

DIGITAL ORGANIZATION TRANSFORMATION ROADMAP

Digital Organization: Organisation Competencies

Context
Organisations must evolve towards a Digital future to ensure optimum efficiency, effectiveness and agility. This implies the need to develop new Digital competencies, which centre around the increased orchestration of data as a central asset.

Data:

- Establish data as a central asset
- Leverage data to drive decisions

Experience:

- Deliver frictionless Digital Interactions
- Orchestrate persona and journey-driven transactions

Agility:

- Adapt continuously to economic developments
- Transition towards continuous transformation

Platform:

- Realise end-to-end automation of services
- Establish new Digital revenue streams

Interoperability:

- Orchestrate cross-organisation intelligent processes
- Deliver open and integrated technology services

Use Case
The Digital Organisation competencies frame the underpinning attributes of the Digital Organisation.
Digital Direction: The competencies frame the aspirations to be realised from Digital Initiatives.
Digital Maturity: The competencies define the Digital maturity of the organisation & frame the gaps.

Digital Organization: Connected Intelligence Initiatives

Context
The Connected Intelligence initiatives are at the heart of digitizing the operations. The Platform consists of four core hub platforms & connects to other ongoing business initiatives to deliver integrated technology operations. These platforms are core enablers to other technology platforms within Organisations.

04 Hubs **09 Spokes**

InterOps: Design & activate interoperability platform to manage shared components (AI, RPA, Analytics)
DataOps: Design & activate data operations platform manages solution data lifecycle & infrastructure
SecOps: Design & activate the digital security operations platform
ITOps: Design & activate digital IT operations platform

Digital Organization: Digital Experience Initiatives

Context
The Digital Experience initiatives accelerate and promote the development of digital front-end experience as a focus to improve user retention and journey. Projects focused on enhancing client engagements in the regulatory domain are reoccurring in the core digital transformation experience initiatives.

03 Hubs **04 Spokes**

CRMOps: Design & activate a centralized client relationship platform to manage clients
DXOps: Design & activate a centralized digital experience platform to manage stakeholders
OptChannelOps: Design & activate a centralized channel management platform to manage unified service orchestration
MarComOps: Design & activate a centralized digital commerce platform to manage communication of regulatory services

Digital Organization: Core Business Initiatives

Context
The Digital Core Business initiatives accelerate and automate the core functions of the organization. The core operations activities are enriched/maintained by executing projects focusing on the various areas of the digital core domain.

04 Hubs **10 Spokes**

GPRCOps: Design & activate centralized governance operations management platform
CoreOps: Design & activate core operations management platform
DWSOps: Design & activate centralized digital workspace management platform
BackOfficeOps: Design & activate centralized digital back-office management platform

Digital Organization: Digital Blueprint

Context
It is critical to establish a blueprint for Digital Organisation to succeed with Digital Transformation. The Digital Canvas presents a 360-degree view of all the organization's capabilities to be automated to realize the target Digital operations.

Use Case
The Digital Canvas enables systematic design and planning of Digital Transformation initiatives.
Portfolio Visibility: The Canvas identifies the current usage of assets (file, technology, process...)
Digital Specifications: The Canvas outlines the functional requirements for technology deployment.

Digital Organization: Project Timeline

03 Transformation Streams **22 Transformation Projects** **02 Transformation Duration (Years)** **9.1M Transformation Budget Y1 (AED)** **3.1M Transformation Budget Y2 (AED)**

Transformation Initiatives	2021 (Y0 - Digital Design)				2024 (Y1 - Digital Foundation)				2025 (Y2 - Digital Realisation)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Digital Experience													
DXOps													
DCP: Digital Channels Extension													
CRMOps													
SDP: Service Delivery Platform													
Core Business													
WorkspaceOps													
DWS: Digital Platform for Staff (Workspace Deployment)													
DWS: Digital Platform for Staff (Unified Portal for Services)													
CoreOps													
CoreOps: Core Platform Re-platforming													
CoreOps: Core Platform Extension & Integration													
GPRCOps													
DBP: Digital Transformation Design (Stage 1 - Roadmap)													
DBP: Digital Transformation Design (Stage 2 - Source)													
CPM: Corporate Performance Management													
Connected Intelligence													
DataOps													
DIG: Establish Data Architecture & Governance													
DGE: Build Data Warehouse (for EPDS Submissions)													
DID: Enable Cross Organization Analytics													
InterOps													
API 4.0: Build & Deploy API and Interoperability Layer													
BPM 4.0: Optimise and Automate Foundation Layer													
ITOps													
DTMO: Establish Digital Transformation Office (IT)													
EA 4.0: Design & Build Architecture and Governance													
DevOps: Deploy Agile Application Lifecycle Management													
Plan: Design Digital Hosting Architecture & Cloud Migration													
SecOps													
SecGov: Establish Disaster Recovery & Business Continuity													
CIAM: Optimise Customer Identity & Access Security													

Transformation Roadmap
The Digital DFSA Transformation Roadmap is a 2-year roadmap which establishes the foundation for Digital Transformation and activates Digital Competencies across the organization.

- Deliver seamless and customer-centric transactions for all entities and sign consultants
- Centralize and digitalize the backend operations of the organization
- Establish cohesive and agile organization-wide operations

Stream 01: Digital Experience
The Digital Experience Transformation Stream focuses on improving regulatory service orchestration and delivery to registered entities to enable frictionless regulatory transactions.

- DWSOps: Establish and orchestrate employee-centric workspace operations
- DXOps: Establish a customer-centric platform to manage internal and external stakeholders
- OptChannelOps: Establish integrated customer experience across multiple channels
- MarComOps: Establish real-time and personalized regulatory service marketing

Stream 02: Digital Core
The Digital Core Transformation Stream focuses on accelerating and automating core operations of the organization to provide strong, fair, and world-class regulation.

- DWSOps: Establish and orchestrate employee-centric workspace operations
- CoreOps: Orchestrate digitalization of the regulatory operations and services
- GPRCOps: Establish enterprise governance, risk, projects & compliance management platform
- BackOfficeOps: Establish centralized and integrated back-office service management

Stream 03: Connected Intelligence
The Connected Intelligence Transformation Stream focuses on the orchestration of organization-wide operational digitalization through optimized technologies, services, competencies, & processes.

- InterOps: Enable integrated and automated process orchestration
- SecOps: Establish efficient security governance, monitoring and management
- ITOps: Establish agile and automated technology operations
- DataOps: Establish efficient and effective data management and insights

Design Principles
Projects are identified on a domain-level basis. The projects address a set of initiatives and use cases that will be further defined in an agile mode but that will address the opportunities and gaps identified in the architecture design. A number of principles are recommended.

- Projects should deliver value through an Agile methodology on a quarter-quarter basis
- Projects should be seen as the starting point for a process of continuous transformation

Digital Organization: Organisation Maturity

Context
The Digital Transformation design considered input from review of documents, processes, and technology. Interviews were also conducted with Organisation's executives and customers to capture first-hand insight.

Findings
The analysis identified important gaps and opportunities in Organisation's maturity with respect to Digital. These insights have been categorised against people, processes, technology, data and services across the Digital Canvas.

People **Process** **Technology** **Data** **Services**

Front-End
Operational initiatives due to resource capacity constraints
Process administration required to address data & systems
Legacy systems required for business operations
Value and analytical insights required from user-generated data
Stability, security and agile and in-line with external trends

Core
Loss of legacy system governance and operational efficiency
Manual processes impeding process automation and efficiency
Real system integration and platform management drives realisation
Loss of modern document management systems
Potential misuse and confidentiality issues with legacy systems

Enablers
Loss of legacy system governance and operational efficiency
Manual processes impeding process automation and efficiency
Real system integration and platform management drives realisation
Loss of modern document management systems
Potential misuse and confidentiality issues with legacy systems

(*) Note: Customers refer to Consultants and entities registering/registered in DFSA

Digital Organization: Roadmap Realisation

Capabilities We Need to Build **How we will build** **Mechanism to Build Capabilities**

13 Capability domains that need to be put in place for DFSA.

ECOSYS Domain Module
Solution Architecture Systems & Processes

NEWLY CREATED Hubs
Integrate with Old Spokes
Enabling an program capabilities & systems the module will integrate with

IS2EY AMS
Application Managed Service (AMS), a contractual mechanism to provide capabilities expected and its implementation, focused on a specific Domain Module

Digital Organization: Transformation Impact

Context
The Digital Transformation initiatives are designed to ensure practical impact and improvements are delivered to Organisations. These initiatives deliver three primary improvements - (i) increase operational efficiency, (ii) increase the ability to respond to market change, and (iii) scale operations and deliver optimal quality.

Definition Approach
Key Performance Indicators are identified in association with the projects. The KPI measures are backed by relevant industry sources. They are adjusted in recognition of the existing level of maturity of Organisations in the relevant domains and the level of improvement that can therefore be realistically attained.

	Efficiency	Agility	Growth
Digital Channels (OptiChannelOps)	>20%	>20%	>30%
Digital Workspace (DWSOps)	>10%	>20%	>20%
Digital Marketing & Communication (MarComOps)	>20%	>20%	>15%
Digital Experience Orchestration (DXOps)	>15%	>25%	>30%
Digital Service Orchestration (CRMOps)	>10%	>25%	>30%
Digital Workspace (DWSOps)	>10%	>20%	>20%
Digital Core Business (CoreOps)	>19%	>20%	>30%
Digital GPRC (GPRCOps)	>15%	>20%	>10%
Digital Back Office (BackOfficeOps)	>25%	>20%	>30%
Digital Interoperability & Automation (InterOps)	>20%	>25%	>30%
Digital Security (SecOps)	>10%	>15%	>10%
Digital Intelligence (DataOps)	>20%	>20%	>25%
Digital IT (ITOps)	>15%	>25%	>05%