

**THE WORLD SEES THE
TOURNAMENT.
PROJECT MANAGERS SEE
EVERYTHING BEHIND IT.**

MMJC



FIFA WORLD CUP

FIFA WORLD CUP 2026

Bent to the habit, what we project managers
see, that the FANs cannot!



Is FIFA an individual project?

MMJC



48 Teams, 104 Matches, 3 Countries and 16 Host Cities!

It's hundreds of interconnected projects eyeing on:

- Stadium Development
- Transport & Mobility
- Security Operations
- Broadcasting
- Ticketing
- Technology
- Volunteer Management
- Hospitality

PM is an art of identifying and turning those independent hidden projects into one coordinated success!



Create Systems. Don't Micromanage.

MMJC



As projects grow in scale, success depends less on controlling every task and more on creating a system where every team knows what to do, who is accountable, and when to escalate.

In **the FIFA World Cup**, FIFA doesn't manage traffic in Los Angeles or inspect every stadium every day.

Instead, FIFA:

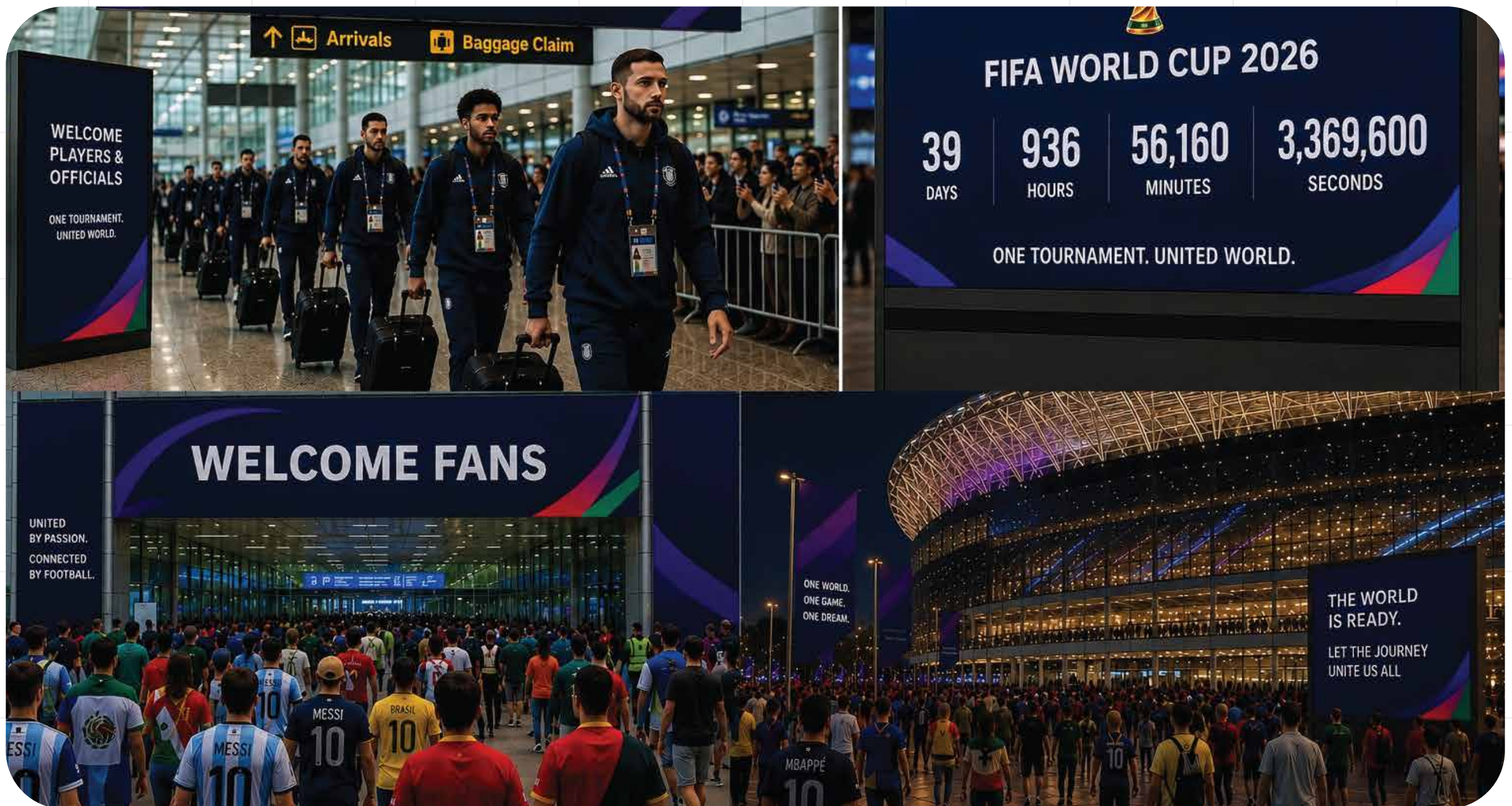
- Defines standards.
- Sets milestones.
- Establishes reporting mechanisms.
- Assigns accountability.
- Reviews progress.
- Intervenes only when required.

The **Host City Committee** then manages local execution.



Fixed Deadlines? Pressure or Paradise?

MMJC



When the finish line is fixed, success is determined by the quality of preparation **not the ability to negotiate more time.**

4 Feb 2024
Tournament
Schedule Announced



860 days of
preparation



11 Jun 2026
Opening Match
@ Mexico

- ✗ No extensions.
- ✗ No revised timelines.
- ✗ No stakeholder realignment.



Project Management = people management!

MMJC



People Don't Follow Gantt Charts. They follow **Purpose**.

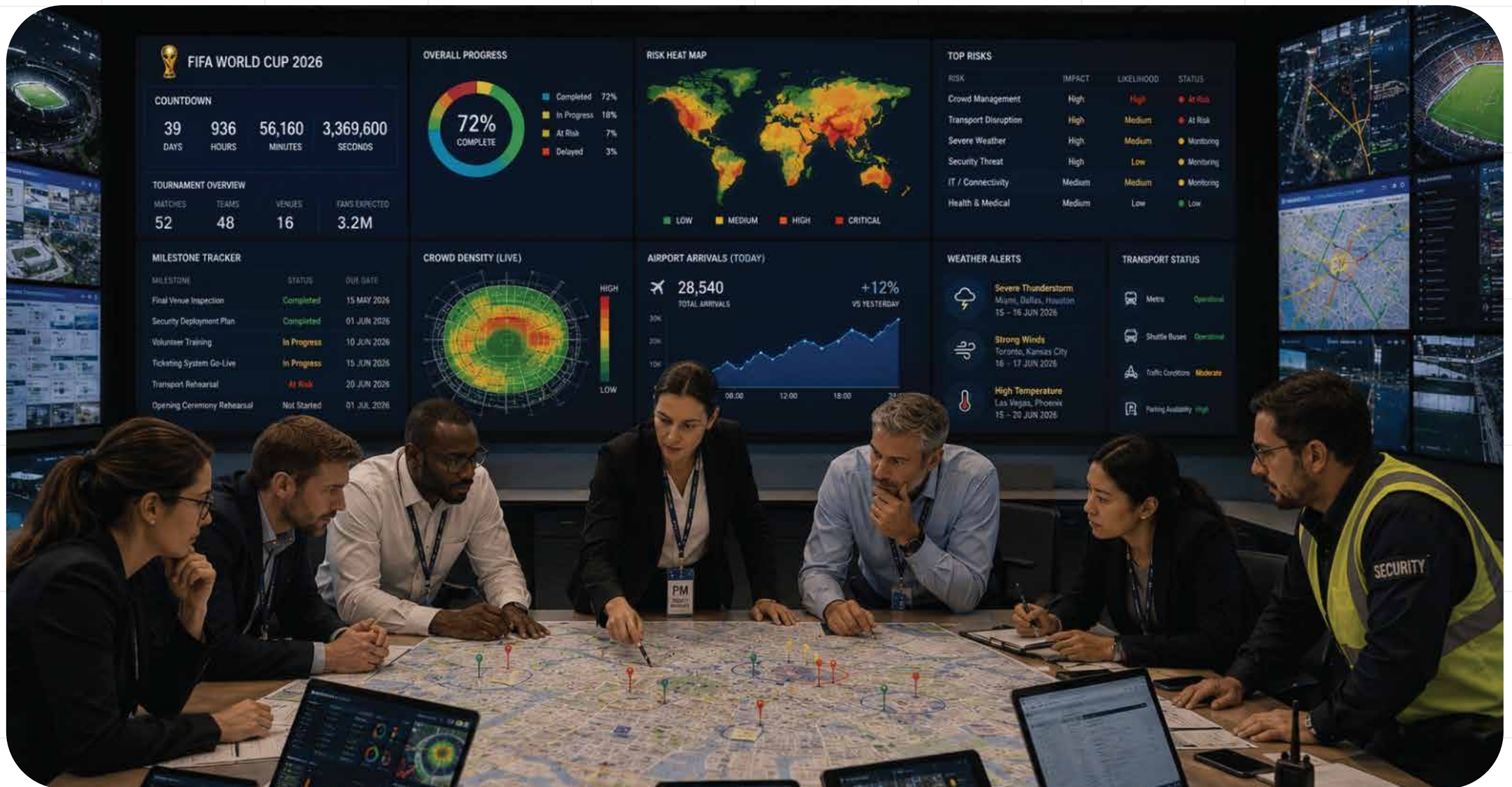
- Governments have policy objectives.
- Sponsors seek visibility.
- Broadcasters demand reliability.
- Fans expect an unforgettable experience.

The real project isn't organising football-it's orchestrating people. While processes create structure, people create outcomes!



Risk management is discipline and not a milestone!

MMJC



That's why organisers monitor risks continuously—not periodically.

For a mega event like the FIFA World Cup, risks don't stop after they're identified—they evolve **every day**.

That's why organisers continuously monitor:

- Cybersecurity
- Weather
- Crowd safety
- Transport
- Medical response
- Infrastructure and what not!

Manage with data, not with assumptions...

MMJC



A project of this scale cannot be managed through periodic reviews or a gut feeling. There is continuous monitoring, tracking, implementation of

- Ticket sales & stadium occupancy
- Airport arrivals & transport capacity
- Crowd movement inside and outside venues
- Security alerts and incident reporting
- Weather forecasts impacting match-day operations

Assumptions help us PLAN but Data help us DELIVER



Project Management is at Its best when nobody notices it...

MMJC

The world watches 90 minutes while
Project Managers see 8 years!!



Long before the first whistle...

- ✓ Trust has been built.
- ✓ Stakeholders have been aligned.
- ✓ Risks have been managed.
- ✓ Thousands of decisions have been made.
- ✓ Hundreds of projects have been delivered.

**...so that the world experiences just
90 minutes of football.**