

FINAL DELIVERABLE: SUMMARY

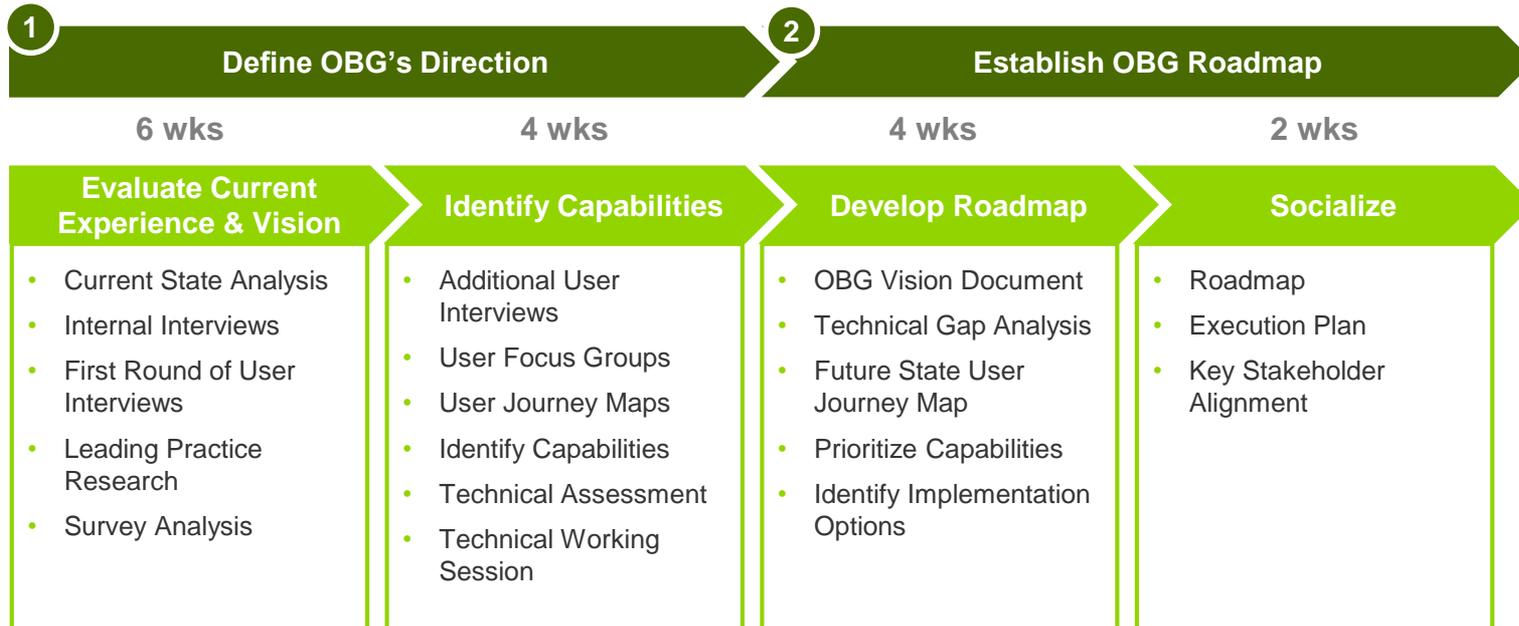
Ohio Business Gateway Vision Document and Roadmap

August 6, 2015

OBJECTIVE AND TIMELINE

Project Objective

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



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

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

KEY DATA LESSONS LEARNED

REVENUE & VOLUME

- Future growth strategies should **include both new and existing revenue sources**
- OBG architecture will continue to **require flexibility** to accommodate volume spikes
- While **daily spikes in volume are the norm**, the accumulation of transactions is spread evenly across the year
- Daily spikes result in **impacts to resource management, balancing, bulk filing, and upgrade development schedules**
- Volume will continue to create variance in balancing and daily activity report completion, but re-assessing the process could reduce resource commitments
- Significant **future OBG revenue exists within ODT**, as well as other agencies

WEB TRAFFIC

- The **OBG dominates destination links from Business.Ohio.Gov**
- Search query analysis raises the question if users know where to turn to for State of Ohio business services
- Web traffic data **on the OBG itself is not currently available**, but may be necessary in the long-run to best understand and enhance the user experience

USERS

- The **OBG serves a broad range of user profiles**, in terms of transaction frequency and value, and should set clear strategies for each profile
- Current username 'work-arounds' make it difficult to see who the true users are

HELP DESK

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

KEY SURVEY TAKEAWAYS

USER JOURNEY VIEW THROUGH CLUSTERS

- A thorough analysis of the survey results have grouped the respondents into 5 distinct clusters
- The 5 identified clusters of end users help put the data into context and better understand the user journey

USER SATISFACTION WITH OBG

- There is variation in the level of users' satisfaction with the OBG across the clusters
- There are several frustrations with the OBG that users are particularly dissatisfied with:
 - Finding relevant information on starting or running a business
 - Engaging the Help Desk
 - Granting / receiving account access
 - Resetting a username / password
 - Managing the profile
- Satisfaction with the overall look and feel of the Gateway is most predictive of the overall rating
- Attempts to improve digital user experience are likely to result in higher overall satisfaction

VALUABLE FUTURE STATE FEATURES

- Patterns emerge that show which are the Most Valuable Future features
- The respondents across clusters value similar features, focusing on consolidation functions and simplified navigation
- In order to appeal to the wide range of users, enhancements to the OBG should take into consideration the differences as well as the comparisons between the various groups and clearly communicate these changes and benefits

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

USER JOURNEY DEEP DIVE

CORPORATE
EMPLOYEES



BASIC
USERS



CLUSTER-SPECIFIC PRIORITIES

- Easy password resets / user log-ins
- Save, upload & confirm data
- Customized alerts

- Repository of all interactions with the state
- Streamlined payment process
- Customized alerts

EXECUTIVE
OWNERS



- Consolidation of state info relevant to their business
- Custom access rights
- In-site tutorials and support

ASPIRING
ENTREPRENEURS



- Relevant resources and step-by-step guidance
- Opt-in levels of security
- Dynamic help function

SERVICE
PROVIDERS



- Levels of account access
- Save, upload & confirm data
- Customized alerts
- Enhanced help desk

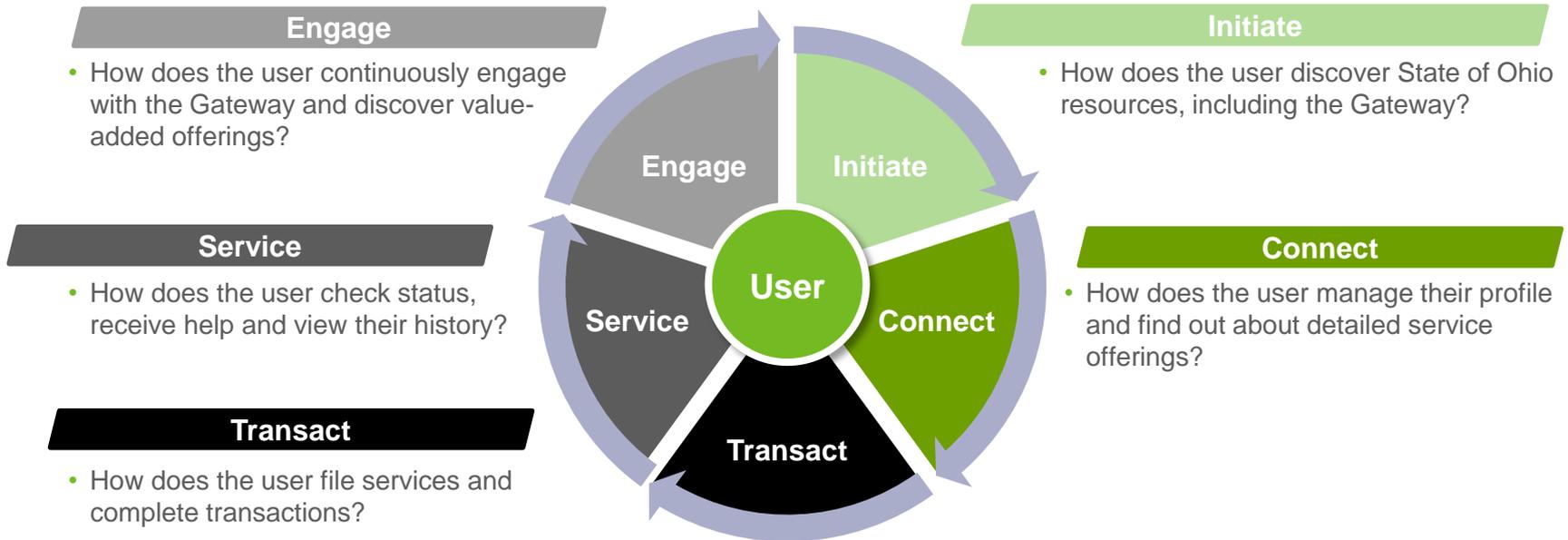
USER JOURNEY MAPPING

HOW DOES IT WORK?

- Build out a “lifecycle” framework containing the high-level activities specific to a defined user group
- Assign current pain points and frustrations to journey steps
- Identify gaps in service and opportunities for improvement across the user journey
- Validate journey steps, current pain points, and future opportunities with real users
- Reimagine the future of the user journey based on delivering against opportunities, factoring in user priorities and impact

DEFINE THE USER JOURNEY

ANALYZE THE BEHAVIOR OF EACH CLUSTER



USER STORIES

LILLIAN THE CORPORATE EMPLOYEE



Lillian's job is to make sure the corporation complies with all state regulations and filings. She's excited about streamlined integration and having a compliance dashboard.

HARRIET THE BASIC USER



Harriet is looking forward to more easily accessing the site with modern username and password management, and relying on alerts to keep track of filing deadlines and updates.

NEIL THE EXECUTIVE OWNER



Always on the look out for customers, Neil is excited about using his smartphone on-the-go to quickly validate transactions and gather information, and limit time spent on compliance.

JAMES THE ASPIRING ENTREPRENEUR



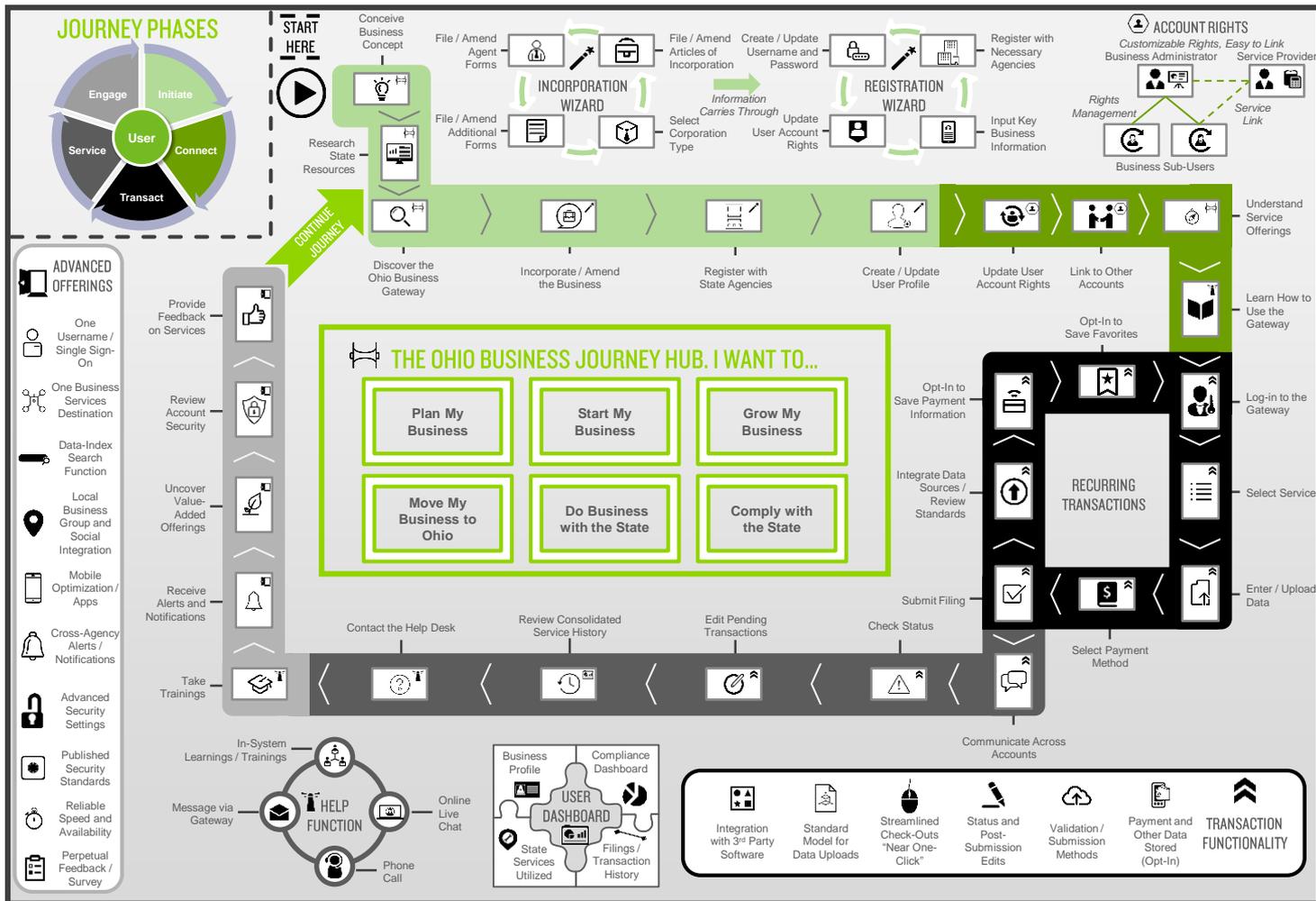
James expects the streamlined journey hub to help him take his business from just a dream and turn it into reality, with the help of a variety of state services.

ANNIE THE SERVICE PROVIDER



A Gateway power-user, Annie expects to take advantage of linked accounts with her clients and new data entry methods to allow her to deliver excellent service.

THE GATEWAY'S IDEAL STATE JOURNEY MAP



FUTURE STATE CAPABILITY MAP

DESIRED CAPABILITIES HAVE BEEN IDENTIFIED AND ORGANIZED INTO FUNCTIONAL MODULES TO ADDRESS THE NEEDS OF END USERS AND INTERNAL CONSTITUENTS

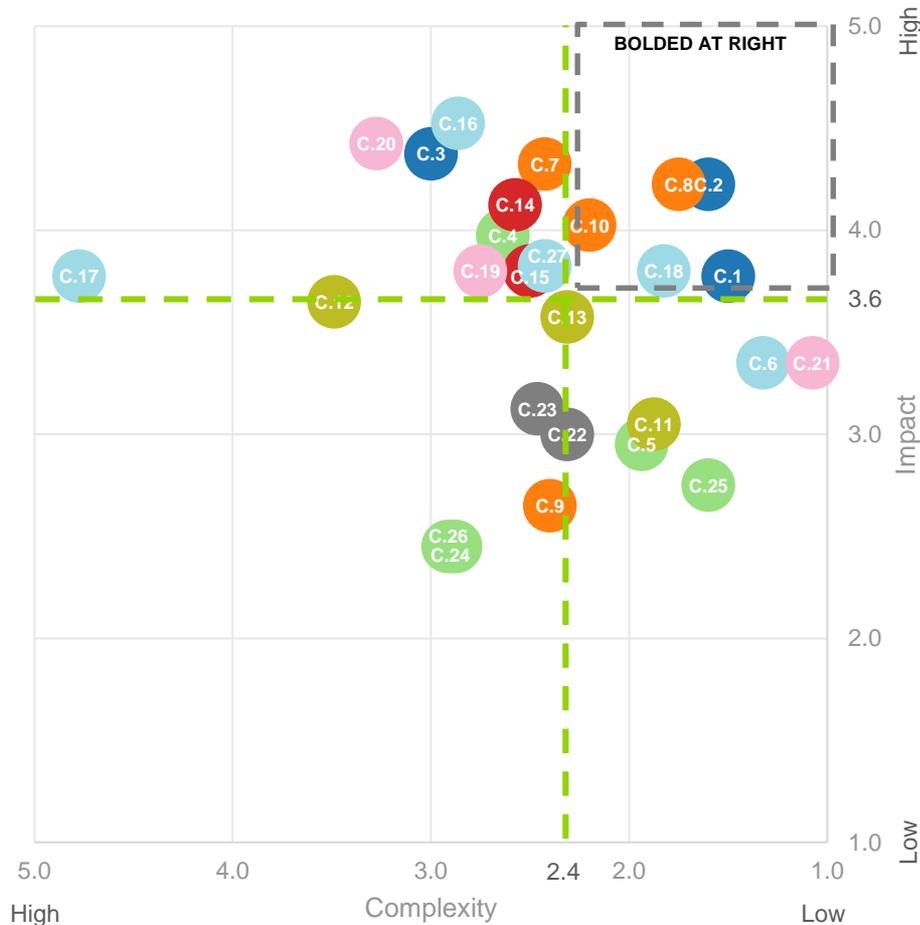
Functional Modules

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

These capabilities were identified to power the future journey map, turning the vision into reality

PRIORITIZATION RESULTS



Functional Module	ID	Capability Name	Complexity	Impact	Total Score (with Inverse Complexity)
User Access & Profile Management	C.1	Password Modernization	1.5	3.8	7.3
	C.2	User Profile and Access Management	1.6	4.2	7.6
	C.3	User Account Integration	3.0	4.4	6.4
Application Processes	C.4	Workflow Step Reduction	2.6	4.0	6.3
	C.5	Post-Submission Features	1.9	3.0	6.0
	C.24	Approval Processes	2.9	2.5	4.6
	C.25	Error Management	1.6	2.8	6.2
	C.26	Content Management	2.9	2.5	4.5
Application Experience	C.7	Business Journey Hub	2.4	4.3	6.9
	C.8	User-Centric Design	1.8	4.2	7.5
	C.9	Mobile Optimization	2.4	2.7	5.3
Alert and Notification Functionality	C.10	Alert and Notification Functionality	2.2	4.0	6.8
	C.11	Help Desk Call-In Enhancements	1.9	3.1	6.2
	C.12	Help Desk Channel Expansion	3.5	3.7	5.2
Online Help and Training	C.13	How-To Guides and Education	2.3	3.6	6.3
	C.14	Data Entry Enhancements	2.6	4.1	6.6
Data Architecture	C.15	Data Upload Functionality	2.5	3.8	6.3
	C.16	Agency and Municipal Service Integration	2.9	4.5	6.7
Integration Architecture	C.6	Verification & Validation Services	1.3	3.4	7.0
	C.17	Software Integration	4.8	3.8	4.0
	C.18	Payment Enhancements	1.8	3.8	7.0
	C.27	Integration Platform (ESB)	2.4	3.8	6.4
Reporting and Printing	C.19	Complete Business History	2.8	3.8	6.1
	C.20	Compliance Dashboard	3.3	4.4	6.2
	C.21	Confirmations and Print Support	1.1	3.4	7.3
System Dependability	C.22	Speed and Reliability Enhancements	2.3	3.0	5.7
	C.23	Security & Controls	2.5	3.1	5.7

*Note: The Total Score is calculated by summing 1) the Impact Score and 2) the absolute value of the Complexity Score minus 5. For example, an Impact Score of 4 and a Complexity Score of 2 results in a Total Score of 7.

CAPABILITY CHARTERS

A CHARTER WAS CREATED FOR EACH OF THE DESIRED CAPABILITIES

OVERVIEW

SUPPORT

SCORES

C.I PASSWORD MODERNIZATION
OVERVIEW

Overview

- Capability Definition:** Overhaul the password setting and resetting process, adding by industry standards for resets and communicating more effectively to users.
- Needed Functionality:** Implement basic account management module with self-service password reset capabilities and account management capabilities.

Additional Detail

- Password reset email that clearly articulates how to reset the password
- Temporary password sent via email or text message and the user is prompted to change the password once logged in.
- If the users choose their user name and if forgotten, send it via email or text message.
- Send notifications about password change requirements and the due dates.
- Clear communication of password standards, required resets, and method to update to avoid user frustration and risk.

User Benefits

- By being notified about the password change, users can simply reset their passwords online following clear instructions without the need to contact help desk for assistance.
- By being notified about password change requirements, users can be proactive and not be self locked out of their account.
- If the password or username are forgotten a quick text and/or email can help the users reset their password immediately and log-in to their account.

Key Considerations

- Review industry standards for password resets and delivering them.
- Research into password length and character definitions for both passwords and auto resets.

Functional Module

Impact	Complexity	Total	Quadrant	
User Access & Profile Management	3.8 / 5.0	1.5 / 5.0	7.3 / 10.0	Quadrant B: Higher Impact, Lower Complexity

Scoring Summary

Impact Scoring	Complexity Scoring
Total Impact Score (Low to High, 1-5): 3.8	Total Complexity Score (Low to High, 1-5): 1.5

User Impact	Internal Constituent Impact
User Experience: 4.0	Underlying Technology: 2.0
User Value: 3.7	Process Efficiency: 5.8
User Value: 3.9	Customer Group Count: 4.0

Complexity Scoring

Implementation Complexity	Change Complexity
Technical Complexity: 1.0	Operating Process: 3.0
Risk Complexity: 1.0	Standards: 3.0
	Standards: 3.0

C.I PASSWORD MODERNIZATION
SUPPORT

Interviews / Focus Group

- Corporate Employees group voted Password Modernization as their top 5 desired capability during the focus group Rapid Survey.

Survey

- Password was one of the top 5 Requested CBS Frustrations
- Password Resetting received the 3rd highest dissatisfaction rating on the CBS Modernization Survey

HIGHEST DISSATISFACTION RATING

Item	Rate
Account Password Management	1
Profile Setup	2
Security/Password	3
Logging or Recovery Process	4
Managing user access	5

FREQUENT DIS "FRUSTRATION" COMMENTS

Item	Count
Account Password Management	1
Profile Setup	2
Security/Password	3
Logging or Recovery Process	4
Managing user access	5

Leading Practice Research

- The State of Massachusetts allows users and administrators to effortlessly edit passwords on their site.

EDIT THE AUTHORIZED USER'S PASSWORD AND PERSONAL INFORMATION

Survey

- High-Scoring: It simplifies processes, allows users to find desired information, and saves users time while enhancing system security and user trust.
- Low-Scoring: Not expected to have a significant impact on the user's bottom line, saved by reducing the cost of compliance or enabling them to grow.

C.I PASSWORD MODERNIZATION
SCORES

Impact Scoring

Category	Score
Total Impact Score (Low to High, 1-5):	3.8
User Impact	4.0
Internal Technology Value	2.0
Ease-of-Use (Simplicity)	5.0
Internal Process Value	5.0
State-Wide Seamless Experience	3.0
Internal Constituency Breadth	4.0
User Value	3.7
Bottom-Line Potential (\$)	1.0
Efficiency (Time)	5.0
Security	5.0
Overall Score	3.9

Impact Drivers

- High-Scoring: It simplifies processes, allows users to find desired information, and saves users time while enhancing system security and user trust.
- Low-Scoring: Not expected to have a significant impact on the user's bottom line, saved by reducing the cost of compliance or enabling them to grow.

Complexity Scoring

Category	Score
Total Complexity Score (Low to High, 1-5):	1.5
Implementation Complexity	1.0
Change Complexity	3.0
Technical Complexity	1.0
Operating Process	3.0
Development	1.0
Standards	3.0
Data	1.0
Integration	1.0
Workflow Engine	1.0
Experience Design	1.0
Risk Complexity	1.0
System Exposure	1.0
Risk of Execution/Failure	1.0

Complexity Drivers

- High-Scoring: It might require adoption of new standards or changes to business and operating processes.
- Low-Scoring: It is not expected to be particularly complex to technically implement or there are limited risks associated with the capability.

Provides detail on the capability:

- Capability and functionality definition
- Additional detail
- User benefits
- Key considerations
- Prioritization scoring summary

Documents capability support from:

- Interviews
- Focus group
- Survey
- Leading practice research
- Current state assessment

Includes detailed prioritization scoring:

- User experience
- User value
- Internal impact
- Technical complexity
- Risk complexity
- Change complexity

Impact Score

Complexity Score

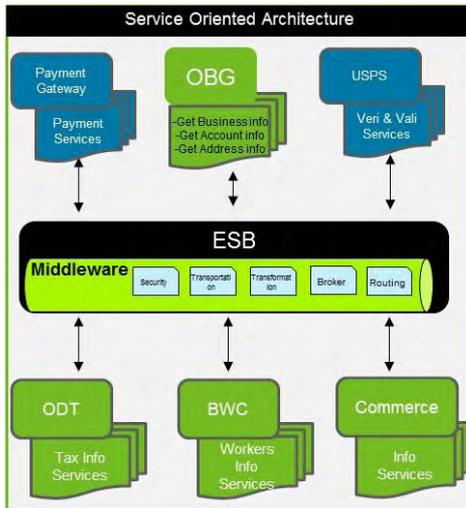
IT WORKING SESSION

KEY TAKEAWAYS

- Enhance current integration architecture and introduce **enterprise service bus (ESB)**, a middleware layer, to broker system-to-system interactions between OBG & agency systems
- Introduce technology components to provide **single user account** (single sign-on) capability, to connect with multiple agency systems, as each agency has different account/password management policies
- Need for implementation of **central registry** on OBG, to reduce the complexity of registration with different agencies; providing an ability to link users' common data points across the agencies.
- Enhance **user account management** capabilities, by introducing 3 discrete user profile groups (e.g. Internal state employees, Business users, Citizens)
- Enhancements to current user interface and reengineer business processes to make it **easier to navigate** and **find service offerings**
- Introduce capabilities to increase the capacity of the system on need-basis, to address issues that result in outage; improving overall **system stability issues**
- **Current governance structure** is in the form of an agency-to-agency interaction with no unified issue management; in the future the focus should be on a broader range of agencies and types of business operations

WHY NEED ESB?

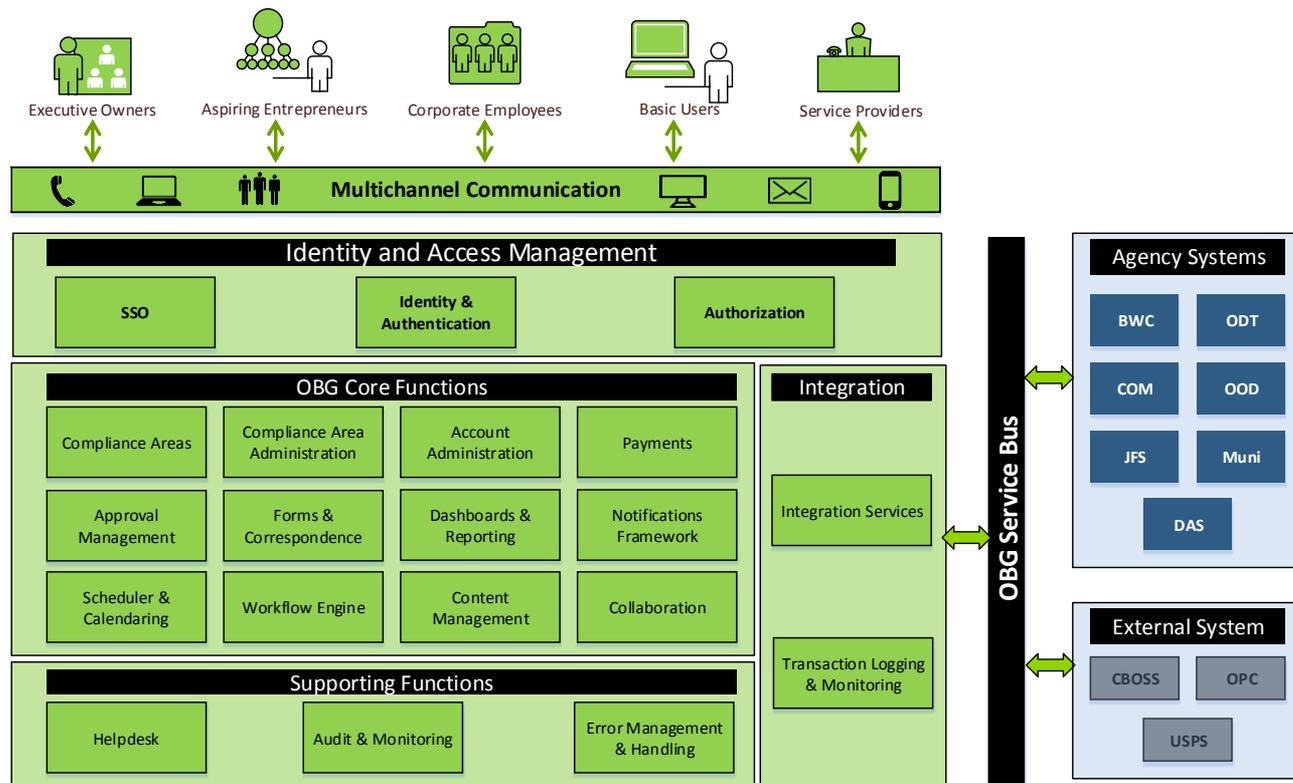
KEY BENEFITS OF IMPLEMENTING A ENTERPRISE SERVICE BUS ARCHITECTURE



- ESB provides capabilities such as; message **routing** between services, **conversion of transport protocols**, **transformation of message formats** between service producers and consumers
- Provides **robust and secure application-to-application communications** for all types of applications (independent of technology)
- **Guaranteed or reliable delivery** of information rather than fire and forget
- To promote **business process orchestration** across multiple systems, as oppose to only data exchanges
- To define decoupled approach to integration thereby **reducing rework** as applications' functionality change over time
- Provides a **canonical data model structure** for key entities available to sources requesting for such information

FUTURE STATE BUSINESS ARCHITECTURE

A BROAD VIEW OF THE ENTERPRISE APPLICATION AND INFORMATION LANDSCAPE WHICH HOUSES THE CAPABILITIES TO ENABLE THE DESIRED CONSUMER EXPERIENCE.



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

SAMPLE GATEWAY RE-PLATFORMING PLAN

Planning and Operations	Business Value Accelerators	Vendor Selection	Re-Platform Foundation*	Re-Platform Design and User Interface*	Re-Platform Advanced Functionality*	Change and Communications
<i>July 2015 – February 2017</i>	<i>July 2015 – March 2016</i>	<i>July 2015 – December 2015</i>	<i>October 2015 – May 2017</i>			<i>July 2015 – December 2017</i>
Solution Requirements	User Account Type Communications	Vendor Engagement	User Profile and Access	Wizard and Journey Hub	Alerts and Notifications	Issue and Risk Management
Business Case	Refreshed Design on Select Pages	RF(x) Creation and Release	User Account Integration	User-Centric Design	Confirmations and Printing	Communication Plan
Governance Model	Business Journey on Landing Page	Vendor Analysis and Selection	Password Modernization	Workflow Step Reduction	How-to Guides and Education	Communication Collateral
Funding Model	Password Reset Communications	Vendor Contract	Speed and Reliability	Compliance Dashboard	Verification and Validations	Transition Documentation
Solution Validation	Opt-In Email Alerts	Vendor Onboarding	Security Enhancements	Business History	Software Integration	Training
Business Processes	Select Help Desk Issue Improvement		Integration Platform (ESB)	Post-Submit Features	Error Management	Change Management Plan
			Mobile Optimization	Data Entry Enhancements	Approval Processes	
			Help Desk Expansion	Content Management	Agency and Muni Integration	
			Payment Enhancements	Help Desk Call Enhancements	Data Upload	

Roadmap Legend	Vendor Selection
Change and Communications	Re-Platform Foundation
Planning and Operations	Re-Platform Design and UI
Business Value Accelerators	Re-Platform Advanced Function

*Note: Capabilities listed in specific release cycle are for illustrative purposes only and will need to be validated and supported by the selected implementation option, software vendor, and implementer.

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

A deeper dive into business value accelerators for near-term inclusion on the Gateway will be conducted