

# STEERING COMMITTEE OBG 3.0 MODERNIZATION PROJECT

Meeting Document

May 1, 2015

# STEERING COMMITTEE AGENDA

Topic	Time	Objective	Components
OBG 3.0 Early Findings	40 min	<ul style="list-style-type: none"><li>▪ Share high-level insights from the data gathering phase of the project, including the path forward</li></ul>	<ul style="list-style-type: none"><li>▪ Project Review</li><li>▪ Early Findings</li><li>▪ Path Forward</li></ul>
OBG 3.0 Mission Statement	25 min	<ul style="list-style-type: none"><li>▪ Presentation proposed OBG 3.0 Mission Statement and discussion of guiding principles</li></ul>	<ul style="list-style-type: none"><li>▪ Mission Statement</li><li>▪ Guiding Principles</li></ul>
OBG 3.0 Open Discussion	25 min	<ul style="list-style-type: none"><li>▪ Open discussion centered on key questions for the group</li></ul>	<ul style="list-style-type: none"><li>▪ Key Questions</li></ul>
Next Steps	5 min	<ul style="list-style-type: none"><li>▪ Layout the path forward, including key topics and upcoming deliverables</li></ul>	<ul style="list-style-type: none"><li>▪ Upcoming Area of Focus</li></ul>

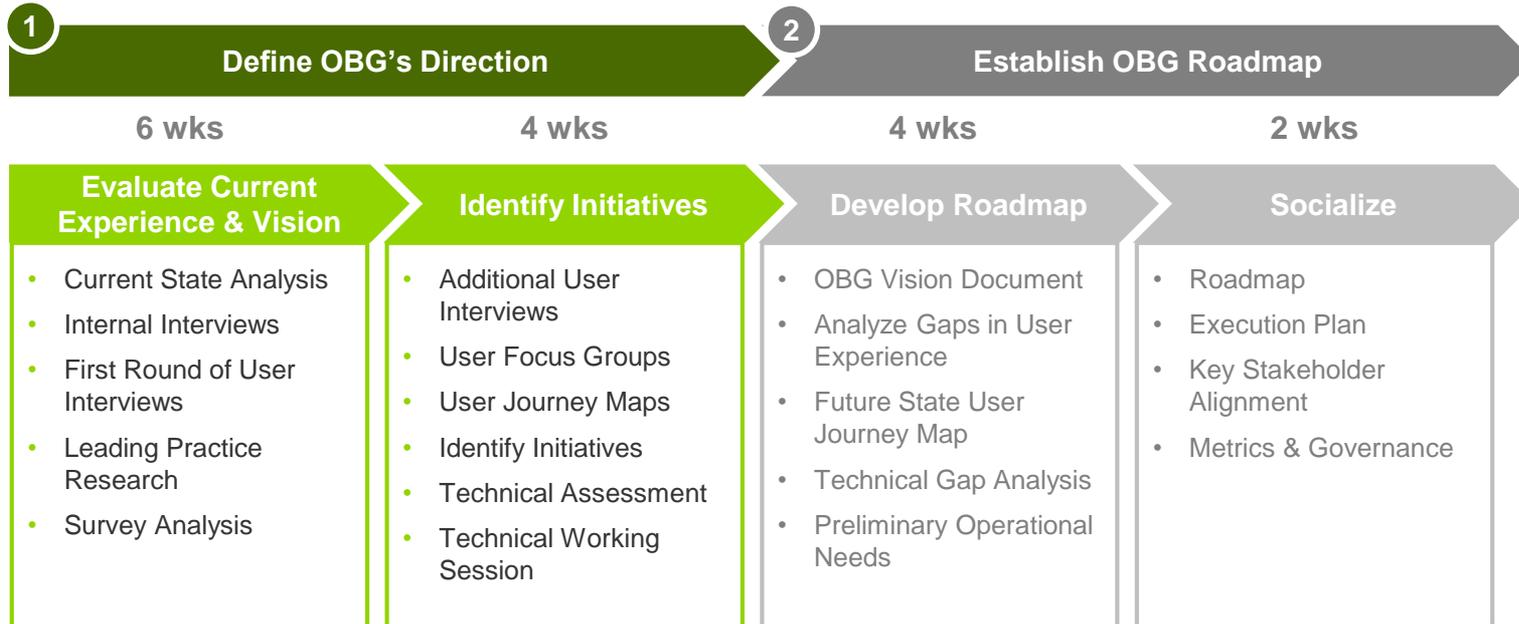
# OBG 3.0

Early Findings

# OBJECTIVE AND TIMELINE

## Project Objective

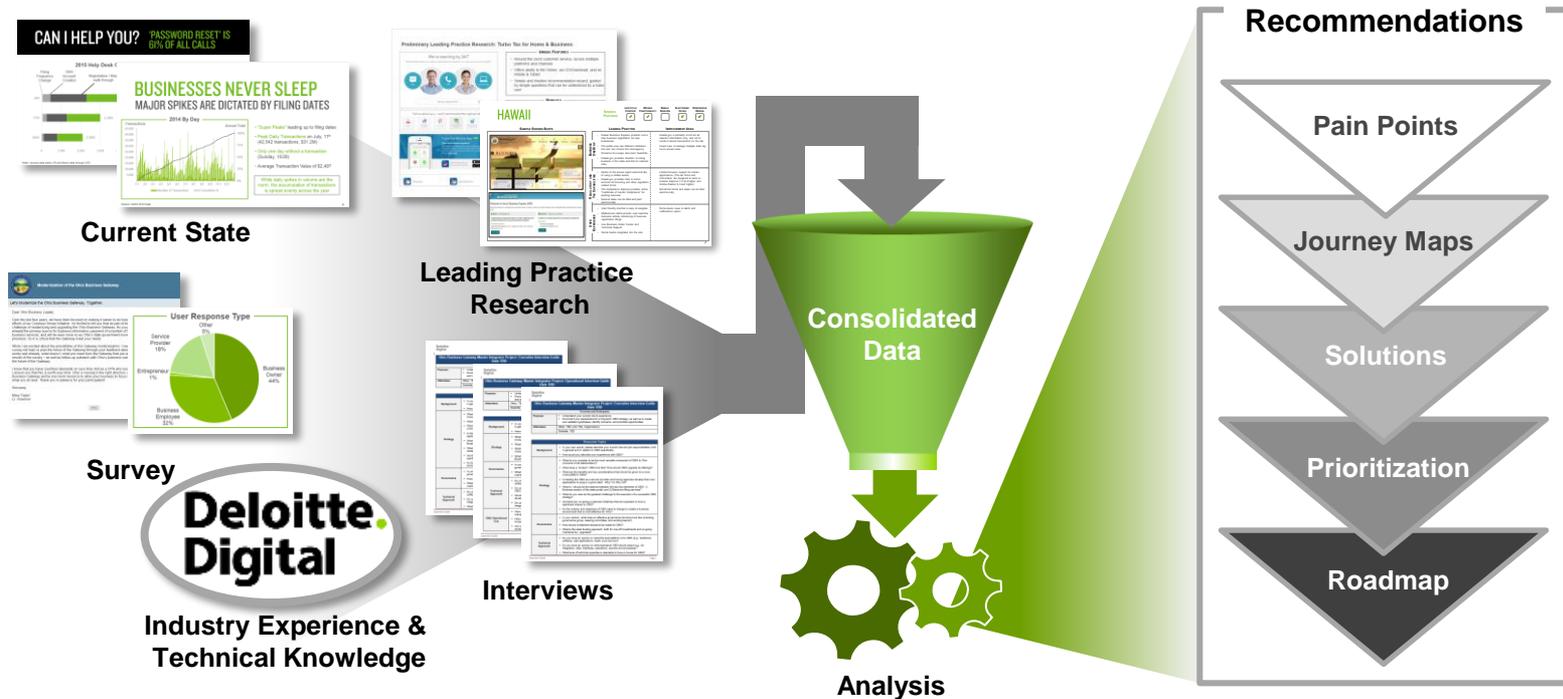
Define a strategy and implementation plan for the modernization of the OBG



We have wrapped up the initial evaluation phase, and have transitioned to identifying initiatives

# DATA GATHERING METHOD

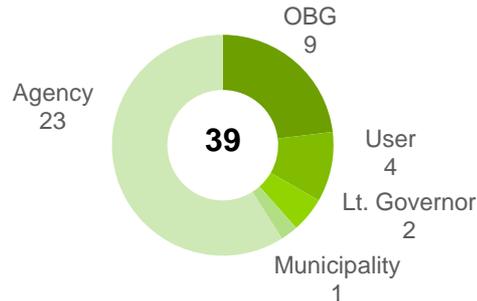
DATA FROM MULTIPLE METHODS HAVE BEEN CONSOLIDATED FOR ANALYSIS



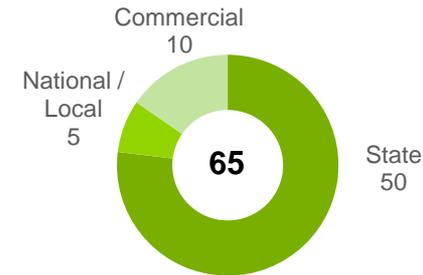
# 4 KEY DATA SOURCES

LEAVE NO STONE UNTURNED

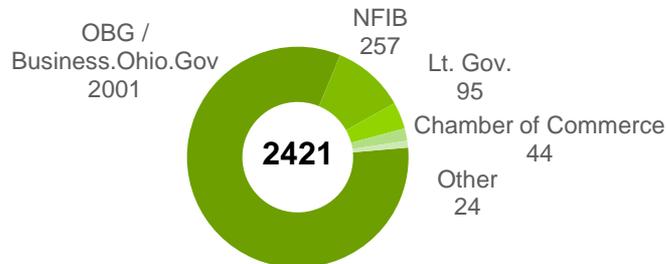
## Interviews



## Leading Practice Research



## Survey



## Current State

- 7** Data Request Topics
- 11K** ODT Help Desk Calls
- 3.7M** OBG Transaction Records

# WHAT DID THE DATA SAY?

## WITH GROWTH COMES A NEW SET OF CHALLENGES

### REVENUE & VOLUME

- 2014: 3.7M transactions, \$9.1B
- Daily peaks of up to 4x average
- Under-penetrated State of Ohio business services remain

### USERS

- Businesses range from 1 to 1000+ transactions
- Service providers activities range from setting up filings to submitting payments

### WEB TRAFFIC

- 3.2M annual page views on business.Ohio.gov
- Accessed from a variety of systems and devices

### HELP DESK

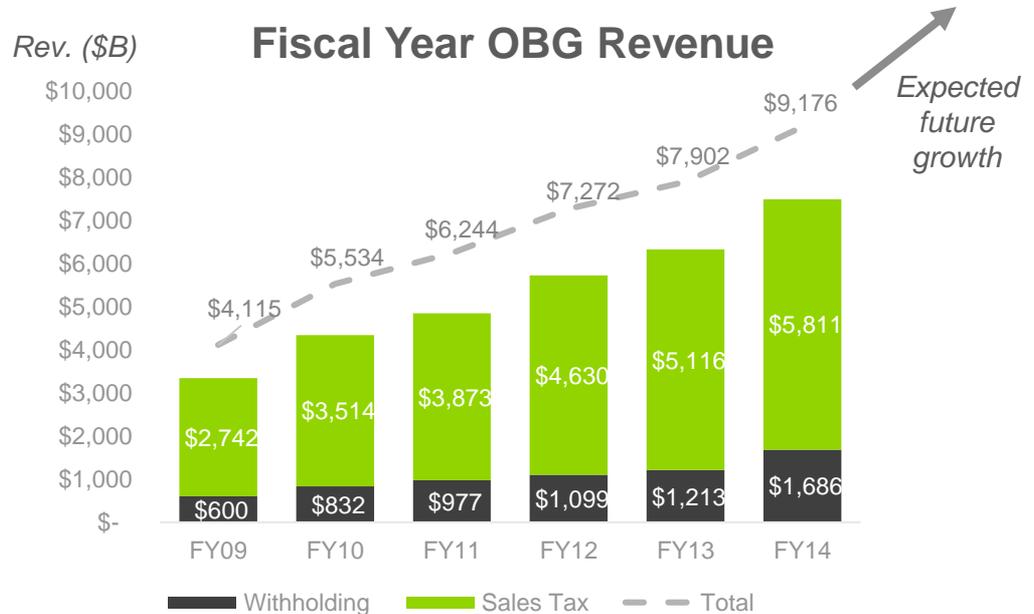
- Users call primarily for password reset
- Users look for Help online, but have difficulty locating relevant information

# GROWING AND GROWING...

## ...OBG IS ON A TREMENDOUS GROWTH PATH

- Since FY09, the OBG has displayed a **CAGR of 17.4%**
- At this pace, OBG Revenue will exceed **\$20B by FY19**

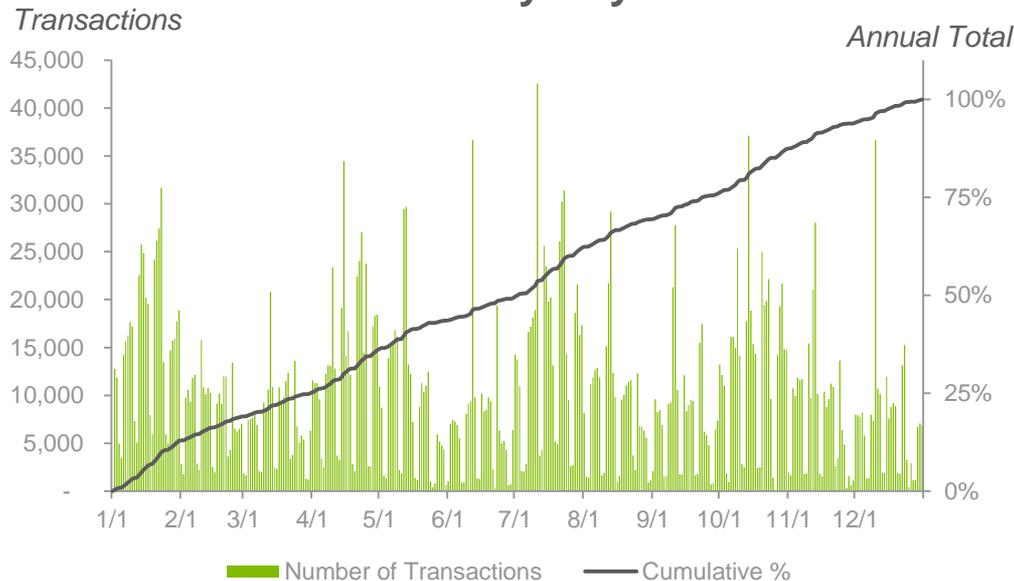
**ODT expects more revenue / business taxes to flow through the OBG starting in FY15**



# THE AVERAGE IS NOT HELPFUL

## TRANSACTION FLOWS HAVE PEAKS AND VALLEYS

2014 By Day

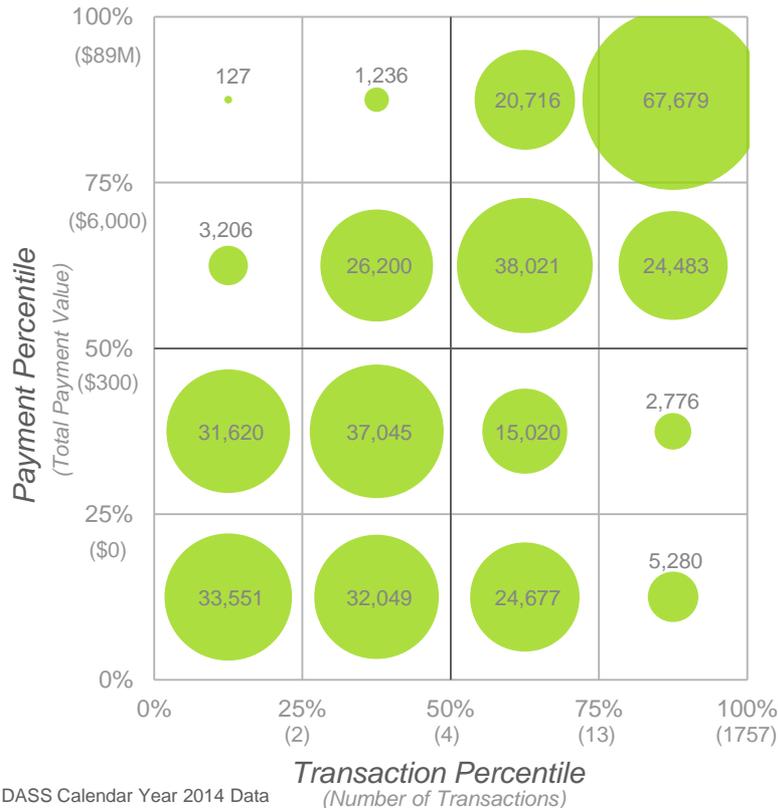


The people and systems (e.g., Help, Speed of Site) need to be able to handle a very choppy transaction flow

- “Super Peaks” leading up to filing dates
- Depicts Pressure on OBG to Deliver to Businesses / Filers
- Peak Daily Transactions on July, 11<sup>th</sup> (42,542 transactions, \$31.2M)
- Only one day without a transaction (Sunday, 10/26)

# THE OBG USER PROFILE

Number of Businesses by Transaction and Payment Percentile



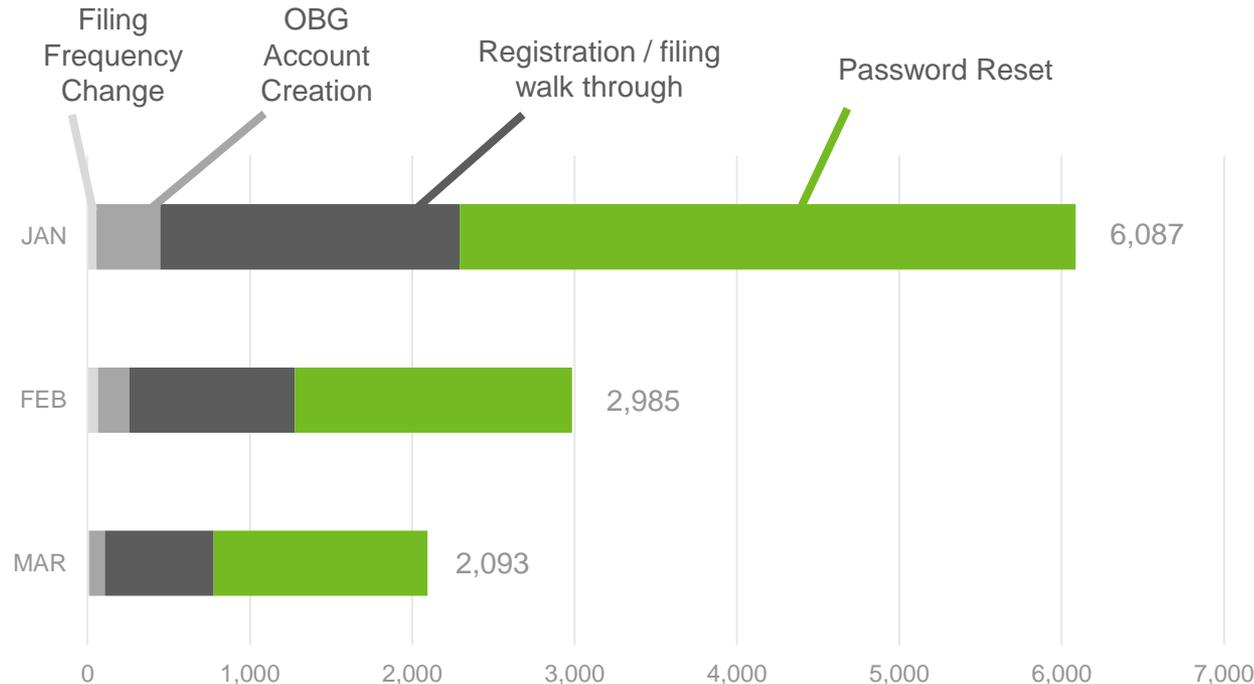
- Total number of businesses is 363,686
- Transactions and Payments **tend to be aligned** (bottom left and top right of graph)
- There are **still significant outliers** (top left and bottom right of graph)

The OBG needs to be able to support all kinds of users, no matter their size, transaction volume, or payment amounts

# CAN I HELP YOU?

## 'PASSWORD RESET' IS 61% OF ALL CALLS

### 2015 ODT Help Desk Call Volume



- Average length of password calls is ~7 mins, 30 secs
- 870 agent hours spent on password help alone

Help Desk call volumes could be decreased by 50% by enhancing 'password reset' information and functionality online

Note: January data starts 1/9 and March data through 3/25

Note: Data and findings presented have not been finalized and should be considered a work in progress

# INTERVIEW

- **Initial 30 interviews** focused primarily on internal sources to gain perspective on **current operational challenges** facing the OBG
- The survey was analyzed for initial user feedback, while **supplemental user interviews and focus groups will be conducted**

# TOPICS DISCUSSED

## STRATEGY

- What should a “modern” OBG be to businesses in Ohio?
- How should it function with agencies and municipalities?

## GOVERNANCE

- What does an effective governance structure look like?
- What is the ideal funding model?

## CHALLENGES

- What do you view as the greatest opportunity for the OBG?
- What are the most pressing barriers to long-term success?

## AGENCY / MUNI NEEDS

- Are the needs of state agencies, departments, and municipalities being met? How can the OBG do more?

## USER EXPERIENCE

- What can be improved to make doing business in Ohio easier and more efficient? What is the future-state OBG?

# WHAT ARE OTHER STATES DOING?

Preliminary Research Based on Publicly Available Information\*

<u>FEATURE</u>	<u># OF STATES</u>	<u>WHAT IT MEANS</u>
 LIFECYCLE CONTENT	34	<ul style="list-style-type: none"><li>▪ The majority of states promote a <b>complete business journey</b></li></ul>
 WIZARD FUNCTIONALITY	19	<ul style="list-style-type: none"><li>▪ Wizard tools <b>are growing</b> in frequency across business sites</li></ul>
 SINGLE SIGN-ON	5	<ul style="list-style-type: none"><li>▪ Single sign-on is a <b>differentiator</b>, streamlining user interaction</li></ul>
 ELECTRONIC FILING	50	<ul style="list-style-type: none"><li>▪ E-filing capabilities have become <b>table stakes</b></li></ul>
 RESPONSIVE DESIGN	35	<ul style="list-style-type: none"><li>▪ Mobile responsive designs are becoming the <b>norm</b></li></ul>

## Key Takeaways

- There is no gold standard (e.g., no state offers all 5 features)
- Ohio can pick and choose specific features to model itself after
- There is an opportunity for Ohio to differentiate its state-offered business services

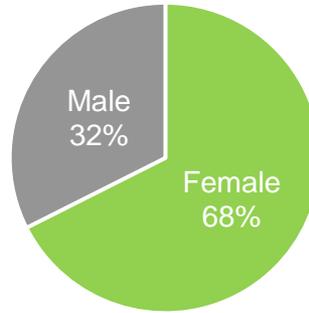
\*Note: Preliminary analysis of state business portals based on firsthand research of publicly available information, particularly on business one stops and tax-related websites. There are various degrees of government support for each of these features, as well as other business-related service offerings on state business portals.

Note: Data and findings presented have not been finalized and should be considered a work in progress

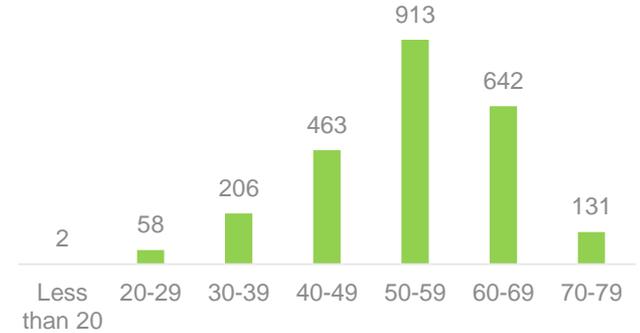
# QUICK SNAPSHOT

2,439 SURVEYS WERE COMPLETED ALL OVER THE STATE OF OHIO

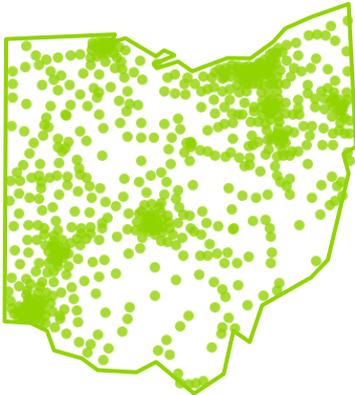
## GENDER



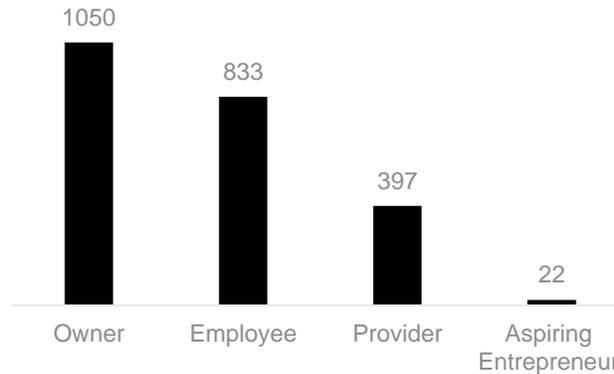
## AGE



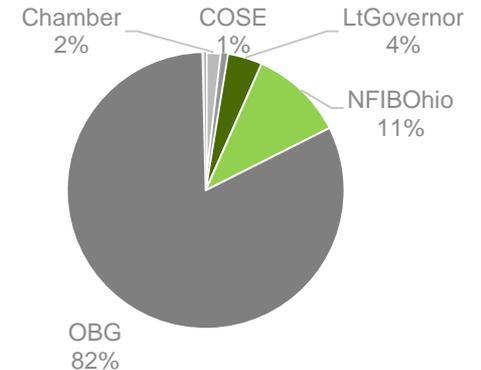
## ZIP CODE



## RESPONDENT TYPE



## DISTRIBUTION



Note: 147 surveys were completed outside of Ohio

Note: Data and findings presented have not been finalized and should be considered a work in progress

# LARGEST FRUSTRATIONS

## CONSISTENT PAIN POINTS

### HIGHEST OBG DISSATISFACTION RATING

	Avg. Rank
Finding Relevant Information	1
Help Desk	2
Resetting Password	3
Granting or Receiving Access	4
Finding What You Need	5

**Basic Account Functionality, Help, and Navigation** issues emerge as common Dissatisfactions

### FREQUENT OBG "FRUSTRATION" COMMENTS

	Avg. Rank
Data Entry	1
Navigation	2
Password	3
Payment Issues	4
Check Out	5

Navigation and Account issues are joined by **frustrations with Payment and repetitive Data Entry**

# LARGEST FUTURE VALUE

PATTERNS ARE  
EMERGING AMONG  
WHICH ARE THE MOST  
VALUABLE FUTURE  
FEATURES

	Avg. Rank
Navigation	1
Complete History Online	2
Electronic Confirmations / Receipts	3
Consolidated Filings	4
Scheduling Payments	5
Single Online Source	6
Notifications / Alerts	7
Pre-Populated Data	8
Ability to Designate Favorite Forms	9
Single Sign On	10

When asked about the future, survey respondents are focused on improving basic functionality

# EMERGING THEMES

## BASED ON THE DATA GATHERING PHASE

	Theme	Description
User-Facing	<b>Account Management</b>	Account set-up, user rights, authorizations, password reset
	<b>Process Flow Simplification</b>	Improved data entry, stream-line “clicks”, simplify transactions
	<b>Checkout Modernization</b>	Pre-population of tax calculations in “cart”, stored bank information
	<b>Agency Integration</b>	Consolidated state-wide business-related services hub, single sign-on, consistency
	<b>Help Function</b>	More effective help across multiple platforms
	<b>Design / Navigation</b>	User-friendly “look and feel”, increase ability to discover relevant information
	<b>Records / Notifications</b>	Transaction confirmations, printer-friendly documents, effective alerts / notifications
	<b>System Dependability</b>	Improve system speed, up-time and security
Internal	<b>Device / Tech Support</b>	Multiple browser support, responsive design, mobile experience optimization
	<b>Strategic Vision</b>	Set a consistent strategic vision for the OBG, recognized by users and agencies
	<b>Data Management</b>	Restructure data capture / taxonomy to provide for enhanced operational analytics
	<b>System Infrastructure</b>	Improve back-end system speed, security, reliability and reporting
	<b>Governance</b>	Set initiative prioritization, org structure, change management, development process
	<b>Funding Model</b>	Determine an effective, sustainable funding model for the OBG

# MOUNTAINS OF DATA

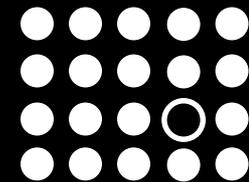
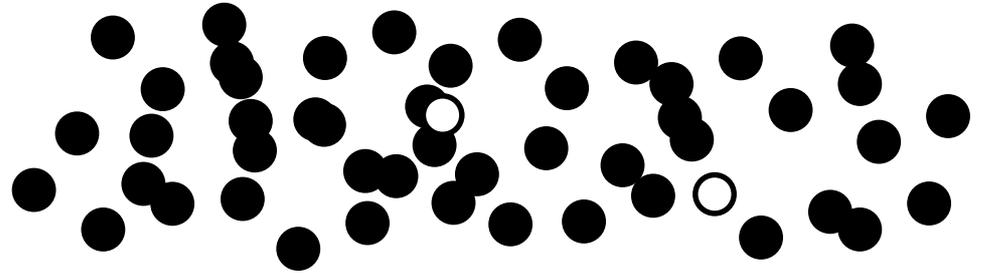
Survey Only

2,439 COMPLETED SURVEYS  
× 118 RESPONSE CATEGORIES  

---

287,802 DATA POINTS

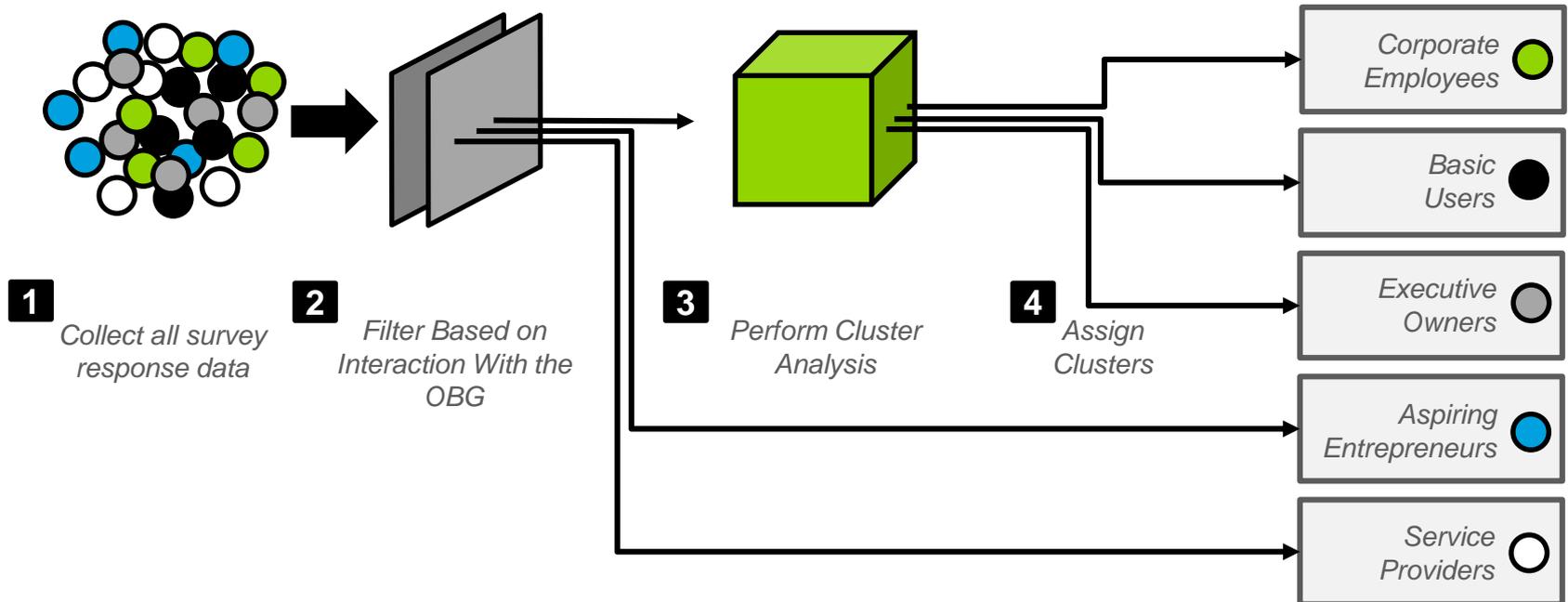
BUT HOW DO WE MAKE SENSE OF THE NOISE?



BY PUTTING  
THE DATA IN  
CONTEXT

# THE SOUND & THE FURY

BY IDENTIFYING 5 KEY CLUSTERS OF END USERS, WE CAN PLACE THE DATA INTO CONTEXT AND BETTER UNDERSTAND THE USER JOURNEY



# KEY OBG CLUSTERS

## PROFILES AT A GLANCE

### CORPORATE EMPLOYEES



- Mostly Employees
- Office-based Technology
- More Revenue & Employees
- Larger Geographic Footprint
- More Satisfied with OBG

### BASIC USERS



- Less Education
- Smaller Geographic Footprint
- Skews to Retail Industry
- More Hours on OBG
- More Satisfied with OBG

### EXECUTIVE OWNERS



- More Education
- Mostly Business Owners
- Younger Age of Business
- More Tech Savvy
- Less Satisfied with OBG

### ASPIRING ENTREPRENEURS



- Younger
- More Education
- More Tech Savvy
- Visits Less OH Websites
- Less Satisfied with OBG

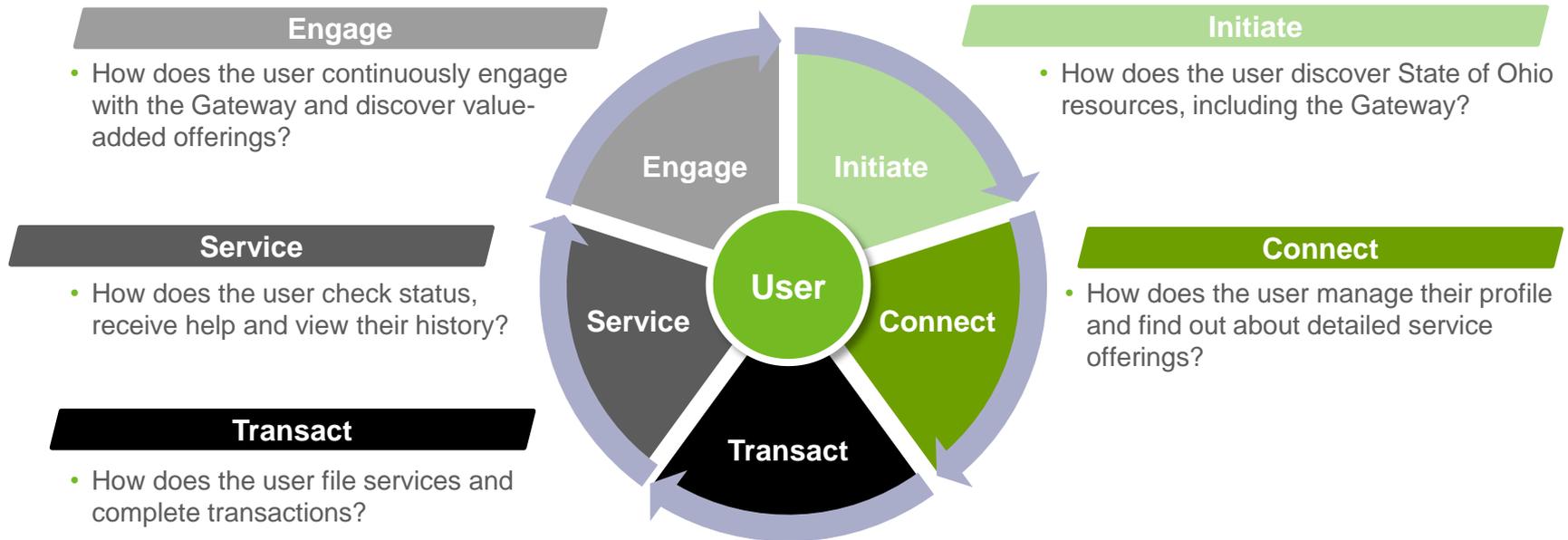
### SERVICE PROVIDERS



- Younger
- More Education
- Office-based Technology
- Visits More OH Websites
- Average OBG Satisfaction

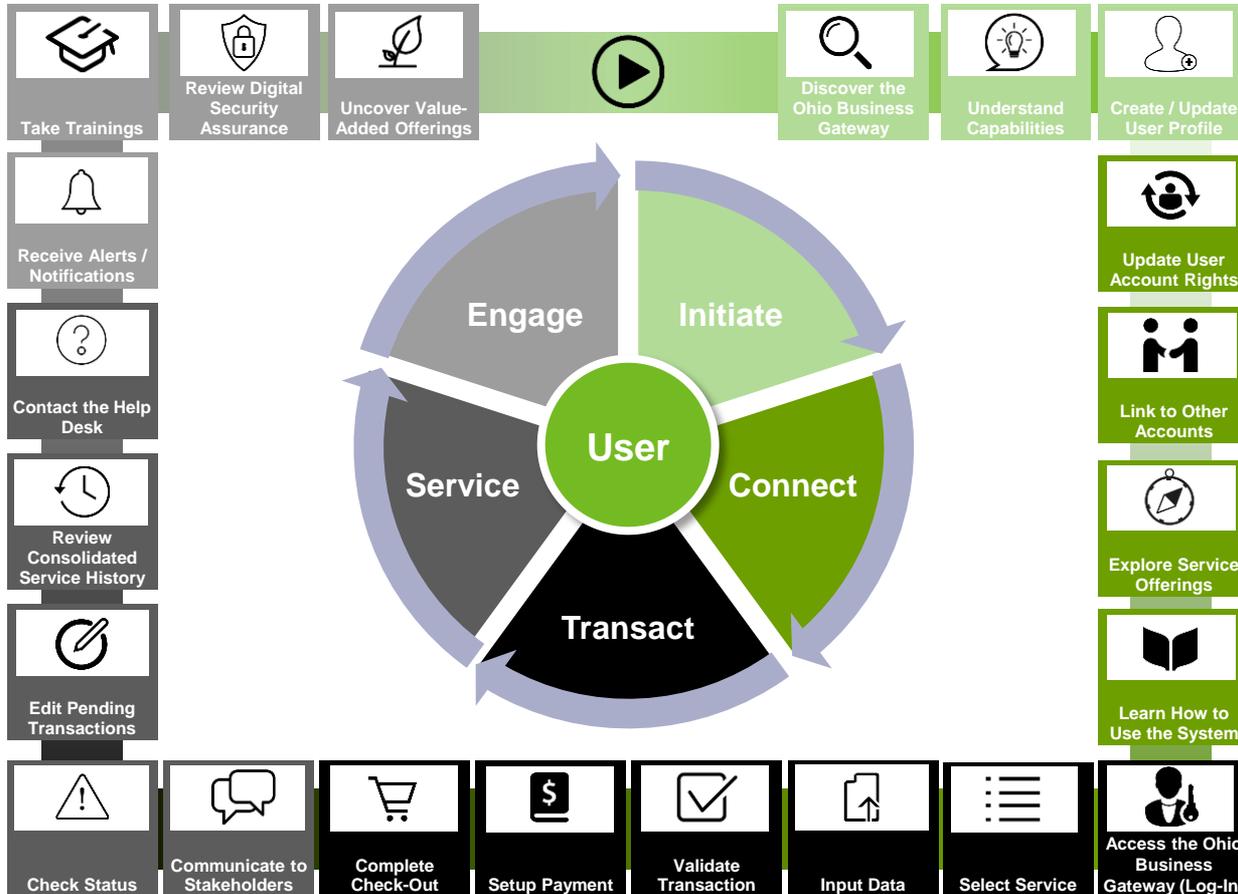
# DEFINE THE USER JOURNEY

## ANALYZE THE BEHAVIOR OF EACH CLUSTER



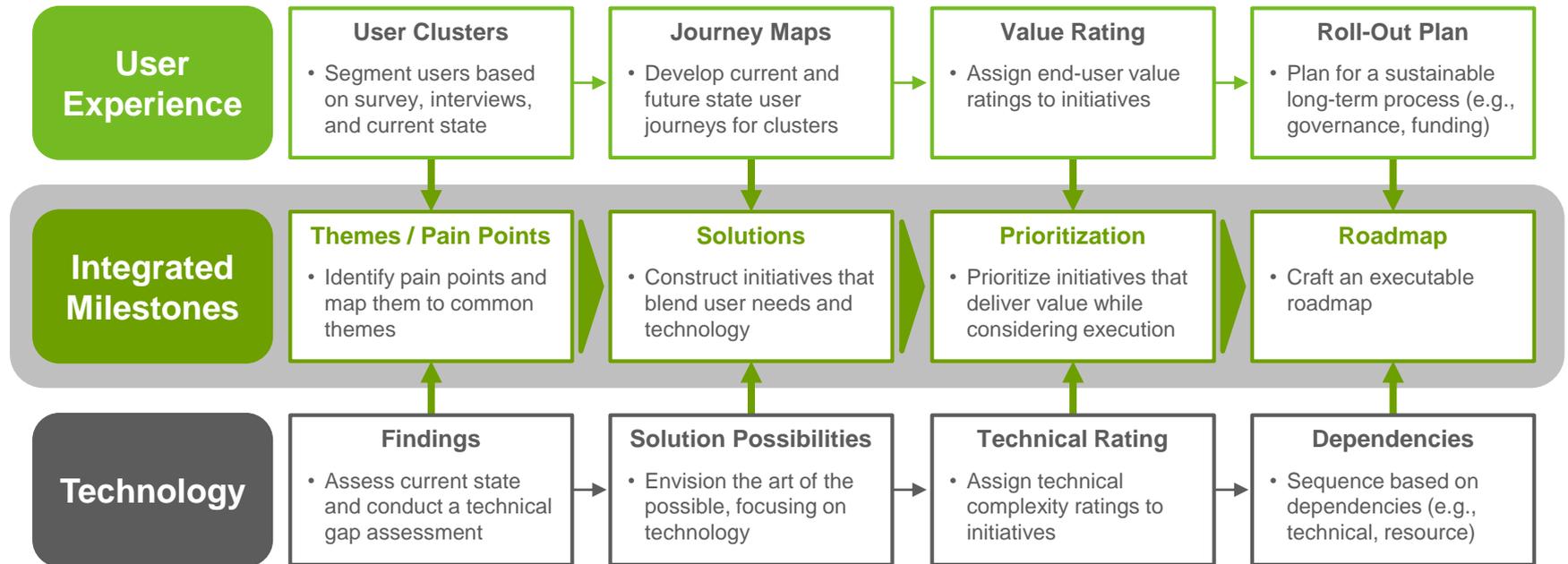
# CORPORATE EMPLOYEE

Working  
Draft



# BRINGING IT ALL TOGETHER

CONNECTING THE USER EXPERIENCE EVALUATION AND TECHNICAL ASSESSMENT LEADS TO AN INTEGRATED SET OF RECOMMENDATIONS



# MISSION STATEMENT

The Guiding North Star of OBG 3.0

# HOW DID WE GET HERE?

## MISSION STATEMENT DEVELOPMENT PROCESS



- Synthesized thoughts from project interviews and other data gathering methods, with a focus on the user

- Leveraged an early draft to brainstorm ideas in a leadership working session, with general alignment on intent and objectives

- Consolidated and incorporated thoughts from leadership to develop an updated draft

- For today's discussion

# MISSION STATEMENT = A DECISION TOOL

*The next time we meet we will share the strategy and roadmap for the future of the OBG, with **key decisions guided by the Mission Statement***

Is something missing?

Does it have “teeth”?

Are there concerns?

Anything else?

# MISSION STATEMENT WITH TEETH

MAKE DOING BUSINESS  
IN OHIO  
EASY AND EFFICIENT  
BY PROVIDING  
E-GOVERNMENT  
SERVICES THAT ARE  
SIMPLE AND SECURE

## GUIDING PRINCIPLES

Focus on the **needs of businesses** as the end user

---

**Clear customer journey** for starting, managing, and growing a business

---

User experience that maximizes **value and efficiency**

---

Provide a system of **tools and information** to businesses

---

To create an **adaptable, integrated, and secure** digital platform

# OBG 3.0

Open Discussion

# DISCUSSION QUESTIONS

- What should a “modern” OBG be to businesses in Ohio?
- How should it function with agencies and municipalities?
- What do you view as the greatest opportunity for the OBG?
- What are the most pressing barriers to long-term success?

# NEXT STEPS

Where We're Going From Here

# WHERE ARE WE HEADED?

IN THE NEXT MEETING, WE WILL SHARE FINDINGS AND RECOMMENDATIONS ON THE FOLLOWING TOPICS

**User Journey  
Maps**

**Technical  
Assessment**

**Prioritized  
Initiatives**

**Governance  
Structure**

**Funding  
Model**

**Operational  
Needs**

**Execution  
Roadmap**