

Customer Centricity at the Heart of Dubai Government

A Case Study
2020



“

We are committed to developing exceptional government services and making Dubai Government's customers happy. Our objective, is to serve the people.

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



CONTENTS

THE CONTEXT	4
The future is customer centric	4
Dubai Model Centre: Pioneering in government services	8
<hr/>	
DUBAI MODEL CENTRE AT THE FOUNDATION OF GOVERNMENT RESILIENCE	10
Customer centricity amidst a global pandemic	10
Building customer centric government services: The Dubai Model Centre framework	14
Keeping customers front of mind	18
The Hamdan Hub Flag: An engine for customer centric government service development	22
<hr/>	
ACHIEVING TRUE CUSTOMER CENTRICITY	26
Navigating distinct complexities	26
Addressing the challenges: Prioritizing customer needs and expectations	31
Towards Service 360	32

THE CONTEXT

THE FUTURE IS CUSTOMER CENTRIC

Customer centricity, driven by public sector reforms targeting improved delivery of services, has become a focal point of expert discussion in recent years. Both as government and private sector service provision is converging around the objective of enhanced customer experience and satisfaction.





The private sector has long understood that placing customers at the heart of their operations plays a crucial role in improving overall performance. Similarly, governments worldwide are also recognizing the significance of the citizen experience, and the need to improve services.

In certain countries, governments have become equally adept at adopting platforms for improved services. In the digital realm we have witnessed the rise of agencies such as the United Kingdom's Government Digital Services, Singapore's Government Technology Agency, the Canadian

Digital Services¹ and Dubai's mGovernment initiative from which Smart Dubai emerged. Beyond digital, the American Express Company, often acknowledged for its seamless customer centricity, views the service field as continuously evolving.

“Customers judge every interaction with a brand against their last best experience, and those experiences are increasingly hyper-personalised, instantaneous and connected.”²

Raymond Joabar
EVP of the Global Servicing Network

As governments adopt more customer-centric approaches, digital capability will become one of the key success factors. However, with public sector agencies around the world scaling efforts to radically improve the delivery of public services, customer centricity requires a broad-based holistic approach.

According to the Deloitte *Government Trends 2020 report*, human-centred design, service

1. <https://www2.deloitte.com/content/dam/Deloitte/lu/Documents/public-sector/lu-government-trends-2020.pdf>
 2. <https://www.forbes.com/sites/michaelsolomon/2017/12/15/american-express-customer-service-secrets-consulting-with-amex-on-what-makes-a-difference/#63b7b3b640ff>
 3. <http://info.microsoft.com/rs/157-GQE-382/images/EN-CNTNT-Report-DynService-2017-global-state-customer-service-en-au.pdf>
 4. <https://www.khaleejtimes.com/news/government/making-government-future-ready-is-a-priority-says-sheikh-mohammed>
 5. <https://vote.dtmc.gov.ae/content/learn-more?lang=en>

56%



of people around the world have stopped doing business with a company because of a poor customer experience, according to recent research conducted by Microsoft³.

design, inclusive design, customer experience measurement and cocreation are the five key trends driving the triple value impact of improving customer satisfaction, increasing efficiency and enhancing mission-effectiveness in government services worldwide.

For Dubai's Government specifically, the framework and methodology of the Dubai Model Centre (DMC) enables the government to raise the quality of its public services.

This framework enables Dubai to become "a regional and international model of government development, [helping the UAE] to occupy leading positions in the lists of ten best countries in the world in terms of government confidence, readiness for the future and smart

services indices,"⁴ as stated by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai.

Established in 2010, Dubai Model Centre of the General Secretariat of the Executive Council works with government entities across the Emirate to improve the quality of service by leveraging the methodologies and tools in the Dubai Model for Government Services (DMGS). While encouraging cooperation and knowledge sharing between government entities, DMC also focuses on researching, documenting and sharing public services best practice in both the local and global arenas.⁵



DUBAI MODEL CENTRE: PIONEERING IN GOVERNMENT SERVICES

It could be argued that customer centricity has been at the core of Dubai from some 4,000 years ago when it was actively engaged in regional trade⁶. Said to be the root of Dubai's trading history, the Dubai Creek, established in its current form in 1833, remains at the centre of today's cosmopolitan hub – home to nearly 200 nationalities⁷.

With the establishment of DMC, customer centricity became formally embedded within the fabric of Dubai Government public service.

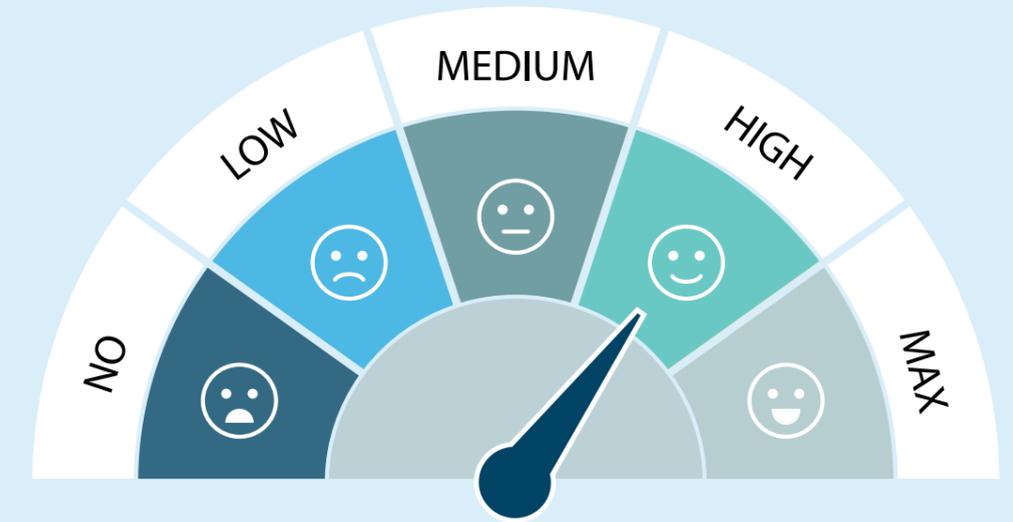
Now, DMC continues to oversee and support the annual cycle of continuous service improvement.

Aimed at motivating government entities to upgrade their public services using its methodologies, DMC is now in its tenth programme cycle and currently supports service improvement projects for more than 70 services a year, delivered by 31 government entities.

Providing truly innovative cross-governmental customer-centric solutions, DMC's core function is best described by Eman Al Suwaidi, Senior Director at DMC as “[A] methodology comprised of two

pillars – increasing government service efficiency and fulfilling customers' needs and expectations – to ensure an extraordinary customer experience. Achieved by developing innovative ideas and initiatives that enhance the quality of service and contribute to maintaining Dubai's position as the best city in innovative government service.”

Through DMC, Dubai has created a model that is now a benchmark for government service excellence. This serves to reaffirm Dubai's leading position in this area through the provision of continuous positive experiences for customers, while achieving the highest levels of service efficiency.



Since 2010, Dubai government entities have focused their efforts on a unified goal – the happiness of customers – and with the support of DMC, by the end of 2019 more than 370 government services have been improved.

 **1,000+**
INNOVATIONS

 **90%**
SERVICE
IMPROVEMENT

 **AED 700^{MN}**
ACCUMULATED
SAVINGS BY END OF 2019

 **50%+**
SERVICE DELIVERY
TIME REDUCTION

 **40%**
CUSTOMER VISITS
DOWN

6. <https://gulfnews.com/entertainment/arts-culture/dubais-trade-links-date-back-4000-years-1.1866856>
7. <https://www.visitdubai.com/en/explore-dubai/about-dubai>

DUBAI MODEL CENTRE: AT THE FOUNDATION OF GOVERNMENT RESILIENCE

CUSTOMER CENTRICITY AMIDST A GLOBAL PANDEMIC

The resilience of government service was severely tested by the Covid-19 global pandemic that brought the world to a literal standstill in late March 2020. Governments around the world were required to swiftly mobilize efforts to mitigate multiple challenges, including minimizing disruption to public services.





In Dubai, the robust framework of services fostered by DMC over the last decade ensured service continuity for Dubai Government.⁸

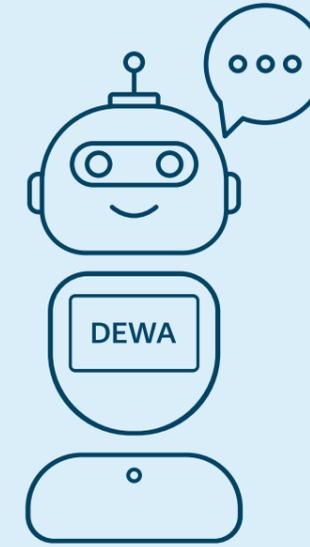
According to the *Covid-19 City Experience Resilience and Impact Report*, published by Smart Dubai in June 2020⁹, Dubai's Government demonstrated a high level of resilience, helping the Emirate avoid a drop in the

service quality and experience for citizens, residents and visitors. In fact, according to the study, some services saw marked improvement.

A few examples of government service continuity in the face of a global crisis include initiatives deployed by the Dubai Electricity & Water Authority (DEWA) and the Road and Transport Authority (RTA) respectively.

The ability to provide such intrinsic value for customers is a direct result of collaborative efforts between DMC and government entities, to implement a foundational infrastructure and several customer centric services, long before the Covid-19 global crisis.

8. <https://www.khaleejtimes.com/uae/dubai/customer-service-in-dubai-remains-efficient-amid-covid-19-new-report>
 9. https://www.smartdubai.ae/docs/default-source/publications/covid-19-city-experience-resilience-impact-report.pdf?sfvrsn=9a889de9_14



To safeguard the health and safety of all members of society during the pandemic, DEWA ensured 24/7 customer service and seamless transactions and bill payments through its smart app, website, virtual assistant “Rammas”, the Dubai Now app and the digital channels of 25 banks. To maintain high customer happiness levels throughout the Covid-19 outbreak, DEWA accelerated its financial recovery service through IBAN to implement easy and flexible payment plans through bank instalments.



Dubai's RTA managed to turn the pandemic into an opportunity through cross-governmental, private sector and community cooperation. Using advanced technology and digital media, the RTA seamlessly switched to remote working while continuing to provide safe and uninterrupted transport services for everyone across the Emirate. Due to the closure of all customer centers, to protect public health and safety, the RTA used innovative methods to resume services that required center visits, such as car sale transactions. Through the launch of a “Customer Happiness Center on Wheels”; where the RTA facilitated uninterrupted service for customers right on their doorstep.

BUILDING CUSTOMER CENTRIC GOVERNMENT SERVICES: THE DUBAI MODEL CENTRE FRAMEWORK

As a centralized government established by the General Secretariat of the Executive Council of Dubai, DMC is mandated with

raising the level of public services in the Emirate to unprecedented levels of innovation and efficiency. By deploying two core methodologies – DMGS and City Makers – DMC positions customer experience and service efficiency at the centre of innovation by scientifically effecting positive change.

The implementation of DMC's methodology in government entities follows a multi-phased collaborative approach for service improvement:



METHODOLOGY

PHASE 1

CURRENT STATE ASSESSMENT

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

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

PHASE 3

IMPLEMENTATION

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

PHASE 4

MONITORING AND FOLLOW-UP

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

PHASE 5

CONTINUOUS LEARNING

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

DMC also institutionalizes guiding principles created to enable and implement the service delivery framework, developed from a successful first phase pilot of the DMGS¹⁰. To ensure customers remain front of the process, DMC selects priority services to guide and support the improvement of services within a single entity or multiple entities for shared services.



CUSTOMER ENGAGEMENT

Aimed at ensuring good quality government services, where customers can participate in the design, delivery and assessment of services. This is achieved by listening to customers, taking their opinion into consideration, involving them in the service delivery wherever possible, and informing them of service information and latest developments.



INNOVATION

Aimed at achieving positive transformation in government services by looking at them in a new and different way. Innovation requires the questioning of what to offer and why, and the exploration of new ways to improve the quality of offerings. This necessitates the encouragement of new and creative ideas, while developing and applying pioneering initiatives and advanced solutions.



SERVICE DELIVERY FRAMEWORK



REASONED SPENDING

Aimed at delivering high quality government services, spending priorities should be determined in a way that meets the needs and interests of customers of various segments and should be scrutinized in areas that do not add value.

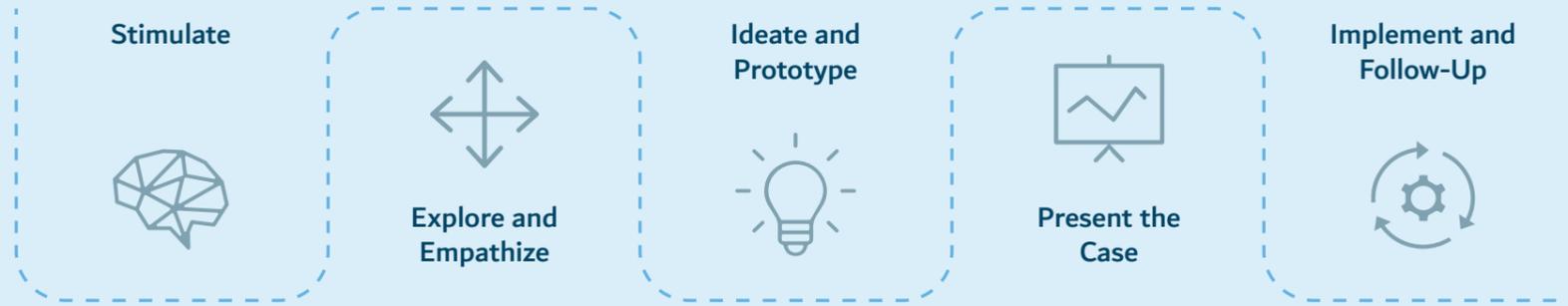


CONNECTED GOVERNMENT

Aimed at overcoming the organisational obstacles within government entities and at an intergovernmental level. This requires joint efforts among the different parties within one government entity and among various government entities, as well as cooperation with other partners from Federal Government, semi-government and the private sector. This is so that government becomes a single, consistent and coherent body able to deliver effective and efficient services.

¹⁰. DMGS' strategic foundation was based on a specific model adapted for Dubai's environment and context following extensive research and development across 32 government models including UK; Singapore; USA; South Africa, and India for service excellence and efficiency by Dubai's General Secretariat of the Executive Council, combined with analysis of Dubai-based customer and employee feedback.

THE CITY MAKERS METHODOLOGY TAKES PLACE IN FIVE PHASES



AN IMMERSIVE DESIGN-THINKING APPROACH

The DMC guides the adoption of the City Makers methodology – a design-thinking approach aimed at improving the customer experience of shared services provided across several government entities. The innovation teams explore the shared services from a customer’s perspective to understand the way people do things and why, probing their functional and emotional needs more deeply.

Since its launch in 2017, the City Makers methodology has been enriched using specially adapted facilities, permanently housed in warehouse spaces, to co-create seamless customer journeys for more than 70 shared government services.

DMC IMPACT ON FOSTER CARE SERVICE INITIATIVE



Breaking down barriers between government entities, the City Makers methodology, and space, enables a collective, collaborative approach through the simulation of a holistic customer centric perspective within a government service context.

One of City Makers’ main attributes is the “Customer House”, a physical space where customers are interviewed about service remodeling and improvement. The role of the *Customer House* is activated in two phases. Firstly, in studying the status of the service through learning from customers’ experiences and listening to their suggestions; and secondly, in gaining feedback on new initiatives that are being tested by a team made up of project and studio executives, designers and engineering services.

Outside of the City Makers premises, innovation team members will experience services directly, walking in the shoes of customers on “Service Safaris” to facilitate the process of breaking down the overall service improvement challenge to the right level of granularity. Ultimately leading to clarity on the real opportunities for positive transformation of the service.

The successfully implemented Foster Care Service initiative illustrates the magnitude of service improvement that can be achieved across government entities in a delicate area, using DMC’s-City Makers methodology. Whereby seven separate government entities came together for an intensive ten-day process, united by a collective goal to improve the quality of foster care and limit the time children spent in government foster homes by developing effective shared services.

Stakeholders



KEEPING CUSTOMERS FRONT OF MIND

Through the DMC, data flows and customer feedback are collated to sharpen the focus of government services in Dubai. This process can take many forms, for instance benchmarks mined from government-wide datasets and annual surveys; qualitative data from service-specific surveys and audits, customer events and focus groups, as well as granular inputs gained through discovery and mapping processes.

Sourced across a variety of channels from every government entity in Dubai, the data is accessible to government users online and via smart phone

applications. Entities can benefit directly from the platforms, for example by analyzing and assessing an annual average of 40,000 suggestions and 10,000 complaints to identify potential service improvement areas.

Additional statistics and inputs are funneled into the process from the *Dubai Government Unified Customer Experience Tool*, used to measure customer experience and rate satisfaction at all service touch points within an entity.

Classical research comprises a *Customer Experience Survey* on the service to be improved – sampling between 90 – 300 people per service about experiences over the last six months; supplemented by

focus groups and in-depth face-to-face interviews of randomly selected customers. Mystery shopping is also regularly deployed to audit the overall experience and monitor key metrics such as waiting times and service delivery times. Post enhancement of the service through the implementation of initiatives; another round of the *Customer Experience Survey* is conducted to measure the percentage increase in customer satisfaction and touch points, to further enhancement specific areas if necessary. An analysis and a report of before and after improvement is also conducted.



The DMC utilizes sophisticated data capture tools to explore customer complaints and suggestions, referred to respectively as the *Dubai Government Unified Customer Complaints Tool* and *Dubai Government Unified Customer and Employee Suggestion Tool*. Both of which are decentralized unified platforms that enable handling, recording and analysis of customer data.



Other feedback mechanisms deployed include smaller scale activities such as the annual *Gov Talk* hosted by DMC, which is a platform that brings together around 30 government entities and customers for a two-way dialogue on customer improvement initiatives and subsequent feedback. Similarly, government entities are able to learn from each other and exchange expertise during this event.

DMC also hosts the “*Hamdan Hub Customer Focus Group*”,

where targeted customers are invited to take part in a Q/A session and group discussions with representatives of shortlisted government initiatives for the *Hamdan Bin Mohammed Programme for Government Services*. Thus, more in-depth customer feedback and comments are collected by already shortlisted government entities.

Enhancing customer centricity even further is the “public voting” element in the *Hamdan Bin Mohammed Programme for Government Services*.

Whereby the shortlisted government initiatives undergo public voting by actual service users, for a chance to win the *Hamdan Hub Flag*.

The public voting element seeks to engage customers more, to not only ensure continued improvement of government services, but also to facilitate an accurate selection of the most innovative government initiative.

DECODING THE CUSTOMER MINDSET

Yet, despite scientific efforts and the many tools deployed to measure customer experience and ensure satisfaction, understanding the customer mindset remains complex, contradictory and hard to decode.

For example, unlocking the customer mindset concerning the human activity of shopping is an intricate matter the Dubai Municipality sought to address. With Dubai being a legendary

shopping destination, the city attracts huge volumes of products shipped from around the globe and delivered directly to retail stores across the Emirate.

Consequently, over 25 million imported counterfeit products are seized in the UAE every year. Such products not only damage legitimate businesses, but also pose major public safety challenges.

Until recently, Dubai Municipality's old product registration system disenfranchised both consumers and vendors. The former, who were

unable to check the authenticity and safety of products, and the latter who grew frustrated by a long application process that could take up to six to nine months.

With the use of DMC methodology and tools, Dubai Municipality created *Montaji*, an innovative product registration system that uses the application of smart technologies to combine a platform for online review and certification for vendors, along with a mobile app that allows customer "buyers" to check the authenticity of products on the spot.

SEAMLESS SERVICES ACROSS MULTIPLE TOUCHPOINTS

Expectations of seamless service reach across departments, challenging the government to become joined up; to achieve new levels of cooperation, and to integrate service capabilities.

Another government service initiative developed using DMC methodology is "*Al Munasiq*", rolled out by Dubai Customs to reduce service delivery time from 20 hours to 9 seconds. Designed using AI technology, this smart app allows customers to automatically receive an HS customs code for any commodity in the world. This initiative helped speed up the goods declaration process, facilitating the payment of duties, and accelerating customs' formalities at all Dubai entry points, including the airport.



Montaji: An innovative product registration system that uses the application of smart technologies to combine a platform for online review and certification for vendors, along with a mobile app that allows customer "buyers" to check the authenticity of products.

Al Munasiq received a 97% satisfaction rating from Dubai Customs customers, other customs departments in the UAE, and the rest of the GCC – since the app is also compatible with the unified GCC customs tariff.

MONTAJI BY DUBAI MUNICIPALITY

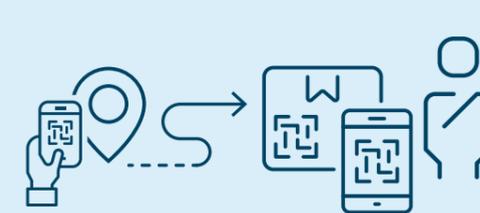


Winner
OF THE HAMDAN
FLAG IN 2017

UP TO **92%**
SERVICE DELIVERY
AND QUALITY

UP TO **97%**
CUSTOMER
SATISFACTION

AL MUNASIQ BY DUBAI CUSTOMS (Smart App for HS Customs Code)



Speed
GOODS DECLARATION
PROCESS SPEEDED UP

9 sec.
SERVICE DELIVERY TIME
REDUCED FROM 20
HOURS TO 9 SECONDS

97%
CUSTOMER
SATISFACTION
RATING

For more success stories & DMC methodology, please visit this URL: <https://tec.gov.ae/en/#publications>

THE HAMDAN HUB FLAG: AN ENGINE FOR CUSTOMER CENTRIC GOVERNMENT SERVICE DEVELOPMENT

The *Hamdan Bin Mohammed Programme for Government Services* is a DMC initiative aimed at laying the foundation for customer centric government services by developing methodologies and systems, while providing the necessary support to government entities to implement them.

Each year, *the Hamdan Hub Flag* is awarded to the most innovative government initiative selected by public voting, after an evaluation and short list process by an international expert jury.

The awarded entity then flies *the Hamdan Hub Flag* in front of its main building for a full year, for continued celebration of public confidence in its winning service. *The Hamdan Hub Flag* also acts as a physical manifestation of Dubai Government's vision for continuous improvement in public services and customer centricity.

Aligned with HH Sheikh Mohammed Bin Rashid's vision to make Dubai the smartest and happiest city in the world, *the Hamdan Hub Flag* was developed as an incentive to encourage innovation, creativity and smart transformation – outlined by the Emirate's leadership as the key to ensuring exceptional government services and improving quality of life in Dubai.

Winning *the Hamdan Hub Flag*, however, has now become more than just receiving an award, instead emerging as the engine driving a concerted effort to improve customer service across Dubai Government entities. This was emphasized during the "*Hamdan Hub Customer Focus Group*", when a member of the Programme's Evaluation Committee, referenced the Programme as "the engine driving Dubai Government entities to exert significant effort towards improving their customer service, as part of a collective effort to set, and achieve, global standards for customer centric public service initiatives."




In 2019, the *Hamdan bin Mohammed Programme for Government Services* received a total of 70 submissions for initiatives created by government entities aimed at improving 40 key services across the Emirate.

One of the recipients of *the Hamdan Hub Flag* in 2019, was the Dubai Economic Department (DED) for *Instant License*, an initiative that enables a commercial license to be obtained within a matter of minutes.

INSTANT LICENSE INITIATIVE

 **78,000**
INSTANT LICENSE TRANSACTIONS WERE RECORDED IN 2019

 **1 step**
WITH MINIMAL BUREAUCRACY FOR STARTUP BUSINESSES

 **98%**
CUSTOMER SATISFACTION

 INSTANT LICENSE INITIATIVE CONTRIBUTED TO DUBAI'S IMPROVED RANKING FROM 51st TO 25th PLACE ON THE WORLD BANK'S EASE OF DOING BUSINESS INDEX.

SMART POLICE STATION



60

SERVICES DELIVERED¹²



24/7

VIRTUAL FACILITY



64% to 93%

IMPROVEMENT IN CUSTOMER SATISFACTION RATE FOR CRIME REPORTING SERVICE



Dubai Police was also awarded the *Hamdan Hub Flag* for its Smart Police Station (SPS)¹¹ in 2018, the world's first self-service smart police station. Subsequently, expanded into a system of interactive kiosks across Dubai.

SPS enables customers to report crimes and traffic incidents, and access other community services in six languages. Its critical success factor, however, is to transform the customer experience for women and families, who would otherwise be reluctant to visit a traditional police station.

Although there are many successes that did not receive the *Hamdan Hub Flag* recognition, they still represent compelling examples of customer centric services across all sectors of life in Dubai, such as acute healthcare services “The Dubai Health Authority’s (DHA), *Excellence Programme Implementation of Advanced Cardiac Surgery*”.

This innovative initiative was a redesign of minimal invasive heart surgery techniques. The new technique repairs the valve with artificial neo-cords, avoiding outright replacement, and has been patented worldwide. DHA now leads the world in this highly specialized area and the technique has been rapidly adopted internationally, being used in more than 97 surgeries in Europe alone.

The Dubai Government entity also received global recognition in 2018 for best innovation by the *International Society for Minimally Invasive Cardiothoracic Surgery*.



DUBAI HEALTH AUTHORITY – Advanced Cardiac Surgery



100%
SURGERY
SUCCESS RATE

7.3 days
LENGTH OF A PATIENT'S
HOSPITAL STAY FROM
15 TO 7.3 DAYS



0.7 unit
DECREASING BLOOD
TRANSFUSION
REQUIREMENTS FROM
3 UNITS TO 0.7 UNIT
PER PATIENT



113
PATIENTS TO DATE
TREATED WITH THE
NEW TECHNIQUE



Dhs 2.5 m
TOTAL COST SAVING
PER PROCEDURE

11. https://www.dubai.police.gov.ae/wps/portal/home/miscellaneouslinks/smart_police_station/smart_police_stationsps
12. <https://english.alarabiya.net/en/variety/2017/09/19/Dubai-introduces-first-ever-virtual-police-station>

ACHIEVING TRUE CUSTOMER CENTRICITY

NAVIGATING DISTINCT COMPLEXITIES

DMC aims to achieve true customer-centricity with sustainable service improvements that take complex human and institutional factors into account. The human challenge is to decode and understand what people think, feel and do, so that a government service genuinely makes people's lives easier and contributes to their comfort and happiness. The institutional challenge is to create a broad-based policy that can work effectively at an entity level, and to replicate a model throughout the Dubai Government.



In a report entitled the *Path to Customer Centric Service*¹³, Deloitte cites the importance of identifying, and prioritizing, cultural and process-driven improvements to customer service; using customer feedback to help identify areas for improvement; and leveraging data and analytics to provide a more personalized user experience.

Stakeholder participation in the design of customer-centric initiatives raised several issues that have to be resolved.



CYNICISM

When people are encouraged to participate, many of them are not sure, or even cynical, about the potential impact they may have. This is addressed by keeping participants engaged at key stages in the design and implementation process; by publishing outcomes, and through transparency when ideas cannot be implemented. Respondents are also invited to experience the reshaped services.



PARTICIPATION AND LISTENING – ENGAGING THE RIGHT REPRESENTATIVES

Government entities in search of service improvement require intrinsically motivated partners who are willing to dedicate time and effort to the common good. Dubai Municipality, for example, has identified a set of citizens and residents who are invaluable partners in terms of providing input and feedback as well as generating new ideas. However, it is just as important to also learn from those who are less regularly engaged through random sample selection of recent customers and outbound phone interviews.

13. <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/public-sector/us-fed-the-path-to-customer-centric-service.pdf>





Initial prioritization of investment in services for improvement is based on a needs and expectations study. Conducted annually by the Executive Council of Dubai, the research polls a sample that exceeds 2,000 citizens and residents and is used to steer the innovation efforts of over 30 government entities.

ADDRESSING THE CHALLENGES: PRIORITIZING CUSTOMER NEEDS AND EXPECTATIONS

DMC coordinates government-wide practice around customer experience to enhance the understanding of preferences; to focus service design more strongly on customer experience, and to drive continuous improvement in front-line service delivery.

The needs and expectations study is also one of the main tools used to select the services to be improved annually.

The sample size is representative of the overall demographics of the city across Arab, Asian and Western and other nationalities.

Questions range from the role of government over the next five years – ranking attributes such as ensuring quality of services for all, to involving customers in service design – to narrowly looking at service dimensions that are most important for customers – ranging from speed of delivery and service quality to customer data privacy.

Based on the needs and expectations study, the chosen improvement initiatives are evolving over time, with a growing focus on government as a platform in line with demand for more streamlined services through digital pathways.

Yet, although service improvement within an agile government is broadly digital, it is however, not

necessarily everything. Given that, for example, older Emirati citizens prefer face-to-face interaction in Government Service Centers.

Hence why the DMC methodology approaches customer centricity in a more immersive way.

Quantitative and qualitative data from unified tools are used to validate assumptions and challenge hypotheses, but there is an added emphasis on exploration and empathy.



The findings provide data for policy and decision-making around customer expectations at both overall government and entity levels. Since the survey explores the broad future of government, as well as customer satisfaction at a granular level with specific services.



TOWARDS SERVICE 360

Spreading innovation across entities through a customer-centric improvement and innovation framework, and culture, is key to succeeding at government-wide partnerships – a paradigm shift that continues to elude many governments. The Foster Care initiative is an example of just how concerted efforts can unlock the potential of connected government, and having been characterized as “addicted to improvement” – by the international jury that convened for the *Hamdan Bin Mohammed Programme for Government*

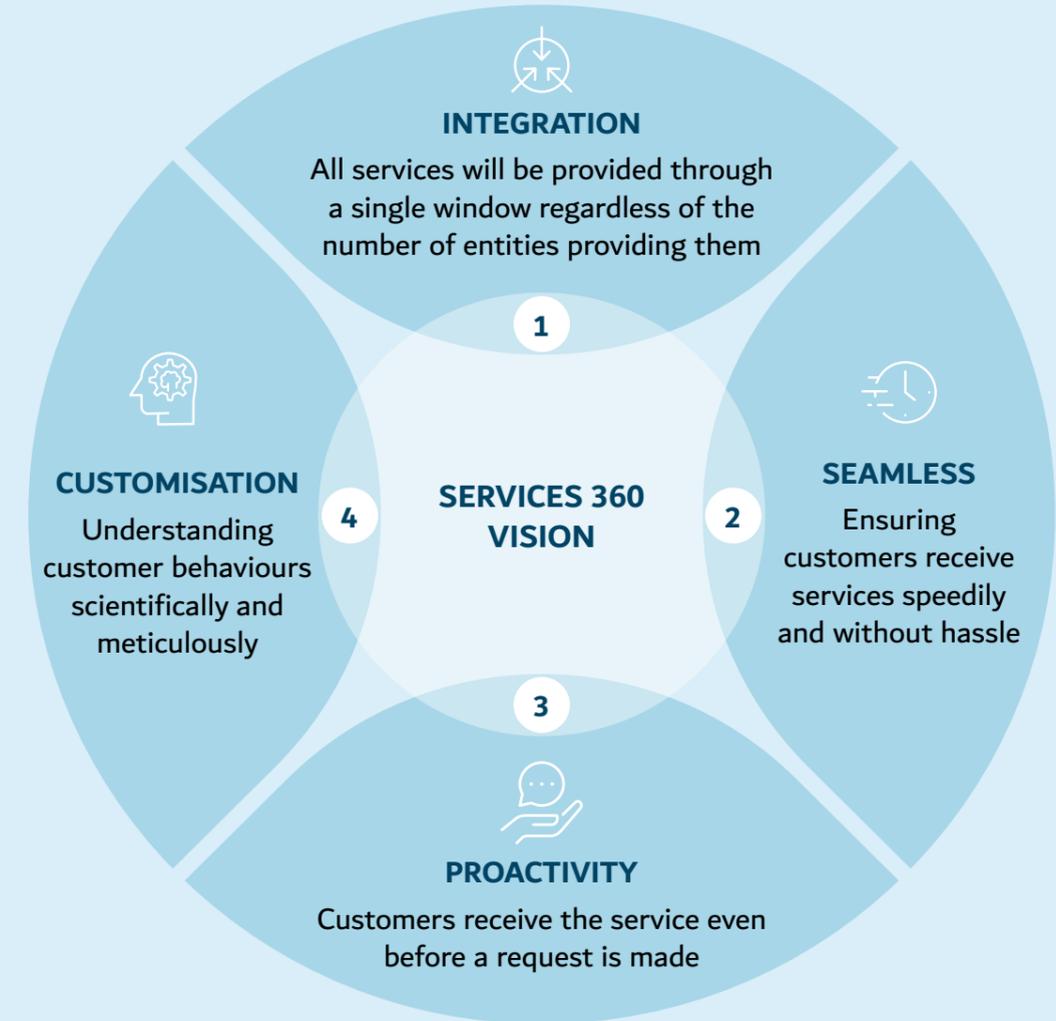
Services - DMC’s framework will continue to provide the structural consistency to make Dubai’s vision of service delivery excellence a reality. Sustaining continued results in exponential improvements in public services across all government sectors.

DMC’s remit to drive customer centricity to the core of strategic public services transformation will also facilitate continuous growth and transformation of government services, from public service-focused delivery channels to high-performing, customer-friendly service providers.

The advent of the Dubai Government *Services 360 Vision* aims to instill a strong spirit of teamwork in Dubai Government, by integrating services for a seamlessly customized customer experience. Announced in March 2020, the *Services 360 Vision* is particularly significant for DMC as it focuses on all government service solutions for family, transport, housing and business set-up, which are all domains that will benefit from service redesign and innovation for seamless customer journeys across multiple entities.

The *Services 360 vision* will extend the DMC framework and set Dubai’s customer-centric service delivery model on track to become the global “gold standard”, through the adoption of four key dimensions.

With aspirations that know no bounds, and as Dubai’s government presses on to achieve greater progress, there is no doubt that the DMC will continue to successfully meet the needs, and expectations, of residents, citizens and visitors alike – maintaining, and even superseding, its current global standards lauded around the world.



“ We proudly announce the launch of a new approach in government services through the ‘360 Services’, a new platform for all Dubai Government services to be integrated, swift and proactive. Our ultimate aim is the happiness of our society. ”

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

March 2020

DEVELOPMENT TEAM

Team Leader

Eman Al Suwaidi

Team Members

Asma Darwish

Lina Izaq Alhalaseh

Hessa Bin Mesmar

Support and Coordination Team

Hind Alhammadi

Ibrahim Alsobeh

Copyright ©2020 The General Secretariat of The Executive Council of Dubai.
All rights reserved.



مرکز نموذج دبي
Dubai Model Centre



dtmc.gov.ae



dubai.model@tec.gov.ae



[@dtmcentre](https://www.instagram.com/dtmcentre)