

# Dubai Police Case Study - Technological Change and Innovation

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## **ABSTRACT**

Abstract: In government organizations, some would say that it is impossible to find them applying innovation at their organization. However, this case study on Dubai Police illustrates that this statement is incorrect. Within this paper, it will review and verify Dubai's Police ways of using innovation and its importance, the patterns and sources that inspires them and how they develop their innovative processes. This paper also shares some of Dubai's Police innovative projects, such as their unique way on distributing knowledge, technologies, robots, strategies in crises (COVID-19 pandemic), then a demonstration of how they measure their projects success. Afterword's we will discuss how Dubai Police organize their innovation and how they formed a collaboration with other organizations and teams. The examples were gathered through real case records, interviews, and personal experience. While viewing their ways of innovation, an online survey was made to see UAE citizens feedback regarding their thoughts towards Dubai's Police innovative activities. The survey results indicated that the citizens agree with Dubai Police initiatives. However, due for the limitation within the survey website, out of 53 responses, only 40 responses were available to be used in this study. This paper purpose is to show an insight of how a government sectors could apply innovation and how Dubai Police were able to achieve it. This paper is valuable for those who are looking for examples of innovation applied in government sectors.

**Keywords:** *Police, Innovation, Data, Dubai, Teams, COVID-19*

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## **What is Innovation? And why is it important?**

Innovation is a new term that got the attention of many businesses and government sectors, its inspiring standards led the global market to enhance themselves and changed their point-of-view, therefore, organizations competed against each other to be fully committed to it by focusing on the newest innovations at the market and devoted their time to make many studies over it. Innovation can come in different forms, it can focus over design, customer, knowledge, change, failure or society. In one way, we can say that to be innovative means to be creative, were the creativity either comes from something that is existing or brand new. For example, when creating a new solution for an issue within a process, that is when an existing process is improved. As for a brand-new innovation, is when a company creates a unique product, were it benefits the organization for being distinctive, which boost its growth. So, when an organization reaches creativity, it develops a unique aura that distinguish them from others. Their special touch over their products, services or processes helps them to shine differently than other organizations, which benefits them to attract external and internal customers (O'Sullivan and Dooley, 2008).

## **Who is Dubai Police?**

One of the well-known government sectors that use innovation in a magnificent way is the United Arab Emirates Police Force - Dubai Police. Their aim, just like any police force, is to maintain security and safety of the community and to ensure the improvement of the quality of life by enforcing the laws and regulation through various Police Departments within Dubai. With the assist of Six Sigma methodology and their focus to be creative, Dubai Police was able to reach their aim for excellence with their security services, were they enhanced their fast response through their teamwork, gained personal excellence benefits, strengthen their community partnership and use innovative initiatives to improve work process and the overall performance (Al-Khaja, 2018; Dubai police, n.da).

Dubai Police made numerous innovative ideas into reality, which is why they were able to win many awards for excellence. Examples of their unique contributions: They were the first Arab to use “Electronic Fingerprinting” to fight crimes, the first Arab to use “Electronic Services” to do things remotely in an effective way which benefits them to complete their tasks fast. They are the first Arab who used the concept of “Community Police” which made them a great example for many other police departments around the world. Also, the first Arab who embrace the concept of “Clean Desk Policy”, for the sake of being more professional with their security major; the employees ensure that their workspace is clean by the end of the day, were they remove any post it notes and dispose them securely (Dubai police, n.db; Desai, 2017).

## **Patterns and sources of innovation in Dubai Police**

The pattern and the source of innovation is carried out differently from an organization to another, depends on the characteristic of the organization and how the economic affects them.

Some would explain that the pattern and the source of their innovation is carried out based through their organization processes, others would say it is based with their organization activities (Fontana et al, 2013).

To Dubai Police, patterns is a term that is used when the data that was collected or the clues that was found at the crime scenes is redundant. There are different and repetitive patterns that can lead us to assume different results, but through experiencing, facts could be highlighted by running analysis and compare the patterns with other patterns. For example, when finding evidence through investigations, the detectives analyze the evidence, if there were patterns that shows signs for the victim committing suicide and was not murdered, it will be documented and used as future reference, it will also benefit the detectives to require less time when conducting their resolution. In addition to that, there are patterns that can be quickly identified, for example when receiving a car accident report, just through the vehicle's pictures, the policemen can pinpoint some damage patterns over the vehicles which helps them to assume who's fault over the car accident (Al-Sibai, 2019). Moreover, Dubai Police depends on technologies to help them highlight some patterns by analyzing people movements, if the technology was able to verify certain movement close to criminal segment, then it uncluck the potential of possibility for theft or crimes. For example, “shopr360” is a high-tech camera that is made to monitor retails. Because of its flexibility to record all the corners around the area, have functions to analyze people movement and record the traffic pattern within the shopping area, it became a popular choice for retails to use it. What is worth to mention is that shopr360 camera can detect repeated and loyal shoppers and tracks them, this function was originally made to find specific customers to target them with promotion or offers for their favorite shops. With these amazing functions, Dubai Police found shopr360 cameras as a great example to learn from them. Therefore, they enhanced the surveillance cameras around the city with the collaboration of Etisalat Digital, so they were able to add functions to their surveillance cameras like crime-related patterns detecting functions or scan people faces who visit certain suspicious places (Shopr360, n.d.; Al Amir, 2020; Dubai Future Accelerators, 2018).

As for the sources, the police force considers data as a valuable source. To obtain data, some of it comes from the knowledge and experiences of the police force employees (Busanad, 2016), other sources of information can be obtained from an outsource, who can be anybody, an individual (a local or a resident) or an organization. The informer is usually labeled under as a “confidential source” to honor their privacy, as they act as the private eyes for the police. Through their knowledge of what is happening behind the scenes, they inform the police about everything suspicious, for example drug dealing or stealing (Al-Sibai, 2019). Dubai Police needed to increase the speed of connecting with the informers, so they created innovative ways to improve their processes, for example, to be able to obtain more sources of information at the right time, they included rewards system and created many social channels to contact them easily and faster. However, because of the lake for trust on behalf of reviling the informer’s personal information, Dubai Police made studies, and found out that the trust issues were due from the effect of barriers, to remove this obstacle, Dubai Police were able to create a welcoming environment to make the

process smoother when establishing a trust relationship with the confidential source. Additionally, their leadership style influences the informer by making them feel safe, which encourages them to be commitment when helping; thus, it helps the police to obtain knowledge sooner. Dubai Police was also considered about the fact that there are some Arab people who have limits of Internet usage and language barriers, so offering free Wi-Fi and provides manuals in Arabic and employees who speaks Arabic at the police station makes the informer feels related to the environment, which establishes the feeling of connecting that leads to trust (Busanad, 2016).

### **Dubai Police new product development processes**

To crack and solve a case, the police should picture the case through a criminal mind point-of-view. When the police find different clues, it helps them to improve their theories and it open for them many doors of ideas, through these ideas they were able to develop new processes to solve cases. With various options of tools at the market where it can be great help to improve crimefighting, Dubai Police were able to obtain a tool called “brain fingerprinting” were they focused mainly on memory print technique. This tool contains history of many recorded sources of criminal’s memories that was collected through electrodes. The tool would relate to the criminal head and record its detection for any changes through the criminal brain activities. While listening to the criminal statements that was associated with their crimes, the criminals’ brainwaves can get stimulated when certain actions, images (like pictures of the victim) or location (like the crime scene) appear in front of them. Therefore, when the criminal sees things that makes his/her brain remember things, the device detects an increase rate of brainwaves, this is when the police can pinpoint that the person in front of them is connected to the crime. So, through these varies experiences, using this technology can be a key aspect to solve crimes, and recording it can be used as an example for other cases, because history can repeat itself (Al Amir, 2021).

### **Dubai Police innovative projects**

Dubai Police made many projects that focus on innovation, it either used to create a new processes or services, or to solve issues.

#### **Innovative ways for knowledge distribution**

To be innovative, there is an essential need to expand the horizon of knowledge, consequently innovation needs a base to build itself and that can be done through knowledge.

In the Arabic context, the key to business is the social network, so being friendly and connected with others is critical, this behavior influence their culture which affect their work environment. With this kind of culture, knowledge sharing is a basic thing, especially for employees who work at a public government sector. On the other hand, privet sector employees find knowledge sharing is worrying matter, because it can affect their promotion process, while the public government sector employees do not feel the need to be concerned about their promotion

processes. One of the traits of the UAE public government sectors is that they do not pressure their employees, as long as they finish their duties, this has resulted to shape their work environment to be stress-free atmosphere. Therefore, this calm characteristic at the work environment shifts the employees to be more supportive instead being manipulative with their greed to gain knowledge and use it selfishly to raise their status and use it to control others through social power, thus, it makes the government sector employees devoted for their job to serve their community and the general public. A government sector like the police force is well-known of their work environment, where their work focusses on time-critical and present accurate knowledge-intensive environment. When combining the Arab culture with the police force environment, trust and leadership are essential to make the knowledge sharing more fluent. As for Dubai Police, they needed to seize the opportunity to get more innovative at their work. To keep up with everything, due for the time-critical environment, there is the need to have someone surveillance over knowledge sharing, for that, the Dubai Police made the Total Quality Department and Knowledge Management Department. These two departments collaborated to work together and made better knowledge sharing strategies, promote knowledge sharing between their employees, study the challenges that may be linked with Arab knowledge sharing culture and the barriers of knowledge sharing. Dubai Police use semi-structured interviews to generate qualitative data, with this approach it helps them to be open when presenting their ideas which impact their knowledge management strategies and affect the barriers of knowledge sharing (Seba et al, 2012).

To enhance their performance, Dubai Police has established studies that is related to Knowledge Management, for example they made a strategy that developed later to become a project. Their strategy aim was to combine the implicit knowledge from their employees and make it shareable so it can benefit the less experienced staff. With the help of Knowledge Management Department, they followed a methodology that supports short-term changes in roles. The new roles promote the interaction between the employees which leads to transferring knowledge and experience between employees. However, this methodology did not succeed at first, it turns out that some of the employees who got the chance to do role changing did not understand how knowledge sharing would support their work or found themselves clueless on how to do the knowledge sharing. To solve this issue, Dubai Police managers find that leadership is a critical characteristic, so when it's time to redo role changing, people who have the skills of leadership are the one who are picked. Their leadership that suggests to the employees to collaborate on sharing their knowledge and experience is helpful to raise the awareness of knowledge sharing culture. Dubai Police needed to be innovative and find different ways of knowledge sharing, one of their ideas is to use an informal way to promote personal relationships and social communities that encourage learning and knowledge sharing. Therefore, Dubai Police created a "relational learning channels" which had a great impact of advantage to improve the facility face-to-face communication skills. The more the employees interact with each other, the more their bond gets thicker; thus, it led to build trust and respect between the employees. The result of Dubai Police enthusiastic work of creating different ways of knowledge sharing has benefited them to receive recognition awards from both local and international awards (Seba et al, 2012).

## **Innovation through technologies**

A study was done by Alosaniet et al (2019) where they studied how innovation can affect the Dubai Police performance. Due to the new challenges organizations face today, innovation solves it by making new rapid changes that lead to organizational upgrades, which increase their performance through making new products, processes or technologies. Through Alosaniet et al (2019) research, they showed that Dubai Police were looking for ways to adapt innovation so that they can improve their delivered services towards the citizens with better quality.

For example, the Dubai Police were able to enhance their response timing by making it extremely easy for the civilians to access and contact them through different social media channels, such as Instagram, WhatsApp number, SMS, live chat, calling 999, robots, virtual reality Police Department, smart applications and websites. Since Dubai Police was innovative by creating different social media channels, it gave the civilians easy access to any communication type they prefer to use. Dubai Police are trained to get thoroughly with the civilian's reports, by being able to detect critical and accurate information through small pieces of data that was presented by the civilians. Due to modifying the Dubai Police emergency call center and the use of different social media channels, it caused to boost the police response time. In a matter of fact, a report done by Elnaghi et al (2019) presented a comparison of numerical data for Dubai Police emergency response time between year 2017 and 2019. At the report, it was mentioned that Dubai Police needed to be skilled through their communication to successfully gain the civilians trust, which helps them to accomplish their aim, which is to maintain security over the city. Consequently, their accomplishment has raised the number of their received phone calls from 1.34 million calls (at 2017) to 5 million calls (at 2019). Moreover, they were able to respond to 11,685 inquiries through social media, and their audience engagement through "Facebook" and "Instagram" has reached to 4 billion (Dubai Police News, 2020b).

Thanks to the rising number of the residence at Dubai, it costs Dubai Police duty to increase by getting more things to manage, therefore, acting smart and using innovative ideas helped them to manage the city. Gupta (2017) highlighted some of the innovative strategies that the Dubai Police did, they were able to find a way to maintain security and increase the satisfaction and happiness through the city by making over 400 vehicles ready for disposal in case of emergency. This plan helped Dubai Police to decrease the number of crimes through the city, however, it was challenging because they had to manage and sustain the balance of the usage for their large number of vehicles and police resources.

Another example of their usage of innovative ideas was the smart map. At the emergency call center, the Dubai Police use smart maps to locate the callers, when dropping down the pin of the caller location, the call center techies use emojis, like red flag (the location of the incident), ambulance, police cars and UAE flag (the caller location) to locate them easily through the map instead of showing unnecessary long data. Also, they made the map shareable, where the screen is connected to the police vehicles and the call center. As using visual emojis helps all the police

force to get information of locations accurately and real live time of the movement for all the police resources which helps them to respond faster and smarter. Additionally, the smart map shows the movement history of all the emojis that are marked over the map, this way the street duty police or the investigators can track the incident and conclude their investigations, which also helps them to write their reporters effortlessly. Furthermore, the police vehicles contain live camera that records inside and outside the vehicles, with the recorded visual, the techie at the call center can guide the street duty policemen. By gaining the full picture of what is going on at the street, the techie can manage the operation like giving shortcuts for the vehicle drivers or gives them updates regarding their mission. This example has provided clear picture of how Dubai Police use different technologies to share information in innovative way (Gupta, 2017; Elnaghi et al, 2019).

Globalization increased the economic competitiveness through innovation, which increased the global market response time rapidly to create new innovative changes. Affected by globalization competitiveness, Dubai Police was attracted to participate on being innovative to grasp these new and rich opportunities, but to develop themselves, they had to learn from their mistakes. Dubai Police efforts to be innovative was expanded through learning from studies and documents of other police forces around the world (Elnaghi et al, 2019). Through these documents, they were able to build a database for criminal investigation records, such as evidence, fingerprints or DNA tests results of older cases.

This large library of information was like an inspiration to the Dubai Police employees, were these records helped them to get more innovative. For example, the detectives were able to be innovative through the database by developing new theoretical ideas regarding criminal cases. They had the liberty to quickly access “classified cases” or “complete case details” that was recorded within the country and outside the country (Alawadhi et al, 2015). The Dubai Police was able to obtain these records of information and experience through collaborations with other countries and through military EXPO’s. At the EXPO’s, different militaries departments share different scenarios of cases and how they were able to solve it with new technologies (Swat Dubai police, n.d; Gulfnews, 2019). Not only the investigators we're being innovative, but also the civile rank Policemen. They were able to come up with innovative ideas through a twist of combination of critical thinking and tools, were it leads into patterns of data that can be managed into multi-data collection. After combining the multi-data, it develops to knowledge that can used in the future (Elnaghi et al, 2019; Dubai Police, n.da).

As a government sector that works at a sensitive field, Dubai Police need to be accurate with their results to build their knowledge and conclude things professionally, therefore using high level of technologies and tools is essential to gain accuracy (Dubai Police, n.da).

## **Robots**

Dubai Police plans on creating a smart city strategy, where they intend to transfer 1,000 government services to be online services, where people can reach them easily and finish their requests without the need to visit different departments physically and waste time on waiting

queue. For that, Dubai Police involved robots in their smart city strategy projects and artificial intelligence (AI), with the expectation that it will improve the city policing environment while keeping up with the latest trends of technologies. While preparing for EXPO 2020, the Dubai Police reported that these robots will be only used in certain situations; because there are some certain performance and responsibility only a real human can do while a robot cannot function it. The Dubai Police Technical Innovation Department stated that in order to improve their robots' cameras equipment, they are collaborating with Google and IBM's Watson to improve the robots' functions on detecting people from distance of 10 - 20 meters away. As consequence of their hard work, in 2017, Dubai Police was able to reap the fruits of their efforts. They distributed their robots at crowded tourist areas, like at Burj Khalifa, GPR and City Walk, where the robot got the chance to interact with people by greeting them and answer simple questions like locating places (Internet Of Business, N.D).

### **COVID-19 pandemic innovations**

COVID-19 pandemic pushed people to create innovative ideas to keep them safe from the virus. Dubai Police as one of the most competitive government sectors toward innovation, created helmets for frontline policemen who are in charge with patrolling duty. Inside these helmets a screen is attached in it, it helps to monitor the policemen surroundings, where it scans hundreds of people temperature every minute. An alarm would alert the policemen if the helmet detected someone with a high temperature. Following the precautionary measures, the policemen would interfere by arresting that person and take him/her to the nearest medical facility. This new technology will help to reduce the spread of the virus between people (Healthcare & Pharma Staff, 2020).

### **Measuring the innovation**

Innovation can have different meanings, some would say it's to create something new, others say it's to look at the product in a different perspective. But at the end there is a need to measure the results of using new innovative ideas to make sure that its contribution is necessary and is not a waste of resources and time. If the measurement was leaning towards a positive enhancement, then the new idea is considered as innovative (King, 2000).

As for the police, they have different types of innovation measurements, depends on the type of the innovation. By utilizing from innovative programs, they measure the employees work productivity. They also measure their innovative methods of administration, by creating a management team that focus solely over innovation (King, 2000). Additionally, they also measure their innovative tools to see if they were able to enhance their processes. For example, drones are considered as an innovative tool, where they're usually used to record traffic issues. Through measuring the usage of the drones, the Dubai Police can see the total amount of utilizing it. However, they noticed that the drones were not utilized utterly, so they decided to use it for other purposes. Since gatherings at the COVID-19 pandemic was an issue, they decided to use the drones to convey messages through screen urging people to follow the safety measurement to prevent the spread of the COVID-19 virus. These messages were written in different languages (Arabic,

English, Urdu and Persian). The results of using the drones as warning sign was welcomed by the public (Dubai Police News, 2020a). To elaborate more with people's reaction towards Dubai's Police drones, a short survey was done. At the survey, out of 40, 34 people responded positively that they agree with Dubai's Police hard work on bringing new technologies to serve the country and use it in different ways (see Chart 1). The survey was distributed through online link and to get more feedback from people as much as possible, the survey was written in both English and Arabic languages. The total number of the feedback has reached 53 responses, however, due to the limitation of the free trail for the survey website, only 40 results can be used in this study.

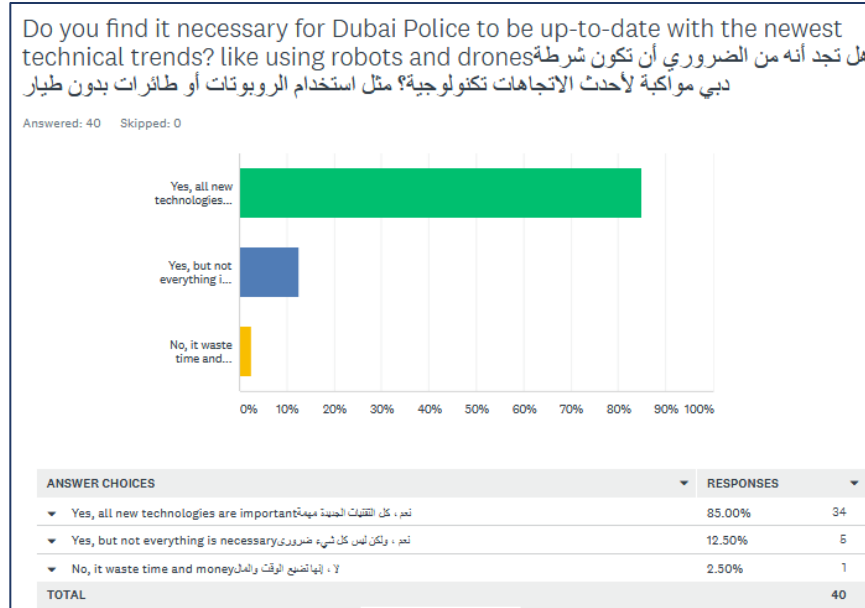


Chart 1

### Organizing Dubai Police to be innovative

When implementing the innovation strategies, such as organizational excellence, it can enhance the overall organizational performance. To use such strategies, internal resources of a firm are the key factor to achieve sustainable competitive advantage. Thus leads these significant resources to develop the performance and support the organization to attain excellence (Al-Dhaafri et al, 2016). To achieve organizational excellence, measuring the degree of development will help the organization to find the best outstanding practices and get better results. Examples of these measurement models are Malcolm Baldrige, EFQM and Deming (Uysal, 2012).

It is approved that not many organizations were able to achieve organizational excellence due for the difficulties of achieving it, nonetheless Dubai Police were able to succeed to accomplish it. Al-Dhaafri et al (2016) made a study over Dubai Police to confirm whether they succeed on achieving the organizational excellence and if it can affect their organization performance positively. Through their hypothesis and studies, they were able to confirm that Dubai Police hard labor was a positive success and made significance results. Through their research, they found out that Dubai Police used the EFQM model, were they applied it effectively to earned organizational excellence by focusing more on essential concepts like innovation, customer focus, people commitment, learning, financial and operation process. Their findings explain why Dubai Police was able to earn many awards regarding organizational excellence. With these results, a short survey was done to collect people feedback. Around 85% of the people who took the survey feels safe in Dubai, which indicate that their hard work to maintain the city safety is done accurately (see Chart 2). Another question asked the participants opinion about Dubai Police (see chart 3); half of them chose to describe them as innovators who use new technology to enhance the police force. The other half agreed that they see them as a frame of security that looks over the city safety.

Another question was asked if the participants ever needed the assistance of Dubai Police, 17 out of 40 said yes. And when they were asked about their rating towards their respond time, mostly everyone agreed that they are satisfied and very satisfied (see Chart 4 and Chart 5).

I feel safe at Dubai دبي بالأمان في دبي

Answered: 40 Skipped: 0

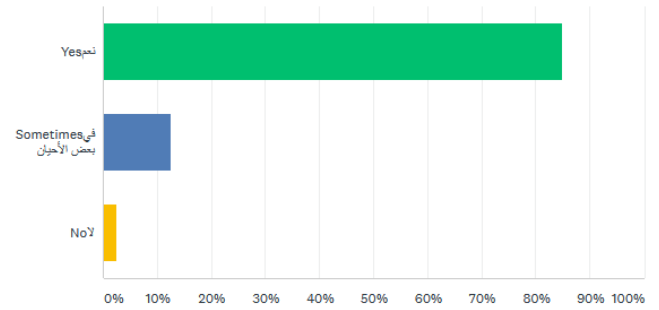


Chart 2

I believe that Dubai Police are: أنا أرى أن شرطة دبي:

Answered: 40 Skipped: 0

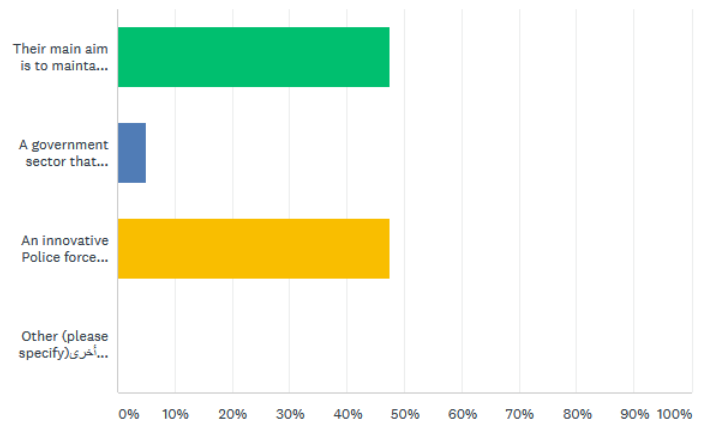
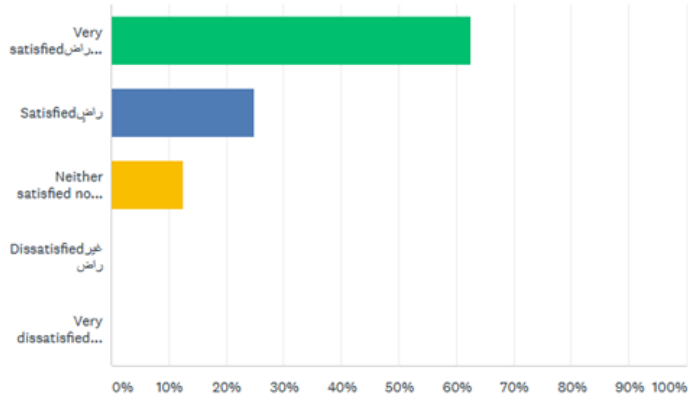


Chart 3

In general, how much do you rate their response speed?  
 بشكل عام، كم تقيم سرعة استجابتهم؟

Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	62.50%	25
Satisfied	25.00%	10
Neither satisfied nor dissatisfied	12.50%	5
Dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
<b>TOTAL</b>		<b>40</b>

Their feedback makes it clear that even if not everyone needed the Dubai Police assistance, they do feel safe and know that they are to be trusted. From this information and combining it with the survey results, it is clear to us that Dubai Police are always ready and knows how to make people trusts them, which leads to what was discussed before. The organizational excellence awards that Dubai Police got was not given for no reason, through the survey results, people knows that Dubai Police will effectively maintain the security of the city while using high end technologies (see Chart 1, Chart 2 and Chart 5).

The role of the police is to maintain safety and security of the community; however, Dubai Police included more roles to that. Their vision and mission emphasize that the society happiness and being innovative within the organization is also part of their role. They intend on providing innovative smart services while following the global institutional excellence examples. Also, their strategy is to look sharply over any new developing professionalism towards new modern technology ideas, so that they can contain it and utilize it, then promote it within their work environments; because their working environment encourages innovation and creativity that aims for community happiness and organizational development (Dubai Police, n.db).

One of the examples of their innovative strategic plans is to use AI to generate smart services through smart police stations around the regions and to provide safety over Dubai city. The benefits that Dubai Police gain from using AI strategy plan is to be ready for any issues, where their response to these issues should be dealt with accuracy and fast. AI will help the police to cover over the community service centers so that they can assist their clients, do disaster management by predicting the crimes before it happens, maintain road security like crowd management and analyze strategies over criminal investigations. Dubai Police created smart police stations that is designed for easy access, where people can just walk into it or drive through it. However, through the survey that was conducted in this study, it turns out that around 70% of people responded that they did not see neither knows the location of Dubai Police smart

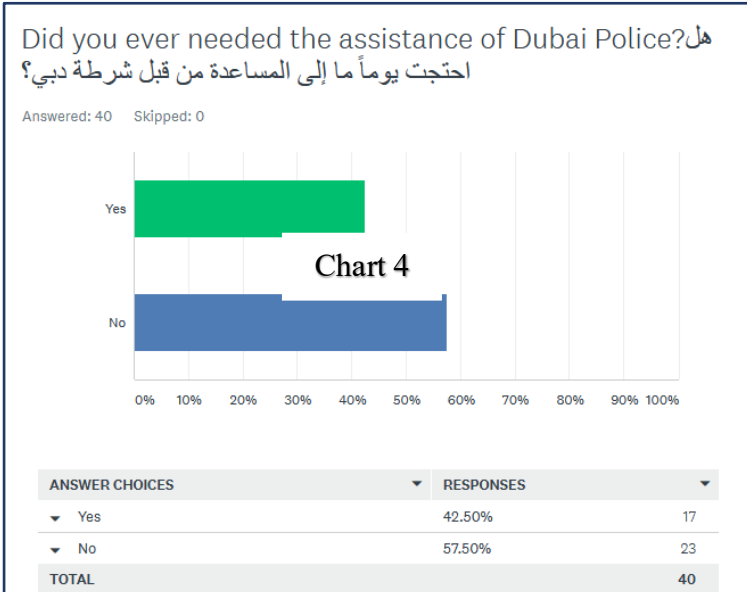
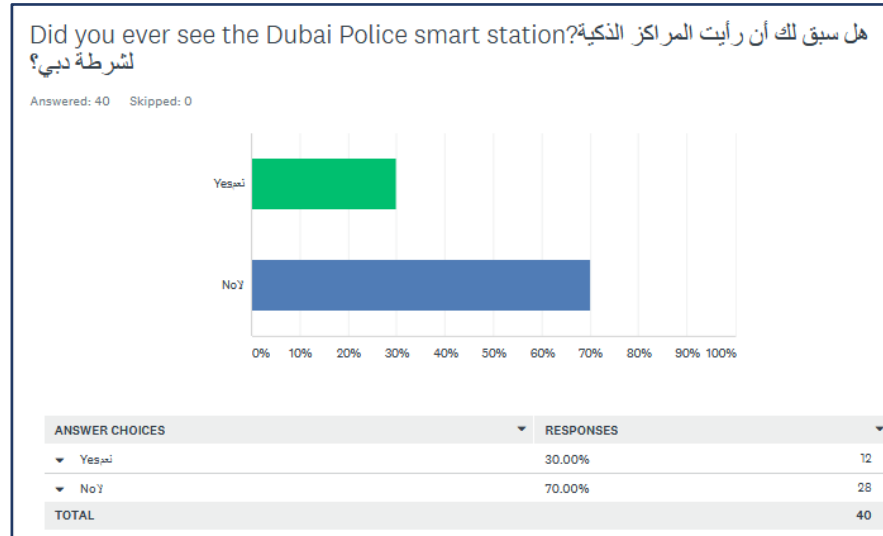


Chart 5

stations (see Chart 6). After little digging, it turns out that the smart stations design can be easily missed. Because people tend to feel the barriers at the usual police station, which makes them decline from reporting their issues, the police changed the new smart station layout to give off privacy vibes and less intimidating atmosphere. The outcome of this new change was shifting the public old viewpoint while feeling more relaxed when using the smart station (Mustafa, 2020). Within this police smart station, robots will be available to greet the clients and assist them. Furthermore, Dubai Police Investigation Department use the AI when managing their police operations, especially at the field of criminal investigation when doing the forensic work (Bhunia, 2017).



### Collaboration strategies

The key to enhance an organization is to build it with knowledge. Through knowledge, strategies can be created and changed, depends on where the organization is lacking. Some strategies help the organization to be prepared to face any risks at the future, while others help the organization to maintain its growth. All of that can be done by gaining data, then analyze it and develop it to become knowledge that highlight the lacking side of the organization (Neches et al, 1991). Dubai government encourages their government sectors to use new technologies like new technologies, Blockchain or do data sharing. Dubai Police knows that their future will not be bright if they did not upgrade themselves. Through collaboration with other organizations, they can create strategies to maintain security of the country through sharing resources to provide guidance. To follow Dubai government guidance, Dubai Police used the “data sharing toolkit”, this tool main object is to connect everyone around the world to share their innovative ideas, then it connects all the data that

was shared to be processed and be produced or distributed. Users mainly use data sharing toolkit to address their issues, others are looking for data analysis that involves new things, such as smart cities, consumer data, public problems or labor markets. Through this toolkit many data can be found, like the future of work, business operations or mobility (Smart Dubai, 2020). Another collaboration Dubai Police did, and was mentioned previously, was the collaboration with other countries to obtain records of information regarding old cases. This collaboration can help Dubai Police to use old cases as a guidance for newer cases. They also collaborate with the military to discover new technologies and develop new strategies to fight crimes (Swat Dubai police, n.d; Gulf news, 2019). Another example of collaboration Dubai Police formed, that was also mentioned previously, was between them, Google and IBM's Watson, where they focused on creating high-end technologies to create smart city and enhance the performance of police robots (Internet Of Business, N.D). Furthermore, Dubai Police utilize their police resources and came up with new innovative ideas like using horses for different matters. Where horses play a major role for patrolling in narrow places to increase security within the city, but Dubai Police decided to use them for different reason. To raise up the happiness bar in Dubai city, Dubai Police wanted to share the joy of riding horses with people, so they collaborated with the CDA (Community Development Authority) in Dubai. Where they used the horses to be in programs of therapeutic horse-riding for people who are admitted in rehabilitation center. The Dubai Police impressive idea increased the happiness and the well-being for the citizens (Dubai Police News, 2021). Moreover, a survey was done to see wither people know about the horse programs, and around 28.21% of people know about these programs, which means only few knows about the programs

(see List 1). If these programs were more common, it is expected that the happiness rate of the city would have been higher.

### New product development teams within Dubai Police

To include new innovative ideas within the organization, it is discussed and encouraged in many research that spreading new things by combining it in different working groups would increase the acceptance rate to adopt new changes (King, 2000). Dubai Police took note on that, so they create teams that is specified to focus on developing new things while using innovation.

Did you know any of these information before? (you can chose more then one answer) هل كنت تعلم بهذه المعلومات؟ (يمكنك اختيار أكثر من جواب)

ANSWER CHOICES	RESPONSES
I was not aware of any of these information لم أكن أعلم بأي من هذه المعلومات	10.26% 4
Dubai Police use Electronic Fingerprinting to find criminals تستخدم شرطة دبي البصمات الإلكترونية للكشف عن المجرمين	71.79% 28
Dubai Police have many electronic services that is easy to access تمتلك شرطة دبي العديد من الخدمات الإلكترونية التي يسهل الوصول إليها	76.92% 30
Dubai Police supports rehabilitation center by creating a therapeutic horse-riding programs for people تدعم شرطة دبي مراكز إعادة التأهيل من خلال إنشاء برامج علاجية لركوب الخيل	28.21% 11
Dubai Police use drones to talk to people at the streets تستخدم شرطة دبي طائرات بدون طيار للتحدث مع الناس في الشوارع	30.77% 12
Dubai Police has recruited robots to work with them جندت شرطة دبي روبوتات للعمل معهم	41.03% 16
Dubai Police have helmets that can scan hundreds of people and reads their temperature تمتلك شرطة دبي خوذات يمكنها مسح مئات الأشخاص وقراءة درجة حرارتهم	33.33% 13
Dubai Police have smart police stations لدى شرطة دبي مراكز شرطة ذكية	53.85% 21
Dubai Police use Brainwaves to record brain fingerprint تستخدم شرطة دبي الموجات الدماغية لتسجيل بصمات الدماغ	10.26% 4
Dubai Police have teams dedicated to focus over innovation and be creative لدى شرطة دبي فرق مكرسة للتركيز على الابتكار والإبداع	38.46% 15
Dubai Police collaborate with other organizations to share data تتعاون شرطة دبي مع المنظمات الأخرى لمشاركة البيانات	48.72% 19
Total Respondents: 39	

List 1

Having many materials and resources, Dubai Police was able to create the right type of environment that promotes innovation. They were able to dedicate a new workspace that focus on being adaptable to generate new things, like create open plans, do events planning and meet with lectures to discuss change management and other topics in a casual environment at the breakout space. The breakout space is designed with coffee bar space and interactive walls that is covered with plants. This lively environment contains a combination of multi-layer designs with features of biodiversity, where the theme promotes the importance of health, well-being and enhance the feeling of calmness and relaxation which increase the level of productivity (StudioDS, N.D).

One of Dubai Police strategies is to enhance a culture of volunteerism, it was an opportunity to create new teams that focus on cooperation, which led to produce new programs (such as “Fina

Khaer” volunteer group) that increase the values of good citizenship and learn new educational experience (Hussein, 2020; Dubai Police, 2021).

### Deployment of innovation at Dubai Police

As mentioned above, Dubai Police has many innovations that they deployed, and their starting point of using innovation was in 2017, where it was used for investigation, traffic management and produce services (Al Shouk, 2017). The use of innovation was mainly to focus on enhancing the performance of Dubai Police and to increase the citizens happiness level. But overtime Dubai Police found that innovation is part of their identity, so it became part of their work environment, vision and mission. Their innovation covered many aspects such as:

- **Knowledge** sharing leads to build up a stepstone for improvement, because of that, innovative ideas can be built through experience. Dubai Police made sure to record all their experience and made it available at their website, where accessing it would be easy. To navigate through the website and find the right topic, the user can search through the website simply by choosing few keywords at the search bar, then the search engine shows all the related topics of the keywords.
- The use of innovative **technologies**, like the programs and functions that are installed at the police vehicles and the call center screens. Drones that can be utilized in different ways. Helmets that can read temperature. Smart stations that function through AI and have robots work in it. Using and producing different kind of social media channels that is user friendly.
- Focus **teams** that work on producing innovation and spread it through the working environment.
- **Processing** innovation through **collaborating** with inside and outside sources.

Through the short survey that was done in this research, the results showed that Dubai Police efforts on deploying their innovation was encouraged by the citizens, which indicated that they know about the police’s tough efforts on maintaining safety of the city (see List 1 and Chart 1).

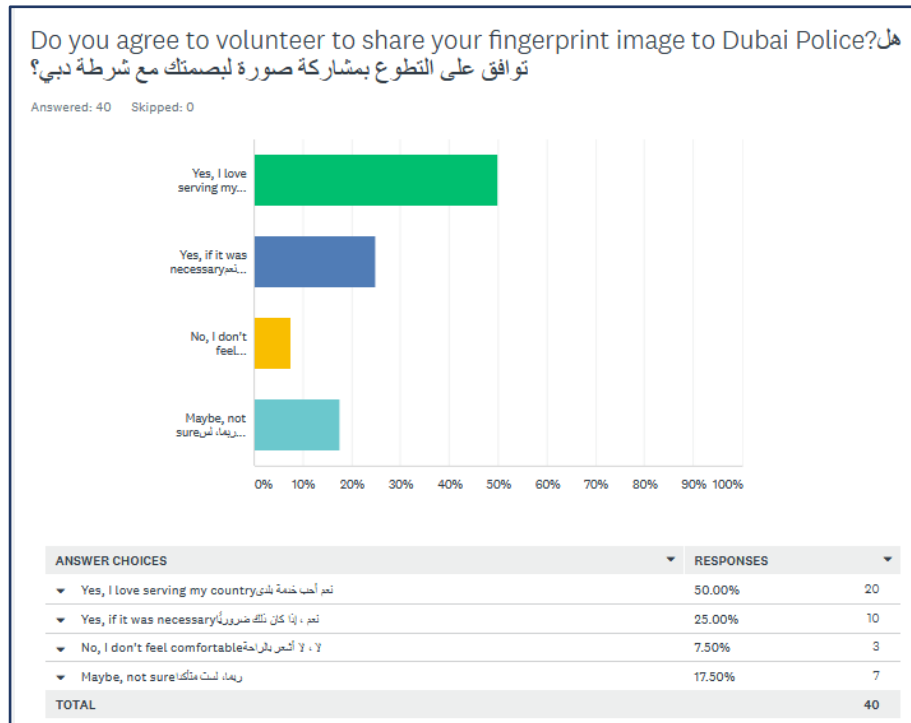
### Conclusion

To sum things up, Dubai Police used various types of innovation to build their organization and strategized many ideas to reduce any defects they may face at the future. With their clever strategies, they made sure to utilize their resources and share their knowledge by collaborating with inside and outside sources. Moreover, their open minds towards adapting new changes and innovation made them as a role model for the police force around the globe. Becoming the lead in the innovation market made them under the spotlights, due for their efforts and contributions for innovation, they produced impressive results which led to get many excellence awards. Through all kind of studies that was mentioned in this research and the results of the survey, people who live in Dubai city sees Dubai Police as a trustworthy government sector (see Chart 2 and Chart 7).

Therefore, elucidating the impression that Dubai Police embodies trust, leadership, strength and brilliant perspective can clearly point out their innovative working environment.

Through this research, it is noticeable that Dubai Police is:

- Never stops on using of innovation.
- Have logic that there is no right or wrong ways of using innovation.
- Innovation can be obtained and adopted, or it can be created through collaboration.
- Innovation is not just a new object or a process, it can also be an environment or an identity.
- The first step to generate innovation is gaining knowledge from the experience.
- Each person/organization have different patterns and sources to follow.



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