

teaching note

Revenue Diversification for the DSM Book Festival: A Strategy for Financial Stability

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Summary of the Case Study

The DSM Book Festival, produced by the Des Moines Partnership, is a regional event that connects book lovers with enhanced content involving interactions with authors, keynote speeches, and other events. Although the festival was canceled in 2020 due to the pandemic, it is currently being planned for 2021. To mitigate the financial impact of the 2020 festival, the Special Events Director wants to diversify revenue streams for this year's festival. Therefore, the Director of Events at Des Moines Partnership is interested in extending multiple revenues of festival revenue. This case study examines diversifying event management revenue streams for festivals.

Learning Objectives

The following learning objectives (LO) have been highlighted for this case study utilizing Bloom's Taxonomy (Bloom, Engelhart, Furst, Hill, & Krathworhl, 1956):

LO1: Summarize the role that chambers of commerce, such as Des Moines Partnership, play in the creation of events for a community

LO2: List the advantages and disadvantages of traditional revenue streams for festivals

LO3: Determine the importance of diversification of revenue streams for a festival

LO4: Generate a list of new revenue streams for festivals in a post-COVID environment

LO5: Critique new revenue streams utilizing the Evaluating New Revenue Streams Framework (Table 4)

Target Audience

This case study would be appropriate for an undergraduate or graduate course in event planning or financial management for hospitality, business, and events. Additionally, this case study could be used by practitioners in the festival sector and could be used at industry association conferences such as International Festivals & Events Association and Iowa Festivals & Events.

Learning Strategy

This case study could be taught and discussed in a 90-minute time period. This case study be presented as a stand-alone case study on revenue streams of events or as part of a module on revenue or sponsorship for events or festivals. The learning strategy has also been designed for the case study to be taught in a face-to-face environment or in a synchronous learning environment.

Outline of Learning Strategy

1. Pre-Meeting

Instructor Assigns Case Study to Class to Read

2. Class Meeting

0 – 10 minutes – Instructor introduces case study

10 – 25 minutes – Instructor Mini-lecture on role of chambers of commerce

- Examples of chambers of commerce
- Role of event productions and chambers of commerce

25 - 50 minutes – Instructor Mini-lecture on revenue streams

- Definition of revenue streams
- Advantages and disadvantages of sponsorship
- Traditional source of sponsorship (Table 3 from Case Study)
- Importance of diversification of revenue streams for festivals

50 – 75 minutes – Small Group Discussion

- Small groups generate a list of new revenue sources for a local festival and projected revenue
- Small groups critique revenue sources using Evaluating New Revenue Streams Framework (Table 4 from Case Study)

75 – 90 minutes – Class Discussion

- Instructor invites each group to discuss new revenue sources in a mock brief presentation to executive leadership of GDMP

References and Additional Readings and Resources

Teaching Note References

Bloom, B. S., Englehart, M. D., Furst, E. J., Hill, W. H., & Krathwohl, D. R. (1956). Taxonomy of educational objectives: Handbook I. *Cognitive Domain*. New York: David McKay.

Additional Readings

Michellini, L., Iasevoli, G., & Theodoraki, E. (2017). Event venue satisfaction and its impact on sponsorship outcomes. *Event management*, 21(3), 319-331.

Premananto, G. C., & Zulkifli, R. A. (2020). The Decision-Making Process of IMC Activities in the Sponsorship Bidding of Bank Jatim for the 2014 Jazz Traffic Festival Event. *International Journal of Innovation, Creativity and Change*, 11(9), 434-450.

Shin, H., Lee, H., & Perdue, R. R. (2018). The congruity effects of commercial brand sponsorship in a regional event. *Tourism Management*, 67, 168-179.

Associations and Association Resources

International Festivals & Events Association. <https://www.ifea.com/>

International Live Events Association. <https://www.ileahub.com/>

Iowa Festivals & Events. <http://iowafestivals.org/>

Book Festivals

Clark, B. (1993). *Fanfare for Words: Bookfairs and Book Festivals in North America*. DIANE Publishing.

Preston, C. (2012). *Event marketing: how to successfully promote events, festivals, conventions, and expositions*. Wiley.

Des Moines Festival Resources

Des Moines Book Festival <https://www.dsmpartnership.com/dsmbookfestival/>

Des Moines Greater Partnership <https://www.dsmpartnership.com/>