



A Practical Approach on Leveraging the Societal Aspects Influence on Digital Transformation

Mounir El Khatib¹, Hamda Salem², Asma Al Mulla²

^{1,2} School of Business & Quality Management, Hamdan Bin Mohammad Smart University. Dubai, UAE.

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ABSTRACT

Digital transformation is considered the new normal for the recent and the upcoming years, which plays a massive role in the current and future governments and institutes in the UAE and worldwide. This research's aim and hypothesis are to discuss the effect and importance of advanced technology implementation on customers and stakeholders, showing the type of impacts and recommendations. The social aspects of digital transformation have many important factors, including people satisfaction, values, and expectations. The ongoing covid-19 pandemic proved that the need for digital transformation is valid due to the safety measurements and restrictions. In this research, a literature review was gathered along with primary data using the qualitative technique of interviews conducted with four different organizations, Dubai Police, ENOC, Expo2020 Dubai and Securities and Commodities Authority. Data were analyzed, recommendations added, and conclusion to summarize the research topic points along with the interviews that concluded and proved the hypothesis and answered the research question of this report.

1. INTRODUCTION

1.1. Digital Transformation in the UAE

The Government of the UAE (2020) reported that digital transformation launched in 2011 through electronic government initiatives and in 2013 through smart government [1][2]. The digital transformation is important under the 4th industrial revolution for digital government depending on the information technology and digitalization. The focus of digital transformation is quality improvement of government services and customer experience and happiness. In addition, the Ministry of Interior launched electronic police available in mobile. According to [3][4], there is COVID-19 pandemic in the UAE since 2020, and this triggered the adoption of digital transformation rapidly [4][5]. Therefore, the prioritization of digital transformation is the survival during COVID-19. It shows that digital transformation existed earlier and practice

happened recently due to COVID-19 crisis [6][7].

1.2. Societal Aspects of Digital Transformation

The social aspects of digital transformation include people's satisfaction, values, and expectations. The Government of the UAE (2020) [7] also highlighted digital transformation for customer experience and happiness. While [8][9] also emphasized prioritization of digitalizing the government services and survival during COVID-19 pandemic spread. Digital transformation enables the satisfaction of people based on good people experiences. There are people's values for the need for smart services due to COVID-19 crisis [10]. The need for social distancing and wellbeing of people triggered the need for digital transformations.

1.3. Dubai Police Case

Dubai Police (2021) [11][12], established in 1956,

provides police services for the public through their police stations. As a part of digital transformation, Dubai Police provides Smart Police Station (SPS) as a self-service police station and features integrated integrative service [14]-[16]. It can be considered as the first in the Middle East, so people from the UAE society can apply for several police services that are better than traditional police stations [17]-[20]. In order to maintain technological and cultural advancement, Dubai Police also introduced electronic services for transactions with effectiveness.

Dubai Police appraises UAE Digital Transformation Strategy 2021-2025 (Dubai Police, 2020). Dubai Police made 100 percent transformation through smart technologies and going paperless through Smart Dubai [12][21][22]. The idea of going paperless is an ambitious project completion and transactions made through smart technology where customers can use website, applications or smartphone with certain customer satisfaction [23][24]. It shows that the focus here is people dealing with Dubai Police. Dubai Police achieved recognition as the Transformational Leadership that ensures business continuity during COVID-19 pandemic based on digital transformation acceleration (Dubai Police, 2020)[25][26]. Dubai Police successfully introduced 15 digital services and 63 new services. The results showed 44,340 transactions per minute that also shows a 98.8 percent rate of success in the digital transformation with a total of 703 smart transactions (Dubai Police, 2020)[27][28]. It indicates that 1.2 percent is not successful in the digital transformation and Dubai Police did not achieve 100 percent.

1.4. Hypothesis and Research Questions of Dubai Police

The hypothesis social aspects are positively related to the digital transformation of Dubai Police. The research questions to test these hypotheses are:

- What is the role of Dubai Police in smart government?
- What is the impact of digital transformation on people's experiences, values and satisfaction?
- How can Dubai Police smart government make further improvements?

1.5. ENOC Case

ENOC is a shortcut of Emirates National Oil Company which is one of the leading companies in the oil and gas industry in UAE. It was established in 1993 and owned by the government of Dubai [29][30]. ENOC works with more than 30 companies in the refining, blending, lubricants, retail, storage, and aviation that serves thousands of customers across more than 60 markets with more than 9,000 personnel from different divisions to serve the customers and market needs, using the latest technologies in their processes [31]-[35].

ENOC has implemented the digital transformation through ENOC Link, which is a new digitalized service; for delivering fuel, and Beema, which is the first car insurance service in the market that provides a payment plan to pay per Kilometer for car insurance [36]-[42]. ENOC has also deployed the digital transformation through Masar program, which is an innovative program [43]-[48].

The digital transformation has a positive effect on ENOC. It enhanced the processes that asset in fulfilling the energy demand in Dubai and the United Arab Emirates [49][50]. Implementing digital transformation has enabled ENOC to understand the changing market to enhance the processes and be flexible to change. Digital transformation has allowed ENOC to be diverse in the products and services to meet the increasing energy demand. The initiated programs have affected ENOC to integrate all the organization's functions to increase customer-centricity [51][52]. Each change has its strengths and weaknesses; there are several strengths of implementing digital transformation at ENOC, which are: reevaluate the processes and involve innovation into the processes, integrating all the departments to achieve a specific goal, the transparency between the departments allowed ENOC to increase the focus on customers, implementing digital transformation helped ENOC to increase shareholders value by increasing their skills. While the weaknesses of deploying digital transformation at ENOC are the time needed to implement the transformation, the fear of change from the employee's *side*.

1.6. Hypothesis and Research Questions of ENOC

- How did ENOC deploy the digital transformation?
- How did the digital transformation affect ENOC Company?

- What are the Strengths, weaknesses in the implemented transformation?

1.7. EXPO Case

Expo2020 Dubai is a mega event that will take place in Dubai, UAE—starting from 1st of October 2021 up to 31st of March 2022. This event will happen for the first time in the Middle East and the Arabic region. Expo2020 event will gather people from worldwide in which it will combine different cultures and languages [53]-[57]. Such a mega event happening in Dubai requires a tremendous responsibility for the security and safety of people and the environment. An Interview is done with the Head of Security Department of Expo2020 Dubai, explaining more about the cooperation happening with Dubai Police meantime and during event time [58]-[63].

This interview was made with the Head of the Security Department at Expo2020 Dubai, and he started by giving a brief description about what the Expo2020 event would be and some details about the event duration and its content [64]-[68]. Next, the relationship and cooperation between Expo2020's security department and Dubai Police were described with some details about the event planning [70]-[75]. As shown in the below appendix, the interviewee has given more information about Dubai Police event time roles and technology, techniques, and special advanced features used during this mega event that will be the contrast of attention worldwide with a very massive amount of visitor's expected [76]-[78]. Dubai Police is considered a smart government with many improvements in reaching them and communicating regarding many services that can be done within seconds using the application, website, phone calls, etc [79][80]. This social aspect of digital transformation has helped improve the service quality and save money, time, and effort on both the police and people in general [81]-[86]. The impact of this digital transformation and advanced quality improvements will improve the visitor's satisfaction, values, and experiences, which is part of Dubai, Expo2020, and Dubai Police mission. This exceptional event will be held with many advanced technologies and approaches from different authorities and institutes that will amaze the visitors showing them the new technology and the future of Dubai and the entire world. The Head of Security also mentioned that Expo2020 is

running some actual test events to ensure all services and programs are working well with the planned and recorded response time and quality that well represents Dubai Police and the Expo2020 event [87].

Achieving people's expectations is not something easy to achieve. Still, Dubai Police smartly will ensure the safety and security level during this event by doing the best of what they can.

1.8. Hypothesis and Research Questions of EXPO

- Can you briefly introduce your designation and place of employment?
- What is Expo2020 Dubai? And how important is it?
- What is the role of the Dubai Police in this event?
- Is Dubai Police Smart government?
- What is the impact of digital transformation on visitor's experiences, values, and satisfaction?
- How can Expo2020 and Dubai Police smart government make further planning improvements before implementing, and how are the quality and responses tested?
- What do you think about the social aspects of digital transformation in general?

1.9 Securities and Commodities Authority Case

The Securities and Commodities Authority (SCA) is a federal governmental organization in the United Arab Emirates, It was established in order to ensure the consistency of a sustainable investment market with an innovative economic market infrastructure [88]-[90]. SCA's mission is "to safeguard the rights of investors, promote sound practices, and create an environment attractive to capital, using innovative systems". The vision of the company is to "to build sustainable investment environment that is within the advanced financial market". (SCA, 2020) [91]-[94]. The digital transformation of SCA indices project which involves measuring the achievement of the entity in the field of digital transformation, it is important to evaluate the level of readiness of the UAE to provide round the clock digital service in a secure environment [95]. In 2021 with covid19 pandemic SCA continued the path of digitalization with launching new initiatives to help customers adapt

and overcome any challenges in using our services.

1.10. Hypothesis and Research Questions of Securities and Commodities Authority

- What are the challenges of Digital Transformation?
- What are the parameters, variables and influencers of Digital Transformation?
- The factor that affect the results and outputs due to the impact of Digital Transformation and, the impact of digital transformation on customer experience values and satisfaction.
- How did SCA deploy the digital transformation?

As a government entity under the authority of the prime minister cabinet we were directed by the leaders to start the digitization journey in early 2015 [96]-[98]. Following that SCA formed a committee responsible of following up the project and ensuring that all aspects are covered. In 2017, SCA launched the new digitalized processes and following that created a strategy to ensure the agility of assessing and adapting any new technology.

2. LITERATURE REVIEW

Business organizations are conforming to technological dynamics by incorporating business models that are relevant in the current world. Digital transformation has become a necessity in every business organization [99][100]. [14] identify emerging trends that are associated with business transformations. The authors establish that the new business models facilitate creativity, a factor that is a major determinant in the appeal to customers and other stakeholders [101]-[104]. Business organizations increase value of their products by adopting digital transformation strategies. In the development of the value chain, digital transformation incorporates customers, suppliers, and distributors [105]-[109]. As a result, the organization can achieve customer satisfaction by enabling efficient speed of service, convenience, and quality [110][111]. Digitalization also ensures that business organization compete favorably in the market. The level of transformation has formed the basis for making the level of competitiveness of a business organization [112]-[113]. Digital transformation ensures that organizations abide by the dynamics of the needs of customers and

stakeholders. The basis of the study was to find out how digital transformation impacts the needs of customers and stakeholders [114].

[17][115] find that adoption of the digital channels to promote economic transactions such as mobile and online banking. According to the authors, digitization comes along with the higher information transferability and lower costs for customers [116]-[120]. [13] find that technology is a crucial tool in personnel management, which leads to high quality of service delivery. Technology creates multi-channel customer support and enables organizations to overcome operational challenges [121]-[126]. Through digital transformations organizations enhance their operation processes, models [127], and competencies. Organizations are rapidly adopting technology in such aspects as mobile computing, social networks, cloud computing, and analytics [128]-[132]. Customer and stakeholder behavior are changing with high expectations in business transparency, convenience, and speed of receiving services. Increasing competition forces business organizations to adopt more competition perspectives. Digital transformation is one of the determinants of competitive capability owing to the cost of its acquisition [133]-[140].

According to [15] digitalization has received a lot of research attention. Digital transformation is changing the way organizations do things in the context of entrepreneurship [141]-[146]. The authors view businesses as complex systems where different stakeholders interact. According to the findings, digital transformation optimizes the interactions between businesses and stakeholders [147]-[150]. It also ensures that the stakeholders and customers take new roles in promoting the value of the organization. Digital technology also promotes leadership and power over the ecosystem [151]-[154]. Technology is part of business dynamics with which they have to comply. The stakeholder context includes parties such as associations, customers, employees, industrial entities, and governments. Studies also relate business productivity to the ability of a business to conform to the levels of technology [155]-[160]. The transformations aim at enabling the businesses enjoys different synergies such as cost reduction, quality production, improved competitiveness, and customer satisfaction [161]-[165]. The rationale of the research is founded on

the essence of digital.

3. RESEARCH METHODOLOGY

3.1. Qualitative Methodology

Research methodology is very important for any research study that enables collecting data and information within the reasonable effort, time, and other resources [18]. This study aims to investigate the social aspects of digital transformation in the UAE, and there is need for detailed and in-depth information and data.

The qualitative research method is inductive approach and constructivism paradigm based on subjectivity to learn about something new [19]. According to [11], the qualitative method aims to interpret and narrative data forms. The research questions in the qualitative method are open-ended questions and an inductive approach. The reason for the qualitative method suitability for this research study is because it enables detailed meanings with an in-depth understanding of the digital transformation phenomenon.

The qualitative methodology helps achieve broader and deeper details and information as per exploration during the study [21]. [22] also explained that qualitative methodology provides descriptions and explanations that ensure detailed responses specific to research questions. Hence, the qualitative research method enables finding answers to research questions. In addition, the use of the qualitative method provides detailed and richer investigations.

3.2. Data Collection Method

The qualitative data collection method was interviews [11]. The interview questions designed and shown previously in the report enable the qualitative data collection from participant details in Appendix B. These interview questions are designed to emphasize research questions so hypothesis can be tested. The interview collection of data consists of open-ended questions and a primary source of gathering information and data. Interview data collection represents the primary data collection provides first-hand data and information that were not collected previously and unavailable readily through secondary sources of information and data. It ensures that the research study consists of recent and suitable data and information for better analysis.

3.3. Data analysis method

As per the conducted interviews for EXPO, ENOC & Dubai police and Securities and Commodities Authority regarding their experience in the digital transformation and the outcomes of deploying the change, it has been concluded that the digital transformation has a positive impact on the organizations in enhancing their processes in terms of serving as many customers as they can, with delivering quality to satisfy and meet the customer wants as well as meet the periodical changes in the market which assisted the organizations in providing more convenient services to their customers. Therefore, the profit margin of the companies has increased. Digital transformation has affected the organizations internally by increasing the level of their employee's knowledge in using the latest implemented technologies and increasing the level of transparency between the departments. These implementations have a positive impact on the social aspect by using the latest technologies and implementing the paperless strategy, which will affect the number of transactions and the number of customers positively. Therefore, the profit margin of the organizations will affect in increasing the economy of the UAE economy.

3.4. Recommendations

To bring this research report to a better-advanced stage, some recommendations must be considered for conducting future analysis and studies. Starting from the Dubai Police case study discussed earlier in this report, some of the recommendations would be that the digital transformation must be implemented faster than expected, along with the training and education that should be done not only to staff members of DPS but also community members. One of the main points is that the digital transformation should be fully conducted soon [166]-[173].

Considering the next case of ENOC, training the employees to gain more confidence and implement the digital transformation change and increase the knowledge in using the latest technologies to avoid technical issues [174]-[178].

Last but not least, the Expo2020 event coordination with Dubai Police is implemented but not set 100% live and in full usage of visitors and public. In this case, our recommendations would be to conduct more testing on the features and

technology used for this event and do another interview with Expo2020 post-event time to study the planned idea, experience gained, and gaps within the implementation [179]-[182].

4. CONCLUSION

In conclusion, this research discussed the digital transformation of governments in the UAE that in recent years had a significant impact on the organizations and the country as well. Data was gathered using interviews that analyzed and concluded that implementing the latest technologies and enhancing processes has a positive impact in fulfilling the customers, shareholders, and market needs. Answers to the research question was achieved and clearly concluded to prove the importance of the discussed topic. Digital transformation is considered the new normal for the recent and the upcoming years, which plays a positive role in the current and future governments and institutes in the UAE and worldwide.

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