



هيئة
الإمارات
للهوية
EMIRATES
IDENTITY
AUTHORITY



6 April 2011 | Datamatix Conferences

UAE 2015 Government Organizations Readiness Strategies

Case Study - Strategy Development at Emirates Identity Authority

Conference: '4th UAE 2015 Government Organisations Strategy
Development Summit'

April 5-6, 2011 | Burj Al Arab Hotel | Dubai, United Arab Emirates



Agenda

- **Introduction: Realities in Management**
- **Case Study: Emirates Identity Authority**
- **Lessons Learned and Reflections**



Agenda

- Introduction
- Case Study: Emirates Identity Authority
- Lessons Learned and Reflections

Definitions

Successful

Delivered **on time, on budget**, with required features and functions



Challenged

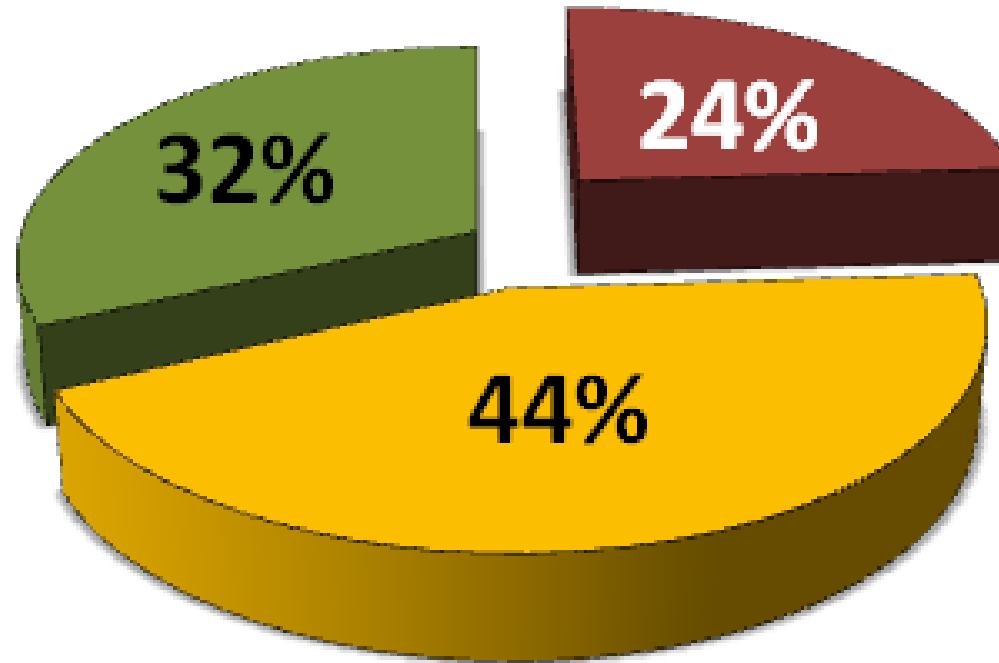
Late, over budget, and/or with less than the required features and functions.

Failed

Cancelled prior to completion or delivered and never used.

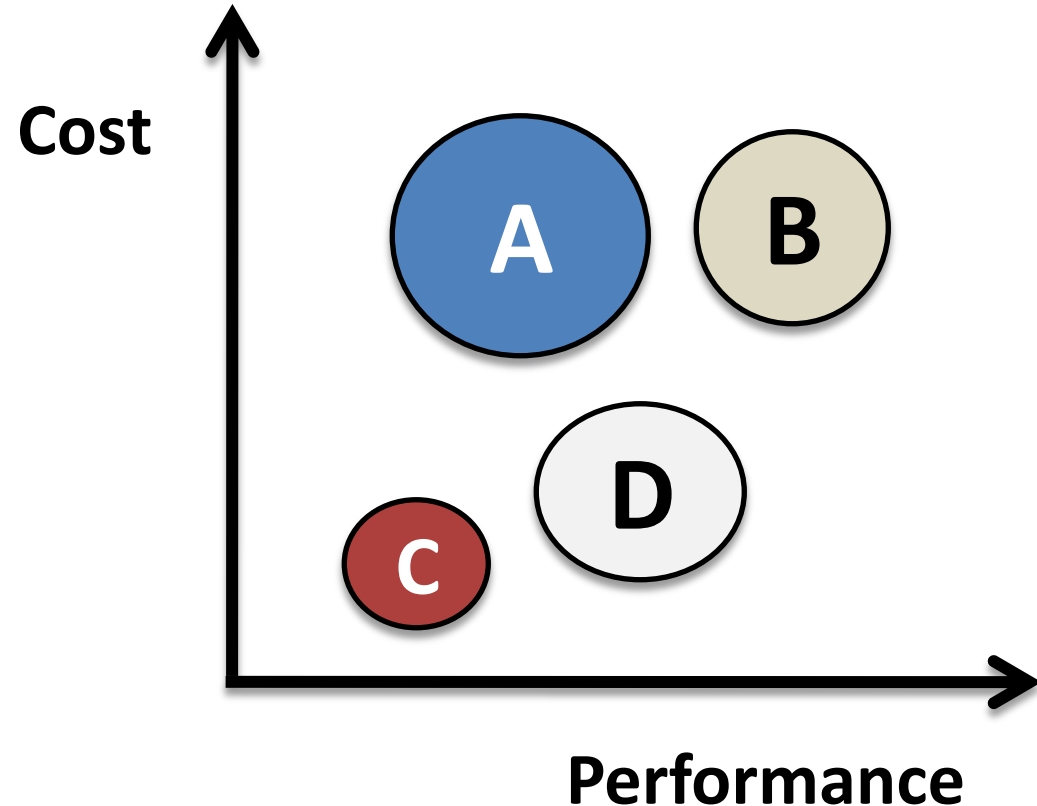
Successful

Failed



Challenged

- Globalization & **Trends**.
- **Population demands**.
- Government **Policies** and regulations.
- Need for **Strategic Planning**.



- a plethora of methods, too **much papers** and remain theoretical

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- Not driven by the **needs of the public** sector

Such strategies need to

re-connect

with Business



FAIL

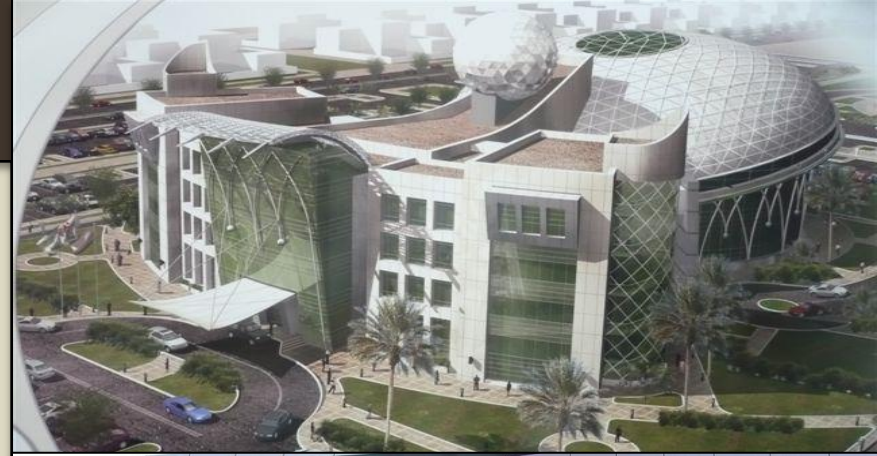


Agenda

- Introduction: Public Sector
- Case Study
- Lessons Learned

Emirates Identity Authority

- **Federal** Government Organisation in UAE.
- Tasked to develop and Implement Advanced **National Identity Management Infrastructure** in the UAE.
- **Security | Economy**
- **900** Employees.



Change Need

- Strategy focused on **infrastructure and**

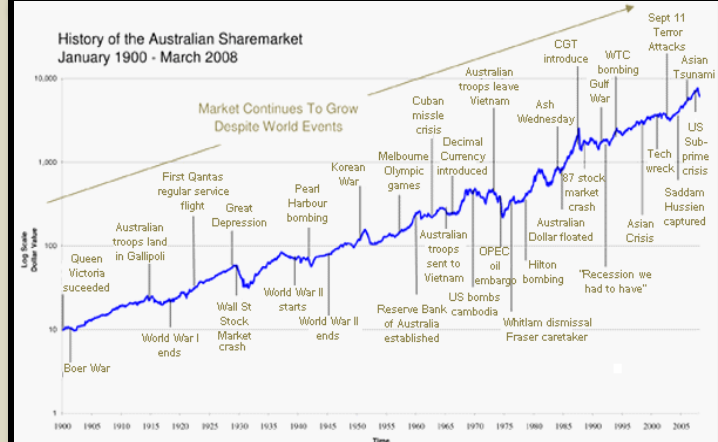
Outcomes

were not to the satisfaction
and

Expectations

of Stakeholders

inability to make proactive decisions.



Project Approach



The image shows three glass jars of honey on a wooden surface. The leftmost jar is dark brown and labeled 'Diagnostics'. The middle jar is a golden-brown color and labeled 'Development'. The rightmost jar is a lighter, more translucent golden color and labeled 'Implementation Planning'. The jars are set against a background of a brick building and a window.

Diagnostics

Development

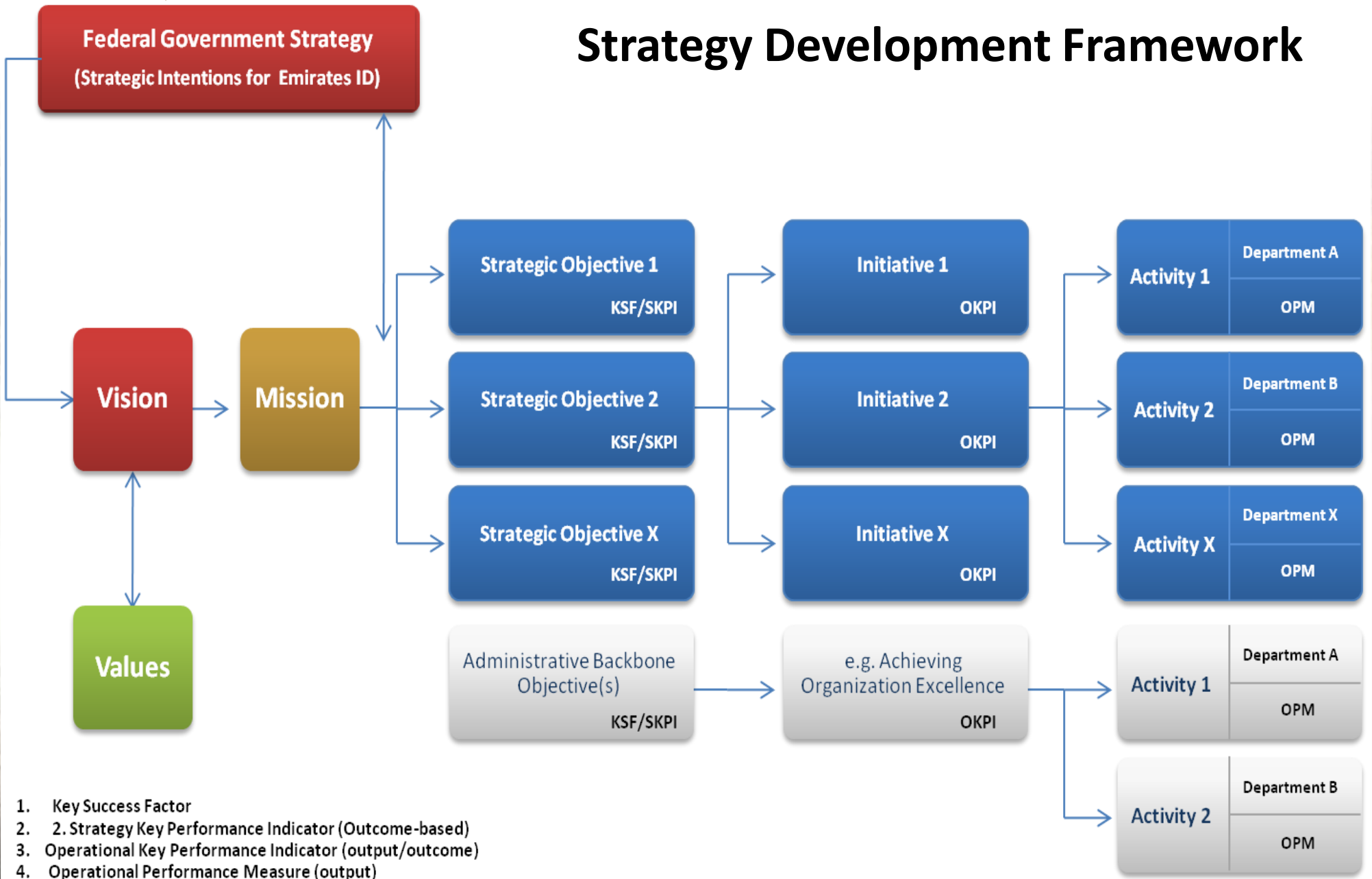
**Implementation
Planning**

Diagnostic Phase

- Leadership **Vision**
- External and internal **assessment**.
- Current Strategy **Review**.
- **Stakeholders** Strategic Intentions.
- Articulate current and foreseen **operating model**.
- Study organisational **enablers** (people, processes, technologies).
- International **benchmark**.



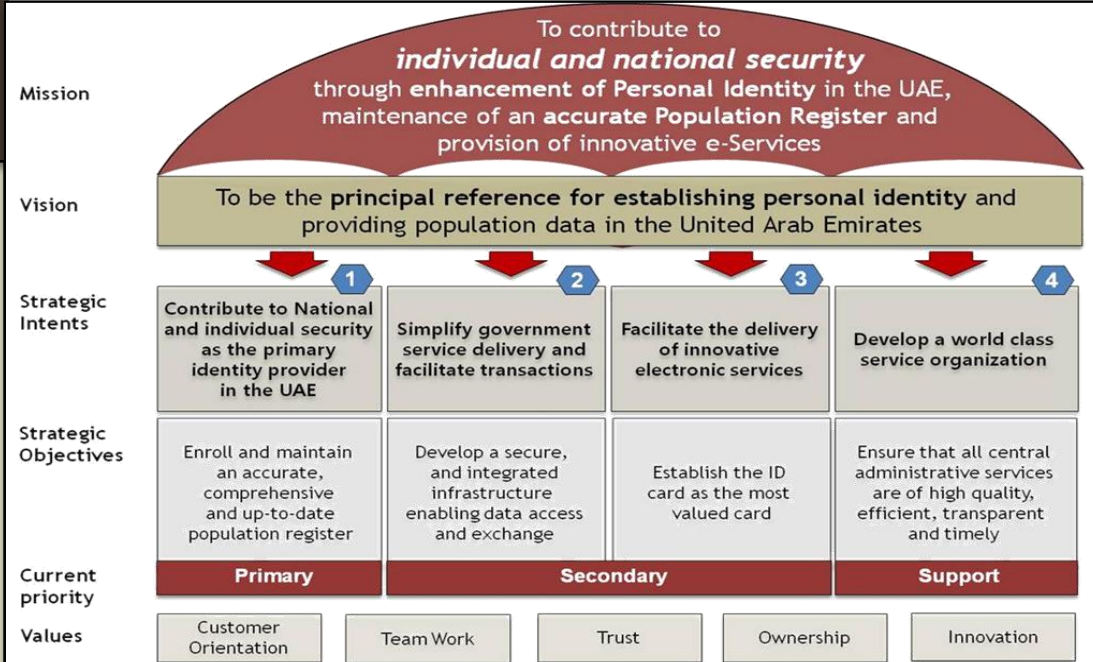
Strategy Development Framework

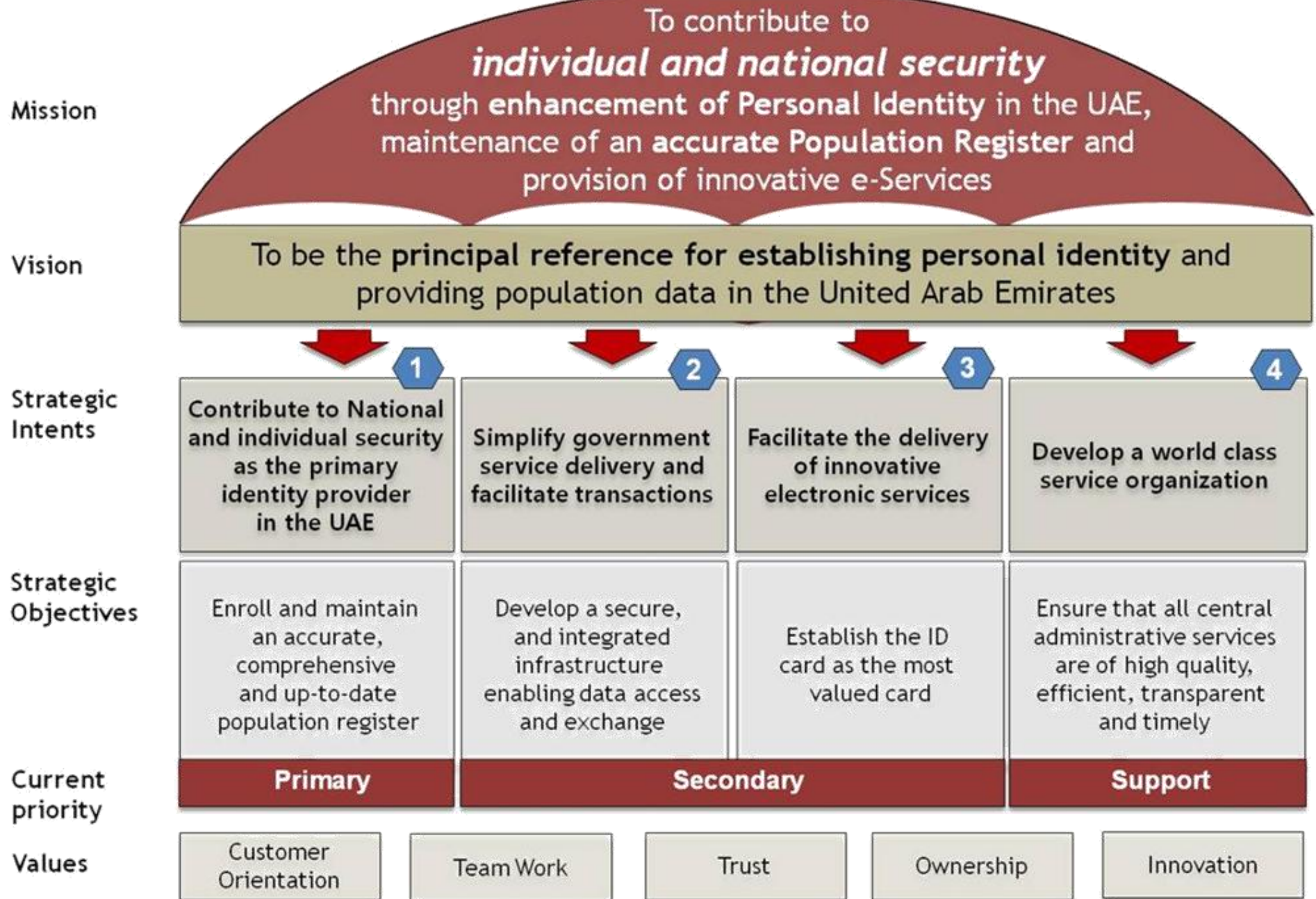


1. Key Success Factor
2. Strategy Key Performance Indicator (Outcome-based)
3. Operational Key Performance Indicator (output/outcome)
4. Operational Performance Measure (output)

Development

- 16 **KSFs** were established and assigned (**KPIs**)
- 20 distinct **initiatives** were identified
- For every Strategic Objective, a series of **measurable Key Success Factors** (KSFs) – strategic enablers - were identified in order to guide progress.
- **Linking** Strategic Objectives, KSFs, Gaps, and Initiatives.





Implementation Planning

- High level activities (**Holistic View**)
- Strong focus on **detailed activities for ICT**, planned timelines, estimated budgets, and accountabilities were detailed out for each initiatives.
- **KPIs** were designed and set to **measure progress**.
- This exercise resulted in an elaborated **four-year work plan** linking day-to-day activities within departments and functional units to the overall strategy.



Results

- **Structured** (but **AGILE**) strategy development process.
- **Measurability** (through linked KPIs) at every level of the strategy.
- Clear **linkages** between all levels of the strategy
(from Mission/Vision to Strategic Intent to Strategic Objectives, to Key Success Factors, to Initiatives, and finally, to day-to-day activities).
- **Every department were accounted** for within the strategy
- **Prioritisation** of organisation's technological needs



Outcomes

	Before	After
Daily Enrolment	2-3,000	9-12,000
Annual Enrolment	500,000	1.5 Million
Intake Capacity	5,000	12,000
Staff Turnover	20%	7%
Quality	90%	97%
Customer Satisfaction	40%	70%
Waiting Time	4 hrs	15 min
.....



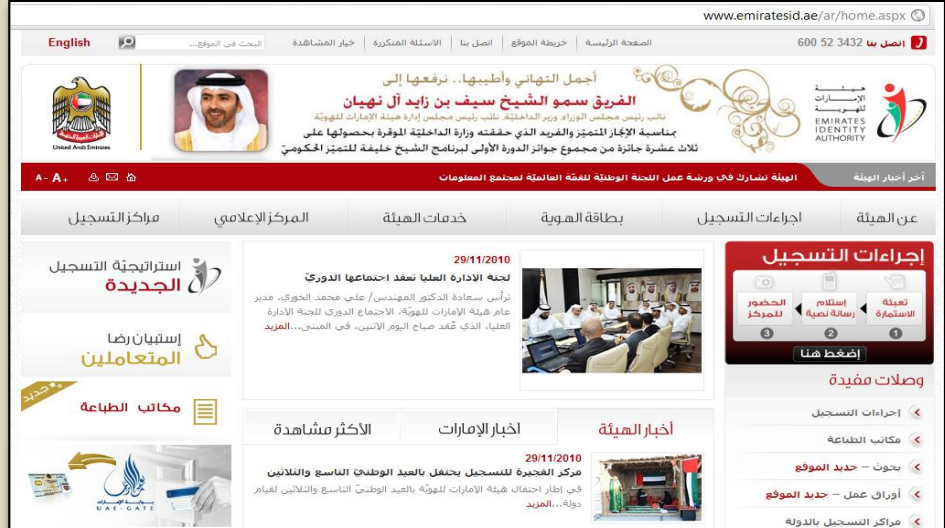


Agenda

- Introduction: Public Sector
- Case Study: Emirates Identity Authority
- Learned Lessons from Strategy Development Project

Lessons Learned

- **Change Management.**
- **Communication.**
- Involvement and contribution of key **stakeholders** across multiple levels in the Org.
- **Structured** process guiding the development of the strategy.
- Detailed and accurate **work plan.**
- Looking at the “**Big Picture**” and **longer time horizon.**



Performance Management

- **KPIs** Alignment with **business strategy**
- ability to assess the organization's **progress on strategic priorities**.
- aligned with employees' individual goals and **job descriptions**.
- measurement linked to **“value”** to be created.



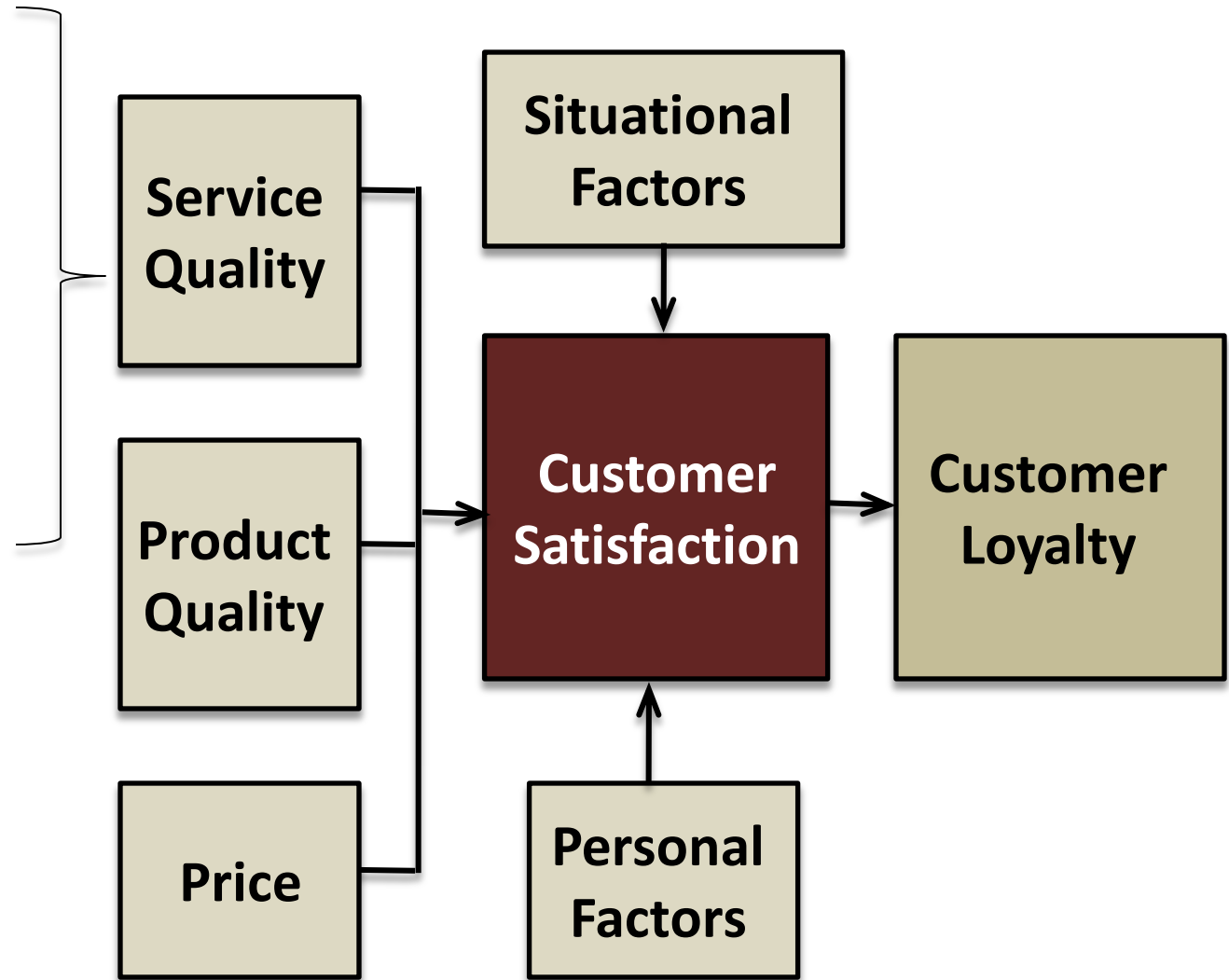
Lessons Learned

- **Core** Functions vs. Support Functions
- Focus on **Customers**



Customer Satisfaction

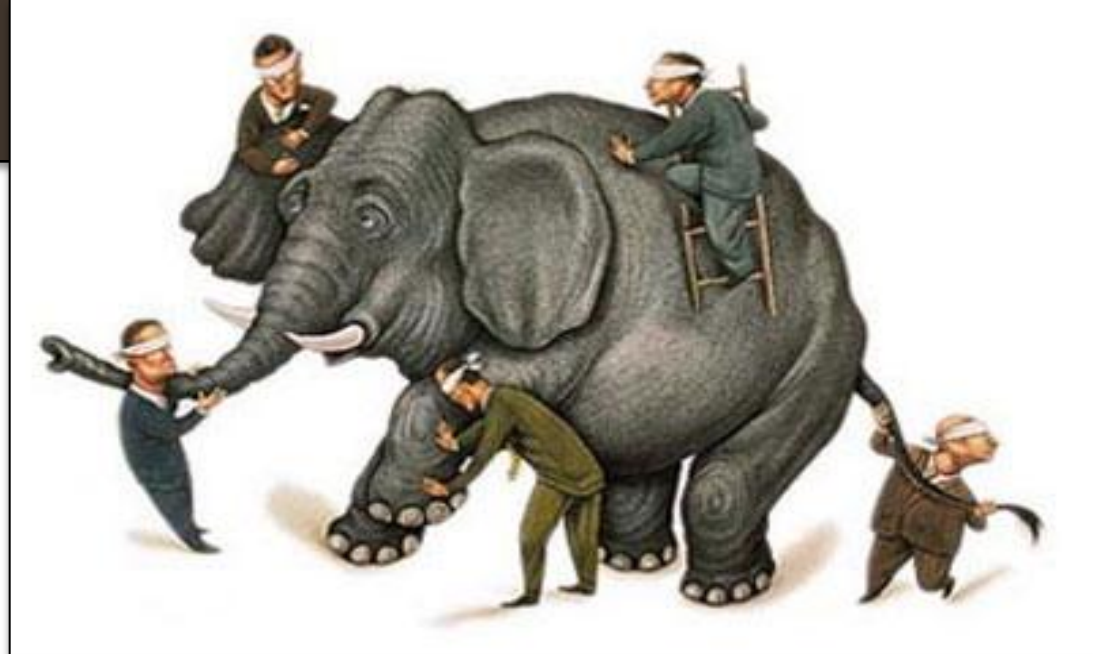
- Reliability
- Responsiveness
- Assurance
- Empathy
- Tangibles



**Project
Management
Office**

vs.

**Strategy
Support Office**



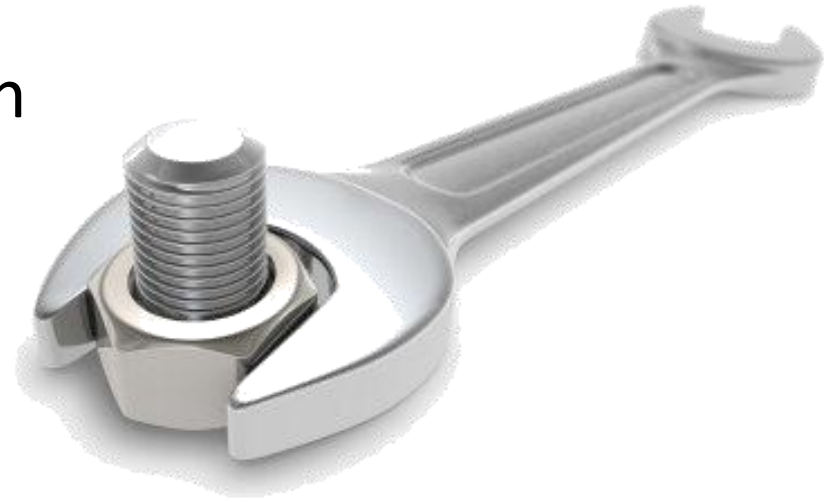
Knowledge Driven Economy

- Governments **need to learn** to be innovate...
- **knowledge, skills, creativity, advanced learning practices, ...**
- Knowledge is the key determinant of **future economic growth and national prosperity.**



Innovation

- Innovation and Knowledge Management **Strategies**.
- **Global Economy** is based on exploiting knowledge and innovation.
- **Value Creation?**
- ability to **transform knowledge and innovative** ideas into **valuable and successful competencies, products and services**.



Knowledge Management vs. Innovation

Knowledge Management

- learning from the **past and on current** good practices.
- encourages harmonization around **proven practices**, from communities marked by commonalities.

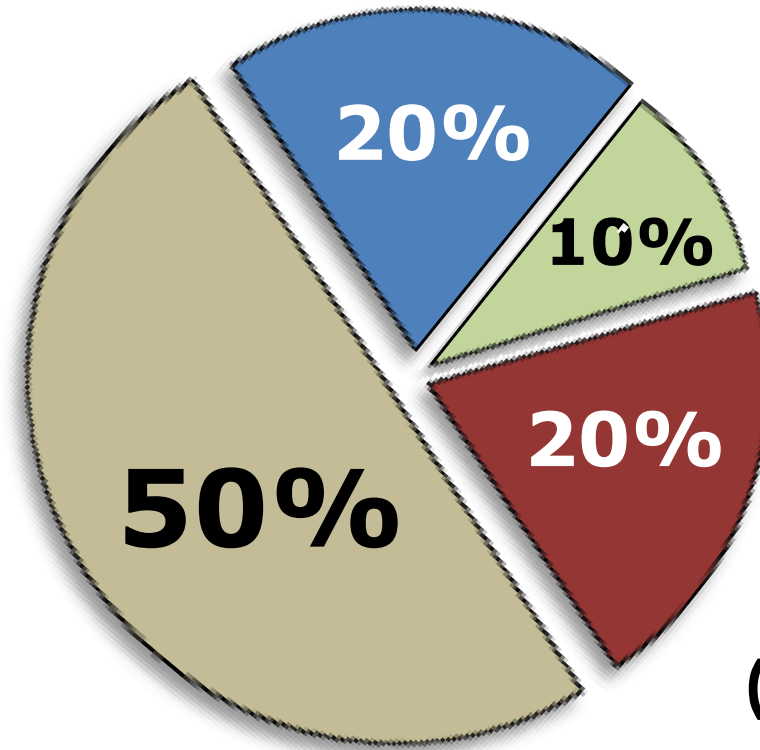
Innovation

- **experimentation, prototyping**, and the creation of the good practices of tomorrow.
- Higher **risk**, depends on **creativity; challenges known patterns and perspectives**

Knowledge Management vs. Innovation

**enthusiasts, supporters
and early adopters**

**creators/
innovators**



**pragmatists
(I'll believe it
when I see it)**

**Luditeas
(They will never
change)**

Conclusion

In simple terms..

Think Simple

**Focus on
Outcomes and
Results**

**Develop
Business Agility**



80 / **20**



We're used to accept certain realities ...

Need to shuffle our mindset furniture ...



Thank you

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