my day with a whole bunch of other stuff that I'd want to be doing.

Tino Magnatta: Now, I know a lot of our listeners probably don't know this but you have what six horses?

Conrad Granito: Nine. We have nine horses.

Tino Magnatta: Nine.

Conrad Granito: We have eight horse and mini mule so.

Tino Magnatta: And you really love to ride. I know that.

Conrad Granito: Well, I would love to ride...

Tino Magnatta: Describe that to us a little bit.

Conrad Granito: Well, I haven't had the opportunity to do as much riding or any actually since we've been up here so we're planning that this summer to really get back on the horses and everything else. So it's... We're still in the mode of getting the house and getting the property set and a whole bunch other stuff but where we live now access to riding trails is literally almost out our front door but definitely down the road a couple miles so we're looking to do that come this summer.

Tino Magnatta: And that is definitely one of your passions, correct?

Conrad Granito: Yes. Oh, yeah, definitely. [inaudible 00:39:14] horse is my life, I've always had horses in my life at different times, maybe not directly but indirectly but meeting my wife and we've been married... We'll be married 10 years this year. She had horses and she moved with me to Louisiana and we brought the three she had and then from there we've added and deleted, added and deleted, as people who have horses have a tendency to do so.

Tino Magnatta: That's great. I got come out visit some time. Should we take some calls?

Conrad Granito: Sure.

Tino Magnatta: Let's do it.

Thomas: Can you hear me? [inaudible 00:39:53]. This is Thomas.

Tino Magnatta: Hello.

Thomas: Hello.

Tino Magnatta: Hello, this Tino Magnatta, do you have a question for Conrad?

Thomas: Yes. Hello, Tino, this is Thomas. Hi, Conrad, how are you?

Conrad Granito: Hey, Thomas. Good.

Thomas: Thomas [inaudible 00:40:05]. Hey, I want to get the record straight, okay. Because not that I'm counting but Tino brought up the fact that you have a lot of experience eight times and he never even mentioned that most of it was done on over time so in your heart you're still in your mid 30s. So there.

Conrad Granito: Thank you, Thomas.

Thomas: Your welcome, Conrad. You got [crosstalk 00:40:30].

Tino Magnatta: Thanks, Thomas.

Thomas: But speaking of experience, I don't know how many listeners know that you've consulted close to 60 companies, 60 different casinos.

Conrad Granito: Yes. I have.

Thomas: [crosstalk 00:40:40] that was the amazing part. How do you [inaudible 00:40:45] using your experience because it was great, and it worked and still keep a fresh perspective? Because obviously you came through marketing and the gaming, how do you gauge your experience and grateful for it but try not to fall back in to and do the same thing all over again?

Conrad Granito: I think I take something that I got from my father is that the whole object of learning is to understand that how much you don't know and every single day I realize what I don't know about this business and what I don't know about many, many other things. So I... You might call me expert, maybe I know certain things but I don't ever single answer, it's a very straight forward business and I think the consulting and things that I've done is hopefully set thing up or [inaudible 00:41:35] a direction or have direction of things.

But in that regard, I realize every single day that's there's... I don't know everything and that I have much to learn and that's a thing I try to do every single day is learn something new, whether it be about myself or whether it be about this business because it's a constant learning curve.

Thomas: That's cool. Thank you. That's what I admire about your leadership is you try each day to basically justify that you have the position rather than just saying, oh, look at me I've accomplished it. Do I have time for another question?

Tino Magnatta: Absolutely.

Thomas: How do you [inaudible 00:42:15] not to get carried away with resorts and I'm referring back to your [inaudible 00:42:21]? And there's a tendency and Vegas kind of lead the movement that now that we have casinos and we have resorts that we promote resorts and we kind of forget what really dives our economic engine [crosstalk 00:42:39].

Conrad Granito: Well, I think it's not only tribes, I think the challenge, 2008 was a wake up call for this industry because if you recall there were a number of projects being built in Vegas and in Indian Country that never made any sense in the financing has gone sideways and upside down and a lot of different ways. Case in point, I got to Coshatta right before 2008 happened the plan was to spend 250 million on a full blown resort and when I got there we were at 50% drawings and then 2008 happened and then the first traunch of money was going to be only seven percent when we started but it 12 or 14% and I had to go back to council and said, you can't do this given the debt load or whatever, it doesn't make any sense.

Now we still needed rooms but the other aspect of a full renovation is there, we just found a better way to do the rooms at a much more cost effective and we were one of the first DreamCatcher hotels, which I know some of you are aware out there. But I think you have within Indian Country now, I think hopefully as we age or whatever and now Indian gaming is well over 30 years old, is that there have been mistakes made and hopefully the wisdom is not learning by your own mistakes, it's learning from other people's mistakes or other businesses or other entities.

And I think what you have now in the current generation of tribal leaders, who are literally the reason the success story of Indian gaming is now the tribal

leaders in the 30s and 40s who have benefited from 30 years ago and been able to go school and being educated and move on in to roles of leadership is what this is all about.

Thomas: Very good. Thank you. One last questions, if I may? Do we have enough time, Tino?

Tino Magnatta: Yeah. Absolutely. Absolutely.

Thomas: The other thing you mentioned was experiences [inaudible 00:44:42], a lot of casinos separate their marketing efforts from their guest service efforts and don't really understand that marketing and branding needs the support of guest service. Can you give us any advice of how to structure guest service, how to plan guest service, so it becomes also a marketing tool? Because like you said, people come to your place for a specific experience, and the guest service or player service is [inaudible 00:45:14] part of it. Any suggestion that you can have or any observation that you made over the years?

Conrad Granito: Well, I would say this, I would say when you're looking guest service is not a program, it is not a three day seminar, it's not rah-rah, it has to be part of the culture. With a long that it needs to be identified, have measuring points and nurtured and followed and not just part of your marketing but part of everything that you do. So I think to your point, yeah, it can't be separate to itself, it has to be tied in to not just your marketing but how I run the restaurant or how I check in a guest or what are the things that need to be said or how we are going to say it and have those standards and make sure you're measuring those standards. Because there are standards of guest service that every property should have and that you're measuring too.

Thomas: Great. Thank you, Conrad. As always, wonderful to talk to an industry leader. Thank you, Tino.

Conrad Granito: Thank you, Thomas.

Tino Magnatta: Thank you, Thomas.

Thomas: Okay. Thank you. I always like to listen to the [inaudible 00:46:19] here. Thanks.

Tino Magnatta: Thank you. Have a good evening. Okay. Hello, this Tino Magnatta, do you have a question for Conrad?

Speaker 4: I certainly do, this is [inaudible 00:46:33]. How are you gentlemen this evening?

Conrad Granito: Good. [inaudible 00:46:37]. How are you?

Tino Magnatta: Very good.

Speaker 4: So I have three pages of notes. All right, Conrad, you should be writing a book. You have such wonderful sayings. I really, really love all your insights. And Thomas is one of my biggest mentors in this industry and he just about took every single questions so thank you, Thomas. So very quickly, Conrad, I wanted to ask you is... I remember your byline being... Your tagline being that Muckleshoot, something like the biggest and the best, is that changing with your new expansion or what are doing in terms of your branding campaign per se?

Conrad Granito: Well, our branding right now is the biggest and best in the North West, Muckleshoot. What we're tagging on now is now were getting bigger and even better because we are enlarging the entire property and adding amenities and every else to it. So we're actually starting the branding exercise because this brand has evolved over the years and will now take it's next step as we evolve into more of a resort experience.

Speaker 4: Got you. What do you do in terms of empowering your employees to reinvent their own brand? Because that's the kind of thing you constantly keep doing in terms of just the learning and everything that you do on a daily basis, but I often see when I go to expansion properties [inaudible 00:48:08] spending 300 million behind an expansion, but the employees are still stuck in the same way of doing things, same way of branding themselves going forward. So do you look at empowering them in any way in terms of them reinventing their own brands?

Conrad Granito: You know, we're actually in the process of doing some of that now whereas we are looking at different venues, and we are working with even the architects at this point that operational departments are getting involved at this point of design, how it's going to look, color pallets, things in that nature so that we're getting their input at that point as they are now literally on the ground level. For them to then start saying okay, we need to do things this way or we're going to have this level of service or we're going to have... To look at this way or say this or maximize this there.

So that's what we're doing right now is trying to get them literally on the ground floor as were making all these renovations and then we get in to the branding aspect, we'll be pulling in... To me more importantly front line staff, the staff that they're talking with the guest, talking with the dealers, for the housekeepers, things like that. And say, okay, here's the brand now what is Muckleshoot mean to you? What is this... How is that brand going to do? That in itself is one step empowering them but it's also as we get in to developing our brand but also working on the guest service aspects and the metrics, giving them the ability to make a decision or make a call, even at a front line level. I don't have to go to a supervisor, I can make a call or whatever.

And it could be very simple things, from gee, can I have another piece of whatever in the restaurant or can I extend my stay two hours and I don't have to go whatever. Giving that ability for someone to make a decision but at a front

line level is very empowering for a lot of people because they're not given that ability.

Speaker 4: Absolutely. What about change, how do you deal... This is the last question, Tino. What is... I've dealt with seven California properties that are expanding and I would walk through the floor after expansion and ask some of the maybe cocktail servers, how are you finding your new place, et cetera and they say, oh, we still loved the old place. How do you deal with... How would you deal with the whole change? Because human beings tend to be very nonflexible when it comes to change.

Conrad Granito: To me it's never an easy task because you're exactly right, human beings have a... We want things to be better but we don't want them to change to be better so.

Speaker 4: Stay the same.

Conrad Granito: It's a difficult... So case in point, today we just reopened or we're going to reopen... We have pizza here, we've done a revamp, we have a new pizza, so we basically have told all of our team members go buy pizza, go get a free slice of pizza or two or three, tell us what you think. So I was down there and we have new restrooms, all of our restrooms are being renovated so they're kind of screened off so I opened it up and I took a whole bunch of our team members through the new... Now, they're not finished yet but you can levels of finish, you see the new sinks, the new faucets, and they get real sense of oh, my gosh, this is really nice. And they get a sense of what this...

And I said, this is the bathroom guys. I mean if the bathroom is this nice, what do you think the rest of the property's going to look like. And now the eyes...

Speaker 4: Love it.

Conrad Granito: Get wide, there's sense of excitement.

Speaker 4: Love it.

Conrad Granito: So the point that you make with change is there has to be a sense of excitement, it's what we do in our business anyway is to create a sense of excitement and a sense of fulfillment. Do that with your staff. Let them see what's going on through the processes and they get excited and then they are the advocates for change.

Speaker 4: I love that because it's a voyage you're taking them through.

Conrad Granito: [crosstalk 00:52:26] big time.

Speaker 4: Thank you so much, Conrad. You're always fantastic. And Tino, thank you.

Conrad Granito: Oh, thank you [inaudible 00:52:33].

Tino Magnatta: No, problem.

Speaker 4: Have a good one.

Tino Magnatta: Have a good night.

Conrad Granito: Take care.

Tino Magnatta: Hello, this Tino Magnatta, do you have a question for Conrad?

Mike: Can you hear me now?

Tino Magnatta: Okay. [inaudible 00:52:46]. We can.

Conrad Granito: Wait, I hear somebody.

Mike: Can you hear me now? Aloha. How's it going, Mike [inaudible 00:52:52]. How you guys doing?

Tino Magnatta: Good, Mike. How you doing?

Conrad Granito: Okay. How the heck are you?

Mike: I'm doing great [inaudible 00:52:59]. I listen to the show, always a good show obviously, I got one thing that stuck out when you were talking about you have 30 years, mistakes have been made. I'm not saying that you've made any but are there things career wise where you've learned from, well call it an area of opportunity, throughout your career where you were like you know what, I'm going carry this forward and definitely learn from it. We all have those moments but is there anything that sticks out in your mind through your journey where you said, wow, that was a tremendous learning lesson for me and I've been able kind of move forward with it?

Conrad Granito: Well, yeah, I mean trust me. I've made mistakes Micheal and you can call my wife, and she'll tell you. But I think one of the things is when you're dealing... It's one of I think the communication and making sure that those communication lines are always open and sometimes whether that be with council, whether that be with staff or whatever. And yeah, there was definitely before I got here there was an incident where the chairman, and I didn't see eye to eye, and I look back on it and think gosh, if I would've did this or did that or brought him in or tried to and it just didn't happen. And it gets frustrating so it's... I think you always want to keep those things open and not be afraid.

Because what I've told councils or tribal boards that I've worked with because all my history been in tribal gaming is my job is to tell you the good, the bad,

and the ugly. My job's not to sugar coat things. And sometimes it's... Yeah. The message is tough but it's how you deliver that message.

Mike: That's a good point. I think a lot of us... I kind of had heard some of the Conrad stories over the years but if I were to kind of dive down a little bit more and kind of give you the opportunity to kind of talk a little bit about the expansion and I mean in terms of you have a local property and here you're going to be adding the resort element and really expanding the features the property offers, which community wise, we've all heard the requests, we need to get a hotel, we need the hotel, we need to get a hotel.

Conrad Granito: Right.

Mike: But now that your full board in to the expansion, how do you kind of tell the story of how that really is a revenue generating opportunity, not just to compete with the competition but to grow the business for Muckleshoot?

Conrad Granito: Well, I think that's where you get in to the finance, and you get in to the accounting side and show the history, and I think what you have awareness for here, the performance of the property from where it was five years ago to where it is now. And Tino talked about sustainability, if we keep doing what we're doing, it's not sustainable so to make it sustainable we have to broaden what we do and broaden the experiences that we have and at the point you're putting numbers to your best wild ass guess to we should be at this or whatever being of course conservative in that's whether you're selling it to a board or a council or selling it to set of bankers to finance it. And then looking at the track history you have for it.

But that I think is the biggest challenge to... Because you're exactly right, I mean ever property [inaudible 00:56:35] say, yeah, we need a hotel, we need a hotel and lot of times it doesn't make sense. Like Thomas says, oh, we need a resort, we need a resort, no you really don't. I mean case in point, I know what we've made here at Muckleshoot and I can tell you it was more than what a number of tribal properties with 900 or 800 or 600 hotel rooms where making, net, net, net. I think that's the challenge is making sure that what you're presenting and can you actually deliver on those promises.

Mike: No, it's a good point.

Tino Magnatta: Great.

Mike: It's an exciting time to kind of move forward and see how that... With knowledge and with the data you can kind of change your perspective and take advantage, like you said, the financing opportunities and some other things to really make that business still happen.

Conrad Granito: Right.

Mike: What's something you just wish you had in Washington?

Conrad Granito: Oh, what I... Is that open ended or just want to stick it to gaming?

Mike: You pick. But [inaudible 00:57:36] but what would you pick?

Conrad Granito: Well, I think what's interesting is we do not have regular slot machines, we have... Without going in to the long dissertation of the tribal lottery system, it's not a random number generator so it limits the scope and scale of a number of the games we have and bonusing and progressive jackpots and things like that now. Just like in Oklahoma, that had the class two machines and whatever they did extremely well and we have so I think something like that. People talk about sports betting, sports betting, sports betting but as we all know it's a nice amenity, it's a nice experience but it doesn't bring a lot of things to the bottom line.

So I think if I had to pick one thing probably that because we have all the other forms of gaming are pretty well available to us. I think the one thing I would love to have in all of our and I think it's coming because of FinCEN and the know your guest requirement is that there will be a day I think in the next couple years that a jurisdiction will allow a debt card or credit card to go directly into a slot machine. Because the requirement...

Mike: Wow.

Conrad Granito: The requirements of know your guest and if you're in operations, you know what I'm talking about and what the FinCEN and what the US... What they're asking you to do is basically when Micheal comes in and he bets \$10,000, I'm suppose to know where he got that money. I mean it is that crazy and literally there will be a jurisdiction, I don't know which one but somebody's going allow and say... Because the technology there, we could do it today but we are now one of the last bastion of cash business in this country. The others that are heavily [inaudible 00:59:28] in cash are not legal.

Tino Magnatta: Right. Right.

Conrad Granito: But we are one of the last bastion of legal cash handling.

Tino Magnatta: Cash business. Yeah.

Conrad Granito: That's right.

Tino Magnatta: Great, Mike. Thank you so much.

Mike: Yeah. I was going say thank you sir and you guys have a great show. Always a pleasure.

Conrad Granito: Thank you, Mike.

Tino Magnatta: Thank you. Buh-bye. This is Tino Magnatta, do you have a question for Conrad?

Doug: Hello, am I on?

Tino Magnatta: Hello. Hello. Yes you are. You're live.

Doug: Hi. I'm live. All right. This is Doug from [inaudible 01:00:04] and yeah, I've been listening to you, it's been really interesting. Earlier on you were talking about sort of the data and the insights and information you have on your customers, as well a lot of the anecdotal data and information you get from talking to people on the casino floor. Is there anything in the upcoming expansion of the property that you can give some insights or some details on if you can reveal them in terms of how you use this information to determine some of the amenities or features of what you guys are doing with the upcoming expansion?

Conrad Granito: Well, I mean before we did the expansion we talked to different levels of guest by way of their theoretical and value by way of a gaming guest, and we ask them what they wanted to see in restaurants and different aspects and rooms and things like that, so we're incorporating what they're looking for whether it be in some the restaurants and some of the menu items also even the rooms and how they want to be set up and things of that... Case in point, one thing we heard time and time again, two sinks, two sinks, have two sinks in the bathroom. Okay. Guess what? Every single room's going to have two sinks even though it's a single king, it's going to have two sinks in it.

And it doesn't sound like much, but it never fails that a single king has two people in it and they have to share one sink. So it's things like that, that don't sound like much but it's a simple thing to add, it's not simple but I mean its simple thing, there's a cost to it but it's what the guest is wanting to have and like I've said, they want certain experiences that they wouldn't get at home, which is kind of interesting so a lot of [inaudible 01:01:47] now have a rain shower, that was the big thing a number years ago, now it's body shower type of things within that. Size of the TV, types of comforters, things of that nature so through our surveys and different things we're going to be enlarging our non-smoking, right now we're about 60% smoking and we have the largest non-smoking area in the state and probably maybe in the west coast. When this expansion and renovation is done, we'll actually be 60% non-smoking and 40% smoking.

Doug: Oh, wow. Wow.

Tino Magnatta: Interesting. Great stuff.

Doug: So then... Yeah. Then I guess since you're expanding the property, how do you figure out, how do you go about expanding the club or layering something as

large as new hotel into your existing club and figuring out who gets what and how that all works?

Conrad Granito: Well, that's always challenged because you only have so much inventory and how do you then yield and we sit down and have those meetings of how you're going to yield rooms and a time of day, time of year, guest level, different functions that are going on, that all goes into the mix, we're currently our player clubs is not tiered program we are looking to possible implement it even though we do have a VIP, kind of tier program but it's more of different set of benefits but they're identified as VIP's.

So yeah, we're going through that process right now and really just... You go through the process and start weighing it out and what [inaudible 01:03:24] going to have value or like anything, whether it be a reinvestment or gift of week or whatever, what's the value and how are going to put that value and as redemption or something.

Doug: Cool. And then you just mentioned using credit cards inside the machines, I'm even younger than that, how far away or do you think it's an option, a situation where the club card, the payment, everything is just done by my cellphone or device?

Conrad Granito: That I think you look at our industry and what's interesting from the analytics that we used to the other industries whether it be retail or whatever, it's interesting how far behind even though how much data we collect but I think it's... People have talked about interactive or skill based gaming for the longest time, we still don't have it. I think we will have some different type of payment system whether it be a scan on your phone or whatever because at that time when that happens all of these requirements of suspicious transaction or whatever go away because all that information is now at your bank.

Right now, we have to go through all of the machinations of FinCEN of suspicious transaction and Title 31 and everything else because they are cash transactions. But it'll have to take a regulatory body to basically say yeah, we're going allow this. But when they do I think it will be... You'll see a... I think jurisdictions will accept that faster than you see them excepting sports betting.

Tino Magnatta: Wow. Great stuff. Thank you, Doug. Appreciate it.

Doug: Thanks guys.

Conrad Granito: Thank you.

Doug: Appreciate the answers. Keep up the good work.

Tino Magnatta: Have a good night.

Conrad Granito: You got it, thank you, buddy.

Tino Magnatta: Thanks. One more here. Time for one more.

Conrad Granito: All right.

Tino Magnatta: Tino Magnatta, do you have a question for Conrad?

Speaker 7: Is it my turn now?

Tino Magnatta: Hello.

Speaker 7: Hello.

Tino Magnatta: Hello. Yes, you're on the air live. You are on the air live. Hi.

Speaker 7: Hi. Good evening. Hope everyone's doing well. I was going to call you mister but I don't want to make you feel any older so I just go with Conrad.

Conrad Granito: That's fine.

Speaker 7: I just want to say, thank you first and foremost for spending some time with us and sharing your knowledge and your vision and what not. I often look forward to opportunities like this because it's kind of like being in the college course and being able to learn from someones who's far more intelligent than myself so I just want to thank you very much for being here with us.

Conrad Granito: Well, thank you for the nice compliment.

Speaker 7: Absolutely. I would try... I have a bunch of stuff but I know we're running short on time so I'll try to get through it as fast as possible. I was curious and one of things that you had mentioned was about the.... I guess the transition of generations that are coming in so you now have people, they're gaming experiences is more on the side of actual video games, you mentioned Call of Duty and all these kinds of things.

Conrad Granito: Sure.

Speaker 7: It prompted me to wonder how do you think as a different generation is going to start to be your target guest and customer, will the gaming industries [inaudible 01:06:57] change in regards to what's being offered for the experience on the gaming floor?

Conrad Granito: Well, I think that's been the challenged that's been asked for over 10 years of whether it's an interactive experience, whether it's a skill game experience, how do we fit the model of what this industry knows, which is basically a random number type of situation. I've had numerous discussions with video game

programmers and also slot side to basically see if we can marry the two because a slot machine for its basic thing is a pair of random number generator, that's a whole show by itself. But basically that you don't know when it's going to hit, where Call of Duty or whatever, the business model there it's a linear type of thing in that as soon as I know certain levels, I go to this level, I can within two weeks... The game comes out it's 130 bucks, within three weeks the cheat codes are on the internet, the game book comes out six months later or three months later.

Once I go through all the levels that game is done so how do I take that game and maybe at certain levels put in a random number generator that changes the outcome on random basis to go from level to level or certain aspects of the game that you're going through and make it because the time on device doesn't equate anymore. Because if you play any form of video game you can sit at the game for 10 hours, depending on how many cases of Red Bull you have. We still have that on regular slot machine, but I'm making a whole lot more money for that 10 hours than I am with somebody on the other.

So that's going to be I think a real a challenge and that's why you see the millennials, whatever, gravitate to games that they could be more actively involved whether it be Blackjack, Poker, things that they have an active thing that today's slot machine sitting there pressing a button for four hours just ain't going to do it. But I don't have that answer, and I think it's something that the game developers, we're going to have to get some hybrid to marry the two and what is that experience like?

Speaker 7: Right. Do you think that this creates some kind of interesting paradox where again, as you mentioned you can have somebody who will engage with a specific game experience at their home or a place where those types of games take place for 10 hours but at the same time they are part of the ADD generation where it's kind of like, hey, look if it's longer than a minute video on Instagram, I can't watch that, if it's more than well, now 200 plus characters on Twitter, I don't want to read it? So it, almost kind of like you have the same person that can be on the exact opposite end of spectrum, did that add a whole different level of challenges do you believe?

Conrad Granito: Oh, I think yeah, it does. I mean that's going to be the challenges. I mean here's the other thing is when I was 25 or 35 whatever did I think that sitting at a slot machine was exciting, no. Do I still think it's exciting, nah, it's okay, but I'd rather play cards or whatever. But you raise up a really good question because you have now a whole generation that forget about one minute video if it's longer than 30 seconds and hasn't got my attention, I'm clicking to something else.

And that's the real challenge, I think as we move forward what are those gaming experiences like, and you have to look to the point of the different apps, the different things that dial into it. Then you get in to you overlay an augmented reality, a virtual reality into a gaming experience that could take the ADD generation, and I know that's a broad term but interest them long enough that

it makes economic sense. Or do you change the entire gaming model that you prepay for your experience? Okay.

Tino Magnatta: Right.

Conrad Granito: And maybe you lose, but you're prepaying so go back almost... Because that's what Bingo is, I mean understand Bingo's a form of gaming its multi billions of dollars, it doesn't make as many casino, but it's a prepaid gaming experience. You prepay for X amount of hours of entertainment, you have some opportunity of in game purchases. Okay. To buy specials, buy this or whatever but it's a pregame, it's a different business model. That I don't have... Again, that's part of learning of something new ever single day.

Speaker 7: So we'll have to bring this up again in the future.

Tino Magnatta: Thanks so much for...

Speaker 7: I'm guessing you have [inaudible 01:11:35].

Conrad Granito: Yeah. I don't got one today, but I think it's something the industry going to have to figure out in the next five to 10 years, better than we are today.

Speaker 7: Well, thank you again for all your time and insight.

Conrad Granito: No. Thank you.

Tino Magnatta: Thanks. Apprentice it. Well, Conrad, another great show, I can't believe we've actually gone 15 minutes over so [crosstalk 01:12:02]. Yeah. Yeah. We went over a little bit but thank so much for being on the show, you're a good friend.

Conrad Granito: Thank you.

Tino Magnatta: Continued success and enjoy your evening and happy riding with the horses, I hope you get more opportunity to ride them.

Conrad Granito: That's the plan. Thank you, Tino. Thank you all.

Tino Magnatta: Thanks, Conrad. I'll talk to you soon.

Conrad Granito: Alrighty. Buh-bye.

Tino Magnatta: Buh-bye. All right. That was fantastic. Great guy, lots of great knowledge and he's doing some great things for Indian Country, and we're going to have him back on the show, he was on a couple of times, so we'll have him back. On Wednesday, I have Shelia Morago, she is the president and the director of OIGA, the Oklahoma Indian Gaming Association, she's got a big show coming up and

looking forward to talk to her, she's fun, she spent an earlier part of her career in L.A. and Malibu and she's got some great stories.

Remember everybody's got a story to tell, you just have to have time listen. Have a good night and we'll see you on Wednesday.

(silence).

END