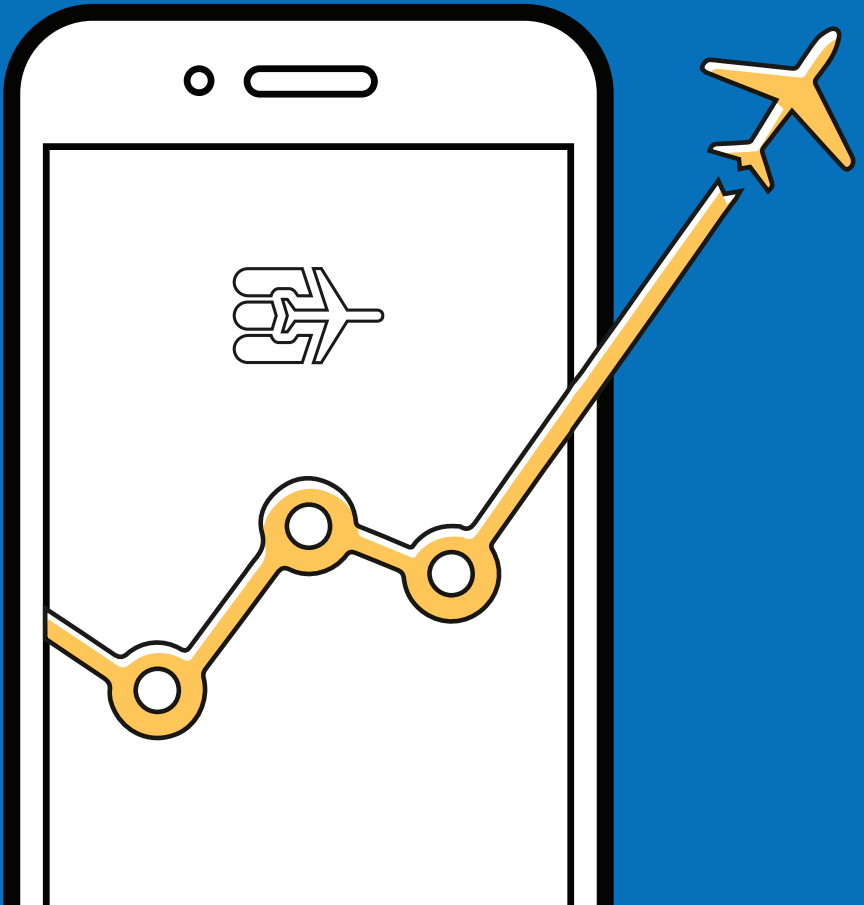


DUBAI AIRPORT COMMUNITY APP: TRANSFORMING THE TRAVEL EXPERIENCE





FOREWORD

“Happiness of customers is the government’s ultimate goal”

— His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council

Dubai has reaffirmed its leading position in government services development in the region by providing continuous positive experiences for customers, whilst achieving highest levels of happiness and satisfaction. Dubai has created a model that is now a benchmark for government services excellence.

Dubai’ The Model Centre (DTMC) reflects the Government of Dubai’s commitment to improving its services through innovative initiatives that create the necessary positive change, leading to unparalleled levels of excellence and leadership in both services provided by government entities and shared government services. DTMC also plays a key role in shaping the future of services by continuously studying and anticipating changes in customers’ expectations and demands. This ensures proactivity, efficiency and customer happiness and satisfaction.

The methodology of DTMC is composed of two main pillars: increasing government services efficiency, and fulfilling customers’

needs and expectations; it also ensures customers receive extraordinary experience that exceeds their expectations. This is achieved by developing innovative ideas and initiatives that enhance the quality of services and contribute to maintaining Dubai’s position as the best city in innovation in the government services.

Dubai Government entities have played a fundamental role in driving innovation. Since 2012, government entities have focused their efforts on a unified goal, with the support of DTMC, to improve more than 200 government services. This commitment led to the inception of 800 innovative initiatives, which significantly contributed to improving the quality of government services by 88%. The adoption of DTMC’s methodology by government entities resulted in the reduction of the average time of service delivery by more than 50%, and assisted in reducing customers’ visits and touch points needed to receive the service by 40%. In 2016 and 2017, the total savings were approximately 400 million dirhams, as a result of improving the efficiency of governmental services.

Dubai’s governmental work focuses on adapting a culture of continuous progress, innovation, and development, with a unified goal to reach new horizons, drive development, and most importantly support our leader’s vision of a happy and prosperous city.

Eman Al Suwaidi

Senior Director of
Dubai’ The Model Centre

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EXECUTIVE SUMMARY

The Airport Community App, a Dubai Airports initiative, is a digital platform dedicated to the instant exchange of important information related to operations and services of Dubai airports. Designed as a customizable platform for personal electronic devices, The Airport Community App enables employees of service partners within Dubai Airports to share and monitor announcements, alerts, tasks and incidents instantly. The Airport Community App empowers leadership across all areas of airport service delivery to better manage resources and react in real time to changing conditions, providing a better experience for service providers and travelers alike.

This case study describes how Dubai Airports followed Dubai' The Model Centre's methodology. This framework allowed the entity to ensure the best possible experience for travelers as well as increase efficiency for the services it provides. Whether it is licensing permits, baggage or immigration services, Dubai' The Model Centre

allows government entities to excel in delivering services and ultimately find a balance between customer satisfaction and public sector efficiency.

After conducting extensive research on international benchmarks, the team at Dubai Airports developed the Airport Community App as an adaptable, efficient, low-cost, yet highly effective way of revolutionizing how data and information is shared. Multiple channels of information are collected and monitored in a single platform used by over 20,000 employees within the airport community as of the first quarter of 2019. After adopting the Airport Community App, Dubai Airports was able to improve services, meet ambitious performance targets, cut passenger waiting time by half, increase efficiency and reduce costs.

This case study shares how a unique methodology for government services improvement triggered innovation and excellence, serving society at large. The Airport Community App demonstrates how smart technology combined with collaboration and a customer-centric approach delivered concrete solutions to daily challenges faced by many airports around the world.

Case study period: 2017 – 2018

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1 BACKGROUND

Dubai is a global city and the business hub of the Middle East. Its economy is based on revenues from tourism, aviation, real estate and financial services. The Emirate is also home to over 3 million people and it is recognized as a leading global tourist destination. In 2018, Dubai was the fourth most visited city in the world. As host of Dubai Expo 2020, the Emirate, is expected to attract 25 million visitors to the country during the year.

“Our vision for Dubai is clear: We are not building the largest airports in the world. We are building the aviation capital of the world.”

— His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates, and Ruler of the Emirate of Dubai.

The Government of Dubai devotes substantial time, attention and resources to hospitality and services, and it puts the happiness of Dubai's citizens, residents and visitors at the core of its performance measures. Dubai also values government innovation and pursues excellence through methodologies focused on the users of government services and improvements built around their needs and experiences. It has created over

the years a number of initiatives, awards and programmes to support innovation and efficiency in government services. To maintain its long-term strategic position in delivering world-class services, the Government provides tools, frameworks and infrastructure to its various entities to instill a culture of innovation and continuous improvement of government services.

About Dubai' The Model Centre

Dubai' The Model Centre is a centralized department established in 2011 by The General Secretariat of The Executive Council of Dubai. It focuses on researching, documenting, and disseminating best practices in the field of public service competitiveness at local and international levels. Dubai' The Model Centre seeks to raise the level of public services in Dubai to unprecedented levels of innovation and efficiency. The methodology of Dubai' The Model Centre - namely the Dubai Model for Government Services - positions the customer experience and service efficiency at the core of innovation, enhancing positive change in a scientific and structured manner.

The methodology of Dubai' The Model Centre consists of five inter-related phases. The practical implementation of this methodology in Government entities should follow the order of service improvement phases as outlined in the following visualization.

GOVERNMENT SERVICES IMPROVEMENT METHODOLOGY



About Hamdan bin Mohammed Programme for Smart Government

Hamdan bin Mohammed Programme for Smart Government is one of the initiatives of the Dubai' The Model Centre. It aims to lay the foundation for a smart government by developing methodologies and systems and

providing the necessary support to government entities for implementing them. The most innovative government initiative is selected every year through a thorough evaluation process and public voting and is awarded the Flag of Hamdan bin Mohammed Programme for Smart Government.

EXPERIENCING THE AIRPORT COMMUNITY APP THROUGH THE EYES OF A TRAVELER



Imagine you have just landed in DXB, late at night, after a long international flight.



Despite the late hour, you know you have just arrived at the busiest airport in the world for international travelers, so you prepare yourself for a long line at immigration.



Just as you arrive at passport control, the number of open counters doubles, and everyone sails right through.



Because you just had a long flight, you cannot remember where you are supposed to get your bag. You see an employee who is able to tell you not only where to pick up your bag but also shares exactly where it is in the transfer process.



After getting your bag, precisely where the employee said you would, you head outside.



Knowing the late hour, you assume you will have to wait for a taxi. But when you exit the airport, there are enough taxis to take every passenger to their next destination.

All this happened thanks to a new information-sharing platform - The Airport Community App - inspired by the comprehensive methodology for government services delivery of Dubai' The Model Centre.

Many challenges facing residents, citizens and travelers have been solved by Government entities through the methodology provided by Dubai' The Model Centre.

About Dubai Airports

Dubai Airports is the Government entity managing the operation and development of both Dubai's airports – Dubai International (DXB) and Dubai World Central (DWC). With 6,500 direct flights a week connecting Dubai to the world, Dubai Airports constantly strive to create a great customer experience for its passengers.

The next few pages reflect on how the methodology of Dubai' The Model Centre, helped Dubai Airports create a successful initiative that improved its overall operations and quality of services to customers.

The Airport Community App is an information hub to inform and connect various service partners from the airport community. The app is an example of Dubai's capacity to innovate. It was a finalist of the 2017 flag "Raya" of the Hamdan Bin Mohammed Programme For Smart Government, an initiative of Dubai' The Model Centre.

Dubai Airports in numbers

26.5m

Dubai World Central (DWC) capacity

90m

Dubai International Airport (DXB) capacity

7

Baggage carousels (DWC)

526

Check-in counters (DXB)

40

Arrival immigration counters (DWC)

3.1m

Tons per year DXB cargo capacity

2,542

Parking capacity (DWC)

80

Airlines (DXB)

80

Chutes baggage system (DWC)

DXB serves

220

airports

DXB serves

214

cities

DXB serves

94

countries

2 INNOVATION THROUGH DUBAI MODEL FOR GOVERNMENT SERVICES

EXPLORING THE CHALLENGE

PHASE 1

CURRENT STATE ASSESSMENT

- 1: Current state assessment
- 2: Understanding customers' needs and expectations

The purpose of phase 1 of the methodology of Dubai Model for Government Services is to study the performance of the services to be improved in their current state and customers' expectations regarding these services.

Dubai Airports is a complex ecosystem containing hundreds of entities, with enough employees to populate a small city. Managing information flow in such complex environment is essential, but complicated. Established as a government entity in 2007, the entity manages both Dubai International Airport (DXB) and Dubai World Central Airport (DWC) - the two airports of the Emirate of Dubai and operating respectively since 1960 and 2013. In 2018, DXB was the world's busiest airport for international passengers. With over 1 billion passengers, the airport boasts one of the world's largest audiences. Flight movements in 2018 totaled 408,251 and the average number of passengers per flight in 2018 was up 1.3% from 2017.

1b Dubai Airport reached its 1 billion mark

The billionth passenger to travel through Dubai International Airport arrived on December 20, 2018 to the Emirate after a 14-hour flight from Orlando, Florida.

It took 51 years for Dubai International Airport to reach its 500 millionth passenger but only seven more years to welcome the next half-a-million.

Working closely with service partners, Dubai Airports identified the main challenges it needed to address in order to achieve optimal performance. Those challenges were:

- 1 Delay in response, due to manual communication among service partners through email and phone.
- 2 Lack of visibility of information during critical times resulting in outdated information, no single source of accurate information.
- 3 No categorization of information, resulting in important information sometimes missed by service partners.
- 4 Manual distribution of information slowly cascading down to teams on the ground.
- 5 Resource overheads for all service partners to manage day-to-day operations due to information not being available.

Dubai Airports is responsible for creating a seamless experience for customers by coordinating with hundreds of entities that must work together to provide services. Key service partners of Dubai Airports include government entities such as General Department of Airport Security - Dubai Police, General Directorate of Residency and Foreigners Affairs, Roads and Transport Authority, and other organizations such as Emirates Airlines, Dnata or Dubai Duty Free. Dubai Airports also collaborate with airlines from all over the world, restaurants, and retailers with storefronts at Dubai's airports.

Managing and streaming information flow is a challenge. Making sure staff members know what is happening and what to expect at any given time is a very demanding task. A flight delay, for example, has an impact on gate numbers, parking position and baggage belt.

Like many other airports around the world, Dubai Airports was using manual communication tools with its various service partners to provide information about airport activities, namely phone calls, text messages or emails. When important information was missed, or key audiences were delayed in receiving it, passenger service was directly impacted. Lack of full information also impeded airport management's ability to deploy resources in the most efficient ways, again resulting in an impact on the passenger experience by causing longer waiting time. When trying to

understand basic elements such as passenger waiting time at transfer desks, every entity had its own system and interpretation.

Information cascaded manually to teams on the ground, causing delays in reaction time or loss of information, itself resulting in improper resource allocation which could then impact operations at immigration, transfer areas, baggage handling, on the ground-handlers and other terminal operations.

> **How could Dubai Airports ensure that information was not lost amongst the various service partners in its environment?**

> **How could the entity ensure that resources were coordinated to provide a better customer experience?**

> **What framework could be used to measure the issues these challenges were causing?**

“Dubai’ The Model Centre will not only support the constant improvement of services in Dubai, but it will also carry the vision of a smart government. Dubai’ The Model Centre will inform the way we engage with customers online and form long-term relationships with them through all of their transactions.”

-His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai.

With these key challenges in mind, Dubai Airports understood the need for a comprehensive platform to help drive more efficient airport operations. Dubai Airports used the methodology offered by Dubai’ The Model Centre’s to develop its solution.

Dubai’ The Model Centre aims to support Government entities in their quest to balance two strategic objectives:

1. Raising the efficiency of services

The optimal use of all kind of resources during the provision of government services

2. Increase focus on customers **Put the customer at the heart of providing government services; processing and focus on his needs and expectations**

The methodology of Dubai’ The Model Centre is based on a framework composed of three main components, which were duly considered by Dubai Airports when considering how to overcome their identified challenge:

> **Model government for service delivery criteria, which incites Government entities to look at all key requirements essential for providing high quality services.**

> **Unified government service assessment tools, which provide service assessment tools for the service delivery capability.**

> **Government service improvement methodology, which consists of a detailed methodology for service improvement that can be applied by all government entities.**

The purpose of this methodology is to provide a common, integrated system and framework of service measurement, assessment, and improvement.

Innovation Team

Based on the methodology of Dubai’ The Model Centre, the government entity needs to put together a team responsible for service improvement (Innovation Team). While Dubai’ The Model Centre’s methodology provides a conceptual overview of how to improve government services, it is the role of “Innovation Team Leaders” within government entities to be in charge of implementing change. A leader within the Government entity is assigned to form a team, pulling from different departments and perspectives in order to look at the government service and the customer experience from multiple perspectives. The Innovation Team is in charge of leading the improvement effort within the Government entity. It provides regular implementation progress reports to Dubai’ The Model Centre as well as feedback and comments on the overall implementation process. It participates in training workshops and seminars and contributes to enriching the tools and standards of Dubai’ The Model Centre.

The team that created the Airport Community App consisted of over a dozen employees from different departments within Dubai Airports: from Dubai Airports’ business technology and operations departments to marketing and communications. Following the framework of Dubai’ The Model

What does the methodology of Dubai’ The Model Centre say about the Innovation Team?

The team should include diversity in capabilities and areas of expertise. It is also recommended that this team is made up of positive people who are able to lead and create the change, who are known for their dedication, and who will have a positive impact on their colleagues.

The Self Assessment Tool of Dubai’ The Model Centre

Dubai’ The Model Centre encourages government entities to use a series of tools when evaluating their performance in service delivery. One of them is the Self-Assessment Tool which takes a baseline measurement and establishing future targets that are set according to several factors, including the entity’s future goals and visions, or the entity’s capabilities and resources among others.

Centre, the Airport Community App was designed as a collaborative effort. Representatives from service partners such as General Department of Airport Security - Dubai Police, General Directorate of Residency and Foreigners Affairs, Emirates Airlines, Dnata, Dubai Duty Free and Dubai Airports operations teams were consulted as well. Multiple meetings and discussions were held between team members of the Innovation Team to enhance the overall planning of the initiative. The senior leadership at Dubai Airports was also very supportive of the initiative from the start.

Current state assessment

Once the Innovation Team at Dubai Airports was put in place, members of the team could start assessing the current performance of the service in question, in line with the first phase of Dubai' The Model Centre's framework. The team analyzed the current situation of the service by looking into its detailed flow path to ensure that all members understood the current method of service delivery and to determine the possible points of improvement. Specific tasks during this phase include:

- > Assessing the current performance of the service in question thanks to tools provided by Dubai' The Model Centre, baseline and customer journey maps are some of these tools.
- > Attending consultation meetings with Dubai' The Model Centre team, where support is provided on how to apply the tools

Understanding customers' needs

The Innovation Team at Dubai Airports carefully looked at the issues their customers were experiencing and identified in their current status analysis passenger waiting time as one of the key areas of improvement. The team knew that the amount of time spent waiting in line dramatically impacts every traveler's impression of an airport. Thanks to the assessment tools provided by Dubai' The Model Centre, the team gathered information about passenger traffic, flows and bottlenecks.

Through assessing the current status of the service, the team could clearly identify the current state assessment of their service and the fact that waiting time needed to be improved. Other service partners involved in the initiative helped Dubai Airports to look at on-time flight departures as a key indicator of whether or not passengers

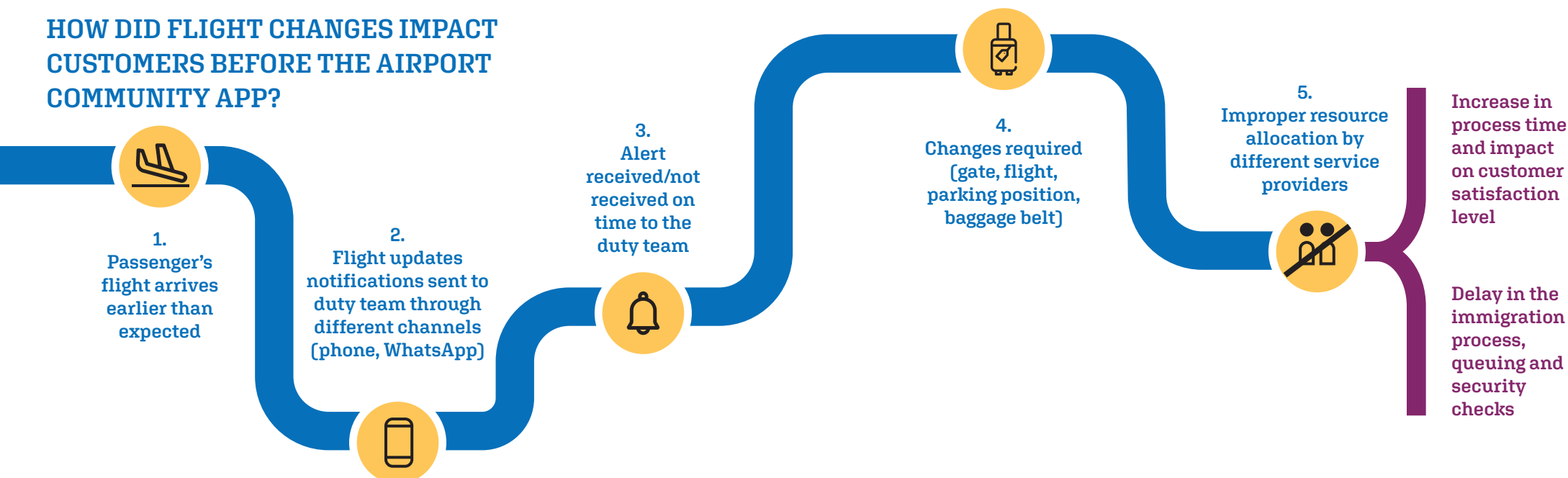
were having a positive experience. The team discovered that only 18% of flights from Dubai Airports were leaving either at or within 5 minutes of the scheduled departure time. They also examined the internal conditions within the airport environment that were presenting a barrier to improving customer service. They determined that problems with information exchange and the lack of ability to efficiently deploy staff were among the leading causes of delays and waiting time for passengers.

At the core of the first phase of the methodology provided by Dubai' The Model Centre also lies understanding customers' needs and expectations. Dubai Airports mapped the various customer touchpoints faced by passengers when their flights arrived earlier. This step helped the Dubai Airports team to consider an end-to-end experience during its evaluation process of the service delivery.

Passenger Waiting Time Before the Airport Community App

	In Minutes
Terminal 1 Departures Security	4
Terminal 1 Departures Emigration Desks	8
Terminal 1 Arrivals Immigration Desks	13
Terminal 3 Arrivals Immigration Desks	12
Terminal 3 Departures Security	2
Terminal 3 Departures Emigration Desks	8
Terminal 3 Connections to Security	3

HOW DID FLIGHT CHANGES IMPACT CUSTOMERS BEFORE THE AIRPORT COMMUNITY APP?



IDEATING AND INNOVATING

PHASE 2

PLANNING SERVICE IMPROVEMENT

- 1: Identifying future objectives
- 2: Identifying a list of potential service improvement areas
- 3: Setting improvement priorities
- 4: Developing a service improvement plan

The purpose of phase 2 of the methodology of Dubai Model for Government Services is to determine how services will look like after improvement and how to achieve that.

With a clear picture of the challenges needed to be addressed, the Innovation Team at Dubai Airports was ready to think about solutions and improvement strategies. Guided by the framework provided by Dubai' The Model Centre, the team hypothesized how their initiative could take shape and started evaluating the steps needed to achieve their desired outcome.

Dubai Airports team prepared, discussed, and confirmed their improvement plans. The team also held meetings in order to draw up the domains and opportunities for improvement and the priorities to plan implementation. The expected impact of their initiative was also taken into consideration when vetting the areas for improvement. They also imagined the ideal customer journey, envisaging the optimal number of touchpoints required to enhance customers experience.

From the very start, Dubai Airports had a clear vision to create a collaborative information-sharing platform to distribute timely and accurate information to all the service partners to improve the passenger journey at all touch points.

As part of their hypothesizing exercises, the team conducted extensive research into international benchmarks and best practices. One of the central elements of the planning phase of Dubai' The Model

Centre's methodology is to analyze the outputs of all existing studies, reports and benchmark analysis in order to pinpoint improvement opportunities. The team researched what technologies were in place and the level of service at other international airports with similar complexities and challenges. With a clear focus on how technology could help them overcome their challenges, the Innovation Team focused on initiatives that place technology at the core of their system. They were inspired by what they saw, particularly at Gatwick Airport, and recognized the potential for use of an upgraded platform, relevant for Dubai Airports.

With the support of their service partners, the Innovation Team moved forward to create the Airport Community App.

While preparing and discussing improvement plans, the team realized there was a need for the creation of one central platform integrating several information tracking systems already in place within Dubai Airports, in order to provide detailed information about flight arrivals, total number of passengers, number of passengers transferring to other flights within DXB, and the number of bags ground handlers would have to unload.

As part of the improvement plans, the team designed a platform to include the following elements:

The Airport Community App integrates with various sensors, cameras and IoT devices throughout the airport providing real-time monitoring and alerts.



Real-time monitoring and information about queue lengths.



Monitoring of passenger waiting time at security, arrivals and departures desks.



Display information about the number of counters currently staffed, and the total number of counters at each passenger touch point.



Ability to send notifications and alerts to staff about gate changes and other updates that impact passengers.

Dubai Airports Innovation Lab

Dubai Airports leadership created an internal system to drive innovation within the organization, through the creation of eight innovation labs. Each lab is overseen by a senior vice president within Dubai Airports. Any new initiative starts within a lab and is then presented to the other labs for approval, after which it can move forward. All proposals and projects within the labs are tracked in a shared system. This way, Dubai Airports can find synergies between initiatives and avoid any duplication of efforts.

Throughout the design phase, the Innovation Team developed pilot versions of the platform and met regularly with service partners to get their input. Discussions during the design stage involved everyone from airlines and Government entities to baggage handling agencies. Each service partner contributed to the design of the platform. During this planning phase, interactions proved to be very useful for the development of the initiative:

- > Meeting with General Department of Airport Security - Dubai Police resulted in introducing a new private channel and level of service information to improve security procedures.
- > A workshop with General Directorate of Residency and Foreigners Affairs helped to clarify specific requirements for information gathered on passenger loads and staff deployment.
- > The Airport Community App is personalized for key service partners such as Dubai Police, General Directorate of Residency and Foreigner Affairs, Emirates Airlines and Dnata, according to their brand identity.

Identifying future objectives

As per phase two of the methodology established by Dubai' The Model Centre, it is crucial that the concerned Government entity determines its future objectives for the service to be improved. Service improvement objectives should:

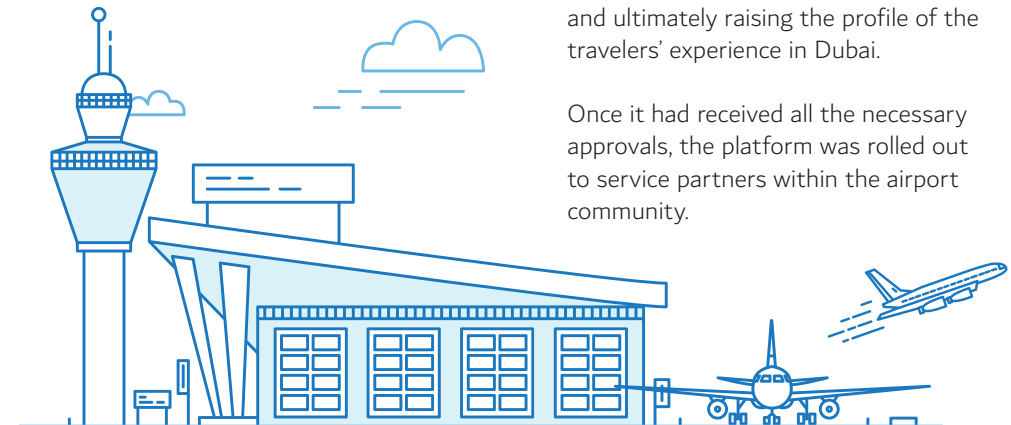
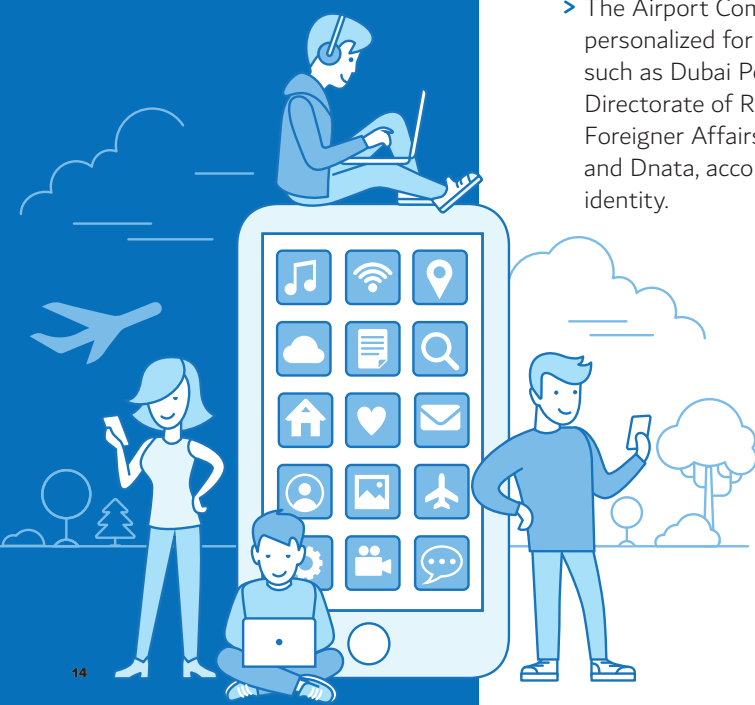
- > **Be aligned with the Government entity's mission, future direction, strategic objectives, and priorities.**
- > **Focus on the key measurements of the services, such as the customer experience results, service efficiency, service delivery standards, and capabilities of service centres, etc.**

In this context, the Innovation Team worked with pilot testers to refine the details of the platform, including what information it would provide, and the formats that would be the most useful to each service partner. "We had constant input and feedback coming from key service partners for three months," a member shared. "Especially the 'front facing' teams who could report directly on what is happening on the ground."

Developing an improvement plan

The Airport Community App received approval from the leadership of all eight innovation labs of Dubai Airports, and was ready for the next step of implementation. In order for the platform to be successful at integrating information from all entities, the Airport Community App team reached out again to key service partners to get their contribution to the shared platform. At first, this proved to be a challenge but the team managed to overcome it. "It is a single source of information, available to everyone. So initially some of our service partners were reluctant to share their information," a Product Manager at Dubai Airports explained. "It is a competitive industry," another one added. "If you tell airline A that their information will be seen by airline B, that is uncomfortable. So they need a bigger driver to say yes to sharing information. They have to come out of their comfort zone." This required a lot of outreach and awareness-raising campaigns, which the innovation team managed to implement. The Innovation Team worked hard to explain to service partners that increased visibility and information-sharing was not a liability. The key message was that collaboration was key to providing the best possible experience for the airport's passengers and ultimately raising the profile of the travelers' experience in Dubai.

Once it had received all the necessary approvals, the platform was rolled out to service partners within the airport community.



FROM CONCEPT TO REALITY

PHASE 3

IMPLEMENTATION

- 1: Plan Communication
- 2: Overseeing the implementation
- 3: Change management
- 4: Risk management
- 5: Flexibility towards the plan

The purpose of phase 3 of the methodology of Dubai Model for Government Services is to transform the plan for service improvement developed in phase 2 into reality, by implementing specific improvement initiatives.

The Airport Community App has integrated with over

100

government and private sector service partners, all of whom are critical to the daily operations within the airport.

The Airport Community App was launched in March 2016, with 300 Dubai Airports employees. Once other service partners began to see the results of the app, they became eager to get on board. "At first they were not sure about sharing their information, but when they saw the benefits, how it helped to improve productivity as well as operations and passenger processing, they were keen to get involved," a team member from Dubai Airports shared.

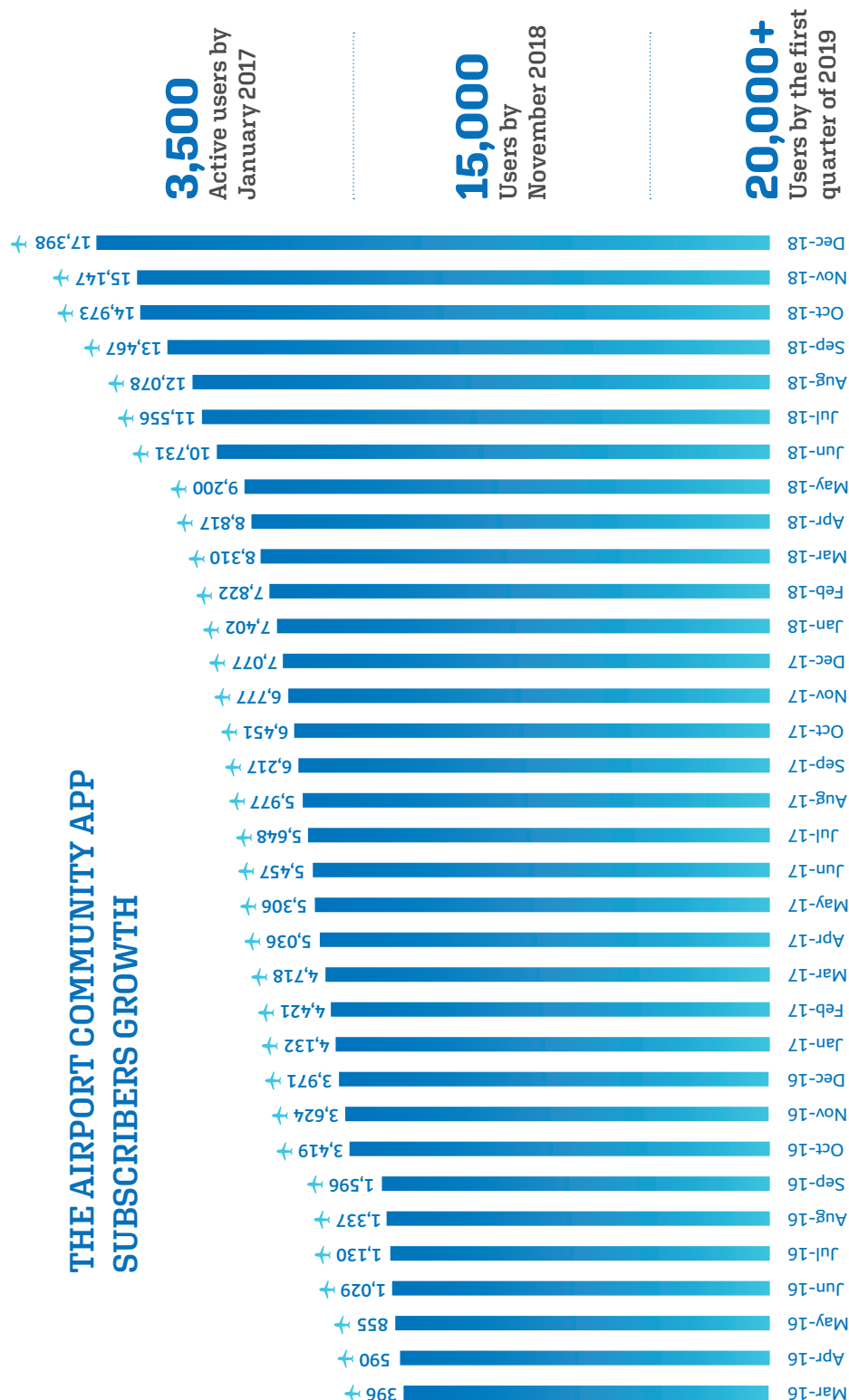
During this implementation phase the team followed the methodology provided by Dubai' The Model Centre and clarified the responsibilities and circulated all improvement plans to the concerned team members within Dubai Airports. The Innovation Team initiated various changes to ensure that the successful implementation of the project. During this phase, the team considered the various service pathways, IT upgrades and additional changes that may occur and affect the overall risk management plan. "The best part of this particular initiative was that we had cross-functional teams onboard, and everyone was passionate about solving a common problem," a representative of Dubai Airports shared.

At the core of the implementation phase of Dubai' The Model Centre's methodology lies a clear and detailed communication plan. Satisfied with the internal launch, and based on positive feedback from early adopters, the initiative service partners engaged in a broader marketing and awareness-

raising campaign to get users on board throughout the entire airport environment. The marketing and communications team for the initiative developed posters, presentations and other outreach materials to spread the word about the Airport Community App and its benefits.



THE AIRPORT COMMUNITY APP SUBSCRIBERS GROWTH

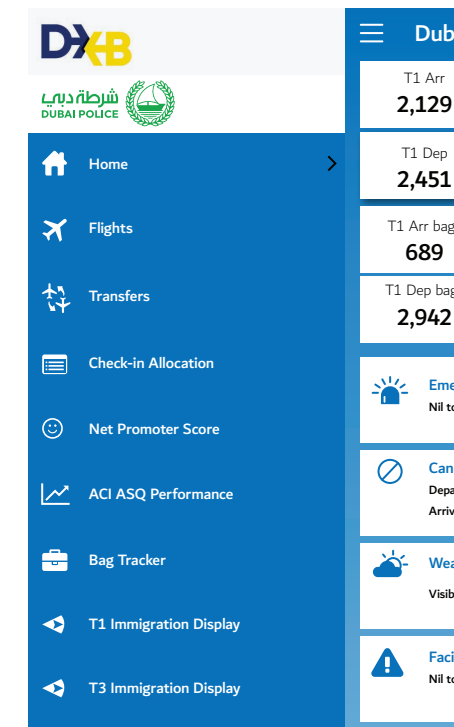


The CEO of Dubai Airports promoted the platform in his communications and reports to employees. In his newsletter, distributed to over 5,000 people, he highlighted the benefits of the Airport Community App and the efficiency it had achieved in airport operations. He encouraged people to begin using it. This support from leadership had a big impact on bringing additional users to the platform.

Following the methodology of Dubai' The Model Centre to ensure that responsibilities are clarified to everyone, the Airport Community App team also conducted outreach and held regular "train the trainers" events to introduce the platform's features and benefits. The team's trainings for leadership included an overview of the Airport Community App's features and how to use the platform. The team also walked through real-world problems airport service partners experienced and demonstrated how the platform could be used to solve them. "We made sure people knew the strength of the platform and how to use it to improve the situation", a member shared.

As early adopters of the platform began using it and seeing all of the wonderful benefits, word-of-mouth spread, and more and more new users came on board. By January of 2017, nine months after its launch with 300 users, the Airport Community App had 3,500 active users. By November 2018, the Airport Community App had reached more than 15,000 users and by the first quarter of 2019, it counted over 20,000 users.

MAIN FEATURES OF THE AIRPORT COMMUNITY APP



The Airport Community app provides information on flight details, passenger transfers, customer satisfaction ratings for the airport, bag tracking, and information on waiting time at arrivals immigration desks.

WHICH USERS BENEFIT THE MOST FROM THE AIRPORT COMMUNITY APP?

I can see gate, belt and flight changes immediately to support ops and Pax.

I can support Pax with quick access to information on H&S, visas, lost and found, etc.

- > Notifications and alerts during disruptions
- > Hourly passenger forecast
- > Flight information and notifications
- > Gate and belt changes
- > Delayed and diverted flights
- > Bag tracker
- > NPS and ASQ dashboards
- > May I help you section
- > FACT - HSSE info
- > Airport directory
- > Jargon busters

I can track my friends and my family flights easily.

I can see all the employee offers on my phone.

It is easy to find important policies and procedure docs

- > Notification and alerts during disruptions
- > Flight information and notifications
- > Bag tracker
- > NPS and ASQ dashboards
- > Airport directory
- > My airport deals
- > FACT – HSSE info
- > Journey planner

I can see and track overall airport performance

- > Notifications and alerts during disruptions
- > On-time performance indicators
- > NPS and ASQ performance dashboards
- > My airport deals
- > Airport directory
- > Aircraft stand occupancy
- > Journey planner

I can improve passenger process flows by using check-in and immigration data

I know what is happening across the airport and can manage changes effectively

- > Operation Managers
- > Airport resource changes
- > Delayed and diverted flights information
- > Immigration counter displays
- > Check-in plan allocation
- > Jargon busters
- > Bag tracker

I can improve passenger process flows by using forecast and flight data

I can take proactive decisions based on KPI alerts

- > Hourly passenger forecast
- > Flight information and notifications
- > Transfer connection matrix
- > Passenger flow monitoring
- > Business continuity guides
- > FACT - HSSE info



Personalization of the app

Each user accesses a version of the Airport Community App tailored to his or her individual needs.

The app also provides customized communication channels. For example, if there is a medical emergency, one set of people needs to be aware only. Transparency is maintained but different sets of people get the right information. Similarly, the platform is customized in terms of who is authorized to send notifications to users. This way the authenticity of information is assured, and information flow is controlled so important information does not get lost.

If a department requires the ability for its employees to “chat” through the platform, a private channel can be created for that group. As a Dubai Airports employee shared, “This is what I like as a user. We have the opportunity to improve the platform and customize it based on how we want it to be. I have asked for a private channel only for the customer service delivery team members, and it will include a live chat feature. All the 1,500 members of my team will be included, and I can send broadcast messages or alerts.”

The Airport Community App offers various layers of information at the palm of your hands

- Notification and alerts for specific events
- Progress of daily operations, highlighting the number of arrived/ departed flights
- Airport status information, Broadcasting for Disruptions (Emergency, Runway Status, Weather, Facilities)
- Flight information search and notifications (delayed, cancelled, diverted flights)
- On-Time performance indicators, further divided by airlines (arrival, departure and turn performance)
- Hourly passenger forecast direct and transfer passenger segregation
- Gate, belt and parking positions changes, bag tracker, passenger connection matrix
- Transfer, emigration and immigration queue status with live view
- Airport calendar highlighting key events, airport contact list, jargon buster for aviation acronyms

MEASURING AND MONITORING

PHASE 4

MONITORING AND FOLLOW-UP

- 1: Implementation follow-up
- 2: Reporting and dealing with recommendations
- 3: Updating the improvement plan

The purpose of phase 4 of the methodology of Dubai Model for Government Services is to ensure that the implementation of the improvement plan is proceeding in the right direction and as planned.

Improved service efficiency emphasizes the use of resources in an optimal way to deliver the best government service possible. By focusing on efficiency as well as customer centricity, Dubai' The Model Centre adds value to government-customer interactions, reduces unnecessary waste and contributes to cost reduction.

Having implemented the Airport Community App, it was now time for Dubai Airports to monitor the service and ensure that the implementation of the improvement plan was developing as planned. As per Dubai' The Model Centre's methodology, during this phase the innovation team collected information on service assessment to update the improvement plan if necessary.

More specifically, the Innovation Team ensured that the implementation of the improvement plan was proceeding in the right direction by:

- > Collecting information on service assessment after the improvement.
- > Meeting with Dubai' The Model Centre to present initial implementation results

As part of assessing the service after improvement and monitoring its success, the Innovation Team looked into a series of key performance indicators. Coming back to the core principles of Dubai' The Model Centre, two strategic objectives that were monitored thanks to a series of indicators:

- > **Has the Airport Community App improve service efficiency?**
- > **Has it focused on greater customer centricity?**

Increased efficiency for Dubai Airport service partners

As part of the monitoring phase of the initiative, Dubai Airports realized that the app is used by over 20,000 employees from more than 100 organizations responsible for all aspects of services across Dubai Airports. The app is currently used approximately 700,000 times a month, meaning more than 8 million transactions per year are exchanged through the platform. Each use of the platform replaces a transaction that previously required a phone call, an email, a radio call, or search on separate monitoring screens.

Dubai' The Model Centre improvement measures

Dubai' The Model Centre incites Government entities to use a series of indicators when evaluating their performance in service delivery. Some of the indicators are listed below:

- > Service quality attributes
 - > Speed of delivery
 - > Accessibility
 - > Professionalism of front-line staff
 - > Ease of use
 - > Service information quality
 - > Customer privacy
 - > Waiting time
 - > Service delivery time
- > Customer satisfaction level



Passenger waiting time

Even though passengers are not the direct users of the app, they are in many ways its primary beneficiaries as the app has improved the customer experiences by streamlining internal processes within the airport.

One indicator used by Dubai Airports was the passenger waiting time as this was identified as a clear challenge during phase one of the improvement process. Waiting time is also one of the key indicators used by Dubai's The Model Centre when evaluating performance in service delivery for customers. "When we started back in March 2016, 68% of our passengers waited less than 5 minutes. Today, we are at 99.1% and the waiting time is less than 5 minutes," a member from Dubai Airports shared.

Communication between service partners has a positive effect on passenger waiting time. By integrating over 100 government and private entities, all critical to the daily operations within the airport, the app allowed for shorter reaction times

to unexpected events. This single source of factual information flowing throughout the airport positively impacted waiting times for passengers. Thanks to the app, the number of staff processing passengers can also be optimized to meet current and expected future demand, keeping queue lengths to a minimum, reducing time that passengers spend in queues, and improving their perception of and satisfaction with Dubai Airports. "The target was 95%, so we exceeded that target. Now we are going to challenge ourselves for next year and see if we can move our target from 5 minutes to 3 minutes." By facilitating one single source of communication between all service partners, the Airport Community App managed to speed up the response levels for customer services.

The Airport Community App has facilitated a decrease in passenger waiting time in almost every area, in some cases by half.

When reflecting on the impact of the platform on its customers – in this case two levels of customers, service partners and travelers – the Dubai Airports team shared, "The Airport Community App has streamlined the whole customer journey by aligning all service partners and their view of operations." After the implementation of the app, the impact of a flight change on a customer's experience was reduced.

PASSENGER WAITING TIME BEFORE AND AFTER THE AIRPORT COMMUNITY APP

[by % of passengers waiting less than 5 minutes]



On-time flight departures and occupancy rate

Another key performance indicator the team measured was on-time flight departures. After adoption of the Airport Community App, Dubai Airports was able to significantly increase the rate of on-time flight departures from 18% to 41%.

This was possible again thanks to better coordination between service partners as the app allowed them to react to possible changes faster.

As an example, the app is integrated with airside staff buses using GPS to provide real-time route states and live departure times. As such, it helps the staff plan the easiest and fastest bus route to go for and therefore positively impacting on-time departure rates for passengers.

Dubai Airports also keeps a close eye on how efficiently passenger services are provided. They have determined the maximum capacity

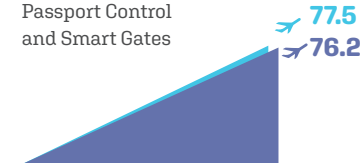
each touchpoint (security, arrivals, departures) can achieve, in terms of passengers processed per hour, and set a goal of consistently meeting a certain percentage of that figure. After adopting the Airport Community App, service efficiency - measured by occupancy rates - was increased across all touch points.

Customer satisfaction

At the core of the values of Dubai' The Model Centre, lies customer centricity, which places the customer at the center of the government service delivery process and focuses on his or her needs and expectations. As part of its commitment to excellent customer service, Dubai Airports regularly collects detailed feedback on customer satisfaction across a wide range of services. Though Dubai Airports was already scoring high in terms of the satisfaction of its customers, adopting the Airport Community App increased customer satisfaction rates in 29 out of the 34 categories surveyed.

SERVICE EFFICIENCY MEASURED BY OCCUPANCY RATE

Terminal 1:
Departure - Emigration -
Passport Control
and Smart Gates



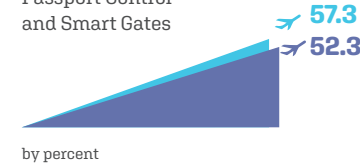
by percent

Terminal 1:
Departure
Security



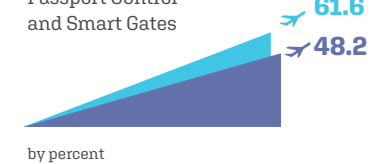
by percent

Terminal 1:
Arrival - Immigration -
Passport Control
and Smart Gates



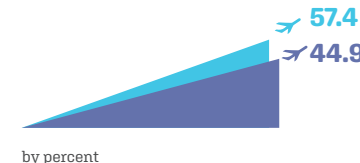
by percent

Terminal 3:
Departure - Emigration -
Passport Control
and Smart Gates



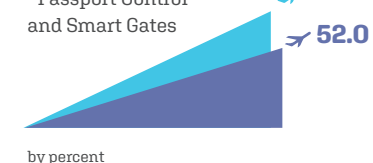
by percent

Terminal 3:
Departure Security



by percent

Terminal 3:
Arrival - Immigration -
Passport Control
and Smart Gates



by percent

Before The
Airport
Community
App

After The
Airport
Community
App

HOW DID FLIGHT CHANGES IMPACT CUSTOMERS AFTER THE AIRPORT COMMUNITY APP?

1.
Passenger's
flight arrives
earlier

2.
One click
notifications
through the Airport
Community App to all

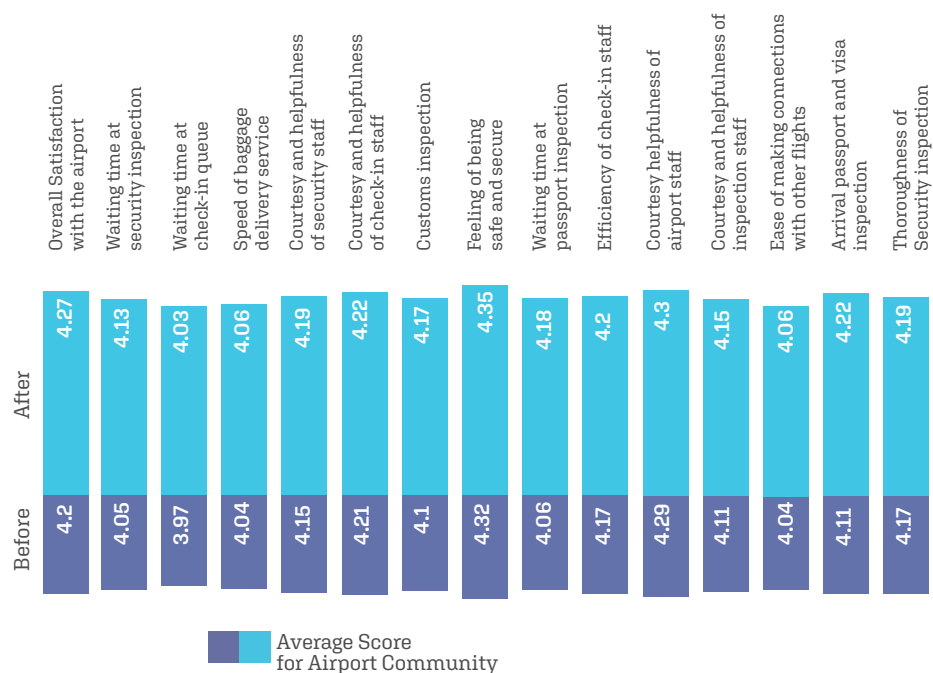
3.
Duty team proactive
response to changes
with proper resource
allocation

Reduced process,
queueing and
security time

Improve customer
satisfaction level

CUSTOMER SATISFACTION AT DUBAI AIRPORTS

[Ratings on a scale of 1 to 5]



Every category related to interactions with airport staff, obtaining services, and waiting time improved after the Airport Community App was adopted. By placing customers at the center of the equation, Dubai Airports managed to develop long-term relationships with them and understand their preferences.

Because user input is key to ensuring the Airport Community App is always evolving to meet user's needs, the platform also includes a customer feedback option for service partners.

The Airport Community App has received very positive feedback from Dubai Police, the General Directorate

of Residency and Foreigners Affairs, as well as other service partners.

In 2017, the Airport Community App was nominated as one of the eight finalists of the "Flag" of the Hamdan Bin Mohammed Programme for Smart Government. Government services improvement initiatives from across Dubai were nominated and finalists selected through a series of evaluations based on criteria that measure efficiency, effectiveness, sustainability and commitment to Dubai's smart government approach. When nominating the Airport Community App as a finalist, the selection jury explained its strengths and why it was chosen: "The platform

constitutes a single, thoughtful, elegant and cost-effective solution to data integration and business decision-making problems. These problems could have been solved at much higher cost, and much less effectively by building a whole new system. Dubai Airports demonstrates global best practice, beyond their sector in how they tackled these issues."

In 2017, Dubai Airports was also recognized by the UAE General Civil Aviation Authority with an Aeronnovation Award for Improving the Passenger Experience through the Airport Community App.

The adoption of the Airport Community App has revolutionized communication within Dubai Airports and led to measurable improvements in service delivery.

The platform has integrated over 100 government and private sector service partners, all of whom are critical to the daily operations within the airport.

Ultimately, the app has created a community, breaking silos and bringing together the different elements of the ecosystem. The success of the Airport Community App has led to collaborations and major projects to further improve and resolve key operational challenges.

Examples of Employees Feedback Received Through the Special Feature on The Airport Community App

"Excellent app, useful information to support operations."

"Just a suggestion that will help all the airside drivers stay updated on the traffic conditions. If the Airport Community app could determine and show us which of the 3 taxiway crossings are blocked."

"Can we have the 'sort' feature in the flights departure and arrival section? Sort should include by ETA, by gate, by bay number, and by flight number."

Praise for The Airport Community App from Dubai Police, General Department of Airport Security

"The Airport Community App has provided accurate and detailed data about the locations of heavy traffic at peak times which has contributed to the redistribution of human resources and security protocols at checkpoints, leading to efficient use of human and security resources and the ability to allocate resources elsewhere."

Praise from General Directorate of Residency and Foreigners Affairs, Dubai Airport Passport Control:

"The Airport Community App has greatly contributed to achieving positive and effective results for both airport staff and customers. It has become essential for the operations of Dubai Airport Passport Control. For staff, the Airport Community App has contributed to increased job satisfaction, as the employee knows when break times and peak times are, one of the difficult challenges in the work environment."

CONTINUOUS LEARNING

PHASE 5

CONTINUOUS LEARNING

- 1: Assessment of final results
- 2: Celebrating success
- 3: Continuous follow-up

The purpose of phase 5 of the methodology of Dubai Model for Government Services is to finalize the improvement initiatives implementation, to facilitate collective learning within the government entity, and to ensure continuity of the improvement.

Since launching the Airport Community App, the initiative service partners and Innovation Team members have continued to hold weekly meetings. They regularly discuss what they are learning through new information provided by the app and how to better deploy resources as a result. They also review ideas from users about how the app might be improved.

In line with the methodology offered by Dubai The Model Centre, the team worked on the continuity of the improvement and continued collecting the information necessary to assess services performance after implementing the app.

Dubai Airport's Innovation Team also holds monthly user group meetings and a community forum with all service partners to get feedback on how the app has helped users in the last month, share how one team's use of the app could be adapted to help others, and gather ideas for future improvements. Through these discussions, the team has developed a platform for collaboration and joint decision making about the future of the initiative, a "roadmap for improvement" that outlines the priorities and plans for the coming year. Following this procedure, 40 new features have been added to the platform in the last year. Everyone, including senior leadership within Dubai Airports agrees this ongoing learning and alignment between departments is one of the most valuable aspects of the initiative.

THE PLAN FOR NEW INITIATIVES AND IMPROVEMENTS ADDED TO THE AIRPORT COMMUNITY IN 2017



3 THE WAY FORWARD

The Airport Community App is constantly evolving, with new features and capabilities to ensure it will continue to be a valuable tool for Dubai Airports for years to come. The number of uses and users continue to expand. For example, after seeing the success of the Airport Community App in improving services and processes, flydubai's top leadership has endorsed rolling it out as a platform for all 1,700 crew members. Soon they will use the platform while they are on board the aircraft to perform all of their passenger processing and customer service functions as well.

The success of the Airport Community initiative is a testament to the vision, creativity and dedicated work of the Dubai Airports team. It is also an example of how Dubai' The Model Centre's methodology can be applied to achieve positive results in government innovation.

Working with Dubai' The Model Centre also helped the team connect to a larger vision to improve government services in Dubai. A Dubai Airports member shared: "When we started this journey, it was our mission to improve the performance and productivity of Dubai Airports. Then we began thinking about the vision of Dubai' The Model Centre, the greater good of Dubai as a whole, harmonized relationships among government departments, so that all benefit from each other's initiatives. So, we started aligning ourselves and seeing wider than just Dubai Airports."

One result of that expanded vision was reaching out to Dubai Expo 2020. "We have a very strong relationship with the Expo 2020 team. We have regular meetings and visits. We have decided that all Expo 2020 related activities at Dubai Airport will be performed through the Airport Community App."

The agility and flexibility of the platform allows new functionalities to be added with minimum efforts.

According to Dubai Airport representatives:

"The Airport Community App has added tremendous value and has indirect benefit to the airport community. It cuts down cost of communicating and man hour planning significantly. It helps customers complete their journey through the airport much faster as a result of proper operational planning. It also streamlines the whole customer journey by aligning all service partners."

The two teams already coordinated a test run when the first international delegation visited Dubai to plan for Dubai Expo 2020. A supervisor from Expo 2020 and a dedicated team at Dubai Airports used the platform to track and manage every aspect of each delegate's experience at the airport to ensure they had a smooth arrival and a great first impression. Based on the success of the trial run, there is now a dedicated channel on the Airport Community App for Expo 2020. "It will be used by the volunteers who will be deployed to assist passengers coming for Expo 2020," a member of the Innovation Team explained. "It will help them with essential contact details, guidelines, frequently asked questions, flight information, bag tracking, every element from when passengers land to when they get in their ground transportation and leave the airport."

"This initiative has brought proactive thinking," a member of Dubai Airports reflected. "Now we have become much more proactive."
– A member of the Innovation Team at Dubai Airports

"We have done it. That magic has happened, and it can happen again and again."

– A member of the Innovation Team at Dubai Airports

Through continuous development and improvement, Dubai Airport has become an international benchmark when it comes to creating information sharing platforms. Delegations from other airports, including London Heathrow, London Stansted, Tokyo's Narita International Airport, and Riyadh International Airport have traveled to Dubai to learn more about the Airport Community App and how Dubai Airports is using the platform.

“This initiative has eliminated the silos. Now everyone is working in a more collaborative manner with the information they have in their hands,” a team member shared. “Everyone is prepared and ready to assist passengers regardless of who they are working for.”

- A member of the Innovation Team at Dubai Airports.

“Everyone now speaks the same language. We have collaboration among all the service partners in Dubai Airports to succeed and reach our vision.” That language is the language provided by the methodology of Dubai' The Model Centre, one that prioritizes service efficiency and greater customer centricity.”

- A member of the Innovation Team at Dubai Airports.

Today's customer is empowered by technology, transparency, and information. This interconnectedness has generated a greater focus on the need to enhance customer experience

in the public sector by anticipating needs and wants, promptly addressing and solving complaints or concerns.

The experience of working on the Airport Community App with Dubai' The Model Centre has given the initiative service partners valuable tools, and the confidence to tackle whatever issues they might encounter. “This experience of tracking the common problem in a collaborative manner and then succeeding will go a very long way for me,” another member shared. “Anything I deal with in the future, I will know we made it happen before, that service partners have shown great willingness to collaborate and look at the wider good of Dubai. That is my takeaway. We have done it. That magic has happened, and it can happen again and again.”

Dubai stands on the leading edge of government innovation. Spearheaded by methodologies such as the one of Dubai' The Model Centre, the Government has become more responsible and flexible. The old silo mentality is continuously being replaced by more interactive and collaborative approaches. Dubai' The Model Centre is one of the few home-grown positive governance initiatives in the region and as such, it can provide a benchmark for other countries seeking to elevate their standards of service and improve the well-being of their citizens, residents and visitors.





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Dubai' The Model Centre,
please visit

 @dtmcentre

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 dtmc.gov.ae

 dubai.model@tec.gov.ae