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AUTHORITY



Strategy in Action: A case from a Public Sector

Presented by Dr. Ali M. Al-Khoury

Strategy Leaders Forum

13-17 April 2014 | Dubai, UAE.



Partners In Building UAE's Security & Economy

Our Vision: To be a role model and reference point in proofing individual identity and build wealth informatics that guarantees innovative and sophisticated services for the benefit of UAE

- **Introduction: Why Strategy?**
- **Strategy at Emirates ID**
- **Strategy Approach at Emirates ID**
- **Concluding Remarks**

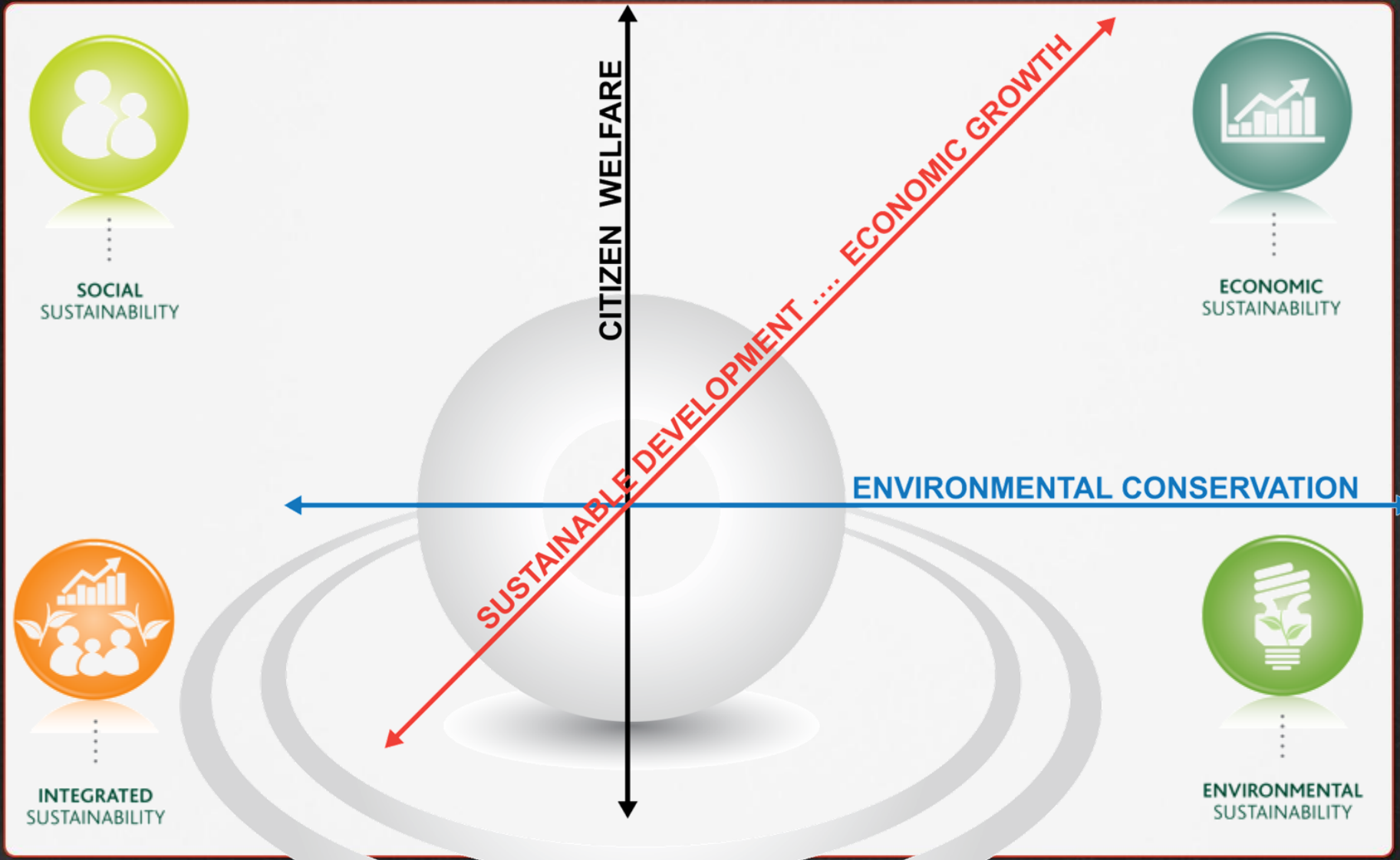
- **Introduction: Why Strategy?**
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Introduction: Why Strategy

- Adopted for Businesses in early '60s
- Need for Survival in the face of tough **Competition**
- Driven by **Profit Needs** amidst rising costs
- Defined **market** boundaries

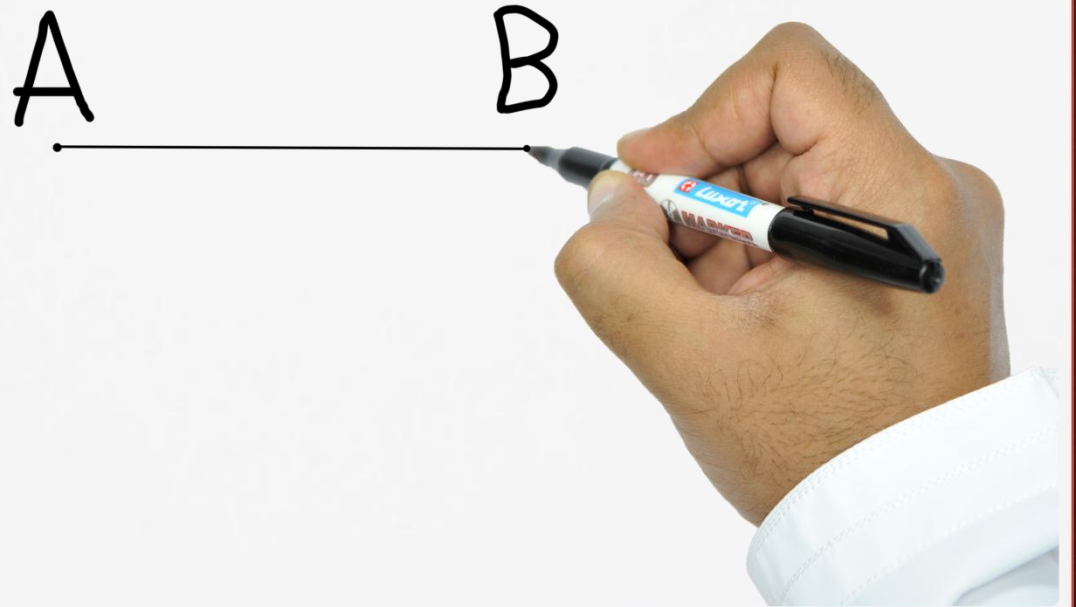


Why Strategy in Governments?



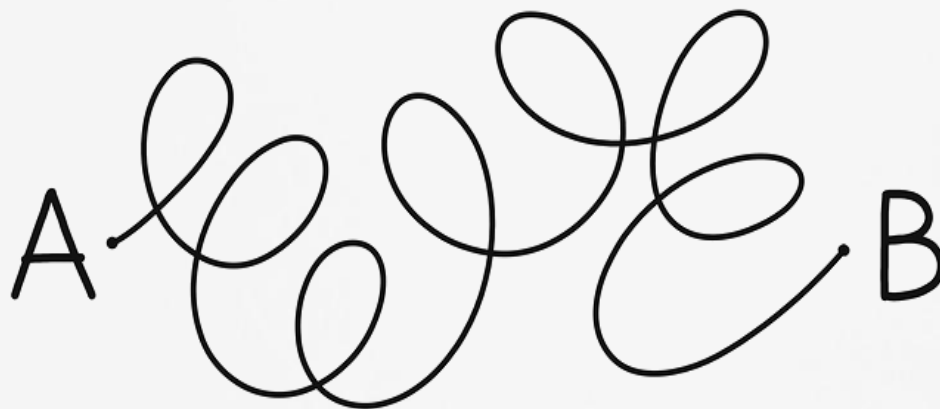
Psychological construct !

- Typical assumption: **“Everything will happen as per assumption”!**



The Real World is *somewhat* Different!

- But the **reality** is always different!



WFO
2/3 Thirds

of strategies fail!

Public vs. Private

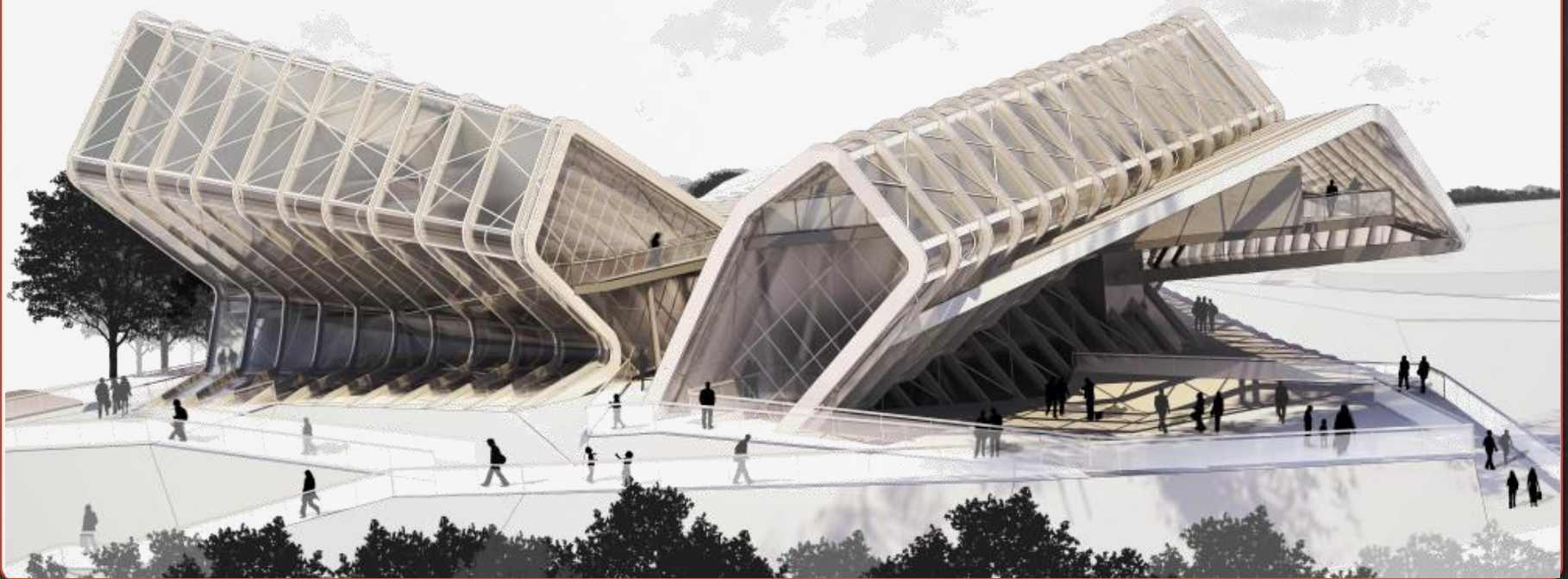
**Adaptive to change..
Dynamic ..**



**Slower to change..
Bureaucratic ..**



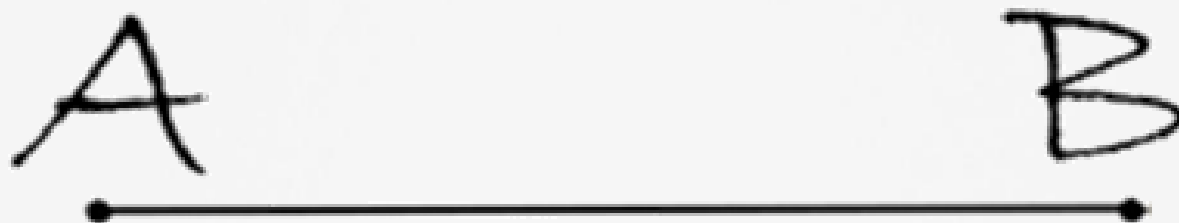
- New **terms and concepts**
- Higher levels of **complexity and fragmentation?**



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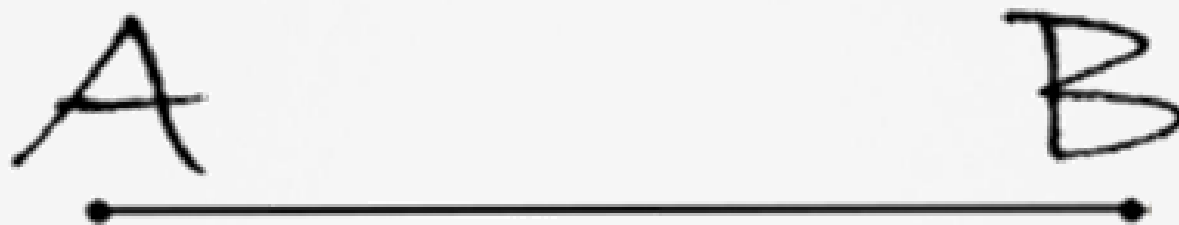
How we **Planned** our 2007-2010 Strategy

Our
Planned
Strategy
2007-2010

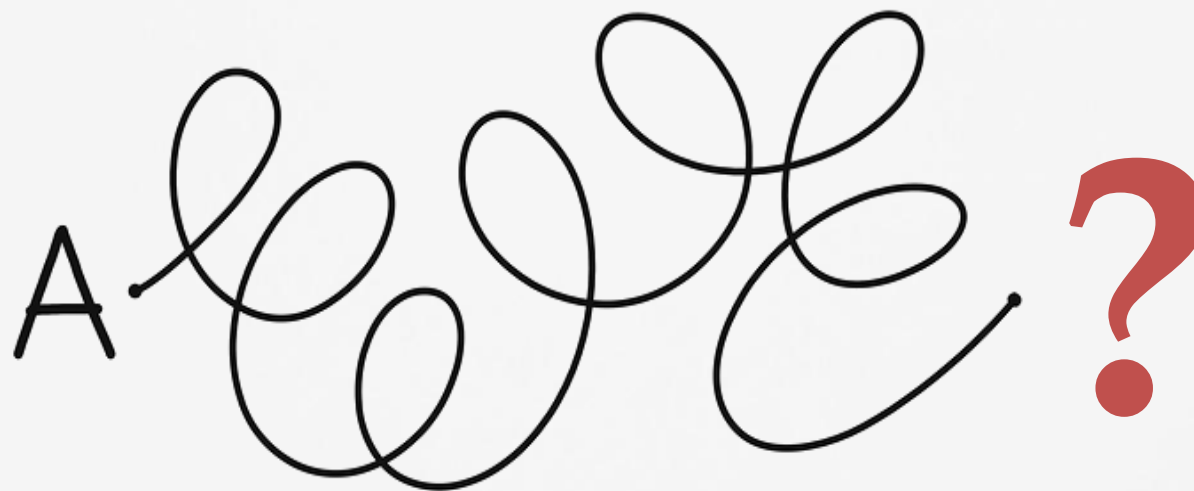


How we **Executed** our 2007-2010 Strategy

Our
Planned
Strategy
2007-2010

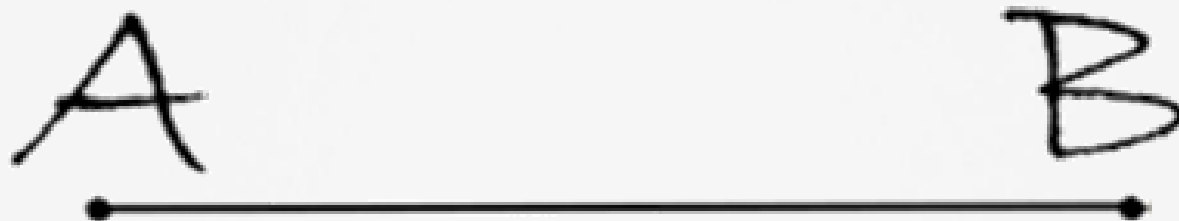


Executed
Strategy
2007-2010



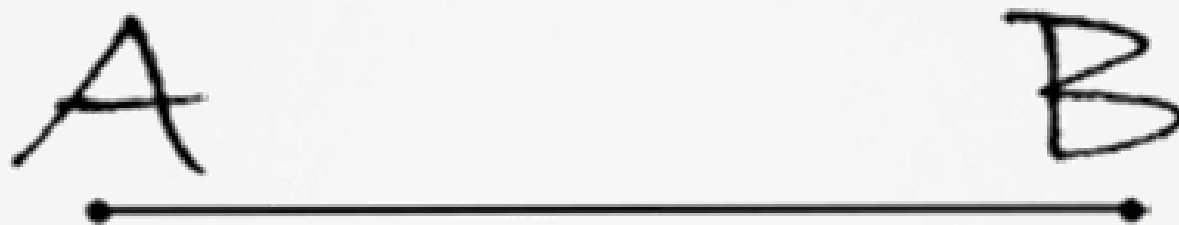
How we **Planned** our 2010-2013 Strategy

Our
Planned
Strategy
2010-2013

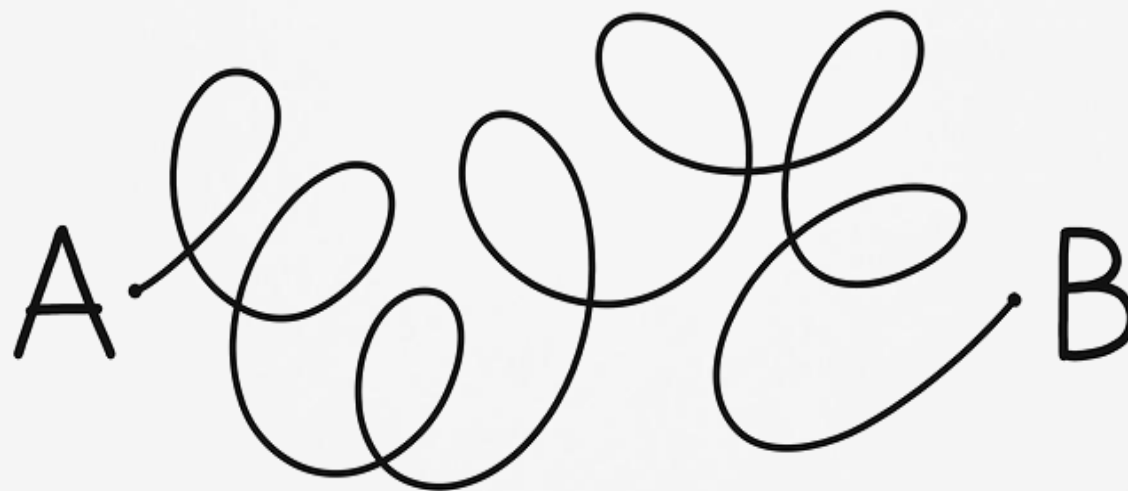


How we **Executed** our 2010-2013 Strategy

Our
Planned
Strategy
2010-2013



Executed
Strategy
2010-2013



2010-2013 Strategy Results



92%



IMP³rove assessment:
above average for
benchmarked class;
**close to global
growth champions**



Budget: **5 folds**
Savings: **> 500 million**

Efficiency: **200%**
Effectiveness: **100%**

UAE Government Excellence Program 2011



**Best Federal
Organisation** in
Organizational
Excellence



**Leadership
Award**



**Operations
Award**



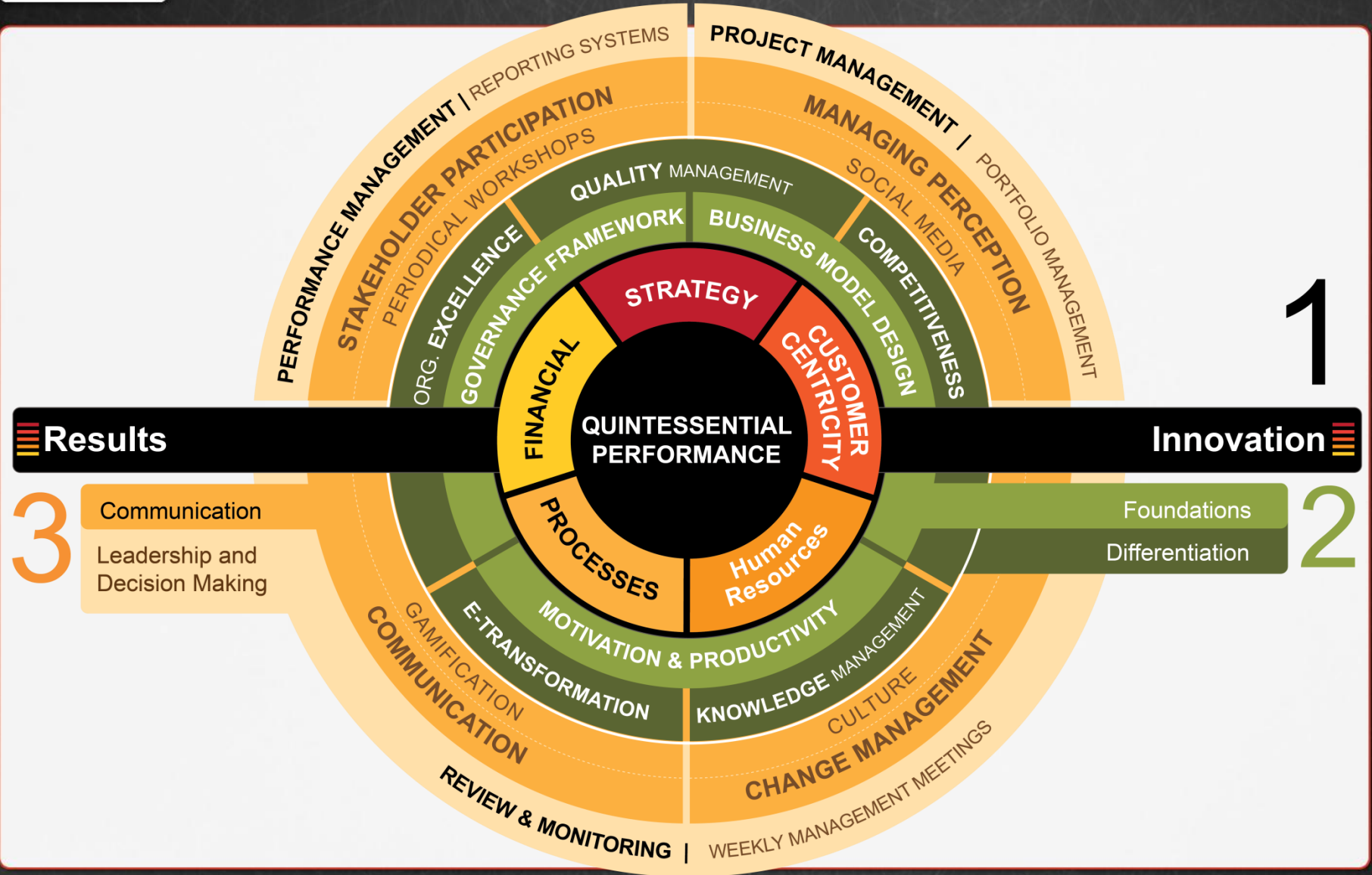
**G2G Partnered
Project Award**



Key control factors

- Introduction: Why Strategy?
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Strategy Architecture and Components



The Inner Ring

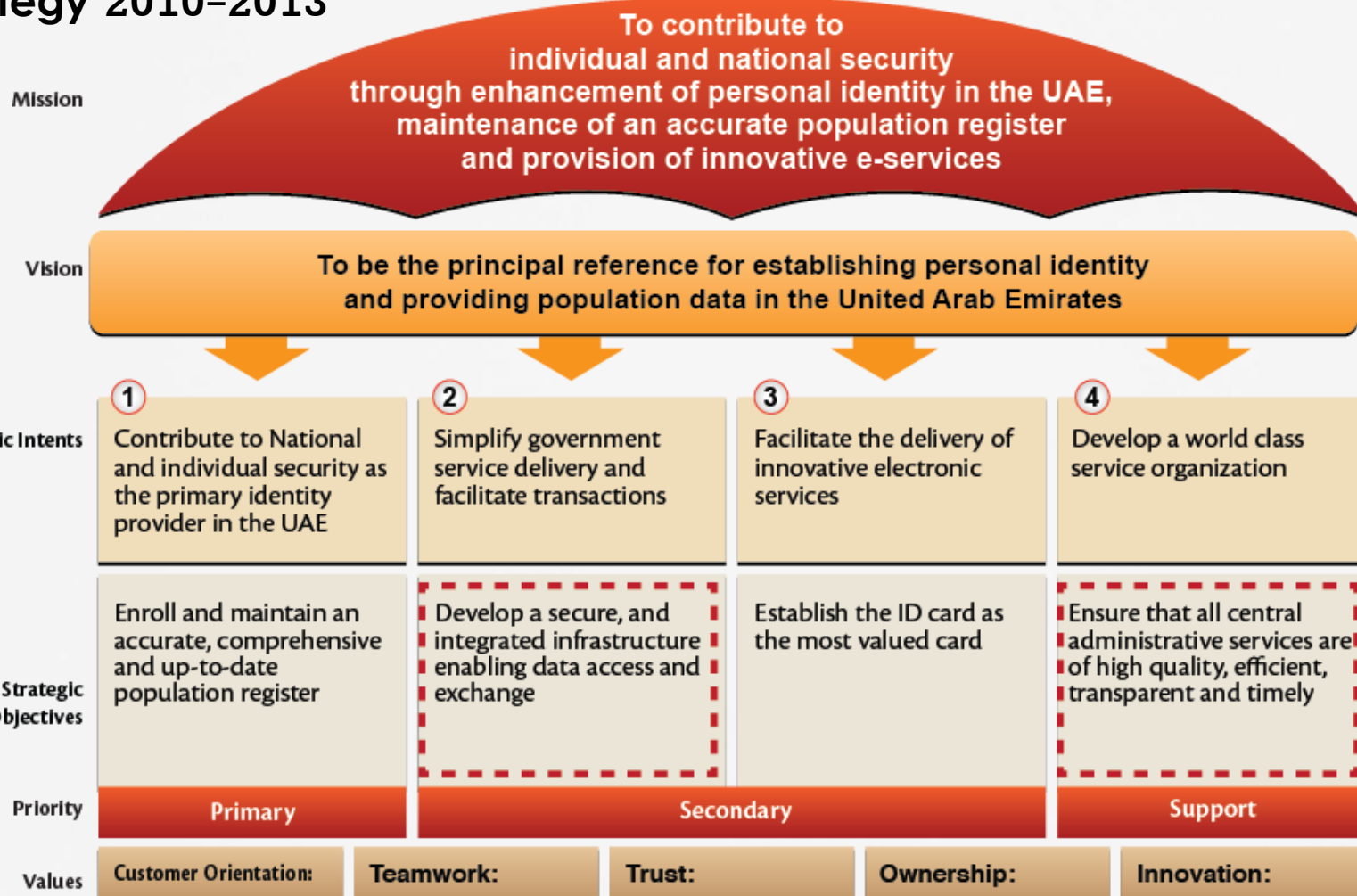


Innovation and Results Orientation



Strategy Development: Starting Point

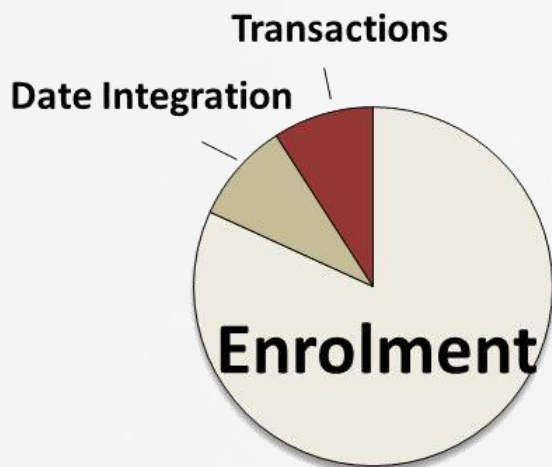
Strategy 2010–2013



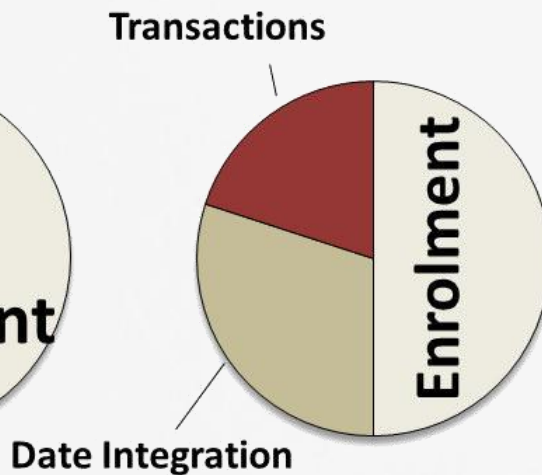
Business **Operating Model**

Alignment with the operational model

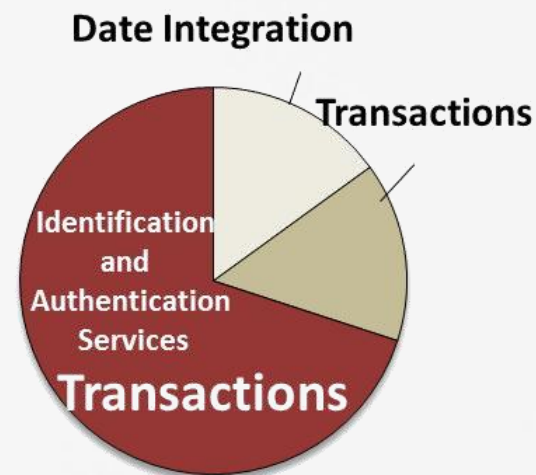
Short Term



Medium



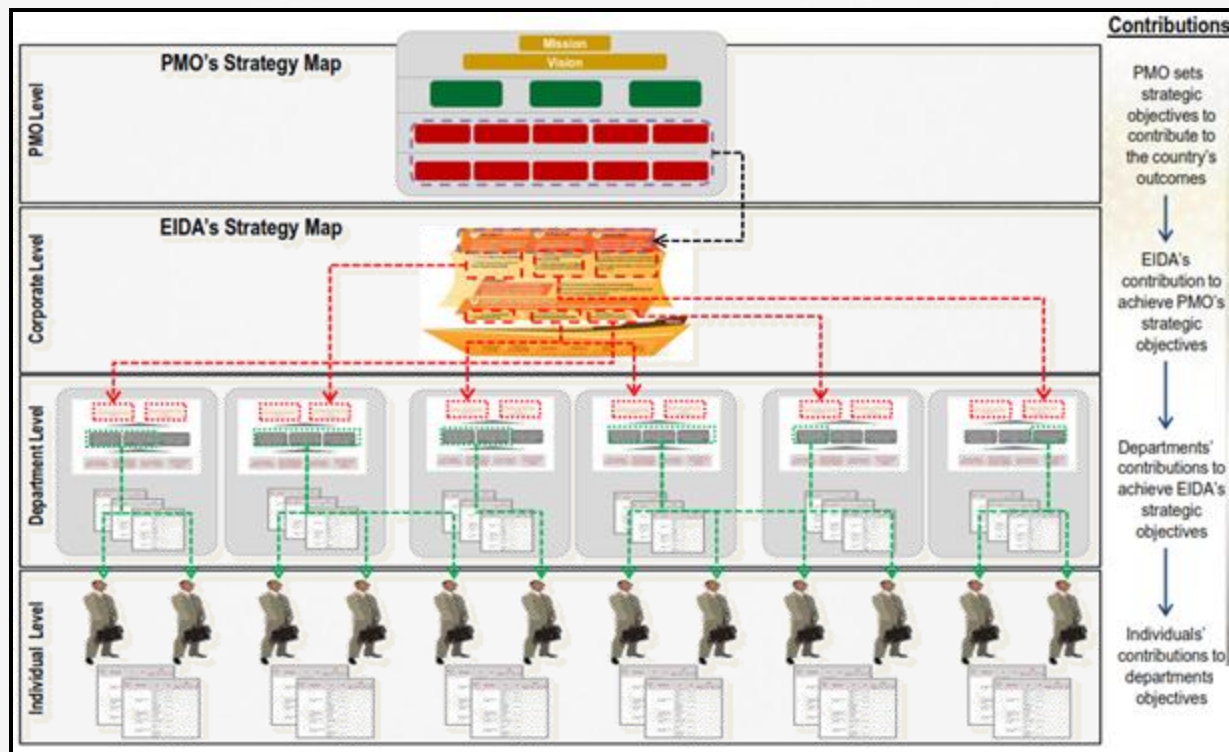
Long Term



Expected transition in services

Performance Management

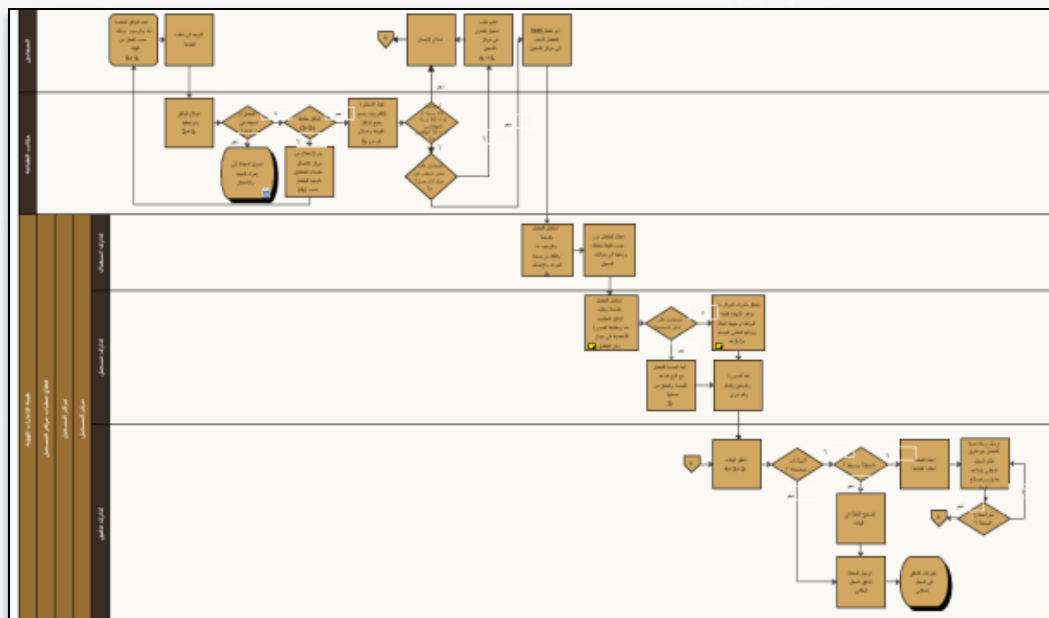
Innovative systems to **measure & monitor performance** at the individual and institutional.



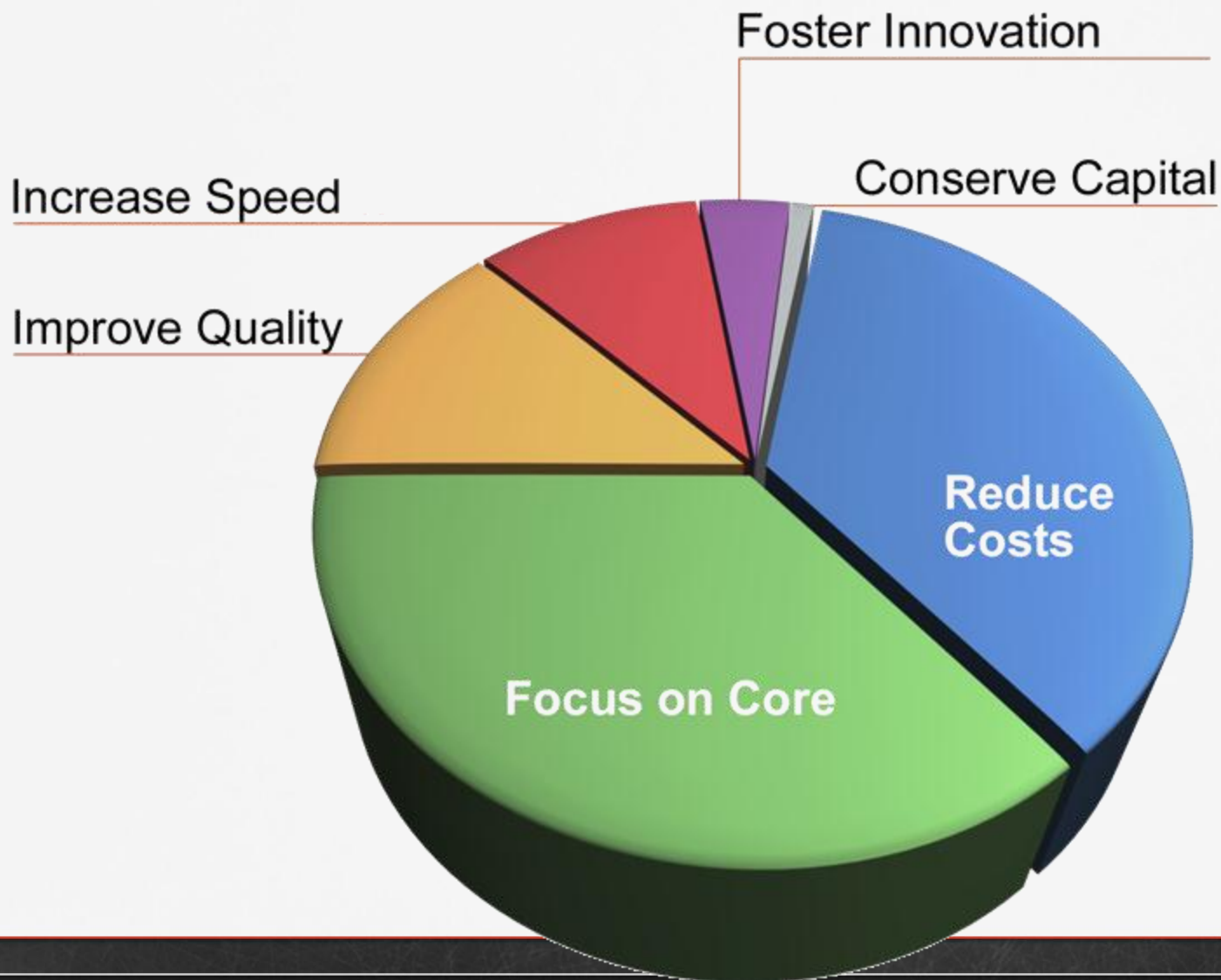
Human Resources Development



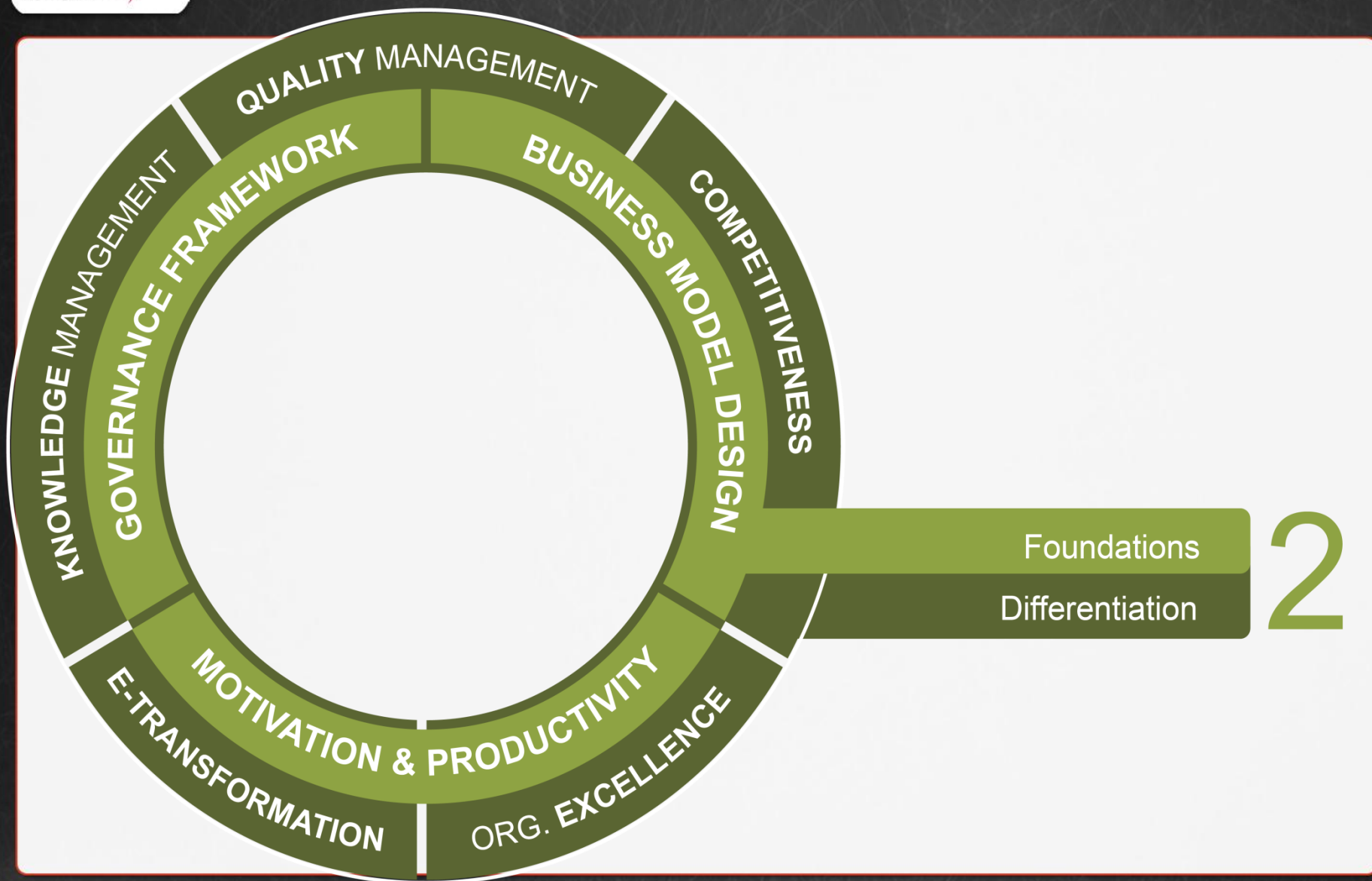
- **Core competencies** (functions & capabilities)
- **80:20**
- 3Es
- **Outsourcing** or achieved through **partnerships**



Financial Performance: **Outsourcing** Approach



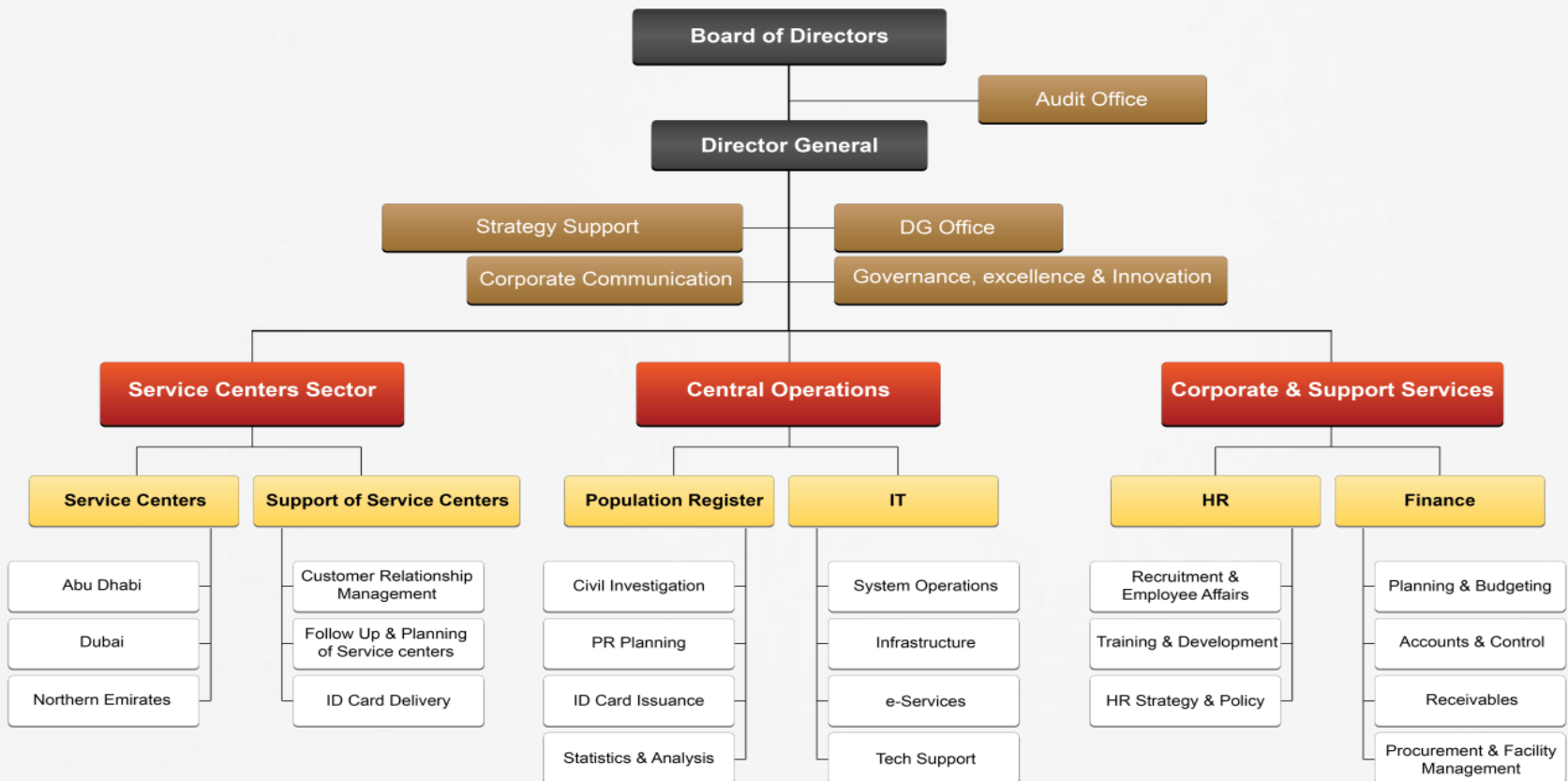
Foundational Activities



Setting the tempo symphony at Organizational level

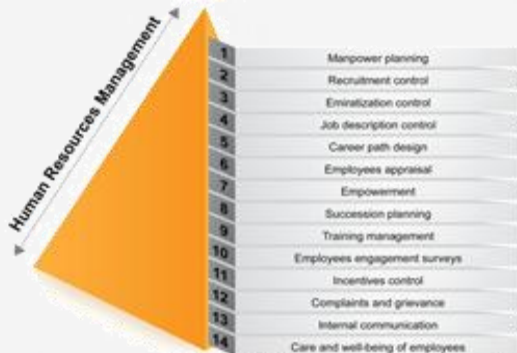
Organizational Structure

The development of the organizational structure in an innovative way, and focus on the element of knowledge ownership .



Policies and internal regulations

Focused on the development of **policies and procedures aligned with EFQM** model in order to meet the **cognitive orientation**.

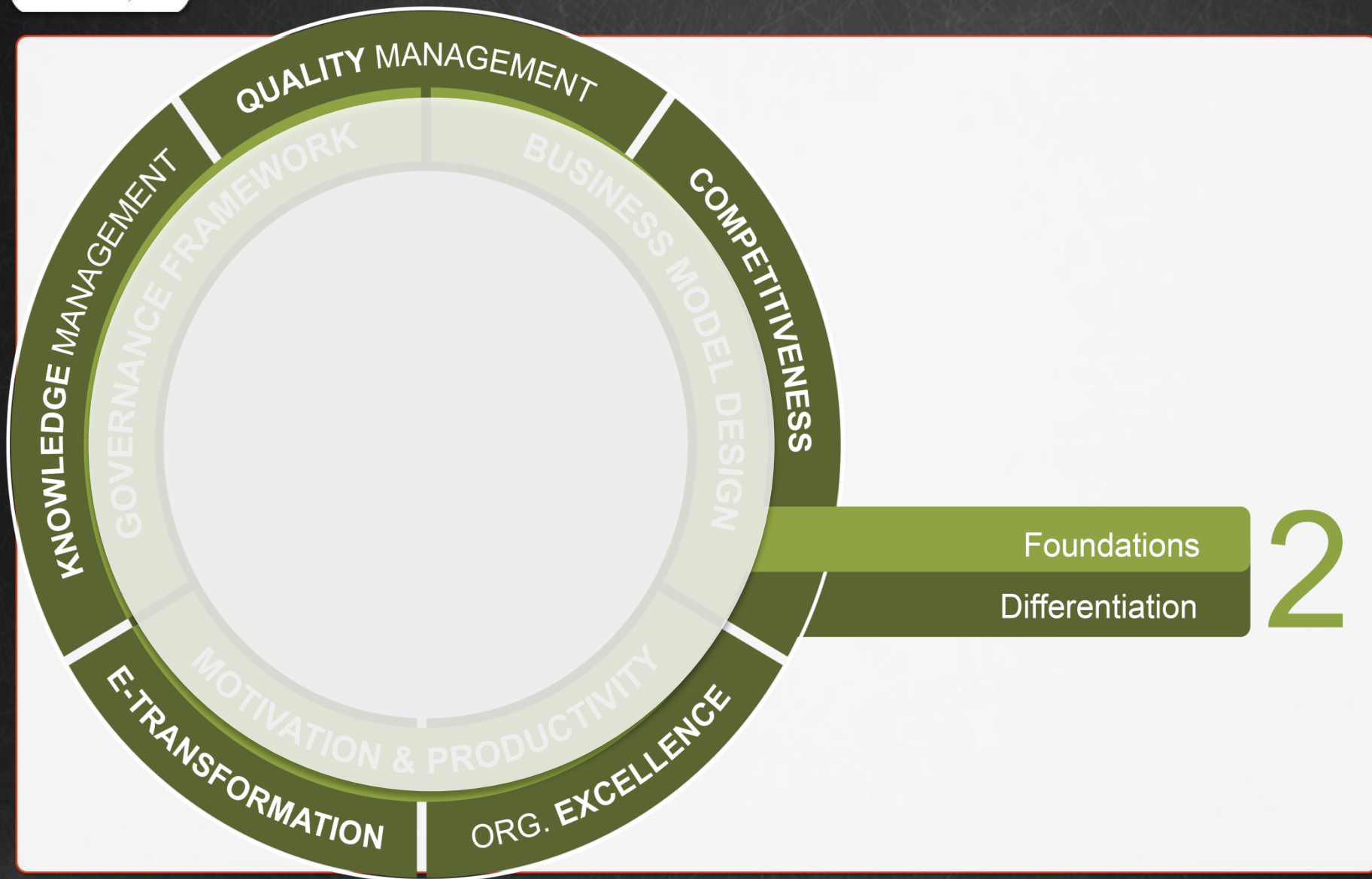


Motivation & Productivity



Work Environment Redesign + Incentive Systems

Differentiation



Relying on EFQM model as guiding principles to develop **organisational excellence**

Enablers

Results

Leadership

People

Processes,
Products &
Services

People
Results

Key
Results

Strategy

Customer
Results

Partnership
& Resources

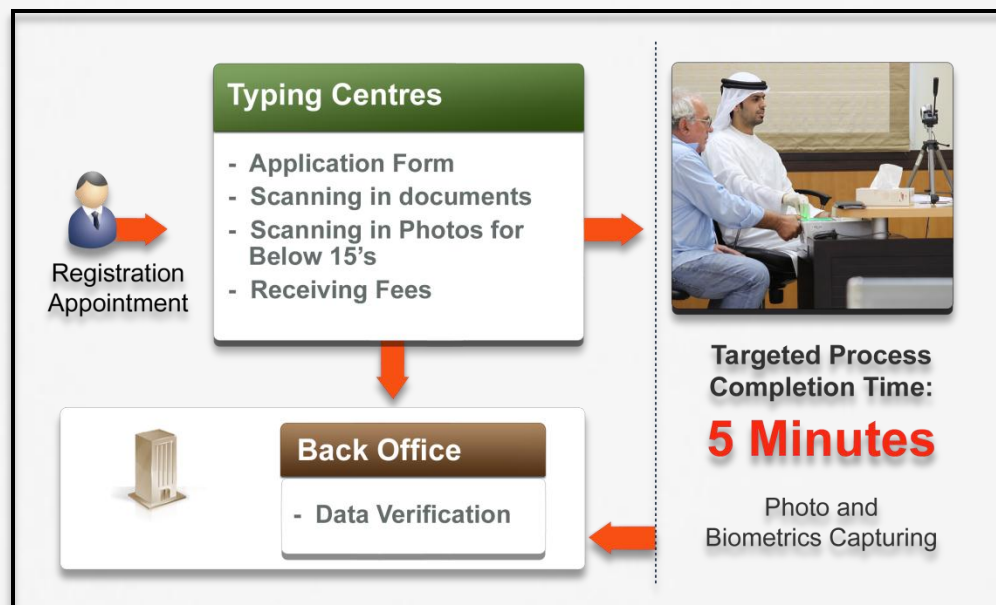
Society
Results

Learning, Creativity and Innovation

Competitiveness: BPR Initiative

Aimed at:

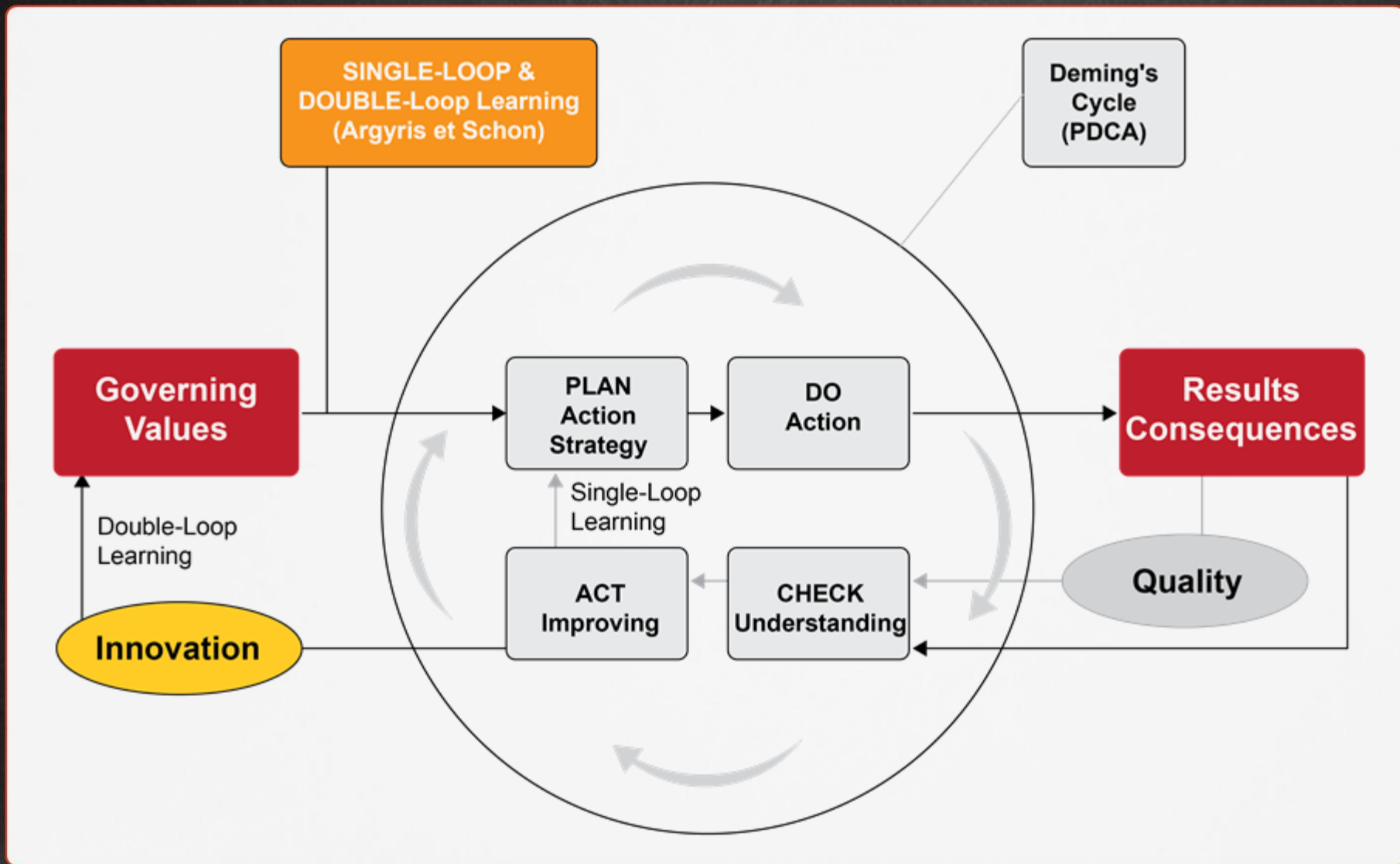
- Capturing employees **tacit technical knowledge**.
- Improve Process **standardization & automation**.
- Improve **Service Quality**.



Quality Management: **Standardisation**



Knowledge Management: Organizational Learning



Excellence Library: Organisational Brain



Communication

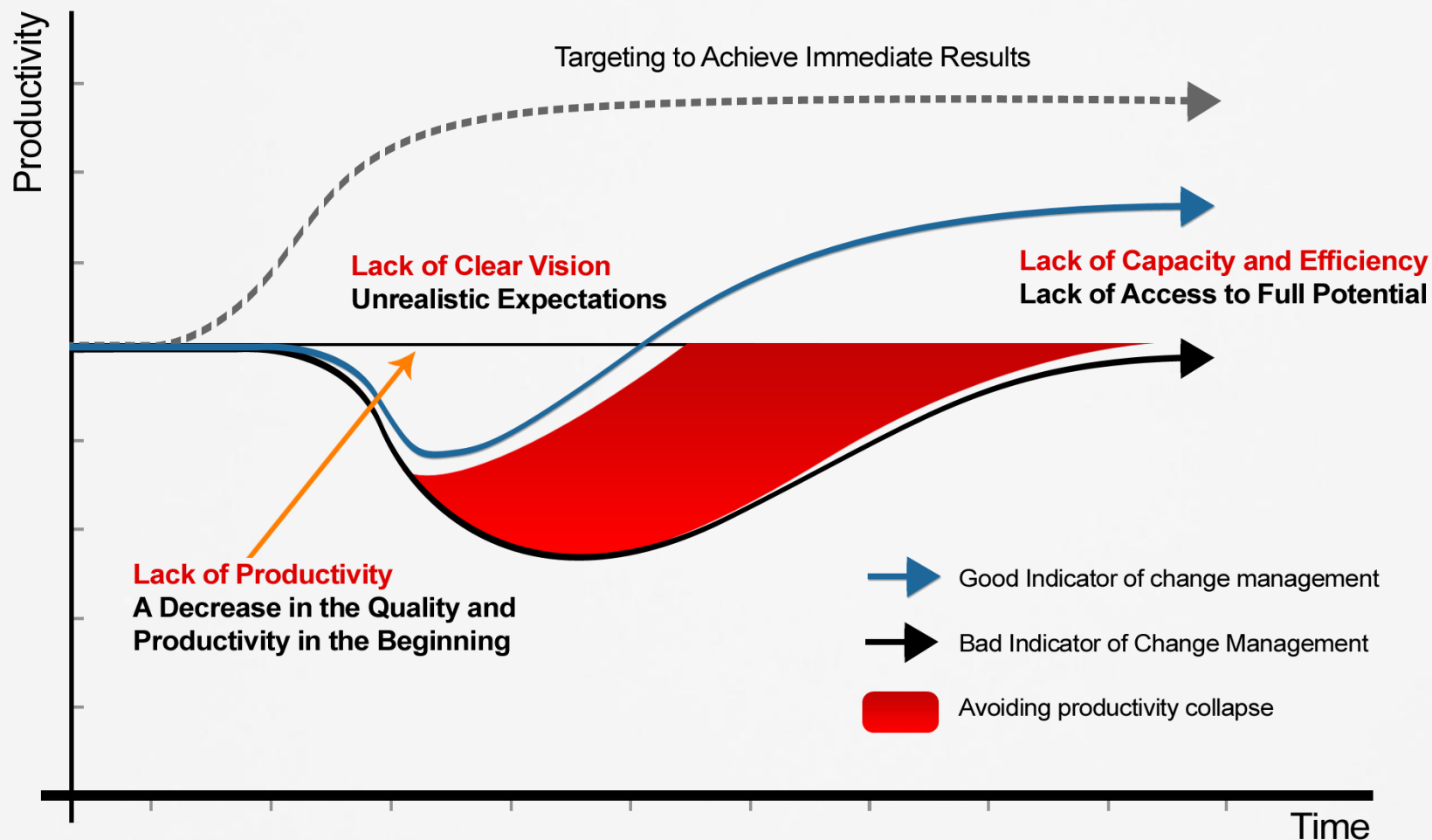


3

- Communication
- Leadership
- Decision M&

Change Management: retuning Culture

Organizational Units Productivity during Change Stages



Gamification for Knowledge Transfer



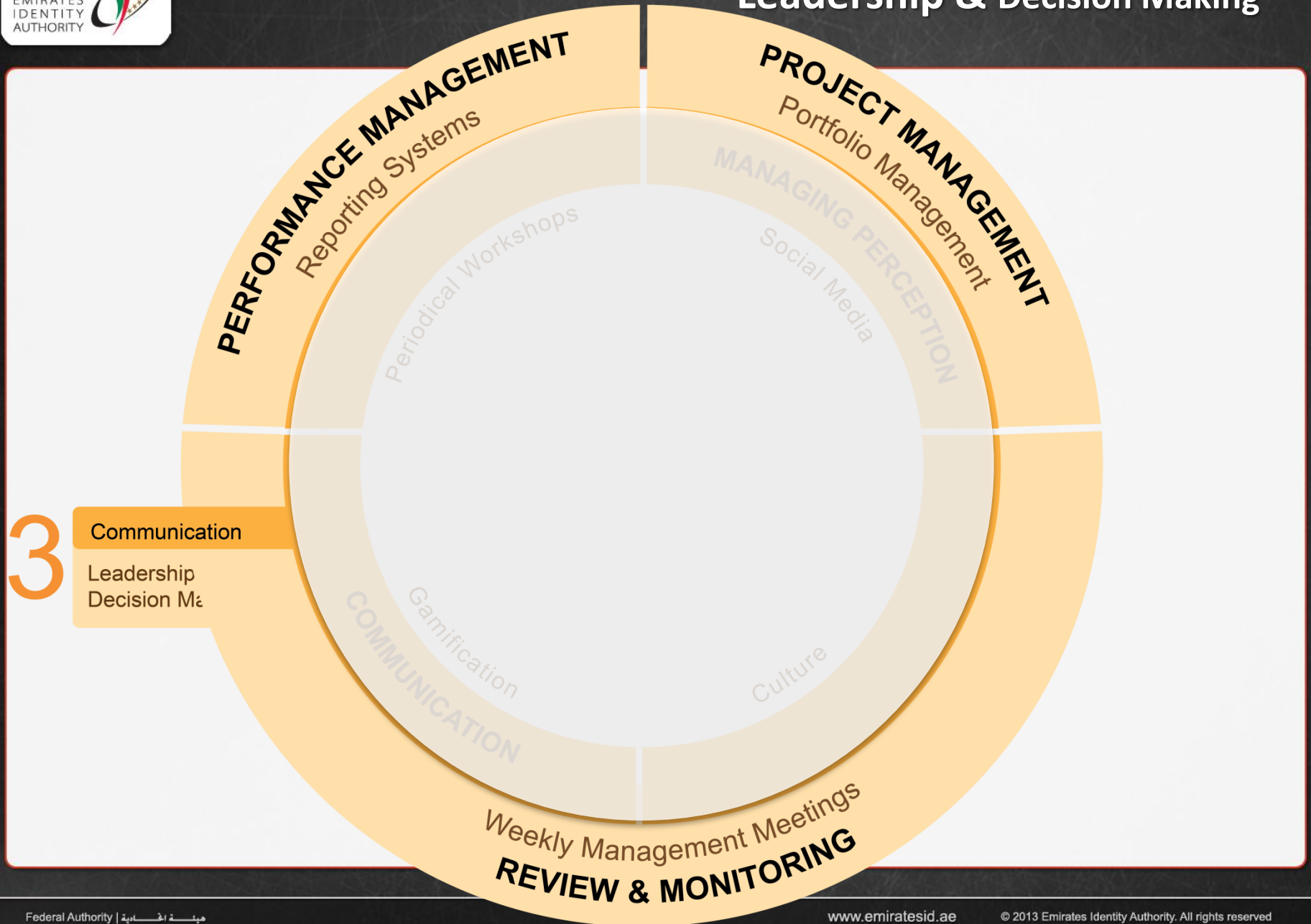
Engaging Stakeholders: Periodical Meetings



Managing Perceptions (Organisation's Image)



Leadership & Decision Making



Project Management: Portfolio Management



Performance Management: Employing Business Intelligence Tools



i-Dash Board



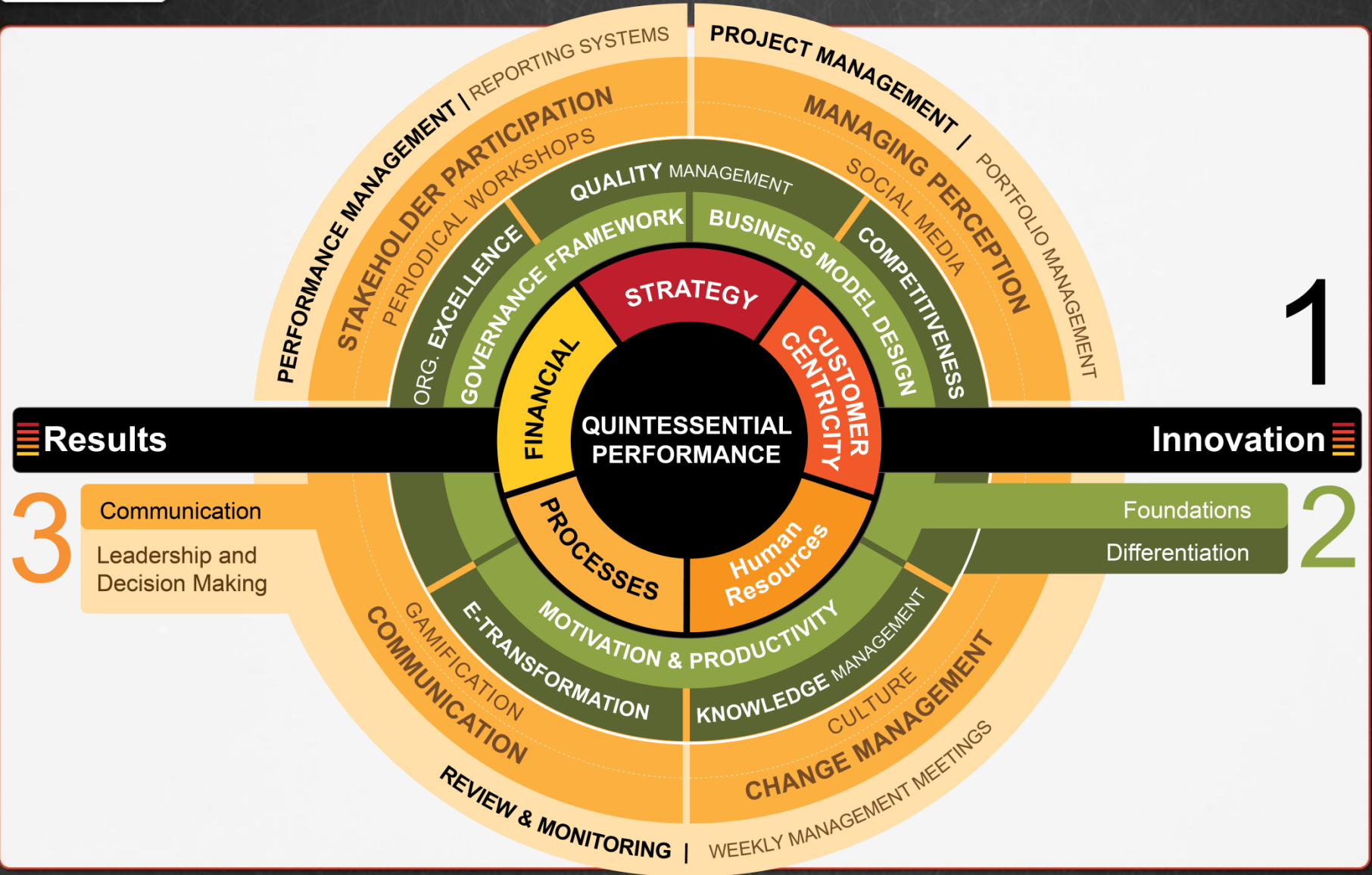
[improved]

Decision Support Systems

Review & Monitoring: Weekly **Management Meetings**

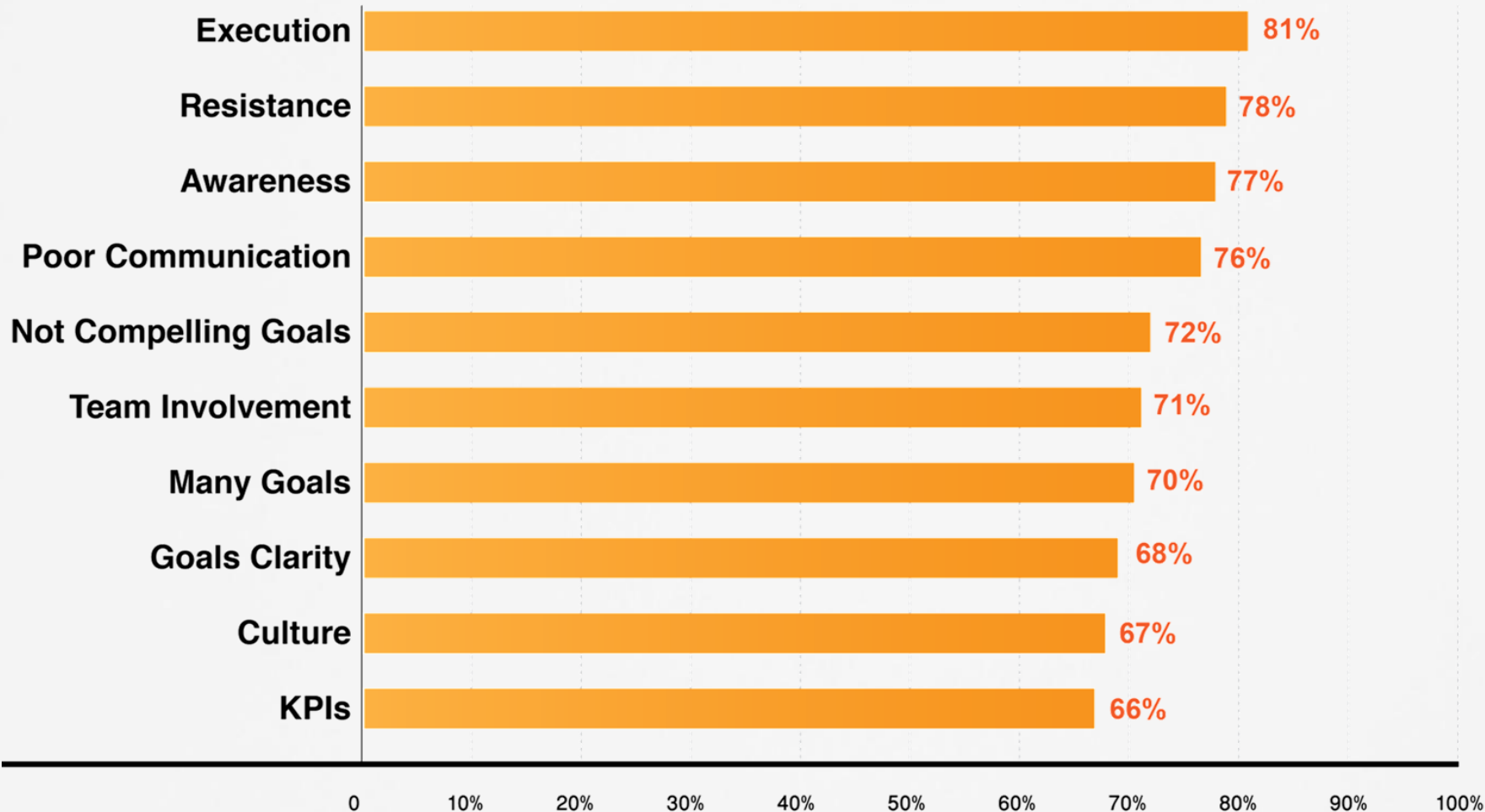


Strategy Architecture and Components

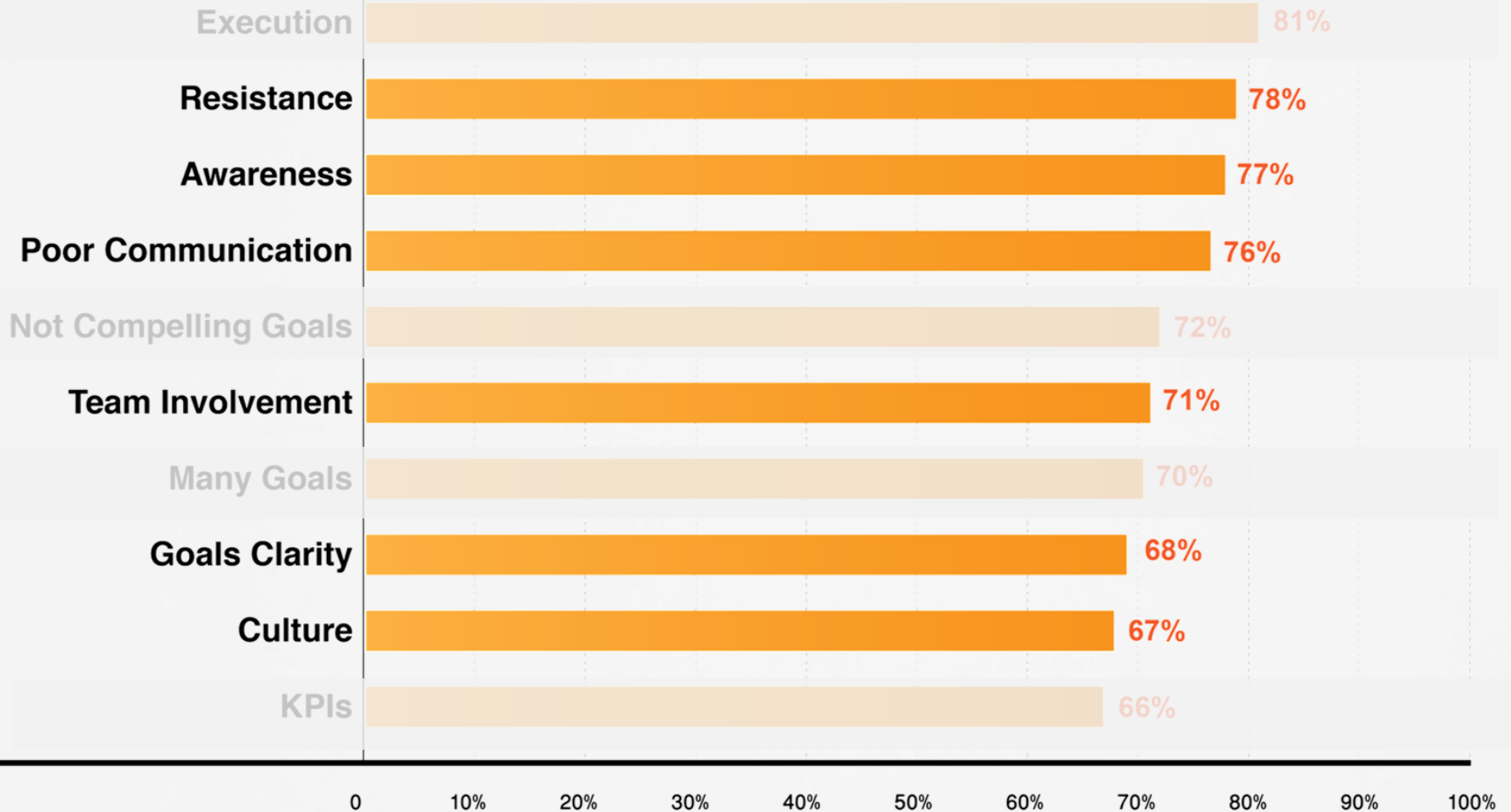


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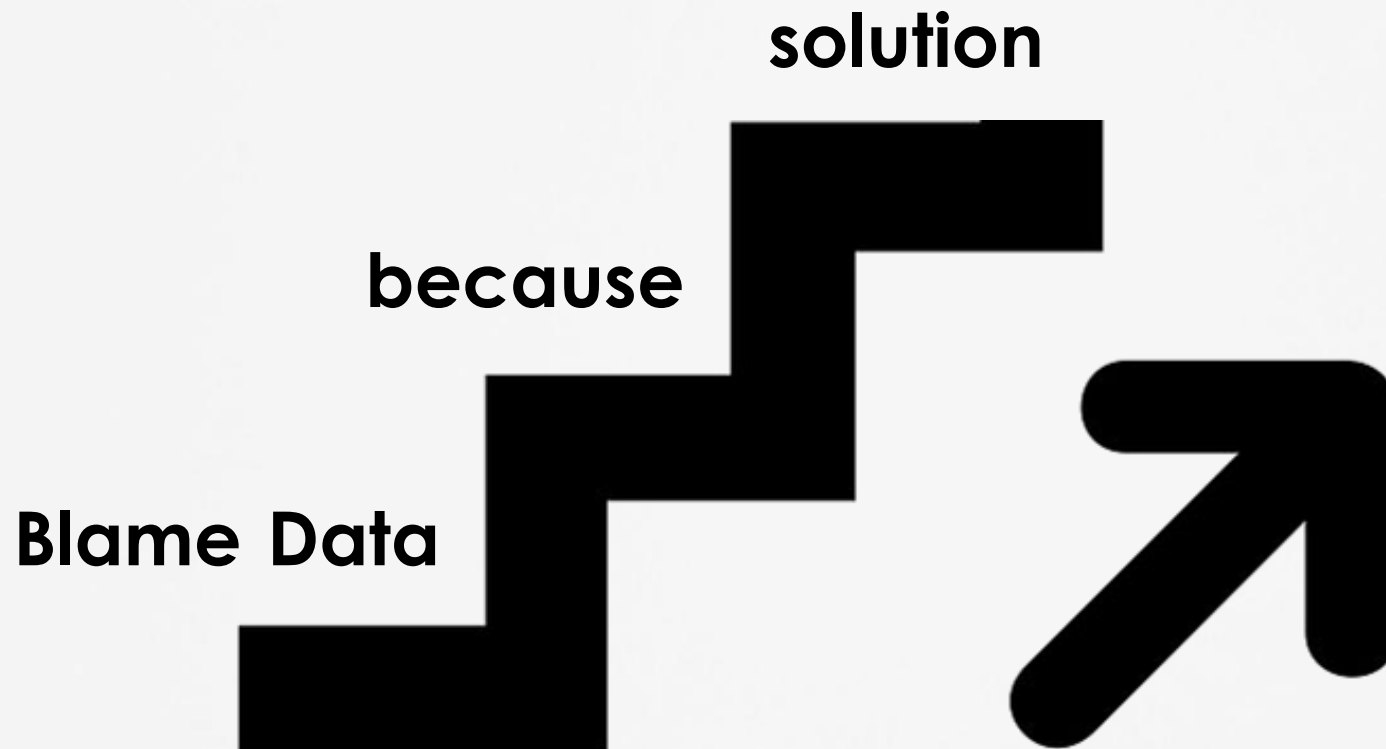
Top 10 Reasons for Strategies Failure



Top 10 Reasons for Strategies Failure



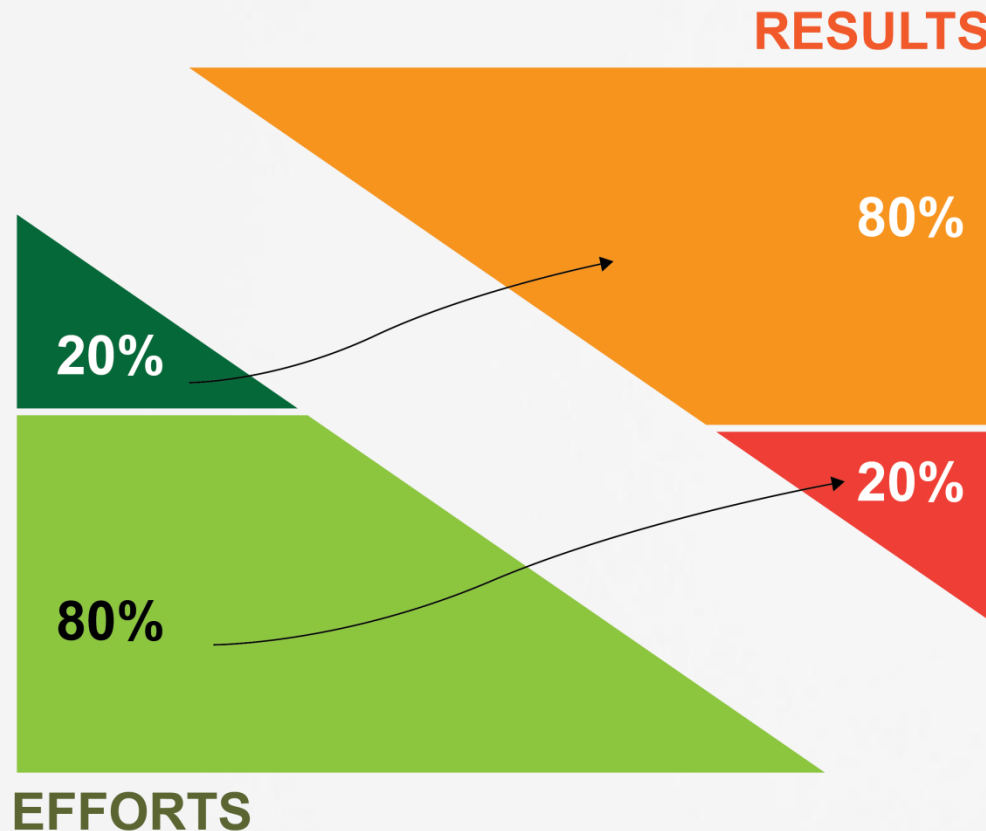
The Culture Machine



The Role of **Leadership**

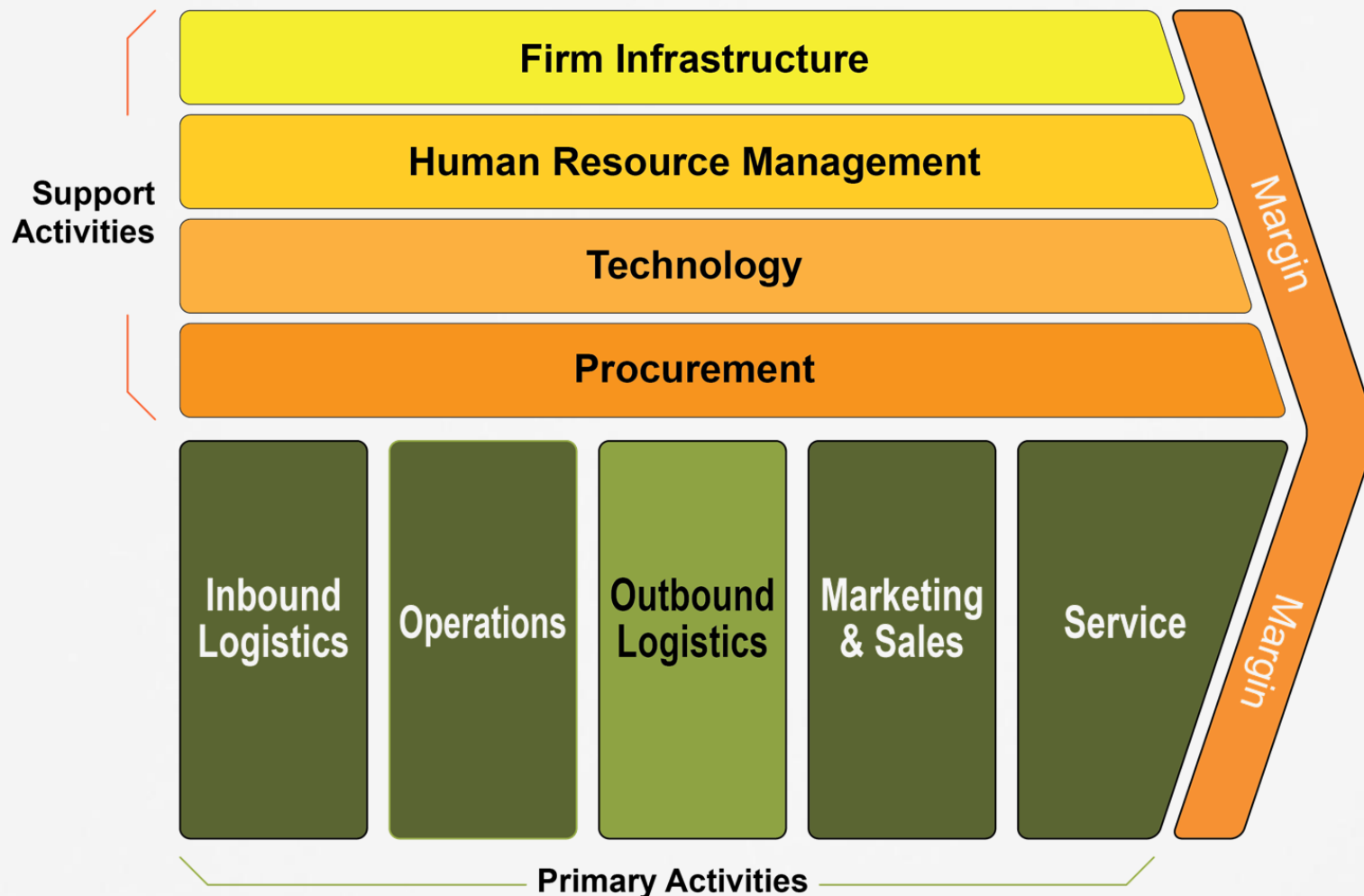


Where is your **Attention?**



80% of organisational work normally add only 20% of value to citizens

Strategy linkage with Value Chain



Learning to start from the END!



Expectation



Analysis



Design



Execution

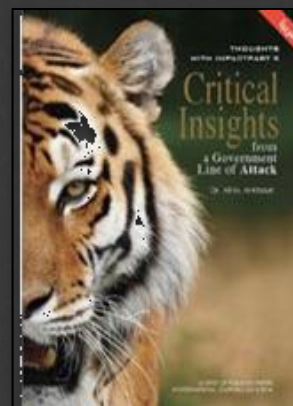
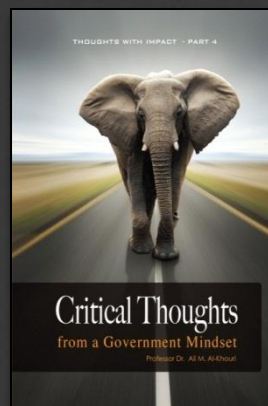
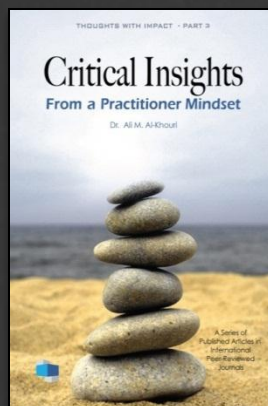
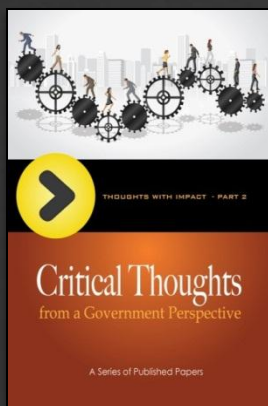
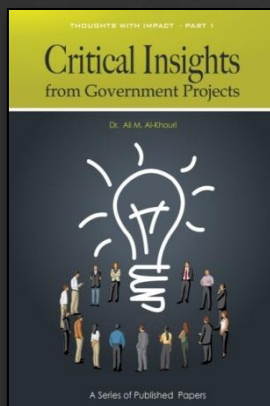


Delivery

Interconnected Strategic Endeavor



Read our recent research :



Thank you

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