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— *WHO BENEFITS* —

When planning for change one usually expects a positive outcome. However, how do you plan and do so with an understanding of who really benefits? The harness racing industry needs to change. Many have made that statement. Yet, if harness racing is to change, it must change for the better. And with change, it is essential that everyone associated with the industry benefits in some way. An analysis of WHO BENEFITS is good for the industry and good for developing strategies that will move the industry in its best direction.

If we are to analyze who benefits then we need to identify the players who in some sense could be considered the stakeholders.

Following is an initial list of players and stakeholders who in some sense would receive benefit from moving the harness racing industry in a positive direction:

- A. The Industry, B. Owners and Breeders,**
- C. Trainers, D. Drivers, E. Grooms, F. Fans**
- G. Judges & Officials, H. Track Employees,**
- I. Agricultural Fairs, J. Private Tracks,**
- K. Investors, L. State Government,**
- M. Casinos or Gambling Organizations,**
- N. Harness Racing Families, O. The Standardbred**

Below create a list of ideas (yours and others) that have been proposed to address making the environment of the harness industry more positive that would result in bringing new people to the industry including horsemen and fans. After each statement using the alphabetical codes for each player, place the letters identifying who benefits from the proposed idea. If every player benefits, enter ALL As you review your results, describe how one benefits. If a group doesn't benefit, explain why. This process will help you to identify planning and marketing strategies for future implementation.