

## EXHIBIT VIII.B.8.

### COMPETITIVE ENVIRONMENT



Applicant recognizes that the Northeast regional gaming market is highly competitive, with up to 28 casinos within a 200-mile radius of the proposed Gaming Facility (including existing and planned gaming facilities). To be regionally competitive, the proposed Hard Rock Hotel & Casino will leverage its unique selling proposition as the Capital Region's casino entertainment destination resort, conveniently located in a tourism center rich with other attractions.

Applicant views its destination resort casino as complementary to the existing "locals" casino in the market (Saratoga Casino and Raceway) as well as the numerous other entertainment attractions in the Capital Region. The proposed Gaming Facility will differentiate itself by providing an entertainment destination with various offerings all under one roof, including gaming, dining, lounges, a spa, retail, and more. Therefore, Applicant anticipates succeeding in this competitive environment while still limiting the impact on other establishments that cater to more specific customer segments.

Please see our attached marketing plan for more details on how we plan to compete and succeed in the marketplace.

Pursuant to the Hard Rock Letter, the Applicant would be part of the Hard Rock loyalty program. The attached reflects major components of the Hard Rock player loyalty program which may be used by the Applicant's management team at the Gaming Facility.



# Hard Rock Hotel & Casino Marketing Plan









































































































