

## An e-transformation in citizen satisfaction for Dubai's Department of Economic Development

### Country

United Arab Emirates

### Industry

Government

### Customer

Dubai Department of Economic Development (DED)

### Executive Summary

The Department of Economic Development ([DED](#)) in Dubai commissioned ITWorx to effect a dramatic transformation in the delivery of services. ITWorx implemented an online Appointment Management System and a Customer Relationship Management (CRM) solution, in addition to enhancements to the existing portal which make the user experience more interactive. The result is faster access to services for all users, as well as improved information sharing leading to greater efficiency and employee satisfaction within DED.



*"We in the Department of Economic Development (DED) continuously seek to provide better services for our customers. We select partners who share the same vision of not just developing a software solution that can fit any sector, region, or customer, but a solution that is natively-built around the end user's needs. ITWorx' team has quickly grasped our requirements in developing an effective and efficient customer relationship management, and e-services management solution."*

Mohammed Shael Al Saadi

Chief Executive Officer - Registration & Licensing Division Dubai Department of Economic Development.

### The Customer

The Department of Economic Development's (DED) mission is to promote sustainable economic growth throughout Dubai and the UAE. DED is tasked with developing policies and regulations which strengthen the export and retail sectors, as well as promoting entrepreneurship and inward investment into the region, in addition to the traditional services of business registration, licensing, commercial compliance and consumer protection.

### The Challenge

The delivery of efficient services is central to DED's ability to improve customer satisfaction and drive economic growth for local businesses and international investors. A key element of DED's mission is, therefore, to replace conventional service delivery with multi-channel e-services. This e-transformation provides citizens with greater control and faster access to government services and enables internal processes to be streamlined to drive higher staff productivity, satisfaction and efficiency.

One of the core challenges in the transformation to e-services was to deliver the flexibility of natively-built processes for each service and location, combined with a robust and proven technology. Seamless integration with the existing portal was also essential.

A tight timescale for the implementation of new e-services meant that DED needed total confidence in their chosen partner's ability to meet the agreed deliverables, and to provide exceptional levels of technical support to ensure rapid adoption by government employees, as well as citizens and business users.

### The Solution

After a thorough evaluation of project objectives, ITWorx enhanced DED's current external portal by incorporating an Appointment Management System and a Customer Relationship Management (CRM) solution which automates ten service workflows across multiple departments. The new system also integrates ITWorx modules for Newsletters and My Messages as well as a new Main Entry page. A feedback survey and comprehensive reporting were also included to allow DED to monitor the effectiveness of the new e-services for delivery efficiency as well as for employee and citizen satisfaction.

### Appointment Management System

The online Appointment Management System empowers citizens, entrepreneurs and businesses with the ability to book and amend appointments with Government officials for services which require a face-to-face meeting as part of the process of issuing licenses, certificates or registrations.

## Technologies and Software

- A.S.P.NET 2.0
- Microsoft Dynamics CRM 4.0
- Javascript
- Silverlight
- Microsoft SQL Server 2008

*“ITWorx team has shown excellent quality standards in terms of deliverables, time frame, commitment, technical support and adoption. The team was able to work in complete synergy with our technical teams and collaborate to bring this project to light in a record time.”*

Abdulla Hassan

Executive Director - Information  
Technology Dubai Department of  
Economic Development

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Using the Appointment Management System on the DED portal, users can browse available time-slots and locations for different services, and then book or amend appointments online. On arrival, an automated touch-screen kiosk ensures fast check-in and directs the user to the appropriate waiting area and service counter. In the waiting area, a large screen displays information on the length of the queue and each user's position within it.

To enhance system administration and management of resources, back-end functions allow government officials to control waiting times by allocating new arrivals to the service desk with the shortest queue. Additional rules for managing resources can be configured by Government officials at each location. Automated alerts notify officials when the number of applicants exceeds their defined limits and allows temporary staff to be allocated to reduce waiting times.

### Automating Shared Workflows

In Phase 1 of the Shared Services Initiative, ITWorx implemented a Microsoft Dynamics CRM incorporating ten internal services onto the intranet used by DED employees. The workflows defined within CRM include processes accessed by employees in the purchasing, human resources, administration and finance departments of DED. Workflows are defined and optimised by the system administrator, whilst security is enhanced by controlling employee access to individual services and processes.

Many of the processes were complex, with a single Request for Purchase, for example, requiring no less than sixteen separate steps within its processing cycle. By automating the workflow, the Administration Affairs Department increases the efficiency of handling employee requests for services such as transportation, filing, documentation and postal services.

Automation also gives employees more control and visibility of their requests. For example, via Human Resources, DED employees can easily modify personal details, post suggestions, add travel requests, or add requests to complete employment papers such as bank account details or health cards. Employees can also request payment by cheque or cash and track the progress of their request through Accounts Payable in Finance Services. A Task List shows the request status as well as key action dates and a list of stakeholders and other relevant information. Escalation of an unresolved request is triggered when the request exceeds its defined time-scale, ensuring that unresolved requests are highlighted and prioritised. A satisfaction survey encourages employees to leave feedback on CRM, helping managers to optimise the workflows for greater efficiency.

### e-Services

Providing an enhanced interface improves the users' experience by delivering higher levels of interactivity and faster access to Government information and resources. Users can access a wide range of services, such as applying for, renewing and printing licenses, paying inspection fees, and reserving or renewing a trade name.

The integration of My Messages and Newsletters modules enhances information sharing by allowing the latest messages to be sent to named users, as well as generic messages to be displayed to all users. This increased communication promotes higher levels of interaction between DED and all service users.

## The Benefits

By delivering dramatic improvements in speed and efficiency, the e-transformation of services provides increased satisfaction for citizens, businesses, entrepreneurs and investors, as well as for DED employees.

### Higher user satisfaction

User satisfaction is enhanced through the Appointment Management System, which provides more flexibility to book and manage appointments as well as shorter check-in and waiting times. This delivers greater empowerment to customers and improves efficiency for business users, entrepreneurs and outside investors.

### Greater efficiency for DED Employees

Automating complex workflows across multiple departments ensures a high level of consistency and accuracy within DED's internal processes. Streamlining processes, together with automatic escalation of unresolved issues, also delivers greater accountability and efficiency.

### Higher employee satisfaction

Constant feedback from employees allows processes to be continually optimised to improve satisfaction. Greater involvement by employees, in developing and refining processes, promotes higher levels of participation and job satisfaction.

### Improved information sharing

Dynamic CRM promotes greater collaboration and knowledge-sharing across multiple departments and allows employees to track the status of requests on demand. Feedback, via employee and user surveys, allows officials to continually optimise and improve their processes to meet changing needs.

### Greater control over resources

The ability to match resources more closely to demand increases efficiency and staff productivity as well as shortening service delivery times for users. Detailed reporting and visibility of resources and demand enhance DED's ability to plan and manage resources more effectively.

### Proven flexibility

Using proven modules as a foundation for a natively-built solution provides a high level of flexibility combined with a robustness which has been proven by ITWorx' successful implementations of e-services for Governments through-out the Middle East and North Africa.