

Performance through engagement CAMCO Visualisation Centre

The Challenge

The Riyadh Metro is a rapid transit system under construction in the city of Riyadh, Saudi Arabia, consisting of 6 lines and 176km of track, 85 stations and 470 trains.

CAMCO (Capital Metro Company), a joint venture between RATP Dev and SAPTCO had been successful in winning the Operations and Maintenance contract for lines 1 and 2 and as a result, were looking for a solution that would support them with the management of the whole mobilisation period by breaking down a highly complex project into visible and manageable workstreams.

Following discussions between Unipart Rail and CAMCO, Unipart Rail were chosen to support with the implementation of a Visualisation Centre to assist in the delivery of the mobilisation plan for the Riyadh Metro.

The Solution

Following Unipart's standard approach and working alongside the CAMCO Directorate team, Unipart Expert Practices commenced work in Riyadh. This included training 20 CAMCO employees in Lean Tools and Techniques, Visual Management and Effective team meetings.

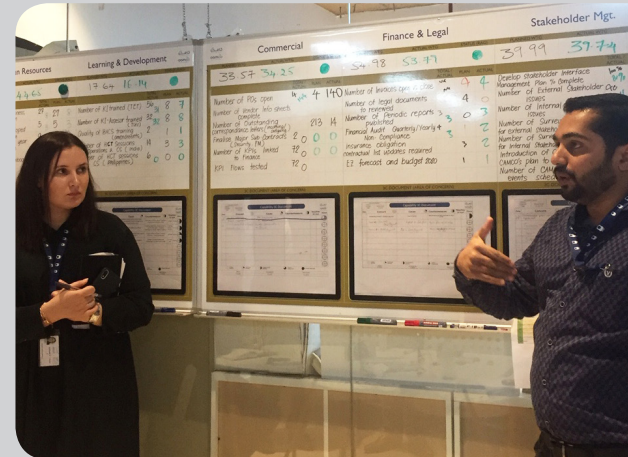
The main themes of the improvement included:

- Understanding the needs of 13 different project workstreams by conducting Voice of the Customer (VOTC) sessions
- Development of a Quality Function Deployment matrix to understand gaps in current measures
- Development of a series of measures for each workstream, enabling visibility of progress
- Designed and tested 8 Visual Management boards with each Directorate
- Defined a governance process and meeting structure
- Developed and documented Standard Operating procedures
- Trained and developed CAMCO champions to fully utilise the Visualisation Centre to enable sustainment

The Result

Through the training, coaching and support provided by Unipart Rail, the following improvements have been identified:

- A Visualisation Centre where the project team can meet to review performance and understand project risks and concerns
- A structured approach to monitoring the mobilisation performance for CAMCO
- Clear transparency and visibility of on and off target project deliverables
- A mechanism to capture project concerns for mitigation or escalation
- Internal capability to sustain and improve the Visualisation Centre in future
- Engagement with CAMCO staff throughout the whole project, ensuring ownership of the Visualisation Centre



“I wanted the visualisation project to help effectively manage this project and create a culture where employees who had never experienced visualisation management were able to embrace it.

Unipart achieved my aim by taking the staff through the journey, helping them develop the visualisation room design and ensuring they understood the importance and impact of managing through visualisation effectively. I am very happy with the result”

**Ruud Haket, General Manager
CAMCO**

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