

Dubai Customs

Excellence though Agility

Business Agility Conference
Johannesburg





His Highness Sheikh Mohammed Bin Rashid Al Maktoum
UAE Vice President, Prime Minister and
Ruler of Dubai - 2016

“Adapting to changes, “Flexibility” and capturing opportunities are the most important elements of our success”

Why Agility is Important for Dubai Customs?

Dubai Customs plays a critical role as a fundamental contributor in UAE's economic growth, which largely relies on trade with other countries. Dubai Customs handles significant volume of vessels, cargo shipments and passengers annually, which highlights its unique, diverse and immense magnitude and nature of business.

Global Trade Hub



1 in the Middle East & MENA Region **# 9** globally



36 Million Container Capacity



190 Thousand Cargo Shipments



39 Thousand Vessels Handled



28 Thousand Wooden Vessels



Handling 95 Million Passengers through Dubai Airports



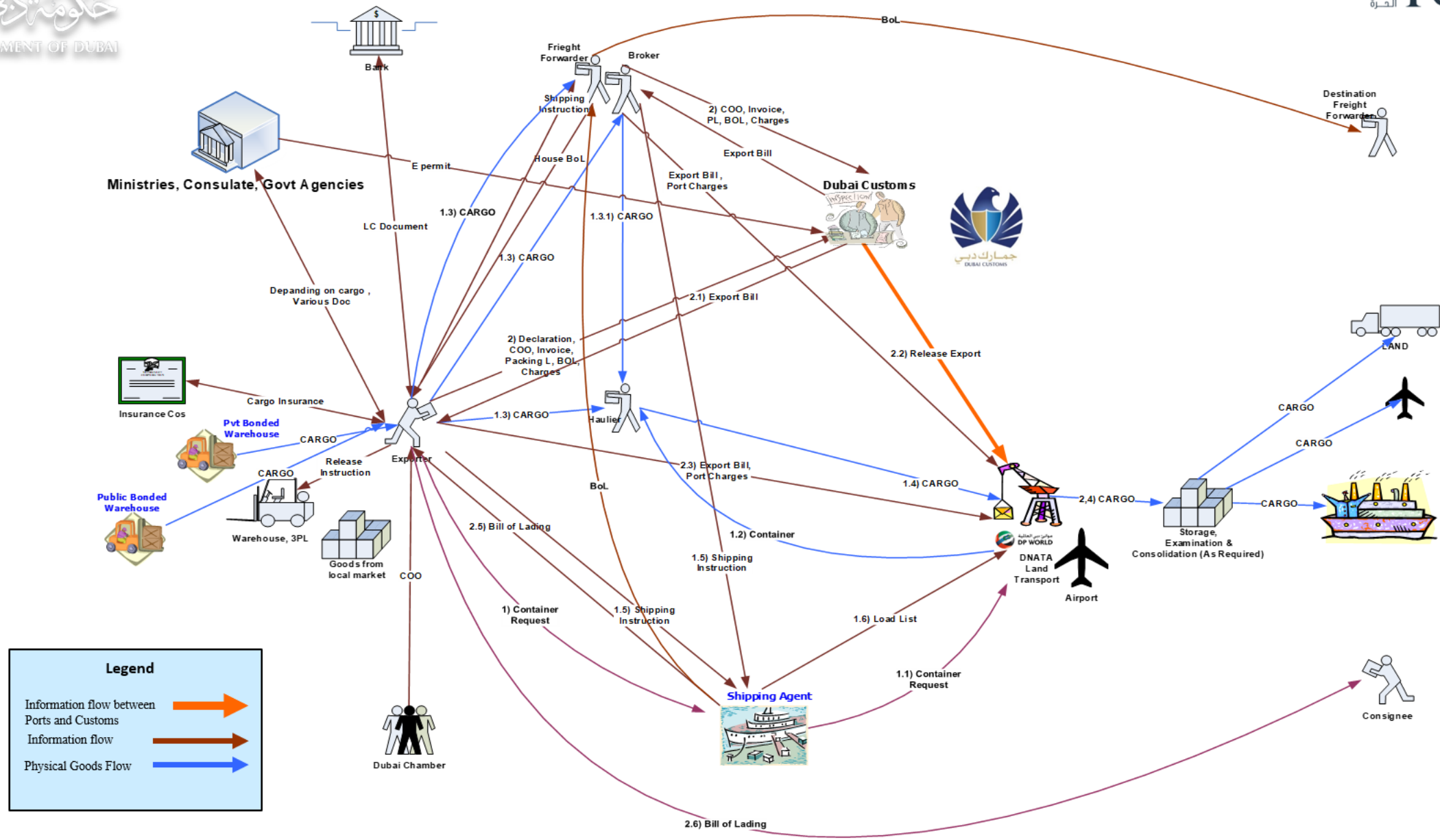
233 Thousand Registered Customers



+ 40 Strategic Partners

23 Free Zones

120 out of FORTUNE 500 companies in FREEZONES



Leadership Mandate

May 23, 2013



“The Government of the future works 24/7 and 365 days a year”

Responding in record time!

- First Government Department to achieve H.H Smart Government vision in 100 days.
- First Government Department in the UAE to have 100% Client facing services on Mobile.
- First Customs administration in the World to introduce 100% client facing services as Mobile services.
- Pioneered a Mobile Services Web Approach, which was later adopted by other Government Departments for enhanced efficiency and effectiveness.
- Achieved 88% Client Satisfaction exceeding the set target of 79%.
- Exceeded the Client Adoption Target by 34%.



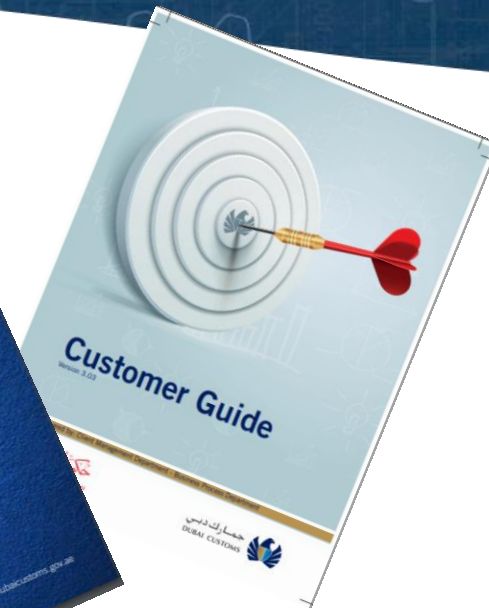
Why Agility is Important for Dubai Customs?

As a result, Dubai Customs has established and implements practices and systems that are comparable to global standards and is considered as a benchmark for all other customs administrations worldwide and has also been honored by the World Customs Organization (WCO) for its strategic plan, projects and initiatives.



TRADE.CLICK.RELAX.

The future of Dubai Customs has arrived.



Customer Focus



- As a part of Dubai Customs efforts to improve services to the clients, and build long-term partnership with them <http://www.dccc.ae>
- Feedback through “Happiness Meters”, on tablets placed at the counters of Customer Service Centers, and website.

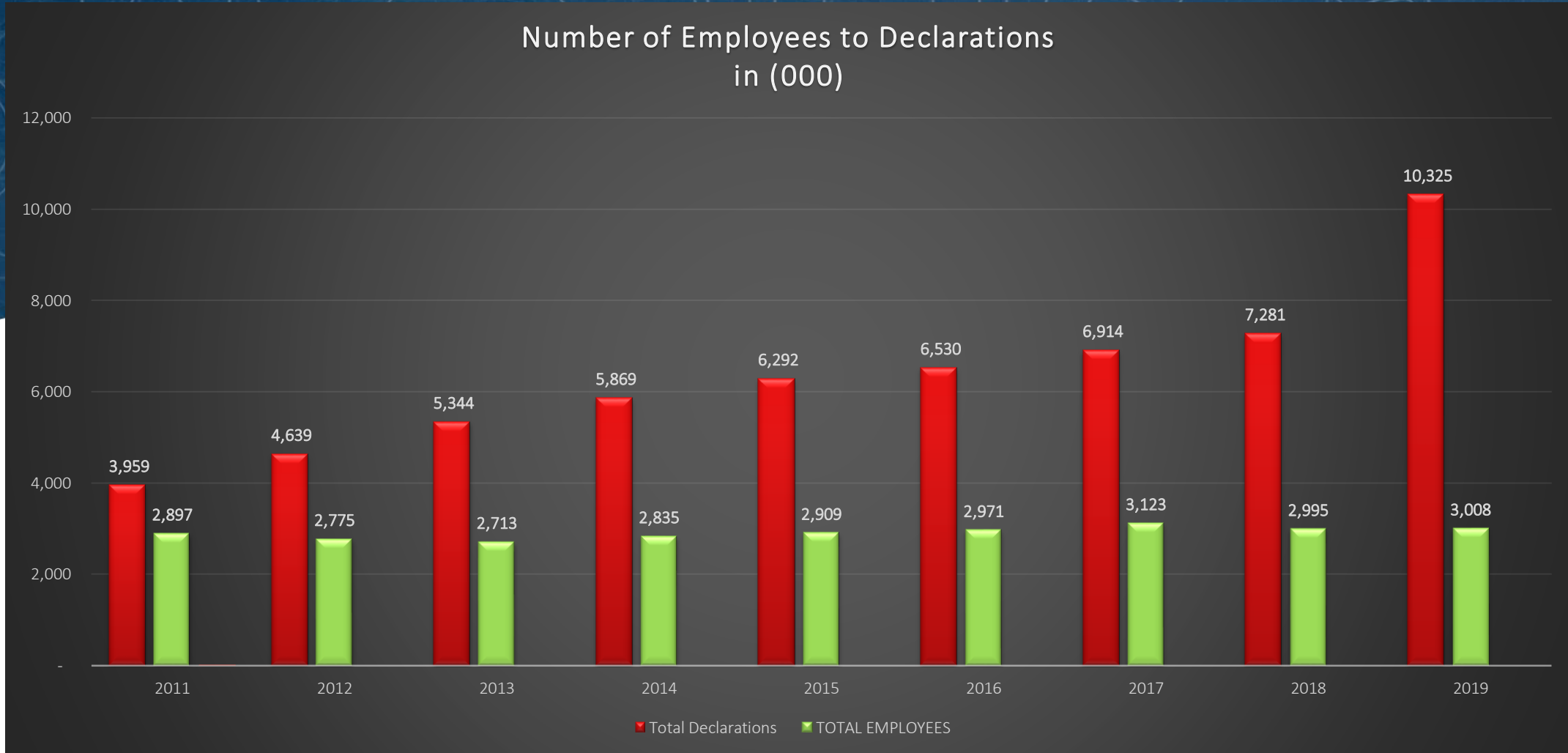


Deploying top-notch technical solutions

Dubai Customs Operating Model

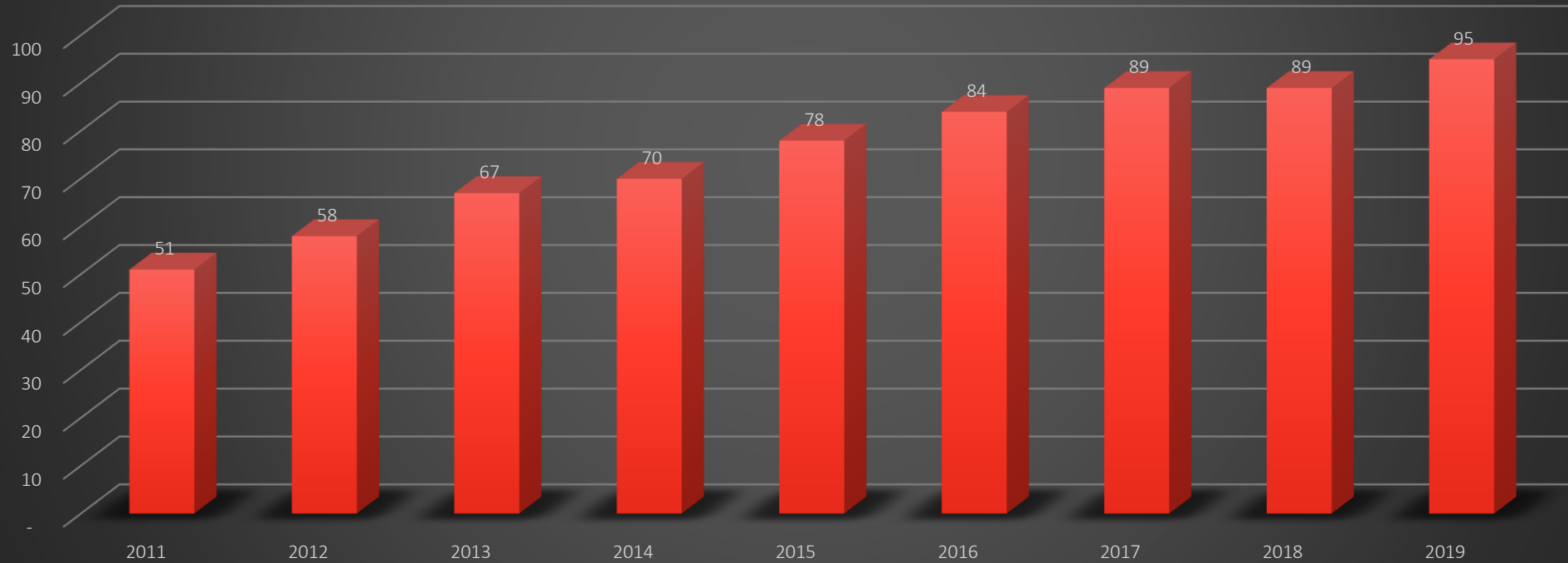


Results



Results

DXB Passenger Traffic
in Millions



Honorable Mr. Ibrahim Al Kamali,
Director of Passenger Operations Department
Dubai Customs
Dubai, United Arab Emirates

Subject: **Thank you letter**

On behalf of Dubai Airports, I would like to thank you and all the members of your organization for the role they played in providing excellent service at Dubai Airport.

International and Dubai World Central Airport during the busy winter holiday season.

Between December 20 and January 5, we together facilitated the flights of more than 4.46 million passengers, 98.8% of them experienced no delay in any transit point in our airports with provision of service levels that exceed the agreed target service levels according to IATA standards Level 3.

During the same period, we handled more than 4.03 million bags without major problems. In fact, we had the highest baggage volume ever.

For those arriving through Terminal 3 (52,806 bags) and departures through Terminal 3 (126,750 bags), on Saturday, January 4, we maintained fastest delivery and recorded one of the lowest handling error rates in the world.

Moreover, the close coordination between the Dubai Traffic Police and the Roads and Transport Authority and Emirates Airlines services at the airport

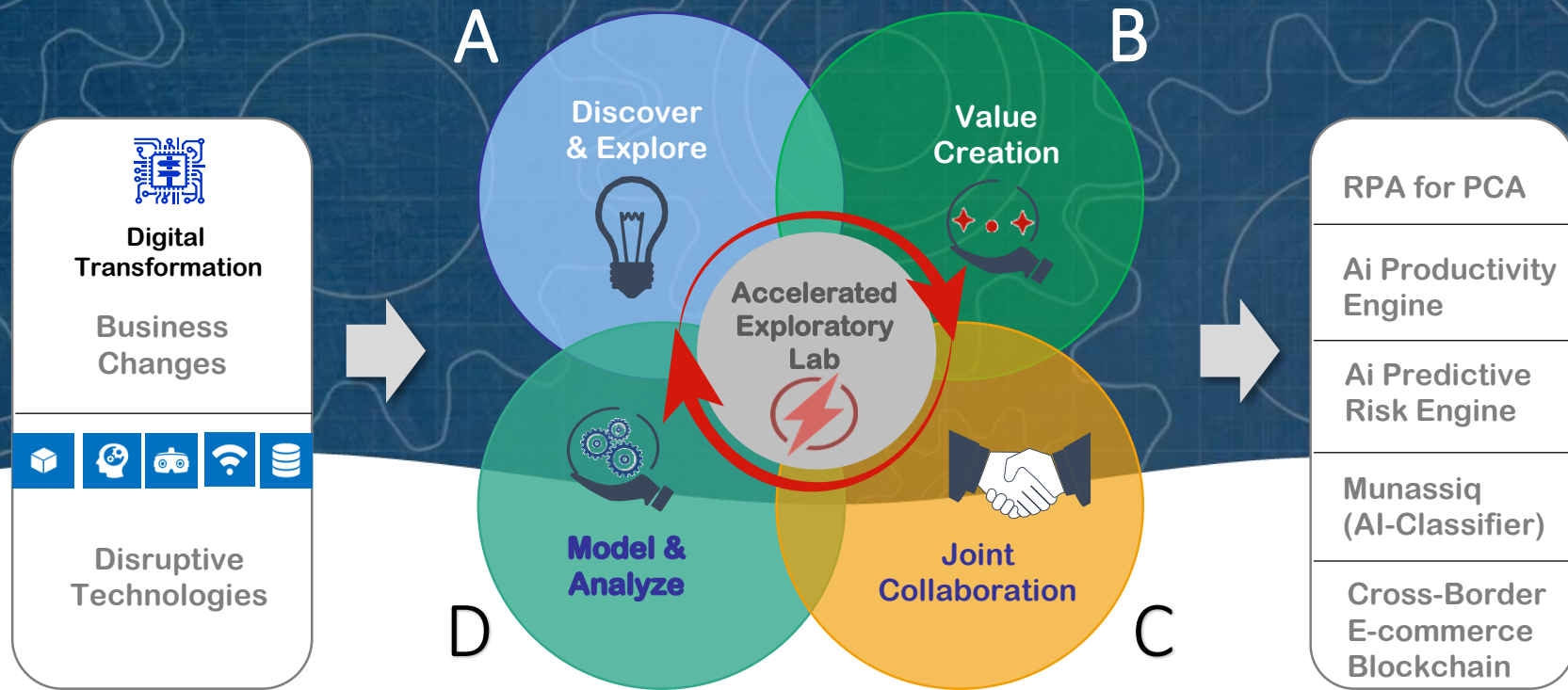
Despite these numbers, our successful mass management of peak holidays has proven that we can all provide an experience that our customers appreciate, which supports seeing Dubai as a world-class city and destination.

Thank you, you have made us very proud of this level of performance and efficiency.

Paul Griffiths

Chief Executive Officer - Dubai Airports |

Dubai Customs Agility – Sensing and Adapting



A - Discover & Explore
Identify, understand and rationalize with industry trends

B - Value Creation
Identify the business benefits (Data Analysis & interpretation)

C - Joint Collaboration
Collaborative Partnership Teams (Cross-departmental collaboration)

D- Model & Analyze
Experimental development with prototypes and outcome validations

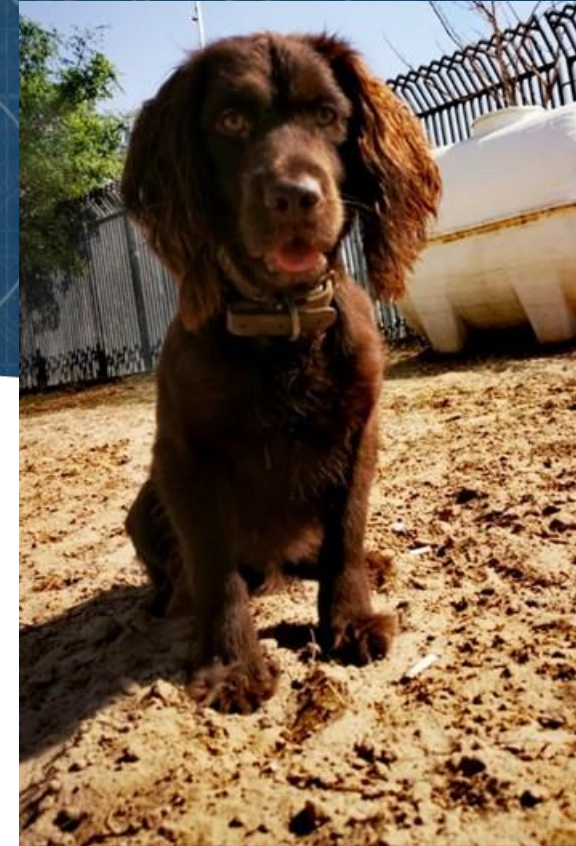


Accelerated Exploratory Lab

A unique, collaborative environment specifically designed to facilitate idea exploration through research and development using Disruptive Technologies to seek the desired results towards Digital Transformation.

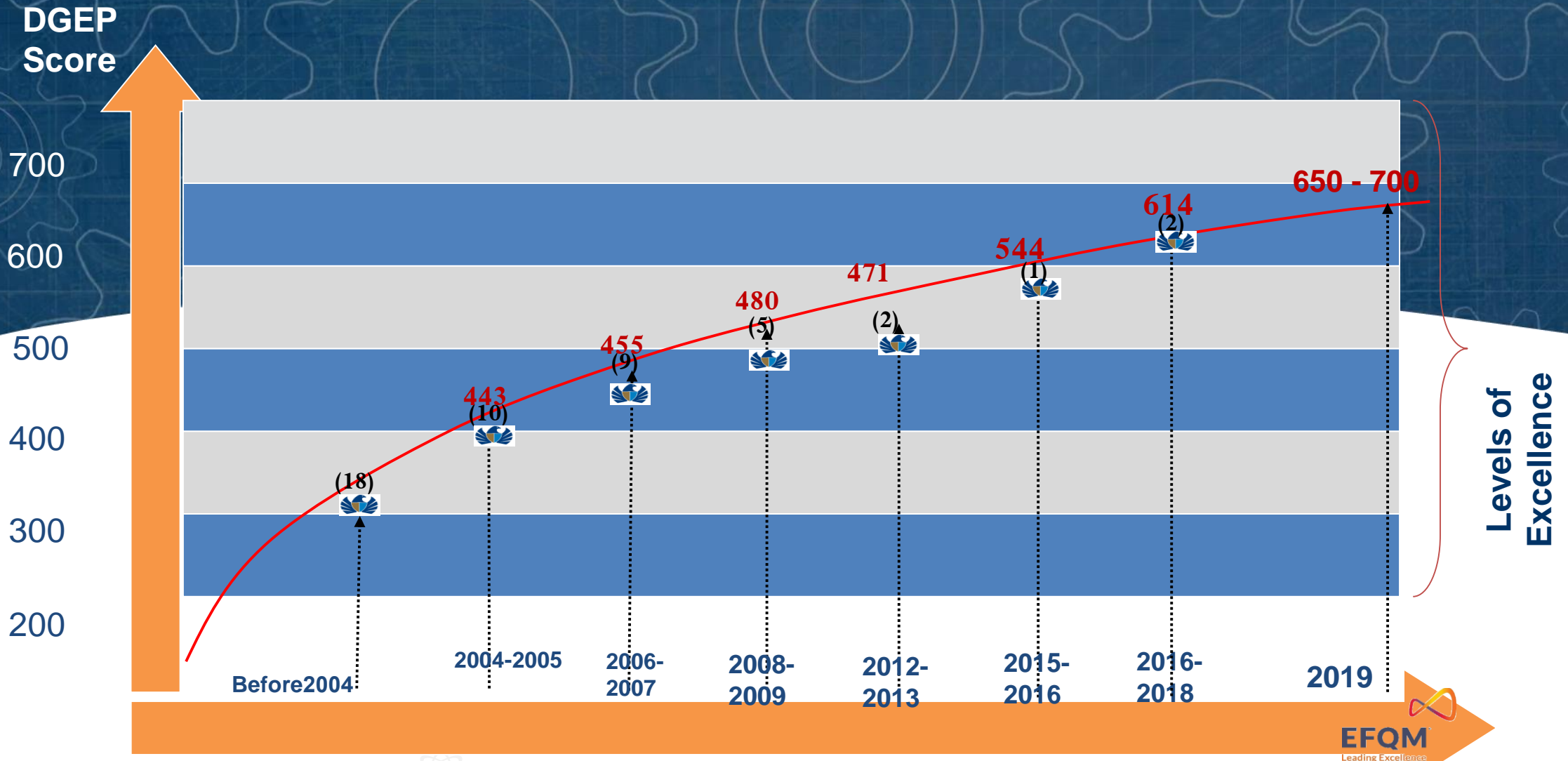
Dubai Customs Agility – Sensing and Adapting Crocker K9

- **Predict :**
 - Smugglers deliberately hide illegal items in narrow areas that not easy to be reached by regular K9 dogs.
- **Evolve:**
 - Higher efficiency for K9 inspection.
 - Easy to be carried and directed.
 - Less dangerous for inspectors.

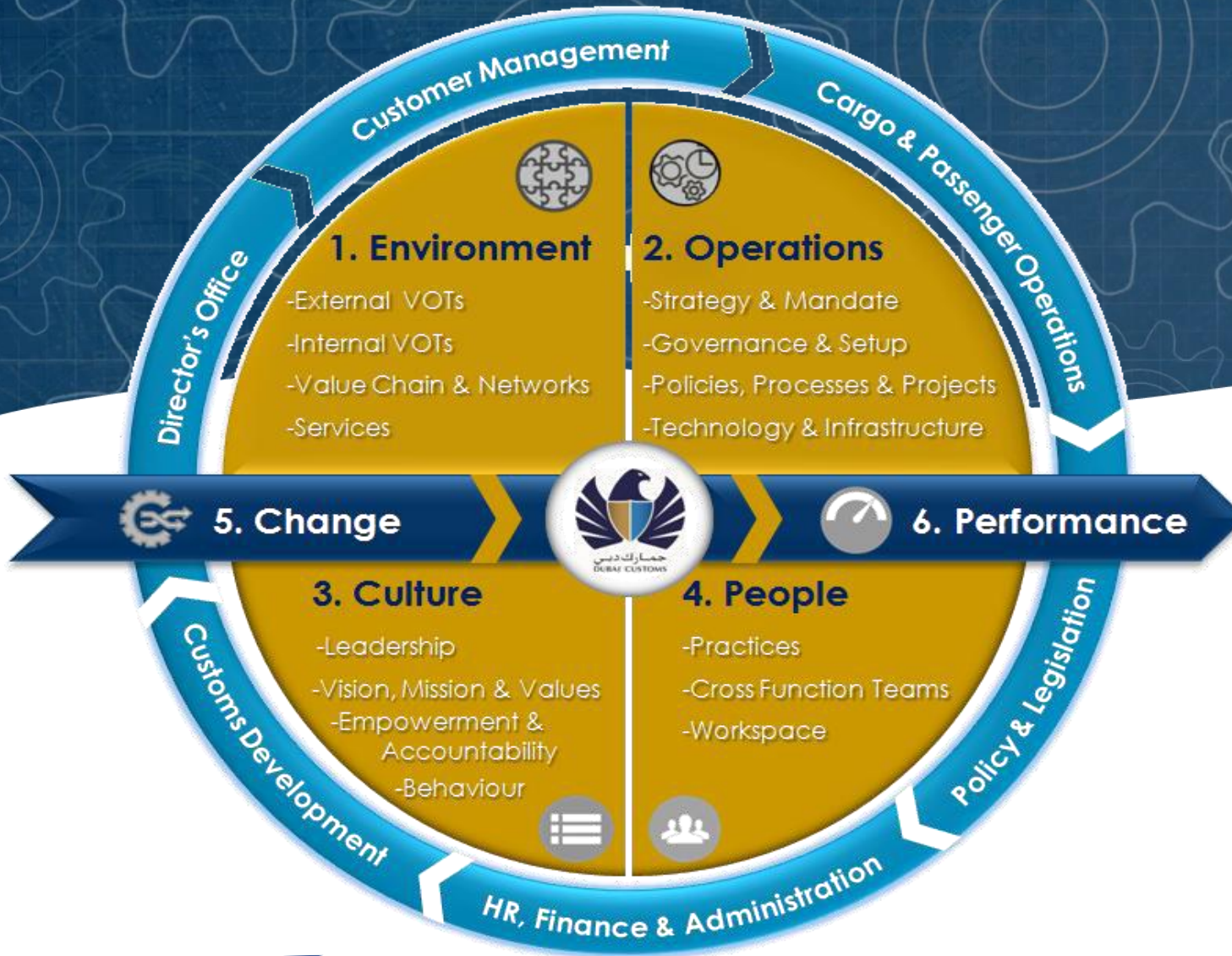


Dubai Customs

Achieving Excellence Through Agility



Dubai Customs Agility Framework



The Dubai Customs Agility Management Framework has been developed to address 6 Areas, 19 sub-Areas and over 60 topics

Dubai Customs Agility – Journey 2020 - 2022

- Environment
 - Link SWOT to processes
 - Stabilize Risk Assessment
- Operations
 - Information availability
 - Review the approach to process and policy management
 - “Slim” span of Management Control
- Culture
 - Review authorization matrix
 - Reward for failures
 - Disseminate practically the issue of Agility to employees

Dubai Customs Agility – Journey

2020 - 2022

- **People**
 - Encourage scenario based manpower planning
 - Include committee tasks in Job Description and performance analysis
- **Change**
 - Define Agility as 'Being Fit & Slim' to be aligned with the Arabic translation and then develop a communication plan for employees to understand the importance of being simpler
 - Simplify Change Management Methodology
- **Performance**
 - Streamline, simplify and reconsider the Performance Reporting system to focus on the vital few true Key Performance Indicators
 - Measure time related indicators such as:
 - Projects completed by cross functional teams.
 - Percentage of employees in cross functional teams.
 - Percentage of time spend on cross functional teams.



THANKS
FOR YOUR TIME

SHAHID OSMANI – Strategy & Corporate
Excellence
February 2020