



Tuesday, December 4, 2018

**How Positive Events Focused on the Horse Translate
to Positive Returns at the Track**

Moderator:

Jim Mulvihill: Sr. Director, Betting Information, Churchill Downs Inc.

Speakers:

Anne Hardy: Executive Director, Horse Country Tours

Katie LaMonica: Charities Manager, Godolphin

Jen Roytz – Executive Director, Retired Racehorse Project

Ms. Wendy Davis: I know we're just a little bit behind at this point, so I'll keep my comments very short.

Again, I'd like to thank the American Quarter Horse Association who's the sponsor for this panel session. We've talked a lot today about public perception.

It started this morning, and it's really been something that's been interwoven through the panels all through the day.

This panel session is focusing on how events and how activities off the racetrack can be a positive and have a positive effect on racing on a whole and give a much more again positive perspective to the general population about our sport.

To oversee the discussion today, we have Jim Mulvihill. Jim is a graduate of the Race Track Industry Program, and he's currently the senior director of betting information for Churchill Downs, Inc.

Prior to this, he held a number of different positions that dealt with media, the public, public perception, so he is well-versed in this subject and is really a wonderful moderator to lead this discussion. Destruction.

Discussion. Thank you. It's been a long day.

[Laughter]

Thank you, Jim.

Mr. Jim Mulvihill: No, that might have been accurate, actually.

Ms. Wendy Davis:

[Laughter]

Thank you, Jim, for being with us.

Mr. Jim Mulvihill: Thank you, Wendy. On with the destruction. I am really honored to moderate this panel for two reasons, really.

The first being that it's always such a pleasure to come back to the race track program and just be around all the students and everybody that I've encountered over the years here; but then secondly, because each one of these panelists is somebody whose work I admire so greatly.

I'm pretty excited to talk to them, and I encourage you all to get some questions ready for the end. We will be bumping up against happy hour though, so we don't have a ton of time. So, without further ado, let me introduce everyone up here so that you know who these experts are. I'll start at the far end.

We're gonna go alphabetically.

Anne Hardy. Anne is the first Executive Director of Visit Horse Country, which is the nonprofit venture offering tourism experiences to the public at farms and other equine attractions in Kentucky, connecting visitors with the stories of the horses.

Prior to launching Horse Country, she was the editor of the Lexington® neighborhood newspapers owned by Smiley Pete Publishing.

She first moved to Lexington to join the PR firm of Preston Osborne, and later continued on that track with Associations International.

In three years since Horse Country officially came into being, they've grown to include almost 40 partners; mostly Thoroughbred breeding farms and have become one of central Kentucky's main tourism drivers.

Secondly, we have Katie LaMonica, who is Charities Manager for the Dubai-based International Racing Powerhouse that is Godolphin.

She started with their breeding operation, Darley, in 2003 as Stallion Promotions Coordinator, but has expanded her role in the last few years as part of the global Godolphin charity team, working on Thoroughbred aftercare, as well as the Thoroughbred industry employee awards, and other initiatives we'll hear about.

Prior to Darley, she was a Membership Manager for Toba, and she first worked in racing as part of the marketing department at Hialeah.

Katie is Vice President of the Thoroughbred Club of America, and also serves on the Board of Hospice of the Bluegrass, and the Advisory Board of the Kentucky Equine Humane Center.

Lastly, to my left is Jen Roytz, Executive Director of the Retired Racehorse Project, promoting the versatility, trainability, and appeal of retired racing Thoroughbreds to a broad-based equestrian audience.

She's also co-owner of the Lexington-based marketing agency, Topline Communications, as well as a writer, regularly covering topics related to Thoroughbred aftercare.

She previously served as Marketing Director at Three Chimneys, and prior to that, Director of PR for Cornett Integrated Marketing, which we now know as Team Cornett. She holds board affiliations with the Thoroughbred Aftercare Alliance and Make a Wish Foundation.

She's a member of the PR Society of America, the U.S. Equestrian Federation, Kentucky Hunter Jumper Association, Locust Trace Agriscience Center Advisory Committee, Saddle Up Safely Advisory Committee, and the Thoroughbred Women's Network, and somehow, she still has time to join us today.

I thank all three of you for being here.

I think the place to start, for me, is just telling everybody here a little bit more about what you do. We just want to hear, for instance, Anne, everyone knows about Visit Horse Country in Kentucky, but maybe for the folks here that aren't familiar, you can just give us the quick background of its mission, and how it came to be.

Ms. Anne Hardy: Sure. What you might have noticed when you heard my bio compared to these other panelists here is that there's not a lot of horse in my background, which for the board members and founders of Visit Horse Country turned out to be a positive.

I come to this with a lot of tourism and marketing experience, but not a professional affiliation with racing.

The idea behind it was really these farm owners and managers, people who are invested in the sport, especially in Kentucky where we have this critical mass of equine activity looked at two things.

Number one, the Jockey Club's 2010 McKinsey Survey, and the state of the industry and fans; and then also, the success in Kentucky also of the Kentucky Bourbon Trail.

They are 20 years down the line, and welcome over a million visitors a year to the various distilleries. I think we looked at the situation that racing was in, and then also the success that bourbon had had in welcoming guests, bringing them in and telling a great

story, engaging them with their brands, and saw what it could mean both for the economy and for also the brands of the Kentucky Bourbon Trail.

That was very inspiring to us, and now we're actually four years in — three years of doing tours, four years of existence, and we are hoping to continue matching that.

Mr. Jim Mulvihill: Impressive. Just to illustrate a little bit more, I believe you have a video that tells us a little bit more about Visit Horse Country.

Ms. Anne Hardy: Really, it just shows the broad base of our membership and our groups that are participating. You would have seen Godolphin, Jonabell Farm there, Keeneland, a great supporter. There we go.

(Video Played)

Mr. Jim Mulvihill: All right. Visit Horse Country. Thank you so much.

Now we want to go to Katie and find out a little bit more about Godolphin and your charitable initiatives, which are probably unmatched as far as any racing and breeding operation in the world.

Can you tell us more about your day-to-day job?

Ms. Katie LaMonica: Thank you, Jim.

Yes, Godolphin is the largest Thoroughbred racing operation in the world. What a lot of people don't know about Godolphin and the work that we do is that in every country, in the six countries where we actually have an operation, there is a charitable coordinator such as myself.

I'm obviously here for America, but there's a charitable coordinator working on programs and initiatives to better not only the Thoroughbred industry, but also the communities that surround the land and the horses that Sheikh Mohammed owns.

Mr. Jim Mulvihill: The Godolphin Employee Awards were held maybe six weeks or so ago, and I know you're very involved in that. We have a video. Can you set that up for us?

Ms. Katie LaMonica: I would love to set that up for you.

Yes, you're about to see the highlights from the Third Annual Thoroughbred Industry Employee Awards.

It was held during the week of Breeders' Cup at Churchill Downs, and it is a program that was started in England globally.

It is referred to as the Stud and Stable Staff Awards. However, when it came time to bring the program to America, I felt the need to Americanize the name of it and make it

relevant. You can't get any more American than the Thoroughbred Industry Employee Awards.

These awards are very important to our organization. They were actually the brainchild of Sheikh Mohammed himself, who started them in England over 10 years ago.

It is solely a program to reward and recognize the farm workers and back staff that make up the backbone of our industry. Here are some highlights from this year.

(Video is played)

Mr. Jim Mulvihill: I just think that is so cool to see how meaningful it is to the winners and their reactions. I want to talk more about why it was important to Sheikh Mohammed and to your organization, but first, I want to hear more about what Jen does in her day to day.

The Retired Racehorse Project and Thoroughbred Makeover has grown exponentially in just 10 years or so. Can you maybe just take us through that growth and a little bit more about your job?

Ms. Jen Roytz: Definitely. That was a tough act to follow.

Mr. Jim Mulvihill: Yes, truly.

Ms. Jen Roytz: And that video.

The Retired Racehorse Project is a different kind of aftercare organization. A lot of times you think of aftercare organizations as being hands on, retiring the horses from the track, rehabilitating them, adopting them out.

The Retired Racehorse Project is different in that we are working toward the marketing and educational approach. We're trying to expand the secondary market for Thoroughbreds after their racing careers are over so that all these traditional aftercare organizations have more of a market to put their product out into.

We're trying to cultivate more equestrians to look at Thoroughbreds as a viable option for the riding or competition prospects. We're also trying to educate people about how to be successful with those horses off of the track, because as we all know, a Thoroughbred is a different kind of animal than a lot of other breeds, but if you know how to work with them properly like a lot of the people in this room do and your constituents do, you can do amazing things with them.

They can go on to not only compete at the upper echelons of racing, but the upper echelons of equestrian sports.

Some of the biggest ways we do that, the most notable way we do that, is through the Thoroughbred Makeover.

That's a competition that I would say is on par with the Graded Stakes Race. In the racing industry, we have a purse of right now it's about \$125,000 that's available in prize money.

It started about 6 years ago, if I'm not mistaken, with just 10 horses competing off of the racetrack, and now we have about 800 horses that pointed toward it this past year.

Every year it's grown exponentially. This year's numbers were just under 40 percent higher than last year's numbers, and last year's numbers were about 20 percent higher than the year before.

To give you just a brief overview of what that competition is, people get horses off of the track, and then have 10 months to retrain them for this competition.

The competition is only for horses that are newly retired from racing. There's a competition.

There's a great end of first year goal for a Thoroughbred off the track, and a great way to launch their off-track career, and put a really solid foundation of training on them, which gives them value for the rest of their lives and is really a good protection plan for a horse off the track.

They can compete in one of 10 disciplines; anything from the traditional things we think of like jumpers and dressage and eventing to everything from polo to competitive trail riding to ranch work.

Everything you can do with a horse, basically, we can compete there.

We also, in addition to the Thoroughbred Makeover, do a lot of educational initiatives throughout the country.

We put out a quarterly magazine called *Off-Track Thoroughbred Magazine*. You can only imagine what content is in that magazine with that kind of name.

We do educational demonstrations and seminars and clinics around the country as well. Everywhere there is a massive gathering of equestrians, we are putting on some type of educational initiative aimed at teaching them about Thoroughbreds, teaching them how they can acquire Thoroughbreds, teaching them about the benefits of competing on Thoroughbreds.

There's a lot of added money in the nonracing competition world for Thoroughbreds. We show them how to be successful with them, how to acquire them, and what the potential is out there and benefits.

Mr. Jim Mulvihill: Well, it sounds like there are a lot of people involved in this. In both your case and in Anne's case, you lead organizations that have really grown rapidly, which

makes me think that there's an audience there that maybe wasn't being served until your organizations stepped into that void.

I want to hear a little bit about what you've learned about this other segment of the Thoroughbred fan base that is the horse lover, and not necessarily the gambler or cocktail lover, or whoever we typically market to.

Jen, I want to start with you, because you've touched every part of this horse world. You've written about it extensively.

Just give us a better idea of how big this world is, and the potential size of this audience that could have a positive impact on racing.

Ms. Jen Roytz: The last market research that was truly done on this was in 2014, and there were literally about two, if I remember correctly, just over 2 million equestrians out there in the universe, in the US, and of that is about 150,000 that had off-track Thoroughbreds.

Those numbers I'm sure have gone up since then, since that was several years ago. There's a great market out there for not only the off-track Thoroughbreds and the primary product for them being racing, but the secondary product being an off-track Thoroughbred and showing, but that market of equestrians is something that racing can really target to bring newer fans into the sport.

We see that a lot, just through all of the initiatives we do. We really try to help to convert all of these people who are enthusiastic about Thoroughbreds.

You've gotten them over the first hump. They not only like horses, they like Thoroughbred horses. We try to help convert them into a more savvy racing fan through a lot of our platforms.

We have over 160,000 followers on Facebook, plus thousands more on Twitter and Instagram. That's a really great audience we can speak to.

We have a distribution of 10,000 with that magazine. We can really educate them through that as well.

In addition to what we do, trying to convert people into wanting Thoroughbreds off the track, we're also trying to convert those equestrians into a more savvy racing fan, which then can hopefully transition into an aspirational horse owner, and eventually an actual horse owner, buying into partnerships and whatnot.

When I was at Three Chimneys Farm, we did a lot of tours before Horse Country was ever around, and Horse Country has just proliferated what we started seeing.

We saw several people who just came on our tours regularly who transitioned into an aspirational horse owner to an actual horse owner, to not only a racehorse owner, but a breeder as well, and really touched all sectors of the industry.

We've started to see that transition taking place through the Retired Racehorse Project, too. We have a couple racing partnerships that have very low-priced entry points, and we've seen a lot of our constituents really wanting to understand better the racing side of things and taking that next step to buy into one of those low-level partnerships with the clubs, and just really explore the racing side of the industry.

It's largely untapped, but from just a personal perspective, I grew up riding hunter jumpers in Cleveland, Ohio, and the only thing on TV that I could watch that was horse related was the replays from Thistledown track every night.

I watched those religiously like they were my job, because they were horses, and they were athletic. I liked horses, and I wanted to compete. That long story short transitioned into my dad, as a surprise, taking me up to Thistledown one morning to watch morning workouts, which then just had me obsessed with the industry.

I ended up learning how to gallop. That's how I paid for my college was on the back of Thoroughbreds.

I ended up getting a job in the horse industry because that's all I wanted to do. I now always try to have at least a little bit of ownership with a couple friends, and at least one horse, if not a few. It's cultivated me from a horse-loving fan into a racing enthusiast that really understood the game to a professional that works in the industry to a horse owner.

That's a very easy transition to make, especially if we're doing it strategically instead of some horse-crazy girl just stumbling upon it.

Mr. Jim Mulvihill: I think that is so cool. When we started thinking about this panel and talking about it, I expected that we would be talking more about transitioning these people into fans who would buy tickets and maybe gamble, but now I'm learning that the real opportunity is turning them into horse owners, which I think is totally awesome.

You have seen this too, and one thing that I think is so cool about Horse Country is your founders. Your board members have actually put a lot of thought into not just the primary mission of bringing people to the farms but laying out a plan for transitioning them into fans and horse owners.

Tell me about some of the conversations you've had at Horse Country.

Ms. Anne Hardy: Sure. Prior to my time at Horse Country, which I'm still a little bit sore about, the Board hired the Disney Institute.

You all may go there and have a great vacation, but you may not know that they also have a consulting arm where they share all of the Disney magic.

People will walk an average of 13 steps before they drop a piece of trash, so you will always be no less than 13 steps from a trashcan at Disneyworld. But really, that just points to the focus on the experience.

I will call back to Yenni's presentation this morning, if any of you all heard it, just speaking to we have to invest in the experience, because that is what drives people's emotions, and that is what drives their passion.

As Horse Country was being founded, as Jen mentioned, Three Chimneys was doing tours. Claiborne was doing tours.

Many other places, Godolphin and Jonabell, would have been doing tours, but it was a very scatter shot approach. Everyone wasn't working together.

One of the really powerful things about the Kentucky Bourbon Trail was that everyone was working together with the quest of Kentucky Bourbon being the selection of choice.

They sometimes will say they've brought it from sin to signature. We're a little bit in the same boat, because we have the wagering, of course, but I think what's great is that again, it's focused on the experience.

We have never had as a part of our mission that these experiences would drive people to ownership. It has been something that we've seen; over three years of tours, most of them a \$20 tour, so this is not a huge high-dollar kind of experience, but there's access there. There's access that was pent up. In our first couple of years, of course, we launched during 2015, so I had this mandate of, "You have to get ready to host tours at Breeders' Cup time," and we had started in November of 2014.

It was like, "Okay, I have less than a year to figure out how to organize everyone, build a website, market it, put these things together, rent buses, all this kind of stuff."

It happened during a time of course that we couldn't have asked for anything better, because my very first Derby was American Pharoah's Derby win, and then to go on through that season, for everyone to be so electrified with racing and to have the Breeders' Cup in Lexington at Keeneland for the first time, it was just a great confluence of events that brought a lot of racing fans in.

We did see that there was a pent-up demand. For our first couple of years, 60 to 70 percent of our guests would consider themselves fans of racing.

We judge that based on their television viewing habits — if they have packages to watch racing — their wagering habits — how and how often they wager.

But, what's really fun is that as those people have moved through the pipeline a little bit coming off of a \$20 tour and investing in partnerships or buying breeding stock, we've also seen a move of the needle toward when people come to Kentucky.

This is part of the why the model, we think, works to launching Kentucky is that when people come to Kentucky, there are a few things that they're thinking about.

It's horses, bourbon, and basketball. If we can open up this horse market and bring in a leisure traveler and say, "You've always wanted to go on a horse farm." We have the opportunity through that experience to put them in the funnel, maybe for the first time.

It's been really fun to start to see those people more and more proliferating within our attendance, but certainly there is a bread and butter guest who comes that has a connection with the sport, and they tend to be our repeat guests and frequent guests.

It's really run to see them moving through the pipeline. We owe it all to the locations that open up to host these experiences and invest their staff time.

The last thing I'll say is that we're a little bit of a flip of Jen, because Horse Country, while it was developed primarily by the Thoroughbred industry with the intent of supporting racing, was never called "The Thoroughbred" whatever, because we wanted to be inclusive of the fact that there are many breeds and disciplines in the state of Kentucky.

We have welcomed Spy Coast, which is a very successful, internationally renowned sport horse farm; The Secretariat Center, which is a retraining facility; the Equine Humane Center, which is also a TAA accredited aftercare location.

All of those things — Thoroughbred is part of it and racing is part of it, but it all starts with horse. There's some little girl that's fallen in love with a horse, and we just want to be able to take that experience, and then drive them into deeper engagement — attending races maybe for the first time, or even getting them into ownership.

Mr. Jim Mulvihill: Not to put you on the spot, but can you tell us a little bit more about ways that you measure your success and tell us how many people are going on Horse Country tours, and how it's been growing?

Ms. Anne Hardy: Yes. I would say our primary just overarching baseline that we like to measure is called a net promoter score. It's a calculation based on intent to return and intent to recommend.

It's a pretty broadly used indicator of success on consumer brands. As an example, Lexus maintains like an 83 on a regular basis.

I think Apple is in that same range. A mid to high 80s is a really good score. Over the course of the three years that we've been collecting data, altogether our members have consistently always been above 90.

We have some that have a perfect 100. We know that people are having experiences that are resonating with them, and then they're bringing people back.

I would say a net promoter score is important.

Again, returning, actually coming, expanding their stay time, and then being able to introduce them to merchandise of our member locations.

We do a partnership with Keeneland every year where we give away general admission tickets to our attendees. We say at the end of the tour, "Now you've visited Runnymede, and you can go, and you can watch this Runnymede raised horse run at Keeneland during the meet. Here's your ticket. Go and cheer on our team."

Those redemption rates have been, I think it was 62 percent of those tickets were redeemed during the first time that we did it. Those are some markers. When we count all of the scholarship visits and media visits and fan visits and tickets that we've transacted, we've had about 100,000 people that have come through our system.

Mr. Jim Mulvihill: That's awesome.

Ms. Anne Hardy: It's exciting.

Mr. Jim Mulvihill: The thing that ties all of this together, I think, is we're highlighting parts of the industry that maybe we have these positive stories that are being told.

Katie, I do want to circle back and talk a little bit more about the employee awards. I didn't get to ask you about them when we watched that cool video.

Can you just tell us a little bit more about why this was an important initiative for Sheikh Mohammed and for you all as an organization, and what it's meant in its few years?

Ms. Katie LaMonica: I would love to do that. Like I said, this was a brainchild of Sheikh Mohammed, but it truly does take a team of people, and right now this program is going on in five countries.

France, America, and Australia just finished their third year doing the program, and then of course it's been alive for many years in England and Ireland.

Our program was specific. When it came time to bringing it to America, we faced different challenges here, as all of you all are well aware.

We have quite a fragmented industry in many ways. When I looked to try to figure out who was going to be the team of people that we could bring together to make this a success, I had to look for national bodies, and they were very quick to jump onboard.

Eric Hamelback, sitting here, the National HBPA was one of our first.

The Jockey Club has been a huge supporter.

The Thoroughbred Owners and Breeders Association.

This year the Breeders' Cup came on board, and even invited us to be a part of their week to showcase how important it is to look after all of our industry workers.

I think everybody understands the importance of what we're trying to do. It does take a village.

We open our nominations every year the week of the Derby.

We do a kickoff.

The nomination period is open through August 15th.

There are six categories — two for farm workers; two for racetrack workers; and then one, we call it the Community Award for people who may not work directly in the industry, but who benefit the industry.

They can be chaplains.

They can run education programs. You saw Angie Carmona from the California Thoroughbred Trainers who all come together.

They're nominated by their peers or their trainers or their bosses or their friends or their spouses.

Anybody can nominate.

Once the nominations are compiled, on August 15th we have two separate judging panels. Dan Fick who's sitting here was chair of both of our judging panels.

He did an amazing job. It is not an easy job.

If you read the nominations of these people and where they've come from, how they live, what they've been through, and their dedication to the sport, you just cry reading almost every single one of them.

The judging process is a very difficult one. Three people come out of the first judging panel, and they go into the final judging panel. We fly them all in. They have an interview with the judging panel in person, which if you think about some of these guys that are grooms and hot walkers, they are not used to any of this.

Being on an airplane.

Flying in.

Sitting in front of seven people staring back at them, asking them questions. They're just so in disbelief that they're even there. They really are so humble.

We give them a two-day Kentucky tour, show them farms.

They got to meet Justified this year. It was a big year.

Then, we went up the road and did the award ceremony, which is pretty much one of the most powerful hours, I would argue, that takes place all year long.

The financial reward associated with the rewards is quite significant.

The winners each receive \$10,000, along with a \$5,000 donation going back to their farm and their stable.

That was actually Sheikh Mohammed's idea so that there would not be jealousy created amongst the workers; they that would actually be cheering on their coworker, knowing that they would get to share in a little piece of the pie at the end if they won, which we found has been very important.

Again, it's a great program. I would ask greatly that you go back to each one of your jurisdictions and try to help us promote this program.

I must say that I'm quite proud of our industry in this respect, that while we disagree and differ on so many topics, anytime I start talking about this program and looking after these people, everybody is on board.

Everybody understands how important this is that these guys get the recognition that they deserve.

The media, like I said, our partners, everybody at Churchill Downs was an amazing host of the program this year. Keeneland's hosted it the first two years.

Anybody I talk to, they are very much on board with it.

Mr. Jim Mulvihill: I want to use that as sort of a segue into some of the bigger questions here about why all this matters.

You're talking about recognition of folks that we don't get to hear about very much, and everybody loves that and is behind it.

That's obviously a great thing, but in terms of the other benefits of this program, the PR benefits for both Godolphin and the industry, what do you think it does in terms of getting those stories out there and changing the perception?

I don't know what kind of perceptions maybe we're battling against, but just your thoughts on that, and does it have secondary effects that are benefitting everyone?

Ms. Katie LaMonica: I believe that there are. We are just in the third year. The one thing that I have learned is to just be patient.

Be patient, continue. I think in this industry, you have to do things multiple times before it begins to be ingrained.

A lot of horsemen, they live with the blinkers on. We have faced battles and challenges to try to get people to nominate their workers.

I know it sounds simple, but for a lot of these guys to actually find a computer, use a computer, hand write something, that's actually a big deal for a lot of these guys. I know Dan would agree.

You read some of these nominations and grammatically you're shaking your head, but they put it all out there on paper because they thought enough of this person.

Like I said, the stories — we could talk all day long about the stories, but if you've been around the back side of a racetrack, visually you see the stories in real life.

At Godolphin, we spend a lot of time talking about the overall health of our industry. I believe strongly that the health of our industry is measured by the horses we take care of and the people that we look after within our own industry.

Mr. Jim Mulvihill: Very well put. I'd like to pose that similar question to you, just in terms of Katie gets so much from support.

She says everybody stepped up when it was time to.

Do you find that as well?

What is your pitch to why what you're doing matters to racetrack operators, and not just the people in this room, but maybe even more importantly the ones that didn't come today?

Ms. Jen Roytz: We've seen a big shift in the support, not just for the Retired Racehorse Project, but for aftercare in general.

Animal welfare is just such a hot button issue in the mainstream media. People are asking a lot of questions of racing, and racing is getting better at having the right answers, but I mean, they need to have the right answers at the ready and the statistics to back them up.

From our perspective with the Retired Racehorse Project, in its simplest form and in a business perspective, we are trying to expand that secondary market for our product.

If the product is the Thoroughbred and the primary market is racing, you need that secondary market to offload your product where it still has value, so you can bring in more of your primary product to shelves.

We're trying to do that, and also remind people these horses have value, and that value is not just on the track.

We do a lot of data collection with RRP, and we're seeing every year the average price people are paying for horses coming off of the track is going up.

Hopefully, especially at the bottom level of racing when they're running at that \$4,000 claiming level, that can mean the difference between a horse running a few more times and possibly having an injury that will prevent it from being as usable in a second career.

Every year, the price that people are paying on average is going up by a couple hundred dollars.

Also, the price that people are selling those horses for after the makeover — they put this solid foundation of 10 months of training on that horse, which is a great insurance policy for that horse for the rest of its life. It's making it useful to someone.

After the makeover, a lot of people sell those horses as competition mounts for other people that maybe don't have the skills to take them straight off of the track, but with basically a year of training, that horse is very useable to a wider secondary market.

The prices of those horses on average is going up by over \$1,000 every year. Last year it was an average price of about \$9,000 that someone was getting for their horse after 10 months of training; this year, it's well over \$10,000. That's huge.

As far as industry support, because we're making it easier for trainers to find homes off the track for their horses.

We are seeing more industry support, which is extremely helpful.

We're also seeing an incredible amount of demand from the equestrian community.

All you need is money to reach more people.

Our competition has grown so exponentially, and we're also having a lot of requests from other places throughout the country to have those kinds of competitions.

We're starting to get requests from racetracks too in places like Louisiana, where they want more opportunities for the horses off the track because they're seeing the drive's demand for them to come off of the track, and it's helping them solve a problem and a big perception issue.

They're seeing that it is a feel-good kind of thing, but it's helping the marketplace turn. It's part of the cycle.

Mr. Jim Mulvihill: Before we go on, did we skip your video?

Don't you have a video?

Ms. Jen Roytz: I do have a video.

Mr. Jim Mulvihill: I'm sorry I forgot that earlier, but we want to see the video, so here, let's watch that.

Ms. Jen Roytz: The video is a good overview of what the makeover and the Retired Racehorse Project is.

Mr. Jim Mulvihill: Yeah. Let's watch Jen's video.

(Video is Played)

Ms. Jen Roytz: I will say, one neat thing to add to that video is the woman who won our competition this year, Elisa Wallace — you saw her patting her horse at the end.

She won on Son of Magna graduate who wasn't that great of a racehorse. She was shortlisted for the Olympics this last go around on a Thoroughbred, and I have a good feeling if she keeps competing at the level she is and winning the competition, she'll make it to the Olympics this next time.

She's so passionate about Thoroughbreds that you can basically bank on it being on a Thoroughbred off the track.

Mr. Jim Mulvihill: That is music to a publicist's ears. That's fantastic. Also, speaking of publicity, you said a few minutes ago that everybody needs to be attuned to animal welfare. I do want to talk about that a little bit more.

Anyone who read the description of this panel saw that study that's been going around the last few months that gets cited pretty often.

A thousand people were asked to identify the causes they care most about, and animal welfare outranked things like education and hunger, which is just astonishing, to me, anyway; maybe not to those of you that are closer to these issues.

Do any of you have a reaction to that study, or just thoughts on what that means for all of us?

Ms. Katie LaMonica: I'm actually not totally surprised by that. I believe there's just a huge shift going on with animal welfare.

I feel like our industry is being warned over and over again that there is really a zero-tolerance policy on how we treat our animals for this next generation.

Say what you want — sixth graders want to know what their chickens eat for breakfast. They want to know all the things that go on behind anything animal. Everybody who has an iPhone is a video producer.

We unfortunately are going to remain a target for a lot of this because we built our industry around animals.

At our first IFAR conference, which I can get into a minute, we had Wayne Pacelle, who was then Executive Director of the Humane Society of America, a very powerful position,

and did his presentation on how proud they were on things that they had shut down because of public perception.

The circus, Sea World; greyhounds are now on the line, and we will have their eye.

I mean, that is just where we are because we deal with animals.

We can no longer turn a blind eye.

I just fully believe the next generation does — I mean, look at that survey.

They care about the animals.

Mr. Jim Mulvihill: That was well put. Does anyone have anything to add?

Ms. Anne Hardy: I would just say I'm not surprised at all, based on the people that we talk to on a daily basis, email with, interact with on social media.

It's not surprising. I think it's one of the things that makes horse country so important and demonstrates the investment of our founding members and our people who participate, because it is so easy.

In the past it has happened that when that threat comes down, or if someone says, "I'm going to step on this, and I'm going to be the one who advocates against what's happening," it's really easy to close the doors.

It's really easy to get insular, and this industry does tend to be a little bit of a small group. It's tight knit. You have to be in the right places to get access.

I think transparency is the thing that we hear now when you come up against — I would give the example of there were some animals, I believe, at the Cincinnati Zoo; Fiona, the hippo, and their team, their professional management team decided that when they had this opportunity with Fiona the hippo, that it could easily be a Sea World kind of situation, or they could be really intentional and really transparent about sharing her and how she was being cared for.

I think that again, the important and challenging thing about Horse Country is that these farm owners and veterinary clinic owners and aftercare and retraining facilities, we have created a group of people that are saying, "We are committed to doing this the right way.

We are taking care of the horse.

We are caring for his or her exit from racing.

We are taking exceptional measures to care for them during their career with veterinary services.

The transparency that's offered through an experience at one of these locations is really important to telling the story and overcoming that obstacle, because it is a real obstacle, and all of us love the horse and feel passionately about his or her success.

We need to show people that more often.

Frankly, the racing industry hasn't been great at storytelling, which is so sad, because it's this fantastically nostalgic and exciting sport.

Horse Country is a way to tackle those things to provide — Disney would have said, "When people come in and visit the horses at Disney, the first question that they have is, 'Well, how are they cared for?' so, don't ever let them ask the question.

Tell them first and show them.

I think that's what's important about the Racehorse Project — taking care of people afterward, and Godolphin highlighting these people that toil seven days a week to care for the horses.

Horse Country is one part of that.

Mr. Jim Mulvihill: We are unfortunately almost out of time.

Before we go, I know probably everybody in this room would love to help you all in some way in what you're doing.

Could I just ask each of you to maybe suggest big or small ways, or both, that the people in this room might be able to think about helping you in the coming months?

Jen, do you want to start?

Ms. Jen Roytz: Yes. I think one of the biggest things that wouldn't just help — I'm not going to selfishly say help RRP and the biggest way is to help RRP is supporting our programs and becoming a member of our organization, things like that, but from a greater aftercare standpoint, I think the biggest way a lot of people here at this conference can help is giving us more platforms to help to bridge the gap between the racing world and the greater equestrian and equine world; whether that's doing demonstrations on the racetrack between races, or on race day or giving us platforms in other areas.

The more we can create that synergy between the on-track and off-track world, it helps them understand each other, and I think that helps with your perception issue, too.

For example, a greater equestrian audience understands the on-track world and the perspective of trainers, and why they do certain things.

The more they can be advocates for us as the racing community, the more they can be advocates for us in the greater mainstream media world and mainstream public.

I think that's a big thing that the racing industry can do for the greater equestrian industry and aftercare.

Mr. Jim Mulvihill: Katie, you are doing quite a bit of aftercare work yourselves.

How can people help with that?

Ms. Katie LaMonica: Godolphin and several large global stakeholders formed something called IFAR, the International Forum for the Aftercare of Racehorses.

Basically, it is just a platform to educate and support and talk about best practices associated with aftercare on a global level.

Culturally, countries are very different at how they look at animals; all those types of things.

The one thing that keeps coming back is there needs to be a combined exit strategy for these Thoroughbreds.

It is a topic that's not going away.

It's only increasing.

IFAR has had two forums so far, and in that we brought together aftercare providers and people from all over the world to talk about how they started aftercare in their countries, and education.

I would further say that education, I believe, is really the key in perception.

What I was going to say with Anne is Godolphin is very much involved with Horse Country.

We had 2,300 people just in 2018 through our doors.

We only allow 17 people on each tour, and they're always booked full.

They spend an hour and 45 minutes with our staff, up close and personal with our stallions in our breeding shed, all of that.

They come out an educated fan, which I believe equals an advocate.

That fan will go out, and the next time they see something that is incorrect or a bad perception, they can say, "Wait a second. I went to that farm. I saw how they treated those stallions. I saw those mares. I saw the process. You don't know."

I truly believe that while they are generating fans, they're educating the public, and hopefully those people will go out and advocate for our gain.

Mr., Jim Mulvihill: Anne, how can people outside of central Kentucky support the mission of Horse Country?

Ms. Anne Hardy: Well, what I didn't tell you about our attendees is that they come from 22 countries outside of the United States.

They are also representing every single one of the 50 United States, which means that these are people that when I say they go to tracks and they watch on TV and they wager, that means they're going to your tracks, and they're wagering at your tracks and on your platform.

For us, Horse Country is intended to be a self-sustaining organization.

We run through a portion of ticket sales.

We are not a true C3 like the Racehorse Project and RRP, but we just crave and look forward to more relationships with tracks where we can help spread the word that this is a possibility.

If you're fans of these horses, if you're gambling on them, if you like watching them, we want them to open the program and see a Horse Country ad.

We want to be able to work with y'all on sharing the word that you can come and visit these places, and that's a big part for us.

I'm from Indianapolis originally. I'm a huge Colts fan, season ticket holder, through better, for worse.

If y'all watched this weekend, it was worse.

But all that to say there are teams in the NFL and there are teams in the NBA, and I think that Horse Country, one of the things that we're doing is helping people see a team structure when they think about racing, and knowing that this is a Mill Ridge raised or a Darley's Stallion sired, and we want to be able to connect those dots through the people that are already engaged at the racetrack.

If we could ask one thing, it's just to know you all better, and to find ways we can work together.

Mr. Jim Mulvihill: Do we have questions, anybody?

Well, I believe it's cocktail hour.

I hope you all will think more about aftercare and also how you can transfer horse enthusiasts into horse owners.

Thanks so much.