

Implementation and evaluation of the business strategy of dewa

[Parts of the World, Asia](#)



Strategic Mgmt.

Group Project

Dewa

Implementation and Evaluation (Draft): (Implementation)

Given DEWA is the sole governmental body responsible for all the operations and services regarding water and electricity from production to distribution in Dubai, Dubai's energy model is represented through DEWA's business model. This section highlights Dubai's traditional energy business model and its evolution into the current energy business model. As Dubai transitioning from a traditional energy business model to the current one, this leads one to think that a further transition to a sustainable energy business model may be attainable. DEWA is open to partnering with the private sector, not only to supply energy but also as a means to diversify its business portfolio and diversify its revenue streams.

DEWA has historically self-funded all of its infrastructure projects and depended on competitive tendering practices to invite Engineering, Procurement and Construction (EPC) companies to design and construct its infrastructure projects. Projects are traditionally originated by the government and competitively tendered with a tariff negotiated with the winner. This is Dubai's traditional energy business model. However, to be able to implement Dubai's Integrated Energy Strategy 2030 and to introduce alternative energy sources to Dubai's energy mix, the government of Dubai

realized the need to allow for the private sector to participate in the energy sector.

Currently, Dubai is promoting the principles of Public Private Participation (PPP) and introduced laws to boost the market dynamics for partnership on a number of projects, beginning with the solar and clean coal power generation. This constitutes the basis of Dubai's current business model. An example of Dubai's transition from its traditional energy business model to its current energy business model is in the building of the first solar plant in the Dubai Mohammed bin Rashid Al Maktoum solar park. The park was commissioned in 2013 and is managed and operated by DEWA (FSLR-NASDAQ, 2012). As a first step, DEWA had chosen First Solar Company to build Dubai's first 13 MW solar power plant as an EPC model.

As a second step DEWA is planning to build two bigger PV power plants with a 100 MW capacity each through a partnership with an IPP developer. These plants are expected to be commissioned by 2017. DEWA will establish a special purpose vehicle (SPV) or a project company in partnership with an international IPP. By law, the majority shares of the SPV are owned by DEWA. DEWA will remain the single buyer of electricity and guarantees the purchase of all the energy produced by the SPV (RSB, 2014). HYASSAN to be added for the implementation part, its about cole energy as a new source of energy instead (might be in the PhD thesis or Dewa Master File). I have to write the part of the future situation DEWA will do (I have to wait for S. Omar's Current Part)(Evaluation)

Innovative strategy file – KPI and O

Based on the internal and external analysis DEWA have done DEWA have evaluated and examined its business model and strategies using different ways which are:

- 1- Internal analysis (Broad – To be specified once replied from S. AlKhuroosi)
- 2- Evaluation metrics used to measure KPIs (Broad – To be specified once replied from S. AlKhuroosi)

Suggestions & Complaints

Suggestions

Your views are valuable to us. Customer suggestions and comments can be submitted by filling in a form, and sending it through any of the following channels:

1. Suggestion Boxes The forms can be dropped off in suggestion boxes available in all Customer Service Centers.
2. Post Dubai Electricity & Water Authority, P. O. BOX: 564, Dubai, U. A. E
3. Fax 04 5066821/ 04 5066798
4. DEWA Website <https://e-services.dewa.gov.ae/customer-voice/default.aspx>

Suggestions Workflow:

- The Suggestion Unit studies the suggestion and forwards it to the concerned department.
- The concerned department studies the suggestion to identify its value and validating.

- The Suggestion Unit sends a “ Thanking Letter” to the customer for his/ her suggestion and informs him/ her if the suggestion is valid or not and provides the date of implementation for those valid suggestions. • Customers who have got DEWA approval on the given suggestions will be awarded.

Customer Complaint System (eComplain Procedure) DEWA customers can complain on any DEWA’s services through the available various complaints channels. Below is the process of handling the customer complaint:

- Customers can submit complaints through different channels: Phone, Fax, email, Newspapers, Radio, Television, Mail, Complaint Box, Ask Dubai <https://askdubai.dubai.ae>, and directly through DEWA Website at www.dewa.gov.ae.
- Service Effectiveness Unit is responsible to study each complaint and assigns it to DEWA’s concerned departments; moreover Service Effectiveness Unit has to redirect any complaint that is not related to DEWA.(DM, Dubai Police, RTA, etc.)
- Service Effectiveness Unit checks each resolution from the concerned department and gives the solution for the customer.
- Service Effectiveness Unit tends to send the resolution to the customers in order to inform them about the provided resolution and get their feedback and ask each customer to fill in the survey.
- The customer has the right to reject the given resolution. If this occurs, the Customer Complaint Unit checks the complaint, submits it as a

grievance to the manager of concerned department in order for them to find a better solution. A reply is sent directly to the customer.

By considering the customer voice in the feedbacks and improving their implementations, DEWA was able to evaluate the quality of the business model and strategies they have implemented. The UAE, represented by DEWA, has been ranked first in the Middle East and North Africa and fourth globally for the third consecutive year for getting electricity as per the World Bank's Doing Business 2016 report.

Siemens supports the Dubai Electricity and Water Authority (DEWA) to turn this vision into reality. Strongly committed to become a sustainable innovative world-class utility, DEWA provides Dubai with reliable power generated by Siemens E and F class turbines at its Jebel Ali Power Plant. Siemens latest technologies applied in the Power Plant include Wet Compression which is perfectly suited for upgrading gas turbines in hot ambient regions and is an ideal solution to meet the high demand peaks during the summer months.