

15 A case study approach to forge the sustainable event manager in the era of technology and sustainable innovation

Mohamed Salama and Mohamed Almomani

Abstract

In sustainable project management, sustainability is integrated into the design, construction and long-term use of the structures being built. This chapter introduces the sustainable project management model, and applies it to the context of event management. Two cases are described. The first looks at sustainable practices in event design and management, and showcases how sustainability can be embedded within the traditional operational aspects of an event. The second outlines innovative approaches towards building sustainable facilities to host mega sports events, with the specific example of the Football World Cup 2022 in Qatar.

Subjects: Ethics; event planning and feasibility; event experiences; operations management; event design; event development; sustainable event management; impact assessment; quality of life

Introduction

Before embarking on delivering the two cases that will follow, it is vital that the learners are exposed to the relevant theory with adequate explanation until they can demonstrate reasonable understanding of the theory, otherwise achieving the learning outcomes of the case studies will be very challenging.

The main theories to be covered in order are the sustainable project management model (Salama & Janjusevic, 2018) and the sustainable event management model (Salama & Almomani, 2021). In the next section of these notes a brief explication of both models will be provided that should help event managers better understand the theory and how to utilise it in the context of the case studies.

Sustainable Project and Event Management Models

Over the past few decades, project management thought has developed significantly to depart the traditional school of thought that was guided by the PMI process model to the Agile Project management approach, then more recently to the Sustainable Project Management Model (SPMM) approach, guided by Salama (2018).

The latter proposed quite a substantial shift compared to the incremental shift in the case of the Agile Project management Phase. The SPMM proposed a structured framework to integrate the most significant emerging concepts that included, and were not limited to, the sustainability concept, the innovation concept, and the need to adopt fast-developing technology, the applications of which transcend almost all sectors and disciplines. In addition, the SPMM considers the whole life cycle costing (WLCC) and assessment in general, and not just partial or limited phases of the project life cycle. The last block in the SPMM emphasised the importance of the traditional theory that embraced the time, cost, risk, and quality management systems alongside other extremely useful and practical concepts thus indicating that the SPMM is building on the existing theory and not abolishing it. The SPMM, for the first time, managed to include all the buzz words in one model. So, when embarking on managing a new project, managers should consider the sustainability dimensions (the Triple Bottom Line) but also consider the entire life cycle of the project. For example, in construction there is a little attention to the economics and operations of the use phase compared to the construction phase, despite that the duration of the use phase is much longer and, in many cases, would have much more impact on the sustainability of the sector as one of the pillars of the economy in most countries. When also consider-

ing the latest development in technology and approaching the project planning phase using an innovation lens, the outcome quality is much better. For example, the recent simulations that can model the anticipated risks in construction sites can help reduce accidents significantly, thus saving precious lives and reducing costs of compensations and other damages. Similarly, there are simulations that can anticipate the locations of leakages in pipes and help manage this risk, proactively. The development in Building Information Modelling (BIM) and linking it to block chain technology can provide significant added value to the management of construction projects and integrate the two phases, the construction and the facilities management phase with smooth flow of information that can save time and money, meanwhile enhancing the quality of the facilities management and therefore the life span of the building. It is worth noting that this example, albeit vivid in the case of the construction industry, can be easily projected to other sectors including the Event Management sector.

It is more of a mindset that helps practitioners depart from the rigid frame of the existing theory to the flexible realms of the new theoretical framework for which the SPMM has laid the foundation whereby there is a call for the integration of sustainability, adopting the latest technology and managing innovation in every aspect of the planning and delivery of the project in various sectors while considering the whole life cycle of the project rather than one or a few phases only. In addition, all the pros of the existing theory such as the effective and efficient time schedules, budgets, quality, risk and integration management systems are still retained in the SPMM model which adds to the gains with no pains.

The Sustainable Project Management Model (SPMM)

The SPMM comprises six main dimensions, each further broken down into a set of factors that reflects on, informs and guides towards the achievement of the relevant dimension. The six complement one another and are neither exclusive nor exhaustive, but should be regarded as the jigsaws that when set in place appropriately complete the project canvas. This model targets the end-product or service, as well as the process implemented to produce that product or service, since both are vital from the sustainability perspective.

The six main components of the SPMM as shown in Table 15.1, are **Sustainability**; **Adaptive leadership**; **Life cycle assessment**; **Adopting advanced technology**; **Managing innovation** and **Assurances and Control**.

The last row in the table is an anticipated end rather than an inherent dimension, hence the difference in colour. However, the listing of **Maturity** aimed to identify the desired end, and its allied factors, which are inherent factors in the six dimensions.