A Study of Coordination Challenges in Digital Policy Implementation and Evaluation in Finland

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***Abstract* - This paper focuses on identifying the natures of coordination challenges in digital policy implementation and evaluation in Finland. The research adopts a qualitative approach, because relevant literature and reports are reviewed to ascertain these challenges. The review result shows that coordination challenges in digital policy implementation and evaluation in Finland are related to issues such as autonomy and independence, poor policy planning and approval, financial limitations, inadequate expertise and personnel shortages, orientation towards gains (profit), developmental inequalities among regions; lack of awareness among some stakeholders etc. In addition, the review result shows that recommendations for addressing these challenges are related to issues such as more collaboration, openness, partnership building and networking, improving awareness, enhancing digital and computer education, increasing budgetary allocations, more transparency, encouraging local participation and accountability etc.**

Keywords – Coordination; Challenges; Digital Policy, Implementation; Evaluation; Finland

I. INTRODUCTION

A clear conceptual framework for this research report is presented via the figure below.

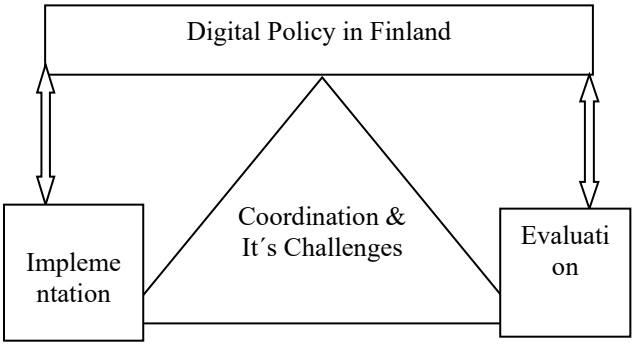

Figure 1. A Conceptual Overview

Finland is a Nordic welfare state with high level of human wellbeing and technological/digital developments. Finland is ranked as a leader in digital technology among countries such as Denmark, Sweden, Netherlands and United States, but issues still exist in relation to perfection rating [1] and [2]. These issues are mainly related to coordination challenges in digital policy implementation and evaluation in Finland.

Digital policy mainly relates to the acts and framework of putting into use and encouraging the opportunities made possible by digitalization. In these acts and framework, regulation of digital and electronic communication or ICT, digital infrastructure (e.g. data centers), network and information security, frequency policy, broadband utilization and access and many others are core issues of concern and deliberation. According to the World Bank, digitalization plays a crucial role in the fight against many social, environment, economic, political challenges in our present world [3].

Digitalization as a concept is tied to so many things, because of its broad nature; the growth in digital technologies such as internet services has changed and transformed our modern world from different perspectives. In addition, to this change is the way phenomena (e.g. poverty, migration, corruption) that exist in our world are transformed/influenced and evaluated/viewed. The popular definition of digitalization according to [4], is the process of integrating digital technologies into everyday life through the digitization of everything that can be digitized. However, a focused and more encompassing meaning is derivable from digitalization as an academic concept. Digitalization as an academic concept, would help us to understand and study the transformative roles (effects), policy strategy, implementation, innovativeness, cost, successes, and challenges.

Differentiating between digitalization, digitization and digital transformation could be challenging. Digitization concerns the changing of things into digital forms that can be processed via computer. Digitalization is the act of using and welcoming things that have been transformed to digital forms. The digital transformation part concerns the effect(s) of digitization [5]. Digitalization, digitization and digital transformation are related, because they are all part of the change idea. According to [1, 3, 6, 7] the digital revolution has transformed the traditional ways of

doing things in many aspects of human existence. Digitalization is strongly reflected in the ways people now communicate with one another; the digitalization of communication systems has affected the mode of communication worldwide. According to [8, p.34] and [9], digital communication possesses some relevant advantages over analogue communication, because of improved noise immunity and processing simplicity.

Coordination as a concept on the other hand plays crucial role in digital policy implementation and evaluation. Coordination terms and theories have been developed in various fields to coordinate the functioning between levels, organs, components, and objects, because of their usefulness to both public, nonprofit and private sectors. If interdependence is missing, then the essence of coordination is not discussed. Coordination is the interrelation of interactions, functions, structures, resources, and materials in the development and management of institutions, products and services. The concept of coordination can be made more tangible, if critical examination is carried out about the design of main coordination instruments and their underlying mechanisms [10, 11, 12].

In many societies around the world, studies have shown that implementation and evaluation of digital policy often encounter challenges and most of such challenges are related to the issue or topic of coordination. "Implementation" concerns mainly with execution of ideas or policies and "evaluation" mainly deals with the assessment of ideas or policies in management studies. According to [13, p.1], "*evaluation is the act of making assessment or judgment in relation to the amount, value, or reliability of something or a phenomenon of interest. Evaluation can act as a link between, expectation and reality, intervention and feedback, need and fulfilment, interest and sacrifice, past and present, future and reform, cost and performance, etc.*"

II. Statement of Research and Methodology

The inabilities of different tiers and levels (local, regional, central, and international) of governments, experts, institutions and other stakeholders to coordinate digital transformation policy/strategies in different sectors and evaluate the implementation outcomes and progress in many societies and institutions have limited the outcomes of different reform ideas. The key coordination challenges that exist in the digital transformation of many societies are related to autonomy and independence; policy planning and approval; financial inadequacies; expertise/skill limitations; developmental inequalities and lack of awareness [3, 6]. This current research motivation is driven by the occurring changes in public sectors (e.g. e-government) and private sectors (e.g. digital economy), which are being influenced by key emerging global, national, social, economic, environmental, technological, and political events and developments (e.g. innovative ecosystems). "Change is said to be the only constant in life" and individuals, groups, institutions, nations that refuse to change with time and situation often encounter the survival challenge(s) or lose their competitive advantage(s).

The integration of global economy and cross-border sharing of ideas/intelligence in relation to science, education, administration, and security have led renowned public management expert (Christopher Pollit) to identify "place" as one endangered species of public management, because one administrative or economic or political or social or technological idea can now be applied at the local, regional/state, federal/national and global levels simultaneously. Change management in the public, private and non-profit sectors has strong background in contemporary global issues such as technological innovations and their safeties. Change management (CM) is a popular discourse in many disciplines (e.g. public administration and business administration) today. Change management is often referred to as the general strategy adopted in teaching and helping institutions, governments, groups, societies and individuals to pursue and realize change.

According to [12], the effects of digital transformation (e.g. ICT tools) can be explained in relation different variable such as political variables, administrative variables, socio-economic variables, and socio-cultural variables. In addition, the successes and challenges can be tested through different innovation projects such as digital government and digital economy.

The main objective of this research is to identify coordination challenges in digital policy implementation and evaluation; and examine the recommendations in relation to strategies and ways of addressing coordination challenges in digital policies implementation and evaluation in Finland.

This research report tries to answer the following questions:

1. What are the Natures of Coordination Challenges in Digital Policy Implementation and Evaluation in Finland?
2. What are the Recommendations for Addressing these Challenges in Finland?

To answer the above questions, a qualitative review of some selected literature and reports is adopted as methodology. The qualitative method and analysis are suitable for this kind of research, because of the high level of flexibility that it supports and possibility to answer nominal and ordinal research questions.

III. Digital Policy and Coordination Challenges

Digital policies are key part of innovative societies and systems. Digital policies are meant to be implemented and successes, goals, results and challenges are meant to be evaluated. According to [3], governments

in most developed countries have been urged to develop and implement digital policy strategies, in order to realize digital transformation; this became imperative, because of the key contribution of digital technologies as a strategic enhancer in creating open, participatory and trustworthy public sectors in improving social inclusiveness and governmental accountability, and to connect government and non-government actors and develop new approaches to add to national development and long-term sustainable growth.

Digital policies formulation and implementation (digitalization) are highly reflected in all the models of New Public Management (NPM) reform ideas and other private sector reform. New Public Management (NPM) reform ideas such as the Market Model, Flexible Government Model, Deregulating Government Model, Participatory State Model and E-Governance Model emphasizes the roles of digital policies in societal transformation.

The market model maintains that the assumptions of private sector model are the best way of managing the public sector, where digital tools enhance efficiency. The participatory state model stipulates the need for democratic and collective mechanisms to be key features in governance by understanding what the public wants and finding ways toward fulfilling them; digital tools help in the realization of this objective. The flexible government model emphasizes the need for government and its agencies to make appropriate policy responses to environmental changes rather than just responding in their habitual ways to what are inherently novel changes; digitalization is an essential part of this change/innovation. Deregulating government model stipulates the need for the reduction of formalised rules and regulations and the elimination of rules that would cause red tape to public service functions; digital tools are essential here. E–Governance model of reform is quite a new approach to reforming the public sector. This model maintains that the adoption of information and communication technologies (ICTs) in the management of public service is essential for functional development, increasing growth and reducing unnecessary delay (red tape). [15, p.1546.]

Emphases on implementing and evaluating digital policies are not only relevant to the public sector, but also the private and non-profit sectors from the angles of corporate governance, hybridity and service efficiency for examples. Government to Business (G2B) services has good benefits for companies in areas of cost cutting [16, 15, p.1546-1547].

Digital government like digital economy emphasizes the adoption of digital tools (software, hardware, applications etc.) and framework in providing and executing relevant services, objectives and goods/products in both private sector and public sector; some of these tools include social media, cloud computing and other computer and mobile technologies/applications such as e-voting and e-participation tools. Specifically, digital government through the e-government framework is about the provision of public services to citizens, institutions and other stakeholders; while digital economy is economy premised on digital computing technologies or executing business activities such as marketing through the internet and World Wide Web (www).

Digitalization is part of innovative policy that focuses on promoting openness, inclusiveness and value creation for the citizens, society and world in general. This includes areas such as digital economy and digital product/services, digitalization and public sector, smart city development and management, machine learning as a tool for improving scientific performance, artificial intelligence as part of present and future private and public sectors and society, energy transition and efficiency, and sustainable development.

Focusing on “Smart city” for example, digital policies are a key issue of importance, because smart city is an idea of urban development that entails social, economic, and environmental parts of a city, which help to create public value for citizens. In the functioning of smart city, technology occupies a significant part, because the smooth/good functioning of a smart city depends on technology. The technology needed for high-level development such as smart city is Information and Communication Technology (ICT), which helps to promote and realize interaction and collaboration between citizens, good service delivery, smoot running of smart systems, and development and maintenance of physical and social infrastructures needed in a smart city. The significance of digital policies has been made manifest in issues relating to population, city size, connectivity and infrastructure etc.

In the topic of “Digital Economy” (e.g. sales), digital policies implementation and evaluation are also highly significant in realizing set objectives and goals. These have manifested in issues such as quality, pricing, adulteration, customers’ satisfaction, privacy, piracy, clouding etc.

Since coordination has to do with interrelation of interactions, functions, structures, stakeholders, and resources in the development and management of the public and private sectors; therefore, tendencies of encountering challenges are very high. Coordination challenges in digital policy implementation and evaluation can be linked to political, administrative, socio-economic, socio-cultural, technological, demographic and other variables or factors.

In this research coordination challenges in digital policy implementation and evaluation are studied within the scope of digital government and digital economy as innovation projects in Finland. The results from the

qualitative review of some selected literature and reports on the nature of coordination challenges are presented in the next section. In addition, are recommendations in relation to strategies and ways for addressing these challenges.

IV. Findings from selected Literature and reports on the case of Finland

In this section, findings from the selected literature and reports on the coordination challenges that exist in Finland in digital policy implementation and evaluation are presented under relevant issues. The identified natures of coordination challenges are presented along with the innovation project(s) they have occurred.

A. Identified Coordination Challenges in Digital Policy Implementation Based on Studied Literature and Reports

In table 1 below, the identified coordination challenges in relation to digital policy implementation in Finland and the data sources are presented.

Table 1: Identified Coordination Challenges in Finland (Implementation)

Nature of Coordination Challenges	Project(s) that Challenges have Occurred
Autonomy and Independence	Digital government
Inadequate expertise and personnel shortages	Digital government and Digital economy
Financial limitation	Digital government and Digital economy
Lack of awareness and Issues of participation and trust	Digital government and Digital economy
Rules and regulations (e.g. GDPR)	Digital Government and Digital Economy
Ethical Issues	Digital government
Addiction and monotony	Digital Government and Digital economy
Security (e.g. hacking, virus and malware) and privacy issue	Digital government and Digital Economy
Orientation towards gains (profit) and Competition	Digital economy
Developmental inequalities	Digital government
Illiteracy and Non-Acceptance	Digital government
Big data or data deluge	Digital government
Ambiguity and complexity	Digital government and Digital Economy
Poor policy planning and approval	Digital government
Language and beliefs	Digital economy and Digital government

Sources: [1, 2, 3, 7, 10, 15, 17, 18, 19, 20, 21, 22]

The natures of the identified coordination challenges in digital policy implementation in Finland occur according to the selected literature and reports, because of different factors or variables such as socio-cultural, socio-economic, technological, demographic, structural, administrative, legal etc. The issues of autonomy and independence are key natures of coordination challenges in digital policy implementation in Finland. According to the literature and reports, Finland is a country where different regional governments or administrations enjoy high level of administrative autonomy and independence. These challenges affect negatively to a great extent the "who (e.g. decision-maker), when (e.g. time), where (e.g. exact location), and how (e.g. cost and finance)" of digital policy implementation, which have been experienced in project such as digital government. Inadequate expertise and personnel shortages are other identified natures of coordination challenges. According to the literature and reports the digital and technological sectors in Finland suffers personnel shortages of up to 50 percent and often extremely high skill personnel are hired from abroad to manage some core digital infrastructures and projects. The shortages in budgetary allocations across different sectors in Finland also serve as coordination challenge in digital policy implementation, because many institutions often encounter financial difficulties in collaborating with other institutions on the development of digital infrastructures and platforms. This challenge has been experienced in the digital government and digital economy projects.

Lack of awareness and issues of participation and trust are other natures of identified coordination challenge according to the literature and reports used; this is because many citizens and stakeholders are unaware of details or formulation of digital policies. These challenges affect the participation and trust of citizens and other stakeholders in digital policy implementation. Rule and regulations (e.g. GDPR) are other natures of identified coordination challenges. New rules and regulations such as the General Data Protection Regulation (GDPR) affects free flow of information sharing and interactions between individuals and other

stakeholders such as security agencies in combating crimes. Ethical issues such as misconduct affects to a little extent the interaction between citizens and other stakeholders in implementing digital policies in Finland; especially as it concerns the projects of digital government and digital economy. This is because ethical issues occurrence leaves a huge gap of distrust in the process of coordinating to implement digital policies according to the studied literature and reports. Addiction and monotony to digital tools and platforms such as internet and social media among especially youths are other coordination challenges in digital policy implementation in Finland. The right feedbacks in improving digital policies are often not ascertained due to these challenges. Security (e.g. hacking, virus and malware) and privacy issues are other identified natures of coordination challenges. These challenges affect citizens and other stakeholders´ data and consent, which later affects the willingness to participate in digital policies improvement and implementation.

Orientation towards gains (profit) and competition are other natures of coordination challenges in digital policy implementation in Finland. These challenges have been experienced in projects such as digital government and digital economy according to the studied literature and reports. The private sectors high orientation for making profit often affect their interest in collaborating and interacting with public sector on the best and cheapest way to implement and improve digital policies. Developmental inequalities among different regions in affects the interaction of stakeholders in implementing uniform digital policies across Finland, digital infrastructure in Urban centers are more solidified than the rural areas. Illiteracy and non-acceptance are other natures of coordination challenges. Digital and technological illiteracy among many members of the elderly population in Finland affects their usage of digital tools (e.g. e-voting software), which later affect individual and institutional acceptance of digital policies implementation. Another coordination challenge in digital policy implementation in Finland is the issue of big data or data deluge that emanates from large population or big size of cities and municipalities. The inability to critically study every viewpoint affects negatively the implementation of digital policies according to the studied literature and reports.

Ambiguity and complexity in the design of digital infrastructure and tools also affect coordination challenges in digital policy implementation in Finland, because the usage of tools becomes difficult across the whole Finnish population. These challenges also affect negatively the acceptance of digital policies among individuals and institutions. Poor policy planning and approval are other identified natures of coordination challenges in digital policy implementation in Finland. The non-acceptance of digital policies among many stakeholders is mainly due to poor policy planning in taking their interest into serious consideration during formulation; in addition, is the long delay often experienced before policy approval. Finally, the other coordination challenges in digital policy implementation in Finland concern the issue of language and beliefs. The migrants´ population difficulties in speaking and understanding the Finnish often affect their contribution during policy formulation. Also, among many foreigners in Finland is diversity in religious and cultural beliefs. These differences in comparison to the popular make collaboration often difficult.

B. Identified Coordination Challenges in Digital Policy Evaluation Based on Studied Literature and Reports

In table 2 below, the identified coordination challenges in relation to digital policy evaluation in Finland and the data sources are presented.

Table 2: Identified Coordination Challenges in Finland (Evaluation)

Nature of Coordination Challenges	Project(s) that Challenges have Occurred
Autonomy and Independence	Digital government and Digital economy
Inadequate expertise and personnel shortages	Digital government and Digital economy
Financial limitation	Digital government and Digital economy
Comparative issues and phenomena	Digital government
Design complexity and ambiguity	Digital economy
Performance disparity	Digital economy
Data size and Fatigue and Lag	Digital government and Digital economy
Limited transparency and participation	Digital government and Digital economy

Sources: [1, 2, 3, 7, 10, 15, 17, 18, 19, 20, 21, 22]

Unlike the case of coordination challenges in digital policy implementation in Finland, which has numerous natures of challenges, the case of coordination challenges in digital policy evaluation has lesser natures of challenges. Autonomy and independence are also core natures of coordination challenges in digital policy evaluation. In Finland, regional governments or administrations enjoy high level of administrative autonomy and independence. These challenges affect negatively to a great extent the evaluation framework of

digital policies. These challenges according to the studied literature and reports exist in realizing the full objectives of the digital government project in Finland. Inadequate expertise and personnel shortages are also coordination challenges in digital policies evaluation in Finland according to the studied literature and reports. These challenges affect manpower issues in achieving the objectives of digital government and digital economy. Financial limitation is also a nature of coordination challenges in digital policy evaluation in Finland according to the studied data. This challenge affects negatively the ability to collect relevant data from individuals and other key stakeholders in order to assess and make relevant reforms in digital government and digital economy projects.

Comparative issues and phenomena are other natures of coordination challenges in digital policy evaluation in Finland according to the studied literature and reports. This challenge mainly arises, because of development inequalities among different regions of Finland. Design complexity and ambiguity are other natures of coordination challenges in digital policy evaluation. These challenges arise, because of the inability of most individuals and stakeholders to understand the functioning of digital tools such as the internet, which thereby, make the collection of right data to improve digital policies difficult. Performance disparity is another nature of coordination challenge in digital policy evaluation in Finland. This challenge occurs because digital tools (e.g. internet) and infrastructure function in varied capacity in different households, institutions, municipalities, and cities. Data size, fatigue and lag are other natures of coordination challenges in digital policies evaluation. These challenges occur, because of large population size, city size and other demographic and environmental factors in digital government and digital economy projects. Finally, limited transparency and participation are other natures of coordination challenges in digital policy evaluation. These challenges affect negatively the willingness of individuals and other stakeholders to give the relevant data in improving digital policies in Finland. According to studied literature and reports these challenges have occurred in the digital government and digital economy projects, which affect negatively the realization of their set objectives.

C. Recommendations for Addresssing Coordination Challenges in Digital Policy Implementation Based on Studied Literature and Reports

In table 3 below, the recommendations for addressing coordination challenges in digital policy implementation in Finland and the data sources are presented.

Table 3: Recommendations for Coordination Challenges in Finland (Implementation).

Nature of Coordination Challenges	Recommendations to Addressing the Identified Coordination Challenges
Autonomy and Independence	More collaboration, openness, partnership building, networking and Improving awareness
Inadequate expertise and personnel shortages	Enhancing digital/technological and computer education
Financial limitation	Increasing budgetary allocations
Lack of awareness and Issues of participation and trust	More transparency, Creating grassroots awareness and Digital and computer education
Rules and regulations (e.g. GDPR)	Adoption of legal and ethical frameworks, Updating of digital infrastructure, Computer education, Openness and Accountability
Ethical Issues (e.g. misconduct)	Improving integrity and compliance framework
Addiction and monotony	Increasing monitoring and users 'regulation
Security (e.g. hacking, virus and malware) and privacy issue	Updating digital infrastructures and tools, More collaboration and partnership building and Enhancing digital and computer education
Orientation towards gains (profit) and Competition	Improving integrity and compliance framework
Developmental inequalities	Increasing budgetary allocations to rural areas and poorer municipalities.
Illiteracy and Non-Acceptance	Improving transparency and digital education
Big data or data deluge	Renewing digital infrastructures and tools, Supporting digital and computer education and Training more personnel and expert
Ambiguity and complexity	Improving and simplifying the design of digital infrastructure and tools

Poor policy planning and approval	Encouraging more participation, Adopting recommendations, More transparency, Controlling cost and Managing resources
Language and beliefs	Enhancing integration framework, Encouraging more transparency and participation, Improving roles of representatives, Cross-cultural understanding, Flexibility, Experimentation (equilibrium and large-scale piloting) and Boosting motivation

Sources: [1, 2, 3, 7, 10, 15, 17, 18, 19, 20, 21, 22]

According to the studied literature and reports, recommendations concerning ways and strategies for addressing coordination challenges in digital policy implementation are clearly stated in table 3 above. The recommendations include: More collaboration, openness, partnership building and networking and Improving awareness; Enhancing digital/technological and computer education; Increasing budgetary allocations; More transparency, Creating grassroots awareness; Improving integrity and compliance framework; Renewing digital infrastructures and tools, Supporting digital and computer education and Training more personnel and expert; Improving and simplifying the design of digital infrastructure and tools; Encouraging more participation, Adopting recommendations, More transparency, Controlling cost and Managing resources; and Enhancing integration framework, Encouraging more transparency and participation, Improving roles of representatives, Cross-cultural understanding, Flexibility, Experimentation (equilibrium and large-scale piloting) and Boosting motivation.

D. Recommendations for Addresssing Coordination Challenges in Digital Policy Evaluation Based on Studied Literature and Reports

In table 4 below, the recommendations for addressing coordination challenges in digital policy evaluation in Finland and the data sources are presented.

Table 4: Recommendations for Coordination Challenges in Finland (Evaluation).

Nature of Coordination Challenges	Recommendations to Addressing the Identified Coordination Challenges
Autonomy and Independence	Enhancing networking, Transparency and Partnership building
Inadequate expertise and personnel shortages	Computer and digital training
Financial limitation	Increasing budgetary allocation
Comparative issues and phenomena	Adoption of comparative method, online method, & statistical parameters
Design complexity and ambiguity	Methodological clarity and focus and Replication in design infrastructure
Performance disparity	Enhancing networking and accountability, Adequate planning, Monitoring and Periodic review
Data size and Fatigue and Lag	Employing and training more personnel and digital expert, Adoption of ethical framework (e.g. equity, transparency and participation) and Updating digital infrastructure and tools.
Limited transparency and participation	More interviews and Surveys

Sources: [1, 2, 3, 7, 10, 15, 17, 18, 19, 20, 21, 22]

Also, according to the studied literature and reports, recommendations concerning ways and strategies for addressing coordination challenges in digital policy evaluation are clearly stated in table 4 above. The recommendations include the following: Enhancing networking, Transparency and Partnership building; Computer and digital training; Increasing budgetary allocation; Adoption of comparative method, online method, & statistical parameters; Methodological clarity & focus & Replication in design infrastructure; Enhancing networking and accountability, Adequate planning, Monitoring and Periodic review; Employing and training more personnel and digital expert, Adoption of ethical framework (e.g. equity, transparency & participation) and Updating digital infrastructure and tools; and Interviews and Surveys

V. CONCLUSION

This qualitative research tries to identify coordination challenges in digital policy implementation and

evaluation in Finland. In addition, recommendations concerning the strategies and ways via which these challenges can be addressed are also identified and presented. The study of coordination challenges in this research report is withing the scope of digital government and digital economy innovation projects. The study of coordination challenges in digital policy implementation and evaluation is for the main purpose of realizing the objectives of digital government and digital economy projects. Qualitative review of some selected literature and reports is adopted in answering the two research questions: (1) what are the natures of coordination challenges in digital policy implementation and evaluation in Finland? And (2) what are the recommendations for addressing these challenges in Finland?

It was discovered from the studied literature and reports that coordination challenges in digital policy implementation in Finland include issues such as autonomy and independence; inadequate expertise and personnel shortages; financial limitation; lack of awareness and issues of participation and trust; rules and regulations (e.g. GDPR); ethical issues (e.g. misconduct) etc. Findings from the studied literature and reports on the nature of coordination challenges in digital policy evaluation in Finland include issues such as autonomy and independence; inadequate expertise and personnel shortages; financial limitation; comparative issues and phenomena; design complexity and ambiguity etc.

On the recommendations concerning strategies and ways for addressing these challenges, it was discovered from the studied literature and reports that coordination challenges in digital policies implementation in Finland relate to issues such as more collaboration, openness, partnership building and networking and Improving awareness; Enhancing digital/technological and computer education; Increasing budgetary allocations; More transparency, and Creating grassroots awareness etc. Also, according to the studied literature and reports, recommendations concerning ways and strategies for addressing coordination challenges in digital policy evaluation include issues such as Enhancing networking, Transparency and Partnership building; Computer and digital training; Increasing budgetary allocation; Adoption of comparative method, online method, & statistical parameters; Methodological clarity & focus & Replication in design infrastructure etc.

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