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Vegas Keys VIP Business Plan

By

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Part One

Introduction

The city of Las Vegas is a city that depends on tourism, which is the most compared to any other city in the United States. Individuals coming to Las Vegas have expectations of what they expect out of their experience. There are certain individuals that experience enjoyment by just walking the “strip” and then there are other individuals that want their experience catered. They want their trip to be the best that it can be so they are willing to pay individuals or companies to ensure that this happens. These companies are called Destination Management Companies.

“Destination management plays a crucial role in marketing, proper organization of tourist visits and fulfillment and exceeding of the visitors' expectations.” (Osmankovic, pg.513)

Destination Management companies usually have a high knowledge level in the activities that individuals/groups can experience while visiting certain cities. In Las Vegas, there are hybrid versions of these types of companies. Vegas Keys VIP LLC is a type of company that specifically focuses on nightlife entertainment. There is a market segment for individuals that just want “party” or only involve themselves in nightlife. Vegas Keys’ main focus is this target market. The company realized, that to be able to survive in a city that has many destination management companies, there are few that could handle nightlife requests. Vegas Keys believed that this would be their “nitch” in the market and if they were able to generate revenue with a solid marketing scheme that the sky is the limit for the company.

Purpose

The purpose of this paper is to create a business plan for Vegas Keys. The business plan will focus on ways in which the company can generate revenue/profit while establishing it for years to come. Through research the paper will determine who are the main competitors, how much investing is needed to fully establish the company in Las Vegas and how much revenue would the company have to generate to be considered in the top five of companies in Las Vegas. The problems the paper will solve is how to solve the disconnect between groups and nightlife companies, why groups have trouble finding companies that offer services such as Vegas Keys, the trust factor that goes along with nightlife companies and why clients choose a regular DMC over a company such as Vegas Keys.

Statement of objectives

Through research and statistics the paper will illustrate the competition market for destination management companies. The business plan will be a foundation for the company to build off for the future to ensure financial success in an economically challenged market place. The paper will focus on nightlife and the strengths/weaknesses of the industry. The comparison will be made between a destination management company and the hybrid version, which is Vegas Keys. In essence, the biggest objective would be to point out the biggest factors that may hinder the company. Once the paper has illustrated the challenges there will be solutions in how Vegas Keys can strive forward to ensure success in the future.

Justifications

This paper will give the reader information on the destination management market in Las Vegas as well as the nightlife industry. Information and charts will reveal information on the nightlife industry as well. The analysis' that will take place throughout the paper will present to

the reader the steps in which it will take the company on the right path to clearly infiltrate the Las Vegas market and ensure that they will be successful in the future.

Constraints

The main constraint with the research will be the access to data. The internal constraints will be within the business plan and the nightlife industry in the Las Vegas industry. The industry is not very in detail with the financial numbers that it brings in yearly due to the industry based heavily on tipping. Vegas Keys also handles a large amount of tipping so this will be the foreseeable biggest obstacle in the paper. Trying to create a business plan for a company that makes most of its revenue based off of this financial deposit will be interesting. However, with this business plan it will try to provide a more efficient way of acquiring its revenue.

Part Two

Literature Review

Creating a business

A business starts with an individual idea. There isn't a person in the world that is guaranteed a business when they are born. Most great businesses are thought up from an idea from an individual that is willing to take the risk for the reward for a successful business. (Shipton, Nick, Woodroffe, Simon, 2004). An individual that wants to create a business usually is an individual that accepts failure for the risk of reward. Individuals usually create businesses because they have a service or need to change the world. There are ideas thought up daily but are never acted upon because there are individuals that fear the unknown. People that think outside the box create the most successful businesses in the world. Steve Jobs with Apple corporation is the perfect example of an individual that had an idea and created history shattering products. The world will never be the same because of the ideas that Steve Jobs thought up. His products are used daily by billions of people around the world. His company has also created jobs for individuals as well as ways to make individuals do their jobs more efficiently.

The first process of creating a business is coming up with an idea that no one else has ever thought of. The business has to be one of a kind or an idea that has been already thought up but this idea is better than all the rest. The key idea to keep in mind is that it has to be quick, comparable to its competitors and the price margin has to be within the other competitors. Consumers want to buy the cheapest but most efficient products that are available. An individual that is considering a business wants to focus on the demand of the industry that the idea might venture into. The business has to know its competitors and what makes them great at what they

do. Once the competition has been scoped out the original idea can be molded in a way that could produce positive results in the future.

The service or product is the next key component of starting up a business. The individual that is thinking of creating a business has to understand what it is he/she is providing as a service or product that he/she has in mind. The individual really needs to know if there is a demand for the product/service that they are thinking of providing to the consumer market. When there is a need there has to be a supply so individuals will want to survey consumers that purchase items that are purchasing in that industry (Scoular, C, 1989). The main focus on the product/service has to be on making sure that it is the best available in the industry they are trying to enter. Consumers will buy products that are the best for a higher price or a product that is cheaper than the rest of its competitors but is of good quality. The key focus has to be on finding the even medium between the two.

Speed or timeliness of the product/service is the next component that will ensure that a business will be successful. Individuals want to get their product/service as quickly as they can. Individuals will pay more to receive the product faster. The only instance when this isn't true is when individuals are paying more for the same service but it is a step up from the regular service such as airplanes. They offer business class and coach but if a consumer is flying to the same location they will not justify paying triple the original amount just to be sat in a more comfortable seat (Ratcliffe, Mary, 2007).

The last component of a business is location. The product/service has to be available to the consumers where ever they are in the world. If the company can't reach their consumers than there is no point to create the business. The internet is the best way to reach consumers and

without a website for consumers to venture to the company will not function at maximum capacity.

The city of Las Vegas

The city of Las Vegas is the hospitality industry Mecca. Individuals from all over the world come to Las Vegas to be entertained. The city itself has over 145,000 hotel rooms. The city thrives on the hospitality industry (Miller, Richard K, Washington, Kelli, 2011). There are over two million individuals that live in the city and the majority of them work in the hospitality industry. The city was originally a mining town for individuals coming to the West to make a greater living. The city started to boom around the 1960's when original hotels such as the Golden Nugget and Caesars were built. The hotels would be the biggest resorts of the time and would attract individuals from all around the world to come and see these enormous resorts.

The city of Las Vegas offers many activities for tourists traveling to the city. Resorts, restaurants, shows, golf and nightclubs are the major activities that tourists take part in when visiting the city. Gambling was the original draw of Las Vegas and still is but in the late eighties and nineties the mega-resort introduced a different type of experience for individuals coming to Las Vegas. Mega-resorts were created so that individuals would never have to leave the resort. The individuals can sleep, eat, shop, dine and party all under one roof. Individuals such as Steve Wynn understood this and capitalized on this idea with the creation of The Mirage in the later eighties. This was the first mega-resort of its time and would prove to be the foundation for resorts to come in the future.

The recession affected all industries in the world but hospitality was affected more than most. The city of Las Vegas has become the city with the most home foreclosures in the United States and the highest unemployment rate. The city during the 2008 and 2009 years was affected

the most by the recession. All the resorts in the city were lowering their guest room rates and individuals could tell that the city was in bad shape. Guests that were staying at resorts such as Bellagio or Wynn could stay there because of how low the rates got. The recession was good and bad for the city of Las Vegas but only time will tell how it will affect the city in the future.

The city of Las Vegas is on the way up when looking at the statistics compared to a couple years ago. The city is the perfect environment for a start up business to come in and establish themselves while prices are low and consumers are still looking for great deals. The city will take years to get back to what it used to be if that is even possible. The economic structure of the city is in dire need so any revenue that is brought in from new businesses is considered good business. The government even encourages this strategy for new businesses.

Nightlife in Las Vegas

The city of Las Vegas used to be known for the resorts and gambling that the city had to offer. However, during the recession the one part of the hospitality industry that helped the city stay afloat economically was the nightlife portion of the industry. Individuals coming to Las Vegas could justify the high expenses that nightlife costs due to all the problems that the recession caused. Individuals want to come to Las Vegas and forget all of their problems. The way in which they relieve their stress is through nightlife activities. In 2002, the first exclusive nightclub opened its doors to the city of Las Vegas. This club was called “Light” at Bellagio and it was one of a kind at that current point in time. The club offered bottle service and the highest level of service in a nightclub on the strip. Individuals from all over the world traveled to experience this nightclub because there wasn’t any other nightclub in the world like it.

The nightlife industry in Las Vegas has many activities to offer individuals visiting the city. There are nightclubs, gentlemen clubs, pool parties and party buses for individuals to enjoy

themselves while here in the city. (Hausman, Glenn, 2009) The industry is a huge component of Las Vegas because the city functions twenty-four hours a day. The reason why nightlife works in Las Vegas is because the city is built on the slogan “the city that never sleeps.” This slogan can also be true for the city of New York but Vegas is a one of a kind city that supports itself through all components of the industry.

Pool parties are the newest component of the nightlife industry. Pool parties were created for individuals that want to have the nightclub experience during the day but at a pool. The pool party scene in Las Vegas came around in 2007. The original pool parties started with Bare at The Mirage and Tao Beach at Venetian. These were the only locations where individuals could get a tan by the pool while enjoying their vip bottle service. The pool party is the ideal scene for the consumer that wants to enjoy the pool experience while seeing all that is at the pool party. The pool party scene is treated the same as a nightclub. There are general admission lines, bottle service entry and club hosts available to assist any consumer that has questions about the party.

Nightclubs are the main focus of the nightlife industry in Las Vegas. There is a nightclub for any taste and individuals can pick between so many that it is almost too much (Corporate Meetings & Incentives, 2008). The city is producing new nightclubs left and right, which has nightclubs for every individual that comes to the city. The nightclubs are now more focused on new ideas and imaginations. The nightclub industry produces so much revenue for the city that they are always re-inventing themselves. A shelf life for a Las Vegas nightclub is usually three to four years. After the time has surpassed a large renovation usually occurs with a completely new look to attract the target market that the club is trying to attract.

The nightlife industry is the bloodline to Las Vegas’ success in the future. The main component for the industry is guest room revenue and restaurants but nightlife plays a key role in

the city (Straiten, David, 2001). The nightlife industry is not what it used to be ten years ago and it probably won't be what it is now ten years from now.

Marketing

Marketing is the key component to any business. The concept of marketing is to make your consumer aware of the products or services that you offer. A marketing mix is what is needed to ensure that your product will be successful (Berecic, Jelena, Perisic, Marina, Radisic, Branka Berc, 2010). A marketing concept is the main focus of a start up company. The company wants to identify its target market and the way in which they want to reach their consumers. There are usually slogans or catchy gimmicks that entice consumers to buy products. If a company doesn't have a marketing budget or doesn't invest in one it can be the beginning of the end for a company. A marketing plan is key for a start up company and not having one will ensure that the company's investment will be lost.

There are external forces that affect the consumers purchasing thought process. Social, cultural, economic and physical are some of the factors that play a part in external marketing (Andrilic, Berislav, Ruzic, Ivan, 2010). These factors are different for every consumer because of how they are raised or the environment they are used to. A company has to keep in mind that every individual is different and not one consumer is the same. Marketing teaches individuals/companies how to interpret the world through the eyes of a consumer. A good company understands its consumers and markets accordingly to what they prefer.

External environments are portions that a marketing plan has to keep in mind. The way in which the market changes has to always be considered. The city of Las Vegas was changed dramatically because of the recession so that changed how companies marketed to their consumers. For example, certain companies would market bundle packages for consumers that

were coming to Las Vegas but didn't have a large budget to spend. The bundle packages offered great savings while having a great experience. Marketing allows for environments to be considered and morph to what will help companies maximize the potential incomes. The consumer's view on the environment and the product/service offered is also a point in which marketing has to understand. The way in which a consumer views an economic environment is not the same as the company offering the service.

A marketing plan in this current economic recession is a tough situation to be in so it is important to focus on the current trends at hand (Freitag, Jan, Gilbert, Robert, 2009). A start up company that really isn't sure of what their target market should be needs to evaluate the current state of the market due to the fact that they don't have the funds to just throw away. The marketing plan has to be correct and concise with what they feel the economic market will allow. Partnering with a local company is a great idea for the cooperative marketing concept. A start up company may not be able to generate enough clientele by themselves but joining another company in a marketing effort that will benefit both companies is an ideal marketing ploy for a start up company. This concept is especially beneficial if the company you are partnering with has a large consumer following. This will only increase the companies overall presence in the market.

For a marketing plan to be successful it has to be realistic and flexible (Stone, Ed, 2005). A marketing plan just like any market can change at any time and a marketing plan has to be able to adjust at any time. This is essential for any business because if a business is stuck in the way they do things they can never grow as a company. A marketing plan has to keep in mind that the economic market can change at any time and anything is possible so there should always be a

back up plan. This will help the company know that no matter what happens in the future that there is a possible plan.

Summary

To start a business an individual has to have an idea. This individual has to have the drive to pursue this idea/dream. They can't be afraid to fail in the business market. The product/service has to be better or cheaper than its competitors. The business has to be timely in everything they do. Consumers want their service/product as quickly as possible and the location of the product/service is key to the success of a start up company.

The city of Las Vegas has over 145,000 hotel rooms. The city is dependent on the tourism industry with over two million locals working within the industry. The city of Las Vegas offers tourists from all over the world the experience of gambling, restaurants, shows and the best nightlife activities in the world.

The nightlife industry in Las Vegas is one of the key components of why the city was able to outlast the recession. In 2002, the first mega-nightclub was created at the Bellagio. Las Vegas is now known for having the best nightlife in the world. The introduction of pool parties for individuals that want to get tan by the pool while experiencing a nightclub has become a staple in Las Vegas.

Marketing is the key component for a start up company in any situation. A start up company has to have a flexible marketing plan because of all the unknowns that the company can encounter in its early years. Understanding the economic environment in the market that the company is focusing on is the key to marketing the company in the appropriate fashion. The company has to know what the market is doing to the consumer. The recession is making

consumers think differently about their purchases so the marketing plan has to alter it plan to anticipate this.

Vegas Keys strives to be the best hybrid destination management company in Las Vegas. Clients will love to use Vegas Keys because of their ability to be a “one stop shop” for their clients. The company will ensure the best deal for any request that they arrange for a group. The company does not have a local office and is run by two individuals out of their residencies. There isn't much up front cost because in essence the two owners are selling their connections and knowledge. Their network allows for individuals to be treated well and grants them deals that are unattainable to the general public. The company is currently a start up idea so there aren't budgets established but with the foundation of a solid business plan the company hopes to be a foundation that will ensure financial success in the future.

Part Three

Introduction

Individuals passing through the desert trying to reach the West originally founded the city of Las Vegas. Las Vegas is notoriously known as one of the top three visited cities in the United States (Travel & Tourism Market Research Handbook, 2011, p338-340). The city as a whole focuses on the hospitality industry and the majority of the individuals that live in the city depend on this industry for a living. The city has millions of visitors yearly and without these tourists the city would not be able to function or generate the revenue it is used to. The city was founded in 1905 but wasn't an actual city until 1911. The city is considered the "entertainment capital of the world" and the first original hotels were the Golden Nugget and Caesars to name a few. Steve Wynn who was at the time a businessman who was finding his way in the city of Las Vegas built the first major "resort" in 1989.

Steve Wynn eventually went on to build Treasure Island, Bellagio and his own hotels, which he named after himself. He is considered one of the founders of Las Vegas and without him the city would in no way be what it is today. The city of Las Vegas is world renown for having the best resorts, restaurants and shows in the world. Individuals traveling to the city have certain expectations and Steve Wynn realized that quickly. The "mega resort" was his vision that he had with the Mirage and today it is the theme throughout the city. The idea behind it is that an individual coming to one of the resorts never had to leave it because everything they need is all under one roof. The only reason why an individual should have to leave the resort is to go to the airport or to go on a golfing adventure. Mr. Wynn also realized that his resorts would need golfing so his latest resort (Encore) actually has a golf course attached to it so that individuals still are spending their hard earned money within his properties.

Vegas Keys is a hybrid destination management company that's main focus is on the nightlife industry in Las Vegas, Nevada. There are many destination management companies in the city of Las Vegas but very few actually focus on nightlife or handle group requests. The city of Las Vegas is visited by millions of tourists annually and might be considered the biggest hospitality Mecca in the world. Individuals travel to Las Vegas to experience the greatest hotels, restaurants, shows and nightlife in the world. The reason why destination management companies exist is to ensure that big groups of tourists have their expectations exceeded. A destination management company is a "one stop shop" for groups to have every request they have planned. Companies such as these cater to groups and ensure that their trips to the city go off without any flaws. Vegas Keys' main focus is to attract large groups of tourists that want twenty-four hour services and want one individual company to plan their entire trip. Vegas Keys will be a major competitor in the city of Las Vegas because of their customer service, attention to detail, cost effective deals and being able to arrange any service that a client may request.

Las Vegas is a city that is not for the average day individual. It is a tough city for individuals that have street smarts. A DMC has a hard enough time of attaining clients and in Las Vegas it is especially hard due to the fact that there is so much competition. Vegas Keys has to be able to set themselves apart from their competition but determine the best way in which to do that at a low or no cost. The main problem is how to solve the disconnect between groups and nightlife companies. The Las Vegas tourism industry is difficult for a consumer to judge because an individual doesn't know where to start their search or who to trust with their business and that is why groups have trouble finding companies that offer services such as Vegas Keys. The "trust factor" that goes along with nightlife companies is a huge issue in the industry because it is a myth that individuals in Las Vegas are just looking to make a quick dollar by

ripping people off. This alone causes a problem for the company. The last problem is why clients choose a regular DMC over a company such as Vegas Keys. This problem is the hardest of them all but the most significant to the company.

The best way in which to describe the nightlife industry is to describe it as a “grey” area. This is the only industry in Las Vegas that is not “cut and dry”. All services in nightlife are not guaranteed. Individuals when dealing with nightlife venues or services always know that tipping is involved and to get more desired services they will have to pay more. This is what individuals coming to Vegas call the “unwritten rule” of the city. It is commonly known by tourists that you have to “pay to play”. “Providing good service means that you have to satisfy your customers, and not every customer has the same wants and needs, so programs need to be tailored to meet the expectations of different groups.” (Schilling, 2009 pg.36-39)

It is the only industry in Vegas that looks are considered part of the deal process when trying to acquire a certain type of service. For example, if a group of females are trying to acquire entry into a nightclub it is commonly known that the clients will have to describe to the company what the females look like. This will help the company negotiate a better deal through the venue for the group. Ethically, this may seem wrong to an outside looking in but in Las Vegas this is common for this industry. Individuals waiting in line will usually inquire about service through Vegas Keys because they usually have to wait in long lines because the majority of these individuals are male. This industry has the biggest “grey area” in the city and proves why there is such a need for a company such as Vegas Keys. The research of this paper will be the foundation for the company to market itself to individuals such as the females in the group or the males waiting in line.

Marketing Plan

- a. Introduction
 - I. Business Description
 - II. Business formation
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 - IV. Management team
 - V. Business Goals
 - VI. Business philosophy and identity
 - VII. Geographical markets
 - VIII. Vision of the future
- b. Executive summary
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 - VIII. Marketing
 1. The product mix
 2. Sales estimates
 3. Analysis of current product and services mix
 4. Competitive research
 5. Market analysis-competition and buying patterns
 - a. The market analysis
 - b. Market analysis summary
 6. Marketing goals, strategies and market segmentation
 - a. Target market segment strategy
 - b. Marketing strategy
 - c. Strategy and implementation summary
 7. Pricing policy
 8. Advertising and promotion
 9. Sales management and sales strategy
 10. SWOT analysis
 - IX. Historic analysis
 1. The organizational structure
 2. Management summary
 3. Personnel plan
 4. Contingency planning
 - X. Company operations
 1. Company identity
 2. Company location

3. Company layout
- XI. The financial plan
 1. Start-up summary
 2. Important assumptions
 - a. Projected profit and loss
- XII. Risk management
 1. Risk reduction
 2. Exit strategy

Business Formation

Vegas Keys was established with an idea between two individuals that decided that a destination management company was needed in Las Vegas that had a main focus in the nightlife industry. Since the company is fairly new and unknown to the hospitality market in Las Vegas the two owners know that the main focus is on a marketing plan to will ensure that the company will be successful in the future. The company doesn't have much of a marketing budget and limited funds that make this marketing plan the foundation of the company. The company doesn't have enough funds to pay their employees/owners. The two individual's creators of the company use their own money to legalize the company with the state and any other expenses. The best way to describe the state of the company is that the foundation from this marketing plan will build for the future and only the basic structure has been established.

The nightlife scene didn't come into the Las Vegas market until 2002. The first ultra nightclub was "Light" at Bellagio. The Light Group Company runs the nightclub, which is located in Las Vegas. The company now operates a majority of the nightclubs and restaurants in the Las Vegas market. As of recently, nightlife has never been the major industry that it is now. The recession, which hit in 2009 caused the city of Las Vegas to suffer financially as well as the rest of the world, however, nightlife was in full force throughout this time. Nightlife thrives in the city of Las Vegas because of the attraction that the city portrays itself as. The slogan "whatever happens in Vegas, stays here", is the driving factor for nightlife. Individuals come to

Las Vegas and transform into someone they always wished to be. They feel that they can go out at night and enjoy the occasional cocktail or possibly “VIP bottle service” at an elegant nightclub. Groups of individuals especially gentlemen are encouraged to request this service to skip the line and head straight for the party. (Hausman, 2009) There are so many options for nightclub venues around the city that a group looking to have a great night out or possibly a vacation planned would not know necessarily how to arrange a amazing experience. This is where the idea of Vegas Keys originated.

The key components of nightlife in Las Vegas is the nightclubs, gentlemen clubs and “after hours” clubs. These are the majority of venues that individuals take part in besides dinners and shows in Las Vegas. “Las Vegas has recently taken on a significantly sexier edge to its image. While the gaming industry has always seemed to realize the importance of including beautiful women and sex appeal as a part of its marketing scheme, there has been a rapidly increasing effort by casinos to ramp up their sex appeal. This trend toward a sexier image is a shift away from the 1990s when the city tried to market more toward families." Casinos realized that the sexy image was a more profitable one and have since been progressing toward sexier and more erotic entertainment venues.” (Baker, p83) Services that are inquired about from groups to companies such as Vegas Keys are VIP bottle service table in nightclubs, group entry into gentlemen clubs and after hours entry or bottle service table at the after hours clubs. These inquiries would seem as simple requests to individuals that are not knowledgeable with the city. These requests handled on their own can lead to a horrible experience if handled on their own by individuals that don’t understand the way in which these venues function. The disconnect between the venue and the group is neutralized by Vegas Keys by the relationship already established between the destination management company and the venue. In essence, the venue

and Vegas Keys are clients to each other. The venue is supplied with customers by Vegas Keys and the venue ensures that the clients are receiving a great deal while receiving great customer service. There is also a personal host with the group at all times to ensure the group's experience and time is the main priority for the company.

Bottle service at nightclubs/pool parties, limo transportation, general entry and group bachelor/bachelorette parties are services that are offered at numerous nightlife venues in Las Vegas. Convention groups use to come to Las Vegas before the nightlife boom in the early two thousands and wouldn't require nightlife services. However, the city has changed so much in the options available to groups that now these services are common requests for groups. Individuals no longer just want to go to their daily meetings and gamble at night. Individuals want to experience the great dining that is available in the city and the people watching that they can experience in the nightlife venues. The attendees want to feel as if they are in Vegas and want to dress up for the ultra lounge or nightclub.

There are multiple destination management companies in the city of Las Vegas. A DMC is company that is the third party for a convention group or group of people that inquire about services within a city. The company arranges most activities that a group can do in the individual city. Another name for a company group is called a "program". It is slang or another name for a convention group. To achieve a better understanding of what a DMC an individual has to focus on their target market needs. The target market of a DMC is on groups that are visiting a city. In Las Vegas, there are numerous groups that visit wanting to ensure that all their expectations are exceeded. "A professional management company specializing in the design and delivery of events, activities, tours, staffing, and transportation utilizing local knowledge, expertise, and resources." (Donoho, 1997) A DMC's main objection is to seek out the groups,

establish a rapport, provide them with discounted services and exceed the group's expectations. The city of Las Vegas has a profound of visitors that visit yearly and to have a reputable company that companies can trust to send their groups to gives a DMC a large loyalty base. The services that a DMC can offer to a group are discounted hotel rooms, transportation, tours, show tickets, golf, cart racing and numerous other activities in the city of choice. The idea of a DMC and the biggest convenience is that an individual only has to deal with one contact throughout the planning process. This convenience saves time and money for the client, which is the main reason why clients pick their DMC of choice they usually stick with that company for a long period of time.

Directors

The company doesn't have a big budget and it is almost non-existent so hiring more employees is just not feasible. The directors of the company are Justin Rhoane and Mike Ferreira. Both of the owners come from hospitality backgrounds in hotel operations. The idea for the company came from Justin Rhoane one night while out with clients. The clients approached him at his concierge job that he had at point in time. He arranged their trip and night activities as a favor and ensured the group that he would be with the group at every event to ensure that the group wouldn't be taken advantage of by the venues or the employees of the venues. The city of Las Vegas is notorious for taking advantage of people who may not be familiar with how venues operate in the city. After the group experienced Justin's services they tipped him graciously. This was a sign in Justin's mind that there is a need for this type of service and if he was able to create a company that was trustworthy he may be able to create a great hybrid destination management company.

He explained the idea to Mike and afterwards they would meet for weeks to see what they would call the company. The direction of the company was unknown and there was uncertainty if this idea would even work. The name of the company came from combining the city in which they live in, the word “VIP” and keys which meant that they would give their clients the “keys to the city” if they were to trust them with their vacations. The foundation of the company along with this marketing plan will be the foundation for the future to ensure that the company will be successful.

Management Team

The company doesn't have a big budget and it is almost non-existent so hiring more employees is just not feasible. The outlook for the future is to eventually hire employees but the revenue coming into the company has to justify it. The business goals of the company are to first establish a strong customer base. Preferably, this would be accomplished within two years in a perfect economy but because of the recession this may be prolonged by a couple of years. After the customer base is established from this marketing plan the main goal would be to market the company worldwide to ensure that the company has a profound amount of revenue coming in.

Business Philosophy/Identity

The business philosophy and identity will be to ensure their clients that they are a credible company in Las Vegas. The competition doesn't portray the best image of how nightlife business is done and that will be the main strength of the company. Vegas Keys wants to ensure that they are the best company to trust with their group's vacation requests. Trust, quality and customer service is the main philosophy behind the company. The hospitality backgrounds of the company's owners make it the main mission of the company. They always want to ensure that the client's expectations are exceeded at all times.

Las Vegas as a city currently is not the same as it used to be in the past. Originally it was just a few hotels in the downtown district of the city but now the mega resorts are everywhere. The city now boasts having more than 145,000 hotel rooms in total. There are so many hotel rooms in Las Vegas it would make an individual's decision on where to stay a complicated one. The city as a whole offers so much to tourists that individuals don't know what service or venue to trust. There are so many choices for entrepreneurs that lived in Las Vegas realized that there was a market for tourists that would like to pay for a service of arranging their trip from start to finish. These companies that were created from this idea are professionally called Destination Management Companies.

These companies provide services for tourists visiting their city of their choice. Destination management companies are commonly located throughout the world but in Las Vegas they are of a different breed. Since Las Vegas is twenty-four hour city there are many activities that individuals can do throughout their travel to "Sin City". The main reason why a tourist group would use a destination management company is because of the lack of knowledge they have for the city, possible cost saving deals and one contact throughout their entire experience. "There are local relationships that we have; therefore, we get preferred seating at shows, preferred availability at venues, and preferred treatment in the city as a whole. We are a local expert and can steer them in the right direction in terms of what venues are group-friendly, what is new and hot and when venues are available." (McKana, Brahmall, 2008) These factors alone are the main reasons why destination management companies thrive in cities such as Las Vegas. There is just too many activities and so much that individuals just don't know about the city.

Geographical Markets

The geographical markets and vision for the future can be broken into two parts. The markets that the company wants to focus on at this point in time are the Las Vegas and California markets. They are the closest and seventy percent of the tourists that visit Las Vegas come from California. If the company were to become successful in the future then the expansion into other cities or countries will be examined.

Vision of The Future

The vision and ideal goal of the future would be to branch into other cities and then countries. This would take a giant sales force and financial backing but with this marketing plan the company hopes to achieve this. There are four major industries in Las Vegas. The four industries are hotel, food/beverage, gaming and nightlife. Three out of the four industries have been a common staple in Las Vegas from the time the city was founded. There will always be hotel rooms, restaurants and gambling.

A hybrid destination management company that had a focus on Nightlife Company did exist in Las Vegas at the time that the idea of Vegas Keys came around in 2011. Currently in 2011 there are competitors that exist in the city. The main focus of Vegas Keys is to differentiate themselves from the rest of their competitors and the focus of this paper is to generate a business plan that will provide the company with a foundation to be successful in the future. The main attribute that the company will focus on is the customer services aspect of the company. The groups that will inquire about the company and their services will at first impression understand that they will have their hand held from beginning to end. Individuals want to come to Las Vegas and experience a great time but the issue of who to trust with their experience is the toughest part of the decision of which destination management company to

employ. Vegas Keys has to ensure the client that they are the right choice for their vacation and it is a human trait that if someone believes in what someone is selling that they will naturally trust them. Once trust has been built with the client Vegas Keys will have a client for life. This is the first step in which the company will differentiate itself from the competition. “The business grew exponentially. “The first year was really scary, the second year, encouraging, especially when I got into the church picnic market and then schools started calling.”

(Loughmann, p94)

Main Objectives/Sales Summary

Vegas Keys wants to be the most financially successful destination management company in Las Vegas. The recession in Las Vegas is slowly ending and companies are looking to branch out in the city through all different avenues. The sales summary and forecast should be based on solely on the amount of leads that can be generated. The sales focus has to be on reaching as much customers as possible. This will help the company spread the brand name and the idea of the company. Currently the world doesn't know Vegas Keys exists and with the help of the sales forecast it will. The company has to use the basic sales example of “turn and burn”. The company needs large volumes of clients to ensure that a solid revenue stream is created so the company can grow financially. It not feasible for the company to have a sales forecast if they don't have customers so that is why the client needs to focus on attracting new clients.

A major factor that the company will have to market against is the groups that feel that since they have been to Vegas a couple of times that they know exactly how the city works and what is considered a great deal. Vegas Keys has to market the idea that their experience in the industry a well as the city is second to none. Groups will have to know that when they contract with Vegas Keys that they are receiving the best deal available. There can't be better deals out

there for the clients to find and if by chance they do the company will have to beat it while delivering better service than they would receive anywhere else. The marketing of the company online will have to focus on Vegas Keys being the “better choice” of a company in Las Vegas when it comes to group nightlife requests. The image of the company can’t be focused on the nightlife industry entirely because of the sometimes-negative image that the industry presents. Corporate companies will be inquiring about the company don’t want to see a company that is solely focusing its selling on alcohol and “partying”. The company will have to market itself as a classy establishment that is well known throughout the city. The competition through research is heavily focused on the black outline look of the industry. The recommendation for Vegas Keys would be to focus on a neutral color that inspires the prospective client to feel trust in the company that they are looking to book services with.

Vegas Keys will want to stay away from the womanizing image that the majority of their competitors portray as well. The company has to keep in mind that the majority of meeting planners are female and it is a turn off for meeting planners to visit with individuals that seem untrustworthy. The majority of the individuals working for the competitors of Vegas Keys put off that vibe which is a complaint by meeting planners that do business in Las Vegas. The plan of the company will be to maintain the image of the company so that years into the future it will not be considered old or outdated. Successful companies in the history of the United States have trends that can be followed by other prospective start up companies. The biggest trend that a start up company can take away from mega-franchises is that once you are the best at what you do you shouldn’t change it. The biggest mistake Vegas Keys can make is changing what they do or changing what they are best known for. Once Vegas Keys has the established presence in the

market the company has to establish what they do and be the best at what they do so their clientele know that if they don't contract with them that they are making a huge mistake.

The reason why individuals can't trust companies in Las Vegas that offer services to groups is because of the stereotype that the city is known for. The city has an aura about it like certain countries in the world. Tourists know that when traveling to Mexico that they have to be more alert than they usually would be because of the danger that exists due to the drug wars. The Mexican tourism boards points out that the violence linked with drug trafficking is isolated in cities far from these destinations. Stalker, I. (2009) Las Vegas isn't as bad as the country of Mexico but individuals that visit know that they should trust just anyone. That is why word of mouth and referrals will play a huge part in the marketing of the company. Trust is a major factor in all business deals and individuals want to trust someone they are doing business with. Vegas Keys has to establish trust within their employees, customers and business associates. The company needs to always remember that the "moment of truth" is every interaction with the client. They trust the company to provide what they promised and want to ensure that a great relationship will exist in the future.

"Why Vegas Keys?" Will be the biggest question that potential clients have during the company's initial years. There always has to be a reason why individuals pick companies for their needs. Loyalty in Las Vegas goes a long way and companies in the city are starting to create loyalty programs. Perez, J, (2011) Southwest airlines is commonly known for being the cheapest and most efficient airline so that is why their customer loyalty is so high. McDonalds is considered the number one fast food restaurant in the world. The opinion behind why it is because of the quality of food and how fast a customer can receive it. Customers want quality for their hard earned dollar and McDonalds is able to provide them a product that is of quality,

inexpensive and timely. Vegas Keys will want to survey other companies and see what makes them good at what they do. The other key factor that the company has to do is research what they will be the best at. The main focus areas as of right now are their knowledge of the city, customer service experience and attention to detail. The customer wants to know that when they are picking a nightlife company that they are picking the best one and Vegas Keys idea of having a host with the group at all times ensures that the client knows they are the number one priority. Research has shown that competitors set up reservations for groups and charge a service fee to bring in revenue. There usually isn't a representative from the nightlife company that is there with the clients to ensure that their every need is taken care of. There is a big advantage that the venues have other un-expecting clients that may not understand how nightlife works in Las Vegas so being taken advantage of is what Vegas Keys will not want their clients to feel like. The idea that the company takes care of every request from when the client lands in Las Vegas till they leave also is a selling point. By ensuring the client that the company is a "one stop shop" will build trust for future visits

Strategic Positioning

First principle:

The company must have the right goal, which is superior long-term return on investment. Only by grounding strategy in sustained profitability will real economic value be generated. Economic value is created when customers are willing to pay a price for a product or service that exceeds the cost of producing it. When goals are defined in terms of volume or market share leadership, with profits assumed to follow, poor strategies often result. The same is true when strategies are set to respond to the perceived desires of investors. (Douglas, 2011)

Second principle:

Second, a company's strategy must enable it to deliver a value proposition, or set of benefits, different from those that competitors offer. Strategy, then, is neither a quest for the universally best way of competing nor an effort to be all things to every customer. It defines a way of competing that delivers unique value in a particular set of uses or for a particular set of customers. (Douglas, 2011)

Third principle:

Third, strategy needs to be reflected in a distinctive value chain. To establish a sustainable competitive advantage, a company must perform different activities than rivals or perform similar activities in different ways. A company must configure the way it conducts manufacturing, logistics, service delivery, marketing, human resource management, and so on differently from rivals and tailored to its unique value proposition. If a company focuses on adopting best practices, it will end up performing most activities similarly to competitors, making it hard to gain an advantage. (Douglas, 2011)

Fourth principle:

Fourth, robust strategies involve trade-offs. A company must abandon or forgo some product features, services, or activities in order to be unique at others. Such trade-offs, in the product and in the value chain, are what make a company truly distinctive. When improvements in the product or in the value chain do not require trade-offs, they often become new best practices that are imitated because competitors can do so with no sacrifice to their existing ways of competing. Trying to be all things to all customers almost guarantees that a company will lack any advantage. (Douglas, 2011)

Fifth principle:

Fifth, strategy defines how all the elements of what a company does fit together. A strategy involves making choices throughout the value chain that are interdependent; all a company's activities must be mutually reinforcing. A company's product design, for example, should reinforce its approach to the manufacturing process, and both should leverage the way it

conducts after-sales service. Fit not only increases competitive advantage but also makes a strategy harder to imitate. Rivals can copy one activity or product feature fairly easily, but will have much more difficulty duplicating a whole system of competing. Without fit, discrete improvements in manufacturing, marketing, or distribution are quickly matched. (Douglas, 2011)

Sixth principle:

Finally, strategy involves continuity of direction. A company must define a distinctive value proposition that it will stand for, even if that means forgoing certain opportunities. Without continuity of direction, it is difficult for companies to develop unique skills and assets or build strong reputations with customers. Frequent corporate "reinvention," then, is usually a sign of poor strategic thinking and a route to mediocrity. Continuous improvement is a necessity, but it must always be guided by a strategic direction. (Douglas, 2011)

Strategic Alliances

A Strategic Alliance is a relationship between two or more parties to pursue a set of agreed upon goals or to meet a critical business need while remaining independent organizations. As of right now, Vegas Keys would not want to pursue a strategic alliance with an organization because of how infantile the company is. This will be discussed in future years if the financial growth is there to support this type of strategy.

Licenses

The basic licensing that the company currently holds is a Limited Liability Company license. The license is the one of its kind that the company holds and that is so they can have commission deals with their vendors such as Walters Golf. In the future, depending on which company direction the company goes in there might be a requirement to gain more licensing. The idea of having transportation is an idea that the company should look into for a source of revenue and this will take licensing from the state to provide this type of service.

Key Advantages Competitive Edge

Cost advantage and differentiation advantage is two components of competitive advantage. Vegas Keys will ensure that they have a competitive advantage by securing financially better deals than their clients through negotiations with their venues/suppliers. There will have to be contract negotiations that the company generates a certain amount of revenue for the venues or a certain amount of groups that are brought in monthly or annually. This will ensure that the company secures the package deals that have been agreed upon. The differentiation advantage will be that the company handles all the requests of client on a twenty-four hour basis. The group of clients will not have to go through multiple contacts to achieve their ultimate goals of having a great experience in Las Vegas. Vegas Keys will be the only destination management company in Las Vegas that handles all requests within Vegas but specializes in nightlife and better deals than their competitors.

The recession affected the hospitality industry in Las Vegas dramatically. Nightlife was one of the components of the industry that actually helped bring revenue into the city. The reason why nightlife prospered during the recession was because individuals that were going through hard times wanted to forget about their problems. Individuals visiting Las Vegas are spending less because of the recession. (Rutherford, 2009) The best way for them to do was to travel to Las Vegas and experience all that the nightlife industry had to offer. There are multiple DMCs in the city of Las Vegas but there are few that actually offer nightlife services. The demand is so high in demand it is a main reason why Vegas Keys is actually known in the city without even having a marketing budget.

“Vegas VIP” and “702VIP” is the main competitors for Vegas Keys. The key attribute that these companies illustrate through research is that they solely focus on nightclubs. These

companies focus strictly on volume. The idea behind them is that the more clients they acquire the more revenue they bring into the company. The strategy is that the more guests that they arrange they nightly activities and the faster they do that the more revenue the company will take it. The main disadvantage that an individual can take away from this strategy is that their focus on time and rapid turnover is can hurt them at the same time. Las Vegas is a city that is built on relationships and it is a destination capital for individuals throughout the world. “Although the convenience of booking an event through a DMC can eliminate many phone calls and negotiations, the meetings market is important to Las Vegas vendors so it is possible to get a favorable outcome by calling venues directly if you start early enough.” (Bramhall, 2008)

Individuals want to be able to come to Las Vegas and have their “guy” that they know and trust in to make sure that their every expectation is exceeded. “The most abused word in Las Vegas is VIP services. There are approximately sixty VIP companies offering La Vegas VIP services who promise the sky but fail to leave the ground.” (702VIP, 2011) This is the key focus that Vegas Keys has to build their foundation upon to ensure that their client base will always remain loyal. As long as the competitors remain focusing on fast turn over compared to building relationships in the future it should increase Vegas Keys chances of maintaining success in the future. The other key factor that the competition lacks to focus on is the person “one on one” interactions between them and their clients. The companies set up reservations and are not with the clients long enough to establish a rapport. Vegas Keys will focus on the personal interactions and ensure that a profound amount of time is spent with the client understanding their likes and dislikes. The competitors will essentially create a template for Vegas Keys to follow but through research in this paper the foundation will be laid to enhance the template while exceeding every clients expectations.

The main idea for Vegas Keys is to focus on the idea that they are a total package to groups. Their main selling key will be that individual groups will only have to go through them for everything they would need in Las Vegas. Vegas Key's main competitors have to redirect their groups if they inquire about other services outside their realm. Show tickets, group transportation, golf, tours and hotel room reservations are some of the services that their competitors are missing out on regarding revenue.

The other competitors in the city are the basic destination management companies that offer full services that are available in the city but rarely handle nightlife requests. Nightlife requests that the companies usually receive from groups either go directly to the club hosts or concierge departments. There is a big disconnect with DMCs because the nightlife industry is not quite known which can be intimidating for individuals. The nightlife industry has only been around since early 2000 so it is still quite new in the eyes of individuals that don't have experience in this field. Vegas Keys is the ideal idea for a hybrid destination management company if the right marketing plan is established with the right foundation of clientele.

Funds Required

The funds required by the company solely depend on the owners of the company and what direction they want to head in. An amount of 50,000 dollars for an initial deposit on the company would fulfill the marketing/branding campaign for the company. It would allow for the website to function at the manner it should and allow for mass marketing to be established with a company that specializes in reaching clients on a global scale. The idea of having transportation comes into play with this amount as well. A bus or shuttle could be purchased and with the remaining funds a license could be purchased from the state to operate the vehicle. The vehicle would generate revenue for the company because gentlemen clubs offer financial incentives to

companies that bring clients to their venues. The funds generated off the transportation would help float the company through any unforeseen hardships that they may encounter.

Marketing

The product mix that Vegas Keys has to offer is transportation, entry into nightlife venues, bottle service, golf, show tickets and entry into gentlemen clubs. These products all range in price and offer different types of experiences. Bottle service is the most expensive of services that is offered to the clients and range in price depending on the venue. Vegas Keys takes any request that a client may have and tries to accommodate the client the best they can. The company tries to be the “one stop shop” no matter what the request as long as it is legal.

Sales estimates are difficult to gauge because of the limited business the company has encountered in its short existence. The first six months of existence would ideally gain at least three to five thousand dollars on services provided to clients from leads from colleagues. The word of the mouth will start the process of what the company can offer clients. The problem with Las Vegas is that when requests that are deemed unusual are requested individuals usually don't know how to answer them so they refer them to the concierge department. The figure that has been presented is logical and realistic for a company that has no marketing budget. The first year of Vegas Keys should generate 5,000 dollars in revenue at the minimum. Every client group that gets to experience Vegas Keys can follow the standard rule of marketing that when people have a good time they tell there friends all about it. If they have a bad experience they tell even more people about it. Vegas Keys will have to ensure that every client interaction is the best they can possibly produce.

The current product and services mix is ideal for the company and the financial environment that is the city of Las Vegas. The products offered are among the best in the city

because they are offered by the venues within the city. Vegas Keys solely offer a service to arrange all activities deals with venues and provides a host for the group so they feel that the company's main focus is exceeding their expectations. The company can't get stuck in their ways throughout the years. There has to be growth and periods where the company does overlooks of what they have accomplished. The company will want to establish goals and once the goals have been achieved this will tell the company that they are going in the right direction.

The biggest disconnections that Vegas Keys will have with their future clientele will be that they are unknown to the general public. Individuals usually trust their friends and family recommendations. "WOM, or recommendations from others, frequently ranks as the most influential source of prepurchase information (Crotts, 1999; Bickart & Schindler, 2002) The main focus of the company will have to be to establish a great rapport with companies in the city that have group clientele. Once the trust factor has been established with these companies they will then tend to recommend their clients to Vegas Keys. There is the idea of creating an incentive plan for companies that recommend clients to the company. This will push the name of the company and will also help with the marketing portion of the company. The key factor is to get individuals to believe in you so that everyone will know that once their customers are in Vegas Keys' hands that they will be taken great care of.

CLI Groups and "VIPNVEGAS" are the two companies that were intensely researched in Las Vegas. CLI Groups is the traditional destination management company in Las Vegas. They focus on all day activities that the city has to offer. "100% of our clients are through referrals and word of mouth. Only way we will be referred is if we do a good job for our clients. We are committed to providing excellent service & which this sets us apart from the rest!" (Kim, 2011) Their focus is on convention groups and the services that they require. The services most

requested are transportation to/from the airport, group team building activities, tours and guest room blocks. "VIPNVEGAS" is the extreme nightlife company that is flashy and everything Vegas advertises itself to be. The company focuses solely on nightclubs and gentlemen clubs. They have package deals for everything they offer and the website is all about "flashy Vegas". The pricing of the nightlife company is shocking because of how cheap the packages are which leads me to believe that there is back end pricing. CLI Groups is very professional and appeals to corporate groups. The site is well organized and appealing to a corporate group that is looking for the type of services they offer. Ideally Vegas Keys has to combine both of their images into one so that they can attract the same type of clientele.

The competition and buying patterns that the company is competing against are at the highest level of competition. There are numerous companies out there competing against each other for the convention/group business. Vegas Keys filters out the established groups that already have relationships with companies. The groups that they are trying to seek out are individuals that have a profound amount of disposable income and don't want to have to think about planning their trips. Vegas Keys is competing against nightclub hosts, destination management companies and transportation companies which make up almost all of the Vegas hospitality industry.

The city of Las Vegas has over two millions residents and has millions of tourists visit annually. The city is the home of numerous resorts that are world renown to individuals traveling to the city. The city provides the individuals with so many options regarding activities. Regarding marketing it is not a difficult challenge to reach the target market with this amount of tourists visiting the city annually. Facebook, Google and Myspace allow the company to target their advertising on individuals within the targeted marketing age range.

Over twenty six million individuals through the month of August 2011 have visited the city of Las Vegas. This amount of individuals that visit a street that is located in the heart of the city of Las Vegas shows that there are enough potential clients to go around the Vegas Keys and their competitors.

Target Market Categories:

College Students: The segment will be targeted because a big portion of individuals that will need access into venues can't afford the cost of higher types of services.

Single Young Business Professionals – The segment will be targeted because of their disposable income. These individuals are more often attracted to the glitz/glamour of Las Vegas and want to experience the best that Las Vegas has to offer.

Married Couples – The segment has to be a focus because of the income that both individuals have and are willing to spend on services in Las Vegas. They are intrigued by the city of Las Vegas and are willing to spend more than a single business professional is willing to.

Tourists/Vacationers – The tourists and vacationers will make up the majority of the business for Vegas Keys. They have disposable income set aside just for their trips to Las Vegas and understand that everything will be a big cost. They don't understand stand the city fully but know that a company such as Vegas Keys will show them the best time ever if they give them their business.

The target market for Vegas Keys is an individual group that is new to the city. The groups that the company wants to focus on are the group that doesn't have existing relationships with venues. Baby boomers are the target market in Las Vegas (Fine, G., & Fine, A. 1994). The groups the company wants is the group that puts full trust into the company. The idea of attracting the novice group is ideal because it will build the foundation for the future of the

company. The key to surviving in Las Vegas is to build your relationships and ensure that you will receive business year after year. The idea that the company can possibly provide cost saving deals for the group ensure that the group will be even more grateful to the company in the future. There aren't many DMCs that can offer nightlife services so having this niche in the city is an extremely important key factor to the success of the company.

A specific territory that the company will need to focus on is the international and California markets. These markets produce the most tourists that visit the city of Las Vegas. The California market produces seventy percent of the tourists that visit Las Vegas annually. The demographics that the company will have to focus on is the younger adults who are in between the ages of twenty one to thirty and individuals in their forties and higher. An individual group that the company will want to focus on is the smaller groups that visit Las Vegas multiple times throughout the year. "Local residents, combined with the constant influx of new residents into the Las Vegas valley, represent a lucrative market segment for the casino industry. This market is a profitable niche because it is relatively "immune to the fluctuations of The Strip, which is dependent upon tourism and the health of the national and world economies" (Weissenstein, 1999, p. 1A)

The reason the company will want to focus on smaller groups because of the convenience factor that the company will have to keep in mind when trying to attract future clients. The reason why smaller groups are ideal for the company is because of sheer manpower. The company has only two employees who are the owners and with this minimum manpower to have a group bigger than fifty individuals is just not feasible unless the company hires more employees. Hiring employees at this current point in time is not an option because of the fact that the company is basically a "start up" company at this point in time.

The marketing strategy for the company will be based solely on the Internet and word of mouth of clients. Since the company is a start up and there isn't a marketing budget set aside to market the company. The other side of the marketing strategy is for the company to set out on foot into the city. The idea would be to visit concierge departments around the city to do presentations of what the company can do. This will help promote the company to individuals staying at resorts and don't know what companies to use. There will have to have incentive programs set up for the individuals that refer the clients to the company. Within the first year, the company has to establish how many visits/presentations will be given to individual departments and companies that could refer clients to the company. After the first year, there will hopefully be enough revenue generated to support a small marketing budget of five hundred dollars a month. This budget alone will help with the internet marketing costs that will help attract clients from around the world. After the second year, the revenue generated will provide enough income to hire a professional marketing company to brand/market the company. This will ensure that the company will build a solid foundation of client to maintain the revenue streams in the future.

Pricing policy:

18% service fee charge on top of all services rendered per party.

Client will be presented an estimated charges sheet prior to arrival with costs of all activities, money savings, tax and 18% service fee based on how much money was saved for the group. The hardest portion of the group inquiry stage will be evaluating what group is the ideal client and what groups are not. A study based on group inquiries and how many times initial calls are missed by the sales manager have shown that 25.5 percent of calls are missed (Feiertag,

H. 2007). There are numerous groups that are in Vegas everyday but the toughest task will be to judge what groups to focus the marketing efforts on. There are some groups that just want so many things but might not necessarily have the budget for these services. These are the clients that the company wants to stay away from. There will have to be a set of qualifications that the company will have to establish for groups to determine who is and who isn't a Vegas Keys client. There will be a questionnaire that is completed by the prospective client and once the questionnaire is received back from the client the individual in charge of reviewing the results will determine if the group fits the client criteria. The questions of how will inquiries come in for the company can be answered by understanding the budget. Since the budget is minimal for the company the inquiry process will have to be avenues that cost nearly nothing. Email, Facebook, word of mouth and client referrals will have to be the main source for leads. There will have to be an individual in charge of answering the leads in a timely matter. This still keeps the company at the same amount of employees it originally had and doesn't cost the company a significant amount of money.

Advertising and promotion will be run through interns. Un-paid interns would be the only individuals that could promote the company by foot. The owners would be able to assist as well but they run the majority of the company's daily operations. The owners also handle all leads and responses to clients. Promotion would be done through Facebook promotion. Facebook is the biggest social media website in the world and it can be used to target individuals in different cities or age ranges. It is the most ideal and cost effective way to get the promoting out to the general public.

The sales management and strategy of the company realistically comes down to one of the owners. Mike Ferreira will be heavily involved with the day-to-day sales management of the company. Based on his background in sales and the company not having a budget he will be depended on to reach out to new clients, establish relationships and close accounts. The strategy behind the company is to reach out to as many potential clients as possible to create awareness. Prospecting will be the biggest sales tool that the company will use. “Cold calling” is essentially the best way in to reaching out to clients and letting the target market know they exist. The possibility of cold calling other venues, destination management companies and tour companies will help increase leads as well. Once other venues and service providers know what the company can deliver they will essentially deliver leads because of their inability to assist the guests.

SWOT Analysis:

- Strengths: Knowledge of city, package deals, decade of experience in hospitality industry, customer service, “one stop shop” and sales/concierge background
- Weaknesses: Lack of clients, lack of trust with clients, no market presence, no budget, no funds and large competitive market.
- Opportunities: Facebook, large target market, “one stop shop” and very few hybrid destination management companies
- Threats: Recession, large competition, competitors.

Historic Analysis

The organizational structure of the company only rests with the owners. Mike Ferreira is responsible for all sales accounts and maintaining relationships. Justin Rhoane is the other owner who is responsible for the servicing of all client groups while in the city of Las Vegas. The management is not a large team but perfect for the idea that is Vegas Keys. The minimum amount of revenue that is being made by the company is enough to support the two owners. The idea of hiring individuals will not happen until the company can support a full marketing budget and promotion team. Once this objective is complete the company will branch out to hiring individuals to run certain aspects of the company. The contingency plan for the company would be to sell all assets of the company if the two owners were to for some reason no longer be in existence. The company would be in the hands of the family members of the owners who would both own fifty percent of the company.

Company Operations

Vegas Keys identity and slogan are “we give you the keys to the city”. So, in essence from a marketing and promoting standpoint the company is trying to paint the picture that a client of Vegas Keys will have the keys to the city. There will not be a request that the company can’t make happen for the clients. The current company location is based out of the residence of Justin Rhoane. The company doesn’t have the revenue coming in to justify an office location. As of right now, the company is the two owners and the idea that motivates them.

Profit and Loss Projection

INCOME STATEMENT Vegas Keys VIP LLC -
For the year ended DECEMBER 31 2012

	\$ Debit	\$ Credit
Revenues		
GROSS REVENUES (including INTEREST income)		\$6,000 (forecasted)

Expenses:		
ADVERTISING	1,200	
BANK & CREDIT CARD FEES	50	
BOOKKEEPING	100	
SUBCONTRACTORS	0	
ENTERTAINMENT	500	
INSURANCE	500	
LEGAL & PROFESSIONAL SERVICES	0	
LICENSES	550	
PRINTING, POSTAGE & STATIONERY	500	
RENT	0	
MATERIALS	100	
TELEPHONE	500	
UTILITIES	0	

TOTAL EXPENSES		(4,000)

NET INCOME		2,000.00

Vegas Keys is a company that is best viewed by the profit/loss projection diagram above. The company makes revenue based off of the owner's connections and knowledge of the city of Las Vegas. The company is nothing without the owner's connections. The diagram above is the most realistic outline that can be showed for the company based on what is currently forecasted.

Risk Management

The biggest risk to the company is being sued by a vendor, client or anyone that chooses to do so. The company sells the owner's connections/knowledge of the city and ensures that the client's requests get arranged. Their biggest risk is if the clients feel as if they didn't get their expectations exceeded or if they were ripped off. The company will eventually have to hire a lawyer to ensure the protection of the company and its lawyers.

Conclusion

In conclusion, the profit/loss statement is validity in its own right that the company can be successful in the future. The company is ideal for an individual that has an idea for nightlife in the city of Las Vegas. There is minimum start up costs and the network of the company alone is what brings in revenue for the company.

The company's main focus is on the marketing aspect of the market. The company can grow in the future but it all depends on their marketing plan and how far they want to take it. The amount of clientele the company has as a foundation to grow from will be the exciting process in the growing of the company. The owners just have to look at the company and see if they want to make this is a full time career or just a steady income from a part-time company. This is the main question to ask the owners.

The company is run out of a home and has minimum operating costs, which make ideal as of right now. The companies, if it were to grow faster/larger than the owners thought would then have to make a decision financially if it made sense to move the company out of their home. There are big decisions in the future for Vegas Keys but as a start up marketing plan for the company this has a high probability to ensure success in the future if the marketing plan is followed.

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