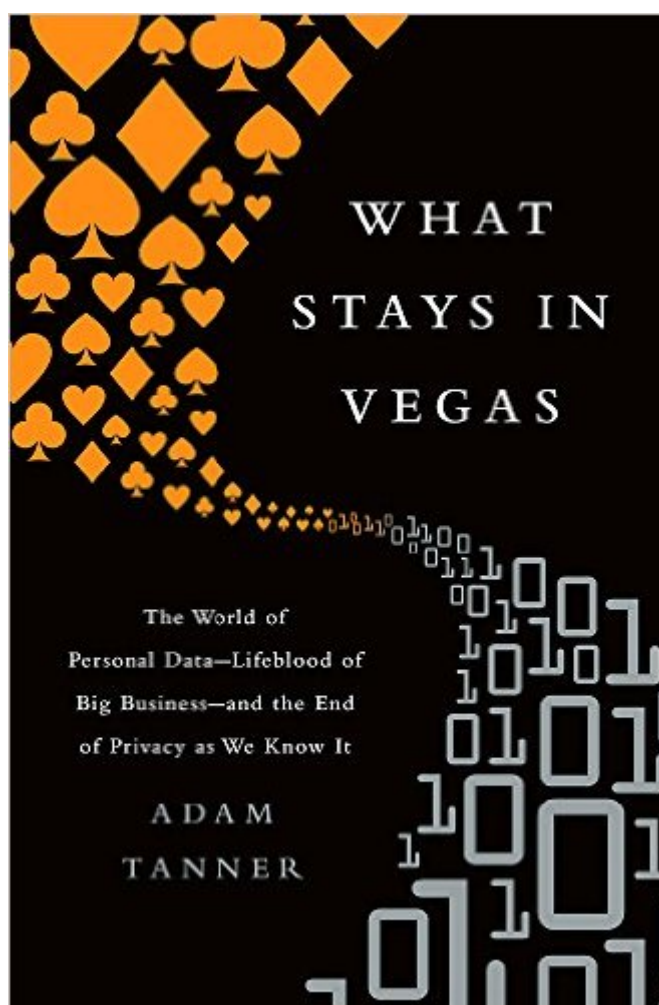


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# What Stays In Vegas: The World Of Personal Data—Lifeblood Of Big Business—and The End Of Privacy As We Know It



## Synopsis

The greatest threat to privacy today is not the NSA, but good-old American companies. Internet giants, leading retailers, and other firms are voraciously gathering data with little oversight from anyone. In Las Vegas, no company knows the value of data better than Caesars Entertainment. Many thousands of enthusiastic clients pour through the ever-open doors of their casinos. The secret to the company's success lies in their one unrivaled asset: they know their clients intimately by tracking the activities of the overwhelming majority of gamblers. They know exactly what games they like to play, what foods they enjoy for breakfast, when they prefer to visit, who their favorite hostess might be, and exactly how to keep them coming back for more. Caesars' dogged data-gathering methods have been so successful that they have grown to become the world's largest casino operator, and have inspired companies of all kinds to ramp up their own data mining in the hopes of boosting their targeted marketing efforts. Some do this themselves. Some rely on data brokers. Others clearly enter a moral gray zone that should make American consumers deeply uncomfortable. We live in an age when our personal information is harvested and aggregated whether we like it or not. And it is growing ever more difficult for those businesses that choose not to engage in more intrusive data gathering to compete with those that do. Tanner's timely warning resounds: Yes, there are many benefits to the free flow of all this data, but there is a dark, unregulated, and destructive netherworld as well.

## Book Information

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## Customer Reviews

Whenever I see a commercial promoting Las Vegas, I am again reminded that money won by gambling in the casinos usually stays there. I doubt if that fact can support a book but another fact can...and has: The gambling casinos there and elsewhere use advanced technologies and advanced analytics to obtain, process, evaluate, and then act upon consumer data. This process creates for them a competitive advantage. The subtitle of Adam Tanner's book reveals his primary focus: "The World of Personal Data -- Lifeblood of Big Business -- and the End of Privacy as We Know It." Indeed, in the new, rapidly expanding global marketplace, data are the new currency and some of the most valuable data are provided by consumers, whether or not they realize it. All of the major research studies with which I am familiar indicate that, when identifying what is most important to them, employees and customers rank "feeling appreciated" among the top three and frequently #1. The more a company knows about a customer, the better prepared it is to do -- and not do -- whatever it must to gain and then sustain that customer's trust and respect. This reality drives the process by which to create what Ben McConnell and Jackie Huba characterize as "customer evangelists." Companies such as , Facebook, and Google have refined a process introduced by César Ritz in 1898 when Hôtel Ritz in the Place Vendôme opened its doors. He was a passionate advocate of perfection in hospitality, insisting that it always be invisible. With regard to what became the institutional motto, "Ladies and Gentlemen Serving Ladies and Gentlemen." Rules? He stated them clearly: "See all without looking; hear all without listening; be attentive without being servile; anticipate without being presumptuous.

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