



Conversations w/Tino

Guests	Jumada Schwinden
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Tino Magnatta: And welcome to another episode of GT Radio. This is Tino Magnatta. Tonight I have Jumada Schwinden as a guest here, and she is fantastic, and a bubbly character, and she knows her stuff. How are you, Jumada?

Jumada Schwinden: I'm doing well, thank you. Thank you for having me.

Tino Magnatta: Yeah, no problem. Actually we were talking about our dogs, right, before we came on. I was telling you how my dog wakes up my son every morning, and they have a special connection with us, those dogs. You have four of them, right?

Jumada Schwinden: I do. I do. I have four dogs, and yeah, absolutely, part of our family. It's amazing how much they love us and how much we love them.

Tino Magnatta: What are their names?

Jumada Schwinden: We have Jimmy, Lucy, Edgar, and Beatrice.

Tino Magnatta: Wow. And Romeo, which is my dog. So my wife has already looked at a white female cocker spaniel, and she's going to name it Juliet.

Jumada Schwinden: Oh, that's so cute.

Tino Magnatta: And we're going to have a formal wedding ceremony for them. Stay tuned for that. It's my wife's idea.

Jumada Schwinden: Oh, my gosh. I have to see that.

Tino Magnatta: I'm just going to go along with it. Okay, tell me a little bit about where you were born.

Jumada Schwinden: I was born in Washington state, just outside of Burlington, Washington. There's a funny story. I was actually born at home. My parents wanted a home birth, and so somehow my mother convinced my dad that this was a great idea.

Tino Magnatta: Yeah, so you were delivered at home, right? Skagit County, right?

Jumada Schwinden: Yes, I was. Yup, in Skagit County. My mother had a history of long labors. There's six of us and I'm right in the middle, children. She called the doctor and said, "I think I'm in labor," and he said, "Okay, I'll see you in several hours." He misjudged his time and didn't show up until after I was born, so my father actually had to deliver me at home.

Tino Magnatta: Wow. Wow, amazing. You said to me that we weren't rich, but you could always find a home and a warm meal. There was always that that you could count on. They were humble times, but they were special times.

Jumada Schwinden: Oh, absolutely. Absolutely. Yeah, we grew up, like I said there were six of us kids, seven of us children, but we always had more than that at the home. There was always someone who didn't have a safe place to live, or someone who needed to stay at the house for a little while, and mom never turned anyone away. My parents never turned anyone away. My mom always made the food stretch so that everyone was full.

We had enough blankets for everyone.

Tino Magnatta: Like a county.

Jumada Schwinden: Yes, absolutely.

Tino Magnatta: Yeah, extended family. Now you grow up on the res, right?

Jumada Schwinden: No, no. Actually I grew up just off the reservation about 20 miles north of our reservation, but we spent lots of time on the reservation. We didn't have a washing machine, actually, so we would go over to my aunt's and uncle's and spend two or three days over there. My mom would wash all our laundry and visit with everybody. So I spent quite a bit of time on the res.

Tino Magnatta: Yeah. How was it growing up before gaming? Because you remember before gaming too, right?

Jumada Schwinden: Right, right. Before gaming, the tribe was a very humble tribe as well, and did what they could to help tribal members, but definitely didn't have the amount of resources that they have now, that Swinomish has now.

We had a fish plant and the fisherman shared their fish. I remember my mom going down there and the tribe providing fish for the different families. You know, it was a lot different. I think we had one small enterprise, one little store right in the middle of the village, we called it. Right in the middle of our reservation. I believe it was a liquor store.

Tino Magnatta: Right.

Jumada Schwinden: That was it. Didn't generate a whole lot of income.

Tino Magnatta: That was it. Yeah, yeah. You had a small fishery too, right?

Jumada Schwinden: Yes. Mm-hmm (affirmative).

Tino Magnatta: That was the main... A lot of people [crosstalk 00:05:58] for the salmon and the food, right?

Jumada Schwinden: Yup, that's what we had. We had a small fishery. I think the fisheries opened... I mean, we had a fish pond for as long as I can remember, but I think it opened in the mid-'70s. That would kind of help out our tribal fishermen and fisherwomen.

Tino Magnatta: Yeah, that's... especially in Washington, that's the best salmon. You can never get enough of it.

Jumada Schwinden: Oh yeah.

Tino Magnatta: Everybody makes it so many different ways. It's amazing. It's amazing thing.

Jumada Schwinden: Oh yes, I love... Growing up the Pacific Northwest has definitely spoiled with fresh seafood. I remember being on the beach and going out and catching crab and cooking it up right on the beach, and eating crab and salmon.

Tino Magnatta: Spoiled. Oh yeah, the best food, man. No replacement for that. You can't eat anything better than that. That's amazing stuff. Being Italian myself, I'm really into seafood, so I totally know where you're coming from.

You had said that before. You said that if there wasn't enough, the neighbors would cook, and you guys made it stretch, right?

Jumada Schwinden: Yeah.

Tino Magnatta: It was one tight-knit community.

Jumada Schwinden: Yeah. You know, and I feel like we're blessed still to this day with that mentality at our reservation. It seemed in times of need, people pull together and provide whatever's needed for whichever family is needy at the time.

Tino Magnatta: Yeah, they would have each other.

Jumada Schwinden: Mm-hmm (affirmative).

Tino Magnatta: Yup.

Jumada Schwinden: That's something that we still do... Go ahead.

Tino Magnatta: You went to school in Burlington, right?

Jumada Schwinden: Correct.

Tino Magnatta: And tell us a little bit about that experience.

Jumada Schwinden: I went to a school in Burlington. Like I said before, I had several brothers and sisters, and they had gone to the same school before me, so they had kind of-

Tino Magnatta: It was easy for you. Yeah.

Jumada Schwinden: Yeah, they made it a little bit easier for me. They paved the way.

Tino Magnatta: Cool.

Jumada Schwinden: It wasn't without its challenges.

Tino Magnatta: Yeah, you were saying it wasn't as acceptable back then to be Native. There was more racism.

Jumada Schwinden: I think people were more open with their racism.

Tino Magnatta: Yeah, yeah, exactly.

Jumada Schwinden: People didn't think it was offensive to call my dad Indian George.

Tino Magnatta: Yup, until social media came along, where anything you did wrong... exactly. No, no of course, I totally understand. It was more difficult. There's no question about it.

Also being a woman, and being Native, right, that even had more challenges.

Jumada Schwinden: Yeah. I think, well you see it all over. I mean, just being a woman presents itself with challenges in itself, and especially if you are wanting to grow up and go into a profession where there's not a lot of women.

Tino Magnatta: Let alone Native women.

Jumada Schwinden: Correct. Correct.

Tino Magnatta: Yeah, you do the double whammy.

Jumada Schwinden: Right. But you know, like I told you before, that which doesn't break you makes you stronger.

Tino Magnatta: Yeah, that's true. That's true. Now, your brothers fished, right, and there was some battles going on there that was pretty terrifying at the time. We always talked about... We just spoke about the fish and how good it was, but you know, there was some bad stuff going on, right?

Jumada Schwinden: Yeah, you know, I was like I said I was born in the middle, but there was a little gap, so I was pretty young. I remember them, they did fish, and I remember there was always the battle between non-Native and Native fishermen. You know, yeah, it could be a scary time. They weren't willing to help each other out. If something was wrong... I don't know the ins and outs, because like I said I

was younger, but I remember my mom being extremely worried about my brothers on the boat.

Tino Magnatta: Yeah, so-

Jumada Schwinden: Yeah, two of my brothers... Oh, go ahead.

Tino Magnatta: No, no go ahead. Two of my brothers...

Jumada Schwinden: Two of my brothers still fish. Or they have started fishing again after several years of not fishing.

Tino Magnatta: Wow.

Jumada Schwinden: It's a lot less stressful, I think, now than it was before. There's still some times where I'm worried, but I don't worry like my mom worried.

Tino Magnatta: Yeah, your mom worried more, didn't she? She was always...

Jumada Schwinden: Yeah, she was always worried. You know, and I think it was also... Fishing is definitely not what it used to be. There used to be a lot more fish, and a lot more profitable. With that comes people wanting more of what they perceive is their share.

Tino Magnatta: Mm-hmm (affirmative), right. Yeah, of course. Greed gets into it, right?

Jumada Schwinden: Yeah.

Tino Magnatta: That's what's really the motivator.

Jumada Schwinden: That's when it gets scary, right?

Tino Magnatta: Yeah. How did those hurdles shape you as a person? And how do you think you endured it?

Jumada Schwinden: You know, like you said in the beginning of our conversation, we had such a strong family and strong community, that I felt like I was protected from that, from those things. I think I just learned to be strong, and stand up for what I believe in, and to face things head on.

But I always had the support of my family behind me, and my siblings. It's always nice when you have older siblings to protect you.

Tino Magnatta: Yeah. Yeah. There always is. That doesn't hurt. You said to me that you pick and choose your battles. I've learned when it's not worth my energy. Yeah.

Jumada Schwinden: Yeah, so I think I learned tolerance and acceptance, right. There's times where that somebody has a belief, and however misguided that belief may be, there's times where you know you can change their perspective, or help them see something from your perspective.

There's times that you know that they think they're so right, and their hate or misguidance runs so deep that there's no way to change it. For those people you pray for them and move on, but you can't carry their negative energy with you.

Tino Magnatta: Yeah. You got to let it go.

Jumada Schwinden: Yeah. So I think I told you this story of that guy who was a potential vendor for us, and he wanted to know if I was a little Indian girl, I think is how he put it.

Tino Magnatta: Wow.

Jumada Schwinden: He said it was okay because he married himself a little Indian girl, and he had little Indian babies. It was just like [crosstalk 00:15:45]-

Tino Magnatta: That's pretty bad.

Jumada Schwinden: Yeah.

Tino Magnatta: That's pretty bad.

Jumada Schwinden: And he saw absolutely nothing wrong with how he was referring... This, by the way, this was three, maybe four years ago.

Tino Magnatta: Yeah, that's not that long ago.

Jumada Schwinden: It was not that long ago.

Tino Magnatta: It was not that long ago, no. Now, you also get that whenever you're introduced as working for the tribe at the level you're at. People are always like probably thinking in their heads, well she just got her position because she's a tribal member, but they don't know your background.

Jumada Schwinden: They don't know my background and oftentimes they don't keep it in their heads. They will come right out and say it. They will vocalize it, and again, don't think that they don't think that that's offensive at all. You know, they're like, "Oh, so that's how you got where you're at." You know, and they don't think that that is offensive or a negative thing to say.

They just assume, well hey, the only reason she's in her position and because she's part of the tribe, which isn't true by the way.

Tino Magnatta: That's true. That's true. You're right.

Jumada Schwinden: You know, so there's a lot of... Some folks have some preconceived notions about how tribal enterprises are run. They believe it wholeheartedly. It's sad, but true. Sometimes I will simply walk away and let them believe that, just because like I said, I pick and choose my battles. Other times I'll sit down and explain to them that that's not how my tribe works.

Most of the people that I know that hold, that are tribal members of their tribe that run different enterprises, are very intelligent, and have worked really hard to get where they're at, including me.

Tino Magnatta: You said, "If a woman has position of power authority, men have an opinion on how they got there."

Jumada Schwinden: Yes. Yes.

Tino Magnatta: That's interesting. I've never heard that before. Can you elaborate a little bit on that?

Jumada Schwinden: Well, you know, my opinions I don't necessarily come by just because that's what just pops in my head. I've actually been told by people, you know, maybe at different conferences, definitely not people within our organization here-

Tino Magnatta: Of course not, yeah.

Jumada Schwinden: But at different conferences I've been to or whatnot, people will say just that, "Oh, well you're here..." Some people are very blatant with their comments on exactly how you got there or what favors you provided to be promoted. It blows me away that, again, people think it's okay to say these things to another person, but they do.

Tino Magnatta: Yeah, it's not good at all.

Jumada Schwinden: No, but there's also lots of wonderful people. Oftentimes it'll be somebody else that will step in and say something, "Hey, that's not right what you're saying. How can you have that opinion? You don't even know this person."

Tino Magnatta: You were raised by very strong women.

Jumada Schwinden: Yes.

Tino Magnatta: I think it was your mom said to you, "You always have a choice in how you react."

Jumada Schwinden: Yes. Yeah, you can choose to... Yes, my mom was very strong. My dad passed when I was very young, and she continued to raise us, and did it all on her own, and set a shining example of however cliché it may be, but when life gives you lemons you make lemonade, right? My mom lost the love of her life when she

was in her mid-40s and continued to raise us children, and did it all on her own. Did it all on her own.

She gave me a great example of determination and strength. Yeah, how you react to something, just like what we were talking about when I pick and choose my battles. I could choose to be very offended, I can choose to react in a very aggressive manner, and by doing that, that takes so much of my energy and focuses it in a negative way. Or I could choose to try to explain to this person that that's offensive, and change their opinion, and if I can't do that, then I'm going to make the choice to walk away, and just learn from that.

Tino Magnatta: Yeah.

Jumada Schwinden: I don't want to judge somebody else.

Tino Magnatta: What's your advice to women coming up, especially Native women coming up through the ranks and any Native business or any commercial business?

Jumada Schwinden: First off, know who you are. Be confident in yourself. You know, I think confidence is half the battle. My daughter will tell you, my oldest, she says it all the time. She's like, "Fake it until you make it." Whether you're walking into your first class at university, and you're nervous and scared, or you're walking into your first presentation to an executive committee, walk in there with confidence and know what you're talking about.

I think in order to do that, you have to really know who you are. Like I said, be confident in who you are, and know the direction you want to go. Find something you enjoy, I think, and then education. I'm a huge proponent of education. You have to get your education, but you have to couple your education with real world and practical experience.

Tino Magnatta: Yeah, you need the hands-on experience to make it worthwhile. No question about that.

Jumada Schwinden: And respect. Respect those around you.

Tino Magnatta: One of the other things you said is, "Don't judge yourself on others' standards. Set your own goals."

Jumada Schwinden: Yeah. Set your goals and you'll know when you've achieved those goals. Don't let somebody else set the goals for you, because then you're going to have to go back to them and say, "Hey, did I accomplish what I was supposed to accomplish?" If you set your goals and set your standards, and follow your heart, you're going to know when you've accomplished that and what you want to do next.

Tino Magnatta: Amazing stuff.

Jumada Schwinden: I think the other thing that's really important is you follow your dreams. You find something you're passionate about and that you love doing, and that's what you do. I have three daughters, and they're all so different. I don't... not one of them, you know, I've always said, "You have to go to school. You have to finish your education. You have to go to university, but you need to choose for what. You need to choose what direction you want to go."

Honestly, university may not be for everybody, but there's other ways of getting your education. There's other options to educate yourself and to get to where you need to be, but you need to know where you're going in order to get there.

Tino Magnatta: Tell us a little bit about your educational history, where you went to school.

Jumada Schwinden: Yeah, so I went to school in Burlington. Graduated high school. I went to our local community college here. From there I received my AA, but in the meantime I got pregnant with my first daughter, and I had her in real life that parenting is really, really hard. I went home to my mom for a visit, and then just kind of moved in. It was like, "I can't do this on my own." I need my mommy. You know, she let me stay there for like six months, and then said that I had to get a job because she wasn't going to buy diapers for me anymore.

So I came, that time the casino had been open... We'd had the bingo hall for about 10 years, but our casino had only been open for a few months, maybe six, eight months, so there was blackjack class going on. I came in and I took the blackjack class, and I started dealing here at the casino. That was before slot machines, so it was just all table games.

So, we had table games and a bingo hall. Then Gadget's, our first Gadget's Tribe was opening a casino with Harris, so they had the Harris management team come in. So you know, the shiny new coin down the street, so I went and applied there. I got a job there. Was a dealer there for a while. Then got pregnant with my son. It was just really hard working nights. My first two children are only 16 months apart, so basically working and had two infants.

Tino Magnatta: Wow.

Jumada Schwinden: Yeah.

Tino Magnatta: Amazing.

Jumada Schwinden: It was tough but I loved it. I love my children. There's nothing I would change.

Tino Magnatta: You love your children, yeah. I mean, I'm sure your children have changed your life.

Jumada Schwinden: Oh, absolutely.

Tino Magnatta: Yeah. You were just talking...

Jumada Schwinden: So I came back to Swinomish, and I started in food and beverage just because the hours were a little bit better for me. Then I had my third child. I was in food and beverage for about 10 years, but food and beverage is really, really hard work. I decided that that's not... I'll work hard, but nine, 10 hour shifts on your feet, I knew that wasn't going to be the goal for me forever. I realized that I needed my bachelor's degree.

I went back to school. Was working full time. Had three babies. Worked really hard to finish my bachelor's degree.

Tino Magnatta: And it's all about work ethic, right? You got that from your mom.

Jumada Schwinden: Yes. Yeah. Absolutely. You have to think that's one of the most important things. You have to have work ethic. Before I even entered into any sort of supervisor or managerial position, you had to prove that you had work ethic, you were going to be here when you said you were going to be here. You were going to work when you were here. You were going to show up prepared.

Yeah, thanks to my mom always setting that example and working hard, that's all I knew. That's all I knew how to do. Once I had my bachelor's degree, we had a manager that was leaving from here, and so on the last day right before they closed the position, I applied for the job.

Tino Magnatta: I was right.

Jumada Schwinden: What's that?

Tino Magnatta: What happened was I think the people that interviewed you said you were by far the best person they interviewed, right?

Jumada Schwinden: They said that I had a really good interview, but there was another lady who had interviewed who had experience, and so I said that practical experience, the real world experience along with your degree is so important, but I was also a tribal member. That tipped the scales in my favor.

I was qualified for the job. I had a good work history. So they offered me the position, but they said, "We're going to offer you the position because that you're qualified for it, and you had a really good interview, and you're a tribal member, but don't make us regret this decision. Don't make us regret not hiring the other lady."

And I think-

Tino Magnatta: Why, were you kind of-

Yeah, and they never did, right? Obviously they never did.

Jumada Schwinden: No, they never did. And actually, that's where I chose. How do I take that as they don't have very much confidence in me, or do I take that as a motivator? I took it as a motivator. I'm not going to make you regret this decision. I'm going to prove to you that you made the right decision in choosing me.

Tino Magnatta: It turned out that way-

Jumada Schwinden: Yeah. You know, that was my very first management job here. I've been a supervisor for several years. I was our Player's Club or guest service manager, and from there I went into player development, and oversaw our host team for a while. Now I run our marketing team, or lead. I lead our marketing team. I have a spectacular marketing team here.

Tino Magnatta: Yeah, you really do. Great job by the way.

Jumada Schwinden: Thanks. They do all the hard work.

Tino Magnatta: I don't doubt that. You know that's not true though. Okay, you and I were talking a little bit about that, because it's a tough business. We have no hours. Weekend, holidays, right?

Jumada Schwinden: Oh yeah, you're on call 24/7.

Tino Magnatta: Yeah.

Jumada Schwinden: Pretty much regardless of what you have going on, if something happens here and you're needed, then you got to answer that phone.

Tino Magnatta: Yup. The business is like that. There's no question about it. The business is like that. It's a 24/7 business. It never sleeps, right?

Jumada Schwinden: It never sleeps.

Tino Magnatta: It never sleeps. Tell us a little bit about your views... Go ahead.

Jumada Schwinden: I was just going to say, I think there's something a little bit special and a little bit crazy about anyone who stays in gaming for many years.

Tino Magnatta: Oh, there's no question about that. I think that the group of people that are in gaming are very unique to this world.

Jumada Schwinden: Yes.

Tino Magnatta: No question about that. One thing for sure, you know they partied a little bit. Just a little.

Jumada Schwinden: Yeah.

Tino Magnatta: Nature of the business. Nature of the business.

Jumada Schwinden: Yes, definitely.

Tino Magnatta: Dolly and I started in Vegas back in the mid to late '90s, so it's pretty... back then it was just Vegas and Reno and Atlantic City. I think Bataglia had just opened. A couple of places that just opened, but there really wasn't that much around. So it's come a long way.

Jumada Schwinden: Yeah, you're still that stage of still loving it.

Tino Magnatta: It's still meant, 24 years later. I love every minute of it. It's a great business. It's just a great business to be in.

Jumada Schwinden: Yup, it is.

Tino Magnatta: Tell us your views on where you think the casino business is going.

Jumada Schwinden: For the future, you know, with the casino business, I think it's going to be really important to diversify what we offer. Everything from... I mean, you've seen just in the last five to 10 years, really in the last five years, the change in the slot machines, how the slot machines play, how they've tried to freshen up table games with side bets and progressive dot slots, and all of that stuff.

When you can play a game on your cell phone, a slot machine on your cell phone, granted it's not for money, and be entertained and have all this crazy stuff happen, the same thing has to happen on property. The slot machines have gotten bigger. They're 3D. I mean, you've got 3D slot machines where you're sitting there playing a slot machine, and a dragon jumps out of the screen on you. You've got to keep that entertainment factor up.

As the average age stays the same, the average consumer changes quite a bit. You have to stay with what's fresh, and what's going on, and always do that, but also diversify. I mean, you see casinos are putting in bowling alleys and movie theaters and high-end restaurants and fast food restaurants just to try to stay relevant in this space.

Tino Magnatta: Yeah. Yeah, it's become much, much different than it was. No question about it. It's not all about gaming anymore either. Right?

Jumada Schwinden: Yeah, right.

Tino Magnatta: Do you think that the Washington market is different than other markets?

Jumada Schwinden: Yes. The Washington market is unique unto itself. The Washington Regulatory is unique unto itself, so a lot of stuff that happens in other markets cannot happen here. The other thing is, I mean, I think we talked about this, I have five casinos within a 65-mile radius. Within an hour drive of me, you have five different options to go to.

We all have slot machines. We all have table games. We all have a place to eat. The majority of us have a hotel now. You have to find something else that's going to differentiate you from your competition. We take a lot of pride in the customer service. We spend a lot of time on customer service ensuring that our customers are taken care of.

Tino Magnatta: Yeah, that's a big part of it. That's a big part of it.

Jumada Schwinden: Yeah.

Tino Magnatta: Do you feel the environment's more competitive than it ever was?

Jumada Schwinden: Yes. Yeah. Swinomish was here before... Gadget built just a year or two after Swinomish was here, and then Angels and then Tulalip was here, but it wasn't... Tulalip's a little bit different offering than we have, but yeah, Silver Reef is opened since we've been built, the new Silver Reef anyway.

Yeah, we're all fighting for share of wallet.

Tino Magnatta: Yeah, it's-

Jumada Schwinden: Washington is also different.

Tino Magnatta: I'm sorry?

Jumada Schwinden: Oh, I was going to say Washington is also different because we're all friendly. You know, we all talk to each other. We try to problem solve. Nobody gets together and gives away the secret sauce, but we'll all come to the table and try to help each other out.

Tino Magnatta: That's cool. Yeah, I've heard that from several people in Washington. Why is that?

Jumada Schwinden: Because we're nice.

Tino Magnatta: I love that answer. You crack me up. Oh, you crack me up. What is your advice for the younger generation coming into the business, especially the younger Native generation.

Jumada Schwinden: You know, stay in school. Stay in school. Stay in school. Stay in school. It's so competitive going into the job market. I think education is so important, but

also, I touched on it earlier, respect. All of those things that go along with the soft skills, knowing how to make eye contact, shake somebody's hand, say, "Nice to meet you."

That, what is it called, a service heart? No matter what level you're at from our valet team to our general manager, if they're on the casino floor, you say hello to somebody when you're walking by. If somebody drops something, help them pick it up. I think you can... Technical skills can be learned, but the soft skills can't, so if you have an education and you are respectful and you know how to interact with somebody, I think that's really important, and things to hold onto.

We spend so much time engaged electronically. You send a text message. You call somebody. You IM them. You Snapchat them. You... Know how to talk to somebody in person.

Tino Magnatta: Yes, less and less now, unfortunately.

Jumada Schwinden: I know. Which I can be guilty of.

Tino Magnatta: Yeah, that stuff that you're saying is right off. Your character is your destiny. I mean, if you know how to interact with people and make them feel good, that's a great talent to have, right?

Jumada Schwinden: Right. And just be genuine. Being genuine is so important.

Tino Magnatta: Yes, it's the key to everything. Do you see any red flags in the next five to 10 years in terms of gaming?

Jumada Schwinden: Yes. Yeah. I think that's why it's important to diversify. You know, how everything is becoming so social, and gaming can be so private. When I go out and game, it's my escape. I just want to sit here. I just want to unwind at this machine. I just want to play, be entertained a little bit. That's not how things are moving.

The next generation of gamers that are coming up like to be social. They like to compete against each other or share what's going on. The next generation of gamer has had Facebook their entire life. I saw a meme, and it's so true because I do it all the time too, but it's like when I was five I skinned my knee. There wasn't Facebook back then, so I thought I'd share now. We like to share everything now.

Sitting at a slot machine... and it's changing. Remember when you were in a casino and if you pulled out your cell phone, security was on you right away because you can't take pictures in a casino, and you can't have your phone out. That's changing. Now you see marketing departments encouraging, "Take your picture here and share it #win," you know?

Tino Magnatta: Yeah. Yeah, it's a lot different.

Jumada Schwinden: It's a lot different. I think as long as you stay current with what's going on, and always pushing that envelope, what's the next best thing? Then it will be okay. I don't think gaming itself will go away. May become less dominant, but people still like the chance of winning.

Tino Magnatta: Yeah. Should we take some calls?

Jumada Schwinden: Sure. Depends on what they ask. No, I'm just kidding.

Tino Magnatta: I'm sure they'll be great questions. Hello, Tino Magnatta, do you have a question for Jumada?

Ross: Hello?

Tino Magnatta: Hello, this is Tino Magnatta. Do you have a question for Jumada? We can hear you, yes.

Ross: Hey, yes, this is Ross with MarketSmart. How's it going, guys?

Tino Magnatta: Good, good. How's it going with you?

Ross: I'm doing well. I'm sitting up here looking at beautiful Big Fork Lake up here in Montana. Just hiked Glacier National Park today. It was awesome.

Tino Magnatta: Wow.

Jumada Schwinden: Oh, run.

Tino Magnatta: Congratulations.

Ross: Yeah, thank you. Thank you. So, how's the ankle?

Jumada Schwinden: It's healing. I've been a good patient and trying to stay off of it, but I did get a little run in the other day.

Ross: Well, I hope that [crosstalk 00:46:02] actually.

Tino Magnatta: It's good that you're feeling better.

Ross: Yeah. So, hey, I just had a quick question. You know, we've been working together for a couple years now, Jumada, and your team's awesome. I know that they all really love you and respect you. I'm just kind of wondering where did you get your management style? How would you describe your management style? Did it kind of form organically or were you mentored into this type of respectful management style that you so carry?

Jumada Schwinden: Oh, thank you for the compliments. I think a little bit of both. When I was... Early on in my career, I had a manager and we were getting another manager. The reputation of that said manager was not as friendly, and so we were all a bit nervous. She told me, "You can always learn something. You can learn how you want to manage, or you can learn maybe how you don't want to manage, but there's always a lesson in everything that you go through."

So I took that to heart. I really, I look at managers that are respect, and that I respect, and I said, "Okay, that's a characteristic... that's how I want to manage." A lot of it is just mutual respect. I respect my team. I really, truly do. I think genuine was the word that I used earlier, but I really respect my team. They work really hard for me. I like to think of myself as more of a leader. I'm down there working with them. I work alongside them.

This is the other thing I always think, if I won't do it, then I don't want to ask my team to have to do it.

Ross: That's a good motto.

Jumada Schwinden: Yeah. But you know, I was raised always to respect people, and respect is something that's earned. People will do a lot more for you if they respect you, but if they fear you, maybe you'll do something, they'll do exactly what you ask, but that's all you're going to get.

Ross: Right. Cool.

Tino Magnatta: Great stuff.

Ross: Well, thank you so much.

Tino Magnatta: Thank you so much for calling in, man. Really appreciate it.

Jumada Schwinden: Enjoy your hike.

Ross: Yeah, you guys take care.

Tino Magnatta: Okay, take care. Good bye.

Ross: Bye bye.

Tino Magnatta: This is Tino Magnatta. Do you have a question for Jumada?

Nick: Good evening, Jumada. Evening, Tino. This is Nick Mossinger. How are you guys?

Tino Magnatta: Good evening.

Nick: Great, great, evening. I'll tell you, food and beverage on your feet nine hours, 10 hours a day is definitely a young person's job. No doubt.

Jumada Schwinden: Yeah.

Nick: It was good hearing your experience there with table games and food and beverage. Could you describe how those two departments and those experiences helped you in your current role?

Jumada Schwinden: Absolutely. I think being in table games and understanding the table games, and the table game player, is very helpful because then it helps me make decisions when I'm deciding how to market to those folks, what they're going to be interested and what's important to a table games player is way different than what's important to a slot player.

You know, standing behind that table for a few years, dealing to those people and learning their little idiosyncrasies in what's important to a true table games player has been tremendous to what I'm doing currently.

Then food and beverage, you know, food and beverage touches all aspects of the property. So, then I was able to learn the slot players because I spent time on casino floor with them. They would talk with me, and again, learning what's important and what's not important to a slot player, and then just, I think food and beverage teaches you respect for the folks that are working food and beverage.

A lot of people don't realize how hard it is to be in food and beverage. If a gamer loses at the blackjack table, or loses at the slot machine, that's the chance they're taking when they walk into a property and decide to place their bets, so what are they going to complain about? They're going to complain that that soda took too long. That beer cost too much. Their coffee's not hot enough. So, food and beverage taught me patience.

Tino Magnatta: Yeah, you need a lot of patience for that.

Nick: Well, thank you.

Tino Magnatta: Great, thanks so much. Hello, this is Tino Magnatta. Do you have a question for Jumada?

Randy: Good evening.

Tino Magnatta: Good evening.

Randy: How are you two of you doing this wonderful evening?

Tino Magnatta: Very good.

Jumada Schwinden: I'm doing great.

Randy: How are you doing? I heard you back there, but then Tino talked.

Jumada Schwinden: I'm doing great.

Randy: Well, I have to say a couple quick things. I have one thing to say and then a question. Number one, I love your energy and your passion, and I have the deepest respect and appreciation for your heart.

Jumada Schwinden: Thank you.

Randy: I'm not hearing somebody that just looks at the world and says it's easy to keep rolling. I get from your voice... I mean, I'm in Wisconsin and I'm thinking of getting in my car and driving to Washington, because you're nice.

Jumada Schwinden: Oh, thank you.

Randy: Yeah. And you didn't even have to tell me that. I figured that out in a minute. In your experience now, this is the biggest thing that I question, and I'm not in the gaming business. I'm in the entertainment business, but not gaming. To me, watching gaming changes, factored and bullet train in Japan, in coming up with marketing programs, how often do you modify marketing concepts, and on your team, do you have somebody that just follows, "This appears to be working really well. This doesn't seem to be."

Jumada Schwinden: On my team, I do have a couple people that follow what's going on, but you know, we as a group take things and discuss it. On my team, I have folk across the board with different experiences, different perspectives, and I listen to all of them.

You know, I want to know what your perspective is, because you're right, things change so quickly. I think what keeps us successful is that my team is awesome. My team is just absolutely amazing, and we've created an environment where we throw things out there that I'm just like, "Where in the heck did this come up with?" And then a light bulb goes off and I'm like, "Holy cow, this is going to work. Let's do this."

Randy: Sure.

Jumada Schwinden: Sometimes I'm in my GM's office and I'm like, "Hey, this is what we want to do," and he just looks at me. But a couple... Their enthusiasm and their ideas, with my experience, and we're able to yes, absolutely take something off the wall and change it and tweak it just slightly so it's going to work in a gaming environment.

Randy: That makes total sense, and with your energy that you have, bringing a team of people, I'm sure you inspire them to get up and play it 100%, put all their energy into it.

It's interesting because I'm also a believer in that we need to get up every morning, look in the mirror, and listen to Michael Jackson's song Man in the Mirror, or Woman in the Mirror, and understand that the team, you have to inspire them in a way that they can relate to and understand, and then they will do good things that you appear to be having happen.

It's just great.

Jumada Schwinden: Thank you.

Tino Magnatta: Yeah.

Jumada Schwinden: I love that song. There has been a few mornings where I have looked in the mirror and the lyrics in that song have gone through my head for sure, so I'm actually smiling pretty big right now when you said that.

Tino Magnatta: Aw, that's so cool. Thank you so much, Randy.

Randy: Then I normally tell my staffer to keep people around me, that just remember when we walk into the office, then Janet Jackson is singing What Have You Done For Me Lately?

Tino Magnatta: That's a good one.

Randy: I mean, I can deliver a good and platinum for a musical act, and then the day after we've done the pictures with the platinum record, they're all standing in the room going, "So, what are you doing now? What do you do now?"

So, congratulations. It's been a real treat to listen to you. Your passion is contagious. Your smile just radiates over this thing. Tino, why don't you just get off the air and let her and I have the show for a while?

Tino Magnatta: Well, we're almost out of time. We've got two more callers, otherwise I would. So we've got to squeeze them in there if we can.

Randy: I'm going to ask you one quick question, Tino. Is that you playing drums on your opening drum thing? You should take the credit for that. It's really cool.

Tino Magnatta: No, no. I didn't do that. It's just a piece of canned music, but I wish I had. It is pretty cool. That's why I use it. Nondescript music. Da da dun, da da dun, do do do do ditty. Yeah, it's like a little funky. All right, Randy, thanks for calling in and supporting the show. Really appreciate you, buddy. We'll talk soon.

Randy: Thank you.

Tino Magnatta: Thanks. Bye bye.

Hello, this is Tino Magnatta. Do you have a question... I have a question. I had a question. Do you have a question for Jumada?

JB: Hey, Tino, this is JB calling in from New York City.

Tino Magnatta: Hey, JB. How are you?

JB: I'm doing well. One place we're never accused of being too nice.

Tino Magnatta: That's true. That's true. You're right.

JB: Yeah, so and listen, lots of great life advice on this show. I'm a long-time listener of the show. Yeah, definitely a change up on this episode. To that end, Jumada, I have one of these kind of interviewee-style questions, but when there's an expert like you on, it's one of the things you want to know most, which is of all the things that you've tried, campaigns, marketing initiatives, different things that you've tried, what's one that you were pretty sure and confident was going to work, it didn't, and what did you learn from it?

Jumada Schwinden: Oh, that's a good question. This is my go-to because this did not work how we wanted it to work. We did a Pepsi giveaway, so every time something happened, there was a trigger, right? We set triggers for slot machines, for Keno, for table games, for bingo, when this happened you got a 6-pack of Pepsi. The important part this promotion, because we wanted to create excitement on the casino floor, and everybody's winning type atmosphere, we wanted to see the 6-packs of Pepsi delivered to you, wherever you're sitting, whether it's the Keno lounge or at a slot machine or at a table game.

We set these triggers, so we knew we were going to be giving out a lot of Pepsi products. The idea was that people would come in, and they'd be like, "Why did she just get a 6-pack of Pepsi? Why did he just get a 6-pack of Pepsi." Look at that mountain of Pepsi, and it would create this buzz around the property, that everybody wins because you see that they're winning, they have this Pepsi.

Oh, my gosh. Talk about a labor nightmare for one. And then, we started to get people saying, "You're giving out soda pop where everybody's supposed to be a health kick. You know how unhealthy it is. What if you're diabetic?" Oh, it backfired horribly.

Tino Magnatta: Yeah, I can see that.

Jumada Schwinden: I've learned that there's better ways to create excitement on the casino floor, and there's a lot better ways to show that everybody wins around here.

Tino Magnatta: Yeah, that's a good one. That's a good one.

Jumada Schwinden: Pallets of Pepsi. We had valet people cart Pepsi out to people's cars. It was horrible.

JB: Oh, God.

Tino Magnatta: Great, thanks so much for calling in.

JB: Thanks a lot guys.

Tino Magnatta: Thanks. Bye bye. Hello, this is Tino Magnatta. Do you have a question for Jumada?

Michael: Why of course I do, Tino. Aloha, Jumada. It's Michael. How are you doing?

Jumada Schwinden: I'm good. Aloha.

Tino Magnatta: How you doing, Mike?

Michael: I'm doing great, Tino. How you guys doing?

Tino Magnatta: Good. Very good. I'm glad you called.

Michael: Jumada, I've known you for a little while, and just so happy with the things that you guys are doing up there. I was trying to think of a good question that wasn't a bad question, but no-

Jumada Schwinden: I've heard some of your questions.

Michael: No, no. To be honest, you know Washington's such a unique market, right? It's one of those things where there's lots of competition, unique regulatory, unique games themselves in terms of the rest of the business. One of the things I found remarkable during my time in Washington was how well all the different properties can work together to solve problems for each other.

I guess, what's the big one right now that you think you guys are coming together on to help really make a difference for all the tribes there in Washington?

Jumada Schwinden: Well, we just got WIGA, which is Washington Indian Gaming Association, where a majority of the tribes get together. The big topic there was of course sports betting, and how if we want to see this progress, that the tribes have to get together and push it through the legislation. If not, then it won't... It'll be 10 years before it's legal here in Washington.

Tino Magnatta: Yeah, right, absolutely.

Michael: That's a great point, obviously. Kind of a sweep in the nation right now with how many states are regulating and getting that on board. I see that, that's a good immediate concern. What about something that's right in front of you, right on the cusp, where you think you've got an opportunity?

Jumada Schwinden: Well your former property is just about to go with some online gaming stuff. That looks pretty tantalizing.

Michael: Is that something where you might look to see how they do it, and see if you can maybe make a better mousetrap?

Jumada Schwinden: Something like that, because I think as we were talking earlier, if you could somehow create that into more of a social atmosphere, then you're starting to bridge the gap from where people are wanting to be social, share everything that's going on, and getting a chance to game at the same time.

Michael: Hey, good points. Good points. And certainly an opportunity, right?

Jumada Schwinden: I think so, yeah.

Michael: I want to say great show. Good to hear from you, and I hope you heal up better, all right?

Jumada Schwinden: All right. Thanks. It's always great to hear from you.

Michael: You too, Jumada. Have a good one. Aloha.

Tino Magnatta: Thank you so much for calling in buddy.

Michael: Always a pleasure, sir.

Tino Magnatta: Aloha, buddy. Aloha.

Jumada Schwinden: Aloha.

Michael: Aloha.

Tino Magnatta: Jumada, it's been a great show. Thank you so much. We've run out of time. Actually, we went five minutes over it, so that's a good thing. You had a lot to say. Tonight was a very different show. It was really cool talking to you, and the listeners are really enjoying it. I'm getting a lot of feedback.

Jumada Schwinden: Oh, good. Yeah, it was quite different, a little bit different than I expected when we first discussed the opportunity for me to go on the show, but I thoroughly enjoyed it. Thank you for the opportunity.

Tino Magnatta: Yeah, yeah. We sort of got off into a philosophical conversation, which is kind of cool. I kind of like the direction we went to. Thank you so much. I'm looking forward to having you back on the show.

Jumada Schwinden: Absolutely. Thank you, Tino.

Tino Magnatta: I'll talk to you soon.

Jumada Schwinden: All right. Bye bye.

Tino Magnatta: Thanks. What a great show. She's just an amazing woman. On Thursday, I have Brian Duren. He's the VP of marketing for Maryland Live. You're going to love the show. Really smart guy. Interesting guy. He started with the company before there was even a casino there, and how built it from the ground up. That was his first and only job. These young guys, like his mid-30s, just a cool story.

Remember, everybody's got a story to tell. You just have to have time to listen. Have a good night, and have a happy 4th.

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