

Case Study – Business Model



The Problem:

A client wanted to leverage her background in large corporate event & entertainment planning to develop a business that into a thriving business.

The Solution:

The client had many years of experience working for major multi-national entertainment companies in a variety of positions that afforded her the knowledge of planning and implementing large scale events with ‘A-list’ talent. Having recently organized a private fund raising event for a municipal foundation and knowing that she could not compete with existing major event promoters, Big Picture Advisors devised a business model that identified a market niche that was not being adequately addressed; medium sized municipalities and cities that desired to provide cultural and recreational opportunities for their citizens.

The business model essentially provided a mechanism by which mid-sized municipalities and foundations could sponsor large scale entertainment events of up to 25,000 attendees that would bring in ‘A List’ talent. These events would be scheduled



around the three or four main national holidays spread throughout the year, when people are seeking outdoor entertainment, such as Memorial day, July 4th and Labor day.

The business model included a mechanism by which municipalities could realize a windfall profit of up to and even exceeding \$250K in off-budget revenue to be could be used to augment their existing tax revenues and at the same time offer their citizens a superior entertainment experience.

In this time of increasing budget constraints and decreasing municipal tax revenue sources, this business model offered a unique way for local politicians to truly bring value to their constituent base. It was also apparent that the hundreds of mid-sized cities scattered throughout the country did not have the expertise and experience to organize , promote and implement these types of events.

The keys to success in implementing this type of business model is in having a well defined, button-downed project schedule. There are many ‘moving parts’ that have to be coordinated, including logistics, talent, marketing and accounting.

Concluding thoughts

Whereas the initial event was a smaller scale version put on for a Halloween fund raiser, the company’s first large scale event did not fare as well. The primary issue being inadequate preparation, not enough lead time to organize the event and undercapitalization.

Notwithstanding this execution issues and initial setback, the business model proved to be viable. Municipalities and large non-profit foundations continue to seek off-budget methods to augment their operational cash flow.



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