Legend:
- Productive public administration
- Equality
- Trust

Level of digital expertise and applied competence

Infrastructure enablers

Accessibility

Number of walk-in customers

Demand for digital development in the public sector

Strength of companies

New operating models and services provided by companies

Accessibility of digital support

Digital skills level

Public administration productivity

Public service costs

Process efficiency

Productivity in the development of digital services

Perceived reliability of digital services

Use of digital services

Multichannel service accessibility

Customer experience in public administration

Resource-wise digital transformation

Reliability of digital services

Digital services as experienced by users

Inclusion

Carbon neutrality

Data protection

Usability of digital services

Scope of automated services

Knowledge-based decision-making

Social trust

Intergenerational fairness

Information security and cyber preparedness

Administrative burden experienced by users

Level of automation in information transmission

Use of information resources

EU support for legislation and development

Openness and usability of information

Legislative support

Service compatibility

Uniform service development

Flexibility of funding models

The **system model describing the impact of digitalisation** describes the system of digitalisation in public administration. Its contents are based on the public administration strategy and the common view on developing digitalisation in Finland's public administration among key digitalisation actors. The model was created as part of the work carried out between 2020 and 2022 to create a situational picture of the digitalisation impact for the Ministry of Finance programme to promote digitalisation.

This picture presents the core area of the system model relevant from the perspective of leadership. The area covers the sphere of digital transformation and the five levers supporting it: information security and data protection lever, legislative lever, co-creation lever, economic efficiency lever and sustainability lever.

The **sphere of digital transformation** describes digital transformation in public administration. In this sphere, the level of automation can be increased by using information resources, which in turn will reduce the administrative burden experienced by users. When most of the information is transmitted automatically, it becomes easier to use, the user experience improves, and more users are attracted to digital services. This should lead to better service accessibility, which in turn should boost inclusion and improve the customer experience. This enhances social trust, which will provide a basis for progress in the use of information resources.

On the automation shortcut taking users across the sphere of digital transformation, automation and information resources boost automated services, ensuring equal access to services. One can also take the shortcut of knowledge-based management across the sphere. On this route, the utilisation of information resources serves as a basis for knowledge-based decision-making, which can also ensure better service accessibility based on a better focus and better match.

In other words, the **impact of the sphere of digital transformation on citizens** manifests itself in a customer perspective in which citizens are active users of digital services, recipients of automated services or users of a multichannel service. In the sphere of digital transformation, digital skills and digital support, accessibility, infrastructure enablers and the reliability of digital services serve as particularly important enablers for citizens making active use of digital services.

The **impact of the sphere of digital transformation on companies** manifests itself in five ways. Firstly, from the customer perspective, easy access to public administration services also gives a boost to business operations. Secondly, by making use of information resources, companies can develop new operating models and services. Thirdly, companies acquire a more important role as service providers as the public sector generates demand for digital development. Fourthly, the public sector can help to create new operating models by encouraging uniform service development and by involving companies in co-creation. And lastly, developing digital expertise and applied competence boosts business activities.

In the **information security and data protection lever**, the effectiveness of information security and cyber preparedness enhance the real and perceived reliability of digital services, which in turn impacts the user experience.

In the **legislative lever**, legislative support (such as elimination of conflicts) provides a basis for more open and usable information, which in turn facilitates the use of information resources. EU support for legislation and development also impacts the role of legislation at a national level.

In the **co-creation lever**, developing more flexible funding models provides a basis for more uniform service development, which should lead to better service compatibility and ease the administrative burden experienced by customers.

In the **economic efficiency lever**, a more productive development of public administration digital services will boost process efficiency, which in turn should reduce public administration costs and improve productivity. When digitalisation helps to create more with less, productive improvements also mean better access to services.

In the **sustainability lever**, incorporating resource wisdom in digital transformation (in such matters as the carbon footprint of equipment and data centres) boosts carbon neutrality, which is important in building intergenerational fairness. When digitalisation progresses in a sustainable manner, we can also ensure social trust in this respect. We can start talking about green transformation when companies introduce new operating models and services supporting resource wisdom.