

# Qatar 2022 FIFA World Cup: RKH's Recipe for Operational Excellence



rkh qatarat  
إدارة، كيه، اتش قطارات ذ.م.م.  
RATPdev KEOLIS



# Our World Cup Journey






# NETWORK INFORMATION




# Doha Metro and Lusail Tram Network


## DOHA METRO



Rail System **Built**   
 by Mitsubishi Heavy Industries,  
 Mitsubishi Corporation,  
 Hitachi, Kinky Sharyo, Thales

**GOA4** Automated Operating System with SelTrac Communication Based Train Control (CBTC) 

**152 Kms** mainline track  
 (76 Km route length) 

over **100 million** check-ins 

**2** depots   
**28 Kms** depot track length

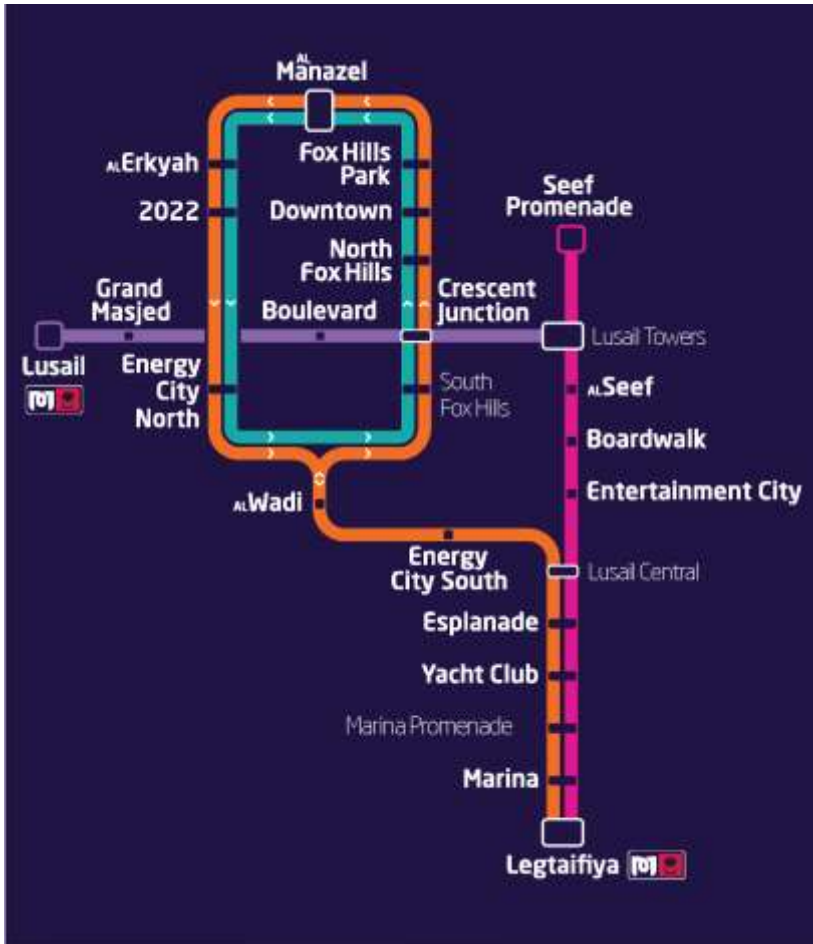
**37** stations   
**365** lifts   
**536** escalators   
**158** travelators 

**270,000 Kms** operated weekly 


**SUB-CONTRACTORS**  
 • SMC  
 • ACIFM  
 • TKE  
 • KONE  
 • L&T


# Doha Metro and Lusail Tram Network


## LUSAIL TRAM





- Tram System **Built**  
LRTC (QDVC-Alstom JV)



- over **2.7 million**  
check-ins



- 28 Kms**  
6 Km open for service



- 27 stations**


  - 10 subsurface stations
  - 16 at grade stations
  - 1 elevated station
- 839,000 Kms**  
Service kilometres in 2022


- 235**  
Station staff


- 73**  
Security personnel


- 1**  
depot


- 28** 5-car trams



- Catenary free APS (Aesthetic Power Supply) at-grade sections
- OCS (Overhead Catenary System) in underground and depot



QATAR 2022  
FIFA WORLD CUP



# Event Details

Up to 4 matches a day in an area smaller than the size of Greater London

- 64 matches across 8 stadiums in 29 days
- 1.4m visitors in the country (50% increase in population)
- Short distance between stadiums: up to 43 km North-South, up to 18 km West-East
- 5 stadiums directly served by Metro stations, 3 served by shuttle bus between stadiums and metro stations

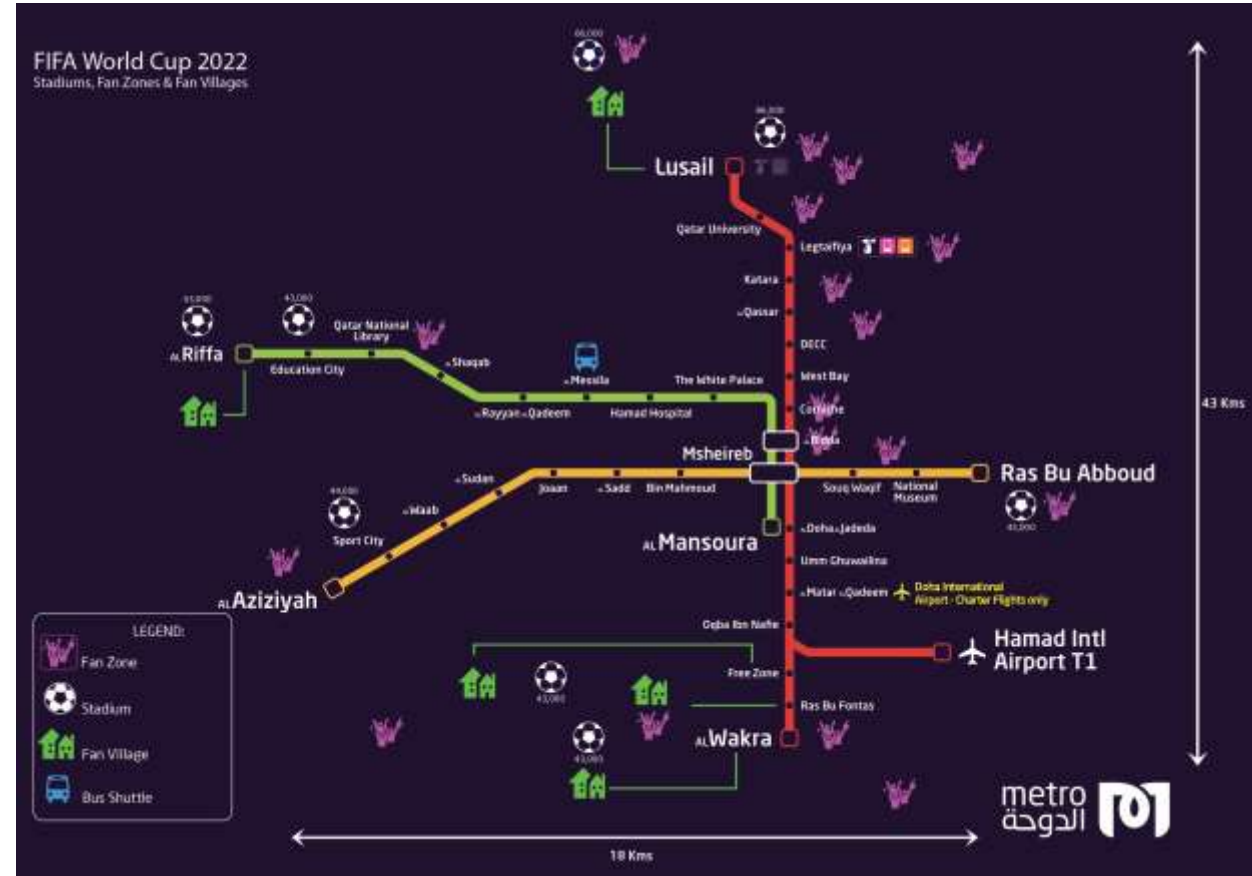


## TYPICAL GROUP STAGE DAY

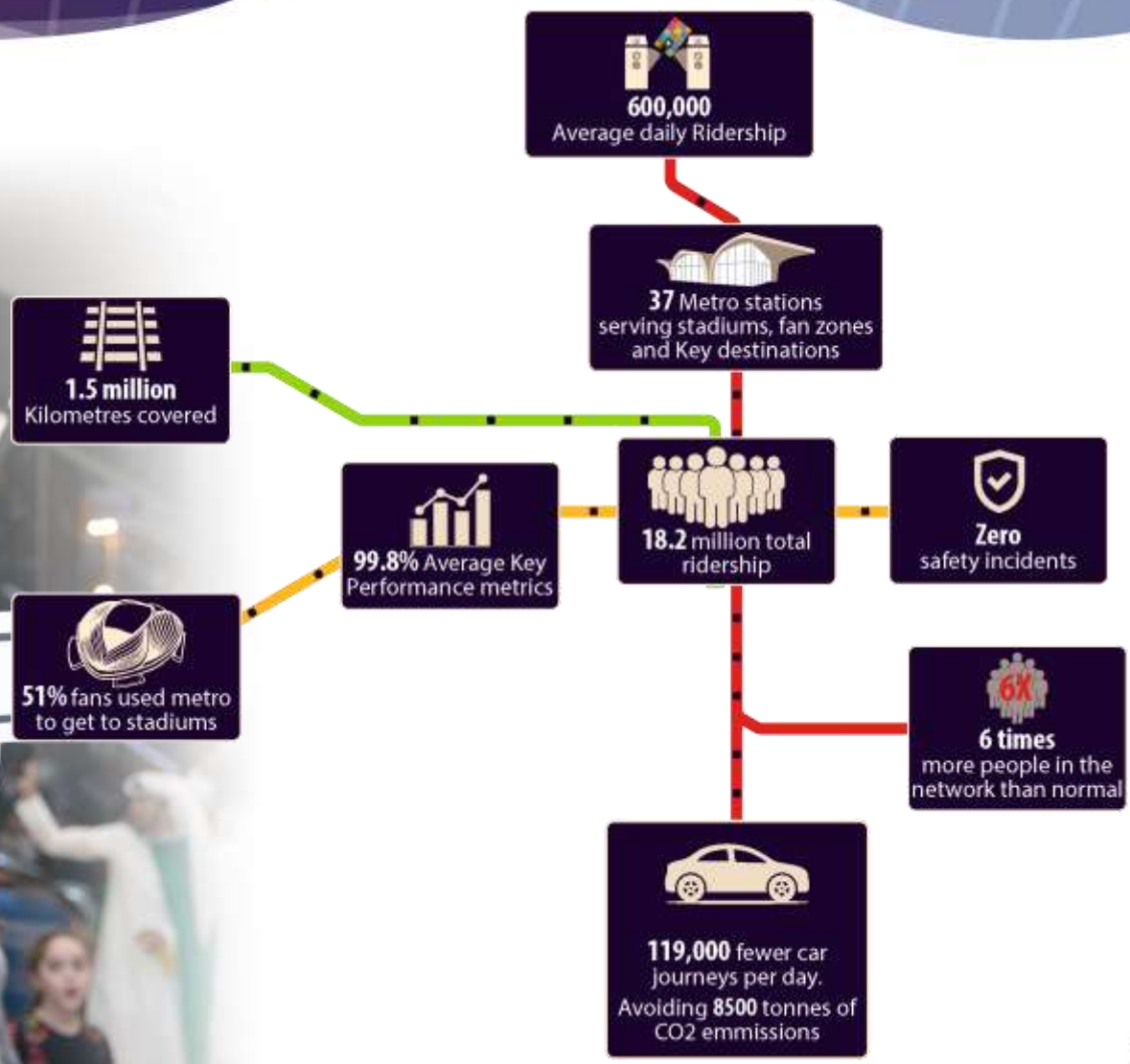
30 - 11 - 2021



الوقت Time	اللقاء Match	الstadium Stadium	الخط Line	الstadium Stadium
13:00	تونس vs موريتانيا Tunisia vs Mauritania	استاد أحمد بن علي Ahmad Bin Ali Stadium	خط الريفا Riffa Line	الريفا Riffa
16:00	العراق vs عمان Iraq vs Oman	استاد الجنوب Al Janoub Stadium	خط الوكرة Wakra Line	الوكرة Wakra
19:30	قطر vs البحرين Qatar vs Bahrain	استاد البيت Al Bayt Stadium	خط الريفا Riffa Line	الريفا Riffa
22:00	الإمارات vs سوريا UAE vs Syria	استاد 974 Stadium 974	خط الريفا Riffa Line	الريفا Riffa



# A Glance at our Operational Excellence





HOW DID  
WE ACHIEVE IT?

# How Did We Achieve This Success?



# Key Success Factors

Before the event:

Preparation, training, stress-testing and continuous improvement of plans

- Effective crowd control plans across all 44 stations
- Additional staff on ground to help with crowd flow
- Strategic maintenance regime allowing for limited engineering hours
- Priority on Safety and well-being of everybody involved

Leverage shareholders supports (RATP Dev and Keolis)

- Mega event experience from operations around the world (inc. SNCF & RATP Group)
- Over 50 Group experts engaged and committed over 2000 days during World Cup event
- Specific support regarding Cyber security, Failure Investigation, and Maintenance Practices





# Key Success Factors

During the event:

## One Team One Goal (collaboration with stakeholders)

- RKH management : daily Shareholder Pulse Meeting led by RKH MD, with RKH Service Delivery and Engineering Directors, Keolis and RATP Dev directors
  - Clear command & control structure (Gold / Silver / Bronze – see next slide)
  - Top management posted in strategic positions around the network each day
- PTA Qatar Rail: meeting twice a week with Qatar Rail MD and delivery Chiefs and Directors
- Supreme Committee for Delivery and Legacy (SCDL) on crowd management (responsible for the last mile queue management, interacting daily with our Bronze Commanders), for a seamless passenger journey
- Tournament Transport Control Centre (TTCC) for the information sharing. Facilitating working with other transport operators
- Qatar Transport Police (QTP) for enforcement of security measures



# Clear Command and Control Structure

QR / RKH followed the internationally recognised “Gold, Silver, Bronze” command hierarchy. This principle applies unity of control and a standardised approach for and during the management of an Incident or Event.





LESSONS  
LEARNED



# Key Learnings From Hosting Mega Events





DO'S  
AND DON'T'S WHILE  
HOSTING A MEGA  
EVENT

# Do's

01



Plan well ahead and test the plans thoroughly through table top exercises, mock drills and practice events.

02



Create detailed and easy to follow plans and always expect the unexpected.

03



Have excellent way finding/signage for customers to follow or have additional customer facing staff to help the new passengers on the network.

04



Crowd flows into stations monitored centrally and adjusted according to key event happening around the country will help avoid over crowding the stations and overloading the network.

05



Multiple lines and access points into one entrance will confuse people, single points of entry is the fastest and fairest line management model.

06



Provide adequate information to customers so they can choose their path, waiting and walking times where appropriate enabling them to feel in control of their journey.

07



Establish a clear Command and Control structure that is recognised by all stakeholders.

Clear communication lines for normal, degraded and emergency modes ensure people stick with the plan no matter what happens.





# Don't's

01



Don't change plans without proper controls or adequate information, most disasters start with last minute changes to plans.

02



Don't wait for the information to reach you. Proactively engage with stakeholders to ensure the right information is with you.

03



Don't hesitate to ask for help, event management is a team sport; no one person can know everything.

04



Don't forget to rest, allow for relief, support and agility when creating rosters.

05



Don't ignore a problem, they are like snowballs and tend to become bigger as they roll along.





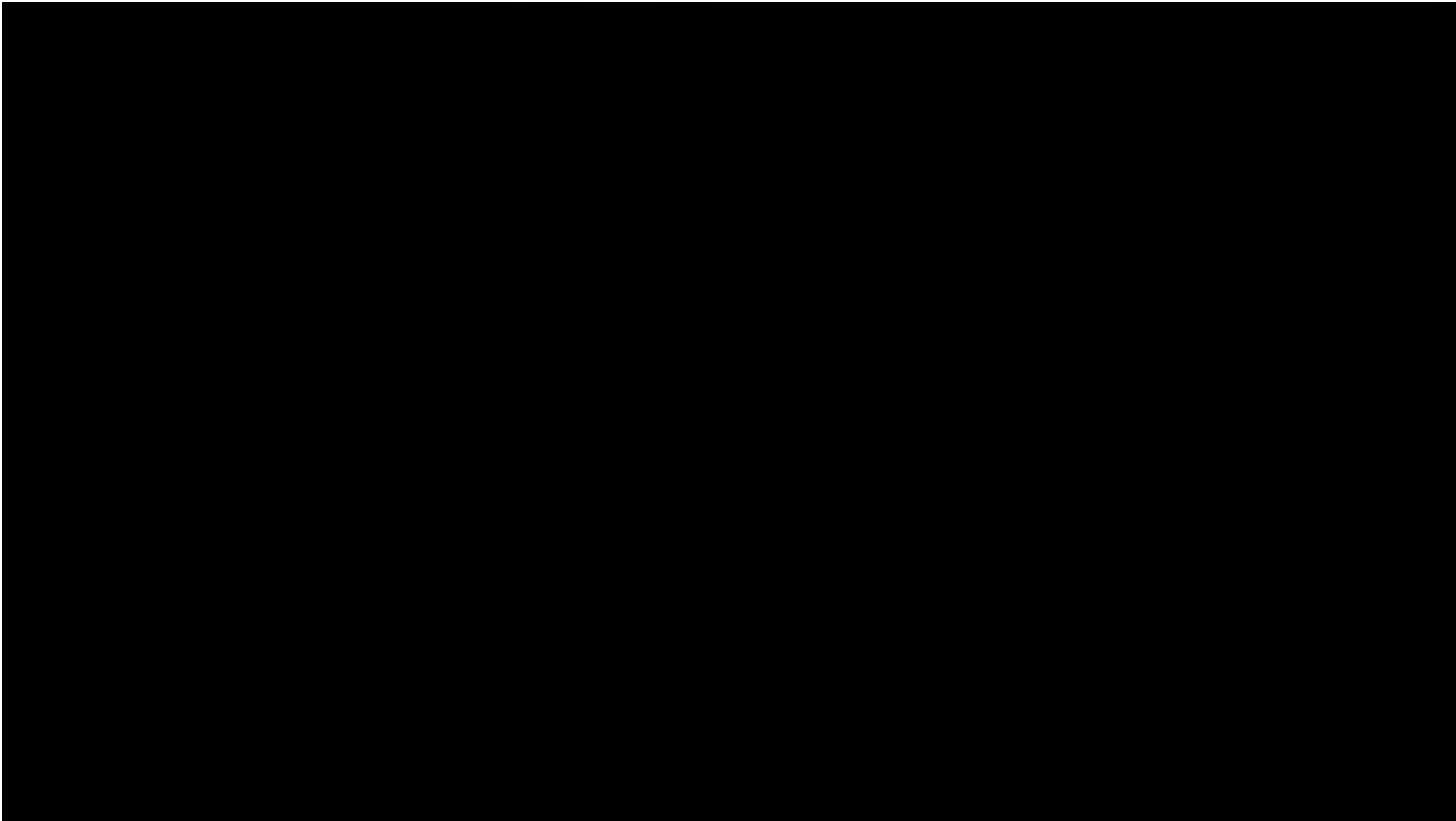
STAFF  
CELEBRATION

# Staff Celebration





# Flash Mob





FEEDBACK

# Very Positive Client Feedback

*“Behind the world-class services delivered onboard our networks during the tournament stood the tremendous effort of the teams at Qatar Rail & RKH who demonstrated the highest levels of organization, preparedness, and collaboration not to mention the intensive preparations, operational readiness efforts, and strategic planning set into motion by those teams.”*



H.E. Dr. Abdulla bin Abdulaziz bin Turki Al Subaie  
Managing Director & CEO of Qatar Rail





# Qatar 2022 dominates BBC poll with 78% win as 'best World Cup this century'



We can expect that WC 2026 will further highlight the benefits Qatar 2022's 'compact' geography...



