

It's not every day you see ELVIS on the way to work, but for Adam Bravo, it's not that unusual.

"You really never know what you're going to see in Las Vegas," he said. "I've seen it all—from ELVIS impersonators to sports stars and Hollywood celebrities."

Bravo currently serves as the director of campaign operations for MGM Resorts International, which owns an assortment of properties on the Las Vegas Strip—from the AAA Five Diamond rated, LUXURIOUS BELLAGIO to the newest offering, ARIA Resort and Casino.

On his journey to working for the second most profitable gaming company in the world, Bravo graduated from Baylor in 2002 and then spent some time in Europe, which included a stint in Greece working in the travel industry.

"I thought I would put my degree in International Business to good use by making a living traveling through Europe," he laughed. "That lasted about a year."

Back in the U.S., Bravo gained experience in retail marketing and business development, moved to Las Vegas and began working for MGM Resorts International in 2006. He and his team handle all of the direct marketing from a corporate standpoint and reach millions of customers using database marketing.

"Our biggest channel right now is email marketing; we send about 40 million emails each month," he said. "We manage the marketing process for events, shows or concerts from beginning to end, which includes developing and implementing a creative concept, targeting customers, and making sure they attend the event and have an enjoyable experience. Every weekend is something new, whether it's promoting The Eagles concert at the MGM Grand or the Michael Jackson Cirque du Soleil show at Mandalay Bay."

Bravo said his role is a natural fit due to his analytical nature. "So much of marketing now is based on collected data," he said. "The more information we have about our customers, the more effective we can be with our marketing strategies. I'm an analytical person, and most of our marketing is driven by statistics and analytics. It's a lot easier to make big decisions based on solid numbers."

Bravo and his team recently played a key role in implementing the company's decision to enhance its existing loyalty program now called "M life." A decade ago, casino activity was the main revenue stream in Las Vegas, but Bravo said profits have shifted to more of a 60/40 split, with more income generated from non-gaming entities, such as hotels, restaurants, shows and high-end shopping.

"It's been a big transition within the industry, and we've worked hard to diversify our offerings," Bravo said. "M life rewards customers if they play a slot machine at the Excalibur, stay at MGM Grand, or see one of our shows at The Mirage. With this program, we learn more about our customers and are able to offer rewards based on their entire Las Vegas experience. It's the right thing to do for our customers and the best way to reward them."

Bravo caters to a variety of customers both domestic and international, and he credits Baylor faculty members for preparing him for the challenge.

**"My job is dependent upon the ability to transcend cultures and get to know my customers, and some of my international business courses helped prepare me for that," he said. "Many professors at Baylor had real business experiences that they used to explain business concepts. They spoke from a knowledge base and not from a book. Looking back now, it gave me such a better understanding of how business works."**

The odds may not always be in your favor in Las Vegas, but Bravo said one thing is a sure bet in life: change.

"In 2005, very few people thought we would be in the economic situation we faced in 2007," he said. "I think it caused a lot of people to reevaluate how they did business. No matter what career path you choose, you have to be ready for change within yourself and within an industry and be willing to accept that change."

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MGM Resorts International



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