



**18<sup>TH</sup> ANNUAL  
CASINO GAMING  
EXECUTIVE SATISFACTION  
SURVEY RESULTS**

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## Introduction

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The 18<sup>th</sup> Annual Executive Satisfaction Survey, sponsored and produced by Bristol Associates, Inc. and Spectrum Gaming Group, is designed to help the gaming industry attract, retain, and motivate its executive talent. The analysis conveys how the attitudes and preferences of casino gaming professionals have changed over the past decade and how they relate to overall market conditions.

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## Methodology

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From August 2018 through October 2018, the 18<sup>th</sup> Annual Casino Gaming Executive Satisfaction Survey received a total of 1,363 online respondents, the highest respondent count to date. The survey was publicized through email, newsletter, and social media to inform and encourage executives to participate.

We caution readers that the survey is not scientific and simply measures the views of those who elect to respond. Changes in the number of respondents from year to year could be among the factors leading to swings in any particular measure.

The survey represents a sampling of casino gaming industry executives from across North America, including 49 executives working internationally. The respondents are diverse in geography, executive responsibilities, years of experience, and other meaningful criteria. It is notable that, of the total amount of respondents in the survey, 168 currently work in the Marketing department, 241 reside in Florida, and 382 work as a Director/Vice President at the property level.

The data we collected is designed to ensure that the individuals who participated have worked in the casino industry and that no one responded to the survey more than once. Additionally, we did not ask questions that could identify respondents by gender, age, or other criteria that could be perceived as potentially discriminatory in hiring.

The authors of this report are Erika Castro and Benjamin Farber of Bristol Associates, Inc. and Jeremy Pollock, Michael Pollock, and Joseph Weinert of Spectrum Gaming Group.

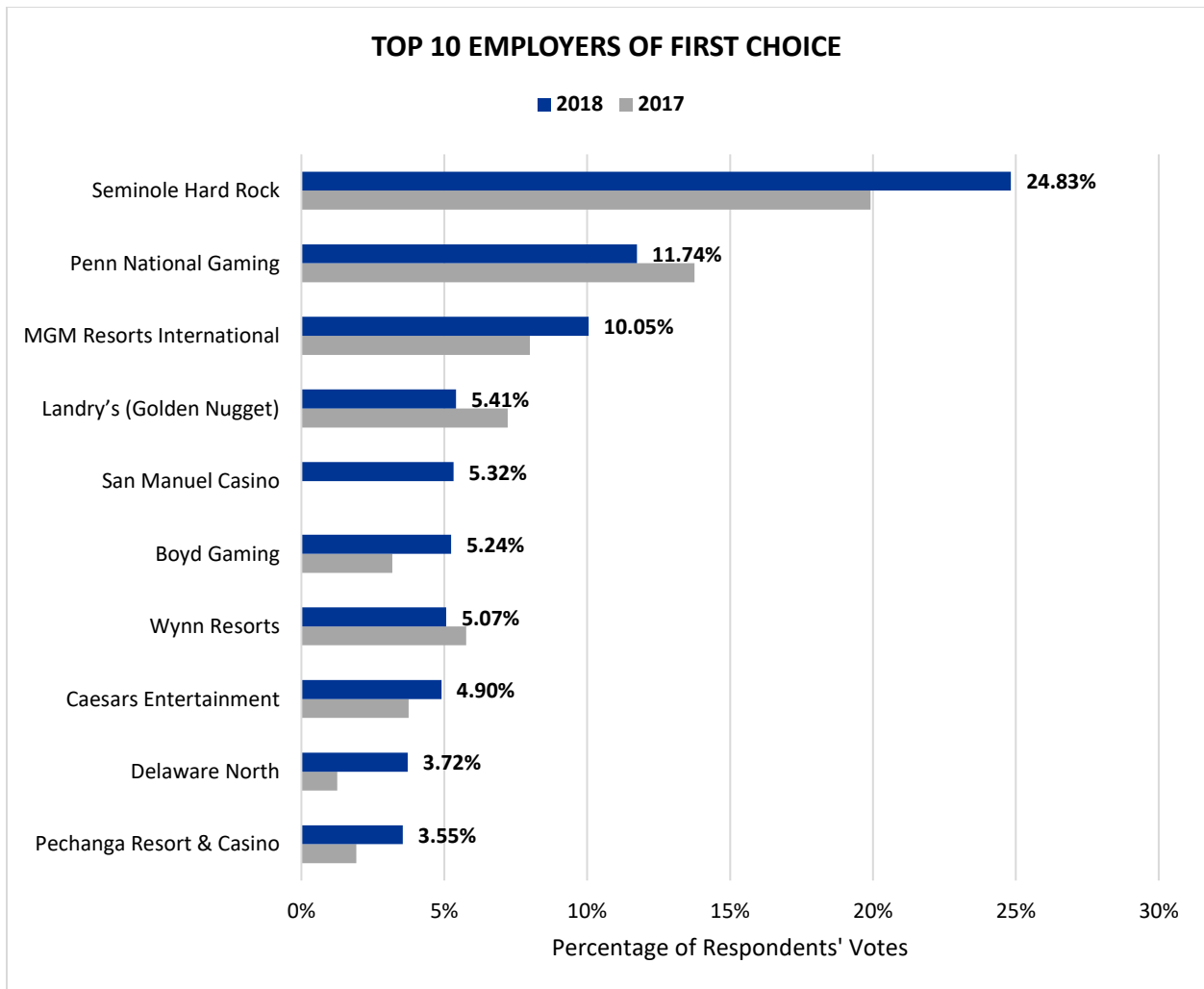
## Top Ten Favored Employers

Out of 34 listed casino corporations and standalone casino properties, casino gaming executives were asked to choose their top three employers of interest.

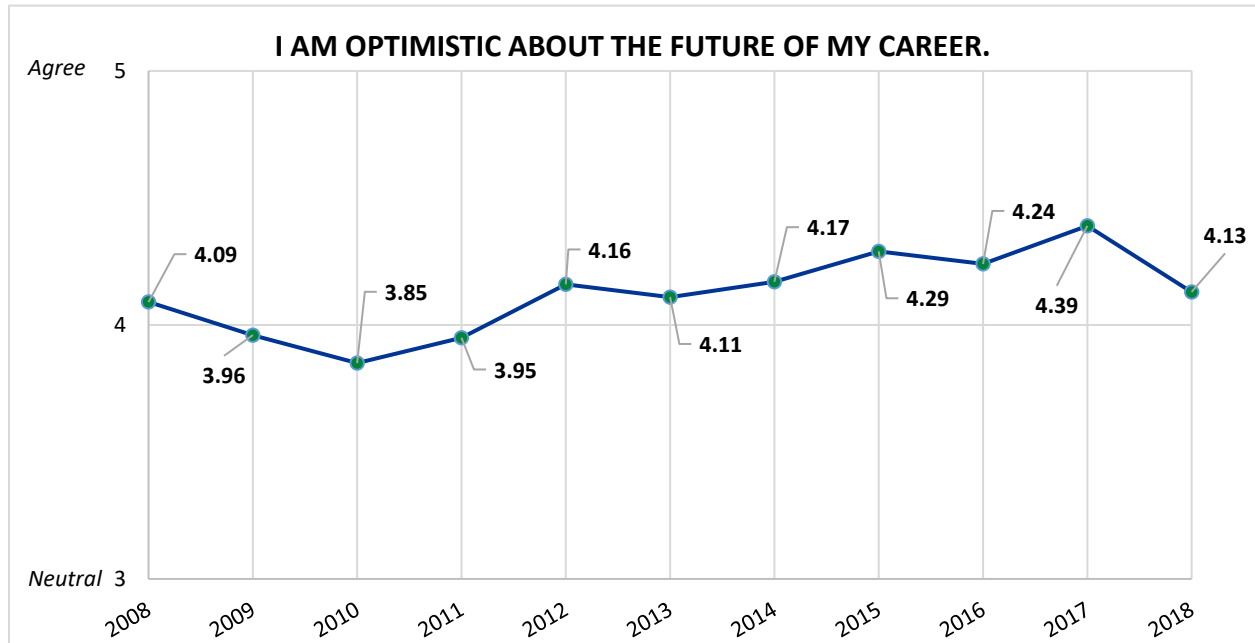
Seminole Hard Rock maintains its 1<sup>st</sup> place standing for the fourth year in a row with 24.83% of the votes.

Penn National Gaming, MGM Resorts International, and Landry's (Golden Nugget) bumped up one ranking this year after Penn National Gaming completed its acquisition of Pinnacle Entertainment. Delaware North and Pechanga Resort & Casino also moved up into the top 10 listing after not placing in 2017.

It is worth noting that San Manuel Casino ranked 5<sup>th</sup> place this year, which is their first year included in the executive survey.



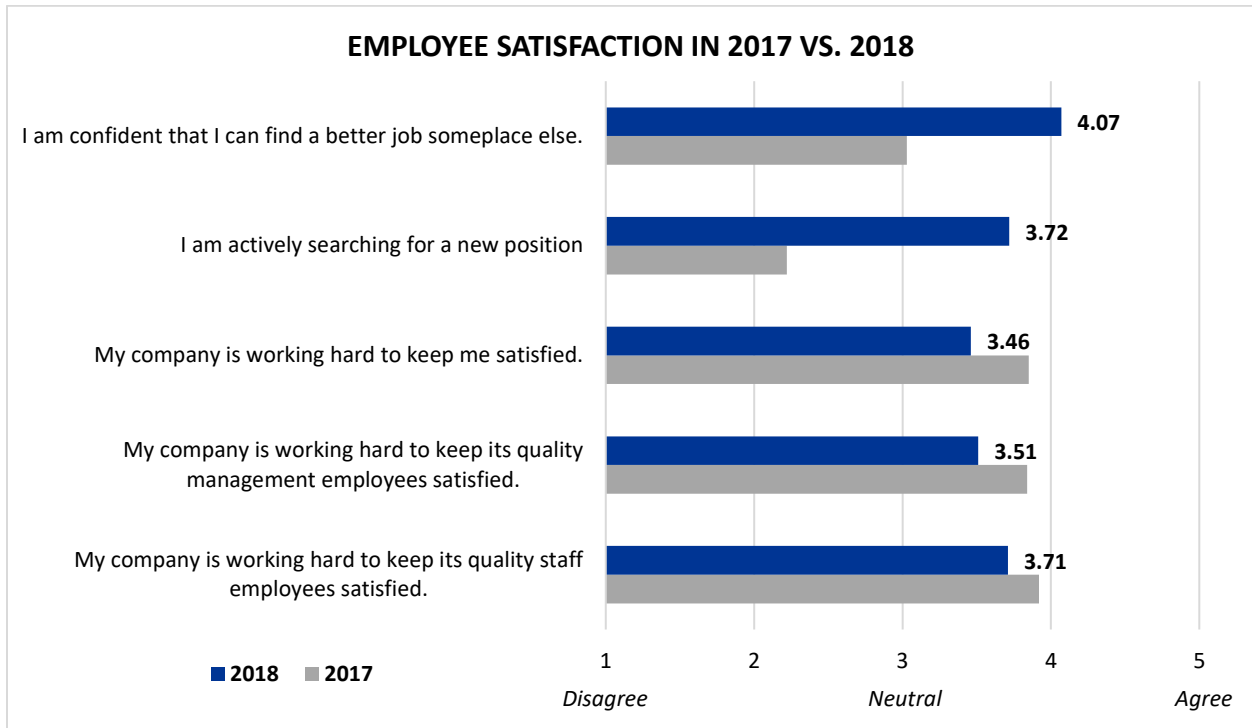
## Optimism and Satisfaction Through the Years



Executives were asked to rate their level of agreement with the statement: I am optimistic about the future of my career. A total of 984 respondents agreed or strongly agreed to the notion that they are optimistic about their professional futures, while 90 respondents disagreed or strongly disagreed with the statement.

This year's optimism results decreased in comparison to recent years with a rating of 4.13, roughly aligning to the optimism back in 2013 with a rating of 4.11.

Optimism and Satisfaction Through the Years (Cont.)



Executives were asked to rate their level of agreement with statements that measure their job search status, their satisfaction with their employer, management team, and staff employees.

Employee satisfaction and retention has apparently decreased over the past year. More executives feel confident in changing jobs, as results show a rating of 4.07 in 2018, up from 3.03 in 2017. There is a comparable increase in executives actively searching for a new position.

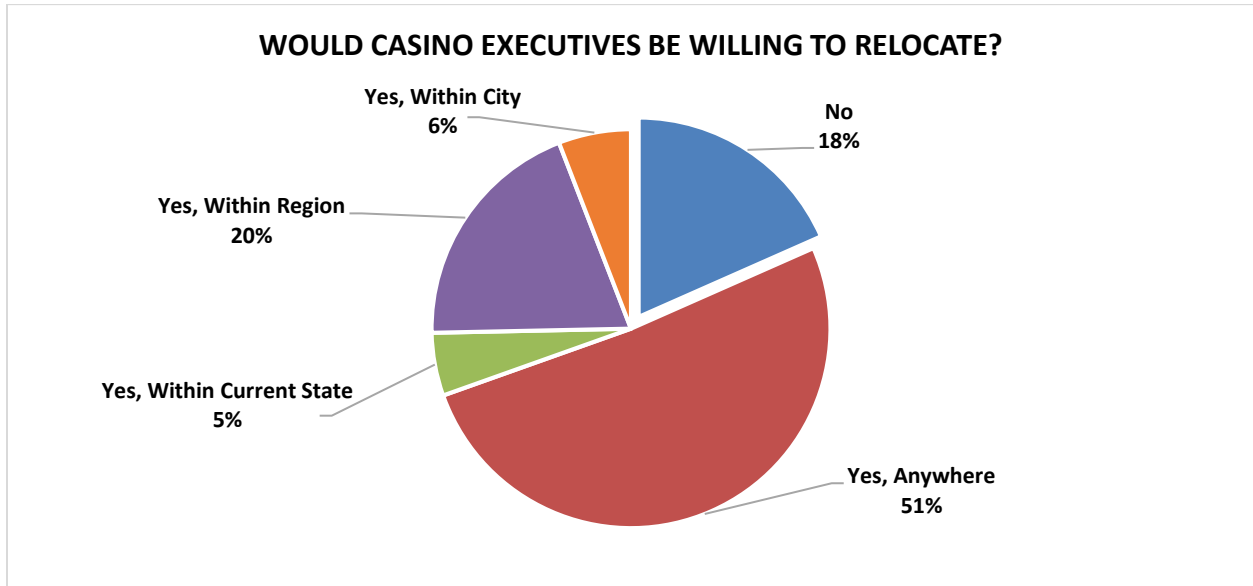
## Ranking of Priorities by Percentages

	Career Opportunity and Growth	Compensation	Corporate Culture	Job Security	Location	Weather and Lifestyle
1 <sup>st</sup> Priority	34%	25%	18%	10%	9%	4%
2 <sup>nd</sup> Priority	15%	36%	18%	14%	11%	4%
3 <sup>rd</sup> Priority	16%	19%	24%	23%	11%	7%
4 <sup>th</sup> Priority	13%	11%	19%	31%	16%	10%
5 <sup>th</sup> Priority	12%	6%	12%	13%	39%	19%
6 <sup>th</sup> Priority	10%	3%	8%	9%	13%	56%

Respondents were asked to rank six factors from highest to lowest priorities when choosing their employer. The six factors provided for executives were: Career Opportunity and Growth; Compensation (i.e. base, bonus, stock, grants, and options); Corporate Culture (i.e. receiving recognition in job, relationship with co-workers and immediate supervisor); Security; Location; and Weather and Lifestyle.

A third of executives selected Career Opportunity and Growth as the most important attributes. The majority chose Compensation as their second priority. Corporate Culture received the highest percentage for 3<sup>rd</sup> priority. More than half of the respondents perceive weather and lifestyle to be their least important priority, out of the factors provided.

## Relocation Preferences



Executives were asked if they would be willing to relocate from their current location. Only 18% responded “No” while more than half of the respondents were willing to relocate anywhere.

Respondents were also asked where they would generally prefer to live. While 668 respondents claim that they currently reside in their preferred location, 200 respondents had no preference to where they lived. The top 3 most preferred states to reside in are Florida (254 respondents), Nevada (184 respondents), and California (162 respondents).



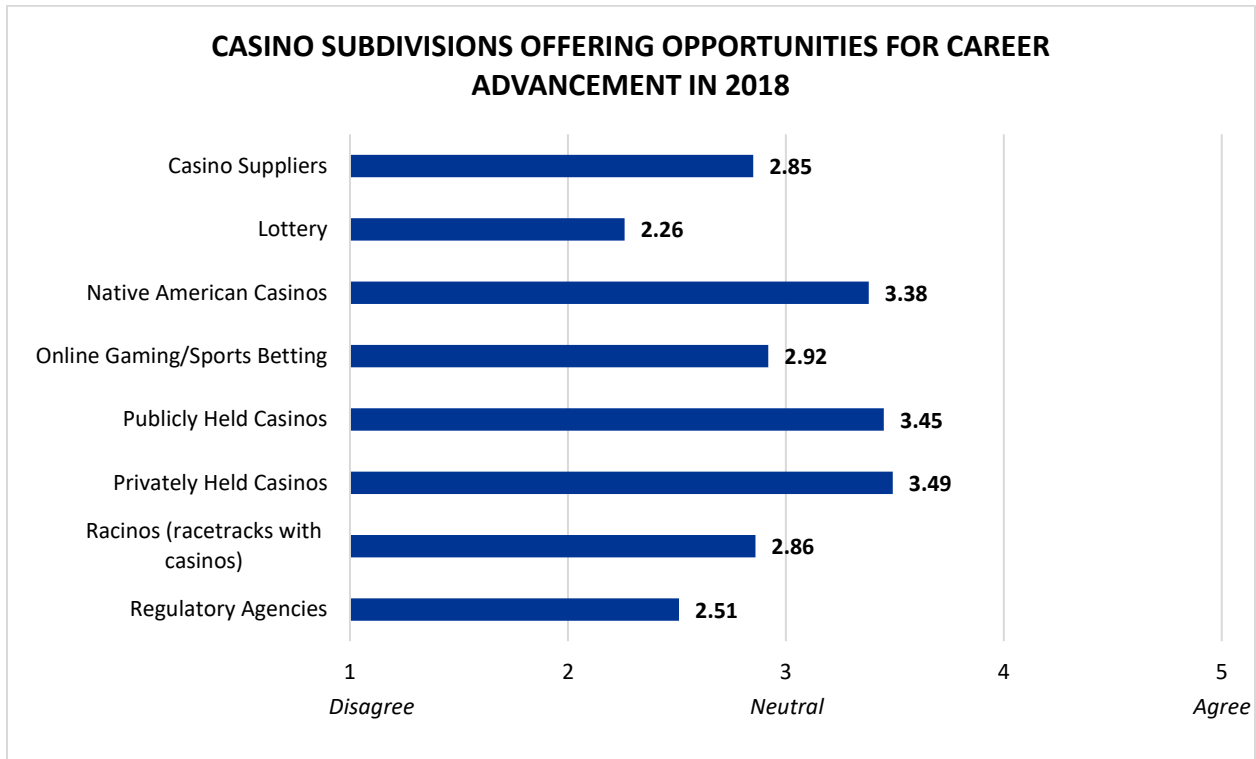
## Opportunities for Career Advancement



Executives continue to perceive Las Vegas as the best place to experience career growth. Despite Atlantic City making a comeback, faith in opportunity in this location has not been completely restored. Overall confidence across the board has decreased since 2008.

Note that the Northeast (Excluding Atlantic City) was yet to be included in the 2008 survey for comparison.

### Opportunities for Career Advancement (Cont.)



This year, respondents were asked to rate their confidence in specific casino subdivisions offering opportunities for career advancement.

Executives feel significantly more assured of opportunities in regular brick and mortar casinos than they do with more recently legalized gaming products. Since Online Gaming/Sports Betting is so new to the industry, many executives are hesitant as to whether this form of gaming will truly be a permanent offering for many years to come.

### Conclusion

Since most respondents have become less optimistic about the current state of their career, they also feel that they can find a better opportunity with a different employer.

As we analyze and compare current survey results to the past findings, we hope to continue to share and provide casino executives with the information needed to assist the maintenance of employee satisfaction in the industry.

## About Bristol Associates, Inc.

Founded in 1967, Bristol Associates, Inc. ([www.bristolassoc.com](http://www.bristolassoc.com)) is an executive search firm that has well-established, successful recruitment practices in casino gaming, hotel, restaurant, travel, healthcare, and food manufacturing. Bristol maintains one of the largest databases of executive talent in the industry.

Typical searches in the casino industry include key corporate and property-level executives within operations, finance and accounting, marketing, human resources, hospitality, information systems and development. Current searches and examples of completed searches can be found at <https://www.bristolassoc.com/jobs/casino-gaming/>.

Bristol is known for offering highly-focused personal service, depth of experience, and professional knowledge of the industries in which they work. The firm has been established with a focus on responsiveness, honesty, integrity, and strict adherence to ethical standards.

The casino executive recruitment efforts are led directly by the Company President, Benjamin Farber.

## About Spectrumetrix and Spectrum Gaming Group

Spectrum Gaming Group is a non-partisan consultancy that specializes in the economics, regulation and policy of legalized gambling worldwide. It has provided independent research and professional services to public- and private-sector clients since 1993. The company brings wide industry perspective to every engagement, having worked in 36 US states and territories and in 47 countries on six continents.

Employing renowned experts in every facet of the gaming industry, Spectrum serves state, tribal and national governments, casino operators, suppliers, regulators, developers, investors, law firms, and other gaming-related professionals in all sectors of the legalized gambling industry.

Through its offices in Atlantic City, Bangkok, Guangzhou, Hong Kong, New York and Tokyo, Spectrum provides with an array of services, including:

- Anti-money-laundering controls
- Drafting of legislation and regulation
- Economic impact reports
- Establishment of investigative procedures
- Evaluation of public policy
- Financial analysis
- Investigations and due diligence (financial and Integrity)
- Internet gambling research and analysis
- Legal support services
- Lottery management, advisory services
- Market analyses
- Professional services for Indian Nations
- Public-policy analysis
- Regulatory services
- Restructurings, distressed properties/acquisition services

Spectrum reports have been used by clients to shape public policy, secure financing, formulate marketing plans, determine scope and size of development, establish gaming regulations, and make licensing decisions, among many other purposes. For more information, visit [www.spectrumgaming.com](http://www.spectrumgaming.com).