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Mission and Vision in Sin City

By Barbara Brooks Kimmel

Overview:

On October 1, 2017 Mandalay Bay hotel guest Stephen Paddock massacred 58 people and injured 500 others during the “Las Vegas Shooting.” Some reports indicate that he used a hotel security elevator to transport his weapons arsenal to his hotel room. James Murren is the CEO of Mandalay Bay/MGM Resorts International and also a sitting member of the Homeland Security National Infrastructure Advisory Council, responsible for the passage of legislation and regulations for security & technology infrastructure in public places.

According to the company website, MGM’s Mission and Core Beliefs read as follows:

Over the course of the last decade, MGM Resorts has engaged in a sweeping transformation, building a new Company on an entirely new trajectory and forging a single, unified vision about who we are and what we do. Our Las Vegas roots are a proud part of our history and a signature element of everything we create, wherever we may go. In our eyes, entertainment is not extracurricular – it’s a fundamental human need. Therefore, we exist to ENTERTAIN THE HUMAN RACE. We accomplish this goal every day through four core beliefs that have long remained tenants of our strategy and operating philosophy:

1. *Develop and create extraordinary experiences.*
2. *Provide consistent and outstanding guest service.*
3. *Build and sustain the communities in which we work and live.*
4. *Be respectful, inclusive and responsible in all we do.*

Murren issued [this statement](#) on October 2, 2017. And in November [he said](#) the company shut down all of its’ marketing citywide after the attack, and didn’t resume until the middle of the month. Cancellations by leisure travelers doubled. “I’m happy to say that these cancellations progressively subsided by mid-October and our booking pace returned -- remarkably returned to normalized levels almost immediately thereafter,” Murren said on a conference call with investors.

Also in November Mandalay Bay [announced](#) that they were beefing up security at their elevator banks. Two months later In January 2018 Investigative Journalist, Laura Loomer and Security and Intelligence expert, Mike Turber [teamed up](#) to expose a flaw in Mandalay Bay Security. Without being guests at the Mandalay Bay Hotel in Las Vegas, they take the service elevator up to the 32nd floor with no recourse.

Questions for Discussion:

1. What is the purpose of a corporate Mission and Core Beliefs Statement?
2. Following the October shooting, have the actions of the CEO and the company aligned with their mission and vision. If so how? If not why not?
3. Should the CEO have done anything different after October 1?
4. Should the CEO be sitting on the Homeland Security National Infrastructure Advisory Council?
5. Would you stay at this hotel? Why or why not?

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