



Conversations w/Tino

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	Resorts World Casino New York City
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Tino Magnatta: Hello, and welcome to another episode of GT Radio Conversations with Tino. That is moi. And tonight I have a great friend on the show. We were already cracking up before we even got on the line, here.

Welcome, Michael, again, on the show. How you doing, buddy?

Michael Savino: I must have done something right, that I got a call back for a second show.

Tino Magnatta: You did, man! You were good.

So, before the show, you and I had, had a couple conversations. But before the show, we talked a little bit. And I know that you have taken up hiking again, because three years ago, you came to G2E and you went to Red Rock. You didn't tell the whole story. But the reason why I want to ask you that is because I know it's a way for you to disconnect. Right?

Michael Savino: Yeah, absolutely.

Tino Magnatta: So, tell us a little bit about how you got back into it. Tell us a little bit about how it helps you disconnect. And tell us some crazy stories, if you had any bear encounters or something out there, you know.

Michael Savino: Well, the most dangerous animal you'll ever see when you're in the outdoors is another human being. That's the first thing.

I used to teach scuba and I used to tell my students, "Don't worry about sharks and barracudas. The most dangerous creature is your dive buddy. He's the one that's going to get you the most trouble."

But I was into... I'm from New York, Long Island area, some beautiful parks in this area; the Adirondacks, of course, and the Catskills, Harriman State Park. In my 20s and early 30s, also doing, in Pennsylvania, the Delaware Water Gap. But I did a lot.

I put my hiking gear away, and I got into diving scuba for the next 20 years. But then going to G2E a few years ago, it was my first trip out to Vegas ever. And the first day I was there, I went to the Grand Canyon. I remember just driving through Arizona. I felt like I was in one of those movies. You just saw unbelievable scenery the whole way. I was in this zone. I forgot I was really out there, coming that Monday for work.

But then someone told me to go to Red Rock Canyon. I ended up spending five or six hours there. In fact, I wandered off the trail, and I ended up having to bushwhack back through again. My legs looked like I'd just gone through a dartboard, but it was just gorgeous. Everybody who's been out there knows Red Rock.

On subsequent trips out there, I did Yosemite, and Death Valley, and the Mohave Desert, Valley of Fire, Scion. I mean it's, that's just a really, really gorgeous part of the country. It doesn't have the ocean, which we have here, but it's great.

And I tell you, when we work in casinos, and it has to be one of the more popular, hustle and bustle type of venues. Being here in New York City, certainly we have our share of people. We all need to figure out a way to kind a find our hiding place.

For me, going in the outdoors. I just came back from a week in South Dakota, the Badlands and Black Hills. I did, just spent a couple days in Deadwood, and made some contributions on the gaming floor there. But it's just great to get out. When you see other parts of the country, you just realize what a gorgeous piece of real estate this country is, of ours.

Tino Magnatta: Oh, absolutely. What is it about getting out there and getting disconnected? What is it? What does it do for your head? How do you feel once you get into it, and how do you feel when you come back?

Michael Savino: I've got the philosophy that you don't go on vacation to get away. "Oh, I've got to get away," people say. Get away from what? Because whatever you're getting away from, it's waiting for you when you come back. You get off that plane, you pick up your luggage, guess what's there. What you were getting ...

So, my philosophy's always been, go someplace you want to go. Go do something you want to do. Go see something you want to see.

So, when I was out in South Dakota, I got a chance to see Wild Bill Hickok's grave. I got to see the famous Sheriff Seth Bullock's grave. I got to see Mount Rushmore. For me the earth, whether it's the oceans, the mountains, the trails, it's almost, really for me it's spiritual. I find an inner peace and with the pace that most of us put in, I mean, I was here today before 9:00. I'm still in the office now. I do three hours in the car every day. We need to recharge because we've got to come in every single day and fire on all cylinders.

And for me, when I'm walking around with my compass and my map and my basic supplies on my back, to me it's... I don't know what heaven is, but man, I'm really close right now.

Tino Magnatta: Yeah. Well said. Yeah, it's a good feeling right?

Michael Savino: Oh it really is and you meet some people sometimes along the trail and other times you meet nobody for hours. I was over in the Black Hills and I went up a fairly low mountain. Maybe it was like three thousand. I went up a game trail, maybe about three thousand feet up. As I was coming back down there was a

small herd of bison. And I didn't make this... it's very secure... it's rude to get back, to get back...

But, and one of the-

Tino Magnatta: That's beautiful.

Michael Savino: Oh, it was unbelievable. And one of the bison was about as big as the Jeep that I rented and I'm just looking at this thing. I'm like, "Holy smoke." These are creatures I've only seen on TV and then all of a sudden I'm almost face-to-face with them and it makes... It humbles you. I mean it really humbles you.

When you see one of nature's creatures and you're like, "Wow! I'm right..." It's not on Discovery Channel, it's not on National Geographic, it's right front of me. I think too often a lot of people spend too much time trying to capture the moment and not enough time living the moment.

Everybody's got to take out their cell phones at concerts. Does anybody ever listen to the music anymore? Put the phone away, shake your hips, bob your head and just enjoy the show.

I got to get you out there sometime. We got to-

Tino Magnatta: I was, you know what, as you were talking, I was just thinking, we should plan a trip. At least for a couple of days. It would be great to do that. We should organize that.

Michael Savino: Yeah, I'll get some trail mix and some red wine. We'll be good, you and I.

Tino Magnatta: Oh, absolutely. That's all we need. We'll find the other animals out there. So your career path in the casino has been a little bit different than most people's, whereas most people have years and years of casino experience. Your experience was your market. Tell us a little bit about how you began that experience and then tell us when you came into the casino business, what you had to learn and how your expertise developed.

Michael Savino: Yeah, sure. I just turned seven years old in the casino industry last month. Here in Resorts World-

Tino Magnatta: Congratulations.

Michael Savino: Thank you. Resorts World Casino, NYC. And, yeah, I've been working in communications, whether it be journalism, PR or marketing in New York, basically since I got out college. I went to University of Dayton, Ohio. I was working for a daily newspaper. Came back home. I'd been working since the 80's in New York and working for colleges and environmental groups, aquariums, science centers, art museums.

One of my clients ended up becoming the PR director here, Michelle Stoddard. The advertising manager here quit. I was running a small ad firm. I was really kind of tired of worrying about bottom lines every single day and paying people and such, and I was losing the excitement of doing marketing and advertising and PR, so I came here knowing...

And I said to her, "Michelle, I don't know anything about casinos." She goes, "It's- It's the advertising in Queens Brooklyn New York." That stuff I know. So I showed up and they hired me within a day and I didn't have a clue, Tino, when I came here. You and I have talked about this off the air. My first meeting I was in, somebody brought up the term ADT and for me ADT was the alarm company that I have at home.

So I [crosstalk 00:08:51] wrote a little-

Tino Magnatta: [inaudible 00:08:52] talking about security.

Michael Savino: Yeah, exactly. I wrote a little post-it. Gave it to my boss, Missy Lawrence at the time, she was the senior VP of marketing. Now she's the president of our Bimini Bahamas property resort. And I wrote down, "What's ADT?" And she just nods and goes, "I'll tell you later." And that was really the starting point for, okay... So you know how to write, you know how to edit, you know how to buy media, you know how to do research surveys. You know how to manage, but I don't have a clue what the gaming industry's about.

I wasn't even much of a gambler. Since I've started here, I've gotten a little bit of a taste. I do like video poker. I really enjoy Blackjack, but I'm really lousy at it, so I'm better off getting away from the tables.

But, I had to learn everything. But a lot of, a lot of what I did and have been doing here parallels the museum marketing because the museums have members, and those members carry cards, and those cards give you benefits and we want those people to keep coming back so we communicate them in all various channels, plus we're reaching out to the general public to try to get more people to come in.

So all of a sudden, once they started getting a little comfortable with the gaming floor, all of a sudden it clicked in. "This is the same stuff I've been doing for the last 25 years. It's just a different product." Instead of, instead of selling a science experience or selling a botanic experience to a family of four, I'm selling a different type of entertainment experience to a different type of customer. But it's all about experience and everyone listening in knows that.

None of us would have our jobs if it wasn't for this magical concept called customers. And so everything we do has to be customer focused. How we take care of them, how we communicate with them, how we reward them. So a lot of this stuff did line up, but I will tell you, a lot of my non-profit brethren, when I

told them what I was doing, you would have thought that I was selling my soul to the devil because they were like, "You're- you're- you're- you're..."

But I've always... I used to always say that, I always... because I work for non-profits doesn't mean I thought that we were no profit. We weren't allowed to give out dividends at the end of the year and our budgets had to match our revenues and if there was, luckily an additional revenues that beat expenses, that just went back, basically into usually some type of foundational account or some place where we can tuck the money and then use it again next year.

But I always had that drive to make money. I used to tell one of my clients, "Stop giving free admission." Free admission is putting a value on your product, which is zero. Put something out there, even if it's \$5 or whatever, but you have to put a price on the value because there's an experience to that.

So right now I have to say I feel very comfortable in the casino world. I don't know nearly as much as a lot of people I've met, but combined with my knowledge of the market, I feel very comfortable every day coming to work.

Tino Magnatta: What was the hardest thing for you to grasp in the casino business?

Michael Savino: Well, not having a real genuine love or just a bug for gaming, that was hard. When I went to work for the New York Aquarium... When I was in high school, I either wanted to be a journalist or marine biologist, so I've had that love of marine sciences, so I'm very comfortable there. This was, I was out of my element. It was hard for me at first to try to figure out why customers would come here solely to gamble, knowing that the odds are so heavily against them.

But after a while I realized what they were doing was no different than when I was buying season tickets to the Rangers. I was dropping five grand plus a year, plus the expense of the commuting into there, whether it be the train, Long Island Railroad or parking in the city, which New York City is a fortune. I mean, it's basically \$40 to \$50 to park for a venue. And of course, the \$12, \$15 beer and the \$16 hot dog. I was probably dropping, in the course of year, probably close to maybe \$10 grand to be entertained.

And then once I connected what I was doing with what the gaming was doing, I said, "You know what? Now I get it." Because it really... And then I started playing. So I can go to anybody's casino right now and sit down with \$200, \$300 and play video poker, knowing I'm probably going to lose it all, but I don't care because I enjoy seeing if I can get three-of-a-kind or a straight flush or whatever. And then have myself a bourbon and I'll just zone out. The way I would zone out climbing a mountain, or the way I would zone out in a shipwreck, I could zone out on a video poker machine for two, three hours in my little, little world and just enjoy myself.

So for me the hardest part really was just getting to understand, getting inside the customers head. Why are you coming here every week and dropping whatever you're dropping, \$100, \$200, whatever your ADT level is, why are you doing that? And then I realized it's all about the experience. It's all about, I want to go somewhere and maybe drop \$100 bucks and have a good time.

And boy when that clicked in, it was like, "Ah!" You know the ah moment? That was the, "Ah!" Yeah, that's what it's about.

Tino Magnatta: Interesting. Yeah, very, very interesting. Now Resorts World is a unique property in terms of retention. What makes it different and how do you deal with it?

Michael Savino: Well, we're really hyper local. Our market is basically within 35, 40 miles max. We're primarily, we're Queens, Brooklyn, Manhattan and Long Island, so we're not trying, I'm not trying... My boss Brad Egnor, Senior VP of Marketing, we're not trying to pull the Jersey customer in. We're not trying to pull the Connecticut customer in. We're not trying to pull the upstate customer in. We're filling the funnel and we're hammering the message every day, local, local, local, local. And that's who we get.

We don't have... we are building a hotel and since we're right across the street literally from JFK Airport we do feel that next summer we will see a new audience, a new customer coming in. The overnight customer, which we don't have. So for us it is about that retention, it is about getting the people that we have as members to incentivize them enough to come often. And we see some of the same people every day and we see a lot of the people every week.

And so for us, we don't have perhaps the same critical time period that other regional or national properties do where they're trying to get as much as they can from two, three days, because our guys live around the corner. Our guys live 10 minutes away. They're taking the A train right to our front door. They're hopping on one of our shuttle buses and coming in. They're taking the Long Island Railroad to Jamaica and then... Not Jamaica the island, but Jamaica Queens, and they're taking one of our shuttles and then getting free play for their troubles.

So, for us it's a little different, it's very different dynamic than some of the colleagues that I've talked to who've spoken about their need to attract the person to travel in. We don't have travel in, we have come on over.

Tino Magnatta: Right. Drop in. We're right here.

Michael Savino: Drop in. Yeah. We're like the neighborhood park. You come anytime you want.

Tino Magnatta: Who are your competitors?

Michael Savino: We do have, I would say, regional marketplace comp... We're the only casino in New York City. And we get between 15 and 20 thousand people a day and we'll... and those numbers go up on Friday night, and Saturday and Sunday.

There are properties within 30, 40 miles of us but really going back to what I said, a lot of the customers coming in, they come in for the entertainment value. I think our biggest competitors to a large extent... New York City has so much media noise to it. So we compete from a message standpoint. Share our voices, they say. Or we just used to call it cop of mind before the acronym marketing police got a hold of it and ruined everything.

But the top of mind awareness that you can come here, we fight that battle with every entertainment venue in New York City.

Tino Magnatta: Yeah, and there's a lot of them.

Michael Savino: Yeah. So if our 50 year old female slot player who loves coming in playing Wheel of Fortune or Quick Hits or Green Machine, let's say she has a couple hundred bucks she wants to spend on a Saturday, she can come to us. Right now, you've got two professional baseball teams within a half an hour of us. There is this place called Broadway. There's a million different museums. I mean, we can go on and on and on. One of the reasons why New York City has 55 million tourists every year is, they have a, we have a heck of a lot of stuff going on here.

So if somebody wants to do a night out, there's your competition.

Tino Magnatta: Yep. It's all there and there's a lot of it.

Michael Savino: Yeah.

Tino Magnatta: Yep. There's a lot of it. Now, so how does that... How do you deal with that from a marketing standpoint because that's not, the frequency's really high. It's not really a traditional model, right? So how do you deal with that, market wise?

Michael Savino: Yeah. Well one of the things that we do have to do because there's so much going on in this city, we have to, I think, probably maybe even slightly over invest in our media buy more than we probably would like to because if we want to be on TV or we want to be on radio, man there's a not of people, there's only so much inventory and when there's limited inventory and there's a lot of demand it's like any other product and service.

Supply and demand, those spots are going up, so we're spending more on media buy than probably a lot of other places are. You know this thing that we do try to do is we try to be very consistent about who are audience, who are targets are and we streamline everything that we do to really line up with those folks. We want to, as much as possible, greatly reduce or eliminate waste. There's no sense in me marketing up, let's say, in the Bronx, because they're much closer to

another casino and they're not going to come to us in large mass to make it worth me spending money there.

It's not worth me putting money in New Jersey because of Atlantic City, so I avoid it even though I have media folks pitching me all the time. I think one of the problems with a lot of these agencies is they're not paying attention. They're just sending the same people, the same sales pitch. They're just casting upon the water and hope that something bites.

So, we're out there aggressively in the community. Our play development departments network as much as we can. We have partnerships with large venues like Madison Square Garden and the Barkley Center and the Nassau Colosseum. We just worked on, we just signed a deal with this really nice large amphitheater out on central, the eastern part of Long Island to help anchor that marketplace for us.

And this is all trying to attract the new player to come in. We're doing about... We're doing 1000 plus members every week, new members. We need to keep that number up. The volume has to always be up for us and with our own players, we have to do what everybody else is doing. We have to make sure that they feel like they're the most important customer when they come in here. We want to give them great visitor experience. We want to make sure that their gaming experience meets and exceeds their expectations. We want to be friendly. We want them to come back. We want them to say, "I really enjoyed my time at Resorts World. I got to come back next week again."

And then we hammer the heck out of them with our direct mail and now more than ever, our email programs. We've got to make sure that they don't forget about us.

Tino Magnatta: Yeah, you always have to be top of mind, right?

Michael Savino: Always. Always. The minute... When someone says, What should we do this weekend? If you're an attraction and your name doesn't come up in that short list, you're screwed because if it doesn't come up this week they're going somewhere else and if they have a great time at the other place that's going to come up next week when they say, "what are we going to do this weekend?"

And eventually they forget about you and then that's death when they forget about you.

Tino Magnatta: Mm-hmm (affirmative). Yep. You mentioned something about a hotel when we talked last. What's going on? You guys are doing some stuff, right?

Michael Savino: Yeah, we're in the middle of a very large addition. The centerpiece to that will be our 408 room hotel. Depending upon who you talk to on our project management in construction side it's somewhere between 12 and 14 months

away. I'm not at liberty right now to speak of what the flag is, but when we do announce it, it will be a perfect brand match to who we are.

So, it'll be 4-star and we'll have some suites in there which will really be nice so we're excited about that. And then we also have additional gaming space. Right now we have little over 6000 total games, 4500 VLTs and 1500 ETGs, so we'll have more gaming floor to accommodate that. More restaurants, more bars, retail, spa, so it really takes the Resorts World brand, which is extremely strong in Asia. They recently opened Resorts World Birmingham in London. Of course I've mentioned Resorts World Bimini in the Bahamas and you know out in Las Vegas we're building Resorts World Las Vegas on the northern point of the strip, but it positions us more as a resort than just strictly a casino.

So we'll have that, and again, since we're literally right across the street from JFK Airport. We will have the nicest hotel in the area and we will be the only hotel in the area that actually gives the folks who books something to do at night. So, for us, it's a bit of a cliché to use a term, but I'm going to use it anyway. It's a game changer.

The way sports betting has been such a game changer for a lot of states, adding this 400 plus room hotel will be a game changer for us for many ways. The travel industry needing a place to stay, the national and really the international traveling tourists coming in needing a place to stay. The ability for us to reward our players. The ability for us to comp our best players. The ability for us to extend the Friday and Saturday night play of our players. Totally changes our game.

And it's really exciting because there's nothing better than to start planning, and I have a draft of it done now. Planning a roll-out that's going to culminate in what we think is going to be a very, very successful next phase for us. So yeah, it's really something.

Tino Magnatta: That's fantastic. Congratulations. Sounds good.

Michael Savino: Yeah, yeah.

Tino Magnatta: What do you think the future marketing is, given all of the competition that's coming in?

Michael Savino: I'm sorry, run that by me again.

Tino Magnatta: What do you think the future of marketing is when you look at all the competition coming for these markets?

Michael Savino: Yeah, well. You can't pick up a gaming news or an email without seeing the word saturation or over-saturation of market in a lot of areas that's true. In the northeast, that's certainly true. Four fully licensed casinos opened up upstate

New York in addition to the Seneca casinos, in addition to the racinos, or folks like us who have not yet been given full table game license. And of course, you have established casinos in Connecticut and in Massachusetts. Recently there was a property opening up there and of course, just south of us in Atlantic City, so this corridor has gotten pretty busy as well.

Time will tell if the marketplace can support the number of properties that there are competing for the same gaming and entertainment dollar. For us, our model, we rely very heavy on gaming revenue. We don't have the entertainment venue that most other properties have, so that's both a good thing and a bad thing. We have to attract customers who want to game.

The upside of that is, is that because of the population we're in, we're positioned well to be able to do that. Marketing is going to have to adjust the way every other industry is going to have to address the competition. And again, this goes back to our earlier conversation, whether you're marketing a casino, or you're marketing a botanic garden or you're marketing a retail store, when you're positioned at the top, it's pretty easy.

But then when other forces start coming in and they take some square footage up, you have to position yourself at, we're the place you need to check out first. Come to us first. And oh by the way, if you're not happy with where you last went, come check us out. So I do think there needs to be maybe a reshaping of how we look at each other as competition. We all work together cooperatively when there are gaming regulations or zoning issues, or whatever you have it. But at the end of the day, you'd be hard pressed to find many marketing people who would be upset if their prime competition started falling by the wayside.

I don't root for everybody's failure. I never have. I always felt that we're going to do as best we can for our customers and we're going to do the best job marketing that we can and let's see what happens, but it's a lot easier when there's less competition around, that's for sure.

Tino Magnatta: Since you started in the gaming business and you came from the outside and you just learned all these things in the last seven years. The... What advice can you give people like you who have started in another industry and are looking to come into the casino business?

Michael Savino: Well, I think a lot of skills are applicable and I've talked to some of my casino marketing colleagues who have as many years experience as I have but almost all of theirs has been in the casino space and I always say to them, "Hey, one day you ought to try working for a museum." And they look at me like, "Are you nuts?" I go, "What you do, you can do there. You can do the same thing." Skills are skills.

If you've got good customer service skills, you can be successful at Macy's, you can be successful on the gaming floor. It's no different. Obviously F & B and

hospitality, that is a very easy switch, but in the world that you and I play in, it's a lot of marketing people.

The skills really are very... Once you understand how the business operates and what the goals are... I was reading an article recently and they said the biggest complaint that people have of their bosses is a lack of communication. So you go to your boss and say, "What's the goal? What's the target? What are we trying to do here? What is the one direction I'm supposed to be going in every single day?"

Well once you get that figured out, then you just let your skills and your experiences kick in. It's not that big of a jump and I may be annoying people right now. There may be people with 20 years experience in marketing who say, "Who the hell is this guy who's worked for museums and he's telling me it's not that hard of a transition?"

Well, sorry. It's really not. It's all about, do you know what you're doing. I could buy media, I bought media in this town for a college, I bought it for a zoo, I bought it for a casino. Some of the people I bought for in 1993, I'm still buying media from.

People really are super talented and they sometimes pigeon-hole themselves into one area. "Oh, I can never go work over there." Why not. I have a colleague. She's very talented. We always talk about like, "Where could you work besides a casino?" And I said, "With your skills and your work ethic, you can work anywhere. You can work absolutely anywhere."

I have a marketing analytics guy who's brilliant. He can go analyze the hell out of anything. He can... Noah can give him tide and cloud charts and within a couple of hours he can figure out what the weather's going to be for the next month. I mean, and there are people that we all have working with us, and under us or above us that can do the same thing. It's just a matter of where your interests lie.

My interest didn't like in the casinos, but right now I can not even imagine leaving and going somewhere else, because it's fun.

Tino Magnatta: Yeah, right. That's the key thing. It's definitely fun. Our business is not a nine to five business. Not as normal hours, right? And with people that get-

Michael Savino: No, not at all.

Tino Magnatta: -into [crosstalk 00:32:20] you have to expect long hours, because we're 24-7, seven days a week.

Michael Savino: Well we're only 20 hours a day. They give us four hours off in the morning. We have to close at... We close at 6:00 and we reopen at 10:00. So we, I guess,

we're living the life of luxury here compared to the rest of the casinos around the country... But no, it's not even close to nine to five. And you have to understand that the expectations are... I have colleagues who work at sports arenas and they know that when their team is playing at home they're going to be at the game until the game ends, and that's 9:30, 10 o'clock guaranteed.

So if you're working in a venue like Barkley Center, which has the Nets and the Islanders or if you work in Madison Square Garden with the Knicks and the Rangers there's 41 home... You're talking 82 games. So 82 nights a year automatically, you're going to be working in addition to your regular schedule, so you got 82 nights already on the books. Plus-

Tino Magnatta: Already, yeah.

Michael Savino: the concerts that go... Yeah. So you really do have to enjoy it because, God if you don't enjoy what you're doing and you putting in... And I'm putting in probably 10 plus a day easy, but if you don't enjoy what you're doing and you got to... Then it becomes a grind. And then if it starts to become a grind then you become less innovative and you take less chances and you start really just bogging down. And then you become less effective at what you're doing. And all of a sudden you've gone from being a really sharp professional to being somebody that the folks upstairs are saying, "This is like dead weight."

So, but on the other hand, one of the things that I did a lot early on, and I'll be doing this tomorrow. I'll come in tomorrow around 10:30, 11:00 and I'll work til midnight. I like to see some of my departments in action at different time periods. Whether it's the retail, or whether it's the AV crew or player's club, you get to see how they interact with the customers 9, 10 o'clock at night as opposed to 10:00 a.m. It's a different experience at that time. We see the demographics of our audience change dramatically.

At 10:00 a.m. it's mostly retirees, 60 plus. By four, five o'clock we're starting to see people come out of work coming in. By eight, nine o'clock at night, we're starting to see that 30-year old coming in and then we just see the over-nighters. Sometimes I'll leave here at midnight. I'm driving through the parking lot and I'm seeing people pouring in. And I'm looking and I'm like, "Yeah, this is New York City. People just got off work, you know?"

Tino Magnatta: Yeah, right.

Michael Savino: So you do... It's not nine to five. I don't know anybody who works nine to five. Nobody who works for me works nine to five, but we all work hard and we're all good at what we do and that's what makes it all work.

Tino Magnatta: Yeah. Should we take some calls?

Michael Savino: If you have a call, I'd be happy to ask, take a call.

Tino Magnatta: We got a lot of them.

Michael Savino: Oh, okay.

Tino Magnatta: Hello, this is Tino Magnatta. You have a question for Michael.

Rojelio: Yeah, Michael it's Tino, it's Rojelio. Or, sorry Tino... Sorry Tino it's Rojelio.

Tino Magnatta: Hey Rojelio, how are you?

Rojelio: Good, good, good. I'm just, I'm still in the office as well. It's going to be a long one today.

Tino Magnatta: Rojelio-

Rojelio: Michael, you mentioned-

Tino Magnatta: -is the marketing director at Dakota Magic in Dakota and-

Michael Savino: Oh, okay.

Tino Magnatta: -and he's also been on the show. A few times.

Rojelio: Yep, Yep. Hey Michael, I was kind of curious. Were you hiking before you worked in the casino business or was this something you picked up while you were working in the casino business, or did you do it beforehand?

Michael Savino: Yeah, no, no. I've been hiking... I've always liked the outdoors. I've been under water since I'm like 15, 16 and hiking became one of those things where in the fall and the winter when I'm not in the water as much I realized that no ones on the trails because it's cold. And so I said, "Hey, I can put my scuba gear away I go put on my hiking gear and go out into the woods."

So, but yeah, it was, as I said before, it was G2E that got me to discover a different part of the country and I just love it out there. Oh my gosh. I mean, and whether it's Vegas or when I was up... The end of my trip two years ago, I ended up in Lake Tahoe and then in Reno and then I did Donner Pass and up there. Oh, it was like God's country. Just absolutely gorgeous. I can't wait to go-

Rojelio: How did you find that that was your, basically your escape, because I know there's probably people out there... Sorry, I didn't mean to cut you off, but the question that I wanted to ask was, there's probably people out there kind of banging their heads right now. Maybe they just started out in an executive position, or in a position like ours, that haven't truly found their escape yet and they're probably struggling. So I kind of wanted to discuss your ways, or how would you recommend for those people how important it is to disconnect, right? And how could they find it?

Michael Savino:

Well, you find it from within. The president of Resorts World NYC, Scott Melina, who's, I don't know how many years. Scott probably has 30-something years of casino experience and probably half the people listening either have worked with Scott or know of him and Scott and I sometimes banter about hiking. I'm like a hardware store when I do anything. I carry everything with me and Scott travels very light. And I always say, "Scott, what happens if you turn your ankle and you're stuck out at night?" So we laugh about it, but we both know being out there for us. It's not for everybody. Some people it's painting. My wife loves to antique.

Wherever you find some place or something to do, you got to go find it. We're all workaholics. I'm generally in around 8:00, 8:30. I'm generally out of here around 7:00, 7:30. It's an hour and a half home, so I leave my house before 7:00. I get home around 8:30. Sometimes I'm here on the weekends. We all do that, so what are we going to do to get away from that because if you don't recharge... We have an expression called decompressing. When you're down certain depths at certain time periods, then your nitrogen bubbles build up and blah, blah, blah, blah, blah. You got to decompress, otherwise you come up and you're going to get yourself hurt. You're going to get...

So what is your decompression? If you're listening, what do you do to decompress? Maybe it's turning on the ballgame. That's cool, but go to the ball game. And if the ball game is expensive, go to the minor league game. Either model, opt out. Opt out. Get out. Get out of the four walls that you're breathing in and go discover outside somewhere. You're going to feel great and then on Monday morning when you come back into work, or whenever you're Monday morning... Maybe you're Monday morning is a Saturday morning when you come back into work. Guarantee it, if you find something, you're going to get into it.

We all... I follow Tino on social media. I see some of the crazy stuff he's doing. I'm like, "Ah, I wish I was there right now with him. Because he looks like he's having a good time and knowing him, I know he's having a good time." And that's going to help him with his job. That's going to help...

Everybody take a soda bottle and shake it, shake it, shake it. And if you just turn it really fast, what happens? It explodes. But if you turn it very slow, what happens? Those carbon bubbles will settle back down. That's us. We're the carbon bubbles inside of that bottle. You've got to unscrew the bottle very slowly and that very slow is the, "Ah."

So you said you're in the Dakotas? I've got to tell you. It never occurred to me to go to the Dakotas, but I've always been fascinated with Wild Bill Hickok and the mining towns and Deadwood. So I flew into Denver and drove six hours through Nebraska and when I hit your... I don't know. Are you in North or South Dakota?

Rojelio:

Right on the border. Right, I mean, we're at exit one, right on the border, yep.

Michael Savino: Okay. When I hit South Dakota, I was like, "Wow. This is really nice." And I just read an article today, one the US News and World Report, South Dakota is one of the best states to retire in, so who knows. You may have a customer when I'm 70.

Rojelio: You'll have a funny accent around here.

Tino Magnatta: Major funny accent. They'll think you're an alien [crosstalk 00:41:26] or something.

Rojelio: Just kidding. I'm just kidding. I do have one more question though-

Tino Magnatta: Yes, go ahead man.

Rojelio: -and I was kind of curious about it. When I first got here, we obviously don't have the numbers you do, but I saw something different between Arizona and here as well. And that was, and you hit it right on the head, it was during the day, your retirees, and then as the night progresses I saw that we got a younger crowd as well. That's what you were mentioning about how you see that transition at night.

How do you fight... Now when the younger crowd, the millennials, we all talk about that or whatnot and again, you're in New York, so you're fighting against entertainment now with the young crowd. Right? You're fighting the bars, you're fighting... How do you reach out to them? How do you... What is... You don't have to tell all the tricks in your book, but what's your go-to to try to entice them to come in with so many noise of entertainment in your city?

Michael Savino: You know what? I'm going to tell you the tricks in my book. You know how we market to the millennials? We go after their money. You know who has their money? Their 50-year old parents. And I can't tell you how many seminars I sat in G2E. I think it was three years ago and everything was about millennials, millennials, millennials, and three years later, we're having this same discussion. Why is that?

Well, it's the same discussion... I worked for, one of my clients was a performing arts center. They had fabulous jazz program and Queens is the home of jazz. Look it up. Just Google, 'Who plays jazz born in Queens?' You'll see the who's who of jazz. No 20, 25-year old is going to a jazz show, but somehow they find their way in their 40's, in their 50's, in their 60's to go listen to jazz. Well what happens.

The same thing happens to people who don't listen to classical music and don't want to hear Mozart or Bethoveen or Chopin. Not in their 20's. But all of a sudden the philharmonic opens and everybody's there. Where'd these people come from? They weren't born 50, 60 years old. They were millennials at one time. So, people age in and age out of different experiences. I got rid of my

Ranger season tickets after 10 years and I said, "You know what, I don't miss it. I'm going to go do something else now."

The thought... If you're going to go after millennial, or if you're going to go after any demographic, you better stop thinking, "What can we do to convince them to come to us?" And just start thinking, "What do they want?" What do they want? And once you figure out what they want, you have to be honest. Are they... Can we provide that?

Not every person is a customer. And I think a lot of the C-suite folks who don't understand marketing and I'm very fortunate. I've had two bosses here, senior VPs with great marketing sense. Not everybody that's out there is a customer.

I read a survey that said only about 30% of the population goes to casinos anyway. So we're already down to 3 out of 10 people. We don't have table games right now, so we know we lose business to Atlantic City, or we lose business to Connecticut because we don't have live blackjack. You've got to play electronic. The roulette wheel is real and the ball spinning around is real, but it's just not the same, because the croupier not there, so not everybody that we want to have come here are going to come here because we don't have the product for them.

Well maybe it's the same thing for the millennial. And we are looking at that audience because we know pretty soon they're going to be 30 and they're going to have a job and they're going to have discretionary income and they're going to want to do something. And we have a couple of different ideas in the attic right now that we're thinking about. And maybe in two or three years when it launches and we're doing really well I'll tell everybody else how we did it. I'm certainly not going to do it now, but not everybody is a customer. Figure out what it is you do and who wants your product.

And if you want a millennial maybe set up video gaming. Set up video gaming, but that's not what casinos do. I know the gaming manufacturers themselves have spent a lot of time making the game so much more dynamic and so much better I think the jury's still out on whether or not that millennials are going to see that game the way they see their computer screen.

Rojelio: Yeah. Right. Right.

Tino Magnatta: Great, Rojelio. Thank you for the great questions. Really appreciate it.

Rojelio: Yep.

Michael Savino: Thank you.

Rojelio: Thank you. Thank you.

Michael Savino: Have a good evening.

Rojelio: You too.

Tino Magnatta: Great questions.

Rojelio: Yeah.

Tino Magnatta: This is Tino Magnatta. DO you have a question for Michael?

Jess Martinelli: Hi. This is Jess Martinelli. I'm calling from Las Vegas. The D Las Vegas to be specific. I'm also at the office too. Yeah, so far it's been a pleasure listening to you and getting some insight on the industry. I'm just a young professional and I'm wondering how have you found the balance between not being afraid of taking risks while also making well-rounded decisions without sacrificing creativity and originality?

Michael Savino: Yeah. The woman who hired me, she has a saying, "If you're not failing, you're not trying." We've all read books. One of the podcasts I listen to all the time is how I built this. It's an MPR, and it's really for me, inspirational because you hear about these ginormous companies and how they were started in somebody's garage or in the basement and how everybody thought they were nuts for doing it, and the first three years they had, eating peanut butter and bologna sandwiches because they had no money. And all of a sudden, something clicked and then next thing you know, da, da, da, da.

I think in most careers, most industries in marketing, I think falls in this. You have the basics and you build those, all those building blocks, to me was always the old PR model RACE, research, assess, communicate, evaluate. You kind of start there. You figure out what's been done, who's been successful. My boss Brad always reminds me, "Good artists borrow, great artists steal." So if we see somebody at different property doing this fabulous promotion, somebody was the first one to say, "Hey, let's give away a car. We're giving away two Jeeps next month." Is that original? No. Does it work? Yes.

So we're all giving away cars. We're all giving away steak dinners. So you kind of twist it here and there and you tweak it. And the then with the data, that's one of the really great things about technology in 2019, the data is immediate. As I'm sitting here at my computer, I'm already seeing the reports coming in for how we're doing so far tonight.

And this is one of the pieces that I love that I never had in my previous life. You didn't know how you were doing. Maybe the next day you'd call the admissions office and say, "Hey, how'd we do yesterday?" "Well, we had six bus loads of students come in at 40 people a bus, but we're getting this data immediate, so we know if it's working. And we know if the re-investment for certain segment is going to be working. And if it doesn't work, we tweak, we change it, we tweak it.

And I think that's the piece. I think so it is a balance. You figure out what's working in the industry. You see, "Hey, will that work for us?" And for us, we're kind of different than almost everybody, again, because of the hyper localness. So we are, we can't take the same models that you folks out in Las Vegas take because we don't have millions of people flocking to us every year, specifically for that entertainment and gaming experience.

So you take a little bit of the foundation, a little bit of innovation. You mix in some analysis off the research and then you move along to the next one. Yeah.

Jess Martinelli: Awesome. Thanks, yeah. So, I'm curious. You guys are opening this hotel, or building this hotel. When is the opening date of that supposed to be by the way?

Michael Savino: Well, again, depending upon the timelines and who's sharing the information, we're looking at somewhere between 12 and 14 months. So somewhere between May to, let's say, July of 2020.

Jess Martinelli: Okay.

Michael Savino: Yeah.

Jess Martinelli: Okay, so as far as the balance between players and... I mean you said it's going to be right across, basically right across the street from JFK. Do you expect a lot of these transient, travel, hotel guests only to fill the hotel more than a different local casino that has the hotel would versus filling it with players?

Michael Savino: Yeah. I mean, yeah, I would say we prob... Of course, because there's so many people coming into New York City through JFK Airport that... And again, there are a lot of hotels in the area. We're going to be brand new and 4-star. People are going to want to stay here. And the sales team that'll be brought in to do the selling, they're going to know the market. They're going to know the flag, and they're going to know the tools of the trade, and the tricks of the trade to maximize that.

I drive through JFK Airport every day and every night as part of my commute. I mean that's how close we are. It's a short cut. I get off the Belt Parkway and I drive through the airport to get here.

If we don't benefit from being that close to an airport, then boy, we're not doing a good job on that end of the marketing spec and that's for sure.

Jess Martinelli: Sure. Okay.

Tino Magnatta: Thanks so much-

Jess Martinelli: Yeah, so I-

Tino Magnatta: -for calling in. We really appreciate it.

Michael Savino: Thank Jess. Appreciate it.

Jess Martinelli: Thank you. Yeah, thank you.

Tino Magnatta: Have a good night.

Jess Martinelli: You too.

Tino Magnatta: Bye-bye.

Michael Savino: Yeah. Good call.

Tino Magnatta: This is Tino Magnatta, do you have a question for Mic... Yeah it was great... Michael Savino?

Rob Gallo: Yeah, Hey Michael. It's Rob Gallo, fellow Long Islander. How are you?

Michael Savino: Hello Rob. How are you?

Rob Gallo: I'm doing fantastic. We met a couple of years ago at G2E and I was just listening to your conversation and earlier on, you were mentioning a couple of things in particular about getting away and stepping out. A couple of years ago, I started practicing TM, transcendental meditation. I don't know if you've ever heard of it?

Michael Savino: Of course. Sure.

Rob Gallo: It's fantastic. Twice a day for 20 minutes a day and it completely changed the way... I mean I was a relaxed guy in the first place, but it just gives me a reason or a way to kind of escape, even though I'm in the middle of a deadline or a work thing.

Michael Savino: Yeah, yeah.

Rob Gallo: It's fantastic. But the other thing is, if this was a TV show instead of a radio blog, I think when you first started talking about the hotel, maybe 20, 30 minutes ago, I think you looked like a kid who was just so excited. I heard it in your voice and I think it's going to be a huge win for the property.

Michael Savino: Yeah, I mean, go online and type in Resorts World and you'll see, well we're headquartered in Malaysia. You'll see these fantastic over-the-top, gorgeous properties, and of course, all these resorts, all our resorts have at least two commonalities. We all have a gaming floor and we all have beds. We don't have that, so for us we can only offer the day trip. We don't... There are some nice,

that if I'm here working, what they call the executive on duty staff. I'll go to a local hotel to stay there so I'm not driving home at 1:00 in the morning.

And it's a nice hotel, but you're in the hotel and there's nothing to do except go to the bar and have a bourbon, which is not the worst thing in the world. But now you're at a hotel that has the bar, has the restaurant, oh, has more restaurants, oh, has shopping, oh, has spa, oh. It's got 30,000 square feet of gaming space. Yeah, I think I want to stay there. I think I want to stay there.

Rob Gallo: Yeah, that's exactly-

Michael Savino: Or, I'm coming from... New York City's three largest theater markets are Canada, Montreal Toronto, England, mostly London and China. So you're going to come to New York and you're going to land at Kennedy Airport and we're going to pick you up and drop you right off at our hotel and then we're going to take you on to a morning or an afternoon bus and we're going to chauffeur you into the city and you're going to have a hell of a time in Manhattan, And we're going to pick you up and bring you back and you're going to have dinner here, and you're going to game here, and you're going to watch a show here and tomorrow morning you're going to get up and have breakfast and maybe play a little bit and go back into the city.

And you're going to do that instead of going into Manhattan and paying a small fortune for a hotel and having to deal with all that nonsense. So yeah, I'm excited like a kid in a candy store because-

Rob Gallo: Yeah. Now I'm excited.

Michael Savino: Yeah. We already have the gaming and now we're going to have the piece that... I know our player development department, Joe Devito, does a great job. He's going to have a place now. Chris [Seuss 00:56:05] does a great job. He now has a place now where he can give his best players, "Hey, here's one on us. Thank you for very much for being a great customer all these years." So, yeah. I mean, if you're doing casino marketing and you're saying, "Gee I wonder how we would do without a hotel."

Email Tino and give him a... Let's do that. Email Tino. How would not having a hotel affect my marketing strategy? I mean it's just... It's like, "Hello."

Rob Gallo: It's a big game changer. Like you said, you really don't have to... It's not day trippers anymore. Now you come to us and you stay with us and we get your full share of wallet the entire trip. It's not [crosstalk 00:56:49] just a portion.

Michael Savino: Yeah. The [crosstalk 00:56:52] last-

Tino Magnatta: It becomes a destination and that's beautiful.

Michael Savino: That's exactly right. The last caller asked about millennials. Well, instead of millennials I get to now think about travel tourists and weekenders.

Tino Magnatta: Who are the biggest gamblers.

Michael Savino: Yeah, I get to add that to my target audience. So I'm-

Tino Magnatta: And you know any Asian that has a layover or whatever, they're coming to your casino, no questions asked.

Michael Savino: Yeah, but we do well with the Chinese and the Korean market here, again, all local. It can only help. Yeah, absolutely.

Tino Magnatta: Yeah.

Rob Gallo: Last question before I let you go with somebody else was, you mentioned something about a peanut butter and bologna sandwich. Legit on that or what?

Michael Savino: No, but I will tell you I'm a old TV guy. The Odd Couple, Oscar Madison had a salami and jelly sandwich and I tried that once. It's awesome.

Rob Gallo: Oh yeah. Yeah. The Odd Couple. What a show.

Tino Magnatta: I used to have salami and cream cheese. My mother used to make me years ago.

Michael Savino: Salami and cream cheese, yeah.

Rob Gallo: Yeah. That's a good sandwich believe it or not. [crosstalk 00:58:00]

Michael Savino: [crosstalk 00:58:01] Thank you Rob. Thanks for the call.

Tino Magnatta: If you guys were to tell those sandwiches to any Italians, they would think you were nuts.

Michael Savino: In Italy?

Tino Magnatta: Well we're both Italian, for Christ's sake.

Rob Gallo: All right. [crosstalk 00:58:13] Take care guys.

Tino Magnatta: Take care man. Bye-bye.

Rob Gallo: All right. Bye-bye.

Tino Magnatta: Salami and peanut butter. They'd be like, "What the hell?" [crosstalk 00:58:25]

This is Tino Magnatta. Do you have a question for Michael Savino?

Brian: Hey good evening, Michael, Tino. This has been a pleasure listening to you all and your energy this evening. Thank you.

I've got a question, Michael, considering tribal gaming native land in New Mexico, do you see any big red flags or any concerns regarding location, location. It sounds like have a great location for longevity and sustainability for the gaming market. But out here it seems like we're always continuously relying on the baby boomers and we see them slowly fading away. And yes the millennials and other generations are really changing the food and beverage industry, but not really the gaming part of it. Do you see any concerns with that?

Michael Savino: Yeah, I mean, we always have to keep an eye out as a demographic shift. The ethnographics and really even the behavioral aspects where people are getting their enjoyment. I'm confident though. Like I said earlier, I used the jazz or the classical music analogy. People are going to age into gaming. We as an industry, we have to be smarter about the games we offer and this is one of the best parts of going to something like a G2E. You get to see the big gaming manufacturers and how they're... You see a lot more games now that are branded to performers and musicians and TV shows and movies, trying to make more of an emotional connection.

I was out there at the last show and I saw one of the gamers, [inaudible 01:00:06] manufacturers. They've got a game now of MacGyver. MacGyver is like one of my favorite shows of all time. I don't really... I'm not really crazy about slots. I can't wait to find that game somewhere and play it because I just love MacGyver. I think that's going to continue to happen. I think we're going to continue to evolve. We're going to continue to be smart about how we communicate and how we reach out and the technology is going to get us to the next level the way we've been seeing it, whether it's an email campaign or whether it's just digital media buys or text campaign, push notifications.

We're going to get there. We always have to be rolling up our sleeve and working hard every day. Don't get me wrong. No one's going to have an easy ride and we don't have an easy ride because the number that we have to hit every week, that's a big number. So we're all out there, but I do think, I think we're okay. I don't have particular knowledge of the New Mexico tribal gaming space, but I'm sure you guys are killing it out there and the competitions going to be there, the demographics, all that. No matter where we are, no matter who we're marketing for, it's the same thing.

Major league sports are concerned because these fantasy sports leagues have turned younger folks from being fans of a team to being fans of a player. I couldn't imagine as a Jets fan drafting Tom Brady and rooting for him every Sunday to score, to throw four or five touchdown passes. I want the Patriots to lose. I'm a Jet's fan. But unlike fantasy sports all of a sudden I want Tom Brady

to have a great weekend, even against my team, so the sports industry is facing the same thing.

We're all facing the same thing. How many book stores have been put out of business because of the big online? So the ones that are left, they have to figure out how to be unique, how to separate themselves. And I used to tell a client, you don't have to be bigger, just be different. Find that niche that separates you from the other guy. And that's you're wheelhouse, so good luck. It's going to be a fun ride for all of us.

Brian: Ain't that the truth. Ain't that the truth. Now with sports betting sort of just now coming on the line out here, what do you think the next big critical mass shift is going to be in the next two or three generations within the gaming world?

Michael Savino: Well New York is still debating sports betting, so we're still looking at that, and we're also, statewide there's a lot, it's been in the papers and such, so I'm not divulging anything dramatic here. There's been a discussion about whether or not the table game licenses could be extended to property such as ours, so here, we're still looking at that.

The sports betting, I think for whatever the percentage is of on property sports betting, we all know that the app is just going... It's just bigger. Some states have been way ahead of the curve on it. What's the next thing? If I knew, you think I'd be telling you right now over the air? [crosstalk 01:03:11] I don't have a clue.

Yeah, I don't know. I think the gaming floor itself is going to evolve. I think it's... And we're already starting to see it. We're going to see more dynamic, more immersive experiences. I saw a slot machine that actually has sensors to follow your paths of your eyes. I think that's all coming into play. All the touch screens and all the virtual reality stuff. I think all that's on the table. I think... And augmented reality's on the table. I think it's all out there and time will tell if it's going to last, and if it does it's only because there was a market for it. Because somebody said, "Yeah, I'll pay for, I'll spend money for that. I love that experience. I'll do that."

And if not enough people say that then it'll be something else that shows up.

Brian: A lot more skill set interactive gaming.

Tino Magnatta: Brian, thank you so much.

Brian: Thank you so much. Enjoyed the interview. Thank you guys.

Tino Magnatta: Thank you so much for your... Thank you. Bye-bye. Okay. We've got time for one more.

Hello, this is Tino Magnatta. Do you have a question for Michael?

Nick: Good evening Tino and Michael. How are you guys doing. This is [inaudible 01:04:26].

Tino Magnatta: Good.

Michael Savino: Good. Very good.

Nick: First off, I'd say you have to bring Michael back when they're getting ready to open the convention center and phase 2 of the hotel. You might need some tranquilizers with the amount of excitement.

Tino Magnatta: We'll get him in on a hype before he goes.

Nick: Love it. I love it. I'm not going to talk about the hotel because I don't want to... that's been fantastic to listen about. One thing I... I spend quite a bit of time on your floor. If you could talk just a little bit, you gambled a little bit of money and you get a print out for cupcakes and hot dogs and different types of things. I wondered if you could talk about the strategy you have in that, because I don't really see that anywhere else?

Michael Savino: I don't know if I don't see it anywhere else. I think we're all doing the same thing, which is, how much can we give our customer as a reward for their play that will entice them to play some more, where they feel like, "Hey I came. Couple of hours. Had a drink of choice. Had some fun. Got a voucher for stuff like a hot dog or a birthday cupcake. Saw some nice looking people. They smiled at me, I smile back. And then I went home. I had a nice time. I got to do this again."

And on our end all we see is, okay, they... truly hypothetical numbers here. This not anybody's formula. The person spent \$200 playing slots. Okay. Two hundred dollars. We gave them the cupcake. We valued the cupcake at \$5. Our cost is \$1.50. We gave them a discounted drink. There's \$4 there, duh, duh, duh, duh, duh. So, they gave us \$200. Now the New York State tax rate is we pay 78% of gross on money that... on gaming revenue. So we factor out what 22% return on \$200 is. How much money we invested in them on free play and the hot dog and the soda and the muffin. And then we say, "Okay. Was that a good investment?" And then we see them come back the next week. And they do it again. And then we say, "Hey, you know what? This is working. This is working. Let's keep doing this."

I'm sure everybody's doing this. It's a matter of how much do you give the customer to make them feel valuable and they really, of course, they are valuable beyond the gaming valuable. They're valuable. You want energy on your floor. You want people in the building. You want word of mouth to be spread. So they're valuable in so many ways.

Yeah, you don't want to over invest in them where they're just using your money, house money and then they're leaving. So it's one of these scales that we're all doing. How much are this, how much salt, how much pepper? Can we take a little salt away from their diet and give them a little more pepper. We're all doing that and the ones who are doing it well are the ones that we see week-to-week and month-to-month, having that strength. And the ones that aren't doing it well will hopefully figure out how to do it better and then they'll start doing it well.

So, yeah, it's constant though. Tino, right? It's every single day.

Tino Magnatta: Every day. You can't... You got to keep moving like a shark or you die. So yeah.

Nick: I totally agree with you that the strategy behind what you just described. I haven't seen the level of... I've never seen a marketing department set up a food outlet, essentially to reward their customers in a [inaudible 01:08:19]. It's unique. [inaudible 01:08:22]

Michael Savino: Are you local?

Nick: No, I'm... Well, we partner with you. Process Service Culture first off, so I'll see you-

Michael Savino: Oh! Okay. Yeah, yeah, yeah.

Nick: But, we-

Michael Savino: Nice plug. Way to get a plug in at the end of the show.

Tino Magnatta: Absolutely. [crosstalk 01:08:40] Nick's a great guy.

Nick: So we see hundreds of casinos like Tino and [inaudible 01:08:45] do and that particular tactic that you use to reinvest in your customer is something that I haven't seen before.

Michael Savino: Well you know what? I don't know if Resorts World Las Vegas would be successful doing that. Because it's a different customer that's going to be on their property.

Tino Magnatta: Absolutely.

Michael Savino: Our customer lives three blocks over. So they come here to play and get lunch.

Nick: Well your competitors in New York don't do that.

Michael Savino: Well, I'm sure whatever they're doing makes sense for them and what we're doing seems to make sense for us. So as my Yiddish friends would say, Gay Ga Zinta Hate. Go in good health.

Tino Magnatta: Right. Exactly.

Nick: I love the diplomatic answer. That's awesome.

Tino Magnatta: [crosstalk 01:09:47] appreciate. Oh go ahead. Go ahead Mike.

Michael Savino: No, no. I was just going to say, years ago, when I worked at The Hall of Science, my counterpart, Liz Romano over at Liberty Science Center. We were only like 40 minutes away from each other. Somebody asked her about us being competitors with each other and her answer was great. I wish I had come up with it. She said, "There's enough science ignorance in New York to go around." And that was her way of saying, "Yes, I guess we're competitors but we really aren't."

The other casinos, the folks north of us, they've got a geographic marketplace. They're doing very well up there. We have a geographic marketplace. We're doing very well down here. So I consider it friendly competition.

Now, I have a fence around my yard. If you want one of my vegetable plants, you knock on my door and you ask. If you come and try to take it I'm going to hit you over the head. And that's how I look at our friendly competition. I'm not giving an inch. We have our market. We're going to expand. We've got competition looking at us. We're very well positioned to grow and we're going to grow with the help of a lot of smart people, both internally and externally with a lot of great vendors, such as GT advertising, we're going to continue to grow.

We had a great conversation you and I the other night. It was an hour long while I was driving, right? And, but I had so many ideas come out of our discussion. As soon as I got home I jotted them all down. Next day I came in I had a meeting with my key staff, and we put some... we tweaked it... We put some changes in place and got information back over to you guys to work on.

It's that constant... Work doesn't stop. We don't stop. And so yeah, it's great. It's a great, great ride.

Tino Magnatta: Great Nate. Thank you so much. Really appreciate your time.

Nick: [inaudible 01:11:44]. Have a good evening.

Michael Savino: One of my media companies just texted me. Great vendors like GT Advertising and Outfront. What a gratuitous plug. I mean these people. I give these people

money and they... I'm not even going to mention her name for doing that, so. Oh, boy.

Tino Magnatta: Mike. It's always great having you on this show. I have so many laughs. I'm looking forward to seeing you... You're coming to Casino Marketing, right?

Michael Savino: Probably [crosstalk 01:12:24] coming to-

Tino Magnatta: I think you are. You said you were.

Michael Savino: Because they're nothing [crosstalk 01:12:30] better than being out in the desert in the middle of the summer. I mean, that's really great. I mean.

Tino Magnatta: Yeah, yeah. That's the best. It's the best. Nice weather.

Michael Savino: And then I hear [crosstalk 01:12:37] it from the locals. The dry heat. Yeah, okay.

Tino Magnatta: Yeah, right. It's been really good having you on the show as usual. We're going to have you back, of course and you have a great night and let's organize that hike like we said.

Michael Savino: Yeah. It's always great talking to you. I'll talk to you tomorrow.

Tino Magnatta: Okay. You got it-

Michael Savino: About six- All right man. Thank you. Thank you everybody.

Tino Magnatta: Okay. All right see ya. Bye-bye.

All right that was great. Michael's just a great guy. He knows a lot of things, funny too. So Monday I have the original first guest on the show, Conrad Grenito. One of my best friends. I love the guy and when you hear the show you'll see why.

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

END