

Nicole Bilder, Max Bishop, Lyell Hintz, Eddie Lopata

Introduction

Beck and Score operates in the travel industry. The company organizes upscale vacations to major sporting events. So far, Beck and Score has completed two events, The World Cup in Brazil and The Ryder Cup in Scotland. The company will cover The Super Bowl next. Beck and Score works with high net worth and high profile clients, most of who are “frequent independent travelers” (FITs). Beck and Score was created because the founders felt that “everything was meant for large corporate clients and the packages tended to have a very ‘corporate feel’”; Beck and Score operates in a niche market that is not populated with many (or any) other businesses. Beck and Score says that their marketing model is based on the becoming like the AMEX Black Card- widely known as a luxury brand, but available to very few. The company has eight full time employees. There are agents, to assist clients, co-CEOs, and a president. Together, the Beck and Score team works together to provide an unbeatable experience for their clients.

Value Chain Activities

Beck and Score creates value in many ways. Beck and Score operates in a niche market and strives to create travel plans for high profile and high net worth travelers. One way that they create value for these clients is by providing them with an ultra-luxurious experience from start to finish. Beck and Score focuses on one event at a time, making sure that everything is perfectly seamless and stress-free for their clients. Everything Beck and Score offers to their clients is customizable to their own preferences; from hotels to restaurants to excursions. This is one major differentiator between Beck and Score and other concierge and travel agent services; there is no corporate or “one size fits all” feel. With Beck and Score, your trip is your trip, and it is probably different from all other Beck and Score clients. The company works with their clients to determine their needs, wants, and preferences to make sure that their experience is perfect. Beck and Score ultimately acts as a travel agent at first, and then a concierge. Clients receive individualized attention from personal agents throughout their trip to ensure the ultimate experience. Beck and Score’s offerings are also “all-in-one”. This offers convenience and the concept of “one stop shopping” to the client, and erases the need to deal with multiple vendors and piece everything together themselves; Beck and Score does everything from start to finish for their clients. Beck and Score reduces worry for clients, as they take care of absolutely everything. The only thing the client is responsible for is consulting with agents to determine what their needs, wants, and preferences are. Ultimately, Beck and Score creates value in a niche market by catering wholly to the client and handling every aspect of the client's trip.

What Beck and Score Does	How This Provides Value
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<ul style="list-style-type: none"> • Find customers 	<ul style="list-style-type: none"> • Customers don't have to make an effort to search for Beck and Score
<ul style="list-style-type: none"> • Receive customers from other concierge companies 	<ul style="list-style-type: none"> • Takes pressure off of other companies and allows for more focus on the needs of each individual
<ul style="list-style-type: none"> • Talking to the customer about the desired trip 	<ul style="list-style-type: none"> • Allows for an individualized experience, rather than one with a "corporate feel"
<ul style="list-style-type: none"> • Targeting a wealthy customer base 	<ul style="list-style-type: none"> • Allows Beck and Score to more readily provide luxury arrangements
<ul style="list-style-type: none"> • Dealing with major sporting events 	<ul style="list-style-type: none"> • Creates a niche in the market that caters to sports enthusiasts
<ul style="list-style-type: none"> • Reserving tickets for said sporting events 	<ul style="list-style-type: none"> • The customer doesn't have to worry about finding the right tickets on their own
<ul style="list-style-type: none"> • Choosing seating/stadium arrangements to fit the customers' needs 	<ul style="list-style-type: none"> • Extremely convenient for the customer
<ul style="list-style-type: none"> • Access to means of private travel through means of air and ground transportation 	<ul style="list-style-type: none"> • The customer doesn't have to hire their own cab, or worry about getting lost
<ul style="list-style-type: none"> • Booking hotels and luxury accommodations for the customer 	<ul style="list-style-type: none"> • Hotels are tailored to the customers' needs without the customer having to do any booking or planning him/herself
<ul style="list-style-type: none"> • Managing plans for other events 	<ul style="list-style-type: none"> • Making sure that the customer is having an enjoyable experience all throughout their stay
<ul style="list-style-type: none"> • Personal host 	<ul style="list-style-type: none"> • An added layer of luxury to provide more convenience for the customer.
<ul style="list-style-type: none"> • "Valet" security system 	<ul style="list-style-type: none"> • Ensures the safety of the customer throughout the trip. Also serves as a direct line to the host
<ul style="list-style-type: none"> • Advertising at sporting events 	<ul style="list-style-type: none"> • Attracts more potential customers

Current Management Systems

Beck & Score was founded in Manhattan Beach, California, by three partners, Mitchell Jolley (COO), Christopher Stone (CEO), and Eddie Salcedo (CMO). Each founder has a different responsibilities in their area of specialty, and together they discuss major decisions. Mitchell Jolley has a background in finance and logistics. He is more operations based than he is sales. Christopher Stone has a background in international business and hospitality, and manages the sales department. Eddie Salcedo, the oldest of the three founders, has fifteen years of experience in sports business, specializing in sponsorships and marketing. Beck and Score's President, James Skubic, has experience in sports marketing and has been managing in the field for over ten years. Skubic deals with the general managing of responsibilities and tasks throughout Beck and Score. There are eight "dedicated" sales agents, each of whom are young sports lovers. The sales agents help with the on-location activities and the sales side of things. The sales side exists to find additional business and entertain current clients. The sales agents are with clients at the locations and they help their clients enjoy their vacation. When not on-location, sales agents help advertise the company by attending events and contacting possible clients. Beck and Score's sales agents are full-time. The founders mostly deal with the operations side of the business. The operations side manages clients' movements, security, assets, etc. They are there to organize and deal with the logistics of the business. Sales agents assist with the operations side as well as the sales side, but do small things like explore the area in which the event is taking place to meet with their partners and make sure everything is going to run smoothly. The main two sides of Beck and Score are operations and sales. These sides deal with different responsibilities but must function at the same time, especially during an event that Beck and Score has clients at. The two sides often times will get in each other's way and this is something that the founders of Beck and Score see as an issue with their company. Another issue with management is controlling the spending of the sales agents, especially when spending time with the clients. The managers have to draw a fine line between allowing the sales agent enough money to spend, but not too much that they are wasting Beck and Score's money. An example of this is, during the FIFA World Cup, a couple clients wanted to spend time with their sales agent and the sales agent spent money on alcohol. After that incident, sales agents are not allowed to drink alcohol when with clients. At many times, it also affects "team morale" if the sales team is having a good time out with clients while the operations team, consisting of mostly the founders and the president, works hard to keep the event running smoothly.

- The company is headed by three founding members and a president
- There are eight agents
- The employees and their tasks are split up into two main categories: sales and operations
- The operations side manages clients' movements, security, assets, etc.
- The sales side exists to find additional business and entertain current clients
- These two sides work together, but separately, in order to provide customers with the service they pay for

Beck and Score Business Model

Beck and Score created their business model when they realized, as founder Chris Stone said, "No one was offering high level travel packages for wealthy FIT customers" in regard to

the World Cup. They quickly realized that contrary to their prior belief of concierge services being their biggest competitors, they actually ended up being their best partners. Concierge services would send their clients to Beck and Score and they would do what the concierge services couldn't do, spend months planning and setting up a high end travel package including flights, hotels, game tickets, private events, and experiences based on the location of the event for wealthy customers. Networking has been key for Beck and Score as both their customers and concierge services recommend them. However due to the fact that they only deal with high end customers who pay a large sum of money, they don't need a large customer base. This allows Beck and Score to focus on their customers' individual needs which would be difficult if they had a large amount of customers due to the fact that they only have 8 full time employees. They do this in hopes that they either become the big and luxurious brand for the mass market or they get bought out by a large entertainment company.

- Small customer base allows employees to know customers on a personal level and help them whenever needed
- Large cost
- Looked for untapped market
- Concierge services best partners
- Word of mouth is huge for Beck and Score
- Small amount of full time employees

BUSINESS MODEL CANVAS: <https://canvanizer.com/canvas/bregwkb1k1w>

Problem Formulation

- As our client says in his own words, his company needs to work on its “ability to delegate responsibility efficiently
- The company only has 8 employees, meaning that time management and efficiency are highly valued.
- The quality of the service that Beck and Score provides is built off of the employees' dedication to their respective client. This might mean that employees devote a majority of their time working with one client
- Beck and Score has to prioritize on occasions by having sales people work operations and operations people work sales.
- This can create confusion and it puts employees in positions that they aren't accustomed to, ultimately lowering the value of that position.
- Our client also talks about creating company culture while working on new businesses, which directly ties into his problem of trying to better delegate responsibility.
- The company culture will define itself once sales and operations associates can work to their maximum potential.

The main issue Beck and Score deals with is managing their employees while expecting them to step outside their comfort zone. Beck and Score has a total of 8 employees who are either operations or sales. Operations deals with the clients' security, tickets for games, and has to know where the client is at all times. They supply their clients with a device that allows them to contact the operations team at any time. The sales team helps the clients with additional business

such as planning excursions and finding restaurants. Both operations and sales are on hand at the sporting events. Due to the fact that they do only have 8 employees it causes an issue. Both sides are expected to be able to step outside their comfort zones and do things that they may not feel comfortable doing. This could cause issues on both the operations and sales sides as someone from operations may mess something up in sales and vice versa.

Root Cause Analysis: (Zoom in for larger view)

