GET READY TO ROLL

FIRST-CLASS SPEAKER LINE-UP INCLUDING:

- Andy Taylor, Chief of Service Delivery, Qatar Railways Company
- Eng. Abdullah Balhaddad, Vice President of Operations, Saudi Railways Organization
- Sean Derry, Director of Operational Readiness and Facilities, Qatar Railways Company
- Doug Arnot, Chairman and Managing Partner, Broadstone
- Tony Eid, Director Operations, Sydney Trains

WHAT TO EXPECT ON YOUR JOURNEY AT MENA RAIL OPERATIONAL READINESS:

- **Keynote presentations** from leading operators and stakeholders currently delivering the largest operational readiness programmes globally
- **Local and international perspectives** allowing you to develop best practice and benchmark against the best in the industry
- **Interactive discussions** that will help you drill down into the ‘nitty-gritty’ of operational readiness
- **Plenty of interaction!** Whether you attend the VIP networking, interactive theatres or focus group discussions, you will have plenty of time to network and interact
- **Access to innovative solutions and service providers** that will help you deliver a great experience to your customers through best practice facility management and auxiliary services

Do you want to achieve a high performance railway network? If so, then don’t miss out on the post-summit workshop on ‘the construction and maintenance of the railway track aiming at high performance’, led by Kostas Tzanakakis the author of the book ‘The Railway Track and its Long Term Behaviour’ published in 2013 and within the top 25% of downloaded books in its category

Media partners: Researched and developed by:
IT’S ALL ABOUT THE CUSTOMER

When the dust settles and the tracks are laid, the rolling stock is commissioned and stations are opened there is only one question left that needs answering: Are you really ready to roll?

The Middle East has seen a rapid expansion of railway assets over the last few years which include metro, light rail and long-distance railway projects as well as a host of new facilities and stations. As many of these projects progress towards commissioning and handover, the real challenge will be operating and getting the most out of this infrastructure to ensure a world-class service is delivered to all customers.

However, there is a broader consideration. Railway infrastructure is a means to an end and not the final product. Whether its purpose is to transport goods or mobilise a major sporting tournament, its success will be measured by how well the services have been delivered and the customer experience.

For this very reason, we have partnered with Qatar Rail to develop the inaugural MENA Rail Operational Readiness Summit. The event will draw on experiences from leading local and international operators as well as the experiences of railway customers, infrastructure managers, facility managers and leading consultants with one goal – to be ready when the rubber hits the rails.

We look forward to welcoming you on this journey to readiness and I hope to meet you in Doha in January.

Best regards,

Marco Cipolat
Conference Director – IQPC Middle East
MENA Rail Operational Readiness Summit
SUMMIT DAY ONE
MONDAY, 25 JANUARY 2016

08:00  Start of conference registration and welcome refreshments

08:45  Welcome remarks from IQPC and introduction to the conference Chair

08:50  Opening remarks from the Chair
Essam Selim, Former Chairman and Railway Consultant, Egyptian National Railway

GETTING READY TO ROLL – WHERE ARE YOU ON YOUR JOURNEY TO READINESS?

09:00  Keynote address: Readiness - where rubber hits the rail
  • Preparing for the business end of rail development through operational readiness
  • Delivering excellent customer service through effective facility planning and management
  • Right people in the right place at the right time – we are ready
Sean Derry, Director of Operational Readiness and Facilities, Qatar Railways Company

09:30  Panel discussion: The right and the wrong of readiness
  • Getting off to a winning start by knowing what readiness is and what it is not
  • Discussing common failures in operational readiness planning
  • Passenger services and facility planning – are you ready to deliver an end service for your passengers?
Andy Taylor, Chief of Service Delivery, Qatar Railways Company
Eng. Abdullah Balhaddad, Vice President of Operations, Saudi Railways Organization
Konstantinos Tzanakakis, Senior Railway Expert, Oman
Tony Eid, Director Operations, Sydney Trains
Mike Loynd, Managing Partner, Broadstone

10:10  Morning refreshments and networking

SHOWTIME! FACILITIES MANAGEMENT & OPERATIONAL READINESS IN ACTION

Join us for the interactive theatre session where leading solution and services providers present a series of interactive presentations in a theatre format. In short, this session will be an opportunity for selected service and solution providers to conduct a 20 minute presentation or live demonstration. Following each show, delegates will have an opportunity to change theatres rooms or stay for the next show. How it works:

• There will be two theatres showing a total of 8 shows that will be presented by leading solution providers
• There will be a total of 4 show times, meaning that two shows will run at the same time (refer to show grid)
• There are limited seats per theatre so it is advised to arrive a few minutes before the start of the show. Doors will open a few minutes before the show starts to allow delegates to move in or out

As an attendee, this is a great way to quickly evaluate new solutions or partners. As a service or solution provider, this is a highly interactive session that provides real-time feedback from participants. If you want to lead a session, please contact us at sponsorship@iqpc.ae to find out more.

<table>
<thead>
<tr>
<th>TIME</th>
<th>THEATRE A – FACILITIES MANAGEMENT</th>
<th>THEATRE B – OPERATIONS &amp; MAINTENANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:40</td>
<td>SHOW 1A</td>
<td>SHOW 1B</td>
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<tr>
<td>11:00</td>
<td>5 MINUTE INTERMISSION AND THEATRE CHANGE</td>
<td>SHOW 2A</td>
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<td>11:05</td>
<td>SHOW 2A</td>
<td>SHOW 2B</td>
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<tr>
<td>11:25</td>
<td>5 MINUTE INTERMISSION AND THEATRE CHANGE</td>
<td>SHOW 3A</td>
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<tr>
<td>11:30</td>
<td>SHOW 3A</td>
<td>SHOW 3B</td>
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<tr>
<td>11:50</td>
<td>5 MINUTE INTERMISSION AND THEATRE CHANGE</td>
<td>SHOW 4A</td>
</tr>
<tr>
<td>11:55</td>
<td>SHOW 4A</td>
<td>SHOW 4B</td>
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</tbody>
</table>
12:15  Networking lunch

THE INTERACTIVE SIDE OF OPERATIONAL READINESS – BUILDING PILLARS OF SUCCESS

Set in a round table format, the following interactive session will give delegates an opportunity to discuss and debate the ‘5 pillars’ of operational readiness. Each round table will present a pillar. Each pillar will be lead by a subject matter expert in that field.

How it works:
1. Delegates will be given an opportunity to select any table (or pillar) to start their journey
2. Each table leader will distribute materials and will facilitate a 20 minute discussion on their respective pillar
3. After 20 minutes, a bell will ring prompting delegates to rotate to the next table (or pillar)
4. After 5 rotations (giving delegates an opportunity to see all 5 pillars), there will be a 15 minute interactive presentation that will bring all 5 pillars together
5. You do not need to follow any specific order – just make sure you attend all 5 table discussions

By attending this session, you will:
● Build a deeper understanding of what it means to have operational readiness by building your pillars of success
● Network with professionals from different fields and industries to gain a comprehensive insight to operational readiness
● Gain an exclusive insight into an interactive discussion session and materials that will only be available by participating in this session

The 5 pillars and five table discussions:

TABLE 1: (PILLAR 1) ALL COMPONENTS ARE IN PLACE

TABLE 2: (PILLAR 2) WE ARE CAPABLE AND INTEGRATED

TABLE 3: (PILLAR 3) WE UNDERSTAND OUR RISKS

TABLE 4: (PILLAR 4) WE ARE RESILIENT

TABLE 5: (PILLAR 5) WE ARE IN CONTROL

Session schedule:
13:20  Start of discussions
13:40  First rotation
14:00  Second rotation
14:20  Third rotation
14:40  Fourth rotation
15:00  Fifth rotation

Session moderator:
Andrew Nielsen, Director, Strategy & Projects, Broadstone

15:20  End of table journey and presentation summary

15:30  End of summit day one

The published programme is correct at time of printing. However, given the seniority of our speakers and the nature of their roles, speakers may subsequently substitute or remove themselves from the programme. This is always regrettable, and we will always try to replace the speaker with a speaker with equivalent insight. For the most up-to-date programme, please visit the event website.
08:00  Start of conference registration and welcome refreshments
08:45  Welcome remarks from IQPC and introduction to the conference Chair
08:50  Opening remarks from the Chair
      Essam Selim, Former Chairman and Railway Consultant, Egyptian National Railway

TRANSITIONING INTO OPERATIONS

09:00  Keynote address: Don’t get caught out by the ‘copy paste’ approach to operational planning
      ● What the OEM manuals won’t tell you about operating in the GCC region
      ● Delivering safety through effective planning and quality control
      Eng. Abdullah Balhaddad, Vice President of Operations, Saudi Railways Organization

09:30  Operational hindsight – avoiding common errors in operational planning to ensure the best possible frontline service to your customers
      ● Building quality into your operational plans to ensure a consistent service delivery standard
      ● From rush hour to game day – is your operational plan fit for purpose?
      ● Is it a skills game or numbers game? Getting the right people in the right place at the right time
      Tony Eid, Director Operations, Sydney Trains

10:00  Preparing for handover – how realistic is your OPEX budget?
      ● Is it ever too early to think about OPEX budgets or can this be influenced early in the project?
      ● Discussing common failures in handover that impact OPEX
      ● Identifying technologies and strategies to reduce the operating costs of linear assets
      Graeme Bampton, Technical Director - Head of Rail – MENA, Aurecon

10:30  Morning refreshments and networking

TALKING IN MORE DETAILS: THE DISCUSSION ROOMS

Pick a table and let’s talk specifics. Set in a round table format, the following session will feature dedicated table discussions where a field expert will lead a dedicated session on a specific topic area. The discussion session will last for approximately 50 minutes. There will be two discussion rooms as follows:

- Discussion Room A: Facility Management & Operational Readiness
- Discussion Room B: Operations & Maintenance

Session timings
10:20  Start of discussion tables
11:20  End of discussion table followed by networking break

<table>
<thead>
<tr>
<th>Discussion Room A: Facility Management &amp; Operational Readiness</th>
<th>Discussion Room B: Operations &amp; Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1: Facilities management in focus – getting the most from your facilities&lt;br&gt;Sean Derry, Director of Operational Readiness and Facilities, Qatar Railways Company</td>
<td>Table 1: Considering regional conditions and the impact on operations and maintenance&lt;br&gt;Eng. Abdullah Balhaddad, Vice President of Operations, Saudi Railways Organization</td>
</tr>
<tr>
<td>Table 2: Readiness reduces waste&lt;br&gt;Clayton D’Costa, Project Manager, Broadstone</td>
<td>Table 2: Discussing technology solutions to minimise maintenance and reduce OPEX&lt;br&gt;Konstantinos Tzanakakis, Senior Railway Expert, Oman</td>
</tr>
<tr>
<td>Table 3: Is your project ready for handover?&lt;br&gt;Martin Bassett, Director - Transportation &amp; Infrastructure, WSP</td>
<td>Table 3: Getting into more details – what does a reliable OPEX budget look like?&lt;br&gt;Graeme Bampton, Technical Director - Head of Rail – MENA, Aurecon</td>
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<tr>
<td>Middle East</td>
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</tbody>
</table>
11:20  Networking break

BRINGING IT ALL BACK TOGETHER – ARE YOU READY YET?

11:50  Teach, Train, Test, Transition
- Communicating operational readiness through training
- Ensuring readiness through testing
- Getting it done - the transition phase
Doug Arnot, Chairman and Managing Partner, Broadstone

12:20  Panel discussion: Learning without lessons
- How do you know when you ready?
- Do we have a plan B and is it required?
- Do we have flexibility and scalability to adapt?
Sean Derry, Director of Operational Readiness and Facilities, Qatar Railways Company
Mike Loynd, Managing Partner, Broadstone
Doug Arnot, Chairman and Managing Partner, Broadstone
Martin Bassett, Director - Transportation & Infrastructure, WSP | Parsons Brinckerhoff, Middle East

13:00  Networking lunch

14:00  End of summit day two

The published programme is correct at time of printing. However, given the seniority of our speakers and the nature of their roles, speakers may subsequently substitute or remove themselves from the programme. This is always regrettable, and we will always try to replace the speaker with a speaker with equivalent insight. For the most up-to-date programme, please visit the event website.
IQPC’s workshops are unique opportunities to spend valuable time with industry experts. These interactive sessions are extended to ensure that you get to the heart of the conference’s most critical issues and uncover practical solutions you can apply in your own company. When designing our workshops, we create a balance between theory and practice in order to provide you with practical takeaways that can be adapted for your organisation. In addition, there is an opportunity for you to network with peers from similar organisations to build your network and collaborate on some of the most pressing issues faced in your day to day operations.

THE CONSTRUCTION AND MAINTENANCE OF THE RAILWAY TRACK AIMING AT HIGH PERFORMANCE

Led by Konstantinos Tzanakakis, Railway Expert and Author of “The Railway Track and its Long Term Behaviour”

Trains have to run on time, and a basic condition is that the quality of the track is sufficient. The aim of the Infrastructure Manager (IM) is to design, construct and maintain an expensive asset, as it is the railway track, in a cost effective way, to assure its high performance during its service life. The only way to achieve this target is included in the word “Quality”. If the IM can construct a new track with quality at front of mind and then maintain it with the optimum maintenance strategies, he will be able to manage a track with low costs and a high efficiency.

After attending this workshop, you will be able to understand:
- The external environment for the IM
- How to design, construct and maintain the track in a cost effective way, to assure its high performance during its service life
- The track degradation mechanism (the deterioration of the track components, the subgrade degradation)
- “Track quality” (relation between quality and safety, the importance of high initial quality, mathematical models for predicting the track quality, parameters affecting the track quality over time)
- Maintain the track using best maintenance strategies:
  - The various maintenance strategies and their impact on the service life of the track
  - The rational maintenance
  - Tools for planning a rational maintenance (RAMS, LCC analysis: which is the best way to maintain the track?
  - How can it be ensured that over time the current maintenance practice is the most effective one?)
- Recognise guiding principles for an effective track
- The impact of various investment and budgeting decisions

Workshop Leader:
Konstantinos Tzanakakis
Railway Expert, Oman

Konstantinos has many years of experience in the design, construction maintenance and operations of railway infrastructure in Europe and the Middle East. Most notably, he served as the Director of the Rail Systems Directorate at Hellenic Railways Organization from 2006 to 2013. Since then he has been based in Oman where he has held senior positions within Oman Rail and Oman Ministry of Transport & Communications as a technical expert supervising the preliminary design of the new national railway network. Since February 2015 he has been involved in the establishment of the Railway Authority.

Konstantinos is also the author of a book “The Railway Track and its Long Term Behaviour” published 2/2013 by SPRINGER. According to Book Performance Report 2014, this book was one of the top 25% most downloaded eBooks in the relevant Springer eBook Collection in 2013.
IQPC has been hosting events developed for senior executives for more than 40 years. We serve businesses representing over 15 sectors at more than 1,700 conferences around the globe. Our client list includes corporations such as IBM, Serco, Voestalpine, Lockheed Martin, Tata Steel, Weatherford International, Louis Berger, ABN AMRO, Deutsche Bank, GE, Siemens, BASF and Dow Chemicals, just to name a select few. Senior executives travel from around the world to our events looking to garner best practices and concrete solutions to assist them in improving their organisations. IQPC provides many different platforms for you to increase your market share, stay ahead of your competition, increase awareness to your target audience and position yourself as a key supplier to the railway industry.

**Your platform – getting your message across:**
Because we know that each sponsor has a different message, business development goal and branding objectives, each sponsorship package is tailored to your corporate strategies. Though most sponsorship offers multiple levels and types of exposure, there are a few main ways for you to highlight your corporate strengths:

1. **Thought Leadership**
   As a sponsor at the MENA Rail Operational Readiness Summit your company will gain second-to-none exposure to senior-level decision makers at the point in time that they are seeking solutions, information and systems for improving their firm’s strategies. For a select few sponsors, you can build your reputation as a market leader through subject-specific presentations, workshops and focus days. This highly selective sponsorship allows your firm to establish tremendous capability and expertise in your specialty as well as highlight successful work completed with your clients.

2. **Premium Branding**
   We bring together buyers and suppliers for collaboration, networking and knowledge sharing. Branding is often a major initiative for our clients who are seeking to get the message out about their offerings. Build your company’s brand and visibility in front of senior decision-makers in order to get shortlisted. As a sponsor, your company branding will appear alongside the global leaders associated with best practices in this field. Our dedicated marketing team will help you achieve your promotional aims in the months leading up to the conference. IQPC leverages multiple marketing channels including online, direct mail, email, press releases, media partnerships and social media to publicise the event and increase awareness about your participation to our extensive database, as well as through our network of partners.

3. **Featured Networking Events**
   Networking and information sharing are two major aspects of our conferences and IQPC builds in many opportunities for sponsors to benefit from meeting industry leaders. Focused and high-level, our events will provide you with the perfect environment to initiate new business relationships, identify upcoming opportunities and achieve face-to-face contact that overcrowded tradeshows can not deliver. The exhibition area is designed to be the heart of the event – a place to network and share strategies with key decision makers. Sponsorship opportunities range from exhibition stands to sponsored lunches, cocktail receptions, gala dinners and a host of other branding opportunities.

Additionally IQPC offers a selection of sponsorship opportunities that enables our clients to increase their opportunity to develop new relationships during our events, including one-to-one meetings with clients to understand their challenges, requirements and opportunities.

**DO YOU HAVE A PRODUCT OR SERVICE THAT OUR SENIOR DECISION-MAKERS AND INFLUENCERS NEED?**

MENA Rail Operational Readiness Summit offers you the perfect platform to showcase your solution to your target market and meet and network with senior-level decision makers who are leading the way in the industry.

We specialise in providing business development, marketing and sales solutions that are tailored to specifically deliver on your business objectives. We pay patient attention to what our exhibition and sponsorship customers want, expect, need and value. Every sponsor wants to create customers, develop qualified sales leads, convert leads into sales and retain customers. Our tailored sponsorship packages help you to achieve these objectives.
# MENA RAIL OPERATIONAL READINESS SUMMIT

**MAIN SUMMIT: 25 & 26 JANUARY 2016**
**ST REGIS DOHA, QATAR**

## REGISTRATION

**Event Code: 26622.001**
Please complete in BLOCK CAPITALS as information is used to produce delegate badges.

Please photocopy for multiple bookings.

## CONFERENCE PRICES

Book and pay before 5 November 2015 and save up to US$490!

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<thead>
<tr>
<th>Package</th>
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<th>Standard Price</th>
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<tr>
<td><strong>GOLD PACKAGE:</strong> Main Summit + Workshop</td>
<td>US$3609 Save US$490</td>
<td>US$4099</td>
</tr>
<tr>
<td><strong>STANDARD PACKAGE:</strong> Main Summit</td>
<td>US$2549 Save US$350</td>
<td>US$2899</td>
</tr>
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Prices are stated net of any applicable local taxes.

## DELEGATE DETAILS

- **Mr**, **Mrs**, **Ms**, **Dr**, **Other**
- First Name: __________________________ Surname: __________________________
- Email: __________________________ Telephone: __________________________
- Job Title: __________________________ Department: __________________________
- Organisation: __________________________ Nature of business: __________________________
- Address: __________________________ Country: __________________________
- Postcode: __________________________
- Telephone: __________________________ Fax: __________________________
- Approving Manager: __________________________ Training Manager: __________________________
- Name of person completing form if different from delegate: __________________________
- Signature: __________________________ Date: __________________________

☐ I agree to IQPC’s payment terms.

If you have not received an acknowledgement before the conference, please call us to confirm your booking.

## CREDIT CARD PAYMENTS

- By Credit Card
- Please debit my credit card: ☐ Visa ☐ Mastercard ☐ American Express
- Card No: __________________________ Expiry Date: __________________________ Issue Number: __________________________
- Card Holder’s name: __________________________ Signature: __________________________
- Card billing address: (if different from Co.address) __________________________
- Country: __________________________ Postcode: __________________________

## TEAM DISCOUNTS

Team discounts available on request. Call +971 4 446 2742 for more information.

## VENUE & ACCOMMODATION

Address: Doha West Bay, Doha, Qatar
Phone: +974 4446 0000

Hotel and travel costs are not included in the registration fee. For assistance in your travel and accommodation requirements, please refer to details below:

- **Room Reservations**
  Special / corporate rate for room accommodation is available in the hotel. You may contact the hotel directly as per the details above quoting IQPC Middle East or the name of the conference.

- **Flight Reservations**
  Contact Bindu Babu at SNTTA Travel & Tours LLC Dubai.
  Email iqpc@snttadubai.com
  Tel + 971 4 282 9000
  Fax + 971 4 282 9988
  Online www.sntta.com
  Please book at the earliest for your convenience.

## PAYMENT

- **CANCELLATION, POSTPONEMENT AND SUBSTITUTION POLICY**
  - You may substitute delegates at any time by providing reasonable advance notice to IQPC.
  - For any cancellations received in writing not less than eight (8) days prior to the conference, you will receive a 95% credit to be used at another IQPC conference which must occur within one year from the date of issuance of such credit. An administration fee of 10% of the contract fee will be retained by IQPC for all permitted cancellations. No credit will be issued for any cancellations occurring within seven (7) days (inclusive) of the conference.
  - In the event that IQPC cancels an event for any reason, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of cancellation.
  - In the event that IQPC postpones an event for any reason and the delegate is unable or unwilling to attend on the rescheduled date, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of postponement. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of postponement.
  - Except as specified above, no credits will be issued for cancellations. There are no refunds given under any circumstances.
  - IQPC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IQPC shall assume no liability whatsoever in the event this conference is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable, illegal or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labour strike, extreme weather or other emergency.

## PROGRAMME CHANGES

- Please note that speakers and topics were confirmed at the time of publishing; however, circumstances beyond the control of the organisers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IQPC reserves the right to alter or modify the advertised speakers and/or topics if necessary. Any substitutions or alterations will be updated on our web page as soon as possible.

## YOUR DETAILS

- Please email our database manager at enquiry@iqpc.ae to inform us of any incorrect details which will be amended accordingly.