

# Lovell Walker

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## Hospitality Development | M&A Strategy | Portfolio Optimization

A results-focused executive with over 15 years of experience transforming visionary concepts into successful billion-dollar enterprises within hospitality development and mergers and acquisitions. Exhibiting a proven history of fostering transformative growth by overseeing complex projects from start to finish and leading high-performing teams to surpass ambitious objectives.

### PROFESSIONAL EXPERIENCE

#### Vice President, Development

November 2020 - Present

PENN Entertainment | New York, New York

- Led a high-performing team in successfully implementing over \$3 billion worth of large-scale development projects and acquisitions, overseeing the project lifecycle from site acquisition to opening, ensuring execution and timely delivery.
- Oversaw negotiations for Real Estate and Interactive Ventures, securing favorable terms for Purchase, Option, Redevelopment, and Partnership Agreements.
- Aligned cross-functional teams in Operations, Design, Construction, and Finance to deliver strategic pitches, financial models, and capital budgets, ultimately gaining C-Level executive and Board approvals for project execution.
- Played a pivotal role in securing more than \$1 billion in external funding for casino and hotel ventures, positioning the company for sustained growth and profitability.
- Directed all facets of a \$360 million hotel and casino build in Chicago, projected to yield \$70 million in EBITDAR upon completion.
- Identified and secured a \$180 million casino project within a mixed-use development space in Chicago, overseeing parcel negotiations and project completion, with an expected \$40 million EBITDAR.
- Led the strategic planning and execution of a \$200 million Hotel Tower expansion in Las Vegas, delivering 375 additional rooms and conference space, leading to a projected \$40 million increase in property EBITDAR.
- Orchestrated the successful delivery of a \$100 million 202-room hotel expansion initiative for a Columbus casino, projected to generate an incremental EBITDAR of \$30 million.
- Oversaw the strategic land acquisition of properties worth up to \$30 million, leveraging extensive market research, demographic insights, and gravity modeling to identify optimal locations for future projects.
- Proactively collaborated with City officials, resulting in the successful acquisition of grants and tax increment financing incentives to deliver cost-effective projects.
- Established strong relationships with city and state government entities, effectively representing the company's interests and obtaining critical project approvals.
- Applied comprehensive valuation analysis to drive successful M&A transactions, delivering deals with high accretive value, favorable multiples, and increased stakeholder returns.
- Successfully led the \$2B acquisition of theScore, driving PENN's expansion into the mobile sports betting and media sector, amplifying market presence and revenue streams.
- Headed cross-functional due diligence teams for over \$4 billion worth of potential acquisitions, leading comprehensive evaluations of financial, property, and legal components to provide strategic investment considerations.
- Constructed competitive bids through meticulous deal point analysis and price adjustments driven by identified synergies, yielding favorable outcomes in competitive bid processes.

## **Executive Director, Entertainment Development**

**October 2018 – May 2020**

MGM Resorts International | Las Vegas, Nevada

- Drove innovation in iGaming, online sports betting, and esports, establishing the company as a prominent industry leader at the forefront of technological advancements.
- Led the development and negotiation of partnership and sponsorship agreements with sports leagues, teams, and influencers, cultivating powerful brand associations and fostering customer loyalty in the sports betting industry.
- Provided strategic guidance to the executive leadership, fostered strong partner relationships, and delivered capital planning forecasts to support departmental projects.
- Led the corporate strategy utilizing MGM Entertainment assets to drive customer acquisition, integrate digital sports betting products, and innovate casino offerings to drive revenue growth and market differentiation.
- Represented the organization as a spokesperson in industry events and media interviews, delivering compelling messages that promoted the departmental mission and project details to diverse audiences.

## **Executive Director, Interactive Gaming Development**

**October 2015 – October 2018**

MGM Resorts International | Las Vegas, Nevada

- Guided the entire lifecycle of a Nevada-only Mobile Sports Betting app (*playMGM*), from concept to launch, fueling \$8 million in year one revenue and achieving growth to \$18 million in year two.
- Directed the strategic development, operational efficiency, and financial oversight of the Interactive Gaming Department, encompassing mobile and retail sports betting and social casinos.
- Led cross-functional product development teams and orchestrated the successful go-to-market strategy of the playMGM app.
- Developed and executed data-driven marketing and advertising campaigns to drive user acquisition of over 20,000 customers within two years, fostering brand loyalty and propelling revenue growth.
- Obtained C-Level approvals for the development and launch of innovative gaming initiatives, such as Level Up at MGM Grand (\$5 million budget) and Hyper X Esports Arena at Luxor (\$10 million budget), to drive accretive engagement and revenue growth.

## **Director, Slot Operations**

**June 2013 – October 2015**

Mandalay Bay Resort & Casino | Las Vegas, Nevada

- Led 80+ team members in Slot Operations and Technical Departments, driving operational excellence and achieving a consistent financial performance of over \$130M in annual revenue.
- Developed business plans, departmental goals, and budgets aligned with company objectives, driving revenue growth, enhancing operational efficiency, optimizing margin control, and improving customer service.
- Managed and allocated a \$10M annual budget to optimize slot floor inventory and deliver increased return on investment.
- Leveraged advanced data analysis tools (SQL Server, Tableau, Spotfire) to drive strategic slot floorplan changes, optimizing revenue generation and ensuring compliance with regulatory requirements.
- Worked hand in hand with Casino Marketing to enrich guest experiences and drive incremental revenue through strategic marketing programs, impactful promotions, and immersive events.

## **EDUCATION**

### **University of Southern California - Marshall School of Business**

Master of Business Administration – MBA

Business Administration, Management and Operations

### **University of Nevada, Las Vegas**

Bachelor of Science in Hotel Administration