Organizing ICC world cup 2023 in India by emphasizing on lean project management

1. **Introduction**:

International sports events are the center of attraction of the entertainment business. Because sports is one of the most popular source of entertainment which is loved by people all over the world. There are major international events worth multi-million dollars which take place in different part of the world. Organizations and countries are interested to host such events because it has huge economic and cultural impact.

Cricket is one of the most popular sport around the world, which was invented in England, in the middle of 18th century. Later in 1909, a governing body of cricket was established which was eventually renamed as the International Cricket Council (ICC) in 1965. England, (Wikipedia, 2020) Australia, South Africa, West-Indies are the first few countries to become members of ICC. Since then, cricket has played by many nations in a few different formats fixed by ICC such as One Day International (ODI), Test, and Twenty-Twenty (T20) etc. The main international event of cricket is called the ICC Cricket World Cup which is a tournament of ODIs, organized by ICC at four-year intervals. Top cricket playing nations are participating and competing with each other by qualifying in the competition since 1975 when the first ICC Cricket World Cup took place in England. Till 2019, total number of twelve tournaments of ICC world cup were hosted in different countries and became a mass popular sporting competition.

Hosting a tournament like ICC world cup has benefits and greater impact on economy for the hosting nation as it has global attention and media coverage (Horne, 2010). The recent ICC world cup 2019, generated almost over 350 million GBP of economic impact to the United Kingdom (ICC Media Release, 2020). Average of 1.6 billion television audience, 4.6 billion digital video content viewers and over 750 thousand attendees in the stadiums during the event made this tournament as one of the most-viewed sporting event of all time.

The popularity of cricket in South Asia is at its peak and proven in 2011 ICC world cup, hosted by India, Bangladesh and Sri Lanka. People all over South Asia love and follow cricket mostly than any other sports. The next cricket world cup is going to be held in India. They have selected six major stadiums in their six major state capital cities which are Kolkata, Mumbai, Chennai, Bengaluru, Lucknow and Ahmedabad. This huge event organizers are projecting the event’s outcome from different perspectives by calculating the efforts they need to give in order to organize a successful event. It has to be perfect in every way to ensure the mass people’s expectation and anticipation.

Organizing such a big event with such impact like ICC world cup is never an easy job. Hosting country and organizers have to spend nights over the project planning and management process. There are several ways of project management. Lean project management is one the effective one which emphases on making the right use of resources by delivering more value by cutting wastes (Cruz-Villazon et al., 2019). In this report, a project organizing proposal is presented emphasizing on lean project management, also by answering key project management questions in the context of organizing the next ICC world cup 2023 in India.

1. **Body**:

In this section, a detailed project proposal is presented based on the principles of lean project management methodology. Lean business philosophy raises a few key questions which play vital roles in order to organize and manage a project. Lean project management focuses on five important principles (Moujib, 2007), namely, specifying the value in customer’s eyes, identifying the cost of the whole process, eliminating the waste or unnecessary expense, delivering the value timely, and continuously improving to pursue the perfection.

Maintaining these principles are important in order to organize a successful ICC cricket world cup. Because it is such a big event with expectations and anticipations from people all over the world. To maximize its success, organizers first need to assess the value in the eyes of the spectators of the event. Deliverables such as tickets, stadium facilities, food etc. should be ensured timely and within the estimated cost, also by avoiding the waste. The satisfaction of the consumers by best services should be the main concern. Organizers should answer a few key questions like who are the stakeholders, what are their parts or roles in the event, identifying their expectations, who are the main customers/consumers, what is their point of view, requirements, how can this project be a successful one in everyone’s perspective, what should be the approach of planning and implementing the project, what are the best practices, what are the critical success factors etc. These key topics are discussed in the following sub-sections.

* 1. **Stakeholders:**

Stakeholders are all the important human resources or internal people who will be involved in the project to make it successful. A good amount of talented and energetic stakeholders needed to organize ICC world cup, there is no doubt, but the question is how to choose and identify the stakeholders who will be involved for a long period of time. That’s why a stakeholder analysis needed to be done before the main project management planning started.

**2.1.1 Stakeholder Analysis:** Stakeholder analysis is a process of identifying stakeholders, grouping them in small teams or groups according to their participation, skill, interest and influence in the project. To perform a stakeholder analysis there are three basic steps. First, identifying the key stakeholders. For such a big international event like ICC world cup, there can be a lot of stakeholders. Here, a few key stakeholders are identified.

Organizations who will govern the whole tournament like ICC along with the Board of Control for Cricket in India (BCCI) are the main stakeholders with multiple sub-committees to perform and manage all operational tasks prior, during and after the event. Other organizations like sports clubs, ex-players council can be involved as co-producers of the event. Facilitators including volunteers, community-workers, tourism councils who will be hosting and organizing the hospitality for guests. Local and international media or press, they provide 24/7 update on the event. Companies who sponsor the event are facilitators. Suppliers of food, other necessary goods and the local businesses play vital role in making economic growth as well as cultural impact. Branding and marketing departments can be involved for the economic benefits. Also business analysts and IT people should study the trends and market behavior to make more profits. And of course, the audience, the participants and the officials of the competition are intrigue parts of the event.

Secondly, grouping or categorizing the stakeholders into different teams to maximize the participation according to project’s need and their interest. To categorize the key stakeholders for a project this analysis can be done by using a power/interest grid (Appendix A). By setting stakeholders in this grid, grouping can be done. In the grid “Players” are high-power and high-interest individuals. Essentially players are who are likely to be involved in most of the project tasks. “Subjects” are low-power with high-interest who can deliver great insights or ideas. The “Context-setters” are high-power with low-interest. They are the decision maker of each group. They don’t need to have interest on detail rather they only give the input and expect an output. And finally the “Crowd” are low-power and low-interest who are interested in the project progress, communicating with other stakeholders. In the context of ICC world cup, the governing bodies can set the rules, regulation, blueprint and roadmap of the tournament. In this case, they are the Context-setters. They provide ideas, implementation plans and divide the responsibility into different teams or committees. Such as for tourism and hospitality, co-producers and facilitators can form multiple committees in order to provide their services. To provide insights, business analysts and computer scientists can play their parts as subjects. The main service providers such as commercial promoters, local businessman, journalists, participants, audience, staffs, field-workers, digital marketers and promoters are the players of the event. The governing body can also be the crowd to observe the overall progress and make decisions to improve the current scenario.

The third and last step of stakeholder analysis is to identify the stakeholder’s expectations, their priorities and perceptions about the project. By doing stakeholder expectation management, a project manager can identify issues and conflicts that may occur during the project. Then it can be resolved easily. This increases the productivity of a team and the likelihood of success.

**2.1.2 Stakeholder Expectation Management:** To organize a successful ICC world cup, stakeholder’s expectation is the most important thing. Because there are many key stakeholders and only they will measure the success of the event. So, to identify and understand the requirements and expectations from the stakeholders is a necessary task prior to organize the event. To manage the stakeholders, their expectations and perceptions should be considered for a better project management.

ICC has major rules and regulation, also their expectations from the tournament as well as the local governing body BCCI. These things should be considered and stakeholders should be categorized with common interests to avoid conflicts and expectation gaps. The participants have expectations and perceptions of the event as well. The audience expect the best services and entertainment. Also media, press and digital brand promoters want their flexibility to cover the event’s most eye-catching moments. To identify these expectation, proper communication with transparency is a must and all issues should be documented and analyzed.

* 1. **Customers / Consumers:**

Consumers are the most vital part of every business. As of this modern era, consumers are very demanding and consumer expectations are always changing its trends because there are more possibilities than ever. So, to organize a successful business event, it is very much essential to keep up with the consumers demand and satisfy them. One very promising way of doing that is voice of customer (VOC) programs and identifying what is critical to the customers. Hosting an ICC world cup event requires this evaluations because of its mass amount of consumers.

**2.2.1 Voice of the Customer (VOC):** Voice of the Customer (VOC) indicates understanding customer’s satisfaction, expectation, feedback and their needs in order to improve the services. Customer-perceived value can be a leading driver to a successful event. ICC world cup is such an event, people around the world expect and anticipate something new and entertaining. So, studying their expectation, can provide better insights to host the event.

Social media and internet can play a big role for a VOC program where people constantly share their thoughts, ideas and concepts. Public poles, comments, posts, online surveys can be the sources of what they want to see in an event like this. Also doing interviews and surveys among the local people and tourists can give better feedback and image on how trend of their expectation relies on the event.

**2.2.2 Critical to Customer Requirements (CCR):** After collecting feedbacks and expectations, it is necessary to determine which requirements are effective based on cost, availability and context of the project. It is kind of filtering process by which customer requirements can be classified as actionable or not actionable. Also it helps to prioritize the requirements. It is important to identify the critical needs because it is very difficult to satisfy all of the consumers. For example, if the public demand is to reduce the ticket price, this should be evaluated based on the venue. The stadiums have limited capacity and also different categories in the gallery differ in price. Ticket prices should be fixed based on these issues, not only for the customer requirement. Another example, for scheduling the matches, most of the people can prefer a day-night match. But in a long tournament, all matches cannot be day-night match due to extra expense and other issues like stadium capability, resources.

**2.2.3 Critical to Quality (CTQ):** Critical to quality means the quality of the services in the eyes of the consumers. Based on the critical customer need, it is essential to determine the parameters that drives the service’s quality. These parameters will help to organize the event according to VOC. Then afford should be calculated to accelerate these parameters. For example, a critical need from a tourist perspective can be good hospitality. To facilitate a tourist with hospitality, a few parameters like hotels, transport, traffic, food etc. can drive the quality of the service. To improve the quality of the services, tourists may also want to bear extra cost. So, afford should be calculated based on these issues. If the afford is reasonable, the parameters should be improved.

**2.3 Project Management Practices:**

After identifying the key stakeholders and analyzing the critical needs of the customer, project development plan should be fixed based on the organizational structure. There are a few management practices in order to maximize the project’s outcome.

**2.3.1 Organizational Project Management (OPM):** Organizational project management (OPM) is a framework that aligns the project, programs and processes with organizational strategy and objectives. Also fitting different management practices according to the organization’s context and structure.

In the case of world cup ICC and BCCI should define the strategy, objectives and the possible outcomes of the event. The project, programs and operational processes should aligned with these strategies and objectives. OPM facilitates adaption to any business environment changes because the strategical decisions are based on the key aspects such as architecture and structure of the business, performance measurements, practices etc. OPM concerns about scalability and complexity of the project. These attributes of OPM can help lean methodology to make a sustainable and scalable project plan.

**2.3.2 Agile Practices:** Agile practices in project management develop an outcome in a cyclic order with continuous realignment based on measured transitional results, ensuring stakeholder value is properly delivered. Prioritization of effort and understanding of requirements in order to progress is the main approach in agile project management. Agile practices give more flexibility to stakeholders, allow them to adapt to any changes quickly and improve team collaboration. Agile project management iteratively follow benefit management processes which are benefit identification, benefit analysis and planning, benefit delivery, benefit transition, and benefit sustainment.

Organizing ICC world cup in agile practices is a good approach. Because it ensures the value of stakeholders repetitively and improve its progress based on the change and feedback. Large-scale agile development can good inter-team coordination and portfolio management (Dingsøyr & Moe, 2014). It can also help to identify the VOC and implement CTQ which are key attributes of lean.

**2.3.3 Lean Practices:** Lean practices drives the project in faster and more efficient way by identifying and eliminating waste. It focuses to improve operational efficiency and effectiveness.

By implementing lean practices, ICC world can be accomplished with less waste and maximize benefits. It continuously evaluates its processes and improves the value of stakeholders.

**2.3.4 Lean Six Sigma:** Six sigma applies the DMAIC methodology, which stands for: Define – the target and acceptable limitations, Measure – the frequency of the limitation, Analyze – root cause of that limitation with timings such that when, where, why it happens, Improve – to eliminate the limitation, Control – to make the process more sustainable. Lean and six sigma can work together. Combining lean and six sigma is an effective approach because six sigma also concerns about the project limitations and lean always try to eliminate the limitations to maximize the value by focusing on refining the process and reducing the variability.

Lean six sigma can reduce waste (in terms of time and money) from ICC cricket world cup in order to utilize the useful resources or stakeholders which will help to increase the profit margin.

**2.4 Critical Success Factors:** Identifying the most necessary elements for an organization or project to achieve success is called Critical success factor (CSF) (Chelangat, 2016). Identifying key success factor (KSF) is the first step. A few KSFs to implement the processes discussed in the previous section are pointed below.

2.4.1 Align the project with organizational strategies and objectives. This will provide a more realistic and sustainable project plan.

2.4.2 Always align stakeholder’s expectations and values. Flexibility and good communication with the stakeholders plays vital role.

2.4.3 Considering and continuously evaluating voices of customer is important.

2.4.4 Calculating efforts and limitations in order to make a sustainable project plan.

2.4.5 Effective use of the resources and eliminate wastes.

2.4.6 Should be ready to adapt changes in the environment.

1. **Conclusion**:

Lean project management essentially focuses on fulfilling the consumer’s expectations with reasonable costs by avoiding the wastes. An event like ICC cricket world cup worth millions of dollars and have billions of spectators from around the world. Obviously, to satisfy all to consumers of such big event is not an easy task but with lean project management principles, a better insight can be drawn.

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**Appendices**:

Appendix A: Power/Interest grid for stakeholder analysis

