



Conversations w/Tino

Guests	Nancy Mace
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Tino Magnatta: Welcome to another episode of GT Radio. I have a really, really fascinating woman on the show tonight, and she's going to tell us some great stories. She's very funny. She's a good friend. Welcome to the show, Nancy. How are you?

Nancy Mace: I'm doing great, Tino. Thanks for having me. I really appreciate it.

Tino Magnatta: Yeah, no problem. We had a call the other day, and some of the stories you were telling me, they were just cracking me up. But you have a unique way of attacking things in life, and it's very different than most people I know. Let's kick it off with that, how you deal with stuff, because I know you have a very different [inaudible 00:01:07] on that.

Nancy Mace: Say that again? I'm sorry, Tino.

Tino Magnatta: Tell me a little bit about how you deal with things. You have a unique way of dealing with problematic situations. Tell me a little bit about that.

Nancy Mace: Well, you know, I tell my staff all the time, it doesn't matter. As soon as you walk out of the door of your home, you're playing a part. It doesn't matter if you're a waitress or if you're a CEO. You play a part when you're at work, and it's all about attitude and being positive about things in life, and look at some of the worst-case scenarios, and you just have to say, "Okay, I can deal with this," and just move forward.

Tino Magnatta: Where did that come from?

Nancy Mace: I think probably from my dad. My father was an entrepreneur. He started his own business, had his own paint and glass store. I grew up in that when I was a kid. He always had a positive attitude. He was the storyteller of the family. He was always trying to make people laugh. I think I got a lot of my positive attitude from him, and also a little bit of my entrepreneurial spirit from him.

Tino Magnatta: That's great. Now, you were born in Dakota, right?

Nancy Mace: Yes. I was born in northern South Dakota, not too far from the Wounded Knee and from the Pine Ridge Indian reservation up in the northwest corner of the state. A small-town girl. My parents both worked, and I had a great-aunt that came and stayed with us during the day while my parents were at work. It was a very small town. Everybody knew everyone. But it was a good environment to grow up in.

Tino Magnatta: Now, what were your parents like, and what kind of upbringing did you have?

Nancy Mace: Both 100% German, so they were stern at times. But you know, I don't ever remember them laying a hand on me or anything. They were both entrepreneurs. They both had that drive and their spirit behind them. Like I said, they raised us in a paint and glass and hardware store. In fact, I remember as a

kid playing behind the carpet roll. You know, we'd have our Barbie dolls back there playing behind the carpet rolls in the store. But when they got old enough, they both retired, and they moved to the Black Hills of South Dakota. I don't know if you've been there, Tino, but oh, it's beautiful there. Well, they retired there-

Tino Magnatta: Yeah, I've heard.

Nancy Mace: Yes, it's gorgeous. Both of them, neither one of them could sit still, so they decided to start managing an apartment complex. My father, who was a carpenter, it was perfect for him, because he could do his carpentry work in the apartment complex, and my mother was an accountant, so she could do all the books for the apartment complex. So it was a perfect environment for them. Well, they did that for about 15 years after they retired, and then they retired from that, and the apartment complex they lived at gave them the apartment for the rest of their life rent-free. They really enjoyed that. They-

Tino Magnatta: Oh my gosh.

Nancy Mace: Yes, how wonderful is that? They enjoyed that part of it.

Tino Magnatta: That's fantastic.

Nancy Mace: Yeah. Now, of course, they're both gone. My mother passed away just last year. My dad passed away about six years ago. But they just enjoyed life, and they just took it one step at a time and raised five kids. I think we all turned out pretty good.

Tino Magnatta: Now, what do you think, growing up in that entrepreneurial environment, what did it teach you?

Nancy Mace: Well, it taught me that I had to work hard, set goals for myself. If something didn't work out the way I had intended it to work out, you pick yourself up, you dust yourself off, and you try something else. That's what my parents instilled in me.

Tino Magnatta: When you went out into the workforce, where did you start? Because I know you did some stuff in radio, right?

Nancy Mace: Yeah, I did. Right out of high school, I wanted to earn some money so that I could pay for my own schooling. I got into the workforce, and I never went back for my college degree. I've taken a lot of college courses, but I don't have a formal degree. I worked in the banking industry, and then when I moved to Minnesota ... I lived in Minnesota for a few years. I worked for a filtration system company, and I sold to the military. I was the only female salesperson in the entire workforce.

I got divorced, and needed to get out and dust myself off and start over again, and I moved to Oklahoma, of all places. I came down here, I fell in love with the place, and I moved everything. It took me nine trips from Minnesota to Oklahoma to bring all my horses and my dogs and my cats with me. That's how I ended up in Oklahoma. Just fell in love with the place and moved down here, and had gotten a job with the Comanche Nation. I think I mentioned that to you before.

Tino Magnatta: Yeah.

Nancy Mace: I was working for the Comanches. I was in their housing authority, worked for their housing authority. I did that for a little over a year, and this salesperson from the radio station came in and she said, "Hey, we're selling some ads for ..." You know, we were doing a housing fair. So I bought some ads, and she said, "Do you want to record the commercial?" I said, "Sure, no problem." Went into the studio, recorded the commercial.

About a week later she called me up, this same salesperson, and she said, "Have you ever thought about working in radio?" I thought, "Oh, jeez, she wants me to sell radio." I said, "No, I'm really not interested in getting back into the sales force." She goes, "No, we're looking for a morning show partner for our country station." I'm like, "What?" So I went in, talked to the GM, and I got the job, and I was in radio for 12 years after that.

Tino Magnatta: Wow, that's amazing.

Nancy Mace: Yes.

Tino Magnatta: Tell us a little bit, what was that like?

Nancy Mace: I loved working in radio. The part I loved the most was the community connection. You know, you build a lot of friendships, you build a lot of business networking. Just, I loved meeting the everyday, extraordinary, ordinary people. You know, the people that are just out there trying to make a living, or the people that are out there trying to make their community better, those that are volunteering. That was my favorite part of radio. I miss that community connection. But that was my favorite part.

And you know, it was funny. I turned the job down a couple of times, because I thought "Golly, they want me to get up at 3:00 in the morning and be on the air by 6:00 in the morning? This is crazy. I've never gotten up that early." I sat down and I talked with my husband, and I said, "You know what, if I don't do this, I'll always wonder. I'll always wonder, what would it have been like?" So I did it, and I enjoyed it for 12 years, and then finally decided it was time to move on.

Tino Magnatta: What a great story. Now, you have some amazing stories about being the only woman at the table. You've told me a couple. I think one of the better ones was working for the military, right?

Nancy Mace: Yes. You know, I worked in a very male-dominated environment. The company I worked for was a filter manufacturer. One of their largest customers was the agricultural industry, like John Deere and Case, but they also ... a division that they had that was pretty large was their defense and military division. So I started out just as a customer service rep, and worked my way up, was fascinated by it, took some classes, and got out into the sales force, and I started working in the sales force.

I think one of the stories that I told you was out at Camp Pendleton. I was working with Textron Marine on their LCAC, which is the landing craft air cushion, that big, huge hovercraft that comes out, and it actually flies over the water and over land. They were having some corrosion problems. Well, I had climbed in the engine compartment with their engineer, and we were looking at the situation inside the engine compartment. Well, the pilot came on the ship, and was upset that there was a woman on his ship. I was ... kind of upset me, and I backed out of the engine compartment, I turned around and I looked at him, and I said, "You have a corrosion problem here, and I'm here to analyze it and try to fix it." He just looked at me and said, "Oh, okay," and turned around and walked off. I was like, "Okay, let me get back to work, then."

It was kind of funny. I also was the only woman in the room when we had these big conferences. They would always have after-action reviews. Like during Desert Storm, for instance, they had a big after-action review where they got all these vendors together to talk about some of the problems and some of the issues that they were having. If they had a filtration question, they just said, "Go talk to that woman over there," because I was the only woman there. So it was kind of neat that you kind of stand out in the crowd, but as I told you before, they tested me twice as hard as my male counterparts, so I had to really know my stuff. I hung a lot with the engineers at work to learn more about what they were doing, took classes in hydraulic contamination control, just things like that that you wouldn't normally see someone like me at. But I enjoyed the challenge.

Tino Magnatta: Now, is that what it takes to be able to thrive in that kind of environment?

Nancy Mace: Well, I think it doesn't matter how old you get, I think it's really important that you continuously learn and stay on top of the ever-changing environment, especially where we're at now, Tino, as you know, with digital advertising and the digital platforms. If you're not learning every day, you're falling behind. It changes so quickly with all the different social media challenges that we have, and trying to figure out the algorithms on Facebook. My gosh, that would take a master's degree, you know? Just constantly learning, constantly challenging myself, and reading, and researching. I just thrive on that.

Tino Magnatta: What is your advice to younger women coming up? What can they learn from you?

Nancy Mace: I would say I guess the biggest advice I have is, for most women is, you have to build each other up, you know? We have enough challenges in our lives, so stop cutting each other down, stop being that person that's going behind another woman's back and trying to undermine that person. Build each other up, and lift each other up, financially and spiritually. I belong to this amazing organization in Lawton. It's called Lawton Businesswomen. Our motto is Women Helping Women. We have a mentoring section of Lawton Businesswomen, and we choose two young women that are coming up through our local colleges and we set them up with mentorship. We mentor these women and help them become successful in business. It's just wonderful to be able to help these young ladies that are standing out in the ranks, to help them navigate and to be successful.

Tino Magnatta: Now, when you started with the Delaware Tribe, you brought a history of sort of starting on the digital from the ground floor up, right? You learned it in a different way. Most people don't-

Nancy Mace: Yes.

Tino Magnatta: Yeah, tell us a little bit about that.

Nancy Mace: You know, it's interesting, because a lot of the younger ... I'm not that old, but a lot of the younger people that are coming into the job force are up to speed and knowledgeable about digital and social media. They grew up with it. That's their life. For me, I had to learn and navigate and stay on top of it.

I had a little intern, a young man that I was working with at the radio station. We had a lot of interns that came in. They were going through journalism classes, and they had to put in so many hours. They would come into the radio station and ... I don't recall what we were doing. We were working on something with Facebook, or it might've been with Twitter or something. He looked at me and he said, "You know, for a woman your age, you sure know a lot about social media." I said, "First of all, don't ever repeat that ever again." It was kind of interesting that he thought someone of my age shouldn't know as much as I do about social media.

But it was really important for me, just like as in the hydraulic contamination control environment, was to stay on top of things and make sure that I stayed ahead of the game, or at least was on par with everyone else. So just keeping that learning going.

Tino Magnatta: What was it that ... some of the things that you had to overcome that were the biggest obstacles when you got-

Nancy Mace: In what way, Tino?

Tino Magnatta: Well, when you got into the casino business.

Nancy Mace: Oh, gosh, yeah.

Tino Magnatta: Because you had come from the digital world, and now you had to learn a whole bunch of new stuff, right? Walk us through that a little bit.

Nancy Mace: I knew nothing. Knew nothing about casinos. Not a thing. It was interesting. I decided that I needed to get out of radio. I needed a little bit more me time, because when you're in radio, you're on all the time. It doesn't matter if it's a Saturday afternoon and you're walking through Walmart. People come up to you and regurgitate everything that you just said over the last week on air. So you didn't have a lot of private time, and I needed to get away from that and focus on me and focus on my husband and our farm.

So I was looking on ... You know, of course I got on LinkedIn and put my profile on LinkedIn. One day I go into work, and I got an email from LinkedIn that says, "Hey, here's a job we thought you might be interested in." The job title was Lenape Entertainment. I'm like, "Entertainment? I like entertainment." I looked at this, and it was a casino marketing position. I started reading the requirements, and the qualification requirements, and I'm like, "Heck, I could do that."

It had a little button at the bottom that said, "Apply now," thinking I was going to go into their website, fill out an application, and send my resume and a cover letter. It says, "Thank you, we'll be in touch." I'm like, "Whoa, whoa, whoa, wait." I had applied for it. Unknowingly, I had applied for it.

I got a call a couple of days later from the director of operations, and he was getting ready to go to [inaudible 00:17:44]. Said, "I don't normally call this late, but I really want to talk to you." So went in, had an interview with him. Absolutely loved the way he described the environment. We talked about my ability to create promotions, you know, because it's the same. You're creating promotions, you're giving stuff away, you're trying to compel people to come to your casino, just like you were trying to compel them to listen to their radio station.

So there was a lot of similarities, but I knew nothing about the casino. So for the first several weeks, six to eight weeks, I just stood back and I watched. And oh, we could do that better, oh, we could do that a little bit better. You know, it was just one of those things, and just kind of got ingrained in it, and I'm just having a blast with you.

Tino Magnatta: Now, you said that for ... Should people be watching and listening more? Is that something that we don't do enough?

Nancy Mace: I think it's so important to never stop learning, you know? I think we bury ourselves in our phones and our tablets, and we don't learn like we used to. I think that's so important. Never stop learning, and just keep moving forward. I think it keeps us younger, I think. I think that especially for women in business, don't see gender, never stop learning, and stop cutting each other down and build each other up. Those are my biggest words of advice.

Tino Magnatta: Yeah, that's great advice. What does it take to run a marketing department? What are the ingredients?

Nancy Mace: For sure, you have to know your audience. Definitely, that is a huge part of it. Who are you trying to compel to either come to your casino or listen to your radio station or buy your product? Know your audience. I think that's really important.

And you have to be where they are. Tino, you know. You can walk through any casino in the world, it doesn't matter if it's in Oklahoma or if it's in Las Vegas or anywhere. You walk through that casino, besides playing the slot machines or playing blackjack or whatever, what's the one thing that almost everybody in that casino is doing? They're on their phones.

Tino Magnatta: Having ... Yeah.

Nancy Mace: They're on their phones.

Tino Magnatta: Right.

Nancy Mace: They're either texting or Facebooking or they're Snapchatting or they're Instagramming. It's so important to be where they are. Traditional advertising is great, but the digital advertising is really important.

Tino Magnatta: Now, do you think that there's more to be done in terms of digital advertising for the casino business?

Nancy Mace: Yeah, I think there's some stuff coming down the pike that is pretty exciting. There's lots of different mobile apps, and other ways of engaging your audience. Of course, it's just now starting to become ... well, not important, but casinos are starting to see it, because marketing people are starting to see the advantage of being more mobile with their customers.

Tino Magnatta: And-

Nancy Mace: You know, online gaming, and how do I bring that online gaming into the casino, right?

Tino Magnatta: Sure, sure, everything ... Yeah, of course.

Nancy Mace: And it's exciting. It's truly exciting. You know? And the new interactive gaming. Trying to get the younger generation interested in slot machines and the casinos and stuff. It's just, we're right on that cusp, and it's a exciting time to be in the casino marketing.

Tino Magnatta: Given the proliferation of gaming and the way it's been spread out so much now ... You know, before, it was two or three centers. Reno, Vegas, then came Atlantic City. You know, just three or four centers. Now gaming is all over. What does that mean to our industry?

Nancy Mace: Look at Oklahoma. How many-

Tino Magnatta: Yeah.

Nancy Mace: How many casinos are in Oklahoma? My goodness.

Tino Magnatta: 123.

Nancy Mace: I don't know. I don't know. Yeah. It's crazy. And still growing. I don't know. When do you become oversaturated, you know? Is there going to be a casino ... Look at Deadwood, South Dakota. Have you ever been to Deadwood? Every-

Tino Magnatta: No, I haven't-

Nancy Mace: Oh, gosh, you got to go sometime, Tino. Every building in that town, except for the hardware store, because she's got a sign up in her window that says, "Don't even ask," every building in that city is a casino. Every one of them.

Tino Magnatta: Wow.

Nancy Mace: Yeah. I mean, people are ... They are coming, and there's people in there in every one of their casinos, playing. But when do you become oversaturated? When every Walmart becomes a casino? I mean, really, it's crazy. When do we put a stop? Okay, that's enough.

Tino Magnatta: Yeah. What do you attribute the growth to?

Nancy Mace: You know, that's a good question. We're advertising a lot more in different places. We get a lot of traffic in the casinos that are travelers, people that are just stopping on their way from one point to the next. I don't know where they're all coming from, honestly. With the bigger casinos ... Of course, you know, our casinos are fairly small on comparison to, like, Riverwind or whatever the one is in Thackerville. I can't think of the name of it right now. The world's largest casino.

Tino Magnatta: WinStar.

Nancy Mace: WinStar, thank you.

Tino Magnatta: WinStar.

Nancy Mace: I don't know why that left my head, yeah.

Tino Magnatta: Chickasaw.

Nancy Mace: That thing is huge.

Tino Magnatta: Chickasaw Tribe.

Nancy Mace: Yes. They are doing it right. They're reinvesting their money back into their nation, they're building more than just casinos, they're building hotels, they're building parks, they're building arenas. I mean, they're smart in reinvesting their tribal moneys. And they're growing like crazy, aren't they?

Tino Magnatta: Yeah, they're the biggest player in all of the United States in terms of how many slots they have. They have a lot of slots. I think they have over 9,000.

Nancy Mace: Yeah. And you know, and it hasn't even been that long since they started.

Tino Magnatta: No, it hasn't. No.

Nancy Mace: When I moved out here in '98, I don't even remember the Chickasaws being that big. I know that they had a hospital, and they had ... But man, just they, boom. Anoatubby's done a lot for that tribe.

Tino Magnatta: Yeah. What do you tell the younger-

Nancy Mace: And just, you know-

Tino Magnatta: Go ahead.

Nancy Mace: No, you go ahead.

Tino Magnatta: What do you tell the younger people coming up in the business?

Nancy Mace: Focus. Why is it so hard for our younger generation to focus? I think we've become a society of instant gratification. Yes, we like to have the new stuff, and we like to have the best of everything. But you need to focus and slow down and enjoy where you're at, and work hard and be successful, you know? I'm just amazed at how quickly we go through a lot of employees. You know what I'm saying? The overall turnover rate in this type of an industry is pretty high. It's hard to-

Tino Magnatta: Do you think that-

Nancy Mace: Go ahead.

Tino Magnatta: Go ahead. No, no, go ahead.

Nancy Mace: No, you go ahead. I'm ... Well, it's hard to find employees that have the same work ethic as our parents did.

Tino Magnatta: Yes.

Nancy Mace: Yeah.

Tino Magnatta: Yes. Yeah, why do you think that is?

Nancy Mace: Because they've gotten everything they've needed every time they needed it. I mean, they never really had to work really hard to get something that they wanted. I've noticed it with my nieces and nephews. When they want something, they ask their parents. Their parents get it for them. It's like, wait a minute, you didn't ... You know, "Ugh, she's on her phone all the time." Take it away from her.

Tino Magnatta: That's funny. Yeah.

Nancy Mace: Yeah. Anyway.

Tino Magnatta: Now, you seem to deal with a lot of adversity with humor, I find.

Nancy Mace: Yeah.

Tino Magnatta: Do you find that a disarming way of doing it? How do you do that?

Nancy Mace: Yeah, I think so. I think so. It's like I said before, you just have to look at the positive side of everything. I don't know, I think it's kept me grounded. It's kept me focus. I just try not to let the little things bother me.

Tino Magnatta: You make it sound so easy, but how do you do it?

Nancy Mace: Oh, I get angry. I get mad. I drink wine.

Tino Magnatta: Okay, so you're saying you have a mean streak, then?

Nancy Mace: I get just like ... Now, wait a minute. Well, if you want to talk to my husband, he would probably agree with you.

Tino Magnatta: He'll know better. He'll know better than anybody, right?

Nancy Mace: Sometimes I just don't have time to be mad, you know? David, my husband David and I, we both work full-time. He is a diesel specialist, and of course I

work in marketing. Then we get home, and we work a full-time job at home. We run a cow calf operation in Southwest Oklahoma. He's the chemist. In other words, he chooses which cattle he wants to breed. And I'm the marketing person, and I try to sell them. It keeps us both busy, very busy.

Tino Magnatta: Yeah, I can imagine. What do you think is the ... In terms of the future, with all the competition coming in, and you said it's going to keep growing and growing, what do the Native nations need to know to be able to position themselves for the future? Where do you think the opportunities are?

Nancy Mace: Oh, definitely you have to stay ahead of the game in digital. I see the future in digital just exploding in the near future. When I talk about digital, I mean mobile operations, mobile apps that go with your casino games, being able to reach out to your customers through their phone, because that's where they're at all the time. Even with radio stations, radios are going mobile as well. So I think it's just, we're right on the cusp of that change, and I see a lot of fun and exciting things coming soon.

Tino Magnatta: Do you think we're going-

Nancy Mace: I mean, you've been to those conferences, just like I have.

Tino Magnatta: Yeah, absolutely. Do you think there'll be some sort of a backlash from using the phone as your primary source of intelligence and communication? Do you think people are getting tired of it, do you think it'll just keep moving forward?

Nancy Mace: No, I think it's going to move forward, faster than we can even keep track of. I was on the board for the local YMCA, and I went to a conference for the YMCA in Philadelphia several years ago. This was quite a while ago, probably six, seven years ago. There was a gentleman there that talked about our external brain. We carry it on our hip. No longer do we have to keep a world map, we just pick out our external brain and we look it up. We don't have to keep track of dates, we don't have to keep track of phone numbers, we don't have to keep track of birthdays or anniversaries. It's all on our external brain. To me, it is just growing, and almost in a scary way, but in a good way. I think the technology is just mind-boggling, but it's there, and we have to embrace it.

Tino Magnatta: How do you keep up with it all? It's all moving fast.

Nancy Mace: I know.

Tino Magnatta: Are you using all this stuff all the time? How do you keep up with it?

Nancy Mace: Well, if you talked to my husband, he would say I was. I have, as a marketing person, people reach out to us ... Well, you know, I'm also in charge of our players club. People reach out to us in all different ways. They'll reach out to us through email, they reach out to us through Google My Business, they reach out

to us on Facebook Messenger, through Twitter, through Instagram. Just, you have to stay on top of it. You don't want to leave that person just dangling there if they've got a question on a promotion that you've got, or how do I become a member, or what kind of [inaudible 00:32:16] can I get? It's constantly looking at all of those different avenues coming into us and making sure that we're staying on top of them-

Tino Magnatta: Are you-

Nancy Mace: ... because the customers are reaching you in so many different ways now. They don't just pick up the phone and call you.

Tino Magnatta: Right. There's different ways of reaching people, different platforms and all sorts of different, yeah, modes of communication.

Nancy Mace: Yeah. They come from all different directions. I mean, just social media alone could be a full-time job for someone, you know?

Tino Magnatta: Yeah. What are some of the newer things you think that are going to be coming up?

Nancy Mace: I think that the mobile gaming is going to be a huge thing in the future, being able to play the game on your mobile device and then taking those credits and transferring them to an actual game in the casino. I think that's going to be huge.

Tino Magnatta: You think they're going to be tied in at some point?

Nancy Mace: Yeah, most definitely. I think it's sooner than we think.

Tino Magnatta: Do you think that that is going to-

Nancy Mace: Just by talking to some of the-

Tino Magnatta: Sorry, go ahead.

Nancy Mace: Go ahead.

Tino Magnatta: No, no, go ahead.

Nancy Mace: You know, just talking to some ... Yeah, just talking to some of the other people in my position at larger casinos, talking to some of the larger vendors, that's what I keep hearing over and over again, is mobility.

Tino Magnatta: Yeah, so everything, all the communication, is shifting to this small medium on the phone. How does that change the message, and the way people read information?

Nancy Mace: I think that the question [crosstalk 00:34:03]

Tino Magnatta: Do you have to change anything in the way you speak to them?

Nancy Mace: A little, I think. I think most people, the very first question that comes to them is, "What's in it for me?" So being able to answer that question quickly and being able to offer them a compelling offer is going to be real ... Well, it is important now, but when we get more mobile. Why should I download your app? Why should I play that game on my phone? What's in it for me?

Tino Magnatta: Right. There has to be a reason.

Nancy Mace: Yeah, exactly.

Tino Magnatta: A reason to take the action. A reason to take the action.

Nancy Mace: Correct. What can I give them that's compelling them to download that app or to play that game on their phone?

Tino Magnatta: What does it take to be an entrepreneur? Because you grew up in an entrepreneurial environment. What does that take?

Nancy Mace: Chances. Not being afraid to take a chance, you know? But find someone in your life that can keep you grounded, too. You know? Someone that says, "Eh, we better not take that step yet. Let's wait a few." But being able to look forward and take a leap of faith every once in a while. My gosh, coming from a city of 6 million people to Stratford, Oklahoma, population 400, if that ain't a leap of faith, I don't know what is.

Tino Magnatta: Yeah. Yeah, you're right.

Nancy Mace: I moved down here, I didn't know a soul. [inaudible 00:35:54] got my horses, I got my dogs, I didn't have a job. Oh, I like that house. I'm going to buy it.

Tino Magnatta: Yeah.

Nancy Mace: Yeah. But it's been a great ... I wouldn't have it any other way. I love my life. Oklahoma's amazing. It always tickles me when people from another state come here, like my family from South Dakota or my family that lives in Wyoming. They come out to Oklahoma, and they think it's [inaudible 00:36:23] where the wind comes whipping down the plain, or at least it's just flat. And then they're surprised that we have mountains. I have [crosstalk 00:36:36] that run in my front yard, you know? I've got elk and turkey and deer. I love it out here. And my closest neighbor ... I can't even hear my neighbor. I don't even think I could see my neighbor if I looked out my window. So it's nice, it's quiet.

Tino Magnatta: Yeah, you wouldn't be able to at all. Yeah.

Nancy Mace: No.

Tino Magnatta: Quiet, peaceful. Yeah.

Nancy Mace: Yeah, yeah. It's a good place to come home to.

Tino Magnatta: Yeah. If a young person wanted to start a business, is that something that is tangible for me to do?

Nancy Mace: I think so. If you seek out ... There's a lot of people that have done it before you. The best piece of advice is to find somebody that you feel would make a good mentor and stick to them. I had the best mentor when I was in human resources. She taught me so much. I still reach out to her every once in a while, and that was years ago. But just find someone that you want to emulate, and learn from them, and ask them questions. And take a class.

Tino Magnatta: Take a class on something.

Nancy Mace: It's not like you're reinventing the wheel. Yeah, you're not reinventing the wheel. You just need to learn from other people's mistakes. Everybody makes mistakes. That's how we learn.

Tino Magnatta: Interesting. What is it about the outdoor ... because I know you live kind of in a rural area, right?

Nancy Mace: Yeah.

Tino Magnatta: You have horses, and it's kind of like a farm-like living, right?

Nancy Mace: Not kind of like. It is.

Tino Magnatta: It is.

Nancy Mace: Yeah, we raise ... I don't know, we have a hundred head, I think.

Tino Magnatta: Tell us a little bit about that.

Nancy Mace: I love it. I love it. We're in calving season right now, so all of the little baby calves running around, and they buck and fart, and tails straight up in the air, and I sit and laugh all night long watching them. It's a challenge, though, too. There's days that I laugh, and luckily those are a lot of days, and then there's days that are really tough, when you lose a calf or you have to put a cow down or you have to sell one of your favorite ones, because your husband doesn't like it. He said, "Stop naming them." I'm an animal lover, and this has just been a dream of mine, to live like this, and now I'm living the dream.

Tino Magnatta: Great. That's great stuff. Really, really cool stuff.

Nancy Mace: Yeah, thanks.

Tino Magnatta: Yeah.

Nancy Mace: You had mentioned to me too that you're a photographer.

Tino Magnatta: Yes, I am.

Nancy Mace: I do it for myself. But yeah, I've taken a photography class, and I love to photograph around ... We call it The Mace Place. I love to take photographs and share them with everyone. I get people that go, "Oh, will you take my ..." Nope. [crosstalk 00:39:43] I'm not doing this for anyone else. And I have a little blog that I do about the farm life. But it's just, it's my escape from the craziness that sometimes happens. You know, when things don't go as planned and you get a little stressed at work, this is my escape, is to come here and just laugh at my dog, or go out and ... I have a bottle calf right now, and it's about time to go out and feed. Go out and I call him, and he comes right to me, and he sucks down his bottle, and I giggle and laugh, and I come back to the house. It's my escape.

Tino Magnatta: Yeah, that's a great thing. Should we take some calls?

Nancy Mace: Sure.

Tino Magnatta: Great. Let's see what we got on here. I think there's quite a few people. You guys had some tornadoes and flooding too, recently.

Nancy Mace: Yeah, a little bit. It's still a little wet in some spots out here, but up around Tulsa it's been pretty bad. It's been pretty bad. I've got some friends that live up in that area, and our hearts go out to them. Hopefully soon they'll see some drying. It's just one of those years. Last year we were begging for rain.

Tino Magnatta: Yeah, it's been pretty crazy.

Nancy Mace: Yeah.

Tino Magnatta: Really, really crazy. I heard River Spirit shut down completely, right?

Nancy Mace: Yeah, that's what I heard. I guess some of the flooding has gotten all the way up to like the second floor of the hotel. It's crazy, you know? Last year, like I said, we were begging for rain last year, and this year it's like, "Stop."

Tino Magnatta: Yeah, yeah.

Nancy Mace: But it's a beautiful night tonight, so can't complain.

Tino Magnatta: Let's take some calls. Let me see what we [crosstalk 00:41:33] here. Hang on one sec.

Nancy Mace: Okay.

Tino Magnatta: Looks like I'm having a little bit of a technical glitch.

Nancy Mace: Story of my life.

Tino Magnatta: Yeah. Sometimes it works, and sometimes it doesn't.

Nancy Mace: Yup.

Tino Magnatta: That doesn't work. Let me see. Hang on one second. Okay, hang on. I'm not sure what is going on here now, but ... Okay, looks like we're having some technical difficulties here. My-

Nancy Mace: Well, unfortunately, they don't get to talk to me.

Tino Magnatta: No, I'm working on it right now. Don't worry, I'll get you on. I'll get you on, don't worry.

Nancy Mace: Oh, it's okay.

Tino Magnatta: I know they want to talk to [crosstalk 00:42:21]

Nancy Mace: We talked a little bit about radio-

Tino Magnatta: Yeah, I know, and here we are.

Nancy Mace: ... and I have to tell you a really funny story. Like I said, you'd walk through Walmart, and people would stop you and talk to you. They don't recognize your face, they recognize your voice. You know, they don't get to see your face very often. My husband and I were in a small town doing a barbecue judging. Yes, lucky me, I got to judge barbecue. We were sitting there, and this young man walks up, and his eyes are really big. I'm thinking, "Okay, he's going to go, 'Are you Nancy Mace?' " I used to talk about my husband on the air all the time. I called him the Copenhagen Cowboy. You know?

Tino Magnatta: Oh, that's funny.

Nancy Mace: I figured that was kind of a cute name, because ... Yeah. Well, [inaudible 00:43:05] Drummond, she's the Pioneer Woman, she calls her husband The Marlboro Man, so I had to copy her.

Tino Magnatta: Did you-

Nancy Mace: Anyway, so we're sitting here and this little guy, he looks at my husband, and he says, "Are you the Copenhagen Cowboy?" [inaudible 00:43:20] amazed at me, and he was amazed at my husband.

Tino Magnatta: That's funny. This is Tino Magnatta. Do you have a question for Nancy?

Mike: Tino, can you hear me?

Tino Magnatta: We can. We were having some technical difficulties, but we got around them, and here we are.

Nancy Mace: Hi.

Mike: Can you hear me way out here ... Nancy from Oklahoma, it's Mike from New York. How are you?

Nancy Mace: Hey, Mike. How are you?

Mike: Very good. You've covered so many topics, but what I wanted to touch on, really, first ... I just got back about a month ago from South Dakota, and I did spend a few days in Deadwood.

Nancy Mace: Isn't it amazing?

Mike: Yeah, it was my first time there. Yeah, I just went right down the line, one after another after another, making my contributions. There is-

Nancy Mace: Yeah.

Mike: Yeah. I don't know what the definition of oversaturation is, but that's got to be close.

Nancy Mace: It's got to be close, you're right.

Mike: Because you know, with the population ... I was curious. Not really familiar with the tribal, marketing for tribal. Is the competition, because there is competition, is it more of a friendly competition than it is cutthroat?

Nancy Mace: I think it's 50/50. We have competition really close to us. I've just gotten to the point where I don't even look at them as competition. I just kind of focus on what's happening and try to keep ahead of the game and not worry about what they're doing across the street.

Mike: Yeah, yeah. I have a similar situation. Folks are asking me all the time, you know, "So-and-so's doing this." I'm like, "Well, that must make sense for them, but not necessarily what makes sense for us." I guess you got to take the same approach, I would imagine, right?

Nancy Mace: You do. Yes, absolutely. When I first started there, I was really focused on what they were doing, and what can I do different, and how can I take that same thing and turn it around? Then about a year into it, I said, "Forget it. I'm not in

competition with them. I'm in competition with myself. What's the best thing I can do for my customers, and how can I get more customers in the door?" So I had to stop focusing on them and just ... It's like I told Tino. Staying ahead of that digital game is probably what I do most, is just trying to learn and evolve and grow with the digital side of it.

Mike: Oh, yeah. I equate it almost to learning a foreign language.

Nancy Mace: Exactly. Yes.

Mike: You have to really stay on top of it, and you have to use it all the time, otherwise you forget it.

Nancy Mace: Yes, absolutely. You know, it's exciting, though. I love learning new stuff. That part of the marketing part of it just excites me. It's just ever-changing and ever-growing, and that's the fun part of my job.

Mike: Yeah. I think, and Tino and I have talked about this as well, I don't think any of us who like what we're doing and we're good at what we're doing, I don't think we would be enjoying it if we weren't continuing to learn.

Nancy Mace: Yes, absolutely. If you don't like change, this is not the industry for you.

Mike: No. Yeah, I hear that. Whew, yeah. And you mentioned before, when you were talking about younger people coming up, and Tino was asking that line of questioning, and you were talking about mentoring. It's so hard to get ... I don't want to sound like the old guy in the room, but the Millennial group coming up doesn't seem like they learned the same set of work ethics, perhaps, that we did. Which of course is our fault, because the Millennials are our ... You know, my kids are Millennials, so if they didn't learn it, they didn't learn it from me. Which, I scratch my head sometimes and say, "How did you not?" But what do you do on a daily basis ... I know what I do on a daily basis. What do you do on a daily basis that keeps you, if not ahead of the curve, at least that keeps you paced with everybody else on the digital side?

Nancy Mace: Just constant ... You know what, the Millennials are the ones I'm learning from.

Mike: Yeah, okay.

Nancy Mace: They're the ones that ... They were born with it. They live it every day. But you know, I have staff that work for me, and I try really hard to be a coach and a mentor to them, and then they teach me stuff and I learn from them about the digital side of it. It's like second nature to them.

Mike: Yeah, yeah.

Nancy Mace: But I think keeping them engaged is really important. You know, the Millennials, keeping them engaged and keeping them learning and keeping them interested. It's not like it used to be, where somebody goes into a career and they're in it for 30 years. They are in a job for two or three years, and they're moving on, they want to try something else, you know? So just keeping them engaged in what they're doing, I think, is really important. Continuously helping them learn new things. I encourage them all the time to try new things.

Mike: Are you getting Millennials in your front door as players?

Nancy Mace: At the casino in Hinton, yes, it's a little bit younger group. I think that, like I was telling Tino earlier, if we can engage them on their phones, mobilely, I think we would get more and more people in the door.

Mike: Yeah, yeah. Yeah, Tino is-

Nancy Mace: You know, holding that casino in their hand. And it's coming. I've seen vendors talking about it, and I've seen demonstrations. It's exciting. We're right on the cusp of it. Right on the cusp.

Mike: Yeah, for the younger group it's ... I'll just classify it and say, let's say, for the under 30. It's not even a phone. It's a computer that you can make phone calls on if you want.

Nancy Mace: That's exactly it. How many of them actually make phone calls anymore, right?

Mike: No. I was just looking at my kids' phone bill. It's almost all text.

Nancy Mace: Yeah, exactly. I'll text my niece. You know, I'll send her a text, and she'll reply right away. Then I'll go, "Oh, I'm going to call her, because I really want to ask her this," and I'll try to call her, and it'll ring and it'll ring and it'll ring. Then it goes to voicemail, and it either says her voice mailbox is full, or it hasn't been set up. Then I'll text her, and she texts me right back. I'm like, "Just pick up your phone."

Mike: Yeah, yeah, [inaudible 00:50:11]. Well, how do you utilize your email program, which is one of the first places on the digital side? I'm curious-

Nancy Mace: Yeah, we're just starting that. We are just starting it. It's brand-new for us, and we're just in the very beginning stages.

Mike: Yeah, we've been-

Nancy Mace: But I see it growing and becoming something, you know?

Mike: Yeah. We've been using it more and more in the last couple of years. Thanks in large part to Tino [inaudible 00:50:42] we're getting better data. But the ability

for us to communicate at a faster rate with the segmentation even more efficient than what the print audience does, and then you throw in, if you can get the text messaging going, and then having the app and everything else, it really becomes ... You know, it's almost like running an orchestra. You've got so many different moving parts.

Nancy Mace: Right, exactly. And it was like I was telling Tino earlier. It's instant gratification. The younger adults like that instant gratification. I don't even know if any of them really even get mail anymore. But it's just getting that information as soon as they possibly can. It's really important to them.

Mike: Well, it was enjoyable talking with you.

Tino Magnatta: Great.

Nancy Mace: Oh, thanks, Mike.

Mike: I will let you go. Maybe I'll get Tino to ... Tino will fly east and I'll fly west, and we'll land in Oklahoma and spend the weekend there.

Nancy Mace: Come see me.

Tino Magnatta: There you go.

Nancy Mace: Thanks, Mike.

Mike: Have a good night.

Tino Magnatta: Thanks, Mike. Appreciate it.

Mike: All right. Bye bye.

Tino Magnatta: Bye bye. That's great.

Nancy Mace: Now you're stuck, Tino. You've got to come to Oklahoma and see me.

Tino Magnatta: I do. Hello, this is Tino Magnatta. Do you have a question for Nancy?

Justin Shank: Is this ... Did you put Justin on, Tino?

Tino Magnatta: Yeah, yeah, yeah, this is you, buddy.

Justin Shank: Oh, okay. All right, cool.

Tino Magnatta: Yeah, yeah, it's all you.

Justin Shank: Well, hey. Awesome.

Tino Magnatta: How are you?

Justin Shank: Hi, Nancy. Justin Shank.

Nancy Mace: Hi.

Justin Shank: Hi. Good to hear from you.

Nancy Mace: Oh, Justin. Hi, how are you? I remember you.

Justin Shank: Yeah. Oh, yeah. Yeah. Been a little while.

Nancy Mace: Yes.

Justin Shank: But you know, had some good dinners and good conversations.

Nancy Mace: Yes, we have.

Justin Shank: I was really excited that Tino could have you on the show today, and get to listen to all the different topics you were talking about. I was actually just down in Oklahoma a couple of weeks ago during kind of the start of the tornadoes and floods and everything.

Nancy Mace: Oh, goodness.

Justin Shank: I really wish the best for everyone that's down there. I had a stopover in Denver, and they had to shut the Tulsa airport down due to the tornado that came in that Monday night, and so I ended up spending the night in Denver. It was quite a mess. Kind of a-

Nancy Mace: Yeah, Tulsa's gotten it, and a little bit of El Reno. It was a crazy May. We're just glad May is over with.

Justin Shank: Yeah, very much so. But yeah, what a beautiful place to drive through. I was up at the Indigo Sky for a couple of days.

Nancy Mace: Oh.

Justin Shank: They had this NOISE Conference in Northeast Oklahoma, Indigo Sky expo, so I was up there for that. That's such a beautiful area, up in that northeast corner, and I really enjoyed driving through the state.

Tino Magnatta: Oh, yeah.

Nancy Mace: Yeah, it's pretty up there.

Justin Shank: Yeah. [crosstalk 00:53:57]

Nancy Mace: And you didn't come and see me, Justin. I'm so disappointed.

Justin Shank: I'm so sorry. Yeah, it was quite a mess. I ended up showing up a day later than I wanted to, and I missed one of the panels I was speaking on. It was quite a trek, but I-

Nancy Mace: Well, you'll have to come and see me the next time you're in Oklahoma.

Justin Shank: I absolutely will. I need to plan a trip down there. Maybe I'll join Tino and our last caller there, and we'll all meet in the middle.

Nancy Mace: There you go. You and Mike and Tino, come see me.

Tino Magnatta: Oh, yeah. Absolutely.

Justin Shank: Yeah.

Nancy Mace: It'll be a party.

Justin Shank: Be a lot of fun.

Nancy Mace: Yeah.

Justin Shank: Well, I really like a lot of the stuff that you're talking about. You're speaking my language when you were talking about all the different ways that people message the property and try to interact with the property, and all the Facebook Messenger and Instagram, and all the different resources out there. I was just curious how your properties are working to provide that social media as a customer service kind of a thing.

Nancy Mace: Well, you know, I'm going to reach out on Google My Business, for instance. It's interesting, because the iOS app, like the Google Map ... or not Google Map, but the iOS map when you're on your iPhone, it's just not as easy to work with as the Android version. I'm sorry, I have two iPhones, but Google My Business is just crazy easy to use. If people aren't using Google My Business, goodness, shame on you.

I get a lot of reviews through Google My Business. I reply to every review, even if it's just, "Hey, thanks for taking the time to review us." Or if it's a bad review, "I'm sorry, if you'll reach out to me, let me know what happened, let me see what I can do to fix it." You know? It's just, it's important. If you're allowing them to use that channel to get to you, you need to reply back through that channel. Does that make sense?

Justin Shank: Oh, absolutely. So you're handling-

Nancy Mace: Yeah. So if they're messaging you, you can't ignore a message. You can't ignore a message on Facebook, you can't ignore a message that they send you, even if it's via email. Nothing will frustrate a customer more than you ignore them.

Justin Shank: Yeah, I agree, and that's-

Nancy Mace: Even if it wasn't intentional.

Justin Shank: Right. That's just what's expected now. You've been speaking a lot about this little computer we have in our hands all the time. It's very passive, and the texting with your niece and all that. That's the way people communicate, is through their fingers now. We've got this little device, and people just want to ask a question, and then they're expecting a response of some kind. Google My Business is really a good one to bring up. We see exponentially more reviews that come in through Google My Business than pretty much any other channel.

Nancy Mace: Yes, yeah.

Justin Shank: So it's good to pay attention to it.

Tino Magnatta: Yeah.

Nancy Mace: And of course, I took a class. I took a class they were offering at the voc tech on setting up Google My Business, and the best way to use it. The thing I find interesting, though, is they won't let you advertise if you're a casino. You can advertise on Google My Business through your restaurant. You just have to find a different channel.

Justin Shank: Yeah. You can. You can set up Google Ads, it's just, a lot of times they're require you to fill out a certificate that says you're a land-based operation, versus ... because what-

Nancy Mace: Yeah. I found the same thing on Facebook ads. They think that you're online gambling, and you have to go through this whole certification process that you're a brick-and-mortar store, and blah blah blah. I mean, you have to jump through all those hoops, because that's where your customers are, so you need to be there.

Justin Shank: That's right. That's right.

Nancy Mace: Yeah.

Justin Shank: And-

Nancy Mace: You know, in that Google class that I took, the one thing she reiterated over and over and over again is, don't ignore those reviews. If you get a one-star review, find out why they gave you a one-star review. And I can tell you, probably 90%

of the time, when we get a one or a two-star review, it's because they lost money.

Justin Shank: Yeah, yeah.

Tino Magnatta: Okay.

Justin Shank: Yeah, that's why.

Nancy Mace: You know, it's not something that the casino did, but yeah. So I mean, I can't change that.

Justin Shank: No.

Nancy Mace: But if it was due to customer service, or if it was due to slow service in the restaurant, or if it was due to a machine malfunctioning, that I can fix. That I can take care of.

Justin Shank: Do you have operations, kind of procedures and things, on how you handle that? Like, if you-

Nancy Mace: Yes, yes.

Justin Shank: Yeah.

Nancy Mace: Yeah, we have, just like everyone else, we have standard operating procedures, and what we can and cannot do. One of the things I tell my staff is, if you get a bad comment or a bad review, like, especially on Facebook, a comment on a post from somebody that was negative, the last thing you want to do is delete it, because that just proliferates it, and then they start ... I mean, that just makes them mad. So if you deal with it on a professional level rather than deleting it or ignoring it, you're better off.

Justin Shank: Yeah.

Tino Magnatta: Yeah. Well said. Absolutely. Thank you, Justin. Thank you so much. Appreciate it.

Nancy Mace: Hey, thanks, Justin. It was good talking to you. Hope to see you again soon.

Justin Shank: Thanks, Nancy. Yeah, [crosstalk 00:59:48] and thanks, Tino.

Tino Magnatta: Thank you. Bye bye.

Justin Shank: Bye.

Tino Magnatta: All right. Well, we've run out of time. That was an excellent show. Really appreciate it.

Nancy Mace: Thanks, Tino. I appreciate the opportunity.

Tino Magnatta: I hope to have you back on. Want to hear your voice again.

Nancy Mace: Well, I appreciated the opportunity, and I really enjoyed it. I look forward to hearing from you again, Tino, or seeing you at one of these conferences that are coming up.

Tino Magnatta: Absolutely. You have a good night.

Nancy Mace: All right. Thanks, Tino.

Tino Magnatta: Thank you. Bye bye.

All right. That was great. Nancy had some great stories. Last month. What do we got going? Thursday. Thursday, we have Michael Armenta from Chumash. He's a great guy. A lot of knowledge, especially his take on customer service. Remember, everybody has a story to tell. You just have to have time to listen. Have a good evening, everybody. Bye.

END