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## Developing a Framework on Performance and Challenges of Strategic Management Information System: A Case study on Ministry of Interior, UAE

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### Abstract

This paper focuses on understanding the concept of information system (IS), information technology (IT), Strategic management information system (SMIS), the need for SMIS, the challenges of SMIS in implementation and the relevant models. Thus, this study proposes an integrated framework for the Performance and Challenges of Strategic Management Information System in the Ministry of interior, UAE. Undoubtedly, organizations are largely depending on information system now a days due to the advancement of information technologies. Public organizations should adopt their strategies to achieve their missions, but in the long run they face a myriad of challenges that threaten the fulfilment of this mission or the implementation of successful strategies in accordance with this mission. UAE also moving forward towards vision 2021. Implementing information technology strategically is very crucial for achieving these goals. Based on the literature, having a strategic planning system in place is not a guarantee that an organization will achieve its strategic goals and objectives. It is important to evaluate the strategic planning process involved and how it is linked to other management processes in an organization. This paper uses secondary data sources to analyse the existing literature and for deep understanding of concepts, trends and models. The expected results of the study will be helpful for the practitioners, academia, researchers, government officials and regulators.

**Keywords:** Strategic Management Information System, Information Technology, Challenges, Performances, UAE

## Introduction

During the growth of a competitive global environment, there is considerable pressure on most organizations to make their operational, tactical, and strategic processes more efficient and effective. An information system (IS) is a system of components which can increase competitiveness and gain better information for decision making. Therefore, various organizations have chosen to apply IS to their organizations (Spalding, 1998). Information systems have become a major function area of business administration. Besides traditional business dynamics, the systems, nowadays, plays a vital role in the e-business and e-commerce operations, enterprise collaboration and management, and strategic success of any business (Hevner et al., 2004). According to Ein-Dor and Segev (1978), an IS becomes a management information system (MIS) when it is applied to improve management by directors of the organization. Output and performance of the management increases for the application of MIS. MIS is a collection of manpower, tools, procedures and software to perform various business tasks at various levels in the organization (Tripathi, 2011). This system has three basic levels: operational, middle management and top management where the information is passed from bottom to top (Tripathi, 2011). Moreover, MIS is one of the important functions of management, which plays an important role in providing information that is required for crucial decision making which directly affects the performance of the organization (Murthy, 2006).

With the growth in the usage of IT within organization to support information provision, IT integrated with the organizational strategy. Many researchers have shown IS as part of the strategy of firms, in accordance with IS roles (Morgan, 2002; Premkumar et al., 1992), which include administrative, operational, and competitive roles. The scope of IS automation of accounting and control functions covers the administrative role. This role requires the deployment of an efficient IS platform for administration and control of the strategic management of an organization. The operational role creates and deploys technology within the organization, which in turn helps to achieve the capability of automating business processes in administrative activities. The deployment of an information technology (IT) infrastructure is a requirement of this role and aids in selecting a business strategy (Morgan, 2002).

IS strategic planning dimensions can be categorized in different ways in terms of IS-business integration. Papp (1999) has suggested that most alignment models are comprised of two dimensions, namely 'fit', which considers both the **external** and **internal** environments of an organization, and 'linkage', which is the business-IS alignment. Furthermore, strategic information systems planning (SISP) effectiveness is made up of five dimensions, including alignment, analysis, cooperation, improvement of capabilities, and contribution. However, these dimensions of SISP effectiveness are in turn influenced by six process dimensions of SISP, that is to say, by comprehensiveness, formalization, focus, flow, participation, and consistency. A three-stage model can be used to evaluate these dimensions and their effectiveness. This model contains three stages: preliminary, evolving, and mature. It has been argued that a balance should exist between rationality and adaptability to permit the process to be effective in managing the organization in the short term while simultaneously creating future technology and markets (Grover et al., 2005; Segars et al., 1999). All of these roles and dimensions of IS support planners or decision-makers in understanding the application of IS within the organization and in identifying IS benefits.

Many organizations have been implementing SMIS in their respective organizations and reorganizing their business processes (Rajagopal, 2002). Computer-based IS mainly depend on IT; consequently, successful SMIS can be measured by the effectiveness of IT to support an organisation's strategies (O'Brien, 2004). The demand for efficient and effective use of IT is also gradually increasing at the present time (Beaumaster, 2002). An organization that adopted an IT system to provide special attention to planning, acquisition, and implementation of these technologies. Those associates must be aware of the various number of issues which are a part of the ability of the organization to achieve effective IT implementation (Beaumaster, 2002). It is important to note that more than 70 per cent of standard package (i.e. ERP system) implementation projects fail (Milis & Mercken, 2002). Therefore, SMIS implementation is surrounded with various problems regarding the implementation process and it is not easy to succeed.

There are several problems which occur during the implementation of SMIS. These problems can be observed in a series corresponding to each stage of the overall process. It appears that every layer is comprised of multiple issues that create or worsen the challenges (Beaumaster, 2002). MIS or IS have to provide an approach to deal with the ever-changing problems and be situated surrounding all aspects of the management of information (Theiruf, 1994). Moreover, the success of IS implementation in the organization also depends on a multitude of important and interrelated factors (Beaumaster, 2002). Hence it is of great significance to take into account this and observe the obstacles when implementing a new information system. In order to ensure success of MIS implementation, therefore, the key success factors should be determined and indicated on which issues will allow a project to be successful (Gargeya & Bardy, 2005). As mentioned earlier, adopting IS is one factor which increases the effectiveness and efficiency in an organization. However, implementing IS affects the organization to a great degree and can be seen as a major change for an organizations' processes; for instance, it requires employees to change (Chan, 2000; Davies, 2009). Many companies have found that implementing such changes is the most difficult part of IS implementation (Kroenke, 2007). In addition, IS can effect individuals, groups, and a whole organization when IS was introduced into that organization. This system can create both a positive and negative impact on these levels (Davies, 2009). The negative effect of IS occurs when the system fails. This failure can be analyzed on the technical, project, organizational and environmental level. Thus a good strategy is significantly concerned with avoiding the failure of the system and achieving a successful system (Davies, 2009).

The National Plan for UAE Smart Government Goals was initiated in 2014 in alignment with the national direction embodied in UAE Vision 2021, the UAE National Agenda, and the Information and Communications Technology (ICT) Sector Strategy. The ministry of interior (MOI) will play an important role to achieve those goals. MOI of UAE already initiated several projects in different province like Onwani (my address) system, CityGuard (Abu Dhabi), Smart city, eWallet, Smart car rental service, Makani (Dubai) and Smart Sharjah.

The challenges related to the reliability of Ministry of Interior, UAE indicates the authorities concerned with achieving the indicator and the extent to which it is activated by the concerned authorities, and emphasizing the importance of cooperation with strategic partners. In line with the preparations for its upcoming strategic plan and achieving the national agenda, the Ministry of Interior has consulted with all key partners about its performance indicators related to emergency

response time, reliance on police services, reduction of mortality rates in road accidents and alarming crimes. (Khiljee Times, 2017)

The purpose of this article is to present and describe SMIS implementation challenges or problems to achieve successful implementation. Moreover, this research will propose a framework to make significant contribution on literature and industry as well.

### **Definition of IS, IT, MIS, SMIS**

Information systems (IS) and information technologies (IT) are a vital component of successful businesses and organisations (O'Brien, 2004). The definition of both IS and IT are closely related to each other; however, they are different in their functions. IT relates to the products, methods, inventions, and standards that are used for the purpose of producing information. It can also be defined as "the preparation, collection, transport, retrieval, storage, access, presentation, and transformation of information in all its forms (voice, graphic, text, video, and image). IT refers to the products, methods, inventions, and standards that are used for the purpose of producing information (Kroenke, 2007). An information system is a mechanism used for acquiring, filing, storing, and retrieving an organized body of knowledge. Generally speaking, an information system is composed of computing hardware, software, and communication facilities. These are tangible portions of an information system. The intangible portion of an information system, which is very crucial and usually neglected, is the organizational issues of an information system. User requirements analysis, data capturing and cleaning, data maintenance and updating, information dissemination and utilization, etc., all need to be well planned and organized. Any information system, no matter how advanced its hardware and software are, cannot possibly be successful unless management and organizational issues are a top concern. The integration of the microcomputer and other electronic office facilities is becoming one of the main trends of office automation.

The literature about management information systems (MIS) has been developed since the 1960s. Clarke (2001) defined MIS as "The management of IS [IT] becomes the design, development and management of technological solutions to identify problems. However, whilst most frequently information systems management is pursued as predominant technical endeavors, it none the less has to work within a given social framework". An evolution of MIS can be divided into three periods: data processing, management information systems, and strategic information systems (Somogyi & Galliers, 1987). The first era, "data processing", is mainly focused on improving the efficiency of business through automation of basic information processes with not too much control over planning or resources. The second era, "management information systems", was concerned about the enhancement of managerial effectiveness by satisfying widespread information requirements. Managers of each organisation came to realise the capability of information technology resources and started to acquire their own systems to meet the requirements. The third era, "strategic information systems", focused on improving organisational competitiveness advantages by affecting the overall organisational business strategies.

### **Evolution of the Use of IT into the strategic management**

The use of information technology in the public sector has been developed in two dimensions: office automation and information systems. The first dimension aspires to raise efficiency and productivity



of office business; while the second aims at organizing and utilizing information to support administration and management, as well as policy development and decision making, so as to improve effectiveness, efficiency, and productivity of an organization as a whole. Office automation consists mainly of three components: word/text processing, data processing and calculation, and communication. Word/text processing technology includes word processors, electronic editors, xerox machines, scanners, printers, plotters, project panels, and desktop publishing. Capture devices (OMR, OCR, digitizer) and mass storage support (magnetic, optical: CD-ROM, WORM, CD-R/W) are designed for accelerating data input and storage. Data base and spreadsheet software are used for data processing and calculation issues in an office environment. Multi-function telephones, facsimile machines, electronic mail, electronic conference, etc., are the tools provided by information technology to improve communications between offices. In addition to the three aspects, some other applications of computer software, such as presentation, graphics, and various business software are also extensively used to raise the efficiency and productivity of office business.

Information is essential for the endurance of a financial organization in the global and competitive market. The nature of globalization and competitiveness in the market stress on the importance of developing an organization capability through better enhancing MIS. Accordingly, the stored information must then be recalled and distributed for the use of an organization leadership and top management as well as mid-level managers to take effective long term (strategic) and short term (Tactical) decision-making. MIS is deemed to be a system which provides organizations top management and, even lower level management, with appropriate information based on data from both internal and external sources, to allow them to make effective and timely decisions that best achieve their organization goals and satisfy stakeholder requirements (Argyris, 1971). The conception of information catches the attention of different professionals from different fields such as computer science, economics, business and management, political science, statistics, communication and information studies (Newman 2001). However, the question is "what type of information"? How Information management can play an essential role in the decision making process? How can the coordination between different departments (internal and/or external) and sharing information at the real time accelerate and enhance the process of decision making and avoid decision making errors?

### **The Roles of Governments Institutions in the Use of IT**

Largest user of information technology is citizens. Governments exist to serve their citizens. The public administration process is, to a large extent, virtually a process of data/information processing. Government authorities collect and process various data and information - on individuals, families, organizations, and companies, and then on the basis of these data and information, produce new information for the public, such as, policies, strategies, plans, regulations, and various services to the public. Essentially, information technology is used to support information processing of governments, including data gathering, storing, processing, dissemination and utilization. In many developing countries, the government is the predominant consumer of information technology products. Many of the IT use are well-known - taxation, customs, and financial management, statistics and census data gathering, elections, development planning, health, education and welfare, social security, land management and agriculture, and so forth. Other areas are police, national security and defense, and

research, etc. Using the revolution in computer and communications systems, many governments have found that they can provide better service. It can say that the use of information technology has been an absolute requirement for public administration and management development. The public sector usually is the biggest and most wide-ranging collector of public data and information. In an increasingly information intensive global economy, well-functioning government information systems can facilitate access to global knowledge and international databases and the creation of new options for mobilizing and using local knowledge and information resources.

With the changing business environment, globalization, competition, changing consumer needs and influence of technology, modern competitive organizations have sought to adopt strategic information systems in order to improve their performance (Petter & DeLone, 2013). The strategic information systems have been established as a core activity in the governance and management of information technology in organizations. Moreover, they have become a very challenging subject for scientists and practitioners in the recent years (Maharaj et al, 2015).

SMIS is to empower management to act and respond to the flow of the earth and to empower management to construct, support, and compound upper hand. Mobility is the essential business prerequisite forced on the IS/IT work (Boar, 1993). In different terms, the reason for SMIS is to pick up aggressiveness made by information control and that arranging is something other than future reasoning and basic leadership. SMIS is then expected to deliver a vital arrangement of suggestions that tends to the future requirements for IT/IS as per the business destinations in formal or less formal way. It is accentuated that key significance originates from the key utilization of information (Ward and Griffiths, 2002). The significance of SMIS is apparent through the accompanying advantages it gives: Facilitation and joining of the IS work inside the organization. Supporting the distinguishing proof of chances to utilize information systems for vital purposes Ensuring that satisfactory assets are assigned to basic applications and Ensuring that the IS work underpins authoritative objectives and exercises at each. Applications in a SMIS portfolio can go from key help, high potential to key operational and key applications, and contingent upon their commitment to business achievement. Key applications, for example, applications which can bring the organization into new markets with new contenders and distinctive aggressive contributions are basic for the business organization task. Be that as it may, more often than not, applications will fall into other portfolio classifications, for example, high potential or support. This characterization was broadened and communicated in different terms, for example, doing likewise – less expensive, doing likewise – better, exploring new territory and including esteem, and experimenting to test its potential. A few creators make light of the significance of SMIS and spotlight on the challenges of advocating the cost of interests in IT/IS). Specifically, cases where the information system has exhibited its capacity to wreck disturb and redirect the organization which it serves is talked about. IS systems still have their essential use as an accounting apparatus as opposed to a vital one and in a number cases SMIS neglected to help business basic leadership. Reliable with the discoveries about various issues identified with SMIS a few reports really evaluate SMIS achievement; just 24% of arranged applications were really created and just 8. 33% of IT spending was seen to give incremental advantage to the organization (Gliedman, 2002). Enhancing SMIS has been one of the best IT management issues due to its ability to bring key advantages. Faced with SMIS disappointments, IT officials detailed SMIS as essential and dangerous. It is hard to sequentially accommodate the

significance of SMIS amid the 90s that it was the main issue for business pioneers for various years. Some contend that there has been a later decrease in the significance of SMIS as a key issue of IS management. This can be clarified by the website blast (mid 90s to 2000) that swelled IT/IS desires to the point where an implosion was unavoidable. Outsourcing additionally debilitated the situation of technology as vital. Right now, IT is gradually coming back to its past notoriety, because of the need of numerous organizations to update existing technology. In this manner, SMIS significance is again one of the best issues confronting IT management (Maltz and DeBlois, 2005). Moreover, it gives the managers the ability to adjust, control and monitor all business processes which accordingly will accelerate the processes of the decision-making (Olufemi, 2015).

### **Some issues and problems caused by the lack of IS/IT strategy**

Peppard & Ward (2016) mentioned some issues caused if there IT implement without strategy.

- IS/IT investments are made that do not support business objectives.
- Loss of control of IS/IT, leading to individuals often striving to achieve incompatible objectives through IS/IT.
- Systems are not integrated. This can also lead to duplication of effort and data leading to inaccuracy and no coherent information resource.
- No means of setting priorities for IS/IT projects, leading to problems in resource allocations and constantly changing plans, leading to delays and lower productivity.
- No mechanisms for deciding optimum resource levels or the best means of supplying applications.
- Poor management information; it is either not available, or inconsistent, inaccurate or too slow.
- Misunderstanding between users and IT specialists leading to conflict and dissatisfaction.
- Technology strategy is incoherent and constrains options: inadequate infrastructure investments made.
- All projects evaluated on a financial basis only.
- Problems caused by IS/IT investments can become a source of conflict between parts of the organization.
- Localized justification of investments can produce benefits that are actually counterproductive in the overall business context.
- Applications, on average, have a shorter than expected business life and require replacing more frequently than should be necessary, causing unnecessary business disruption.

### **Key Issues for SMIS Implementation Success**

A consequence is based on an effect and affects the way of working. In this study researchers would like to see what consequences have been generated due to the effects of implementation of MIS and how these impacts have affected the business processes and organization.

The key success issues in this study can be called "success factors" which refer to factors that have to be achieved in order to carry out a successful implementation of MIS. These are key areas where successful performance will assure the success of the organization and the attainment of its goals that top management should take into account.



The information technologies for strategic management could be classified according to the phases of strategic management process which comprises of five phases: organizational objectives, environmental scanning, strategy formulation, strategy implementation and strategic control.

Organizational objectives are the concrete goals which the enterprises wish to realize. They should be measurable so that the enterprise can monitor its progress and make corrections if needed.

Environmental scanning: An environmental scan is performed to identify changes in the external and internal environments and the available opportunities and problems. This process is also known as situation analysis which involves an analysis of both the external and internal environment. The external environment has two aspects: the macro-environment and micro-environment. Macro-environment affects all enterprises and its analysis is known in scientific literature as PEST Analysis. Micro-environment affects only enterprises from one industry. Its analysis includes problems such as competition in the industry, the activity of competitors, customers, suppliers, products portfolio, innovations in the industry, and etc. The internal environment analysis deals with all aspects inside the organization. Therefore information technologies and software applications used in environmental scanning must support gathering, processing and analysing the information about the external and internal situation for the enterprise.

Strategy formulation: The strategy is a long-term plan of action designed to achieve particular enterprise goals and is strongly related to the environment changes. When the change in the environment appears the enterprise must respond with adapting its strategy according to the environment changes. Therefore we need information technologies with forecasting features as well as for reducing uncertainty.

### **Strategy implementation**

Developing the strategy is not enough to achieve results. Organization need to implement it by translating it into more detailed policies that can be understood at the functional level of the enterprise. At this phase of the strategic management process we can use:

- Strategic plan formulation systems.
- Change management systems.
- Technologies for supporting organizational structure development and re-engineering.
- Team collaboration supporting systems.
- Resources allocation supporting technologies.
- Strategy implementation monitoring tool.

### **Strategy evaluation and control**

The strategic management is dynamic and continuous process. Organizations constantly need to adapt the developed strategy according to the environmental changes. Therefore they need to monitor the environment and register and evaluate its changes. They also need to measure and evaluate the effectiveness of the developed strategy and apply strategy re-engineering algorithms if needed. To suit these needs the following systems could be used:

- Business performance measurement systems.
- Strategic control systems.
- Strategy evaluation and re-engineering systems.

### **SMIS Implementation Challenges**

Hughes (2003) acknowledges that there are more problems and constraints in the public sector as compared to the private sector, yet he is of the view that public organizations could conceivably benefit from a strategic approach. This is a process that focuses on strategic and operational goals, objectives and strategies based on organizational policies, programs and actions designed to achieve the institution's aims and desirable results.

From previous research, Beaumaster (1999) identified and categorized problematic issues regarding the IT implementation. These issues create or worsen the implementation problems. The more specific categorizations of the issues can be viewed as: management process issues, organizational environment issues, leadership issues, technical systems issues, and personnel issues.

- Management process issues speak to the functional operation of an organization such as budgeting, personnel, and general management.
- Organizational environment issues are identified as factors which are less tangible such as organizational culture, change, and behavior.
- Leadership issues relate to the areas which involve the interaction and direction of the organization executive.
- Technical systems issues are mainly those referring to the hardware and software considerations of information technologies.
- Personnel issues are those issues surrounding each individual in the organization. These issues impact the planning, procurement, and deployment of information systems in their organizations.

In addition, Kwon and Zmud (1987) claimed that MIS implementation processes are not easy to achieve. They also identified some issues which many organizations have faced and these factors also impact organizational processes and products associated with each implementation stage. These factors include characteristics of the organization (specialization, centralization, formalization), characteristics of the technology being adopted (complexity), characteristics of the task to which the technology is being applied (task uncertainty, autonomy and responsibility of person performing the task, task variety), and characteristics of the organizational environment (uncertainty, inter organizational dependence). Another perspective of MIS implementation challenges is also presented by Lucey (2005) that the problems relate to MIS implementation include the following: lack of management in the design phase of the MIS, inappropriate emphasis of the computer system, undue focus on low-level data processing applications particularly in the accounting area, lack of management knowledge of computers, poor appreciation by information specialists of management's true information requirements and of organizational problems, and lack of top management support.

### **Theoretical discussion**

Modern science is characterized by its ever-increasing specialization, necessitated by the enormous amount of data, the complexity of techniques and of theoretical structures within every field. Thus science is split into innumerable disciplines continually generating new sub disciplines. In consequence, the physicist, the biologist, the psychologist and the social scientist are, so to speak, encapsulated in their private universes, and it is difficult to get word from one cocoon to the other.

### **Agency theory**

The agency theory is a supposition that clarifies the connection amongst principals and operators in business. Agency theory is worried about settling issues that can exist in agency connections due to unaligned objectives or distinctive revolution levels to chance. The most widely recognized agency relationship in fund happens between investors (primary) and friends administrators (specialists). The 1976 article "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure" by Jensen and Meckling built up AT as the overwhelming hypothetical system of the CG writing, and position investors as the principle partner. The reception of the agency rationale expanded amid the 1980's as organizations began supplanting the until now corporate rationale of administrative free enterprise with the view of administrators as operators of the investors. The resulting stream of writing would break with the custom of to a great extent regarding the firm as a black box and the suspicion that the firm constantly tried to boost esteem .AT tended to what had turned into a developing concern, that administration occupied with domain constructing and had a general carelessness for investor premium, what Michael Jensen called the deliberate fleecing of investors and bondholders, through giving medicines regarding how the key should control the specialist to check administrative advantage and self-premium. As the market responded decidedly to this adjustment in rationale, with time the organization approach wound up regulated in the act of CG, inside business instruction, research and media (Shapiro 2005, Lan et al. 2010). Out of the agency rationale grew two firmly related surges of research; the scientifically complex Principal-Agent writing and the more practice situated Positive Agency Theory (Shapiro, 2005). Basic to both is investor power, wherein the chief is situated both as the leftover inquirer and fundamental partner. Despite the fact that the impact of Principal-Agent hypothesis can't be denied, the commonsense and experimental nature and ramifications of Positive Agency Theory on CG arrange this stream as the fundamental worry of this postulation.

### **Porter's Generic Strategies**

Michael Porter has described a category scheme consisting of three general types of strategies that are commonly used by businesses to achieve and maintain competitive advantage. These three generic strategies are defined along two dimensions: strategic scope and strategic strength.

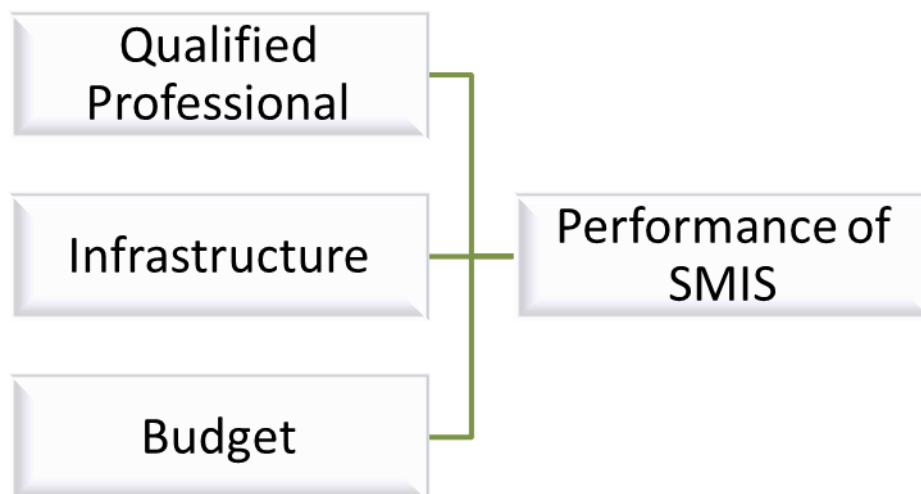
Three strategies derived from the strategy are;

1. Cost leadership Strategy- A firm which finds and exploits all sources of cost advantage and aims at becoming a lot cost producer in the industry is said to pursue a sustainable cost leadership strategy.
2. Differentiation Strategy- A firm seeking to be unique in its industry along some dimensions of its product or service that is widely valued by customers is said to have adopted differentiation strategy.
3. Focus Strategy- When a firm seeks a narrow competitive scope, selects a segment or a group of segments in the industry and tailors its strategy to serving them to the exclusion of others, the strategy is termed focus strategy.

### Resource Based View (RBV)

Speculations following the RBV recommend that the wellspring of upper hand is established inside the firm and, all the more particularly, in the organization and utilization of significant, quirky, uncommon, and supreme 'assets'. It has been very much recognized that IT assets are a major essential for conveying IT empowered techniques. In any case, its effective use is commonly joined by huge authoritative change. Subsequently, a few analysts contend that the effective usage of vital IT-empowered activities requires other hierarchical assets to be activated too. These assets that interchange with the IT assets are called correlative assets recognize integral assets in human and hierarchical assets. As indicated by, integral assets incorporate human capital and additionally hierarchical capital as far as formal structures or casual connections.

### Conceptual Framework



### Conclusion

Strategic information Management systems (SIMS) are a critical issue facing today's businesses. Because SIMS can identify the most appropriate targets for computerization, it can make a huge contribution to businesses and to other organizations. Effective SMIS can help organizations use information systems to implement business strategies and reach organizational goals. It can also enable organizations to use information systems to create new business strategies. Recent research has shown that the quality of the planning process significantly influences the contribution which information systems can make to an organization's performance. Moreover, the failure to carry out SMIS carefully can result in lost opportunities and wasted resources.

To perform effective SIMS, organizations conventionally apply strategies. However, carrying out such a process is a key problem facing management. SIMS also presents many complex technical questions. These deal with computer hardware, software, databases, and telecommunications technologies. In many organizations, as a result of this complexity, there is a tendency to let the computer experts handle SMIS. To some degree, all organizations scan their external and internal environments for information about problems or opportunities. Yet sometimes managers do not

learn about problems or opportunities in time to act with maximum effectiveness. By organizing trainings, meetings, expert visits this gaps can minimize.

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