Dubai Customs Case Study

Model of Knowledge Management & Learning Organization

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Agenda

• Knowledge Management Quotes
• What is Knowledge Management (KM)?
• Learning Organization (LO)
• Dubai Customs & KM
• Case Study:
  • Enterprise Connected View (ECV)
  • B2G
• KM Roadmap
• KM Key Success Factors
"Pen and Knowledge are mightier than all other powers"

"The youth should be equipped with science and knowledge as they are the sole, constant, dominant weapons in this life"

"The preservation of leadership, excellence, sustainable growth and prosperity requires us to embrace the age of the knowledge economy as soon as possible"
“KM is a framework for designing an organization's strategy, structures, processes, products & services so that the organization can use what it knows to learn and to create value for its customers and community”

University of Toronto

“Organization efforts to collect and store all types of Knowledge and making this knowledge available to all employees and business”
Learning Organization (LO)

- The term LO refers to an organization’s capability of learning from its past experience.

- LO and KM are dependent on each other, and KM can be regarded as a subsystem of LO; changes in KM results in changes in the organization and vice versa. The strong relationship between them is clear, and the process to become a LO must include KM.
Dubai Customs and Knowledge Management
About Dubai Customs

Mission

- Facilitate
  - Service Delivery
  - Trade
  - Economy
- Compliance
  - Security
  - Society
  - Revenue
- Balance

Vision

The leading Customs administration in the world supporting legitimate trade
**Vision**

To attain a literate and distinguished organization capable of making influential and swift decisions based on instantaneous and documented information.

**Mission**

To build the necessary technological and business mechanisms for disseminating the concept of knowledge by compiling, assessing, enriching and sharing knowledge in order to attain effective decisions that contribute to the achievement of the organizational objectives.
The key strategic objectives:

Documentation and dissemination of knowledge among all employees in order to optimize the use of intellectual capital in the process of decision-making, supporting corporate performance.
“Right Information is available to the Right Person at the Right Time to help make the Right Decision”

“Knowledge Management at Dubai Customs is a mix of People, Process and Technology”

we call it ….

Integrated Knowledge Management
Integrated KM Framework

Organizational LEARNING

Corporate STRATEGY

Detect & Discover
- Explicit Gather
- Tacit Observe
- Embedded Deconstruct

TACTICAL Opportunities & Threats

Information Repositories & Systems

STRATEGIC Requirements
- Explicit Categorize
- Tacit Contextualize
- Embedded Map

TACTICAL & STRATEGIC INITIATIVES

Organize & Assess
- Explicit Categorize
- Tacit Contextualize
- Embedded Map

TACTICAL Requirements

Information Repositories & Systems

Evaluate Strategic Changes?

We Know
- Share knowledge and reuse knowledge assets and improve decision making
- Knowledge sharing sessions
- Increased communication, cooperation and collaboration
- Acquire knowledge from external sources (Get consultants onboard / hiring new personnel)
- Focus Groups etc.

We don't Know
- Support or Changes to existing Organizational Structure
- Support or Changes to existing Organizational Culture
- Support or Changes to existing Core Competencies
- Support or Changes to existing external network (Partners / Suppliers and Customers)
- Support or Changes to existing Knowledge Management Systems

We have Capacity
- Support or Changes to existing Organizational Structure
- Support or Changes to existing Organizational Culture
- Support or Changes to existing Core Competencies
- Support or Changes to existing external network (Partners / Suppliers and Customers)
- Support or Changes to existing Knowledge Management Systems

We don’t have Capacity
- Remove
- Monitor Effects

INVEST

We don’t have Capacity
- Remove
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INVEST

Support
- Support or Changes to existing Organizational Structure
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ACT

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ACT

Fail to ACT
- Share knowledge and reuse knowledge assets and improve decision making
- Knowledge sharing sessions
- Increased communication, cooperation and collaboration
- Acquire knowledge from external sources (Get consultants onboard / hiring new personnel)
- Focus Groups etc.

Fail to ACT

Organizational MEMORY
Enterprise Connected View Case Study
Enterprise Connected View (ECV)

Plan
- Vision Drives Mission
- Translates into Strategic Objectives
- Executed Through Initiatives

Manage
- Policies
- Services
- Belong to Departments
- Challenged & Opportunities
- Executed by
- To overcome or take advantage of

Operate
- Applications
- Processes
- Executed by
- Based on Responsibilities
- Automated by

Enable
- Data
- Hardware
- Connected Through Network
- Uses Technology
- Run on Use
B2G Case Study
“Secure Electronic Gateway”
to
exchange electronic information
with
Customers having high volume of declaration (DHL, FedEx, TNT etc.)
and
Partners / Suppliers (Cargo Handlers, Cargo Terminal Operators and Dubai eGov. etc.)
B2G Strategic & Tactical Drivers

• Strategic Requirements:
  – Increased Compliance to WCO guidelines
  – Increase in Revenue
  – Improved Trade Statistics
  – Improved Border Control

• Tactical Requirements:
  – Customer Satisfaction *(Reduced cost on declaration submission)*
    Trade volume could reduce if compliance is enforced without Facilitation
  – Customer to be able to open / expand business
    making Dubai more lucrative for logistic and courier companies
  – Direct Integration Channel with Partners / Suppliers
    to further reduce overhead for Customers
B2G (An Overview)

Mirsal2
Customer Services

B2G Clients
- DHL
- TNT
- FedEx
- UPS
- ARAMEX
- Expeditors Int.
- AL-TAYER

Modes of Communication

Mirsal2 Interfaces
- B2G Client Application
- Mirsal2 Web Interface
- Mirsal2 B2G Gateway

Partners / Suppliers
- Flight Schedule
- Vessel Info.
- Delivery Order
- Clearance Msg.
- Currency Rates
- Customer Info.
- Customer Auth.
- ePermit
- ePayment
- Clearance Msg.
- Dubai Trade
- Dubai eGov.
- DNATA (CH)
- DPWorld (CTO)
- HSBC Bank
- Dubai eGov.

Services Supported on Mirsal2 Web Interface
- Declare
- Print
- Monitor
- Self Service
- Support
- Online Follow-up
- Submit e-Documents

Boaite el ubor al reha, Dubi
GATEWAY TO DUBAI'S PROSPERITY
• 80% reduction in declaration cost for B2G Clients
• Errors and fines reduced by 90%
• B2G Customers get following services within their systems
  – Auto-alerts, Dashboard, History, Printing
• Process simplification and enablement for Customer’s Customer
  – Positive impact on Supply Chain & eCommerce
• Increase Compliance and Revenue for Dubai Customs
• Improved Trade Statistics
Learning Organization

Encourage of KM

Means of communication

Infrastructure support

Risk assessment of knowledge

Develop & publish KM strategy and Methodology

Identify the knowledge assets

Spreading awareness of culture and boosting the adherence to KM
KM Key Success Factors

- Support & commitment from leadership
- Employee participation
- Focus on implicit & explicit knowledge
- Develop KM strategy & methodology
- Adopt incentive program
- Continues review & improvement
Questions & Answers

Further questions please contact me at:

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