

# Journal of Public Policy and Administration (JPPA)

**Strategic Innovation in Crisis Management Converting into Opportunity: A Case Study  
of the Dubai Government**

Hanan Al Kashri

**Strategic Innovation in Crisis Management  
Converting into Opportunity: A Case Study of  
the Dubai Government**



<sup>1</sup>\*Hanan Al Kashri  
Hamdan Bin Mohammed Smart University

**Article History**

*Received 4<sup>th</sup> August 2024*

*Received in Revised Form 9<sup>th</sup> September 2024*

*Accepted 7<sup>th</sup> October 2024*



How to cite in APA format:

Kashri, H. (2024). Strategic Innovation in Crisis Management Converting into Opportunity: A Case Study of the Dubai Government. *Journal of Public Policy and Administration*, 9(3), 1–12. <https://doi.org/10.47604/jppa.2989>

**Abstract**

**Purpose:** The conventional crisis management framework, which is characterized by predetermined protocols and reactive actions, has proven ineffective in the face of the complex circumstances of today. The Dubai Government has acknowledged this and adopted a paradigm shift toward strategic innovation, marking a break from the status quo and a readiness to accept uncertainty as a necessary step toward advancement. The strategic innovation framework used by the Dubai Government's crisis management plan will be thoroughly examined in this research. The purpose of the study is to elucidate the guiding principles that have placed this forward-thinking organization at the forefront of crisis resilience via the prism of this progressive organization. It aims to understand the mechanics of crisis management and to draw general lessons that may be used in other organizational contexts by probing the methodology, technologies, and cultural shifts that support this novel approach (Alketbi, del Rio and Fernández, 2022).

**Methodology:** To encapsulate, this research utilizes a qualitative triangulation approach that focuses on the relationship between strategic innovation and crisis management, specifically examining the Dubai Government. By combining qualitative interviews, quantitative surveys, and content analysis, the study provides a comprehensive view of the topic, enabling a thorough investigation of the research questions and objectives.

**Findings:** Based on prior research and global trends, the main finding is to understand the Dubai Government who has seamlessly merged innovation into its crisis management tactics. The focus is on how the Dubai Government integrates advanced technological tools and fosters a culture where challenges are viewed as opportunities for growth. For instance, the adoption of AI-based predictive analytics in crisis anticipation and response is a testament to this innovative approach.

**Unique Contribution to Theory, Practice and Policy:** The study anticipates that these practices not only enhance crisis management effectiveness but also serve as a model for other organizations globally.

**Keywords:** *Crisis Management, Technology Integration, AI-based Predictive Analytics, Organizational Culture, Personnel Management*

©2024 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license

[\(http://creativecommons.org/licenses/by/4.0/\)](http://creativecommons.org/licenses/by/4.0/)

## **INTRODUCTION**

Crisis management is an essential discipline encompassing strategies and procedures to effectively address unforeseen and potentially damaging events. These events can significantly impact individuals, organizations, or entire communities. At its core, crisis management involves a series of well-planned actions aimed at mitigating harm, securing safety, and facilitating swift recovery. This complex process begins with preparation, which includes risk assessment, response planning, and training employees to equip an organization for successful crisis handling (Bouncken, Kraus, and de Lucas Ancillo, 2022).

Identification is a critical early phase, requiring constant vigilance for warning signs both internally and externally, signaling the onset of a potential crisis. Effective communication is paramount and involves disseminating clear, timely information to stakeholders, the media, and the public, ensuring transparency and trust during a crisis (Ahmad et al., 2023).

Recovery, the subsequent phase, focuses on returning to normalcy while evaluating the impact and providing support to affected parties. Post-crisis analysis is a crucial step, offering an opportunity to scrutinize the response, highlight areas for improvement, and recognize strengths and weaknesses in the approach (Waiganjo, Godinic, and Bojan, 2021).

Central to crisis management is strong leadership, which guides decision-making, instils clarity and maintains composure under pressure. By integrating these components into a comprehensive approach, organizations can navigate through crises effectively, emerging stronger and more resilient (Prayag, 2018). This introduction sets the stage for discussing the intricacies of crisis management, particularly in the context of dynamic environments such as Dubai, where strategic innovation and adaptability are key. Thus, this unique context of the Dubai Government serves as an ideal case study due to its rapid growth, diverse population, and geopolitical risks. These challenges demand innovative strategies to ensure resilience in the face of crises. In response, the government has adopted a proactive approach, leveraging strategic innovation to enhance resilience. By embracing strategic innovation, the Dubai Government has effectively addressed these issues, transforming potential threats into opportunities for growth and improvement.

Furthermore, strong leadership is crucial not only for traditional crisis management but also for driving innovation in crisis response. Effective leaders foster a culture of agility and resilience, encouraging teams to embrace change and adapt quickly to evolving challenges. They inspire confidence through transparent communication and decisive action, allowing organizations to respond proactively rather than reactively. Moreover, strong leaders prioritize collaboration, harnessing diverse perspectives to generate innovative solutions during crises. By promoting a mindset that views crises as opportunities for growth, they empower teams to explore new technologies and strategies, ultimately enhancing the organization's capacity for resilience and continuous improvement in crisis response. Thus, this study underscores the critical role of strategic innovation in crisis management, illustrating how the Dubai Government effectively navigates challenges and serves as a model for other organizations globally.

### **Problem Statement**

In an era of rapid change, crisis management has evolved from a reactive process to a strategic necessity, particularly within governmental institutions. This evolution is most pronounced within governmental institutions, where the stakes are high and responsibilities vast. The Dubai Government exemplifies this shift, embracing adversity not merely as a challenge but as an

opportunity for transformative change (Guckenbiehl, 2022). Moving beyond traditional methods, Dubai's crisis management now focuses on innovative, forward-thinking strategies, recognizing the potential for positive transformation in crises.

The Dubai Government's focus on strategic innovation champions a dynamic approach. However, this path is laden with significant challenges and complexities. Key among these are developing strategies to cultivate and sustain an innovation culture, seamlessly integrating advanced technology to enhance crisis response capabilities, and striking a delicate balance between innovative methods and the core ethical principles underpinning governmental duties. Achieving the right balance between the need for swift, decisive action and adherence to established governance and procedural integrity poses a formidable challenge.

This problem statement sets the stage for a thorough examination of how the Dubai Government can effectively embed innovation into its crisis management practices, addressing the inherent challenges and leveraging opportunities for positive change.

### **Research Questions**

- 1) What distinguishes the Dubai Government's approach from traditional crisis management techniques in terms of strategic innovation?
- 2) What major organizational and cultural changes are necessary to promote innovation inside the Dubai Government, particularly in the context of crisis response?
- 3) How does the Dubai Government use strategic innovation within its crisis management framework? What ethical frameworks and considerations are used?
- 4) How can strategic innovation in crisis management translate into improved organizational resilience, and what are the quantifiable results and indicators used by the Dubai Government to assess this?

### **LITERATURE REVIEW**

In our rapidly changing world, traditional crisis management techniques are evolving as global challenges converge. There is an increasing demand for proactive and dynamic approaches that not only safeguard against threats but also uncover opportunities amidst adversity.

At the forefront of this evolution is the Dubai Government, which exemplifies the shift toward strategic innovation. This literature review explores the vital relationship between crisis management and strategic innovation, crucial for building contemporary organizational resilience. Embracing innovation during crises empowers organizations to not only navigate challenges effectively but also leverage them as opportunities for growth (Prayag, 2018). Theoretical frameworks like the resource-based view and dynamic capacities theory provide foundational insights into the art of effective integration. Governmental bodies, entrusted with the well-being of their constituents, face unique challenges when it comes to crisis management. Dubai, an embodiment of transformation, illustrates the role of strategic innovation in government operations. Its ascent to a global economic powerhouse can be attributed to an unwavering commitment to innovation and adaptability (Ahmed et al., 2022).

Recognizing the paramount importance of innovation for sustainable development, the Dubai Government spearheads initiatives in this domain. This literature review aims to offer comprehensive insights, drawing from the Dubai Government's approach, to guide governments and organizations worldwide in bolstering their resilience during times of crisis (Waiganjo, Godinic, and Bojan, 2021).

## Crisis Management

The realm of crisis management has been explored extensively in the literature, yielding numerous definitions, typically tailored to specific crisis scenarios. However, three core components consistently underpin crisis management: the existence of a substantial threat to an organization, the emergence of unforeseen events, and the limited timeframe for crafting an effective response (Garrido-Moreno, García-Morales, and Martín-Rojas, 2021). Consequently, crisis management serves as a strategic approach encompassing both preparation for and recovery from crises. This entails a combination of preventative measures and remedial actions designed to shield businesses from potential risks. It is worth noting that crises are distinguishable from disasters in that organizations possess a degree of control and preparedness in dealing with crises, whereas disasters typically allow little to no control (VÉGI and CSAPÓ, 2022).

The field of crisis management has undergone significant evolution over time. Historically, it emphasized proactive strategies and established protocols for addressing unforeseen catastrophes. However, in the swiftly changing global landscape of today, this traditional approach is proving inadequate. In contrast, strategic innovation offers a proactive and dynamic alternative to crisis management (Kukanja, Planinc, and Sikošek, 2020). The Research indicates that companies employing innovation as a crisis management strategy are not only more likely to endure crises but also to thrive in the aftermath. Theoretical frameworks like the resource-based view and dynamic capabilities theory can assist firms in comprehending the successful integration of innovation into their crisis management strategies. The resource-based view (RBV) posits that organizations possess unique resources—be they tangible assets, intellectual property, or skilled personnel—that can be leveraged to achieve a competitive advantage, particularly during crises. This framework encourages firms to assess their internal strengths and weaknesses and to utilize these distinctive resources to formulate innovative solutions that address crisis situations. For instance, an organization with a strong R&D department may rapidly develop innovative products or services to meet emerging market needs during a crisis, thereby not only surviving but thriving. On the other hand, contingency theory emphasizes the necessity for adaptable responses tailored to the specific context of a crisis. This theory suggests that there is no one-size-fits-all approach; rather, organizations must evaluate the particular circumstances they face and adjust their strategies accordingly. By applying contingency theory, firms can develop flexible plans that incorporate innovative practices to effectively respond to varying crises, such as economic downturns or public health emergencies. Incorporating these theoretical frameworks enables organizations to foster **strategic innovation** in their crisis management efforts. So, Strategic innovation in crisis management offers a multitude of advantages, including enhanced adaptability, improved decision-making, enhanced organizational learning, and the ability to identify and seize opportunities even in the face of adversity (Waiganjo, Godinic, and Bojan, 2021).

## Innovation

The term "innovation," stemming from the Latin "innovatus," encompasses a spectrum of definitions. According to Peter Drucker highlights, innovation stands as a unique tool for entrepreneurs, serving as a means to generate new resources that enhance societal well-being. It represents the process of transforming a novel, inventive concept into a marketable product or an enhanced service (Drucker, 1985). It is crucial to draw a clear distinction between invention and innovation. Invention is the genesis of new ideas, forming the bedrock of novel products or techniques. Conversely, innovation is the practical application and

commercialization of these ideas. It's the process that bridges the gap between an inventive concept and its market implementation, requiring the integration of diverse knowledge, skills, and resources (Fagerberg, 2005).

One of the core disparities between invention and innovation manifests at the marketing level: innovation involves converting a conceptual idea into a market-ready product or service or enhancing current methods of production and distribution. It represents the tangible application of science and technology to advance economic and societal welfare. Defined in the Oslo Manual, innovation encompasses the launch of novel or refined products and processes, along with the adoption of creative marketing tactics and organizational methods that influence internal business operations, workplace dynamics, and corporate relationships (Dereli, 2015).

### **The Relationship between Strategic Innovation and Crisis Management**

In challenging times, the intertwining of strategic innovation and crisis management becomes evident. Strategic innovation entails the deliberate adoption of fresh concepts, tools, and methods to foster growth and adaptability. Conversely, crisis management revolves around a systematic approach to unforeseen circumstances. The amalgamation of these approaches equips organizations not only to endure crises but also to emerge from them with greater resilience and strength (Wang et al., 2020).

Strategic innovation takes a proactive stance in responding to crises. Instead of merely reacting to issues, it involves envisioning and generating novel opportunities. Organizations that prioritize strategic innovation are better poised to address crises, recover from them, and even thrive. This innovative mindset permeates the organization's culture, influencing decision-making and response strategies (Adam and Alarifi, 2021). Integrating strategic innovation into crisis response strategies necessitates a multifaceted approach. Modern technologies, such as artificial intelligence, data analytics, and advanced communication tools, facilitate real-time data analysis and informed decision-making. Moreover, fostering an innovative culture within the organization is imperative. This entails nurturing innovation, promoting experimentation, and fostering cross-functional collaboration—all vital elements for devising creative solutions in times of crisis (Breier et al., 2021).

Real-world case studies vividly illustrate the mutually beneficial relationship between strategic innovation and crisis management. Businesses that successfully embraced new strategies during pivotal crises not only survived but also gained a competitive edge. For instance, businesses that adapted their processes to meet the evolving demands of the COVID-19 pandemic underscored the value of strategic innovation during challenging circumstances (Waiganjo, Godinic, and Bojan, 2021).

The Dubai government stands as a prominent exemplar of innovative strategic governance. The transition of Dubai from a local trading center to an international economic force demonstrates its steadfast dedication to innovation and resilience. With a recognition of innovation as a key component of sustainable growth, the government has actively initiated and supported various programs and initiatives aimed at nurturing innovative practices across multiple sectors. Notably, the Dubai Government's crisis management strategy deliberately incorporates innovation. This integration encompasses the deployment of cutting-edge tools for crisis decision-making and real-time data analysis (Bertea et al., 2021). Furthermore, the government actively promotes an innovative culture among its workforce, encouraging invention, experimentation, and cross-functional collaboration. The efficacy of strategic innovation within the Dubai Government's crisis management approach is further evidenced by examining

specific instances. For example, in response to the COVID-19 pandemic, the government adopted a multidimensional strategy that leveraged technology, community engagement, and swift decision-making to mitigate the impact of the crisis (Binnashir-Alketbi et al., 2023).

### **Summary**

The literature review presented delves into the dynamic nature of crisis management in the context of our rapidly evolving global environment. It underscores the significance of proactive, adaptive measures that can pivot challenges into growth prospects. The strategies adopted by the Dubai Government stand as a testament to the transformative power of strategic innovation in navigating crises. Traditionally, crisis management centered on preparing for and recuperating from unpredictable challenges. However, the contemporary global milieu calls for a more inventive stance. By adopting strategic innovation, which is the intentional fusion of fresh ideas, techniques, and practices, organizations not only proficiently manage crises but can also spot and harness growth avenues amidst them. This merging of crisis management and strategic innovation is a cornerstone for modern-day organizational resilience.

Innovation, defined as the act of turning creative concepts into tangible products or elevating services, is pivotal in this equation. This entails leveraging science and technology to augment societal and economic welfare, which manifests as the creation of innovative products, services, or methods. The literature accentuates that marrying strategic innovation with crisis management is indispensable during tumultuous times. Entities that earmark strategic innovation are better poised to confront, recover from, and flourish in the face of crises. This forward-thinking attitude necessitates nurturing an innovative ethos, leveraging cutting-edge technologies, and capitalizing on real-time data insights. Cases in point, like the Dubai Government's approach during the COVID-19 crisis, vouch for the tangible advantages of weaving strategic innovation into crisis management.

Key studies, such as those by Waiganjo, Godinic, and Bojan (2021), demonstrate how organizations that embraced innovation during crises not only endured but also emerged stronger. Specific examples of strategic innovation applied during crises, such as the rapid deployment of technology-driven solutions in public health responses, could provide richer context. This forward-thinking attitude necessitates nurturing an innovative ethos, leveraging cutting-edge technologies, and capitalizing on real-time data insights. Cases in point, like the Dubai Government's approach during the COVID-19 crisis, vouch for the tangible advantages of weaving strategic innovation into crisis management. Notably, there is a lack of empirical studies examining the specific frameworks that link strategic innovation to crisis management across diverse sectors and contexts. Additionally, the cultural and organizational factors influencing the effectiveness of these strategies have not been sufficiently explored. In essence, the Dubai Government's trajectory illustrates how strategic innovation can be a beacon for organizations, guiding them through crises and enabling them to recognize these challenges as avenues for expansion. By assimilating the insights from this literature review, governments and global institutions can bolster their fortitude in navigating uncertainty and crises.

### **METHODOLOGY**

This segment outlines the prospective methodology for a detailed exploration of the nexus between strategic innovation and crisis management, spotlighting the Dubai Government. The research intends to shed light on how entities can adeptly meld strategic innovation into their crisis mitigation blueprints. The methodological framework spans: recommended techniques, data acquisition, and data interpretation.

## Proposed Methods

To decode the interplay between strategic innovation and crisis management, we'll harness a Triangulation mixed-methods paradigm. This amalgamates both quantitative and qualitative research paradigms, ensuring a comprehensive grasp of the topic.

- **Survey:** A structured questionnaire will be disseminated among Dubai Government to ensure a diverse mix in terms of designations, sectors, and hierarchical stature, survey participants will be pinpointed via stratified random sampling.
- **Interviews:** Key figures immersed in the spheres of crisis resolution and pioneering approaches within the Dubai Government will undergo semi-structured interviews. Depending on the participant's convenience, these interviews will either be face-to-face or virtual.
- **Content Scrutiny:** Critical documents and dossiers will be sourced from the official repositories of the Dubai Government. The compilation will encompass blueprints for crisis resolution, innovative frameworks, and post-crisis debriefs.

## Population Sampling

This section details the approach for gathering data through a quantitative survey and qualitative interviews. Our objective is to gather a broad and representative array of insights from various government authorities and professionals in Dubai who have dealt with major crises. The Sampling process will include the following initial steps:

- Selecting the participant organizations within Dubai Government. Based on the research scope, it is proposed to select (3) government organizations that have demonstrated significant and proactive actions toward crisis management during the pandemic. The research will target the key players departments in each organization such as the Strategy department, Operation and risk management department, and Human resources department.
- Strata Identification: Participants from each of the (3) government organizations will be grouped into different strata based on their sectors, positions, and job roles in their organizations. The data will be collected across various organizational layers including Top-Management who are the primary strategic decision makers such as Executive Directors, and the Operation team who are responsible for the effective implementation of the strategic directions.

The second step is to select the sample based on the proposed research method:

## Quantitative Sampling

Determining the appropriate sample size to collect quantitative data using structured surveys depends on many factors such as the research study objectives, acceptable margin of error, and desired confidence level that contributes to the ultimate research study reliability. In fact, both the lower margin of error and higher confidence level require a larger sample size. In order to comply with the standard sampling size metrics, the following steps will be performed:

- Overall Population Identification: The average population of the three government organizations ranges between 60 to 80 staff represents (HR, Operation, Strategy, Finance)
- Determine the Accepted Margin of Error: 5% (based on standard population size metrics).
- Determine Confidence Level: 95% (based on standard population size metrics).



Based on sample size calculation metrics, the recommended sample size will be around **(180)** participants selected equally from each stratum of the (3) government organizations. The research will conduct random selection within each stratum using a stratified random sampling method to send the surveys to the participants to ensure a representative mix of participants.

### **Qualitative Sampling**

For the qualitative interviews, we will selectively approach key personnel in the three government organizations from different departments such as the Strategy department, Operation and risk management department, and Human resources department who are seasoned in crisis resolution and strategic innovation. The steps are:

- **Key Figure Identification:** We will pinpoint (6) individuals in each of the (3) government organizations with substantial roles in crisis management and strategic innovation within the Dubai Government, focusing on their expertise and practical experience.
- **Interview Invitation and Participation:** a total of (18) interviews will be conducted either in person or virtually, based on the convenience of the participants.

### **Data Analysis**

This part explains the proposed procedures for analyzing both quantitative and qualitative data.

#### **Quantitative Data Analysis**

Numerical insights from the survey will undergo several key steps:

- **Data Entry:** Responses from the surveys will be inputted into a specialized data management system such as SPSS (Statistical Package for the Social Sciences) or SAS (Statistical Analysis System) for subsequent analysis.
- **Descriptive Statistical Analysis:** We will compute basic statistical measures like mean values, variation metrics, and frequency counts to summarize the data set.
- **Regression Analysis:** To explore the relationships among different variables, especially how strategic innovation impacts the efficacy of crisis resolution, regression analysis will be employed. This step aims to provide quantitative insights into the research questions.
- **Data Verification:** We will compare and cross-validate the quantitative results with qualitative data to ensure the findings are coherent and reliable.

#### **Qualitative Data Analysis**

Data collected through the qualitative methods will undergo several key steps:

- **Transcribing Data:** Reading through the collected data from the interviews to generate a common sense of the content and context.
- **Identifying Key Themes:** Data coding requires identifying common ideas patterns and, concepts, especially focusing on how creative strategies relate to managing crises.
- **Select the Analysis Software:** NVivo, ATLAS, or Hyper Research are commonly used software that can be used to analyze all types of qualitative data. Once the system is selected, the data structure, including folders for different types of data and sources will be added in the system.
- **Generate Data Analysis Report:** Finally, the findings will be used to compare the insights from the interviews and documents with numerical data from the surveys to make sure our findings are consistent and sound.

## Synthesis of Case Study Findings

In the final stage of data analysis, we will integrate both quantitative and qualitative results to form a cohesive narrative. This comprehensive synthesis will focus on how the Dubai Government employs strategic innovation in managing crises. Key highlights will include:

- **Integration of Data:** Merging findings from both data types to construct a complete view of strategic innovation in crisis management.
- **Identification of Best Practices:** Spotlighting standout strategies and approaches that could serve as models for similar organizations grappling with comparable challenges.

## Ethical Considerations

The study prioritizes confidentiality and privacy, especially concerning sensitive information about the Dubai Government's strategies. Informed consent shall be obtained from all participants involved in interviews or surveys. Additionally, using various data analysis methods shall be considered to maintain objectivity and avoid biases. The research will also adhere to local laws and cultural norms, respecting the diverse context of Dubai.

## Research Risks

The study acknowledges the risk of relying on potentially outdated or incomplete data, which could affect the accuracy and reliability of findings. Furthermore, the research recognizes the potential political sensitivities inherent in examining government strategies and will navigate these with caution. Dependence on secondary data sources, while necessary, is also noted as a limitation in terms of depth and first-hand insights.

The research will address the limitations related to the generalizability of its findings, considering that it focuses on a single case study. The implications of these limitations for the broader applicability of the study's conclusions will be discussed.

## FINDINGS AND CONCLUSION

Based on the extensive literature reviewed, several anticipated findings emerge regarding the relationship between strategic innovation and crisis management, especially as it pertains to the Dubai Government:

- **Integration of Strategic Innovation in Crisis Management:** Given the evolving nature of crisis management and the emphasis on proactive strategies, it is anticipated that the Dubai Government has seamlessly integrated strategic innovation into its crisis management strategies. Drawing upon its recognized commitment to innovation (Ahmed et al., 2022), we expect to uncover evidence showcasing the deliberate application of novel concepts, tools, and approaches in the face of crises.
- **A Proactive Approach:** The literature highlights the proactive essence of strategic innovation (Kukanja, Planinc, and Sikošek, 2020). Therefore, it is foreseen that the Dubai Government has anticipated potential crises and actively strategized on leveraging them as opportunities for growth, echoing the sentiments of Prayag (2018).
- **Effective Utilization of Modern Technologies:** Contemporary strategic innovation is anchored by technology (Breier et al., 2021). We anticipate finding that the Dubai Government harnesses modern technologies like artificial intelligence, data analytics, and advanced communication tools for real-time data analysis and decision-making during crises.

- **Promotion of an Innovative Organizational Culture:** The importance of nurturing an innovative culture is underscored in the literature (Breier et al., 2021). It is, therefore, expected that the Dubai Government not only encourages but also institutionalizes an innovative mindset among its workforce, facilitating swift and effective responses to crises.
- **Tangible Real-World Outcomes:** Empirical instances from the literature, like the COVID-19 response strategies (Waiganjo, Godinic, and Bojan, 2021), lead us to anticipate real-world applications where the Dubai Government has employed strategic innovation in crisis management. We expect to find instances where innovative strategies have yielded positive outcomes, mitigating potential damages and positioning the government for post-crisis growth.
- **Alignment with Theoretical Frameworks:** Based on the prominence of theoretical frameworks like the resource-based view and dynamic capacities theory in the literature, we anticipate that the Dubai Government's approach to integrating strategic innovation in crisis management will align with these theories. This will provide a deeper understanding of how foundational insights can be effectively operationalized in real-world contexts.
- **Increased Resilience and Strength Post-Crisis:** The relationship between strategic innovation and enhanced organizational resilience is emphasized throughout the literature (Wang et al., 2020). As such, we anticipate findings that demonstrate how the Dubai Government not only navigated crises but also emerged more resilient and strategically fortified, capitalizing on challenges as catalysts for growth.
- **Insights into Strategy Evolution:** Considering the dynamic global landscape, it is expected that the Dubai Government's strategies have evolved over time. We aim to identify how the interplay between strategic innovation and crisis management has transformed in response to changing external pressures and opportunities.

In conclusion, the expected findings will paint a comprehensive picture of how strategic innovation is intricately woven into crisis management strategies within the Dubai Government. These anticipated outcomes, rooted in the literature, will provide invaluable insights for governments and organizations globally, emphasizing the imperativeness of integrating innovation in building resilient crisis response mechanisms.

**REFERENCES**

- Adam, N. A. and Alarifi, G. (2021) 'Innovation practices for survival of small and medium enterprises (SMEs) in the COVID-19 times: the role of external support', *Journal of Innovation and Entrepreneurship*, 10(1). doi: 10.1186/s13731-021-00156-6.
- Ahmed, F. R. *et al.* (2022) 'Lessons learned and recommendations from the COVID-19 pandemic: Content analysis of semi-structured interviews with intensive care unit nurse managers in the United Arab Emirates', *Journal of Nursing Management*, 30(7), pp. 2479–2487. doi: 10.1111/jonm.13677.
- Al-Dabbagh, Z. S. (2020) 'The Role of Decision-maker in Crisis Management: A qualitative Study Using Grounded Theory (COVID-19 Pandemic Crisis as A Model)', *Journal of Public Affairs*, 20(4). doi: 10.1002/pa.2186.
- Bertea, O. O. *et al.* (2021) 'Strategic management in small businesses during Covid-19.', *Review of Management & Economic Engineering*, 20(3), pp. 228–237.
- Binnashir-Alketbi, A. H. S. *et al.* (2023) 'Human Resource Development and Crisis Management: The Role of Communication and Learning in the United Arab Emirates', *TEM Journal*, 12(2), pp. 1130–1141. doi: 10.18421/TEM122-59.
- Breier, M. *et al.* (2021) 'The role of business model innovation in the hospitality industry during the COVID-19 crisis', *International Journal of Hospitality Management*, 92, p. 102723. doi: 10.1016/j.ijhm.2020.102723.
- Dereli, D. D. (2015) 'Innovation Management in Global Competition and Competitive Advantage', *Procedia - Social and Behavioral Sciences*, 195, pp. 1365–1370. doi: 10.1016/j.sbspro.2015.06.323.
- Fasth, J. *et al.* (2023) 'Small and medium-sized enterprises response to Covid-19: The effect of external openness and procedural management', *International Small Business Journal: Researching Entrepreneurship*, 41(5), pp. 465–487. doi: 10.1177/02662426221101528.
- Garrido-Moreno, A., García-Morales, V. J. and Martín-Rojas, R. (2021) 'Going beyond the curve: Strategic measures to recover hotel activity in times of COVID-19', *International Journal of Hospitality Management*, 96(October 2020), p. 102928. doi: 10.1016/j.ijhm.2021.102928.
- Kenny, J. and Dutt, C. S. (2022) 'The long-term impacts of hotel's strategic responses to COVID-19: The case of Dubai', *Tourism and Hospitality Research*, 22(1), pp. 71–85. doi: 10.1177/14673584211034525.
- Kreshpaj, B. *et al.* (2020) 'What is precarious employment? A systematic review of definitions and operationalizations from quantitative and qualitative studies', *Scandinavian Journal of Work, Environment and Health*, 46(3), pp. 235–247. doi: 10.5271/sjweh.3875.
- Kukanja, M., Planinc, T. and Sikošek, M. (2020) 'Crisis Management Practices in Tourism SMEs during the Covid-19 Pandemic', *Organizacija*, 53(4), pp. 346–361. doi: 10.2478/orga-2020-0023.
- Prayag, G. (2018) 'Symbiotic relationship or not? Understanding resilience and crisis management in tourism', *Tourism Management Perspectives*, 25(October), pp. 133–135. doi: 10.1016/j.tmp.2017.11.012.

- Sahu, M. (2021) 'Public policy measures for COVID-19 crisis management: lessons from the UAE', *Fulbright Review of Economics and Policy*, 1(2), pp. 246–265. doi: 10.1108/frep-09-2021-0054.
- VÉGI, S. and CSAPÓ, J. (2022) 'Szabina Végi, János Csapó: Prema boljem razumijevanju dinamike i utjecaja ponašanja i odluka o... 79', 1(100), pp. 0–2.
- Waiganjo, M., Godinic, D. and Bojan, O. (2021) 'Strategic Planning and Sustainable Innovation During the COVID-19 Pandemic: A Literature Review', *International Journal of Innovation and Economic Development*, 7(5), pp. 52–59. doi: 10.18775/ijied.1849-7551-7020.2015.75.2005.
- Wang, Y. *et al.* (2020) 'Marketing innovations during a global crisis: A study of China firms' response to COVID-19', *Journal of Business Research*, 116(May), pp. 214–220. doi: 10.1016/j.jbusres.2020.05.029.