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BMA6105-20 MANAGING SUSTAINABILITY

Executive Summary

The report included the background, basis and operational goals of the Bath Half Marathon. The report included the objectives of Running High for creating an event like the Bath Half Marathon every year. The report identified the concerns of planning an event like the Bath Half Marathon. The report addressed the sustainable goals the Marathon catered to meet the UN SDG goals. The report also addressed the ethical, social and environmental goals the marathon meets to increase sustainable growth of the event.

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Part A: Introduction

Sustainable operations of a company or organisation generally deal with managing their business in ways that cater to the environment. Sustainability is a pivotal ingredient that helps to identify the company's ethical, moral, environmental and economic growth. The sustainability aspect requires strategic implementation of methods that meet the goals of UN SDGs, a body that governs the sustainable requirements of a company or organisation. The report aims to assess Bath Half Marathon and their sustainable business operations (bathhalf.co.uk, 2023). Bath half marathon is a running event based in the heritage city of Bath, England with their prime focus being to organise a race either on the second or third Sunday of March. The running event focuses on the runner's achievement, intention to participate in the cause specific to the event and to upgrade the motivation of better health. Bath Half Marathon has been identified as one of the best half marathons that exists in the United Kingdom or UK.

Bath Half Marathon is organised by a group called Running High headed by Andrew Taylor. The marathon over the years have successfully been part of donations, charities and partnerships that cater to better human health. The route map changes every year and the organisers keep it specific to a course route free of traffic interventions along the river Avon. One such route map focused on keeping the distance to 21 kilometres or 13.276 miles where the participants approximately burnt 1462 kilo calories (plotaroute.com, 2023). The route map is made every year specific to lie on both sides of river Avon.



Figure 1: Route Map of Bath Half Marathon

(Source: plotaroute.com)

The organisers of Bath Half Marathon keep route maps in a free, convenient and flat way that suits the runners and normal people who want to participate occasionally. The report aims at assessing the goals of Bath Half Marathon to minimise water wastage to meet their sustainability targets. This report also aims at focusing on the Corporate Social Responsibility of Bath half Marathon and also addresses the alternative operational measures the organisers can incorporate to meet both organisational and sustainability goals.

Part B: Understanding and Background to Sustainable Business Operations

Sustainable goals of a marathon can revolve around areas of both solid and water waste management. The goals of sustainability also can incorporate contributions to sustainable partnerships that make the community of run racing better (Greenwood and Warren 2022). The context of the Bath Half Marathon concentrates on three primary and permanent objectives. The runners come with the idea to cater to their bucket list, to improve personal health and motivate their interests to contribute to healthcare concerns. The organiser Andrew Taylor of Running High also focuses on the number of participants appearing in the event. In 2022, nearly 6000 participants appeared for the event who helped with the organisational goals of the marathon (bathhalf.co.uk, 2023). The participants of the Bath Half Marathon helped Running High to meet their organisational initiatives and goals.

The Bath Half Marathon in 2019 and 2020 in partnership with Bath and North East Somerset Council acknowledged the role of nature in boosting social and economic growth globally (avonwildlifetrust.org.uk, 2023). This initiative by the organisers helped to cater to the wildlife in Avon and also keep the roads around Avon river clean. In 2020 the Bath Half Marathon became the only marathon in the UK to win the country's ultimate reputable national sustainability award (bathecho.co.uk, 2023). The AGF or Award for Greener Festival awards and certifies festivals and public events that rely on contributing to the climate and ecosystem.

The areas assessed for certifying the sustainability aspect are travel, transport, waste management, recycling of materials, solid waste reprocessing, communication transparency and usage of power. Bath Half Marathon focused on the above areas to receive the award granted for their organisational efficiency. The organisers did so by imposing a ban on the sales of single use plastics by traders or organisations in partnership. Running High encouraged participants to bring refillable bottles to manage water wastage. The organisers stressed on reusing materials that are recyclable and also fixed locations of the event where

the public transport system relies on electric buses or railways. This award highlights the sustainability importance for the organisers of the Bath Half Marathon.

² The United Nations Sustainable Development Goals or UN SDGs have a prerequisite for any event to have a mandatory set up that permits their goals. This includes better health and well being of a community, cleaner water and availability of sanitation and addressing consumption and production responsibly as per UN SDG goals 3, 6 and 12 (sdgs.un.org, 2023). Goal 3 ensures a worldwide inclusion of better health policies for all age groups. Goal 6 secures the availability of clean water and sanitation facilities. Goal 12 guarantees sustainability in both consumption and production. These goals give Bath Half Marathon organisers an imperative to meet sustainability goals for the future global society. The sustainability element of these goals are pivotal to the running of any organisation and also includes the Corporate Social Responsibility of Bath Half Marathon. The Corporate Social Responsibility or CSR includes their involvement in charities and their involvement in the aim of better health.

The marathon generally differs every year with the route map and the number of participants indulging in their healthcare donations and initiatives. The Running High organisation has multiple active charities to donate which includes the Alzheimer's Society which aims at providing funds to aid research, provide awareness and host campaigns to lower people with dementia in the UK (bathhalf.co.uk, 2023). The Alzheimer's society has shared a charitable partnership with the Bath Half Marathon from 2013. The Bath Half Marathon also provides donations to Cancer Research UK, an organisation that helps cancer research progress to beat the illness (bathhalf.co.uk, 2023). Cancer Research UK has been an official partner with Bath Half Donations for the last 12 years and have raised almost £1,196,280 for cancer oriented research. Bath Half Marathon is also oriented with donations for NSPCC, a charitable group associated with securing children rights for approximately 100 years (bathhalf.co.uk, 2023). This charitable organisation is associated with the Bath Half Marathon for the last 5 years to secure a pledge for humanity and child rights in general.

All the aforementioned charities have entrusted the Bath Half Marathon organisers to evaluate their operational ideas and practices to meet growth and the way forward for a better society. The Bath Half Marathon also makes donations for Avon Wildlife Trust, Dorothy House, and Prostate Cancer UK which secures their position in Europe as a marathon contributing to global society. The contributions of marathons help in evolving societal growth and make relevant improvements for the partners largely (Allen-Arave 2020). The Bath Half Marathon in 2023 is scheduled to take place on the 15th of October 2023. This

event in 2023 is equally going to address all the sustainable, ethical, moral and social goals the organisation Running High aims for. The organisation has already made partnerships with charities and industries that work sustainably and works for the welfare of humanity and climate for their run in 2023.

Part C: Areas of concern related to the industry

The Bath Half Marathon is an event organised by Running High to boost the wellness and social sector of human health. The event approximately had 6000 to 7000 runners every year to meet the organisational targets of the marathon (bathhalf.co.uk, 2023). The management of such a massive event requires infrastructural advancements which caters to their social image sustainably. For example, in 2022 the venue of the Bath Half Marathon was modified to end in Royal Victoria park to host a large number of people (bathhalf.co.uk, 2023). This was done in short notice to accommodate not only the overcrowding of participants but also the charity partners to breathe and promote their individual goals. This impacts the marathon's social image poorly. Another incident from the Bath Half Marathon 2022 was the ignorance of medical causality. About 71 runners and participants faced injuries and required medical attention (bathhalf.co.uk, 2023). This incident put the responsibility of negligence on the organisers impacting the social image badly.

The Sustainable concerns for any marathon revolves around solid waste management, engagements to recycling practices and water wastage. The Bath Half Marathon similarly faces such sustainable concerns with water management and wastages. Although the Bath Half Marathon tries to meet the sustainability goals set by the UN SDGs, it fails to manage Goal 6 which focuses on the availability of clean water sources and managing sanitation practices by 2030 (Sadoff *et al.*, 2020). This sustainable aspect of managing water is very important for any public event. The organisers of Bath Half Marathon encouraged participants to carry sustainably sourced refillable bottles to reduce water waste. The organisers gained support of Wessex Water for eliminating plastic water waste in 2020 (bathhalf.co.uk, 2023). The hydrozones and water camps created by the organisers aided and benefitted the runners to quench their thirst. The 2019 event also saw plastic water bottles to be completely discarded from the marathon. However, the stationary water camps were not managed properly and that resulted in the increase of water cup wastes and increase in the water flow in multiple areas.

The stationary restrooms for the participants were also poorly managed in a few areas in 2019. The poor management gave way to increase in both solid and water wastes throughout the event. These aforementioned incidents gave many participants to question the organisers

regarding the importance of public wellness. Although the organisers and the Bath Half Marathon aimed at managing the event sustainably from the inception, they failed at managing the sanitation aspect of Goal 6 in 2019. The poorly managed stationary restrooms either had participants use a lot of water to clean the toilets or have them poorly cleaned. The inadequacy in the instruction of the organisers for the marathon in 2019 highlighted the infrastructural inefficiency of Running High.

The managerial inefficiency of the organisers also questioned the event's overall social and environmental contribution related to the waste management aspect. However in 2022 the organisers of Bath Half Marathon met with the prerequisites of sanitation health. The United Nations sustainable goals by 2030, and the change the UN adopted to reset environmental goals post pandemic (Naidoo and Fisher 2020). The shift in environmental concerns gave way for sustainability to gain relevance in all public events especially health camps, marathons and awareness programs. The Running High organised the 40th year of Bath Half Marathon with the idea that water waste needs to be managed. The organisers therefore, identified the linkage among the environmental, social and economic concerns related to the event. The Bath Half Marathon introduced sustainable measures through the improvement in guidelines to their participants and imposed a ban on non recyclable materials.

Part D: Critical evaluation of alternative business operations

The Bath Half Marathon is one of the most prestigious, important and long marathons in the United Kingdom. The marathon in 2022 highlighted a few pledges that catered to the environment. The pledges included a plastic free event, use of water cups or bottles sourced from recyclable materials and management of waste through volunteering efforts (bathhalf.co.uk, 2023). These integration of new sustainable policies helped the Running High organisation to boost their social and environmental image and responsibility. However, managing the event also requires infrastructural advancements such as direction and route planning, which the organisation lacks. For example in 2022 the Bath Half Marathon was replanned and restructured thrice. The notice to the participants was given at short notice of just seven weeks prior through an electronic mail. The restructuring of the entire marathon was done due to pressure in highways. The marathon being such a big event in the UK needs to integrate dates that do not align with public holidays or half term school holidays.

The alternative to the existing plan followed by Running High can integrate methods and ideas to plan the marathon way ahead of a scheduled time. For example, the Bath Half Marathon 2023 is planned to be held on the 15th of October, while the action plan is not yet ready completely. The registration fee has been kept at £20 even when the participants are not

updated with the entire action plan yet. The alternatives also include changing the existing free and flat route for the marathon. Usually the Bath Half Marathon concentrates on areas around the Avon river, the plan to include more areas around Bath may help the environment in other areas to sustainably benefit from such inclusion of new routes. An area grows sustainably when there is an inclusion of any event that caters to the environment. Selecting an alternate route will give both Bath Half Marathon and the city Bath access to sustainable growth. The alternatives also include managing stationary restrooms in areas that have a planned water supply channel and management to lower water wastage. These alternative action plans will provide better sustainable leadership and management to the organisers of Bath Half Marathon.

Part E: Recommendations and Conclusions

Recommendations

Sustainability is an elemental requirement for any public event like the Bath half Marathon. The suggestions to the organisers Running High include incorporating more volunteers to manage the event. The Bath Half Marathon has a footfall of approximately 6000 to 7000 people as mentioned above in the report. Therefore, increasing volunteers will help the marathon to boost their waste management and water wastes from hydrozones, water camps and stationary restrooms. Running High organisers can also be recommended to integrate separate areas outside the surroundings of Avon River to help the Bath city to have more sustainable zones. Increase in sustainable zones helps any city to have more managerial capacity to reduce carbon emissions and lower the rate of disposable wastes.

Strategic Thoughts	Targets	Outcomes	KPIs
Increase in volunteers	To manage participants and waste reduction by 10%	Managerial Efficiency and Waste Management increased by 20%	Growth in footfalls and charities
Selecting different routes	To give the city more sustainable zones by 15%	Reduction in carbon emission and waste disposal by 25%	Boosted contributions to the environment

Target 1: Strategic Recommendations

(Source: Created by Author)

Conclusion

Sustainable operations for any organisation or company are an important aspect of growth. The Bath Half Marathon in the UK is one of the important and massive events held in the country. The Running High organises this event meeting all the sustainable requirements as per the goals set by UN SDG. However the concerns revolve around their failure to manage water wastes related to the stationary restrooms and also in planning routes. The sustainable responsibilities of the organisers are also given importance while hosting such public events and the areas of concern are prioritised to address and eradicate them. Furthermore, the issues relating to managing solid and water waste are also marked in the report and the adjusting recommendations, strategies and suggestions are given to reduce the issues. The suggestions given will therefore amplify, give scope of improvements and boost the social, economic and environmental growth of Bath Half Marathon.

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