

المجلس التنفيذي
THE EXECUTIVE COUNCIL



مركز نموذج دبي
Dubai Model Centre

DUBAI MODEL CENTRE

A BEACON IN
GOVERNMENT
PIONEERING SERVICES
2021





We are continuously working to develop and improve our Government services and track global changes in the sector, to routinely launch fresh initiatives that are primarily aimed at improving quality of life.

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

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What impact has the Dubai Model Centre's methodology had on Government culture towards service improvement and organisational behaviour throughout the past decade?



1 Executive Summary

The Dubai Model Centre (DMC) is the Government platform spearheading public service development in the Emirate, promoting continuous improvement in public sector entities in Dubai with a focus on improving customer service and optimizing their human capital and other resources.

This study explored the impact of DMC's methodologies on improving the culture within Dubai Government entities through a survey & interviews of public sector employees. The interviews highlighted upper management support, cross-entity collaboration & the culture

change that has taken place in Dubai's public sector. Overall, the results show that the DMC has enhanced Government service delivery, customer satisfaction and public sector efficiency.

"This case study shares how DMC's methodologies planted a culture of continuous improvement, Innovation, and customer-centricity across the Dubai Government's entities. The research findings demonstrate its success through customer and employee happiness indices and the numerous initiatives entities have launched due to DMC's influence."

2

Dubai Model for Government Services

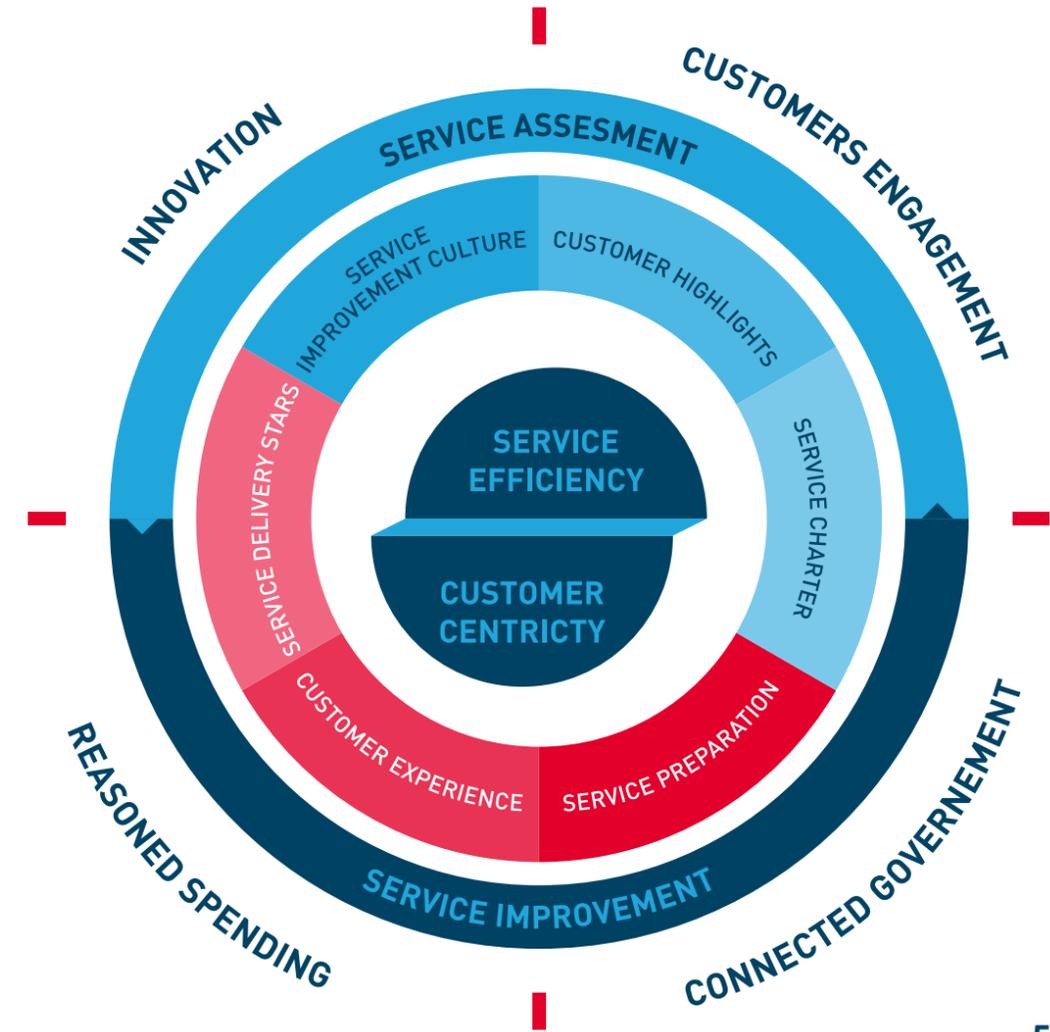


In our hyperconnected world, organisations cannot afford to ignore the importance of maintaining standards in service delivery and delivering customers a consistently positive experience. To this end, engagement and buy-in to a strong customer-centric culture work to align employees and organisational stakeholders to a core set of coherent ideas, customs, and social behaviours that are necessary for delivering outstanding experiences to citizens.

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum Crown Prince of Dubai, Vice President and Prime Minister of the UAE and Ruler of Dubai, expressed a clear Vision for Dubai's Government to create exceptional customer experiences and journeys. Following the establishment of the Dubai Model Centre (DMC) in 2011 to embed customer centric approaches and continuous improvement across the Government entities, continuous improvement frameworks were progressively embedded within its entities. **His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum Crown Prince of Dubai and Chairman of The Executive Council of Dubai**, further drove this Vision through the introduction of the **Dubai Model for Government Services (DMGS)** and **Service Creative Design** as part of the Dubai Model. The two methodologies promoted customer service frameworks

and expectations and a culture of continuous learning and improvement. The DMGS plays a central role in promoting a systematic methodology for Government entities to use to make their services more customer-centric and to collaboratively share the knowledge and best practice innovations that they develop with other entities. According to Eman Al Suwaidi, Senior Director at DMC, its methodologies rest on «two pillars, increasing Government service efficiency and ensuring an extraordinary customer experience. An entity achieves **customer-centricity and service efficiency** by developing innovative ideas that enhance the service quality and contribute to the cementing of Dubai's position as a pioneering city in innovative Government services.»

Besides the DMGS, the DMC also recognizes the **Service Creative Design methodology**. The latter is an agile framework that connects Government entities to improve shared services. Since its inception, Service Creative Design has improved joint Government services across multiple sectors by implementing its innovative design methodology for services. Lastly, it has significantly impacted how Government entities collaborate to enhance services and the overall quality of life for citizens and residents.



2

Dubai Model for Government Services



GUIDING PRINCIPLES

The Dubai Model is based on four guiding principles.



CUSTOMER ENGAGEMENT which is about seeking out the input of customers during the design, delivery and assessment of services to ensure that their needs are being met.



INNOVATION is about the need for entities to see services in new and different ways in order for them to be transformed. This requires entities to question what they offer to customers and why, and to explore ways of improving quality by encouraging new ideas and developing pioneering initiatives.



REASONED SPENDING calls on entities to align spending priorities to serve the needs and interests of customers.



CONNECTED GOVERNMENT is all about improving the quality of the service that a customer receives by organising the different entities that may be involved in providing it, to operate seamlessly.

The Dubai Model simultaneously addresses the quality management and customer experience sides of the value creation chain within public sector entities that has been traditionally pursued as distinct objectives.

For example, in the past a Six Sigma approach may have been used to assess process consistency issues while Total Quality Management would have

been used to promote company-wide efficiency metrics. Instead, the DMC methodologies align these areas by mandating Government entities to address the back-end improvements of Government service efficiency concerned with process and waste reduction, with a cultural drive for superior customer experience that comes from a customer-oriented perspective on service delivery.

2

Dubai Model for Government Services



IMPLEMENTATION OF THE METHODOLOGY

In addressing service improvement, both DMC methodologies (City Makers and DMGS) required the entities to nominate and form an innovation team to be the catalyst to lead the implementation of the improvement methodology in their relevant entity. The preparation steps to implement the service improvement methodology are vital to the success of the implementation and can be narrowed down to five steps:

1 FORMING THE INNOVATION TEAM

The top management forms an innovation team that includes members from all relevant departments in the entity to lead the service improvement methodology implementation. This team, is led by innovation leader who is at a decision making level and has direct access to the entity leader to overcome any challenges during the improvement efforts. The team utilizes its diverse expertise from its members in developing the service improvement roadmap.

2 STUDYING THE STRATEGIC CONCEPT

Whilst curating the roadmap, the innovation team ensures the initiatives alignment with the entity's vision and strategic objectives. More importantly, the improvement should be easily accustomed to by the employees to ensure a smooth and streamlined transition.

3 STUDYING THE SERVICES, CUSTOMER SEGMENTS, AND PARTNERS

Studying the Services, Customer Segments, and Partners: This step represents stakeholder analysis. All internal and external stakeholders are clearly mapped out with their roles, responsibilities and customer expectations.

4 STUDYING THE PREVIOUS AND CURRENT SERVICE IMPROVEMENT EFFORTS

Studying the Previous and Current Service Improvement Efforts: it is vital step to examine service improvement plans and initiatives (if any) and priorities that have been identified, in order to understand the current efforts being made by the Government entity in developing services and implementing the initiatives it has been working on.

5 IDENTIFYING THE PRIORITY SERVICES TO BE IMPROVED

Finally, the improved service is assessed against a checklist that assesses the following:

- The service is accessible by a large volume of customers compared to other services.
- The service receives ongoing and increasing comments from customers, suggesting the service to be improved.
- The service improvement impacts significantly the achievement of the Government entity's strategic objectives.
- The service impacts the international competitiveness of the Emirate in any aspect.
- The service costs are medium to high.
- The improvement of the service has an impact on other important services at the Government entity.

2 Dubai Model for Government Services



HAMDAN HUB

Launched in 2015 by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum; Crown Prince of Dubai and Chairman of The Executive Council of Dubai, the Hamdan Hub enhances and rewards innovation in Dubai Government entities. Its key objectives are oriented towards awarding entities for innovation in project management and providing a centralized platform for all Dubai Government entities to share their knowledge and expertise in project management.

Moreover, the Hamdan Hub welcomes private-public collaboration with local and international experts in its projects. Since its introduction, entities have strived towards increasing internal innovation initiatives to optimize service efficiency and, as an end goal, enhance the quality of life for citizens and residents. The Hamdan Hub has awarded key initiatives including the Dubai Economic Department's (DED) instant license and DEWA's smart meter initiative.

OUTCOMES

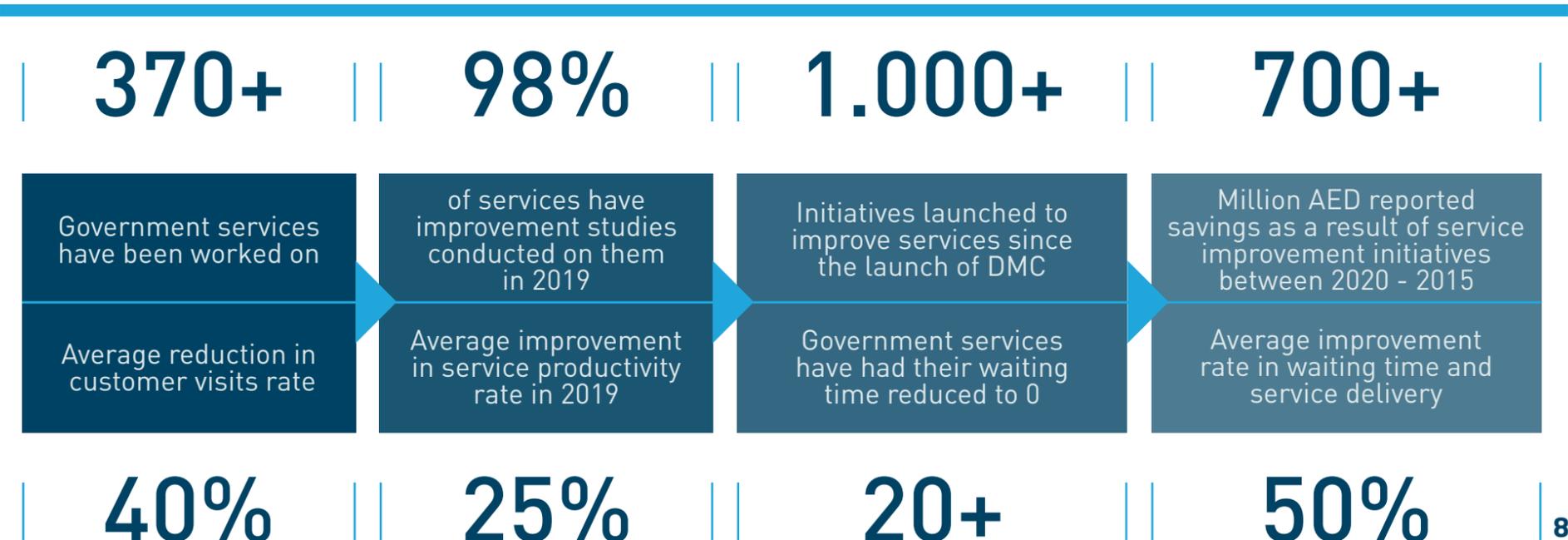
Data published in 2020 by the DMC and the Executive Council shows in the last five years, the DMC has contributed to almost AED 700 million in savings and has boosted service quality by 90% through the launch of over 1,000 initiatives that have significantly ameliorated the quality of life. These achievements come as a result of improving 370 Government services through

implementing DMC methodologies. Another 2019 evaluation -published by TEC- found an average improvement in Government service productivity of 25%. Customer service also improved on a wide range of standardised measures. This included an average of 50% improvement in waiting time and service delivery, with over 20 Government services reducing their

waiting time almost to zero by achieving immediate service delivery. Through a digital transformation strategy exploiting multi- or omni-channel service environments, average customer visits rates were also reduced by 40%. These improvements were very beneficial during the Covid pandemic restrictions, allowing customers to access a wide range of public services via digital channels instead of having to visit a service centre. Since the inception of the DMC in 2011, there have been significant improvements in customer centricity and efficiency

in Government entities, as measured by a wide range of quantitative and qualitative performance indicators of operational performance and customer satisfaction. According to The Executive Council of Dubai, The 2020 Dubai Customer Happiness Index showed very high levels of customer happiness, with the two top-performing entities (Dubai Police and the Roads and Transport Authority) scoring above 90% on the measure and an overall average of 84% across the public sector.

CUSTOMER SERVICE JOURNEY (2011 - 2019)





3

Research & Results

To explore the impact of the DMC's methodology on the culture and practices of public sector entities in Dubai, a study was undertaken in July and August 2021 that surveyed 500 employees and interviewed 7 personnel from 25 Government entities, together with canvassing the perspectives of select international experts.

The aim of the research was to assess the perception and engagement of public servants with DMC objectives and the degree of adoption, implementation, and acceptance levels of DMC models within their respective organisations.

3 Research & Results

SURVEY

Survey questions were clustered around the DMC's four guiding principles of **customer engagement, innovation, reasoned spending, and connected Government**, together with employee perceptions of organisational performance and adoption of these pillar concepts. Interviews with stakeholders from across Governmental entities were conducted to confirm the survey results and to develop case studies that identify best practices and development insights.



Customer Engagement

With customer-centricity being at the core of DMC, **85%** of participants believe that the methodologies have majorly ameliorated customer engagement metrics by building better feedback mechanisms and communication channels.



Innovation

With innovation being at the centre of our discussion, **80%** of selected stakeholders quickly attribute their entity's innovation efforts towards enhancing design thinking and using customer pain points to innovate new solutions.



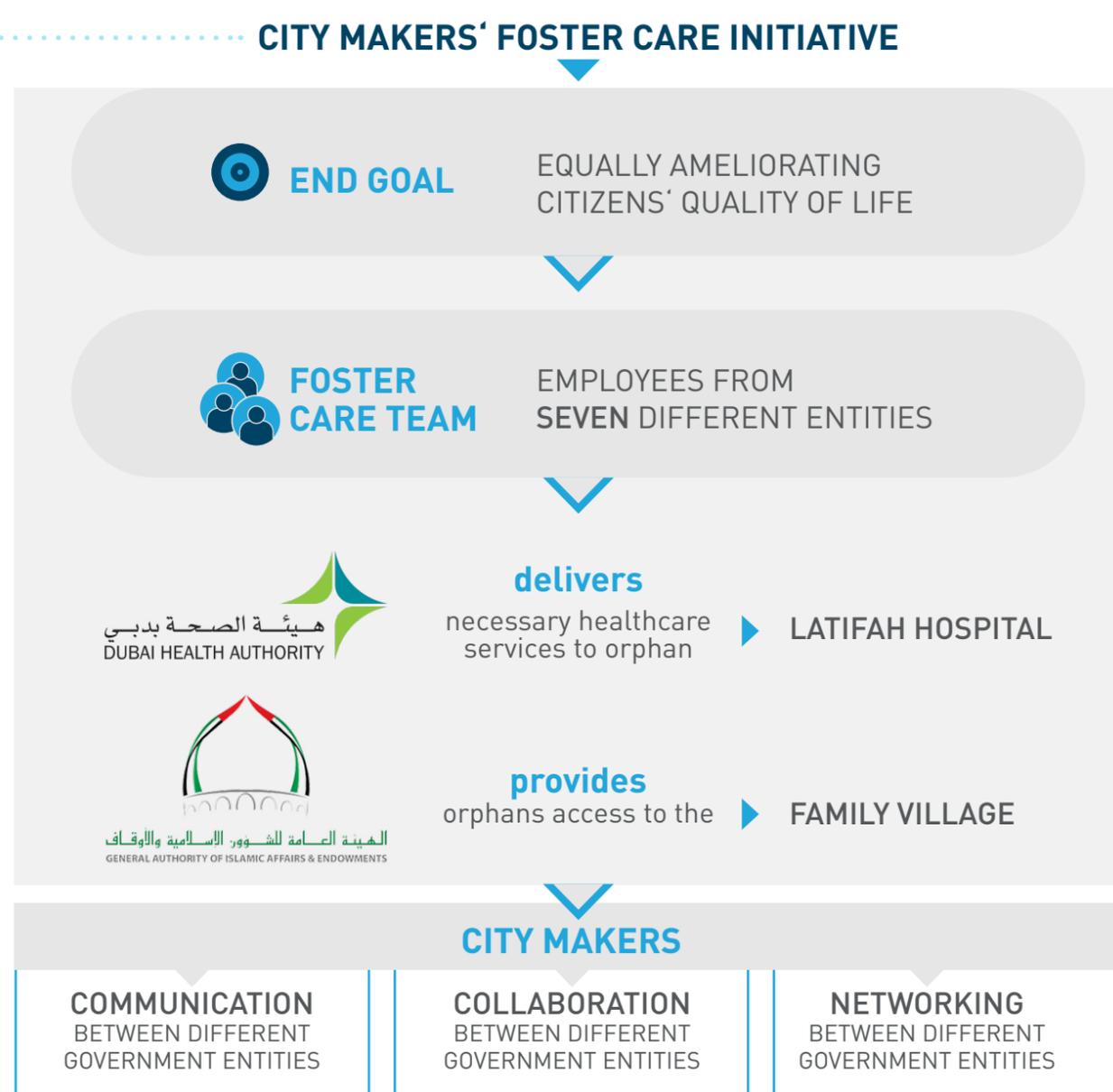
Reasoned Spending

75% of participants believed their entity thoroughly analyses cost-benefit data and ROI on improvement initiatives. More importantly, they acknowledged their entity's efforts towards aligning costs and budgets with their entity's vision and present standards.



Connected Government

Several procedures in Dubai require cross entity collaboration between entities. When asked about the topic, **90%** of participants expressed high satisfaction towards their entity's efforts in collaborating with others to streamline customer services and, as an end goal, improve the Government's productivity metric in providing vital services, such as the «Foster Care Initiative.»



3 Research & Results



SURVEY / CUSTOMER ENGAGEMENT

The large majority of surveyed employees agreed that the DMC had a positive impact overall on improving their effort towards customer engagement (81%) and reported that they believe that their organisations are customer-centric (90%). Of these individuals, 63.8% expressed that they “strongly agreed” with this statement.

As to the impact of the DMC’s methodology on their organisation’s culture towards service delivery efficiency and customer-centricity, 90.8% agreed that it had a positive impact.

Again, over 60% of the total sample indicated strong agreement with this view. As did 90% of employees from the five Government Entities that scored highest on the Customer Happiness in 2020 (Dubai Police, RTA, Dubai Health

Authority, Dubai Municipality and DEWA). It is also worth noting that around 90% of all those surveyed agreed that the DMC strategies had positively influenced engagement levels of frontline employees and top management towards improving service standards.

A significant 9 out of every 10 employees surveyed support that their organization regularly collects and analyses customer feedback, using it to enhance service delivery.

Another 81% also indicate that their organizations are proactive in informing their customers about new and improved services to increase their awareness and provide them with progress updates during delivery.

SURVEY / INNOVATION

Government entities' employees hold a clear view that the DMC has a positive impact overall on Government entities' innovation (80%), indicating that their respective entities are now pursuing innovative approaches to enhance the quality of customer service. For example, 88% indicate that their organizations are familiar with the concept of seeking out and learning from customer pain points. These denote the problems that their customers experience that entities must address by enhancing or innovating how they deliver services.

Collecting and implementing ideas from within an entity in an agile way was reported by a relatively high 82% of employees across the survey sample. However, Government entities with Innovation Centres have more employees (above 93% on average) who report this. Across the entities surveyed, 83% of employees say that benchmarking was also undertaken at a cross-entity level. Reflecting the drive to upgrade technology and analytic capabilities across Dubai entities in recent years, there was a high agreement (over 85%) that organizations invested in and adopted new technology, and business intelligence approaches.

SURVEY / REASONED SPENDING

Compared to the other guiding pillar concepts, fewer employees on average (73%) perceive their entities embed reasoned spending practices. The latter includes performing cost data collection and assessment (78%), ROI assessment analysis (73%), fee benchmarking (71%), and budget allocation (75%), respectively.

90%

The satisfaction rate reported by the stakeholders on the impact of DMC methodologies on:

IMPROVEMENT CULTURE

CUSTOMER CENTRICITY

ENGAGEMENT OF FRONTLINE WORKERS

TOP MANAGEMENT SUPPORT

3 Research & Results



■ SURVEY / CONNECTED GOVERNMENT

The survey reports a high level of consensus among employees that Dubai Government Entities were embracing the concepts of connected Government due to the DMC **(81% in agreement)**. This includes specific areas such as stakeholder understanding and mapping **(88%)**, cross-entity collaboration **(91%)**, utilization of cross-functional teams **(92%)**, and external stakeholder involvement **(90%)**, all of which the DMC has been promoting to develop collaboration and integration among entities in support of the Government’s vision of integrated and seamless service delivery.

Overall, the data collected in this research portrays a high degree of agreement among Government entity employees in Dubai that the concepts and practices promoted by the DMC are embedded within their organizations and become an integral part of their systems and culture.

■ EMPLOYEE INTERVIEWS

Interviews with employees reveal a diverse range of improvements in service culture and delivery across Government entities consistent with the activities initiated by the DMC, indicating broad awareness of the cultural change that it was established to effect.

■ EMPLOYEE INTERVIEWS / CUSTOMER-CENTRIC SERVICE INNOVATION

The Government entities’ employees interviewed described the unique customer service initiatives in their respective entities. A key event discussed was the DEWA Service Hackathon. This annual event brings together customers and employees to analyse customer pain points and participate in design thinking workshops to develop innovative new customer-centric solutions to its most pressing service delivery challenges.

The interviewed DEWA employees pointed out its structured focus on innovation and the organization-wide spirit that welcomes new thinking and motivates its personnel to push for customer-centric improvement continuously.

Among the many initiatives that have emerged from hackathon events, is the smart living initiative that helps customers select eco-friendly appliances by comparing their energy use.

Another example of customer centric service improvement based on digital innovation was the Smart-Valuation Initiative of the Dubai Land Department (DLD) which uses artificial intelligence to improve its property valuation’s as a core functionality. With Dubai being a vibrant and growing regional real-estate hub, the DLD receives an ever-increasing number of requests for property valuations each day.

This has traditionally required its customers to undertake several visits to DLD offices and other partner entities to engage a process that typically takes several weeks to complete.

The Smart Valuation initiative has allowed DLD to offer its customers a digital gateway to access valuation related services that they can use to complete all necessary service steps within a day in many cases.

3 Research & Results

EMPLOYEE INTERVIEWS / CROSS ENTITY COLLABORATION

The interviews revealed that the Dubai model had influenced changes in organisational culture and mindsets, particularly in moving entities beyond an outdated silo mentality that prioritizes the needs of entities over clients. An example of this is the frequently cited 'customer pain point' which is the requirement for input or approvals from multiple entities that requires customers to visit more than one entity and location to complete various processes, resulting in high service mean times. It was evident from a large portion of interviews that the Dubai Model Centre had been effective in fostering and encouraging cross entity collaboration to overcome this and deliver better customer outcomes. The Dubai Model Centre provides a clear structural framework and objectives to improve cross entity collaboration and interviewees reported that this had led entities to establish joint process reviews and triggered a variety of Service Level Agreements for cross-entity collaboration.

Among the noteworthy examples of this cross-entity collaboration is the e-mobility initiative of DEWA and the RTA, in which these entities worked together to develop initiatives such as Dubai's electric car strategy and infrastructure. This included developing an

electric charging station network, showrooms and maintenance services and incentives such as free charging, registration, and parking to increase electric car ownership in Dubai to **10%** by 2030. While DEWA's collaboration with RTA falls within the broader Dubai Green Mobility Strategy 2030, several interviewees pointed specifically to the Dubai Model as the catalyst that had fostered the cross entity thinking and identifying of opportunities that underpinned important developments.

Another tangible example of cross-entity collaboration highlighted in the interviews was the General Directorate of Residency and Foreigners Affairs (GDRFA) integration of residency service application processes that previously required customers to obtain data from several Government entities. The disconnect between entity databases often resulted in data duplication, mismatches, inconsistencies and high overall management and maintenance costs. Through cross-entity design thinking workshops, GDRFA and its partner entities were able to update and integrate databases, eliminating sources of error and duplication that significantly streamlined the customer service journey.

EMPLOYEE INTERVIEWS / SERVICE EFFICIENCY GAINS

The DMC's drive to improve the experience for Government entities' customers that was instrumental in facilitating the above-mentioned spirit of cross-entity collaboration, was also behind significant gains in service efficiency. Several interviewees noted the role of the DMC initiative in driving this in the public sector by leading various entities to implement agile service delivery strategies that streamline customer journeys in line with the vision of His Highness for efficient customer services.

An example of service efficiency would be the Dubai Police's Smart Police Station (SPS). The SPS has digitalized most police services and has reduced visitor rates by around **80%**. Services offered at an SPS include fraud cheques, unpaid wages, traffic violations, lost IDs, and even human trafficking. The SPS also consists of the Dubai Police application, which experts have ranked as the most successful and popular among other Dubai Government applications. The services offered include reporting violations through instant uploads, paying traffic fines, and showing real-time data for key emergency locations such as hospitals and police stations.

In 2019, the SPS won the Hamdan Bin Mohammed Award to promote innovation in Dubai and increase customer happiness. In addition, the initiative also helped Dubai Police win four awards at the Global Continual Improvement and Innovation Symposium (GCIIS).

3

Research & Results

INTERNATIONAL EXPERT PERSPECTIVES

The views of international experts were also canvassed in relation to the impacts of the DMC and its framework methodology on the performance of Government entities. When asked about the Hamdan Hub, the experts noted that it was a vital tool for promoting a culture of continuous improvement in Government entities. One expert elaborated that the Hamdan Hub had raised the bar for Government entities in innovation standards as it sets a level playing field for Government entities by transparently displaying innovation results continuously. They observed that this was instrumental in optimizing cross-entity collaboration and making customer journeys more seamless. Lastly, as evidenced by the following remarks, the experts clearly recognised the role of the DMC's framework in driving key initiatives.

“This more entrepreneurial approach on how Government entities deliver services inspires streamlined, creative and innovative thinking to solving customer service challenges”.

“The [DMC's] evaluation process is a good way of spreading knowledge throughout society of how Government can work with new technologies and new ideas”.

CONCLUSION

The Dubai Model's impact on the customer-centricity and service efficiency of Dubai Government entities is evident in the survey and interview results. Together with high levels of awareness of the DMC methodologies, the cross-entity collaboration, customer-centric and innovation-oriented practices that it promotes are clearly well embedded in the culture of these organisations.

To sustain continuous improvements in services over an extended period and embed customer-centric service principles into day-to-day activities and customer interactions, a genuine cultural transformation has been achieved by the DMC over the past decade. The interview findings show that public sector employees have come to believe in and live the ethos of the principles that underly its model, and for their organisations to fully embrace its methodology.

4

Future of Public Services

As outlined in the report, a wide range of initiatives have already been implemented across Dubai Government entities, incorporating cutting-edge approaches that match or exceed methodologies used in the most innovative private sector globally. However, the value of the Dubai Model as a centralized Government-wide best practices coordination and collaboration model, lies in its ability to drive knowledge transfer of innovations within a structured and consistent application across Government entities.

The following sections outline areas that the research study and input from various interviews with stakeholders within the study identified as prime areas for future public service Improvements.

4

Future of Public Services



DIGITIZATION AND DATA MANAGEMENT

Before the advent of digital and computer-based systems, Government services such as permits, approvals, public records, or proof of activities performed were issued through physical paper systems.

This is further compounded in the case of cross-agency processes, which require multiple Government entities to provide inputs or approvals, and customers to move between locations, leading to long cycle times, inconveniences, and logistical challenges.

The Dubai Model positively impacted openness to change, digitization efforts, and collaboration among the Dubai Government entities. When it comes to data management, it is one of the most expensive things for a company to undertake when it comes to data.

The change from having individuals execute data entry to outsourcing such activities to lower-cost partners and even shifting data input to consumers has been driven by economic business cases and efficiency considerations.

The digitization of contact channels, in which customers submit their requests and additional information into online forms to trigger automated operations without the intervention of a Government person, has become the norm.

Many of the research's new projects demonstrate this strategy to build and foster digital and self-help channels and automated chatbots.

Quote by **His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum**, Crown Prince of Dubai and Chairman of The Executive Council of Dubai on the launch of the Services 360 Dubai Model update in March 2020.



«The vision that was launched has been translated into a new mission for Dubai and a comprehensive framework to accelerate our journey. This cannot be achieved unless we instill a strong spirit of teamwork in Dubai Government. All services will be Integrated, seamless and customized. We are committed to developing exceptional Government services and making Dubai Government's customers happy. **Our objective is to serve the people.»**

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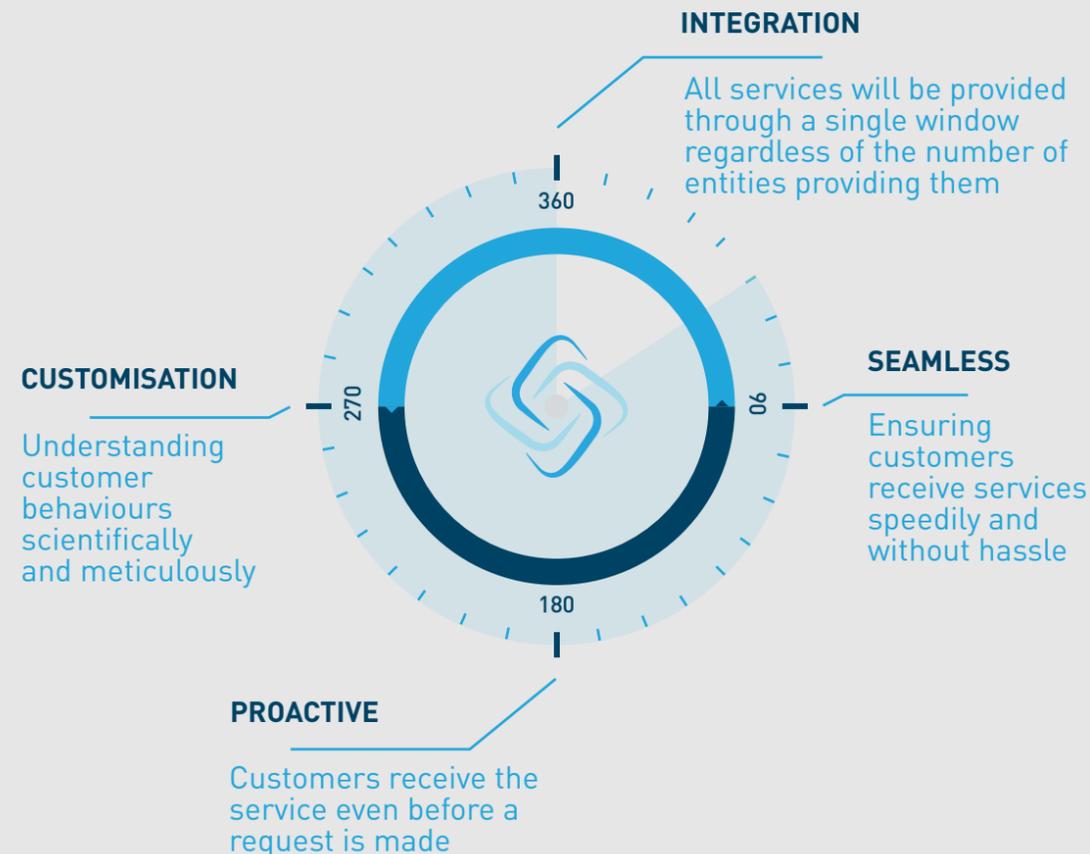
Future of Public Services



SERVICES 360

In March 2020, Sheikh Hamdan incorporated an improved model to align Government entities with an updated vision for Dubai's Government. The new focus areas require Government services to be integrated, seamless, proactive and customized.

Moreover, the revamped model allows entities to pursue of improvements on a set of key focus areas that reflect the global changes and advancements in technology and customer experience needs and expectations. These focus areas will inspire others to improve their Government services, efficiently contribute to Dubai's strategic objectives, and enhance people's happiness.



PREDICTIVE AND PROACTIVE SERVICING

The future of Public Services will likely address concerns about connected data and integrated services through utilisation of central cross-entity data storage and integration (or at least commonly indexed and unified updated).

The data is utilized to anticipate customer interactions and behaviours, proactively preparing services ahead of time to be called upon when the customer is ready to deal with the service need. This would allow delivery preparation steps and activities to move up the workflow to before the customer has initiated the services, reducing the waiting time experienced for end-to-end service delivery. Initiatives identified during the research included simple innovations such as proactive scheduling of medical and vaccine appointments

whereby the customer is automatically scheduled for follow-up visits, reminder messages across multiple contact methods, automated follow-up questionnaires on potential side effects, etc.

While there are numerous other trends and areas impacting the future of public services, the selection above represents the majority of topics, concerns, examples and anticipation aspects raised during the research. The above trends are examples. Stakeholders also elaborated that while innovation, digitization and proactive integrated services thinking is already embedded in most Dubai entities due to the strong Dubai Model Centre initiatives and implementation in the entities, the core of customer centricity, the human touch should not be forgotten about.

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