

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

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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-