

# STEERING COMMITTEE OBG 3.0 MODERNIZATION PROJECT

Meeting Document

June 17, 2015

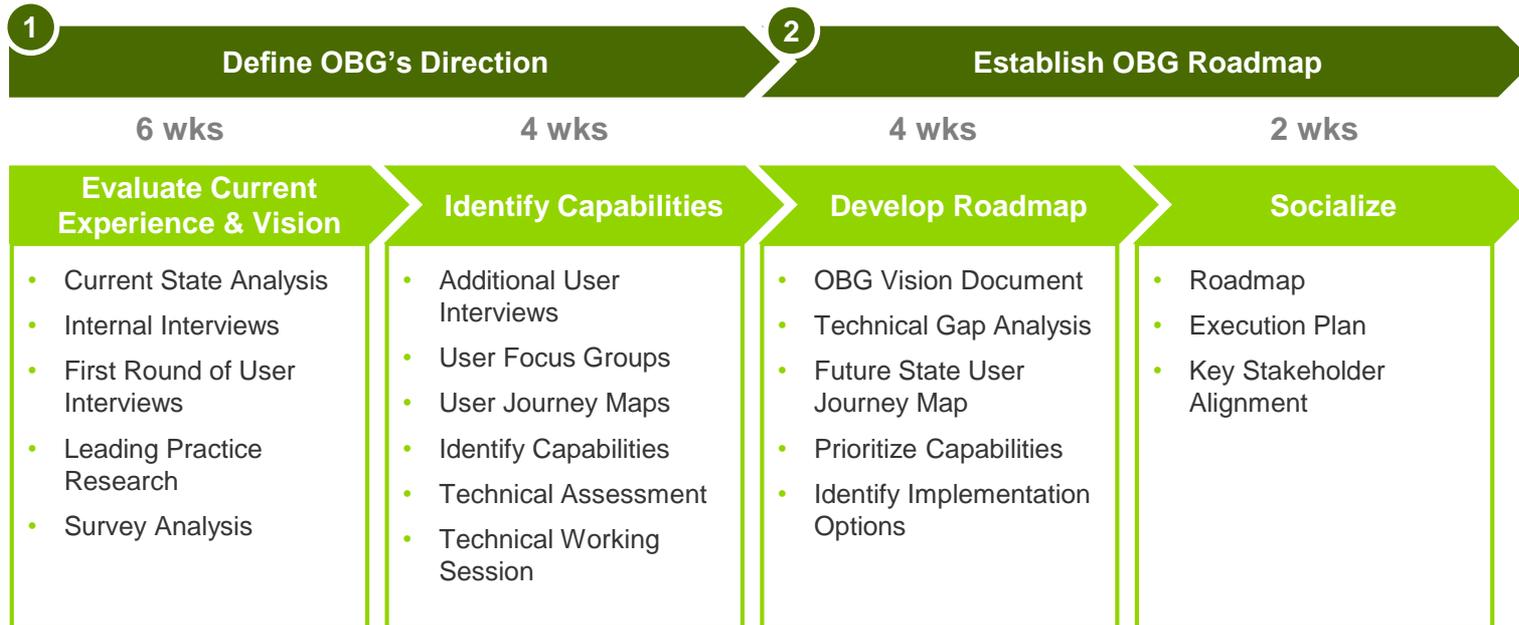
# STEERING COMMITTEE AGENDA

Topic	Time	Objective	Components
Introductions	10 min	<ul style="list-style-type: none"><li>▪ Introductions and orientation to project timeline</li></ul>	<ul style="list-style-type: none"><li>▪ Timeline Review</li></ul>
Findings Update	20 min	<ul style="list-style-type: none"><li>▪ Share insights from the cluster analysis, user interviews, and focus group session</li></ul>	<ul style="list-style-type: none"><li>▪ Cluster Analysis</li><li>▪ User Interviews Summary</li><li>▪ Focus Group Summary</li></ul>
Future Vision	20 min	<ul style="list-style-type: none"><li>▪ Layout the vision for the future of the Gateway, including user-desired features and future user visualizations</li></ul>	<ul style="list-style-type: none"><li>▪ Future User Journey Map</li></ul>
Path Forward	45 min	<ul style="list-style-type: none"><li>▪ Share and discuss the roadmap for making the future vision of the Gateway a reality</li></ul>	<ul style="list-style-type: none"><li>▪ Identified Capabilities</li><li>▪ Current Gap Analysis</li><li>▪ Implementation Options</li><li>▪ Roadmap</li></ul>
Immediate Next Steps	10 min	<ul style="list-style-type: none"><li>▪ Layout the near term next steps for the modernization project</li></ul>	<ul style="list-style-type: none"><li>▪ Upcoming Areas of Focus</li></ul>

# OBJECTIVE AND TIMELINE

## Project Objective

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



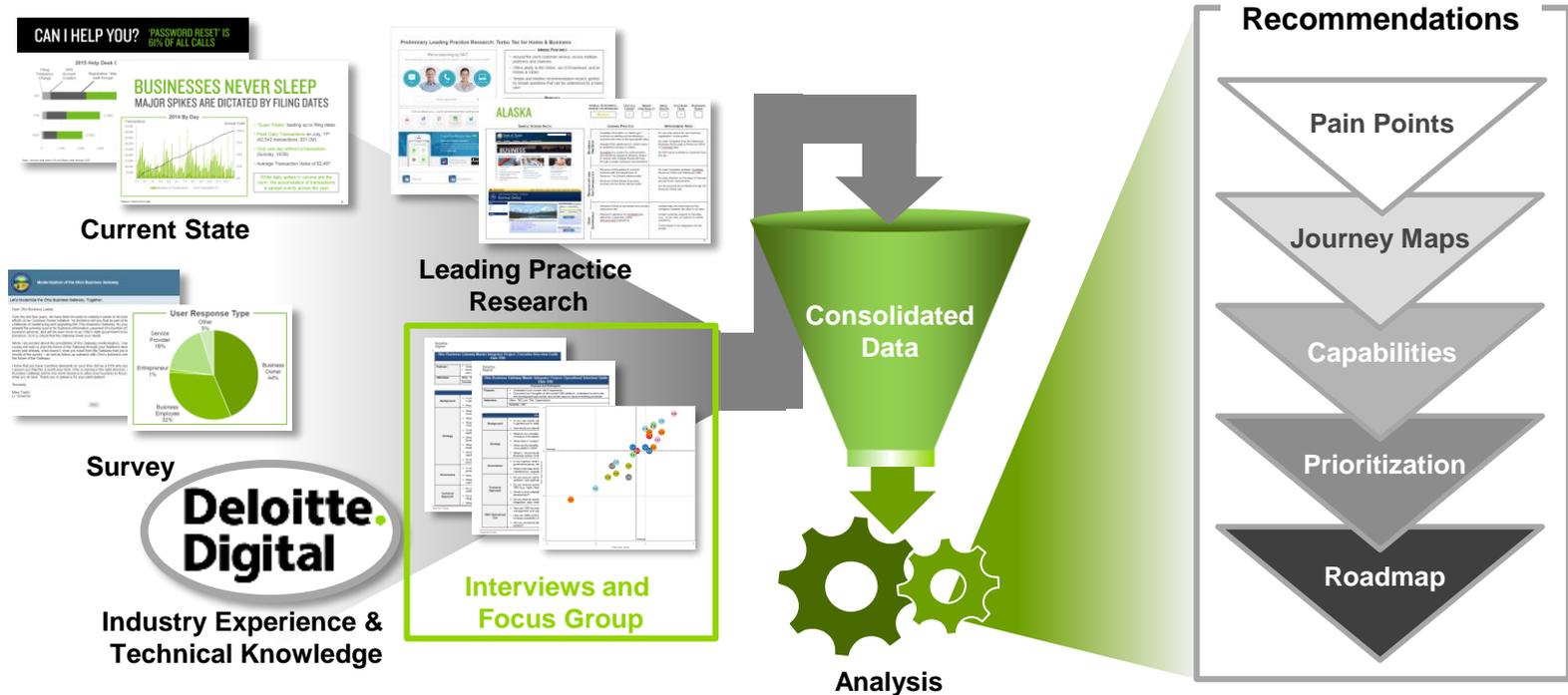
We have developed implementation options and a high-level roadmap

# FINDINGS UPDATE

What have we learned since the last meeting?

# DATA GATHERING METHOD

TODAY WE WILL COVER FINDINGS FROM USER INTERVIEWS AND FOCUS GROUPS CONDUCTED SINCE THE LAST SC, AS WELL AS PROJECT RECOMMENDATIONS



# 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

# 11 USER INTERVIEWS

## SUMMARY

- Interviewed 4 users prior to the survey
- Conducted 7 interview follow-ups based on survey responses
- Complemented learnings from data analysis and focus group

The user interviews validated the identified cluster attributes, behaviors and sentiments

## 3 CORPORATE EMPLOYEES INTERVIEWED



- Spend a lot of time on OBG and use it regularly
- Generally satisfied with the site
- Main frustrations are with ease of use, payment processes and bulk filing
- Value alerts and notifications and streamlined processes

## 4 EXECUTIVE OWNERS INTERVIEWED



- Use OBG to manage their business and find business-related information
- Lower satisfaction with the site
- Main frustrations are with navigation and finding relevant information
- Value integration of services across the state, user history, business hub functionality and notifications

## 2 BASIC USERS INTERVIEWED



- Limited usage of OBG (e.g., mostly to submit reports and pay taxes)
- Generally satisfied with OBG and find what they need quickly
- Unaware of and / or don't utilize additional state services
- Main frustrations are with security and passwords

## 2 SERVICE PROVIDERS INTERVIEWED



- Use OBG regularly for several years to file clients' taxes
- Some site satisfaction but require improvements
- Main frustrations are with multiple passwords and client management through OBG
- Value additional services on the OBG, consolidation of processes, user access and password modernization

# FOCUS GROUP SESSION

# SNAPSHOTS



User Journey Discussion with breakout groups

Pain points and potential capabilities identified for each group



Groups report summaries of the discussions within their breakouts



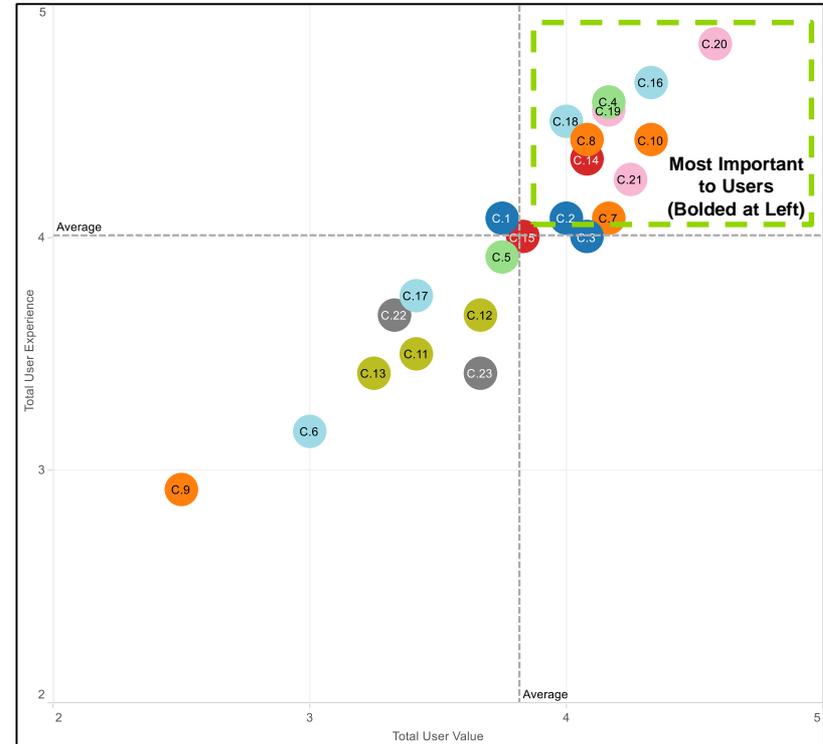
"Top 2" capabilities voting



# RAPID SURVEY

# COMBINED RESULTS

Functional Module	ID	Capability Name
User Access & Profile Management	C.1	Password Modernization
	<b>C.2</b>	<b>User Profile and Access Management</b>
	C.3	User Account Integration
Application Processes	<b>C.4</b>	<b>Workflow Step Reduction</b>
	C.5	Post-Submission Features
Application Experience	<b>C.7</b>	<b>Business Journey Hub</b>
	<b>C.8</b>	<b>User-Centric Design</b>
	C.9	Mobile Optimization
	<b>C.10</b>	<b>Alert and Notification Functionality</b>
Online Help and Training	C.11	Help Desk Call-In Enhancements
	C.12	Help Desk Channel Expansion
	C.13	How-To Guides and Education
Data Architecture	<b>C.14</b>	<b>Data Entry Enhancements</b>
	C.15	Data Upload Functionality
Integration Architecture	<b>C.16</b>	<b>Agency and Municipal Service Integration</b>
	C.6	Verification & Validation Services
	C.17	Software Integration
Reporting and Printing	<b>C.18</b>	<b>Payment Enhancements</b>
	<b>C.19</b>	<b>Complete Business History</b>
	<b>C.20</b>	<b>Compliance Dashboard</b>
System Dependability	<b>C.21</b>	<b>Confirmations and Print Support</b>
	C.22	Speed and Reliability Enhancements
	C.23	Security & Controls



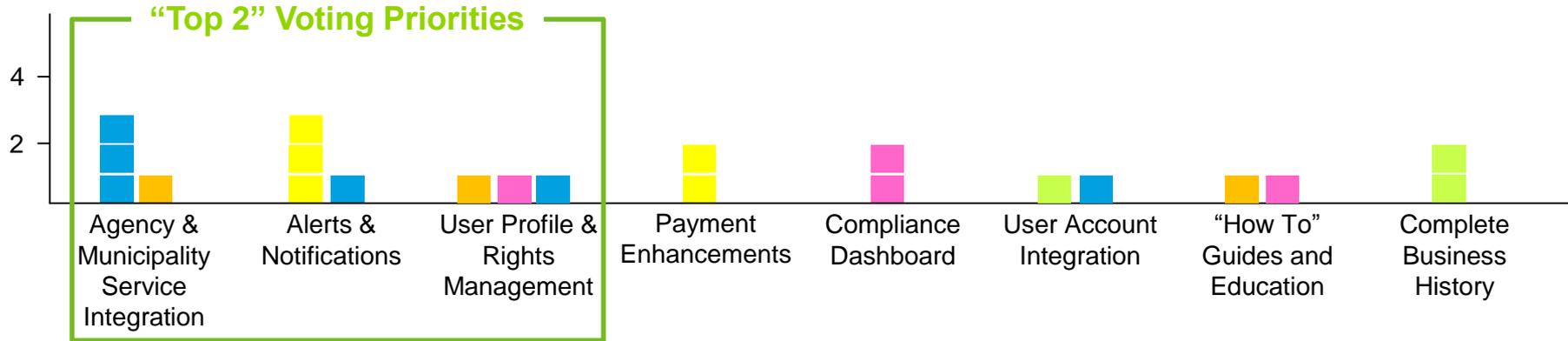
## Key Takeaways

- All **Reporting and Printing** and most **Application Experience** capabilities scored high
- **Online Help & Training** and **System Dependability** capabilities were relatively less valued

# “TOP 2” VOTING

## PRIORITIES EMERGED

### CAPABILITIES THAT RECEIVED MULTIPLE VOTES



### CAPABILITIES THAT RECEIVED 1 VOTE

- Password Modernization
- Workflow Step Reduction
- User Centric Design
- Help Desk Channel Expansion
- Confirmation & Print Support

### CAPABILITIES THAT DID NOT RECEIVE A VOTE

- Post-Submission Features
- Verification & Validation Services
- Mobile Optimization
- Business Journey Hub
- Data Entry Enhancements
- Help Desk Call-In Enhancement
- Software Integration
- Speed & Reliability Enhancements
- Data Upload Functionality
- Security & Controls

**Legend:** Each box designates 1 user vote for that given capability

- Corporate Employees
- Basic Users
- Executive Owners
- Aspiring Entrepreneurs
- Service Providers

# FUTURE VISION

What is the future vision of the Gateway?

# REMEMBER OUR MISSION STATEMENT

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

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

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User experience that maximizes **value and efficiency**

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

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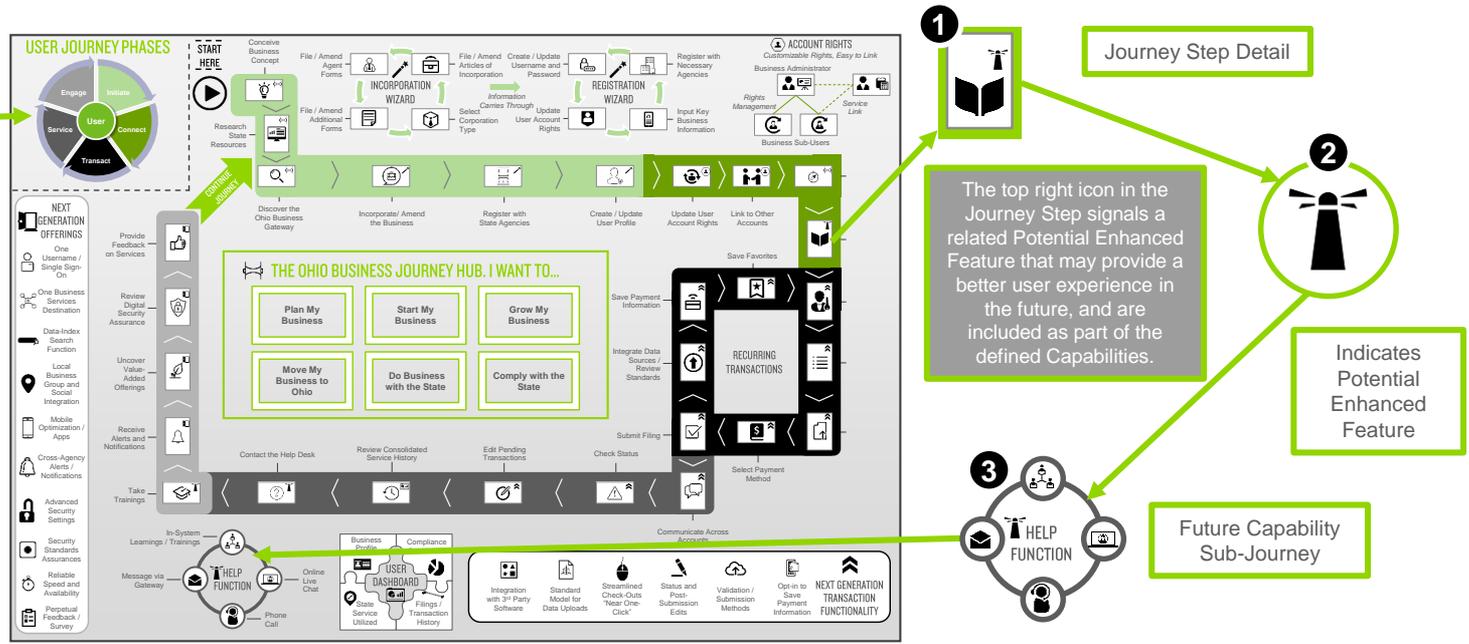
To create an **adaptable, integrated, and secure** digital platform

# FUTURE STATE JOURNEY MAP

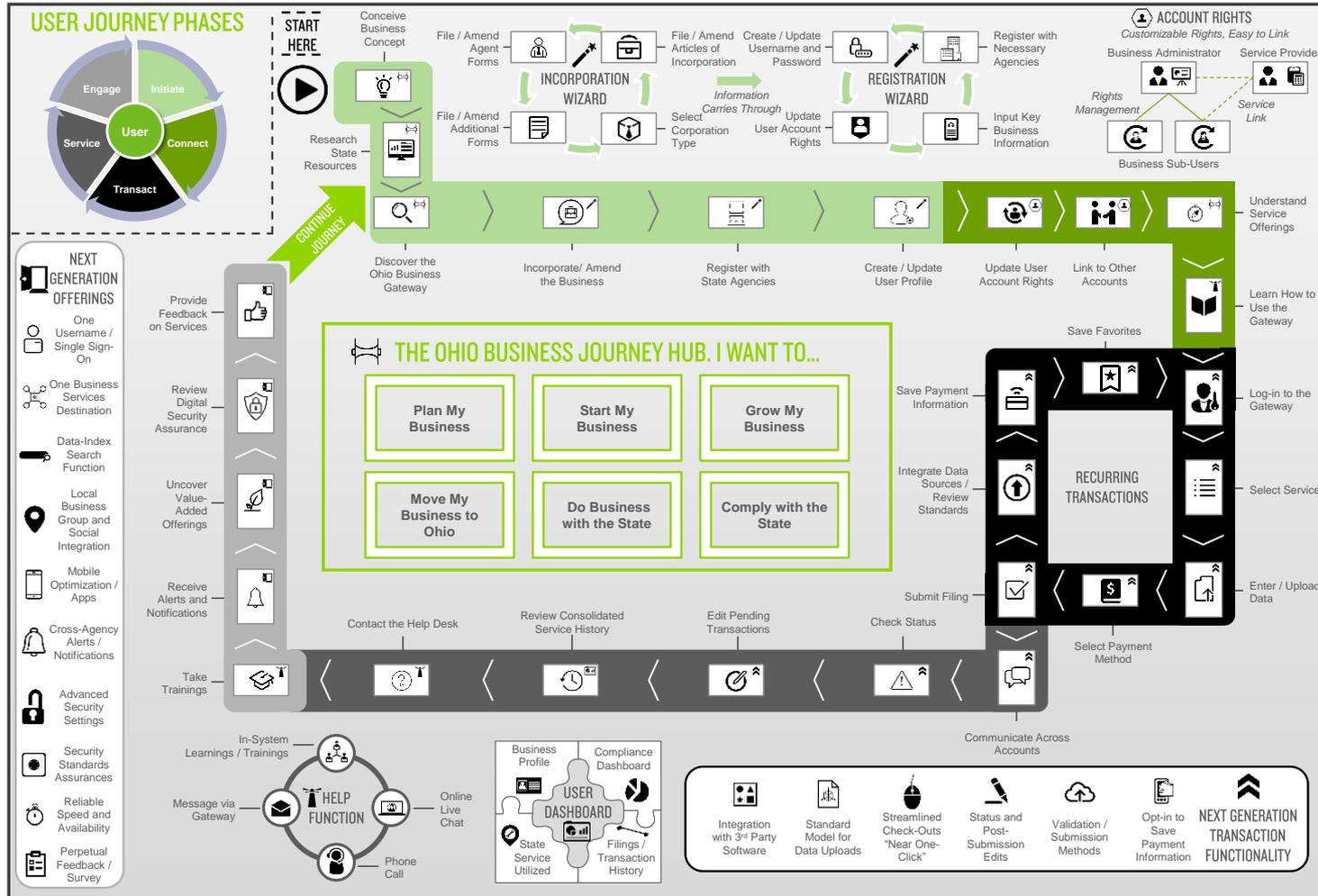
## HOW COULD A USER EXPERIENCE OBG 3.0?

The Future State Journey Map was created to envision how user clusters could experience the Gateway in the future, with the flexibility to take advantage of enhanced capabilities based on their unique needs

Journey Phases and Steps closely tie to the original Journey Maps validated with users, but with updates based on identified potential enhancements.



# WHAT COULD THE FUTURE JOURNEY LOOK LIKE?



# POWER THE FUTURE

THIS FUTURE VISION REQUIRES A BROAD SET OF CAPABILITIES

## Functional Modules

User Access & Profile Management	Application Processes	Application Experience	Online Help and Training	Data Architecture	Integration Architecture	Reporting and Printing	System Dependability
Password Modernization	Workflow Step Reduction	Business Journey Hub	Help Desk Call-In Enhancements	Data Entry Enhancements	Integration Platform (ESB)	Complete Business History	Speed and Reliability Enhancements
User Profile and Access Management	Post-Submission Features	User-Centric Design	Help Desk Channel Expansion	Data Upload Functionality	Agency and Municipal Service Integration	Compliance Dashboard	Security & Controls
User Account Integration (SSO)	Approval Processes	Mobile Optimization	How-To Guides and Education		Verification & Validation Services	Confirmations and Print Support	
	Error Management	Alert and Notification Functionality			Software Integration		
	Content Management				Payment Enhancements		

## Identified Capabilities

# PATH FORWARD

How do we make the vision a reality?

# POWER THE FUTURE

HOWEVER, THE CURRENT TECHNOLOGY INFRASTRUCTURE IS NOT READY TO SUPPORT THE FUTURE VISION

Functional Modules							
User Access & Profile Management	Application Processes	Application Experience	Online Help and Training	Data Architecture	Integration Architecture	Reporting and Printing	System Dependability
Password Modernization	Workflow Step Reduction	Business Journey Hub	Help Desk Call-In Enhancements	Data Entry Enhancements	Integration Platform (ESB)	Complete Business History	Speed and Reliability Enhancements
User Profile and Access Management	Post-Submission Features	User-Centric Design	Help Desk Channel Expansion	Data Upload Functionality	Agency and Municipal Service Integration	Compliance Dashboard	Security & Controls
User Account Integration (SSO)	Approval Processes	Mobile Optimization	How-To Guides and Education		Verification & Validation Services	Confirmations and Print Support	
	Error Management	Alert and Notification Functionality			Software Integration		
	Content Management				Payment Enhancements		

## Identified Capabilities

### CURRENT STATE ASSESSMENT LEGEND

Sufficient Functionality

Partial Gap

Significant / Full Gap

# CURRENT STATE GAP ANALYSIS

Classification	Description	Capability Count
Sufficient Functionality	<ul style="list-style-type: none"><li>Sufficient functionality exists in the current system, or could be available with minimal modification</li></ul>	3
Partial Gap	<ul style="list-style-type: none"><li>Some degree of modification or customization is required</li></ul>	5
Significant / Full Gap	<ul style="list-style-type: none"><li>Significant architecture, data model, integrations and / or business layer modifications are required</li></ul>	19

## TAKEAWAYS

- 70% of capabilities lack significant functionality in the current system
- The degree of changes required to the existing system are time and resource intensive
- Further custom development on an aging platform introduces risk, increases maintenance cost and reduces scalability

**Given the significant gaps, the likely result is that the Gateway will need to be re-platformed**

# IMPLEMENTATION OPTIONS

## THERE ARE 4 OPTIONS FOR RE-PLATFORMING THE GATEWAY

No.	Option		Description
1	Custom Build		<ul style="list-style-type: none"><li>Re-designing / re-engineering of the OBG application and integration architecture to provide desired business capabilities</li></ul>
2	On-Premise (COTS)		<ul style="list-style-type: none"><li>Commercially available off-the-shelf (COTS) application implemented on premise, Infrastructure and platforms are hosted and controlled in-house by enterprise groups</li></ul>
3	On-Cloud (COTS)		<ul style="list-style-type: none"><li>Commercially available off-the-shelf (COTS) application available over internet (cloud) through subscription model, managed by the provider</li></ul>
4	Hybrid (Cloud + On-Premise)		<ul style="list-style-type: none"><li>Merges Cloud-base and On-Premise (COTS) solution without creating multiple data silos through integration</li></ul>

# OPTION ASSESSMENT

ON-CLOUD AND HYBRID OPTIONS HAVE CERTAIN ADVANTAGES THAT SUGGEST THEY BETTER SUPPORT THE GATEWAY'S MISSION

No.	Option	Meet Business Needs	Cost to Implement	Time to Implement	Technical Agility	Security & Compliance
1	Custom Build	Fully customized	Build from scratch	Long development timeline	Will require custom development	Custom build and implement
2	On-Premise (COTS)	Out-of-box software for many modules	Purchase and install on-site software	Requires setup and installation	Allows for modular upgrades	Prebuild controls, additional controls required
3	On-Cloud (COTS)	Out-of-box solutions for many modules	Purchase existing modules	Maximizes 'plug and play' elements	'Push' updates and modular upgrades	Most package meets standards
4	Hybrid (Cloud + On-Premise)	Out-of-box solutions and software	Purchase cloud + on-premise components	Same cloud-based speed gains	Some "push" updates and modular upgrades	Prebuild controls, additional controls can be defined



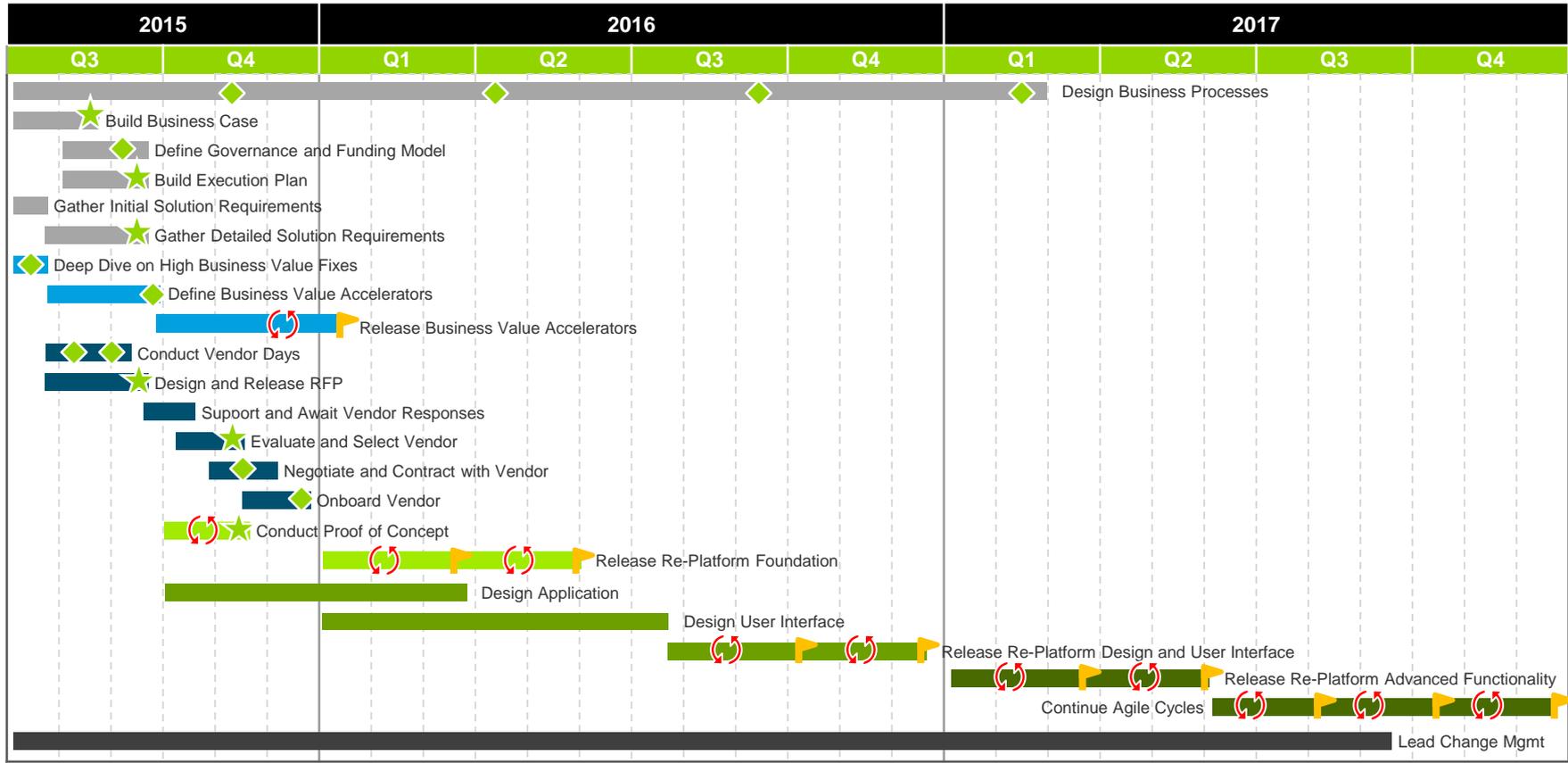
# PLANNING FOR SUCCESS

THE ROADMAP IS STRUCTURED INTO AN INTEGRATED SET OF WORKSTREAMS, TAKING A METHODOICAL APPROACH TO ACHIEVE A SUCCESSFUL OUTCOME

On-Cloud / Hybrid Roadmap	
Workstream	Description
Process and Operations	<ul style="list-style-type: none"><li>Analyze and re-design associated business processes and policies to impact both build and on-going maintenance activities</li></ul>
Business Value Accelerators	<ul style="list-style-type: none"><li>Add sustainable business value through fast-tracked improvements to highly-rated user needs, resulting in immediate impact</li></ul>
Vendor Selection	<ul style="list-style-type: none"><li>Deploy a methodical approach to RFP design, vendor assessment, vendor selection, and onboarding activities</li></ul>
Re-Platform Foundation	<ul style="list-style-type: none"><li>Pilot the middleware connection to back-end systems, followed by full implementation activities of foundational activities</li></ul>
Re-Platform Design & User Interface	<ul style="list-style-type: none"><li>Design re-platform solution, including application and user interface design, with detailed input from users and stakeholders</li></ul>
Re-Platform Advanced Functionality	<ul style="list-style-type: none"><li>Add additional functionality to re-platform foundation, prioritized by stated user needs, selected software configuration, and tech dependencies</li></ul>
Change and Communications	<ul style="list-style-type: none"><li>Manage communications and design change initiatives both internally and for users, throughout the modernization effort</li></ul>

# OBG MODERNIZATION ROADMAP

**Preliminary Draft –  
For Discussion Only**



Roadmap Legend	Process and Operations	Vendor Selection	Re-Platform Design and User Interface
Change and Communications	Business Value Accelerators	Re-Platform Foundation	Re-Platform Advanced Functionality

Legend	
◆ Session	★ Deliverable
↻ Agile Cycle	▶ Deployment

# BUSINESS VALUE ACCELERATORS

RE-PLATFORMING IS A LONG-TERM COMMITMENT, BUT WE HAVE IDENTIFIED PRESSING BUSINESS NEEDS THAT CAN BE ADDRESSED IN THE NEAR-TERM

## HOW DID WE IDENTIFY BUSINESS VALUE ACCELERATORS?

High User Impact

Address Urgent  
User Needs

Relatively Low  
Hurdles to  
Implement

Reusable Business  
Process Design

Business Value Accelerators, as defined by this project, are functionality that could happen in a 6-9 month timeframe in the current system

# BUSINESS VALUE ACCELERATOR OPTIONS

Business Value Accelerators may not address a full capability, but they alleviate significant user pain points and the design and processes may be reusable for the future solution

Accelerator Name	Description	User Pain Point Addressed
Password Reset Communications	<ul style="list-style-type: none"> <li>Self-service password administration, business process enhancements, and communication</li> </ul>	<ul style="list-style-type: none"> <li>61% of help desk calls relate to password resets</li> </ul>
Refreshed Design on Select Pages	<ul style="list-style-type: none"> <li>Redesigned user interface, including landing page and “ransom note”</li> </ul>	<ul style="list-style-type: none"> <li>“Look and Feel” was the most important predictor of overall satisfaction in the survey</li> </ul>
Opt-In Email Alerts	<ul style="list-style-type: none"> <li>Enhance existing framework to set up email notifications for key filing dates and compliance</li> </ul>	<ul style="list-style-type: none"> <li>Keeping track of due dates and changes was a major pain point in each focus group breakout</li> </ul>
User Account Type Communications	<ul style="list-style-type: none"> <li>Clear design, articulation and communication of business user and service provider account types</li> </ul>	<ul style="list-style-type: none"> <li>User rights management finished as a leading “Top 2” vote receiver in the focus group</li> </ul>
Business Journey on Landing Page	<ul style="list-style-type: none"> <li>Updated landing page and navigation, focused on the Business Journey</li> </ul>	<ul style="list-style-type: none"> <li>Finding relevant information was the leading user frustration from the survey</li> </ul>
Select Help Desk Issue Improvement	<ul style="list-style-type: none"> <li>Clarify help desk destinations into an online directory organized by help issues</li> </ul>	<ul style="list-style-type: none"> <li>Help Desk came in 2<sup>nd</sup> on the survey for dissatisfaction with the current system</li> </ul>

**WE VALUE YOUR OPINION ON WHICH ACCELERATORS ARE MOST IMPORTANT**

# NEXT STEPS

Where do the we go from here?

# NEXT STEPS

## BEFORE JUNE 26<sup>TH</sup>

- Capability Charters
  - Capability Overviews, Initial Prioritization, High-level Dependencies, Considerations
- High-level Roadmap Refinement
- Project Phase End Date: June, 26<sup>th</sup>

## SECOND PHASE

- Solution Requirements
  - Linkages, Pre-requisites, Sequencing, Rationalization, Enablers, Vendor Analysis
- Business Value Accelerator Plan
- Detailed Governance Model
- Execution Plan
- Funding Model Options
- Vendor Identification / Vendor Days
- Change & Communications Strategy