Russell Mann Nevada on Why Businesses Should Study Customer Behavior Before Expanding

Las Vegas entrepreneur discusses why understanding operating costs, changing market conditions, and future customer needs is essential when evaluating new business ventures.



Las Vegas, Nevada Nov 26, 2026 (Issuewire.com) - Business development often begins with an idea, an opportunity, or the chance to bring a new service to an underserved market. However, Las Vegas entrepreneur Russell Mann is emphasizing the importance of looking beyond the initial launch and considering what it will take for a business to remain financially and operationally sustainable over time.

With experience spanning hospitality, retail, outdoor recreation, and commercial development, Mann has been involved in a variety of business ventures throughout Nevada and the surrounding region. His background has given him perspective on the challenges entrepreneurs face when moving from an initial concept to an operating business.

While opening a new business or completing a development can represent a significant accomplishment, Mann believes the decisions made during the planning stages should account for responsibilities that continue long after the initial launch.

"Getting a business open is an important milestone, but you also have to think about what it will take to keep everything running five or ten years down the road," says Mann. "The decisions you make early on can affect how well the business handles expenses, changes in the market, and the needs of its customers."

Looking Beyond the Initial Investment

One challenge entrepreneurs face when evaluating a new venture is understanding the full financial commitment involved.

Initial expenses such as property acquisition, construction, equipment, and business setup are often the most visible costs. However, ongoing operating expenses can influence long-term performance just as much.

When determining whether a business concept is financially practical, consider utilities, maintenance, staffing, insurance, equipment replacement, and other recurring obligations.

For commercial developments, these considerations can become particularly significant because buildings, equipment, and infrastructure require continued attention throughout their useful lives.

Mann encourages entrepreneurs to evaluate these responsibilities before committing substantial resources to a project.

A business that appears financially attractive during initial planning may face challenges if it underestimates ongoing expenses or fails to adequately consider future maintenance requirements.

Understanding these costs can help business owners develop more realistic expectations about the resources needed to support continued operations.

Preparing for Changing Economic Conditions

Throughout his career, Mann has experienced how broader economic conditions can influence business performance.

Changes in consumer spending, financing conditions, and market demand can create challenges even for businesses that have previously performed well.

These experiences have reinforced the importance of considering how a business might respond when conditions worsen.

Economic changes can affect industries differently. Tourism businesses may experience fluctuations in visitor activity, while retail operations may encounter shifts in purchasing habits. Commercial developments can also be influenced by changes in operating expenses and financing availability.

Although business owners cannot predict every economic development, they can consider potential challenges when evaluating new opportunities.

"Sometimes a business can be doing very well, and then something changes in the economy that you have no control over," Mann explains. "You have to be willing to adjust and find ways to keep moving forward."

For entrepreneurs, this approach means evaluating more than optimistic revenue projections. It also involves considering whether a business can manage periods of reduced demand or unexpected increases in expenses.

Considering Future Customer Needs

Long-term planning also requires recognizing that customer expectations may change.

A service that meets customer needs today may require adjustments as technology, consumer habits, and market conditions evolve.

Mann's involvement in outdoor recreation businesses and commercial developments has exposed him to different customer groups, from tourists seeking recreational experiences to travelers looking for convenient roadside services.

These industries illustrate why businesses benefit from considering how their facilities and services might need to evolve.

For example, roadside properties that combine fueling, retail, and foodservice must accommodate different customer activities. Changes in how travelers use these services can influence future operating requirements.

Similarly, outdoor recreation businesses may need to adjust their offerings as visitor preferences and travel patterns change.

Planning for the future does not require predicting every development. Instead, it means staying open to evaluating services and making improvements as customer needs change.

Balancing Ambition With Practical Decisions

Mann has been involved in projects ranging from outdoor recreation ventures to developing a major 76 gas station and travel center.

These experiences reflect the variety of considerations involved in evaluating business opportunities, particularly when a project requires substantial physical infrastructure.

While ambitious projects can create opportunities, they also bring responsibilities for construction, ongoing operations, maintenance, and financial management.

Mann believes entrepreneurs should take time to evaluate major decisions rather than reacting immediately to every opportunity or challenge.

His approach involves addressing smaller issues promptly while allowing additional time to consider decisions that could have significant long-term consequences.

This distinction can be particularly valuable when evaluating new investments, expansion opportunities, or changes to an existing business.

A promising idea may deserve further exploration, but its potential should be weighed against the practical requirements of bringing it to market and sustaining it over time.

Building Businesses With the Future in Mind

As entrepreneurs consider new ventures, Mann emphasizes that long-term planning should be part of the conversation from the beginning.

Understanding operating costs, preparing for changing economic conditions, and considering future customer needs can help business owners make more informed decisions.

These considerations do not eliminate the uncertainty involved in entrepreneurship, but they provide a more complete picture of what a business may require beyond its initial launch.

For Mann, whose career has included business development across several industries, evaluating opportunities with both ambition and practicality remains an important part of his approach.

Successful development is not simply about bringing a new idea to life. It also involves building a foundation that lets the business respond to challenges, meet customer needs, and remain viable as conditions change.

About Russell Mann

Russell Mann is a Las Vegas, Nevada-based entrepreneur and business developer with experience in hospitality, retail, outdoor recreation, and commercial development. His professional background includes involvement in businesses and projects such as Las Vegas ATVs, Vegas Off Road Racing, Arizona Last Stop, Grand Canyon Glamping Resort, and a major 76 gas station and travel center development. His interests include business development, outdoor recreation, and exploring new commercial opportunities.

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