

EVENTFUL MANAGEMENT AT FALL LINE STATION

AUGUST JÖRDING

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As part of a downtown revival in a Southeastern U.S. town, a young entrepreneur couple created a brewery and event business. The initial success in weekend bookings was fueled by a demand for wedding events that had been pent up during the COVID pandemic. Anticipating a slowdown in demand created by the lack of dating opportunities during the pandemic, the business' sales manager tasked a consulting team to analyze the industry so that she could determine how the utilization of the event space could be increased.

Introduction

Jamie, a marketing graduate from a prestigious university nearby, was hired at Fall Line in Macon, Georgia, to manage an event space adjacent to the successful brewery. She had been very happy to find employment in an economy still reeling from the COVID pandemic crisis. On one of her first days on the job, she found herself standing in a recently revived, old industrial building in downtown Macon. Her eyes scanned the iron beams and brick wall. The floor was covered with kegs and packaging tape. Through a gap, she saw a dark room that was empty and cold. Despite its emptiness, it was beautiful. *"I am so glad you are here, Jamie,"* a voice echoed through the empty room. The voice belonged to Kaitlynn, one of the owners of the Fall Line Brewery. *"Managing the brewery and the event space at the same time was way too much work. Let me show you around and give you a little background to this place,"* Kaitlynn said.

The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and its accompanying instructor's manual were anonymously peer reviewed and accepted by the *Journal of Case Research and Inquiry, Vol. 10, 2025*, a publication of the Western Casewriters Association. Qualified instructors may request the Instructor Manual at www.icri.org. The authors and the *Journal of Case Research and Inquiry* grant state and nonprofit institutions the right to access and reproduce this manuscript for educational purposes. For all other purposes, all rights are reserved to the authors. Copyright © 2025 by August Jörding, Tiffanie Fraley, Marko Horn & William Carty. Contact William Carty, 1501 Mercer University Drive, Macon, GA 31207 carty_w@mercer.edu

Fall Line History

Kaitlynn explained to Jamie what she had found when she first moved the business back to her hometown. She described how she had stepped into a dim, dark building that hosted a family of pigeons and mice, and how there was little hope for the building. As water dripped through a hole in the ceiling, ideas had begun to stir in her for the potential of everything this dusty, dirty place could become. Her vision, as she had just purchased the space, was to transform it into a brewery and a magical event space. She and her husband wanted to hold on to as much history as possible of the previous horse and mule shop, turned automobile shop. With the iron beams, original brickwork, and wooden supports, they opened Fall Line Brewery and Fall Line Station in October of 2020. With the pandemic still fresh on everyone's minds, they feared that it would be difficult to find enough people wanting to rent the event space. Kaitlynn explained how she pondered questions like:

- *“What makes us so special?”*
- *“Why would people want to hold their event with us?”*
- *“The community already had a few breweries. What made us any different?”*
- *“What would make someone choose our beer over Macon Brewing Company, which was right down the street from us too?”*

Kaitlynn decided that the company's true differentiator was quality. She explained to Jamie that she and husband truly cared. Cared about the history of the building and where it came from. Cared about the quality of their beer. Cared that every customer felt welcome and appreciated. Their goal had been to keep caring; caring enough to see success.

Fall Line Station

Even though the two product lines (brewery and event space) were housed in the same building, the couple separated the brewery business (Fall Line Brewery) from the event space (Fall Line Station), so that potential customers would not envision having their wedding in a brewery. The brick building, with its beautiful glass windows, was a prominent place in historic downtown Macon, a city that had fallen on hard times and went through an inner-city revival process during the previous two decades. The building and its adjacent structures created a beautiful view of history preserved, and hope renewed. For everything that the venue could become. Dr. W.G. Lee of Wilkinson County, Georgia, had built the stunning architecture that gave the space its distinctive look in 1918, one hundred years before Kaitlynn found it. In the space, one could see the bones of what had once been a two-story horse and mule shop, before it had been transformed into an auto dealership and repair facility. During the renovations in 2018, as much as possible of the original architecture was maintained. With an industrial look, the building's exposed brick, railroad trusses, wooden beams, and ironwork intact, Fall Line Station had become a true one-of-a-kind space in Macon.

Even though the owners had no previous experience in event venue management, they had a well-articulated vision of what they had wanted the customer experience to be. *"We want every bride, groom, and guest to be able to celebrate their day with all of their dreams for it coming true,"* Kaitlynn explained.

"Part of making each day unique and special for the customer is creating custom table arrangements for each event. To have our guests rest assured, either me or my venue partner Matt stayed at the venue during the event for any questions the guests might have, and we set up the events and tear them down afterwards."

The two revenue streams for Fall Line were the facility rental fee and the beverage sales during the wedding. The venue had a capacity for 400 guests that could be accommodated in the ceremony and reception areas and provided access to the bridal and groom suites for time with bridal parties, groomsmen, and families. In addition, the wedding party could access a roped off

area in Fall Line's Beer Garden space for guests to enjoy fresh air. Kaitlynn had further explained:

"We give our guests a list of caterers that we partner with, for them to use for the food on their special day. We are not able to provide any food for the weddings because we do not have a commercial kitchen in the building. The small kitchen we have allows us only to serve sandwiches in the brewery. One thing that we provide in-house is what we know best: alcohol. We provide alcohol and bar services (including staffing) from Fall Line Brewing Co for our events at Fall Line Station."

Fall Line's business (the brewery and event space) had grown quickly during their first 3 years of operation and the facility has outstanding reviews (The Knot(a) n.d.). The event space was used by local artists, families celebrating life and love, competitive corn hole teams for tournaments, and friends celebrating the holidays. Following the pandemic, Fall Line Station observed a spike in wedding bookings as all the young, engaged couples from the lockdown were now able to host their big day with groups of people. Fall Line Station was consistently booked every weekend for the following year. However, for the calendar for 2024, less than two-thirds of weekends had been booked.

Kaitlynn discussed this issue with Jamie:

"We were lucky that we were at the right place and time to take advantage of the pent-up demand for wedding events that the COVID pandemic created. Unfortunately, the COVID years also meant it was difficult for people to date, so now there is a bit a lull in the demand for weddings. Wedding bookings for the next year are down, we must do something to utilize our event space."

Figure 1. COVID Effect

Source: Zippia n.d.

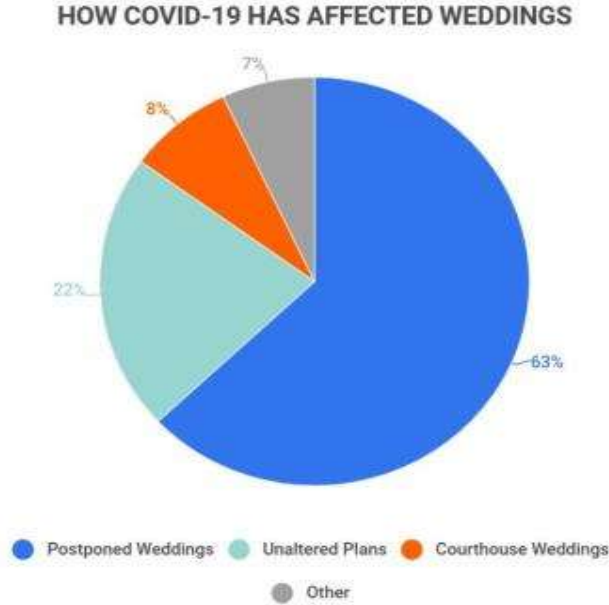


Figure 2. Wedding postponement 2020

Source: Zippia n.d.

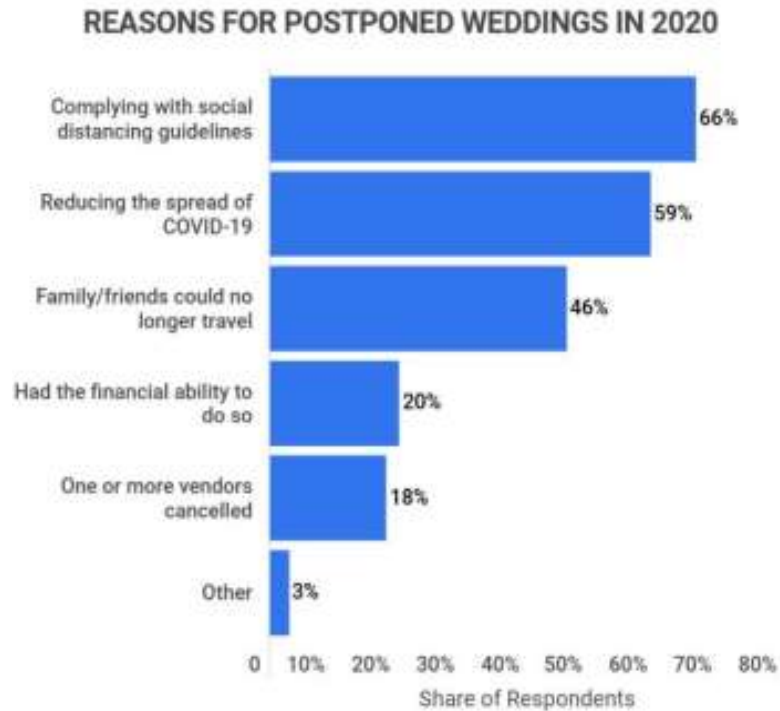


Figure 3. Average Wedding Costs*Source: Zippia n.d.*

Fall Line's Hometown

Macon was a historic city located in central Georgia. It was known for its cultural heritage, vibrant music scene, and significant role in the history of the American South. It was situated at the fall line of the Ocmulgee River (name's sake of Fall Line Brewery and Fall Line Station), which historically made it a prime location for trade and transportation and had continuous human population for 12,000 years (National Park Service n.d.). Macon was founded in 1823, and the city became a major hub for the cotton trade, since it is located along important river routes and proximity to railroads.

Macon was often associated with music, particularly as the birthplace of several famous musicians such as Otis Redding, an influential soul singer, and the Allman Brothers Band, a classic southern rock band. The city celebrated its musical heritage with museums, festivals, and landmarks dedicated to these musical icons such as the Big House Museum, home of the original Allman Brother's band members (Big House n.d.).

In 2024, Macon-Bibb County, with the city of Macon at its center, had a population of approximately 160,000, a median household income of \$50,700, and a 24% poverty rate (Census n.d.). It was a diverse city that blended its historical roots with a forward-looking community focused on growing tourism. Visitors could explore numerous historic homes and places including the Hay House, a National Historic Landmark, and the Ocmulgee National Monument, which preserved ancient Native American earthworks and had been proposed to become Georgia's first National Park (Environment America n.d.). The downtown area, once struggling, had been revitalized, offered a mix of shops, restaurants, and cultural attractions. The city's economy had become diverse, with industries in manufacturing, education, and healthcare, and with its modern-day revitalization of the downtown area, had become an attractive choice for evening entertainment (Anderson n.d.).

Just to the South of Macon-Bibb County was the city of Warner Robbins and growing Houston County with a population of 172,000, an annual household income of \$80,700, and a 10.7% poverty rate (Census n.d.). Together they formed a metropolitan area of almost 350,000 people.

External Help

Not long after the conversation between Kaitlynn and Jamie, a consulting team from a local university reached out to Jamie. Over the years, Kaitlynn had built a good relationship with an Entrepreneurship Professor at the local university, who was always looking for hands-on projects for his students. This was the perfect opportunity to get an outside perspective on the event space. Jamie invited the student team to tour the venue, to give them a better idea of the space.

It was on that tour that she realized this was going to be a success. Why? Because the students also genuinely cared.

Jamie explained the difficulty to the team: the never-ending challenge of standing out in a crowded market and the deep desire to boost event space utilization. The consulting team understood that the key was going to be communicating the unique value proposition of the historic venue to the vibrant community. The team got back to Jamie after analyzing industry trends, talking to local Maconnites, and analyzing the customer records that Jamie had provided. The consultants prepared a local industry analysis, provided a table of the data found, and constructed heat maps of the historical data.

The maps in Figure 4, developed from actual customer data, demonstrated the “heat” for most demand by geographic region from north to Atlanta, through Macon and then to Warner Robins to the south. Additional maps looked at each of these urban markets, enumerating total customers by urban area zip code.

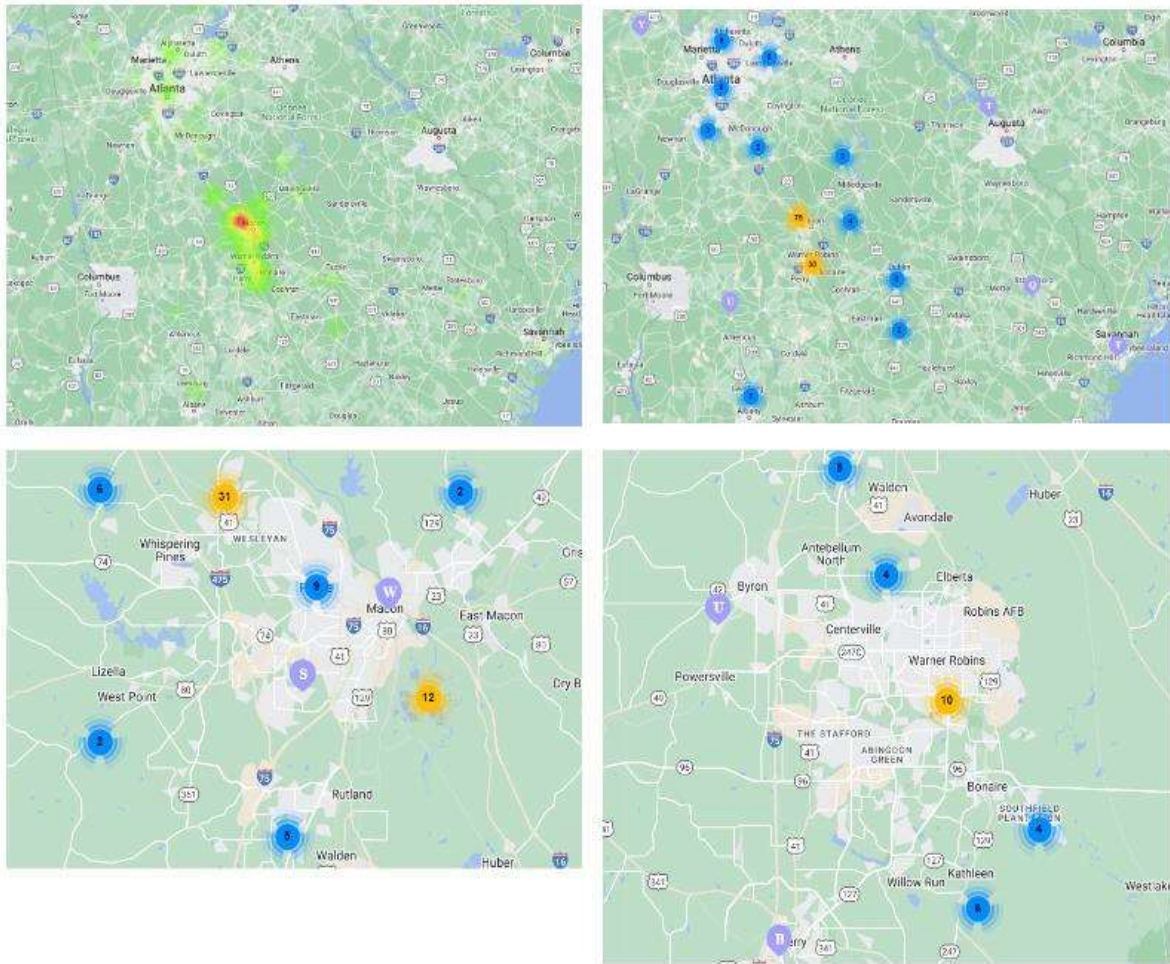
In addition to the data and research the student had provided, the student team asked Jamie a pointed question about the bookings and utilization of the venue at certain times of the year since their research showed that couples prefer some months over others (The Knot(b) n.d). Jamie responded:

“That is a great observation. Seasonality is of course an issue for us as well, but we are not impacted a great deal. Outdoor weddings, or event venues without central heat and air are impacted a whole lot more. In our climate-controlled building, we have wedding couples comfortable all year. In addition, people’s travel is generally not impacted a whole lot here in the South. Since we have only 52 weekends a year available, we see our booking requests relatively stable throughout the year. Of course, there are certain times and dates where we could rent the venue 50 times over.”

Figure 4. Analysis of Historical Sales Data for Fall Line Station

Source: Heat maps by authors from owner data

Target Market:



ZIP CODES INFO ON CUSTOMERS PAST TWO YEARS

Top three Zip Codes:

1. 31210 (31 Zip Codes) North Macon
2. 31201 (12 Zip Codes) Macon Downtown
3. 31088 (10 Zip Codes) Warner Robins

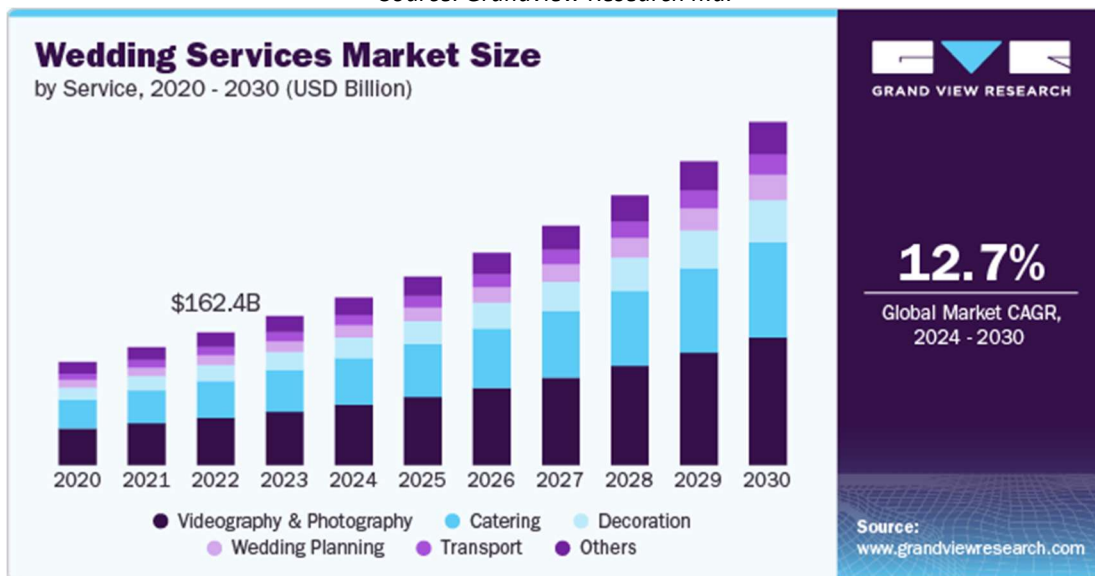
Industry Competition

The team outlined to Jamie that,

“The global wedding services market size was estimated at USD 182.5 billion in 2023 and is expected to grow at a CAGR of 12.7% from 2024 to 2030. The global demand for wedding services is experiencing robust growth due to a combination of increasing disposable incomes, evolving consumer preferences, and cultural shifts toward more personalized and elaborate celebrations” (2024 Grandview Research).

Figure 5. Wedding Industry Market Projections

Source: Grandview Research n.d.



Even though the wedding industry continued to experience an increase in destination weddings, with a market size of \$30 million in 2023 (Statista), most of the total market opportunity for 2024 remained couples who chose unique and beautiful locations with very personalized customer service (Brides.com). In 2023, 58% of couples got married where they currently lived, and 24% of couples got married in one of the partner’s hometowns (The Knot(c) 2024).

After the team realized that most of the wedding event space market was still local, they focused their analysis on the few local competitors in the event industry space. Many of them had different sizes and/or themes (see Table 1).

The consulting team's summary placed the various venues in different strategic groups based on formality and size of the event space. The first group consisted of LoftE Studio and Society Garden's Indoor space. Those were the smallest and most casual venues, ranging from 40-70 people capacity. The next group consisted of Yollah, Society Garden's Outdoor Space, Emerson Courtyard, and The Crazy Bull; those venues were more of a bar scene and could hold more people than the previous group; 100-500 guests. The third group consisted of Suite 616 and Rosewood Ballroom. At those venues, weddings were held but they tended to be smaller than and not as formal as something that may have been held at Fall Line Station. Those events ranged from 125-200 people. The last group consisted of Fall Line Station, Emerson Ballroom, and The Blacksmith Shop. Those events were the most formal and could hold 225-400 guests. They explained that the last group were the most comparable competitors for Fall Line Station due to the similar guest capacity and formality of events. However, due to the lack of information accessible for The Blacksmith Shop, they used Emerson Ballroom as the main competitor (see Table 2).

The consulting team went through the differences and similarities of the venues and Fall Line Station as well as pricing. After reviewing the list of other venues and comparing pricing to Emerson Ballroom, the team concluded that Fall Line Station was priced very competitively for weddings. Undoubtedly the historic, classic, upscale venue at Fall Line Station differentiated itself from all other venues in quality, which lead to a competitive advantage.

Table 1. Industry Analysis*Source: Provided from Fall Line Owner from Market Research*

Venue	Type	Price (Friday night)	Services	Guests Cap.
Fall Line	Venue space and Brewery	\$3000	-Chairs and table included -600 sq ft of garden space included -Drinks provided by venue	400
Yollah	Outdoor venue space and Restaurant	\$2000	Space rented and food provided	-24 for dining room -More for outdoor space (100-200?)
Society Garden Outdoor Space	Outdoor Venue space, Stage, and Bar	-\$800 for main beer garden -\$500 for outdoor pavilion space	-Outdoor space -Offers alcohol in main beer garden	-500 for main beer garden -75 for outdoor pavilion space
Society Garden Indoor Space	Venue Space	\$250 for up to 4 hours	-Can add mimosas or barge cooler -Karaoke included	30-40
The Crazy Bull basement	Venue space, Bar	\$250	-Bar in the basement -Bathrooms in the basement	Not provided
Emerson Ballroom	Venue space	\$4500	-Venue and food -Includes access to bathroom and courtyard -\$400 to rent the parking lot -Built in bar -Chairs and tables	225 seated - 300 for standing
Emerson Courtyard	Venue space	\$1300	-\$400 to rent the parking lot -Includes access to bathrooms	225 seated - 300 for standing
Rosewood Ballroom	Venue space	Rental rates not readily available	-Custom tables -Covered patio -Dance Floor -Stage -Warming kitchen	125
LoftE Studio	Venue space	~\$1000	Chairs and Tables	70
Blacksmith Shop	Venue Space	Not available	-Tables -Chairs -Bar Service	Not listed
Suite 616	Venue Space	Events start at \$1950 Weddings start at \$3,800	-Chairs and Tables -PA System -Prep Kitchen	200

Table 2: Competitor Analysis*Source: Fall Line Owner from Market Research*

Little River Farms	Venue Space	\$4000-6100	- 50% deposit - Set up and breakdown - Tables and chairs	N/A
Meadows at Mossy Creek	Venue Space	\$5000-18900	- Set up and Breakdown - Rental: 9am-11pm	N/A
Foxhall Resort	Venue Space	\$1500-4500	N/A	N/A
Daisy Hill	Venue Space	\$3800-7400	- Bar (\$30-40) - Satellite Bar (\$350) - Full Bar (\$500)	50-150
The Corner Distinct at Ball Ground	Venue Space	\$4000-5000	- Tables and chairs - 4 hour access	150
Rocking T Meadows	Venue Space	\$6,450	- Bar service: \$1700 (bartender, security officer) - Chairs and linens	N/A
Venue at Murphy Lane	Venue Space	\$8,850	- All inclusive - Limits to one wedding per weekend - Chairs, tables, and decor included	N/A

Existing Customer Base

After the consulting team presented the industry analysis to Jamie, the team explained what they found about the customers who had previously booked the event venue. Given that most couples booked a location close to home, or one of the parents' homes, the team had a closer look at the existing customer base. Jamie was excited to learn about the previous customers because she was new to the job and hadn't been involved in weddings in the past. The team analyzed the customer database (kept by Fall Line Station in an Excel file) and created graphic displays of customer frequency organized by zip code in heat maps. Jamie learned that the top three zip codes of previous Fall Line Station customers were North Macon, Macon Downtown, and Warner Robbins. Jamie had more clarity about the industry and existing customer base now, but her main question remained. How could the utilization of Fall Line Station as an event space be increased in the future?

Figure 6. Location of Competition

Source: Developed by the Authors

Orange: 1 Mile, Dark Yellow: 3 Miles, Neon Yellow: 10 Miles, Green : 25 Miles

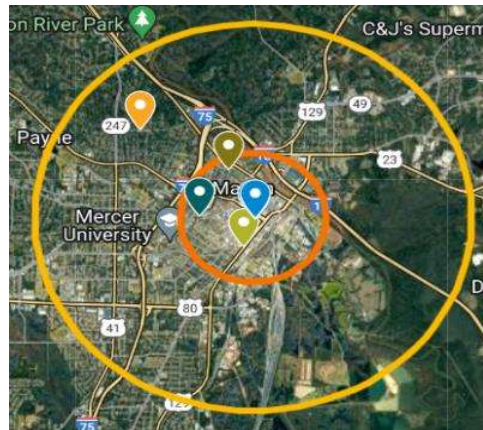
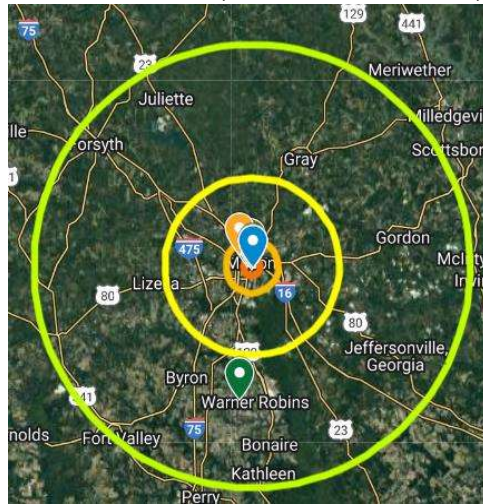


Table 3. Events

Source: Provided from Fall Line Owner Records

Fall Line Station Events	Booked Events- Conducted by Outside Event Managers who rented the venue
Charity Concert-pair with non-profit to increase ticket sales to concert	Mercer FSP Events
Movie Streaming Series-Sell tickets for movie streaming for families	Conventions/Corporate Events Family Events- baby showers, birthday parties, family reunions Outsourced Concerts- booked by event promoters Bridal Events- Weddings, Bridal Showers, Engagement Parties

Table 4. Pricing and Advertising Model

Source: Provided from Fall Line Owner Records

	Target Market	Advertising Method	Pricing
Charity Concert/Festival Concert	Local Macon Families	Flyers and Social Media (Facebook and Instagram)	\$10-20/ticket Based on an attendance of around 200
Movie Streaming	Local Macon Families	Social Media (Facebook and Instagram)	\$10-20/ticket Based on an attendance of around 200
Mercer/FSP Events	Mercer Student Organizations	Digital Brochure sent to Meredith Keating White (Executive Director of Campus Events) Email: keatingwhite_me@mercer.edu -Can reach out for closer dates that are available for bookings and offer discounted rate (no one is booking a wedding 1 month in advance)	Sunday-Friday: \$3000 Saturday: \$4500 Possibly discounted for last minute bookings to fill calendar
Conventions/Corporate Events	-Large corporate companies -Leaders in charge of planning conventions -event planners	Corporate/Convention Event Planners: Emily Jordan Events: Submit via website https://www.emilyjordanevents.com/ Macon Experiences: info@maconexperiences.com	Sunday-Friday: \$3000 Saturday: \$4500
Family Events	-Parents -Local Families	Emily Jordan Events: Submit via website https://www.emilyjordanevents.com/ Macon Experiences: info@maconexperiences.com	Sunday-Friday: \$3000 Saturday: \$4500
Outsourced Concerts	-Concert/music promoters -Performers	Send pricing and information of the venue (including square footage, pricing, available dates) to concert promoters)	Sunday-Friday: \$3000 Saturday: \$4500
Bridal Events	-Newly engaged couples -Wedding planners -Parents of newly engaged couples	Send pricing and information brochures to bridal planners. Planners in Macon area: Mulberry Weddings and Events: (478)-743-5563 Chancey Charm Weddings: info@chanceycharmweddings.com Borrowed and Blue: kaley@borrowedandbluega.com Emily Jordan Events: Submit via website https://www.emilyjordanevents.com/ Brienne McMullan Events LLC: hello@briennemcmullanevents.com	Sunday-Friday: \$3000 Saturday: \$4500

Figure 7. “Lizzy and Matt Wedding”

Source: Fall Line Station Gallery



Figure 8. “Chophotography - 385”

Source: Fall Line Station Gallery



Figure 9. Drawing of Dr. W. G. Lee’s Horses and Mules

Source: Artist Unknown. Fall Line Brewing Company Facebook

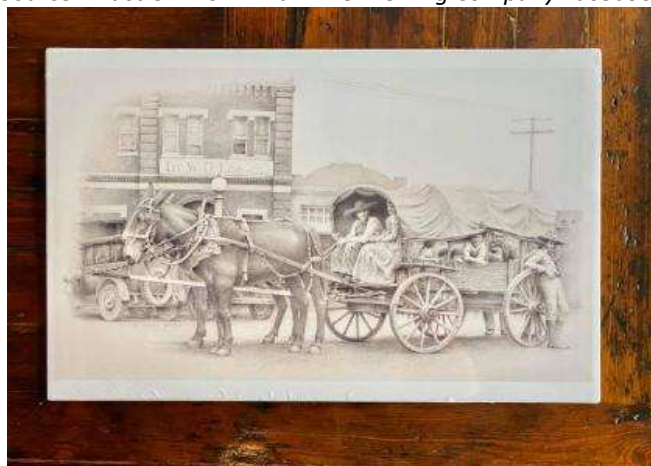


Figure 10. Photo from Tripadvisor

Source: Tripadvisor page for Fall Line Brewing

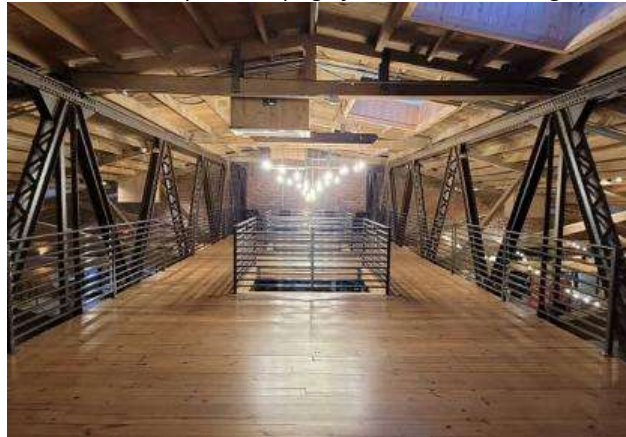


Figure 11. “Fall Line Station Ceremony” Event Page

Source: Fall Line Station Event Spaces Webpage

<https://falllinestation.com/event-spaces/>



Figure 12. “AC1-0556” Fall Line Brewing Co. Event Page

Source: Fall Line Station Event Spaces Webpage

<https://falllinestation.com/event-spaces/>





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