



New Hampshire Business Services Portal

Strategic Implementation Plan

April 2023



The Strategic Implementation Plan can serve as a road map to develop the Business Services Portal

NOT EXHAUSTIVE

What this document provides:

- ✓ High level view of plan for implementation and outstanding considerations
- ✓ Introduction to MVP/Agile approach
- ✓ Potential features & release plan, including:
 - Prioritized services by release
 - Potential features to be included in each release
 - Potential execution plan for each release
- ✓ Assessment of current state capabilities
- ✓ Potential KPIs for tracking portal success

What this document does not provide:

- ✗ Portal information architecture and web design
- ✗ Full technical assessment to determine interoperability and feasibility of features
- ✗ Exhaustive list of long-term features and services to be included beyond year 1
- ✗ Specific process to track baseline and future state of KPIs

Executive Summary

Implementing a Business Services Portal in NH offers the state an opportunity to drive economic gains and become a first mover to serve businesses in New England.

- The Business Services Portal will serve as a single-entry point for business owners or aspiring business owners to **easily complete tasks, receive help and explore opportunities** with multiple NH state agencies and partners

Research from over 30 interviews, a scan of all 50 states, and data from ~10 state agencies has indicated that a portal will enable NH businesses to succeed in every stage of their journey, improve business activity and outcomes, and ultimately make New Hampshire the best state for businesses.

- States with business portals have seen an average **5-year compounded annual growth rate (CAGR) in number of small businesses that is 30% higher** than states without portals
- Estimates suggest that investing up to \$10 million in a two-release initial build over ~12 months could result in excess of **\$100 million in new business revenue** in as little as 5 years

Using an agile approach to deliver a minimum viable product (MVP) followed by iterative releases of more complex and personalized features and functions will enable the state to realize immediate value from the portal

- The MVP Release can be built in four months and will include 36 of the state's ~65 business-related services, **representing 80% of business service activity** in New Hampshire
- Using an iterative process to conduct technical discovery, build, and user test features of the portal could allow the state to see an **increased number of business services users and website visitors** while recognizing a **decreased operational cost-to-serve users within 12 months post-launch**

Strategic Implementation Plan



Overview



Using an agile approach



Features and release plan



Capabilities assessment



KPI tracking and reporting

Vision for a New Hampshire Business Services Portal



What is the Business Services Portal?

An integrated portal that serves as a single point for business owners to **easily complete tasks, receive help and explore opportunities** with multiple state agencies and partners



Why build a Business Services Portal?

To empower businesses to succeed in every stage of their journey, improve business activity and outcomes, and ultimately **make New Hampshire the best state for businesses**



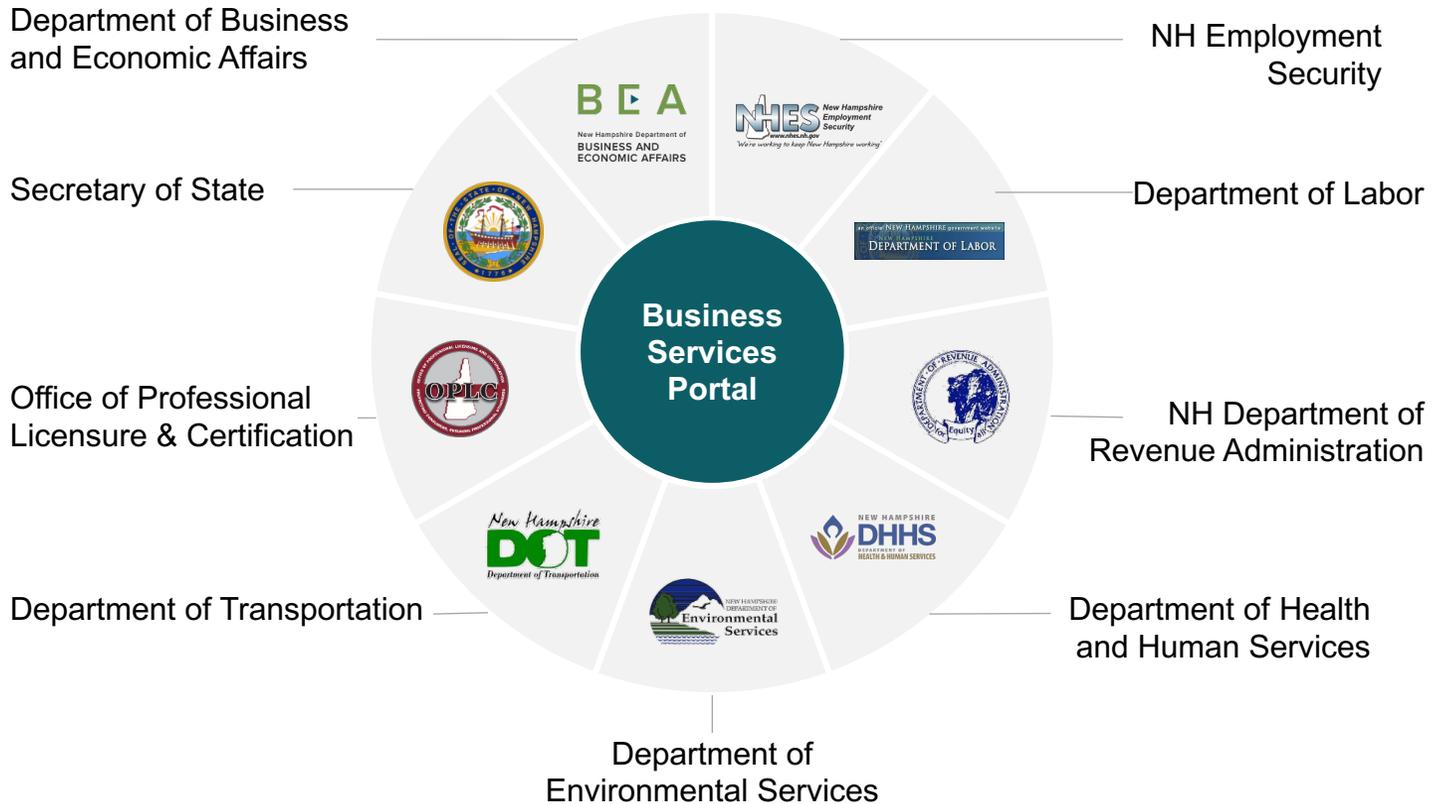
How will NH implement the portal?

Use an agile approach to deliver a minimal viable product followed by iterative releases of more complex and personalized features and functions

1. Does not include non-state agencies such as SBDC and Hannah Grimes who may ultimately have services incorporated in the portal in later stages

Source: Stakeholder interviews; Meetings with BEA leadership

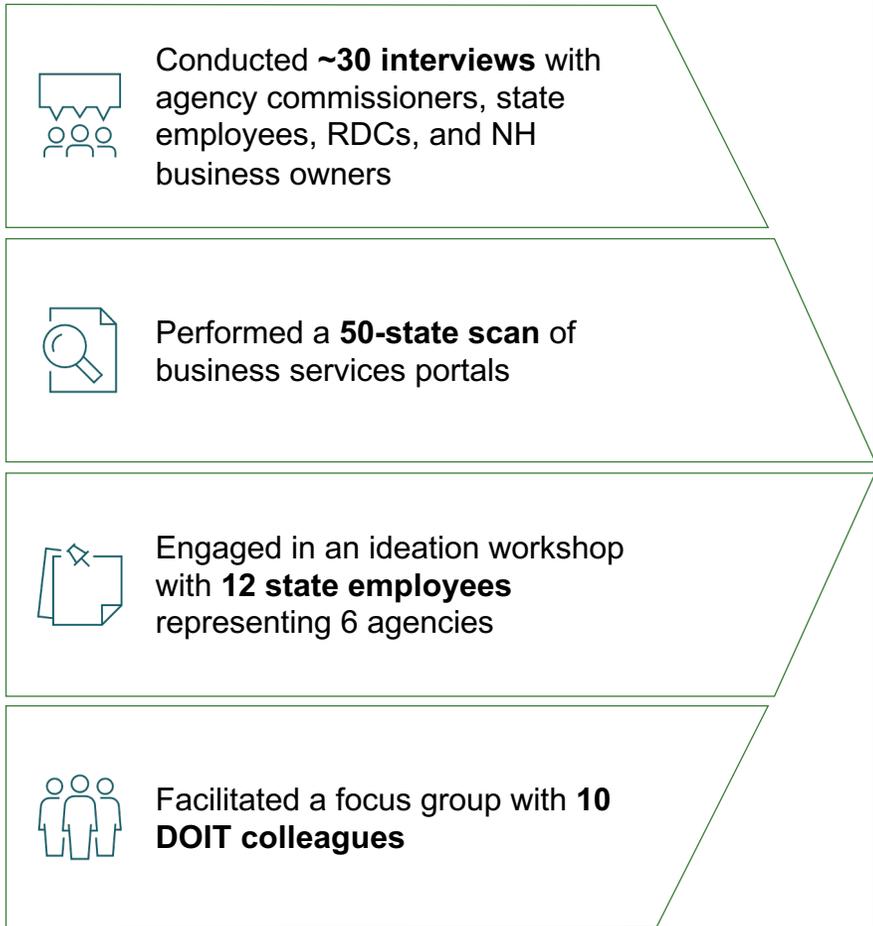
State agencies with services to be included in the portal¹



Department of Information Technology will be heavily involved as a cross-cutting enabler of the Business Services Portal

User and stakeholder research identified overarching core pain point themes that a portal can address

Completed research



Business owner and RDC pain points

“You don’t know what you don’t know”

Lack of clarity of required and recommended steps

Required... says who?

Frustration determining whether something is a state vs. local requirement

Trust in my community

Business owners turn to friends and family for answers but often are misinformed



“I did not even know we were supposed to register as a health club until a year into it”

– Fitness club owner



“I never know who is supposed to be in charge – the town or the state?”

– Restaurant owner

State agency and employee pain points

“Department of” fatigue

Users must visit multiple departments and websites with varying degrees of consistency to fulfill requirements

Manual backend tracking

State employees must manually route and follow up on requests which can add steps for users

Resource constraints

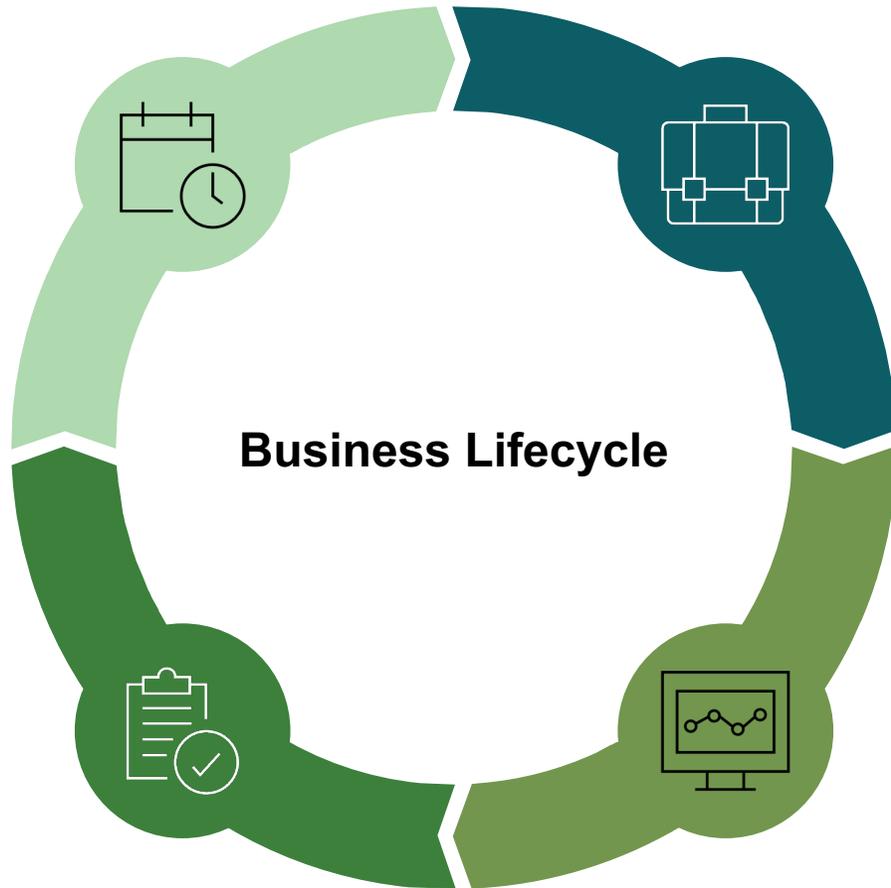
Lack of time, funding, and labor impacts state ability to track and deliver services



“The departments are proud of what they do they want credit and exposure, but it’s not a great user experience. It’s time-consuming for the business to chase down and follow up on these services”

— State employee

Organizing information by user tasks within the business lifecycle can provide a more streamlined user experience



Plan

Resources and guidance for gathering information prior to starting a business



Start

Steps and services used to start a business



Manage

Services and resources used to manage a business



Grow

Resources available to help business owners to grow and expand their businesses

Three overarching types of user needs emerged that could bring an individual to the Business Services Portal

Tasks

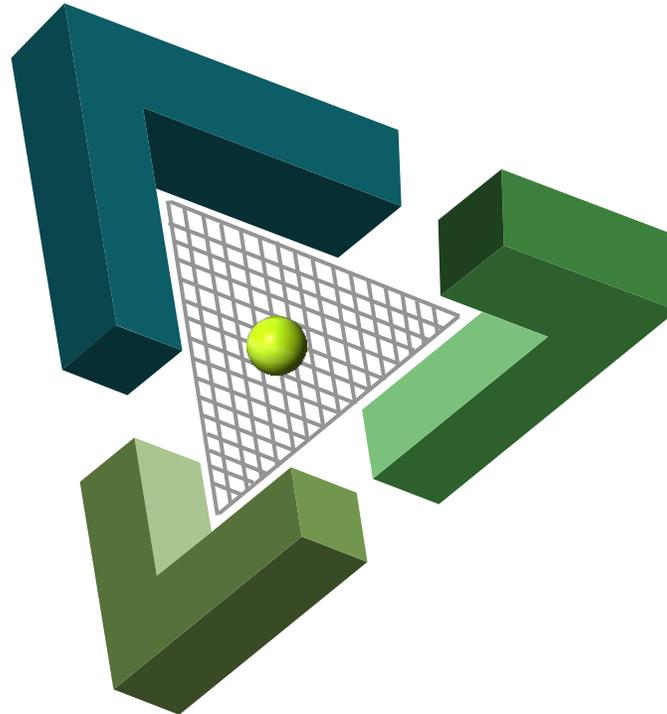
A “I need to complete a business task”

Use a specific business service that NH offers to complete a task

Assistance

B “I need help with something”

Look for and get help with business services in New Hampshire



Exploration

C “I need to learn what opportunities are available to me”

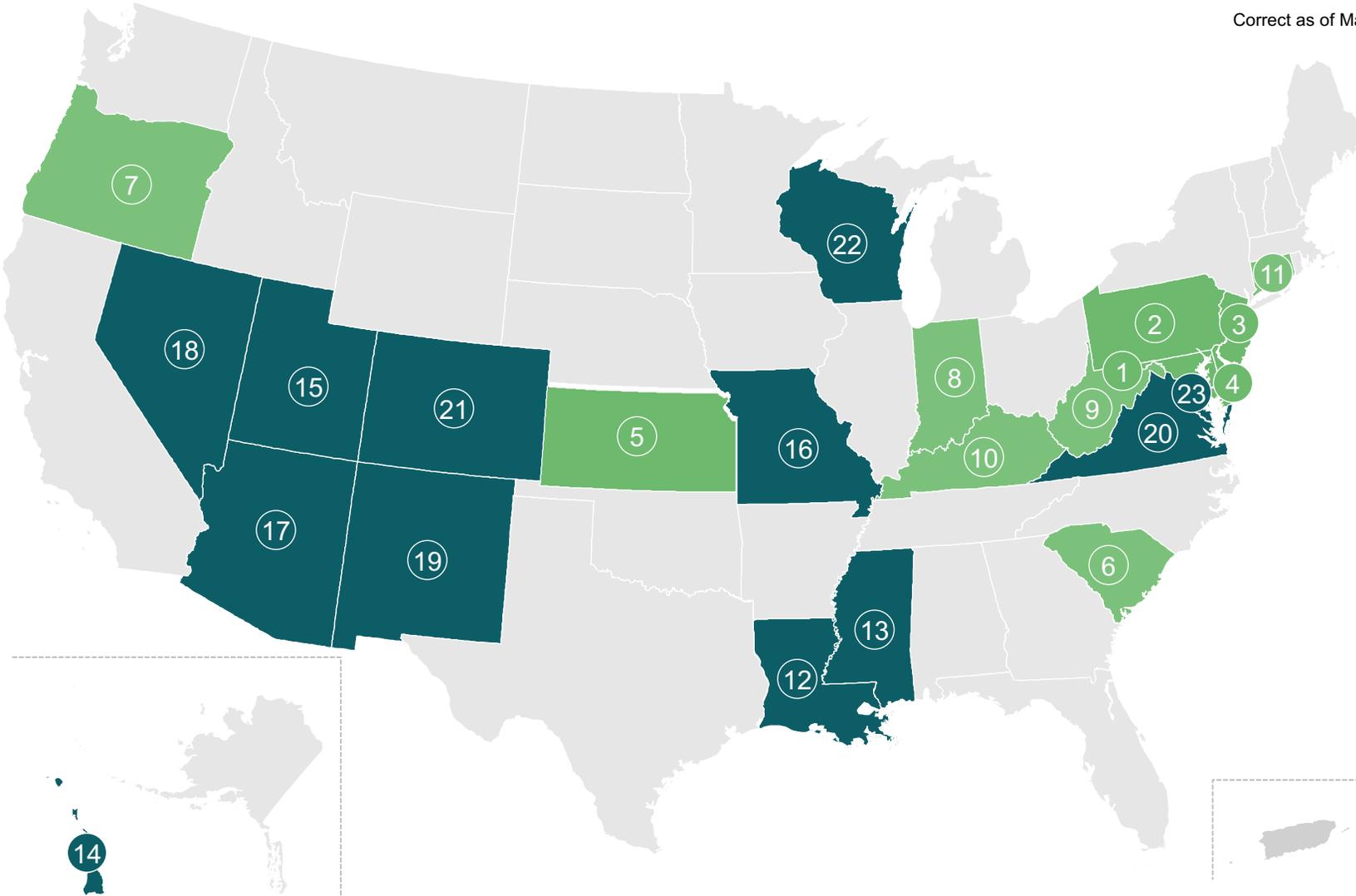
Learn about services that you were unaware of and look for new business opportunities

1. User feedback to date indicates this may not be the right solution for NH specifically

Source: Stakeholder and user interviews; Various state government websites

Fewer than half of states have a business portal — NH could be a first mover in the New England region

Correct as of March 2023



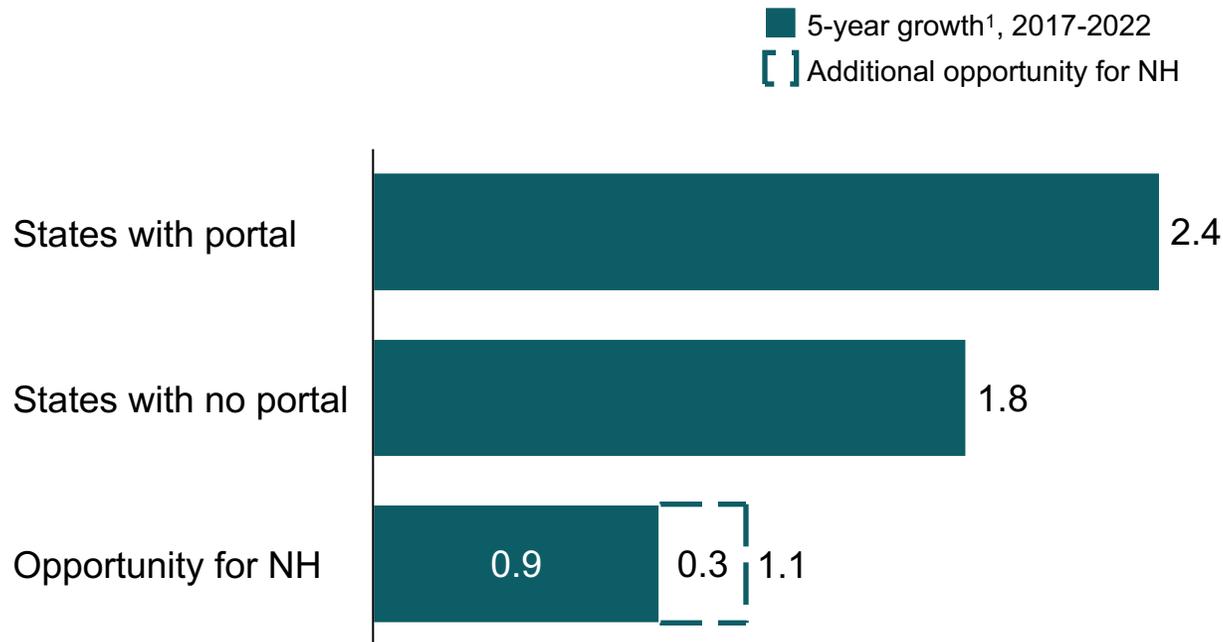
- Portal is mature with advanced features
- Portal is in early stage and/or has limited features

- 1 Maryland
- 2 Pennsylvania
- 3 New Jersey
- 4 Delaware
- 5 Kansas
- 6 South Carolina
- 7 Oregon
- 8 Indiana
- 9 West Virginia
- 10 Kentucky
- 11 Connecticut
- 12 Louisiana
- 13 Mississippi
- 14 Hawaii
- 15 Utah
- 16 Missouri
- 17 Arizona
- 18 Nevada
- 19 New Mexico
- 20 Virginia
- 21 Colorado
- 22 Wisconsin
- 23 Washington, D.C.

See Appendix D for case studies on selected states
Source: Outside-in research; Various state government websites

States with business portals had an average 5-year growth in number of small businesses that was 30% higher than states with no portal¹

Average growth¹ (%) in number of small businesses, 2017-2022



If this multiplier is applied to New Hampshire's current state:

The portal could help New Hampshire to attract an **additional 2,000+ small businesses** over 5 years, adding **nearly 5,000 jobs** throughout the state²

Over 5 years, New Hampshire could improve **from 45th nationwide in business applications per capita** (1,094) to **top 25 nationally** (~1,400)³

Using the average annual median revenue of a US small business (\$72k), New Hampshire could see a **5-year increase of over \$100 million** in additional business revenue⁴

1. Growth metric used was Compounded Annual Growth Rate (CAGR)
 2. Source: SBA Small Business Economic Profile
 3. Source: Census Bureau Business Formation Statistics
 4. Source: SBA.gov, Forbes

Additionally, states with business portals report faster registration for startups, overall higher satisfaction, and greater international engagement



Rhode Island

Filing **processing time cut down to 2 hours** from 2 weeks



Kentucky

Reduced time it takes users to make filings **by up to 75%**



Delaware

50% of portal visits were from **international businesses**

86% satisfaction rate among all users



Connecticut

Portal **saves on average 6 hours** for those trying to start a business

Of the 23 states with business services portals:

17

have a **centralized log in** capability

12

use a variation of “**Plan-Start-Manage-Grow**” lifecycle¹

14

have direct homepage links to **Help/Contact Us** pages

6

have a **virtual chat assistant or type-ahead search bar** to get help

A Business Services Portal implementation can bring operational and financial benefits to both end users and state agencies

The portal will generate data that will enable the state to track benefits, such as increased engagement

Benefits to users



Expand use of state services

Increase visibility of services and understanding of eligibility for services (e.g., employment services, workforce upskilling)



Improve business user satisfaction

Increase user trust and satisfaction with state services



Increase support of marginalized users

Simplify processes and make information more easily accessible and tailored to marginalized businesses



Increase compliance by business owners

Improve visibility of business requirements and make processes easier for users to complete

Benefits to state



Increase business activity across the state

Make it easier to start a business or do business in the state of NH



Optimize backend operations

Limit number of manual filings, applications, and processes to streamline backend operations and improve user triage between agencies



Consolidate vendor use

Leverage a single vendor across agencies for similar use cases to cut costs and streamline operations



Optimize human resources

Free up staff capacity on simple tasks to support users with complex or unique needs

Public sector entities that get user journeys experience right see a 15-25% reduction in cost to serve (details follow)

Public sector entities that prioritize the user journey experience typically see a 15-25% reduction in cost-to-serve

Cost-to-serve is the cost **directly associated with a service's operation**

Cost-to-serve is the **sum of all expenses incurred in the delivery of services, from administrators to final users**

Typical Cost-to-serve structure

Costs that typically drive the value recognized in public sector digital solutions	Cost of rework		Cost of staff time associated with channel switching, repeat calls, and upstream errors
	“Free up” to focus		Streamlining operations allows for a reallocation of staff resources to high impact initiatives
	Licensing Fees		Licensing fees associated with using certain software or third-party tools associated to the service, depending on the features in each release
Additional drivers of cost-to-serve	Development and maintenance costs		Cost of developing the user interface design, programming the digital service, hosting the services on a server or cloud platform, and ongoing maintenance and support for the service
	Marketing and promotion costs		Costs associated with public announcement and promotion to mass users within the state

Strategic Implementation Plan



Overview



Using an agile approach



Features and release plan



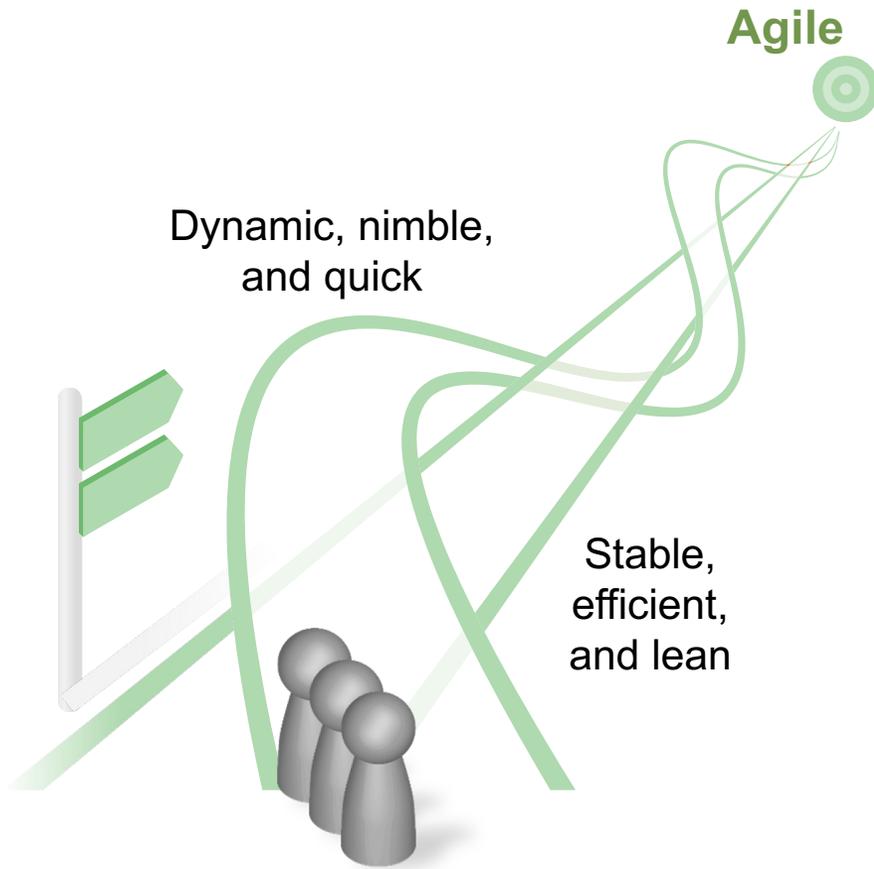
Capabilities assessment



KPI tracking and reporting

A holistic and agile operating model across 5 categories can enable a successful Business Services Portal implementation

Details follow



There are 5 hallmarks of an agile operating model



Strategy

Set clear perspective on the roles and strategic priorities/goals



Structure

Use different agile mechanisms to group and/or regroup people in a flexible structure



Process

Deploy multiple releases with testing and rapid learning



People

Apply dynamic people model to embrace different skills

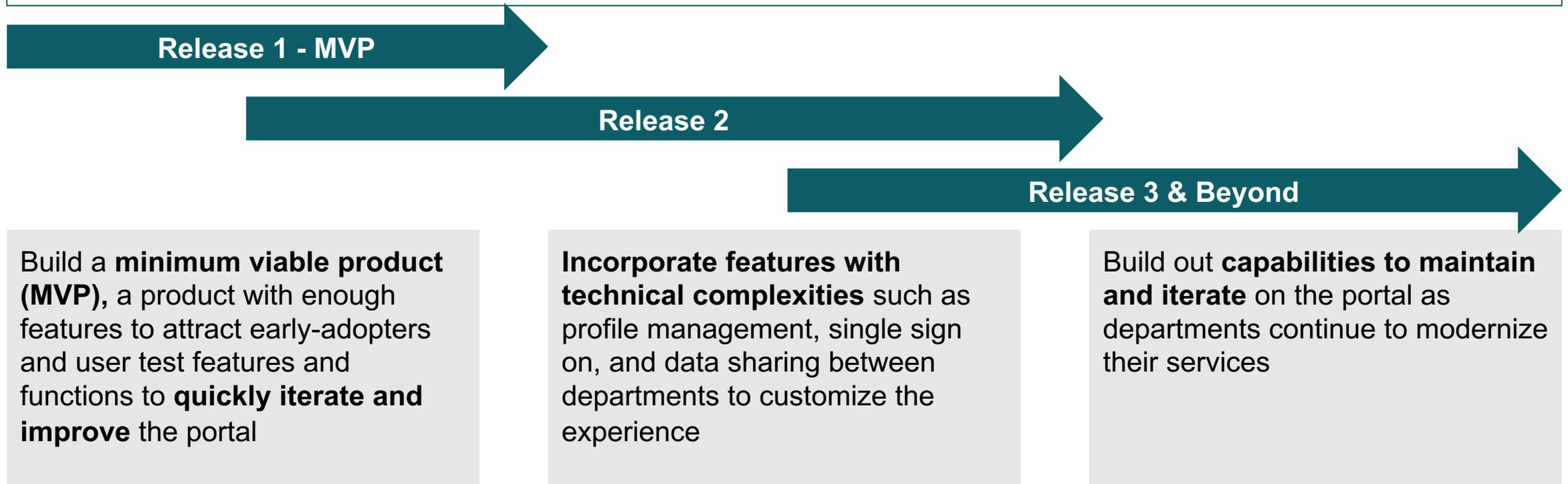


Technology

Mobilize a simplified and modular technology stack to support quick iterations

The agile process across multiple releases can create quick impact while allowing the build team time to navigate complexities in the technology and operating model

An **agile approach** allows the state to respond quickly to changes through multiple product releases and cross-functional teams with a joint mission and freedom to decide how to achieve it



Each MVP release contains six 'phases' which often run concurrently: Research, technical discovery, design and prototype sprints, delivery sprints, user testing and QA/release

Using a dynamic people model with a variety of experts allows for rapid iteration and experimentation of work processes to deliver impactful epics and key features

ILLUSTRATIVE

A product **squad** is a small, cross-functional team that can be self-organized in terms of how to deliver a given task. Squads vary in size depending on technical requirements of feature set assigned to them.

Example squad:



Design lead



Design analyst



Product manager



Business analyst



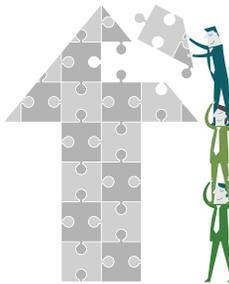
Technical lead



Web developer



Web developer



Squad members plan and work together with end-to-end responsibilities to achieve long-term goals via creating and delivering **Epics** and **Features**.

An **Epic** is a large chunk of work that is segmented into smaller user stories. An epic often spans across multiple sprints, teams, and even across multiple projects.



A **Feature** is a specific piece of functionality that has a corresponding benefit or set of benefits for the user. Benefits are the value that users gain from using that functionality.

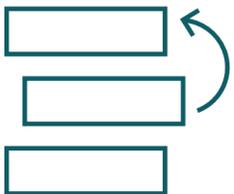
Each release has multiple sprints, which provide the rhythm to ensure alignment and right prioritization of work

Sprint

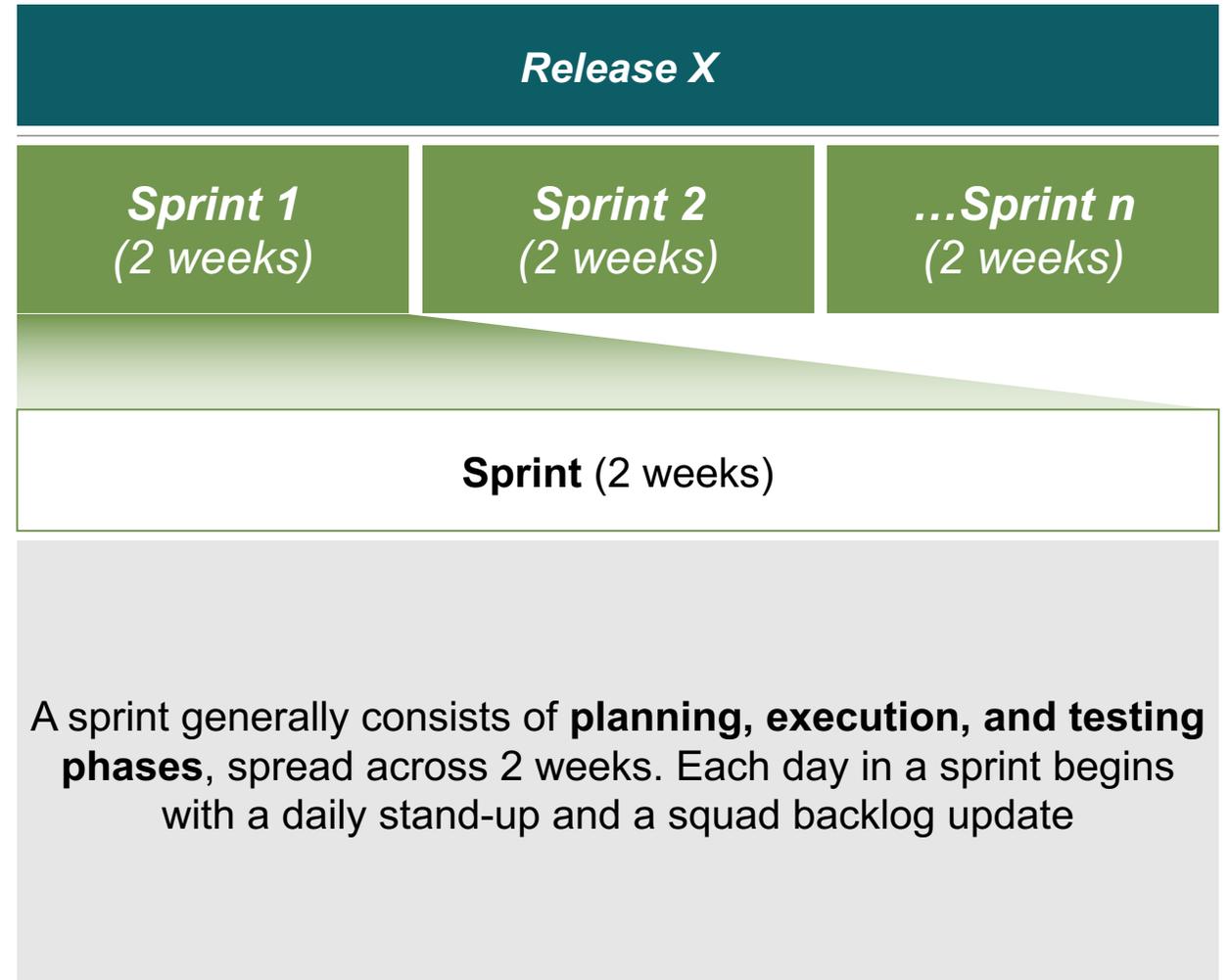


Each release consists of multiple **sprints**, which are short, time-boxed periods to complete a set amount of work, such as building a feature and receiving user feedback

Backlog



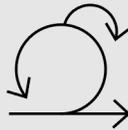
As a squad goes through a sprint, they maintain a **backlog**, which is a prioritized list of work for the development team derived from the blueprint and technical requirements



Strategic Implementation Plan



Overview



Using an agile approach



Features and release plan



Capabilities assessment



KPI tracking and reporting

Each release includes a set of services, epics and features that can bring value to both the state and the user experience

Key definitions in the features and release plan:



Service

Specific resource offered by the state and enabled by one or more features to support NH business owners



Epic

A series of features that may span multiple releases



Operational benefit

User journey and/or backend improvement as a result of an epic or feature(s)



Feature

Specific capability or function that provides value to end-users



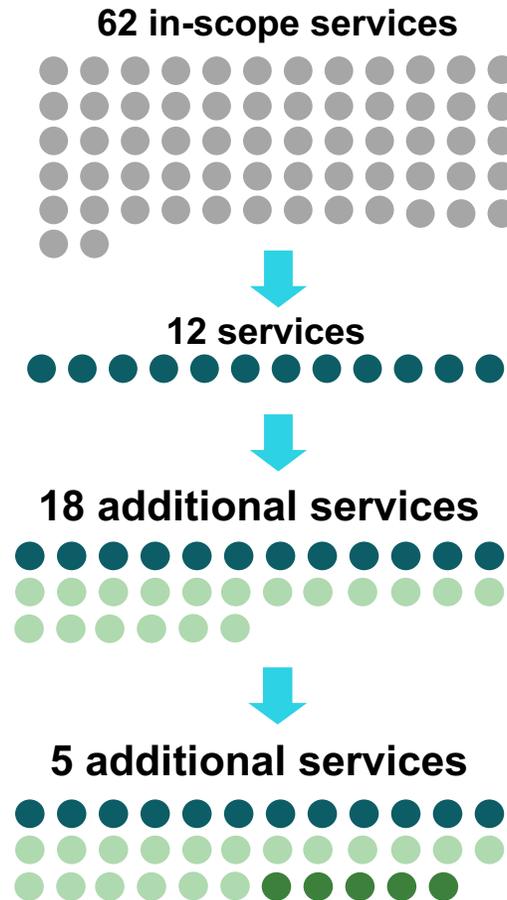
Additional system requirement

Any additional infrastructure needed to deliver a feature or set of features

To develop the features and release plan, both in-scope state services and potential features were prioritized to determine which to include in the MVP vs. subsequent releases

A prioritization exercise helped to determine services to be included in first Release¹

- 1 Reviewed all in-scope services to identify which are required by law for all NH businesses
- 2 Assessed the remaining services against quantitative and qualitative criteria to determine ~20 additional services for Release 1
- 3 Applied guiding principles to fill gaps in holistic set of prioritized services



Features were prioritized by exploring potential impact and feasibility through stakeholder and user feedback

A Feature exploration

A long-list of relevant features was developed to address pain points identified by business owners and stakeholders across 9 New Hampshire state agencies

B Impact and feasibility assessment

Ease of implementation and potential impact of each feature were assessed by core stakeholders to determine the art of the possible

C Final feature selection for Releases 1 and 2

Features were organized by expected lead time to identify Release 1 quick wins and to create runway for more complex features to roll out over subsequent releases

1. See Appendix B for full prioritization methodology
Source: Stakeholder and user feedback; State agency data; Various state websites

By adopting an agile approach, we estimate that NH could launch the MVP within four months to create immediate impact while also providing time to navigate the technical complexity of later releases

ILLUSTRATIVE

	MVP Release 1 Build the basics		Release 2 Expand functionality		Ongoing Subsequent Releases Refine and digitize	
Length	Months 1-4		Months 5-12		Month 13 and beyond	
Key goal of release	Compile access to key resources in a central, easy-to-navigate web location with search functions and checklists to start a business		Create a single sign-on across state agencies and a personalized landing page for users; expand number of accessible services		Refine and improve basic portal functionality; Digitize and create process to scale by directly integrating state services over time	
Features summary	<ul style="list-style-type: none"> Landing page Basic search and navigation functions Accessibility settings Simple web form that triages questions to appropriate agency 		<ul style="list-style-type: none"> Profile management and single sign-in Help request with recommended results and back-end triage Personalized, dynamic checklist based on current business lifecycle stage 		<ul style="list-style-type: none"> AI-powered help/navigation or smart questionnaire Notifications to remind users of deadlines and outstanding tasks Customized list of applicable RFPs 	
Number of services	36		26 additional services		TBD, potential to add services from non-state entity partners	
Potential squads required¹	Squad 1	Squad 2	Squad 1	Squad 2	Squad 1	Squad 2
	Squad 3	Squad 4	Squad 3	Squad 4	Squad 3	
Number of in-scope agencies / partners	9		11		12	

1. Number of squads and squad make up may vary

Source: Based on expert guidance and case studies from other states; Features and activities may be adjusted based on technical blueprint and discovery in Release 1

While the portal build will require external support, its successful implementation will require active participation by state agencies throughout the process

Potential resourcing for Releases 1 and 2



Implementation lead

BEA (10 hours/week)

To lead internal coordination and strategy for each Release



Content owners

Agency leads (3 hours/week each)

To coordinate across agencies, support content development and pilot backend improvements



Technical lead

DOIT agency representative (15 hours/week)

To facilitate access to technical platforms and assist in interoperability and integration



User feedback lead

TBD state representative (5 hours/week)

Identifies and sets up regular testing and feedback sessions with a variety of business owners across the state

Potential resourcing beyond Release 2 for sustainability



Portal owner

BEA (15 hours/week)

To own portal content and provide governance across agency, and evaluate performance and metrics for Business Services Portal



Content owners

Agency leads (1 hour/week each or as requirements are updated)

To update information on Portal, working in coordination with DOIT as necessary



Technical lead

DOIT (5 hours/week)

To manage any technical issues, and integrate services as they are digitized



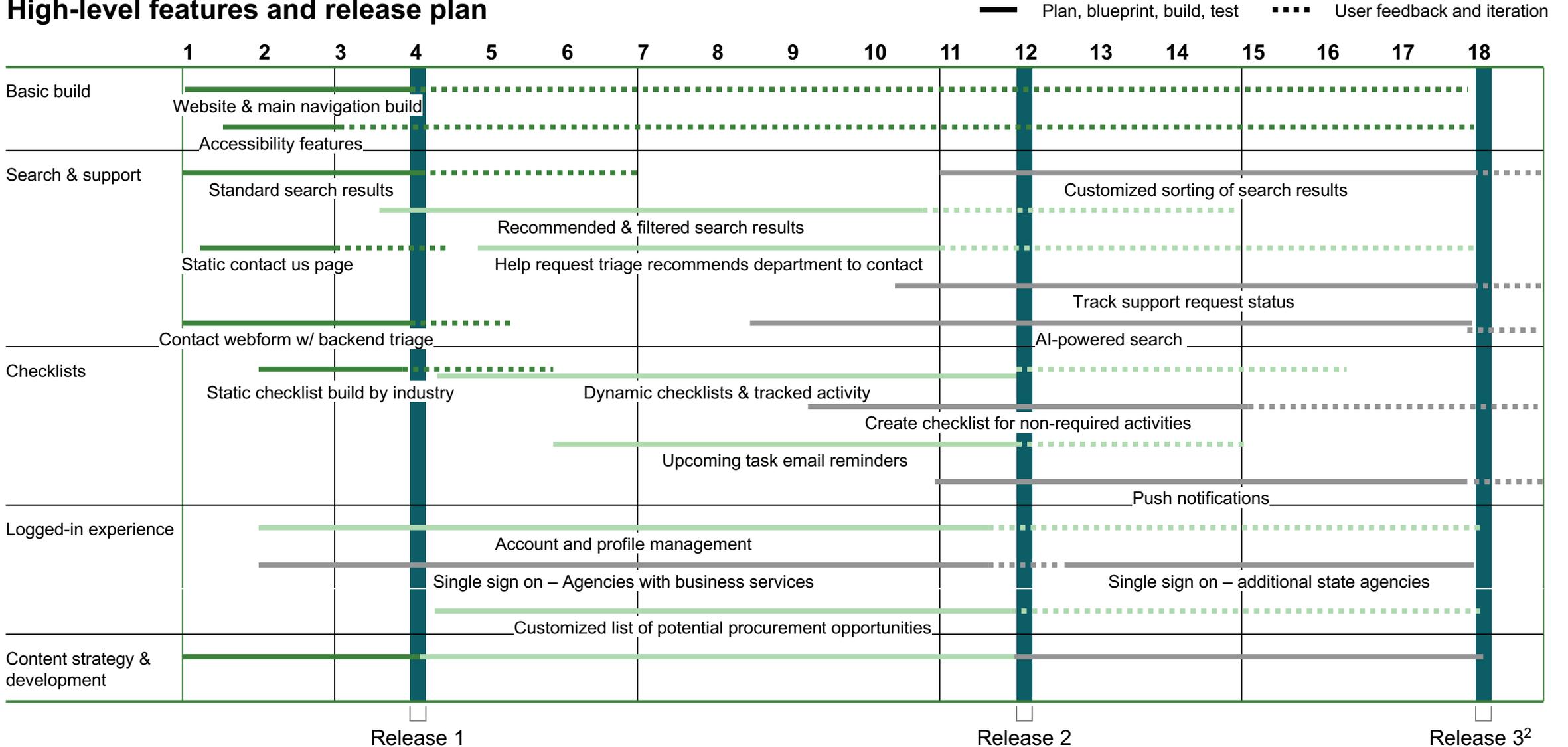
Citizen care representatives

TBD departments (redirected from current contact center roles)

To engage with citizens that have any queries regarding the Portal

Feature builds and iteration will span across releases

High-level features and release plan



1. Timing based on the pilot results
 2. Release 3 subject to change based on state stakeholder preferences and plans beyond Release 2

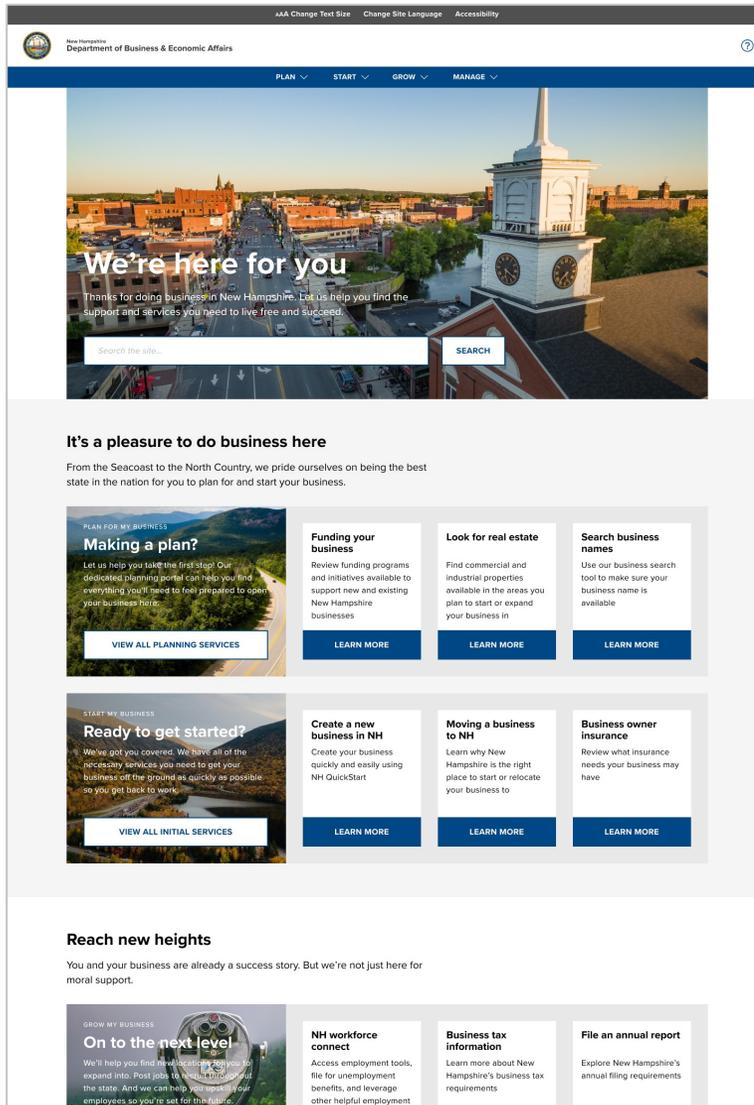
Release 1: Enable users to find and engage with the services they need with a non logged in experience

Users will be able to:

- Browse and learn about services organized by their phase in the business lifecycle
- Review standard checklists of services required to start a business in NH
- Search for services by keywords
- Request support from the appropriate agency

Journeys supported:

- Plan for a business
- Register a new business
- Acquire licenses
- Insure a business
- Understand policies
- Recruit employees
- Apply for additional grants/funding
- Pursue a government contract
- Manage employees
- Pay taxes
- Report information
- Get support



Release 1: Services to be included

~80% of current business service activity falls into these 36 services

■ Services required for all/most businesses ■ Non-state services

Lifecycle Stage	User Journey	Services to be included	
Plan for & Start Your Business	Plan for a business	■ Business name lookup (SoS)	
	Register a new business	■ Create a new business or nonprofit (SoS)	■ Register as a new NH employer (NHES) • Move to NH (BEA)
		■ Register a trademark (SoS)	■ Registering business in NH for tax filings (DRA)
		■ Register a trade name (SoS)	• Order a certificate (SoS)
	Acquire licenses	■ Apply and renew a license (OPLC)	
		■ License and certifications (DES)	
	Insure a business	• Business owner insurance (DOI)	
	Understand policies	• Business compliance (NHES)	
Manage Your Business	Recruit employees	• NH Works Job Match System (NHES)	• NHJobs Recruitment Portal (NHES)
		• NH State Job Opportunities (NHES)	• WorkInvest NH (NHES)
	Apply for additional grant/funding	■ Bond Financing (BFA)	• Special designations (BEA)
	Pursue a government contract	• Central Portal for NH RFPs and Proposals (Multiple)	
Get support	• Expanding or Relocating Your Business (BEA)		
Grow Your Business	Manage employees	■ Employee Safety Standards & OSHA (DOL)	■ Unemployment appeals (NHES)
		■ Workers' compensation division (DOL)	• WorkShare Layoff Aversion Program (NHES)
	Report information	■ File an annual report (SoS)	• File a business amendment (SoS)
		• Change a business address (SoS)	• Inspection Division (DOL)
Pay taxes	■ NHES Web Tax & New Hire Reporting System (NHES)	• Unemployment compensation tax (NHES)	• Business tax information (DRA)
Close a business	• Certificates of Withdrawal, Dissolution, or Good Standing (DRA)	• Cancel a business (SoS)	

Release 1: Epics and features

Build the basics – Compile access to key resources in a central, easy-to-navigate web location (Months 1-4)

 Detail to follow

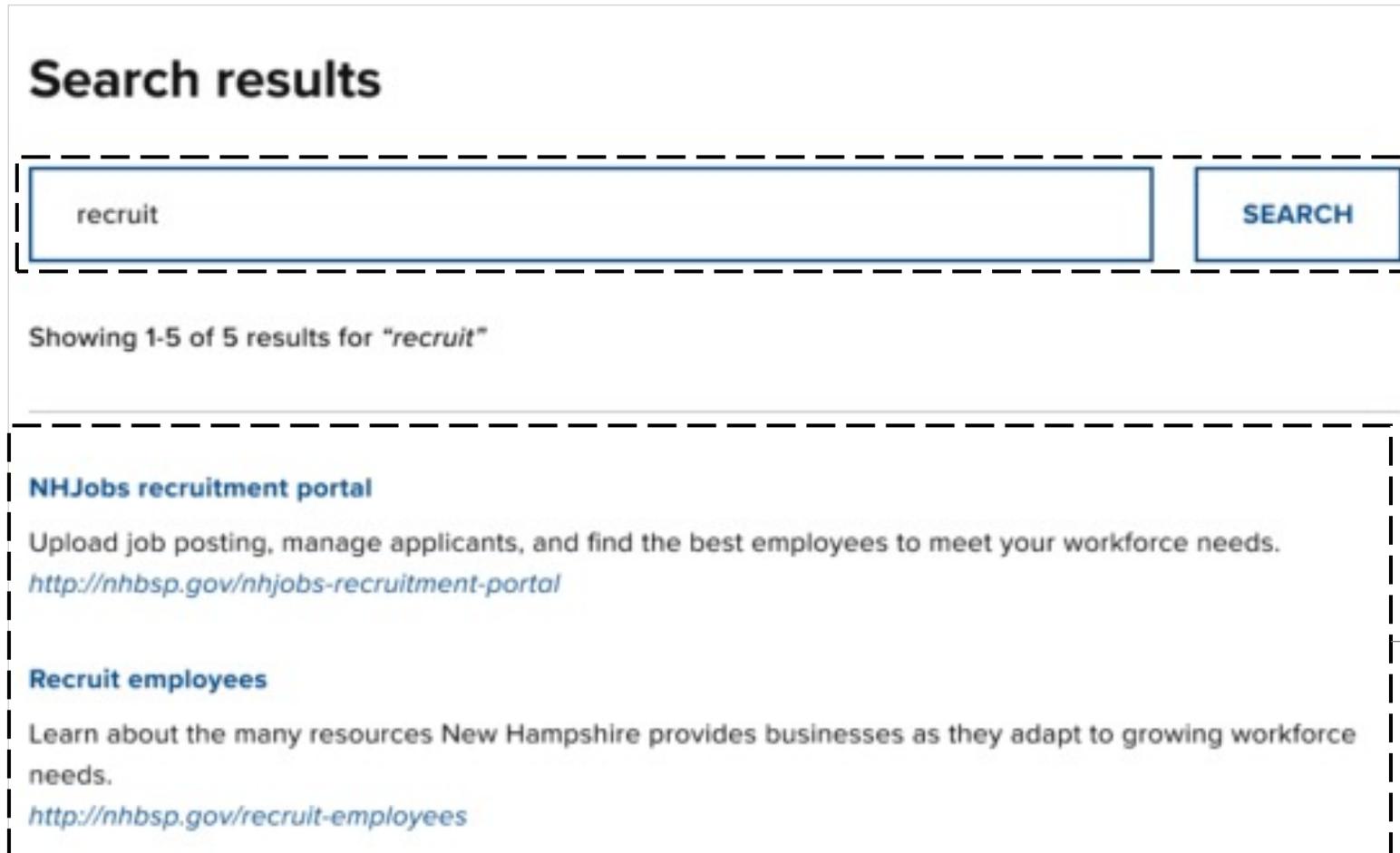
Epic	Operational benefit	Features	Additional system requirements ¹
User setup	Better accessibility for all user groups	Adjust language settings	N/A
		Adjust font size settings	
		Access a help page for assistance navigating the portal	Content management system (CMS)
Navigation	Better access to relevant services, efficient and quality support	Browse using main navigation to find resources	Microservice architecture, database
		 Use search function to find resources based on chosen keywords	Databases, APIs
		Use footer to find answers to specific questions or needs	
Search results	Better access to relevant services	 View results list to find answers to specific query	Microservice architecture, database
Dashboards	More information to explore per business phase	 Browse Plan for/manage/start/ grow my business tabs to explore business phase specific content	Content management system (CMS)
Content	Clearer content availability for all user groups	View a list of questions to ask a realtor when expanding to a new location	Content management system (CMS)
		Access relevant online training material to learn how to better run your business	
Checklist	Greater visibility into business registering and maintenance requirements	Browse a summary view of business requirements	Content management system (CMS)
		View a state vs. local flag to create awareness of state and local requirements	
		 Ensure compliance by viewing static checklists for starting a business	
Get support	Better access to available support sources	 Fill out contact us form to receive the most appropriate assistance from the state	Content management system (CMS), microservice architecture, database
		 Receive confirmation message to be certain your request has been received	
		Find department specific contacts on contact us page	Content management system (CMS)

1. System requirements to be validated with IT team during technical discovery stage of first release

Source: NH stakeholder and user interviews, best practices across other states

Release 1 feature example: Search and results list

Note: Included wireframes are illustrative examples and final design may change



Keyword search

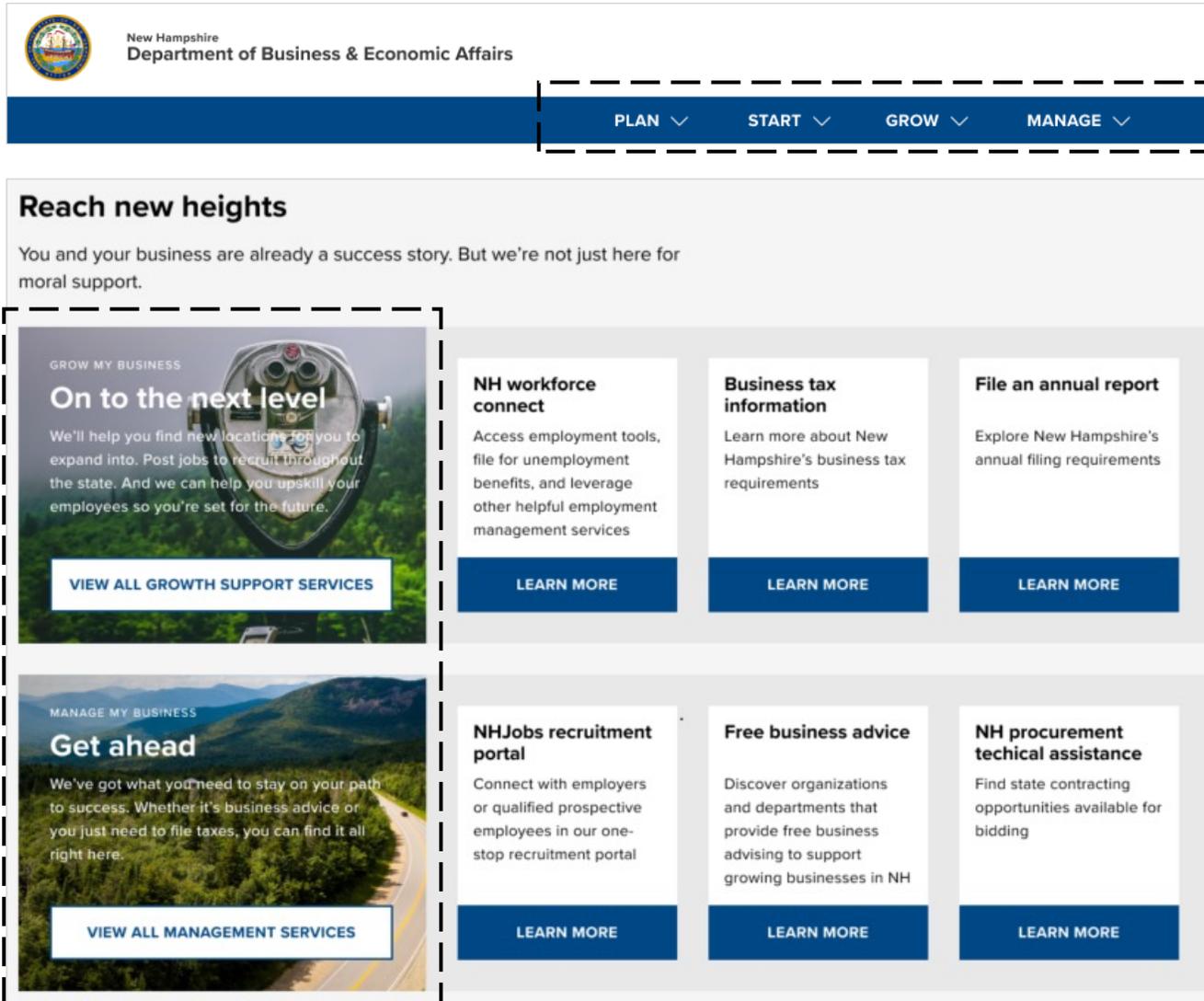
Use a key word or phrase to be directed to relevant sources available in the BSP

Tailored results list

Results are displayed that contain the keyword the user searched for, streamlining portal navigation

Release 1 feature example: Plan-Start-Manage-Grow navigation layout

Note: Included wireframes are illustrative examples and final design may change



Layout organization

Key features and services are highlighted on landing page based on what business lifecycle stage they belong to

Business lifecycle layout

Features and services are grouped by business lifecycle stage, facilitating portal navigation

Release 1 feature example: Contact us form and receipt message

Note: Included wireframes are illustrative examples and final design may change

How can we help you today?

Topic*

Licenses, permits, and other regulations

Sub-topic*

Childcare licensing

Message*

Type your message here

Name*

Krista

Business name

TBD

Email*

KristaExample@email.com

Phone

(555) 555-5555

Preferred communication method

Email

SUBMIT SUPPORT REQUEST

Contact us form

Backend triaging ensures the user is referred to the correct agency or point of contact to solve their need(s)

Thanks for your message!

We appreciate you taking the time to reach out to us today. A representative from the appropriate department will get back to you within 24 hours. In the meantime, check your email or refer to the new business checklist for "next steps" that you can get a head start on in the meantime.

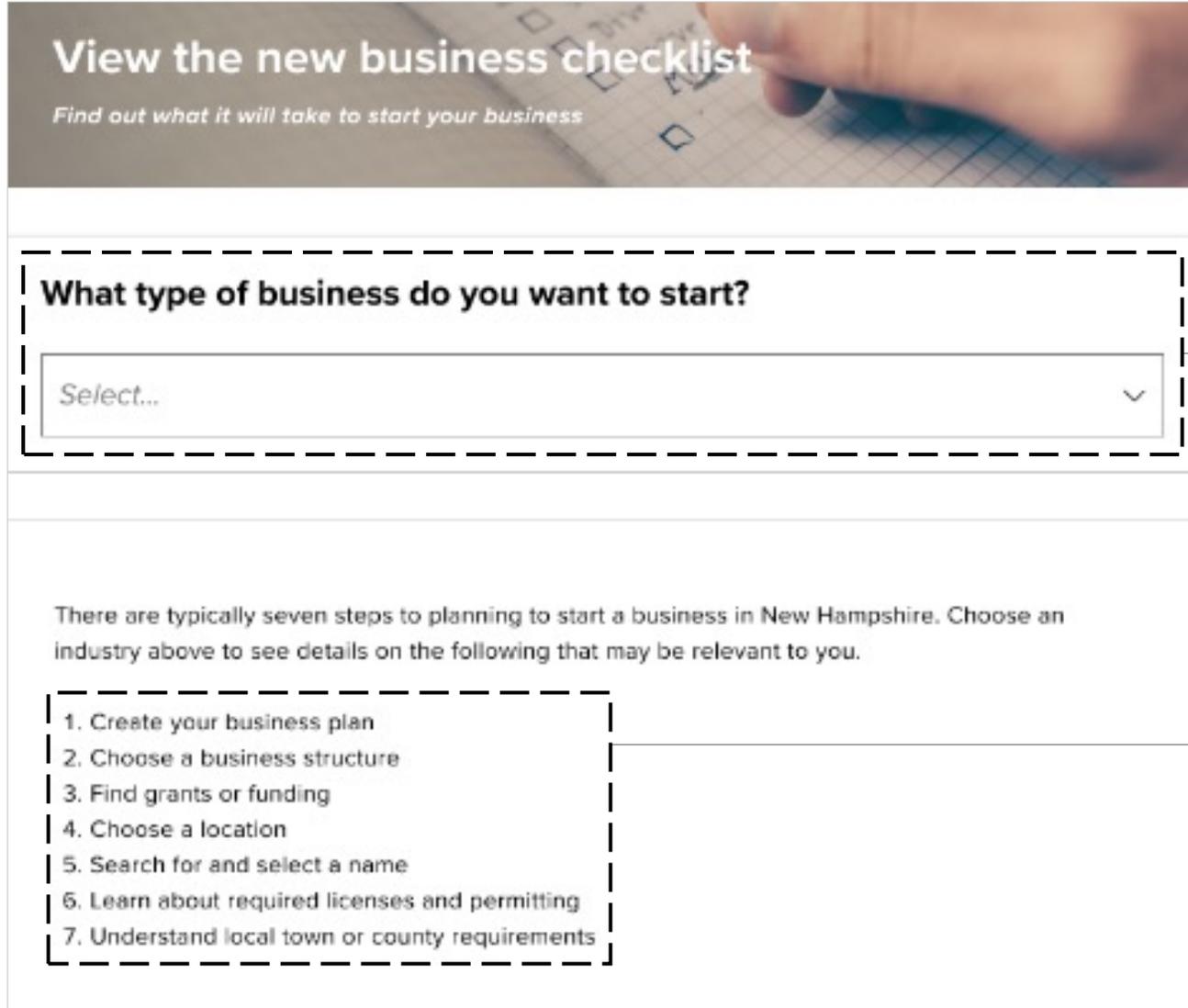
[VIEW THE NEW BUSINESS CHECKLIST](#)

Receipt confirmation

Confirm user requests for help are received and suggest next steps a user can take

Release 1 feature example: Static checklists

Note: Included wireframes are illustrative examples and final design may change



Industry selection dropdown

A detailed list of each step required to start a business in each of the main business industries in New Hampshire

High level checklist

In depth list of each step a business owner must take to start their business in New Hampshire

Release 1: Execution plan

Potential Timeline: April – July 2023

NOT EXHAUSTIVE

External build team resourcing:

Cross-cutting team:

- Project Manager
 - Design lead
 - Business and strategy lead
 - Quality Assurance lead
-

Squad 1:

Content development, strategy, and website build

- Content manager
 - Designer
 - 2 Web developers
-

Squad 2:

Search function and back-end triage

- Delivery lead
 - Technical Architect
 - 2 Web developers
-

~12 total potential resources¹

1. Squad make up and final resource count is an estimate and may be refined

Source: NH stakeholder and user interviews, best practices across other states

- High priority
- Medium priority
- Low priority

Capability building:

Technological capabilities

Identify approach to metric and data tracking of key outcomes and KPIs 

Evaluate data access limitations between departments 

Organizational capabilities

Improve coordination and visibility of service requirements across agencies 

Update workflow management system for agencies in alignment with business portal 

Share benefits of data-driven decision making 

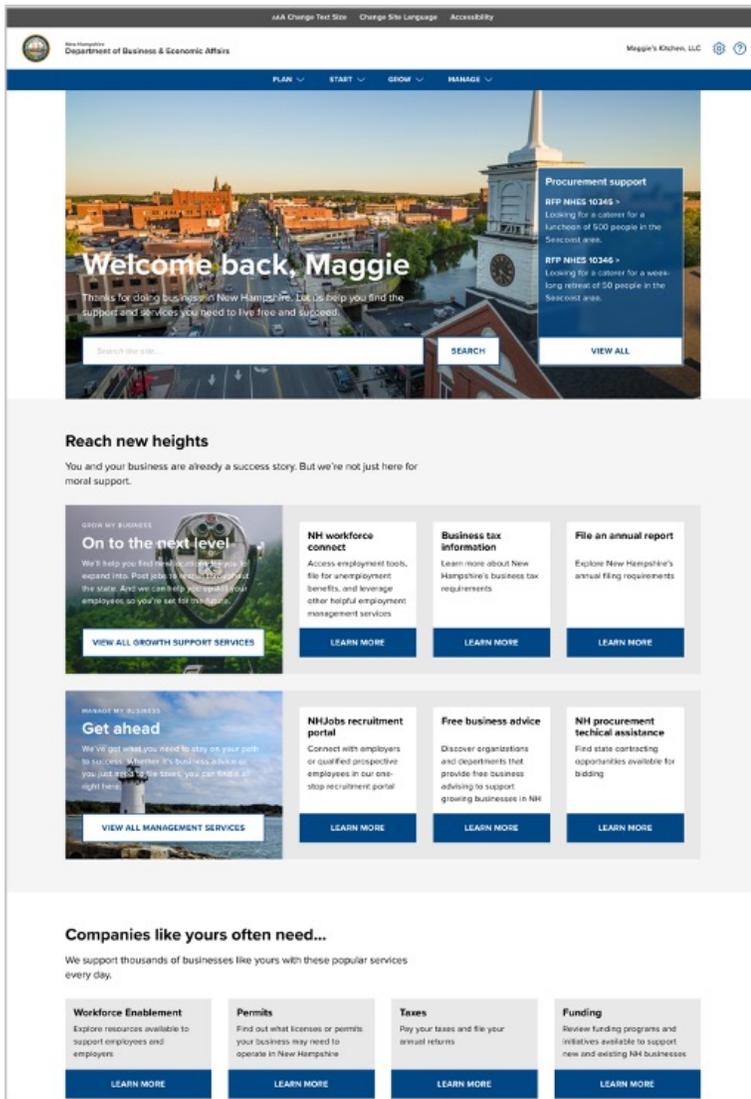
Release 2: Provide a personalized experience and enable users to track progress

Users will be able to:

- Set up and sign into their account to receive a personalized experience
- Keep track of their progress toward opening a business with a dynamic checklist
- Review recommended services based on their current business needs
- See procurement opportunities that their business may be eligible to participate in

Journeys supported:

- Gather information
- Register a new business
- Acquire licenses
- Understand policies
- Recruit employees
- Upskill employees
- Apply for additional grants/funding
- Pursue a government contract
- Manage employees
- Provide information
- Get support



Release 2: Services to be included

The remaining 26 services account for 20% of business user activity

■ Services required for all businesses ■ Non-state services

Lifecycle Stage	User Journey	Services to be included	
Plan for & Open Your Business	Gather information	<ul style="list-style-type: none"> Opportunity Zones & Other Tax Incentives (BEA) ■ 	
	Register a new business	<ul style="list-style-type: none"> Real estate development (BFA) ■ 	
	Acquire licenses	<ul style="list-style-type: none"> Emergency permitting (DES) Alteration of terrain permit (DES) 	
	Insure your business	<ul style="list-style-type: none"> List of certified insurance companies (DOI) 	
Grow Your Business	Recruit employees	<ul style="list-style-type: none"> Trade Adjustment Assistance (NHES) NH Return to Work Initiative (NHES) NHES Networking Groups (NHES) Dislocated Worker Program (NHES) WIOA Adult Worker Program (NHES) WorkNow NH (NHES) NH Youth Employment Certificate (DOL) 	
	Upskill	<ul style="list-style-type: none"> On-The-Job Training (HHS) 	
	Apply for additional grant/funding	<ul style="list-style-type: none"> Long Term Care Stabilization Program (NHES) ■ Capital Access Program (BFA) ■ 	
	Pursue a government contract	<ul style="list-style-type: none"> NH Procurement Technical Assistance Center (BEA) 	
	Get support	<ul style="list-style-type: none"> Purchase business data (SoS) ■ NH Data & Analysis (NHES) Small business technical assistance (DES) ■ EB-5 Targeted Employment Areas (Federal) ■ Capitol Connect (BIA) ■ Capacity Building Program (CDFA) ■ 	
	Manage Your Business	Manage employees	<ul style="list-style-type: none"> NH Workforce Connect (NHES) Unemployment appeals (NHES) WorkShare Layoff Aversion Program (NHES) NH Rapid Response (BEA)
	Provide information	<ul style="list-style-type: none"> Change a registered agent(s) address (SoS) ■ Energy Program (BIA) ■ File a business amendment (SoS) Inspection Division (DOL) 	

Release 2: Epics and features

Expand functionality – Create a single sign-on across agencies and personalized landing page for users; (Months 1-12)

 Detail to follow

Epic	Operational benefit	Features	Additional system requirements ¹
User setup	Better accessibility for all user groups for case management	<ul style="list-style-type: none"> ■ Create an account to access secure personalized experience ■ Sign in to access personalized experience using federated single sign on² 	Single sign on (SSO) and authentication
Navigation	Better access to relevant services, efficient and quality support	<ul style="list-style-type: none"> View search terms to guide you to relevant query Use help request triage to find department relevant to your issue 	Curated recommendations logic
Search results	Better access to relevant services	<ul style="list-style-type: none"> Browse the recommended results to find results most relevant to your query Use the filter list function to further narrow results list to most relevant hits 	Curated recommendations logic
Dashboards	More information to explore per business phase	<ul style="list-style-type: none"> View historical activity and keep track of completed tasks View reminders of upcoming tasks to ensure completion of all requirements 	Curated recommendations logic
Content	Clearer content availability for all user groups	<ul style="list-style-type: none"> ■ Use contextual guidance to navigate to relevant resources View industry spotlights to find and network with businesses in your industry View success stories of other businesses to validate usefulness of services ■ View industry and page specific personalized photos View and bid on procurement opportunities relevant to your business 	Content management system (CMS)
Calendar	Greater visibility into events and deadlines	<ul style="list-style-type: none"> View upcoming events to participate in relevant events and networking opportunities View full list of events to plan participation in advance 	Content management system (CMS)
Checklist	Greater visibility into business registering and maintenance requirements	<ul style="list-style-type: none"> ■ Use progress indicator to keep track of current progress and upcoming tasks ■ Ensure business compliance by viewing a personalized checklist with relevant requirements 	Validation logic, progression logic Curated recommendations logic

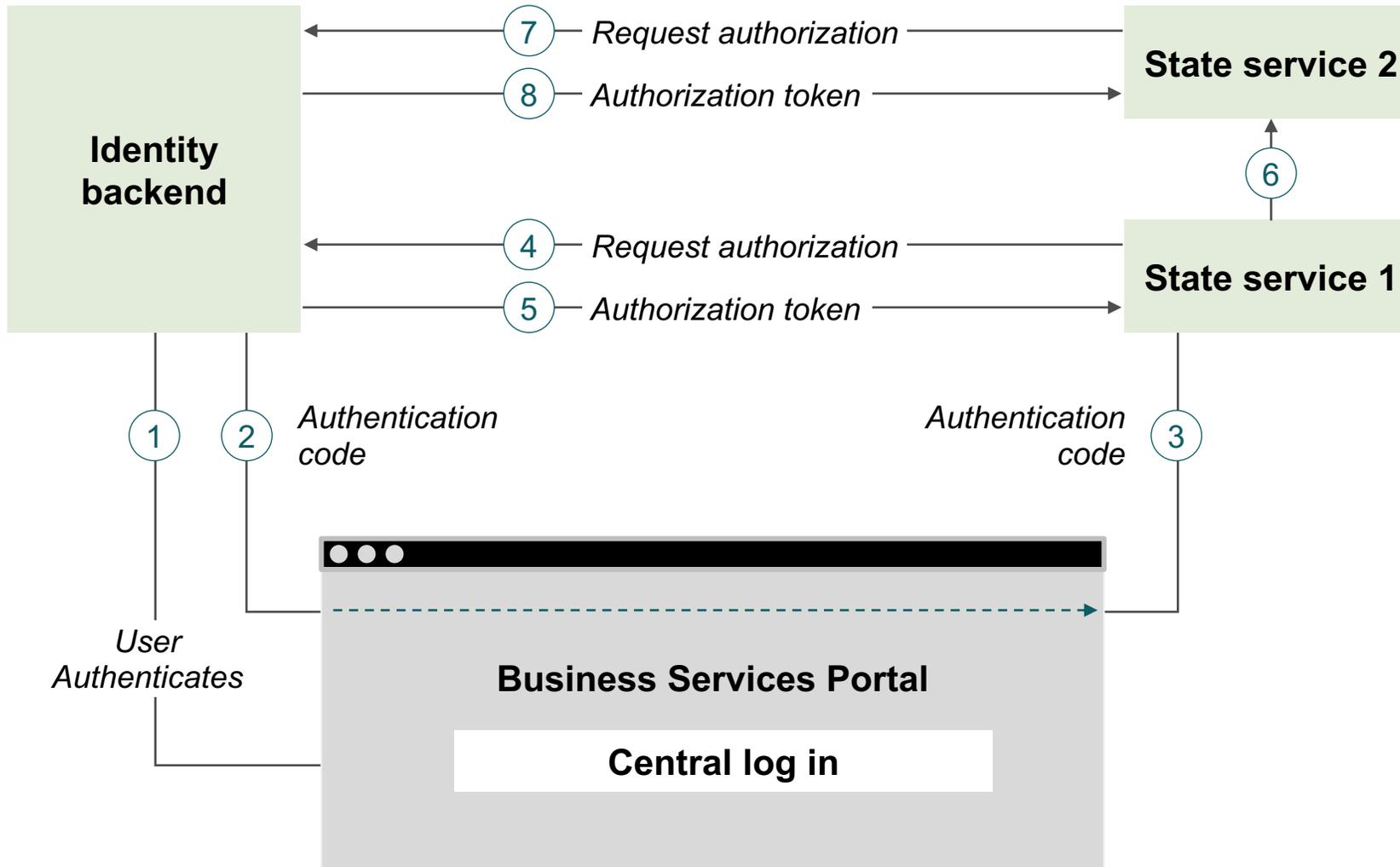
1. System requirements to be validated with IT team during technical discovery stage of first release

2. Feature to be completed to the extent that data and privacy legislation in the state of New Hampshire allows

Source: NH stakeholder and user interviews, best practices across other states

Federated single sign-on (SSO) can provide a more integrated experience across state services

Illustrative example of single sign-on journey



Considerations for the Business Services Portal

Incorporating SSO may require synchronized identity management or other data sharing agreements between agencies

The format for SSO may also vary based on the protocol in use (SAML, OIDC, etc.)

NH state legislation could limit the ability to achieve a full SSO across 100% of services and agencies (to be determined during technical blueprinting)

An external, subscription-based vendor may need to be procured by the state to host the SSO

Release 2 feature example: Logged in experience and contextual guidance

Note: Included wireframes are illustrative examples and final design may change

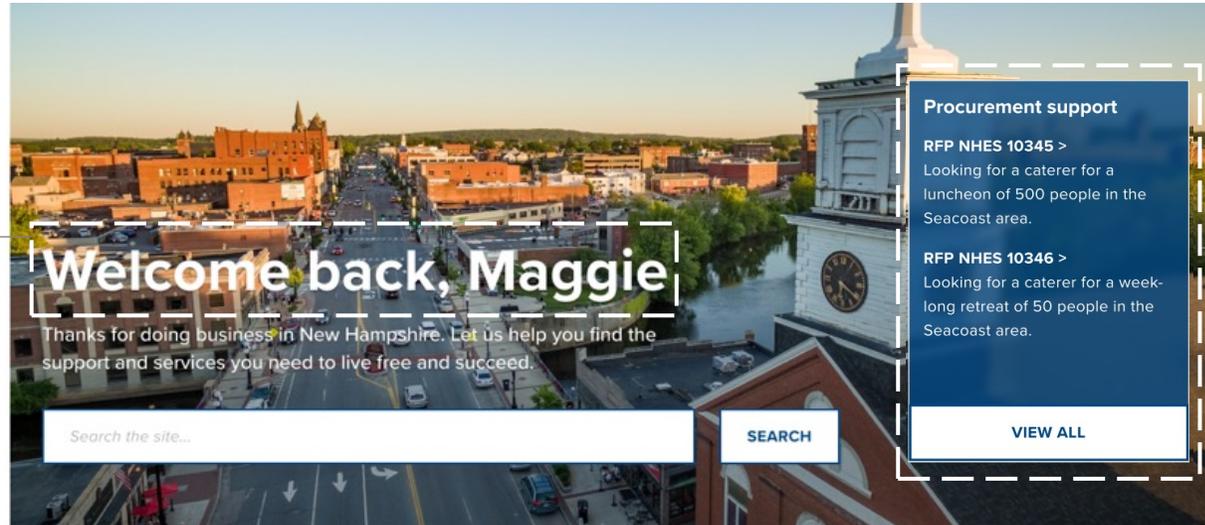


Log in/create an account

Creating an account allows users to access a personalized experience

Personalized content

The landing page in the logged in experience is personalized for the individual user, creating a more tailored experience

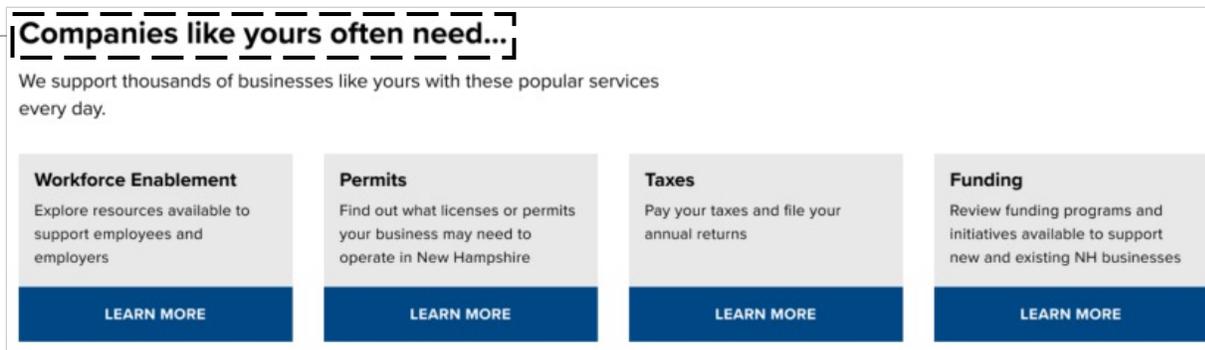


State procurement opportunities

Opportunities relevant to the user automatically populate to encourage participation across the state

Contextual guidance

The logged in user experience highlights content to lead users to the resources and tools most relevant to their business



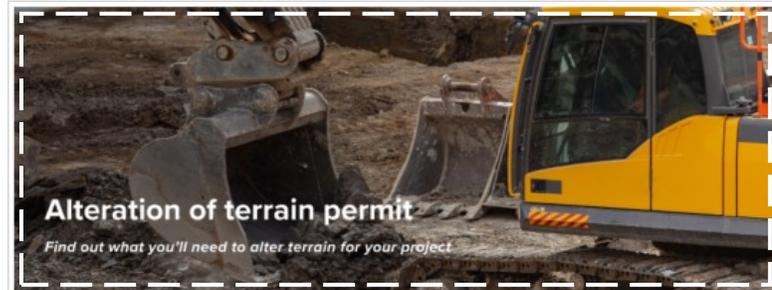
Release 2 feature example: Personalized photos

Note: Included wireframes are illustrative examples and final design may change



Your workforce is one of the biggest determinants of your business' success. As you start your business or your business continues to expand your workforce needs will grow. New Hampshire provides a variety of services and resources to support employers and employees through this process.

Learn more about how New Hampshire can help you make job postings, find the right talent, apply to employment incentives, and ensure you are adhering to all applicable employment regulations



New Hampshire Alteration of Terrain permits are issued by the NHDES Alteration of Terrain (AoT) Bureau. This permit protects New Hampshire surface waters, drinking water supplies and groundwater by controlling soil erosion and managing stormwater runoff from developed areas. An AoT permit is required whenever a project proposes to disturb more than 100,000 square feet of contiguous terrain (50,000 square feet, if any portion of the project is within the protected shoreland), or disturbs an area having a grade of 25 percent or greater within 50 feet of any surface water. In addition to these larger disturbances, the AoT Permit by Rule applies to smaller sites.

This permitting program applies to earth moving operations, such as industrial, commercial, and residential developments as well as sand pits, gravel pits, and rock quarries. Permits are issued by NHDES after a technical review of the application, which includes the project plans and supporting documents.

Personalized photos

Photos that reflect the industry or task the user is utilizing enhances the cohesiveness and overall user experience



What type of business do you want to start?

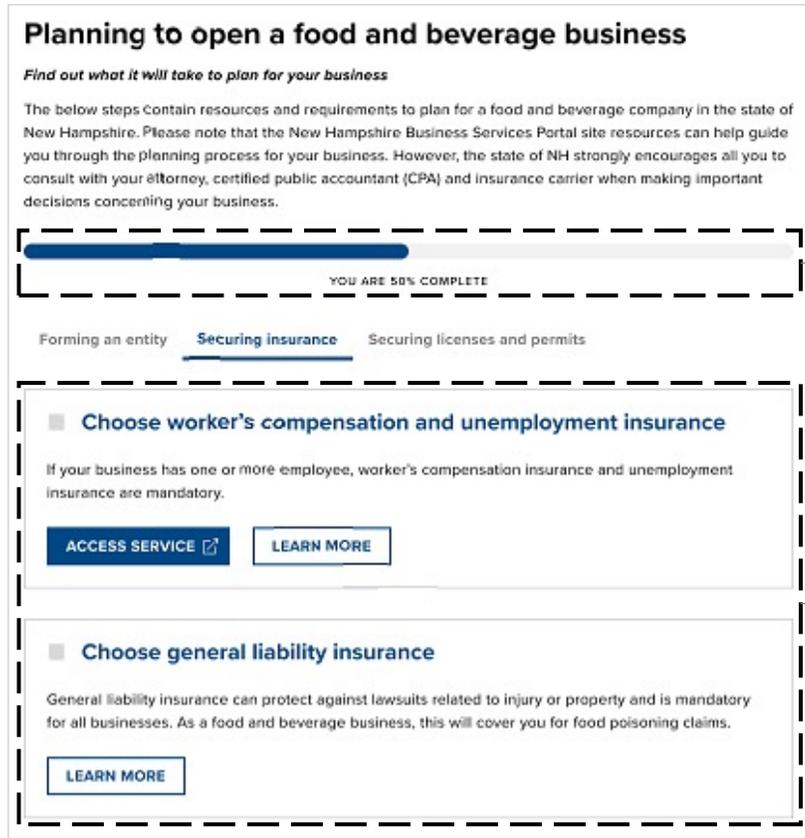
Select...

There are typically five steps to starting a business in New Hampshire. Choose an industry above to see details on the below that may be relevant to you.

1. Search for a business name
2. Create a new business or nonprofit
3. Register your business
4. Register as a New Hampshire employer
5. Find an insurer

Release 2 feature example: Personalized checklist and progress indicator

Note: Included wireframes are illustrative examples and final design may change



Progress tracker

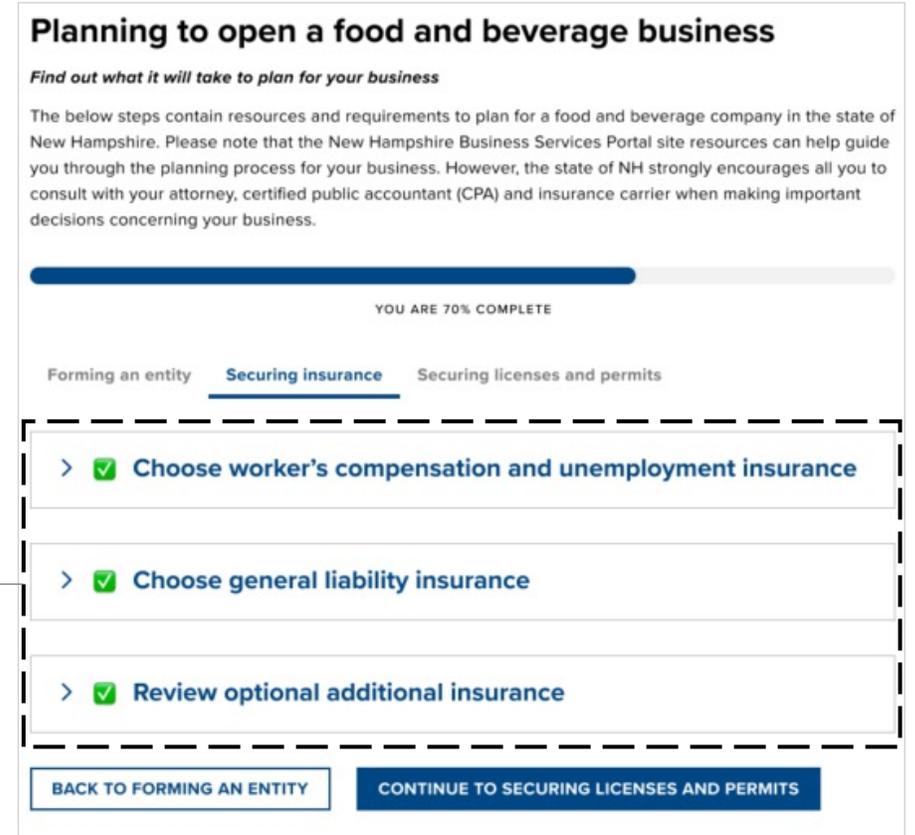
A user can keep track of progress as they explore each step related to their business lifecycle stage

Personalized checklist

User has access to a checklist that is tailored to their individual business and industry

Interactive checklist

The personalized checklist allows users to check-off tasks as they are completed, automatically updating the progress tracker



Release 2: Execution plan

Potential Timeline: April 2023 – March 2024

NOT EXHAUSTIVE

External build team resourcing:

- Cross-cutting team:**
- Project Manager
 - Design lead
 - Business and strategy lead
 - Quality Assurance lead

- Squads 1 & 2:**
(12 months)
Profile management and logged in experience
- Squad 1:** Profile management and logged in experience
- Delivery lead
 - Technical Architect
 - Designer
- Squad 2:** Recommended search results and personalized photos
- 3-5 Web developers

- Squads 3 & 4:**
(8 months)
Task reminders and calendar of events
- Squad 3:** Task reminders and procurement lists
- Technical Architect
 - Content manager
- Squad 4:** Dynamic checklists and progress indicator
- Designer
 - 2-4 Web developers

~12-16 total potential resources¹

1. Squad make up and final resource count is an estimate and may be refined
Source: NH stakeholder and user interviews, best practices across other states

- High priority
- Medium priority
- Low priority

Capability building:

Technological capabilities

Full technical blueprinting to understand integration and logged in experience opportunities across agency tech stacks ●

Pilot and implement data-sharing protocols between agencies for basic business data ●

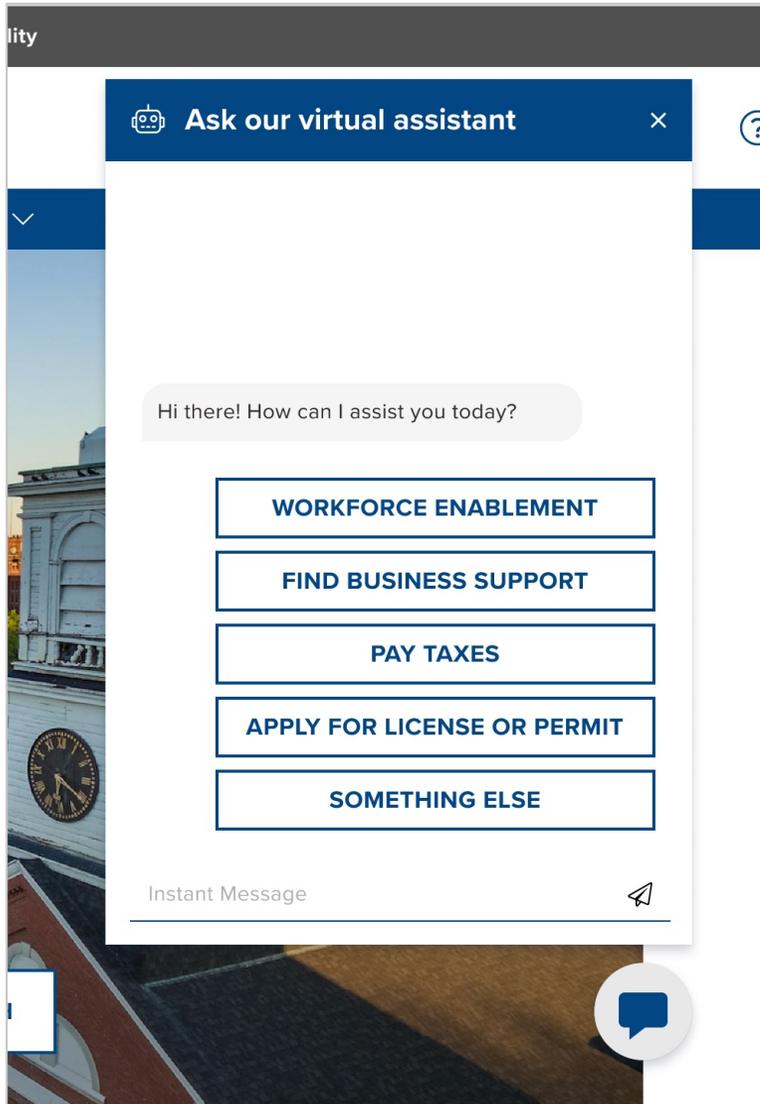
Improve mobile accessibility of state services and portal ●

Organizational capabilities

Improve cross-agency collaboration and engagement ●

Implement governance protocols to support portal ownership and responsibility ●

Release 3: Increase user efficiency further through strategic integrations



Users will be able to:

- Find services through AI-powered chat, search, and questionnaires
- Autofill forms using information populated by other state services leveraging SSO
- Enable notifications for status updates, event reminders, and more
- Calculate tax withholding estimates related to employees

User benefits:

- Easier access to services and support
- Increased efficiency and reduced repetition
- Improved visibility into upcoming events, supplemental services
- More information to explore

Releases 3 and beyond: Potential epics and features

Refine and digitize – Refine and improve portal functionality; digitize and create process to scale by directly integrating state services over time (Ongoing)

NOT EXHAUSTIVE

 Detail to follow

Epic	Operational benefit	Features	Additional system requirements ¹
User setup	Better accessibility for all user groups, including personalization via feature enhancements	Manage notification settings to ensure you are only notified when relevant	Content management system (CMS)
		Expand Single-Sign-On to enable access to all state agencies	Single sign on (SSO) and authentication
		Access other NH systems directly from the portal using Single-Sign-On	
Navigation	Better access to relevant services, efficient and quality support	Use content tracking to view the same content as your last session in the portal	Databases
Search results	Better access to relevant services	Customize the order of the sort list of search results	Curated recommendations logic
Dashboards	More information to explore per business phase	Answer questionnaire to discover steps to get started	Curated recommendations logic
		Receive notifications of available services	Content management system (CMS)
Checklist	Greater visibility into business registering and maintenance requirements	Create a checklist that includes non-essential services relevant to your business	Content management system (CMS)
Get support	Better access to available support sources	View the request tracker to ensure your request for support is being reviewed	Validation and progression logic
		Fill out forms using autofill from information previously submitted in other state forms	Databases, APIs
		 Leverage the AI powered search to receive all requirements for your business	AI library/tool
Notifications	Greater visibility into events and opportunities	Receive event reminders for events in your area	Curated recommendation logic
Content	Clearer content availability for all user groups	Use a cost/tax withholding calculator to estimate the cost and required tax withholding for the number of employees that you plan to have	Content management system (CMS)

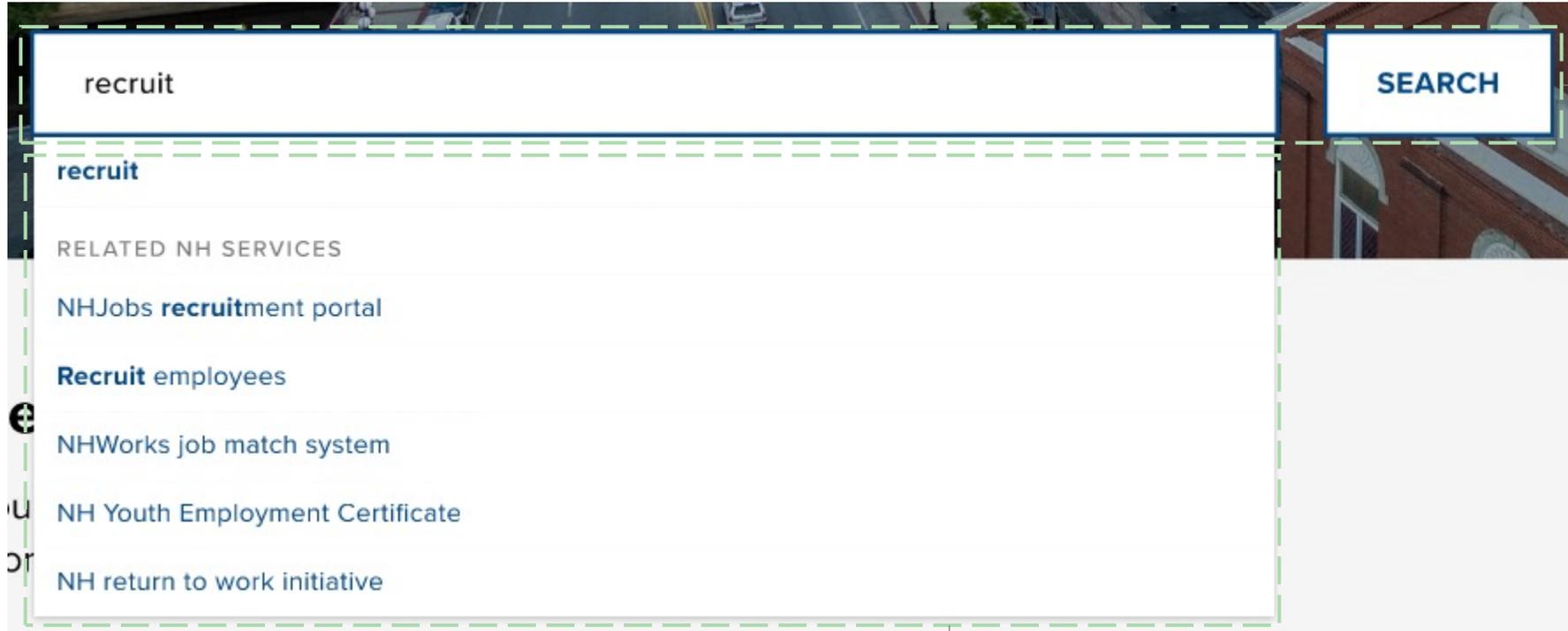
Technical discovery required to determine feasibility of some potential Release 3 features

1. System requirements to be validated with IT team during exploration stage

Source: NH state websites, NH stakeholder and user interviews, NH state agency data

Release 3 feature example: AI powered search

Note: Included wireframes are illustrative examples and final design may change



Keyword search

Use a key word or phrase to be directed to relevant sources available in the BSP

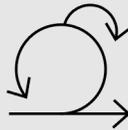
Look-ahead suggestions

Resources or tools are suggested as the user types in keywords to facilitate navigation and awareness of what is available

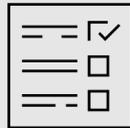
Strategic Implementation Plan



Overview



Using an agile approach



Features and release plan



Capabilities assessment



KPI tracking and reporting

The capabilities assessment highlighted technical and cultural strengths and identified potential gaps to address during Portal implementation

A **holistic review of capabilities** was conducted to determine gaps in the state’s ability for departments to integrate and sustain maintain a potential business services portal

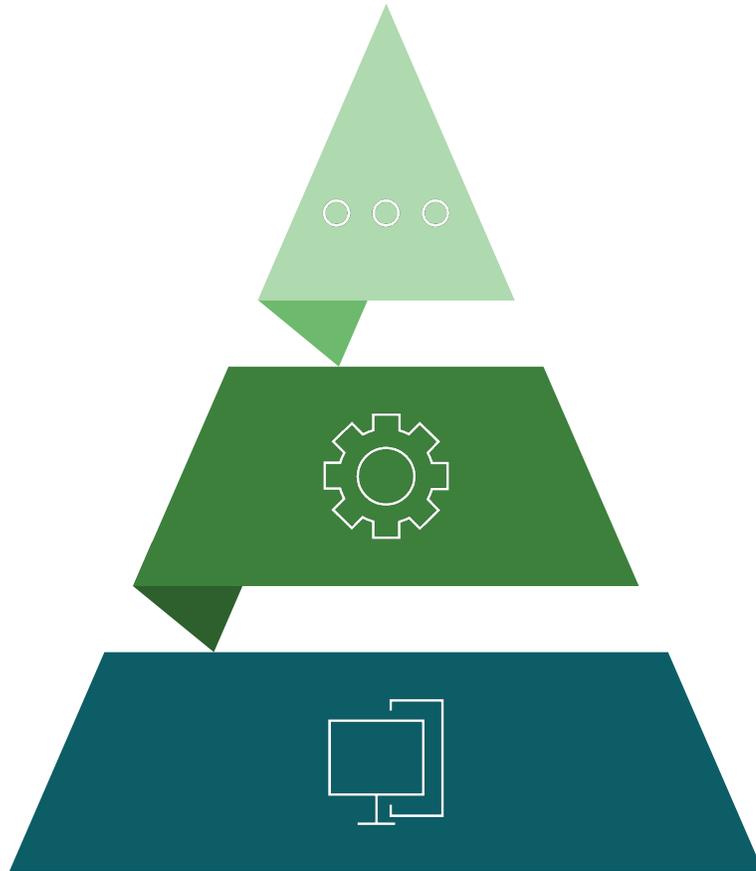
Focus area	Source of input	Output
<p>Technical capabilities</p> 	<p>Synthesis of key consideration discussion with DOIT staff and agency leads at March 2023 session</p>	<p>List of key technical considerations that may be relevant during integration of BSP</p>
<p>Organizational capabilities</p> 	<p>10-question survey, completed by 11 agency leads during March 2023 workshop and insights from completed stakeholder interviews</p>	<p>Results from survey that helped identify cultural strengths and potential gaps across key principles</p>



Three levels of technical requirements may apply to the Business Services Portal

Type of requirements

Description



A **Functional requirements**

Product features or functions that must be implemented to enable users to accomplish their tasks (e.g., search bar, login)

B **Non-functional requirements**

Requirements that define how the system should work based on quality attributes (e.g., operability)

C **System requirements**

Technical capabilities needed into deliver the functional requirement (e.g., SQL database)



A

Functional requirements are met by identifying and building features that fulfill user needs

Example of user needs and subsequent functional requirements as shown by MVP Release 1 features

User need	Functional requirement (feature)
As a small business owner, I want to browse the portal so that I can find the most relevant service to my current business need	Main navigation
As a small business owner, I want to search the site so that I can find relevant services based on my desired keywords	Search
As a small business owner, I want to see a list of potential results so that I can browse services related to my query	Results list

See features and release Plan section for more full lists of features to be included in each Release



B

Non-functional requirements must be considered in the technical blueprinting phase of each release (1/2)

List of potential non-functional requirements to consider in all releases

NOT EXHAUSTIVE

NFR	Description	Example
Availability	Degree the solution is operable and accessible when required for use	System must have 99.99% availability with online backup support
Compatibility	Degree the solution operates effectively with other components in its environment	System must maintain interface design in Mac and PC web browser as well in via mobile devices
Functionality	Degree the solution functions meet user needs (sustainability, accuracy, and interoperability)	System validations must detect at 98% percent of applications errors before submission
Maintainability	Ease with which solution can be modified to correct faults, improve, or adapt	System must require no more than 1 hour of maintenance per year
Performance efficiency	Degree a solution performs its designated functions with minimum consumption of resources	System must complete 100% of daily interactions, while using a maximum of 70% of available RAM
Portability	Ease that a solution can be transferred from one environment to another	System must be fully accessible and functional on-site as well as off-site using a secured device
Reliability	Ability of a solution to perform its required functions under stated conditions for a specified period	System must have a mean time to failure of at least 200 hours
Scalability	Degree with which a solution can grow or evolve to handle increased amounts of work	System must handle an increase of 1,000 additional users while maintaining current load times



B

Non-functional requirements must be considered in the technical blueprinting phase of each release (2/2)

List of potential non-functional requirements to consider in all releases

NOT EXHAUSTIVE

NFR	Description	Example
Security	Aspects of a solution that protect solution content or components from accidental or malicious access or use	Only the administrator role can add and delete files in the system
Usability	Ease with which a user can learn to use the solution	System must display navigation prompts for at least 75% of interface transitions
Certification	Constraints on the solution that are necessary to meet certain standards or industry conventions	System must prevent user from exceeding government loan limits of 100,000
Compliance	Regulatory, financial, or legal constraints which can vary based on the context or jurisdiction	System must transmit information on new business registration to Secretary of State office
Localization	Requirements dealing with local languages, laws currencies, cultures, spellings, and other characteristics of users, which requires attention to the context	System must translate Spanish and French comments to English sub-captions
Service level agreements	Constraints of the organization being served by the solution that are formally agreed to by both to the provider and the user of the solution	System must generate an automated decisions (approval/denial) within one hour of the submission of a user account request
Extensibility	Ability of a solution to incorporate new functionality	System must allow new and pending roles to be added to the roster without disrupting active algorithms and reporting



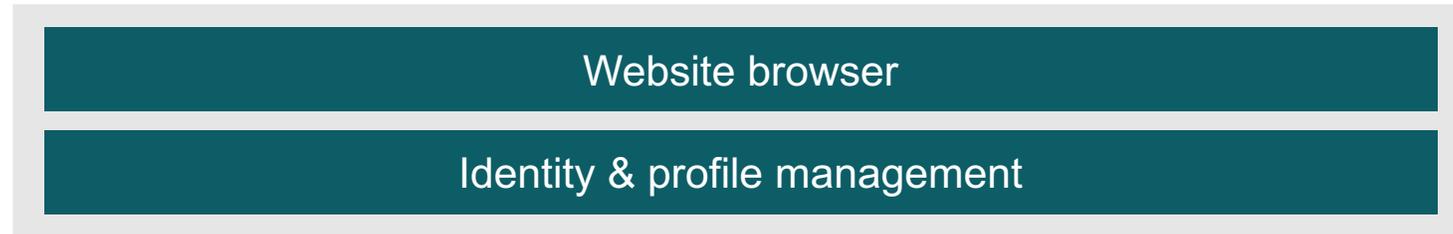
C The build will integrate the state's complex data and service systems beyond the website

ILLUSTRATIVE

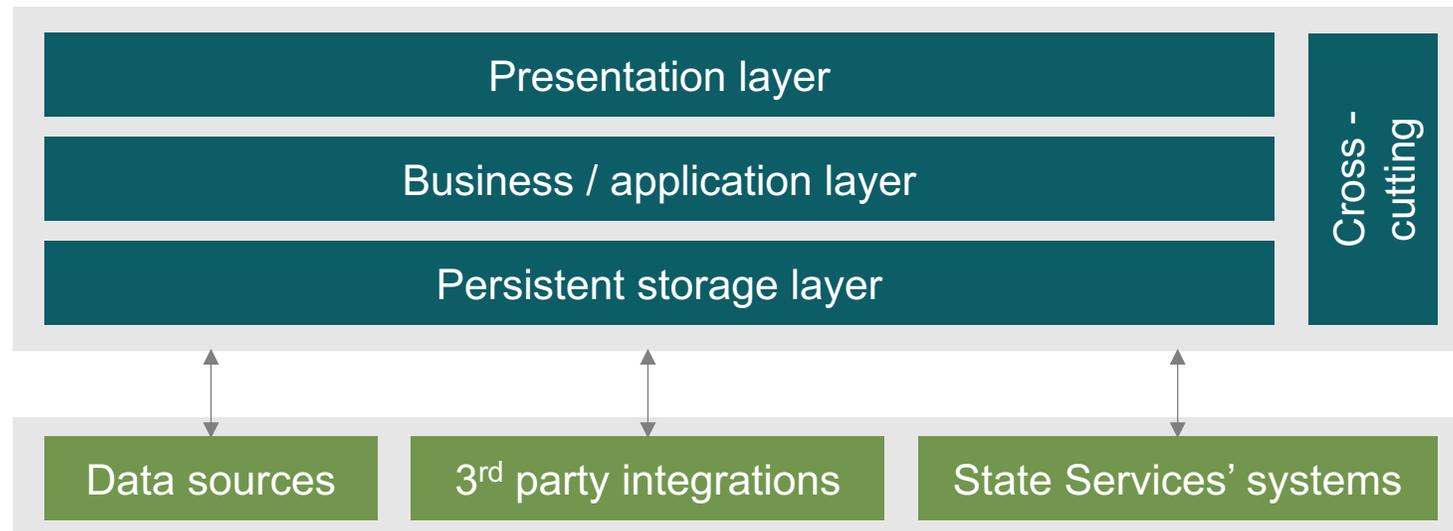
■ Examples of system requirements

Web application architecture

Business Services Portal



Server



Potential system requirements for BSP

MVP Release 1

- Content management system (CMS)
- Microservice architecture
- Databases
- APIs

Release 2

- Profile and account management
- Curated recommendations logic
- Validation logic, progression logic

Release 3 and beyond

- Single sign on (SSO) and authentication
- AI search library/tool

Additional requirements may be identified during implementation

Source: <https://www.altexsoft.com/blog/engineering/web-application-architecture-how-the-web-works/>

Technical guiding principles can help develop capabilities towards a best-in-class business services portal



Defined data governance to manage data collected from and provided to users, and maintain trust with users



Cloud-driven infrastructure to allow for easier integration and flexibility of systems by scaling as needed



Resilient IT architecture to identify systems in place relevant to services portal and ability to evolve as needed



Cohesive verification and access management across teams and departments



Integrated applications with APIs to connect between modular services and other applications



Purposeful operating model with teams/squads that iteratively develop and deploy releases

Technical considerations for portal build and discovery



User-centric design¹

Portal should employ an **agency neutral** and **user-oriented** portal approach



MVP approach

A thin MVP that that allows **for features and services to continually be added** to portal is essential for success



On premise vs. cloud hosting

DOIT server has **enough space to fully host a release 1** version of the portal on premise



Data-access limitations

Agencies must **have perception of full ownership of their data** and **grant other agencies access** when appropriate



Repeatable foundation

Integration and back-end infrastructure should be set up in a way that **can be replicated in the future** for other state use cases



Content maintenance

Clear **content guidelines** must be implemented to ensure all portal content is **updated, relevant** to users, and **representative of agency offerings**



Technology governance

Clear ownership and responsibility for the portal must be defined



BSP maintenance and funding

The portal's subsequent releases and continuous maintenance will require **regular funding** and **ongoing agency buy-in**



Data regulations

Several legislations **regulating the way state data is shared, accessed, and utilized** must be considered throughout BSP build and operation



Discovery across agencies

Technical blueprinting can be complex, and **separate discoveries** may be needed **for each department and agency**

1. Cross-cutting between technical and organizational capabilities

Source: Conversations with DOIT and other state agency representatives, industry best practices

Key cultural guiding principles can help develop capabilities towards a best-in-class business services portal



User-centric design to enable ease of front-end user experience and engagement with relevant services



Frontline empowerment so organization can effectively support users and respond to queries



Key metrics and analytics tracked for usage and uptake, with processes to make changes

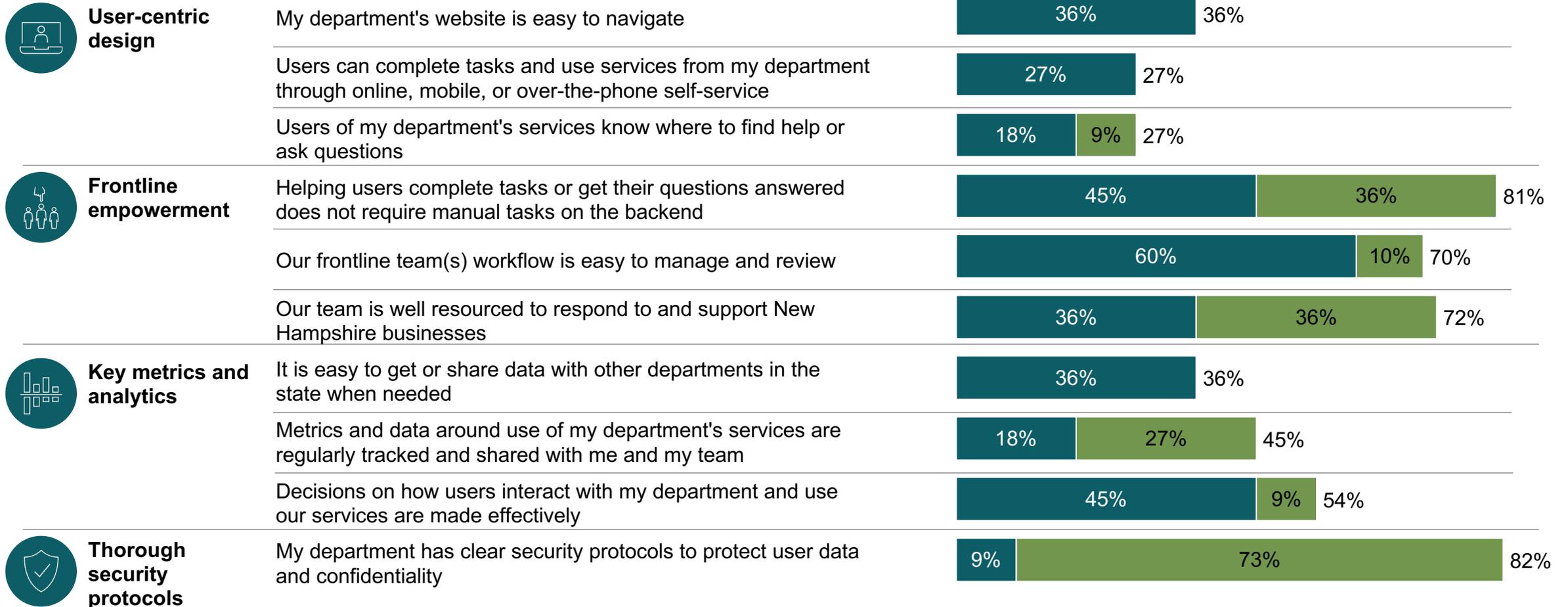


Thorough security protocols with clear protection of user data

The organizational capabilities assessment indicated that there may be current gaps in user-centric mindset and data access across agencies

■ Somewhat agree ■ Strongly agree

% of respondents that indicated they agree (N = 11)



Source: Capabilities assessment survey taken by NH Departments

Building organizational capabilities requires cross-agency buy in, defined portal ownership, clear guidelines, and data transparency

Extensive buy in

Agencies that will be involved in the portal build and maintenance must have a vested interest in its success

Defined ownership

Clear ownership of the overall maintenance and oversight of the portal is essential to facilitate cross-agency collaboration



Clear guidelines

Guidelines for content management and upkeep must be well-defined and communicated across agencies

Data transparency

Agencies should maintain ownership and control over their data, but data transparency where relevant for portal success is imperative

Strategic Implementation Plan



Overview



Using an agile approach



Features and release plan

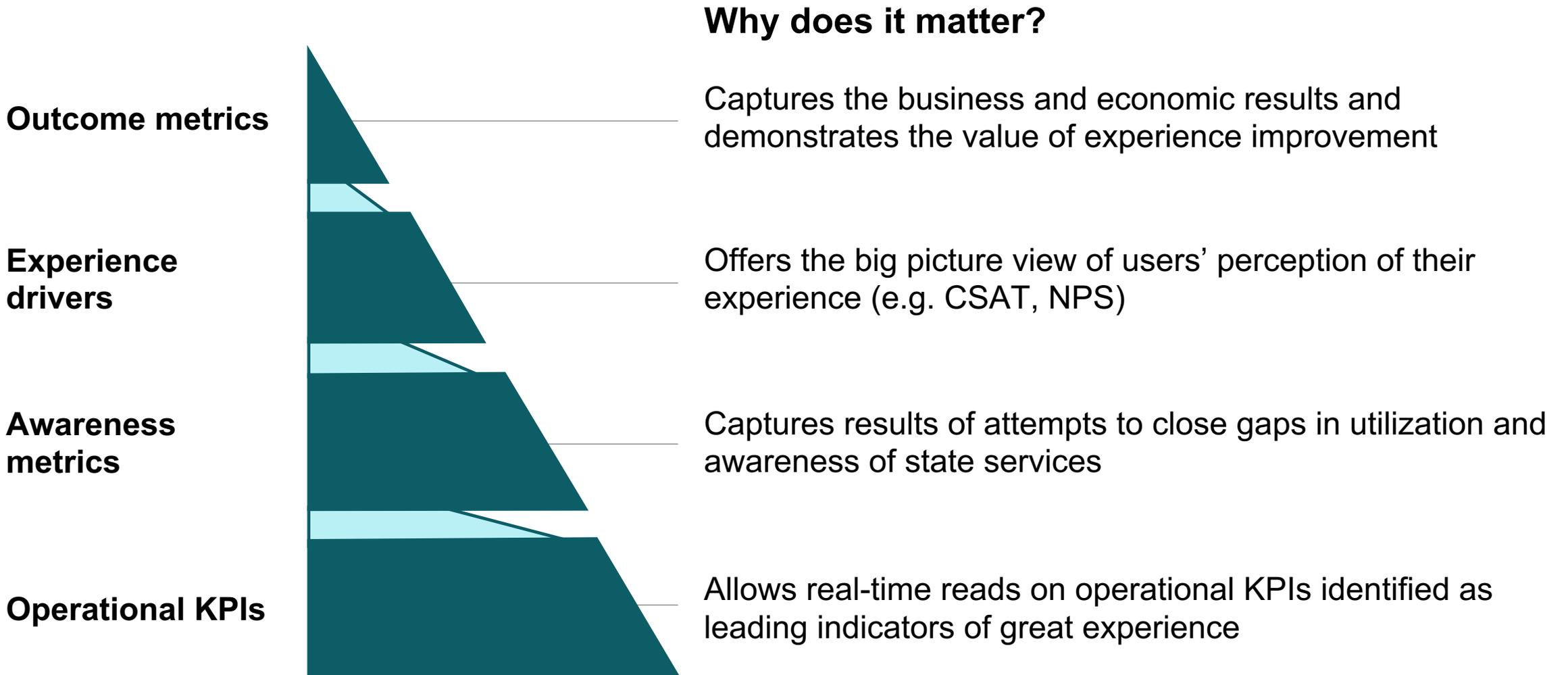


Capabilities assessment

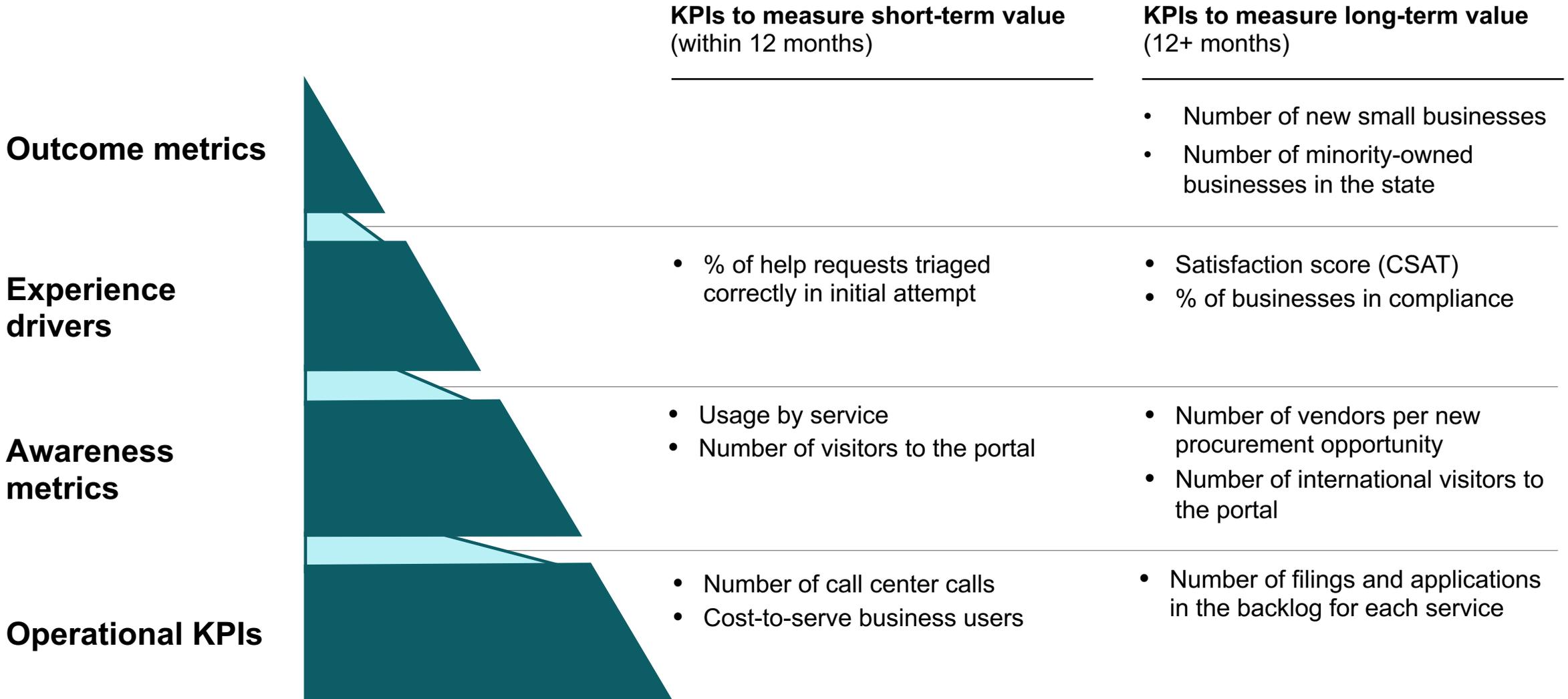


KPI tracking and reporting

Creating a hierarchy of KPI metrics can measure success and drive decision making across the entirety of the user experience



Measuring key KPIs at each level of the pyramid can enable data-driven decision making on future initiatives and portal features



Business Services Portal costs are based on initial build, size of state's business activity, and overall portal experience

Budget examples from other states:



Initial build¹:
\$9.3M

Total build²:
\$37.5M



Initial build²:
\$7.8M



Initial build:
\$7.6M

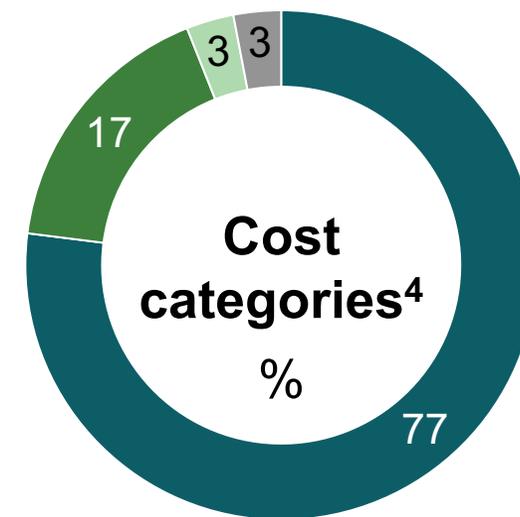
Total build:
\$19.2M



Initial build^{2,3}:
\$9M

Higher business activity in a state correlated to higher total spend, but **initial build budget plateaued at a minimum of ~\$7-9M regardless of state size or amount of business activity**

Other states' cost breakdown by category:



- Professional and outside services
- Software
- Hardware
- Other

1. Assumes costs prior to 2022 are for initial build
2. Digitization of resources may account for increased portal build cost
3. Only 1 year of costs available
4. Analysis based on portals with categories given (e.g., Kentucky and Arizona)

Case study: Kentucky's 6-year, \$19M budget

Kentucky's 6-year timeline was due to a combination of the need to digitize business registration, technology sophistication at the time, and was largely engineered in house with partial staff time

Components <i>(All costs in \$MM)</i>	Phase 1 (FY 2013 - 2014)	Phase 2 (FY 2015 - 2016)	Phase 3 (FY 2017 - 2018)	Total 6-year cost
Third party project management	1.5	1.25	1.25	4.0
Infrastructure	0.5	0.2		0.7
Web Framework & Development	1.2	1.2	1.2	3.6
Messaging Development	0.25	0.5	0.5	1.25
Registration (system and database)	1.6	1.6		3.2
IDMS	0.5			0.5
Business Rules Engine	0.55	0.25	0.25	1.05
USPS National Change of Address & Validation	0.81	1.2	0.4	2.41
Training	0.35	0.25	0.25	0.85
Analysis	0.25	0.75	0.5	1.5
Total enterprise investment	7.51	7.2	4.35	19.06

In Kentucky, ~\$8-10M was allocated to digitization and automation of services, the remaining was focused on portal development, integration, and capability building

Source: <https://onestop.ky.gov/SiteCollectionDocuments/Kentucky%20Business%20One%20Stop%20Portal%20Final%20Assessment.pdf>

Build priorities:

Phase 1

- Build portal framework
- Fully automate and integrate various registration functions
- Map the business process across the state government

Phase 2

- Begin automating and integrating primary programs (e.g., annual filings, taxes)
- Finalize business process mapping
- Deploy technologies required for implementation of services indicated in business process mapping

Phase 3

- Complete automation and integration of primary services
- Shift to smaller licensing and compliance needs

Appendix

Appendix A: Potential PR campaign

Appendix B: Service prioritization methodology

Appendix C: User and stakeholder research

Appendix D: Case studies from other states

An initial PR campaign paired with long-term investment in digital media and strategic partnerships can increase awareness and adoption

Objective: Increase awareness and adoption of the Business Services Portal

PRELIMINARY DRAFT

Exemplary

Strategy

Tactics

Channels



Initial press campaign

- Detailed press release
- Announcement event
- Interviews with local media

- NH.gov
- Live event
- Local media



Digital media marketing

- Search engine optimization
- Search engine marketing
- Retargeting ads
- Social media marketing
- Direct email marketing

- NH.gov
- Google Ads
- Social media posts/ads
- Email
- Blog posts



Co-marketing with economic development orgs

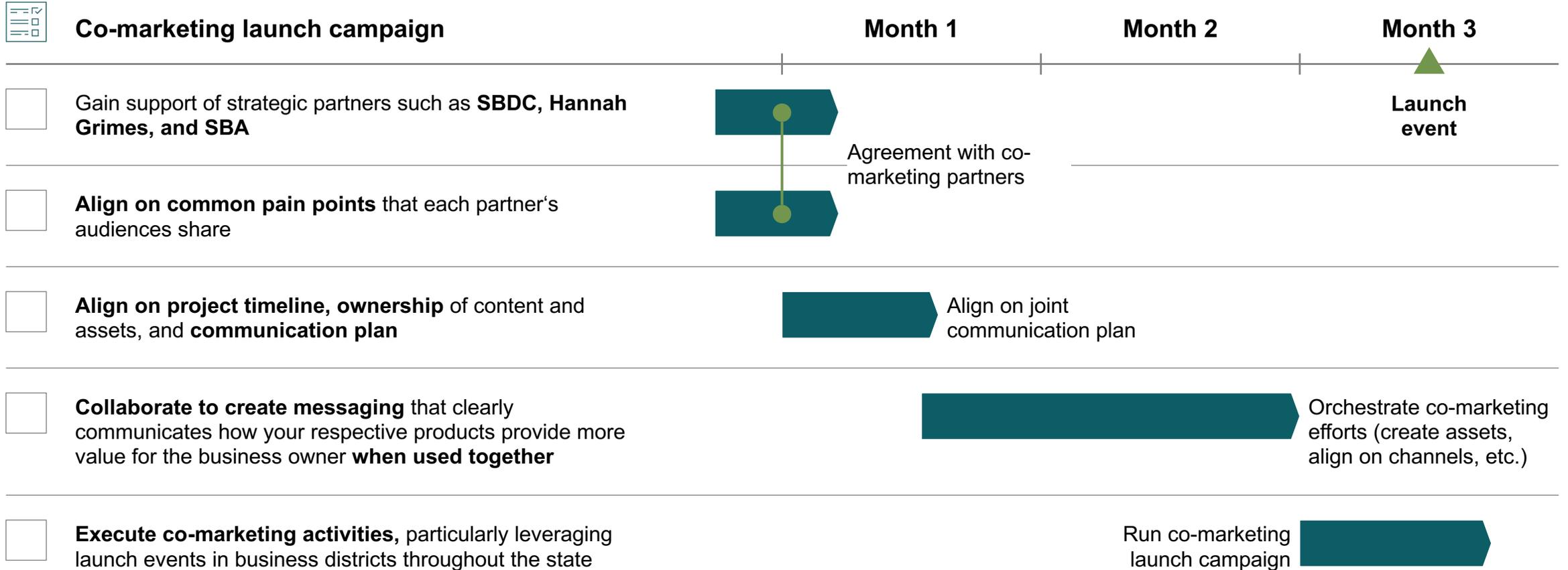
- Partnership announcements and events
- Joint blog posts, video, and press releases
- Customer success stories, video, and co-branded storytelling

- NH.gov
- Reciprocal partner links
- Partner social media and email distribution
- Co-branded social media posts

Successful co-marketing efforts in NH would require the alignment of partner communication strategies to create mutual value

PRELIMINARY DRAFT

Exemplary



The Business Services Portal marketing strategy would consist of four key components, each with its own set of considerations

PRELIMINARY DRAFT

Component	Considerations
Marketing context	<ul style="list-style-type: none"> • What are the product goals, who is the target audience, what are the priority opportunities, and what are the product roadmap highlights? • Who are the product sponsors, and potential marketing partners? • What are the media consumption habits of the target audience that should be considered when selecting media?
Marketing tactics	<ul style="list-style-type: none"> • What are the best set of channel tactics that will accomplish each objective most effectively and efficiently? • What is the expected cost of each tactic? • What is the expected timing of each tactic to be in market? • What is the overall budget for each objective? • What is the expected incremental impact from all objectives in the plan?
Plan for first adds/cuts and risks	<ul style="list-style-type: none"> • What are the tactics to be added to the marketing plan if the budget increases? • Which tactics should be removed first if the budget decreases?
Create a detailed messaging hierarchy	<ul style="list-style-type: none"> • What is the key message for each target persona? • What are the prioritized list of product features or customer benefits for each target persona?

Strategic Implementation Plan

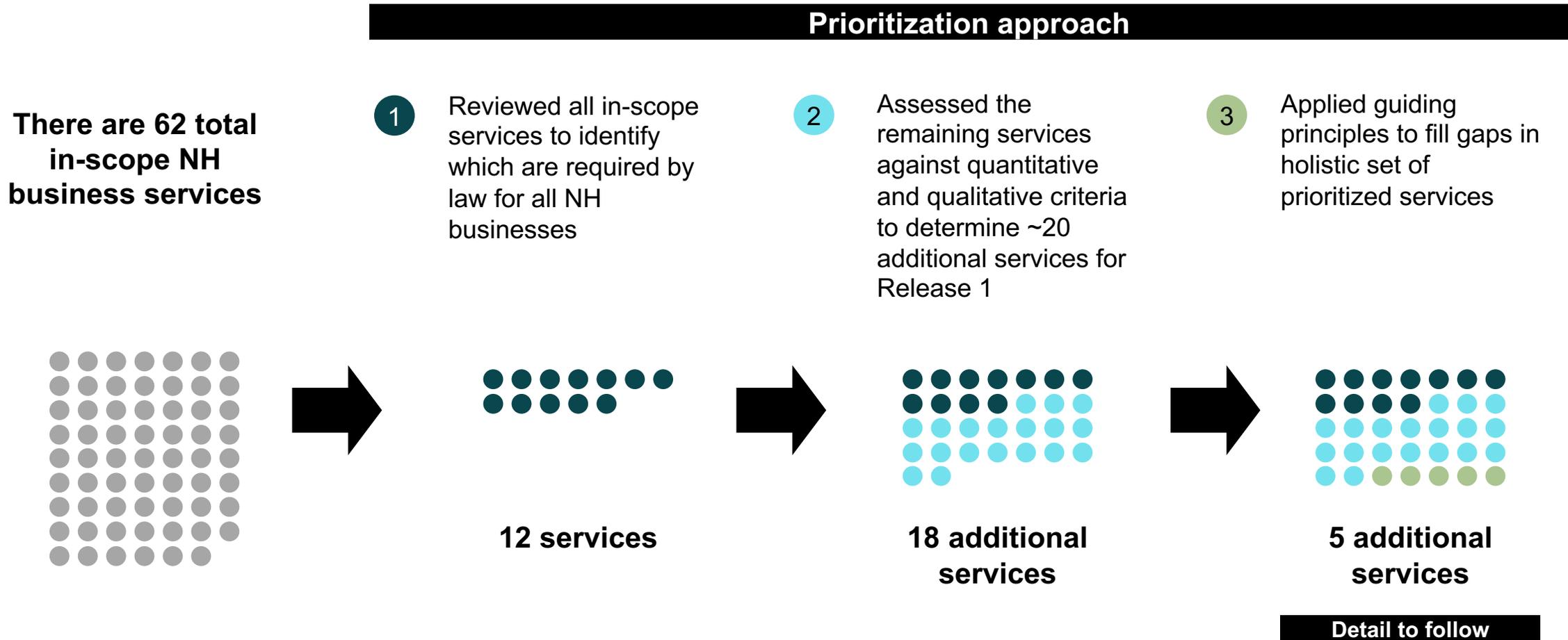
Appendix A: Potential PR campaign

Appendix B: Service prioritization methodology

Appendix C: User and stakeholder research

Appendix D: Case studies from other states

Prioritizing key services for MVP in Release 1 can ensure early impact



Source: NH state websites, NH stakeholder and user interviews, NH state agency data

1 Services required for all NH businesses can be higher priority for MVP Release 1 of Business Services Portal

Details to follow

Service requirement level	Required for all	Required for some	Optional for all
Definition	Services are required by regulation for all NH businesses	Services are required by regulation for certain NH businesses	Services are optional and not required by regulation for NH businesses
Example services	<ul style="list-style-type: none"> • Registering a business • Paying business taxes 	<ul style="list-style-type: none"> • Obtaining an environmental permit • Getting a liquor license 	<ul style="list-style-type: none"> • Posting jobs • WorkInvestNH
Consideration for Services Portal	Likely to be included in Business Services Portal	Require further consideration based on other criteria	

1 NH business services that are required for all businesses

The following services offered by various NH agencies may be a starting point for the portal:

Lifecycle stage	Journey	Organization(s)	Service Name
Plan for & Open your business	Plan for a business	SoS	Business name lookup
	Register a new business	SoS	Create a new business or nonprofit
		SoS	Register a trademark
		SoS	Register a tradename
		DRA	Register a business in NH for tax filings
		NHES	Register as a new NH employer
Manage your business	Manage employees	DOL	Employee Safety Standards & OSHA
		DOL	Workers' compensation division
	Provide information	SoS	File an annual report
	Pay taxes	NHES	NHES Web Tax & New Hire Reporting System
		NHES	Unemployment compensation tax
		Federal	Obtaining Federal Tax ID

Source: NH state websites, NH stakeholder and user interviews, NH state agency data

2 Priority services for BSP based on quantitative and qualitative criteria

Methodology: In-scope services in NH that are not required can be reviewed across a series of criteria, and scored on a scale of 1-3 (Low-Medium-High), with a composite score to help identify priority services



Type of data

Quantitative

Qualitative



Criteria

Regular usage

Prevalence in other state portals

Stakeholder experience

User/business owner experience



Key question

How often is this service used by the average NH business?

Was this or a similar service found in other states' business portals?

Did state leaders highlight this service as a key value add for a business portal?

How important is it to include this service based on user feedback?



Source of insight

Data published and shared by from NH state government agencies (e.g., annual reports)

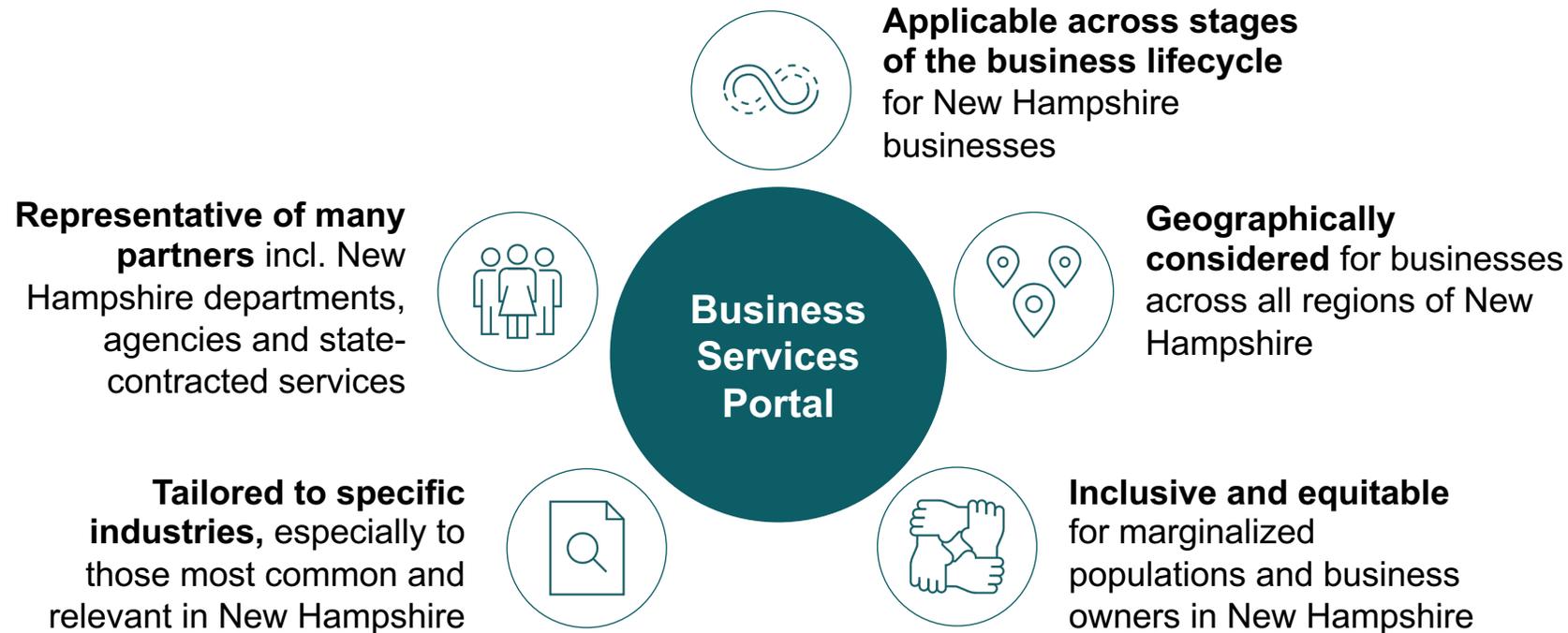
Review of other state agency portals and common occurrence of services

Interviews with stakeholders in NH state government agencies

Interviews with end users of NH state government agencies

3 Guiding principles provide a top-down prioritization of services

Services within the BSP should collectively be:



Source: NH stakeholder and user interviews

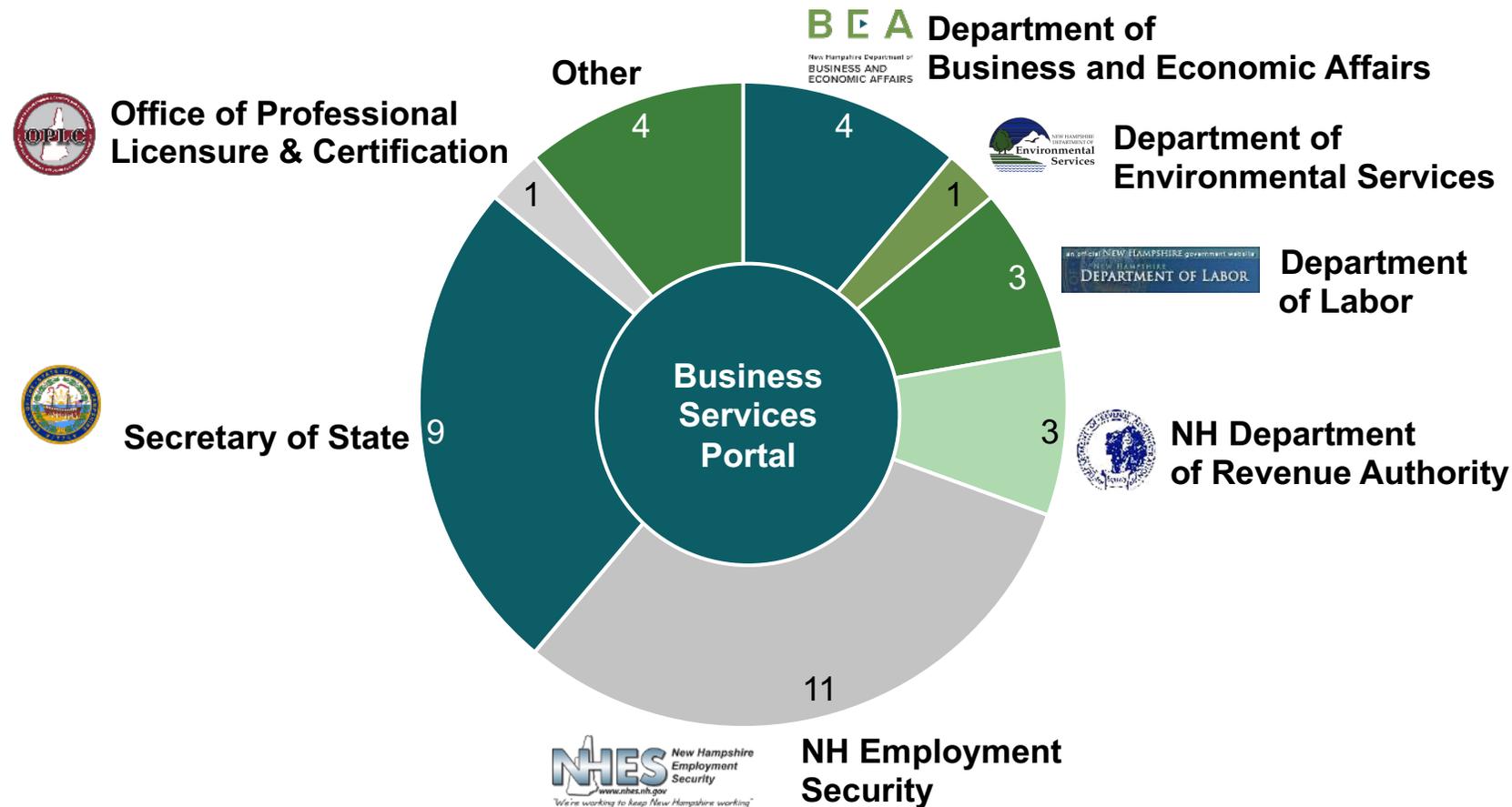


For discussion

Are there additional guiding principles unique to NH that should be considered to ensure alignment to the governor's priorities and/or BEA's strategic plan?

The 36 services in MVP Release 1 are representative of several NH agencies' offerings

MVP Release 1 Services per NH Agency,



Even in the MVP release, most departments will be represented in the Business Services Portal

Source: NH stakeholder and user interviews

Appendix

Appendix A: Potential PR campaign

Appendix B: Service prioritization methodology

Appendix C: User and stakeholder research

Appendix D: Case studies from other states

Interviews with 13 end users and economic development stakeholders revealed themes that can inform the design of the portal



“You don’t know what you don’t know”

Clarity of required and recommended steps is key for first-time business owners so that they don’t miss anything



Trust in my community

Business owners turn to sources that they trust for support – primarily in their own communities



Obvious ownership

Frustration with both state and local government takes hold when the owner of a required service is not immediately obvious



Respect for my business

Feelings of insignificance and distrust occur when business owners reach out to the state and receive delayed or no responses



“I did not even know we were supposed to register as a health club until a year into it”

– Fitness club owner

“Working with other NH businesses and hearing their advice is an invaluable resource”

– Distribution company owner

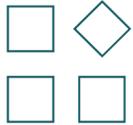
“I never know who is supposed to be in charge – the town or the state?”

– Restaurant owner

“It’s difficult to call the state – you get caught up in automated responses”

– Fitness club owner

Interviews with 14 stakeholders have uncovered challenges that impact business owners in the state



Disjointed experience

Varying degrees of consistency in website design and content detail create a fragmented end user experience



Manual request tracking

State employees spend time manually routing and following up on requests on behalf of businesses



“Department of” fatigue

Fatigue sets in when users navigate multiple departments to complete a required task



Resource constraints

Lack of time, funding, and labor throughout state agencies impact their ability to track and deliver services



“The departments are proud of what they do they want credit and exposure, but it’s not a great user experience”

– State employee

“There can be communication issues when linking businesses to services, and sometimes the back end handoff between agencies isn’t clear”

– State employee

“It’s time-consuming for the business to chase down and follow up on these services”

– State employee

“We are extremely resource-constrained, especially on the labor end but also in terms of funding”

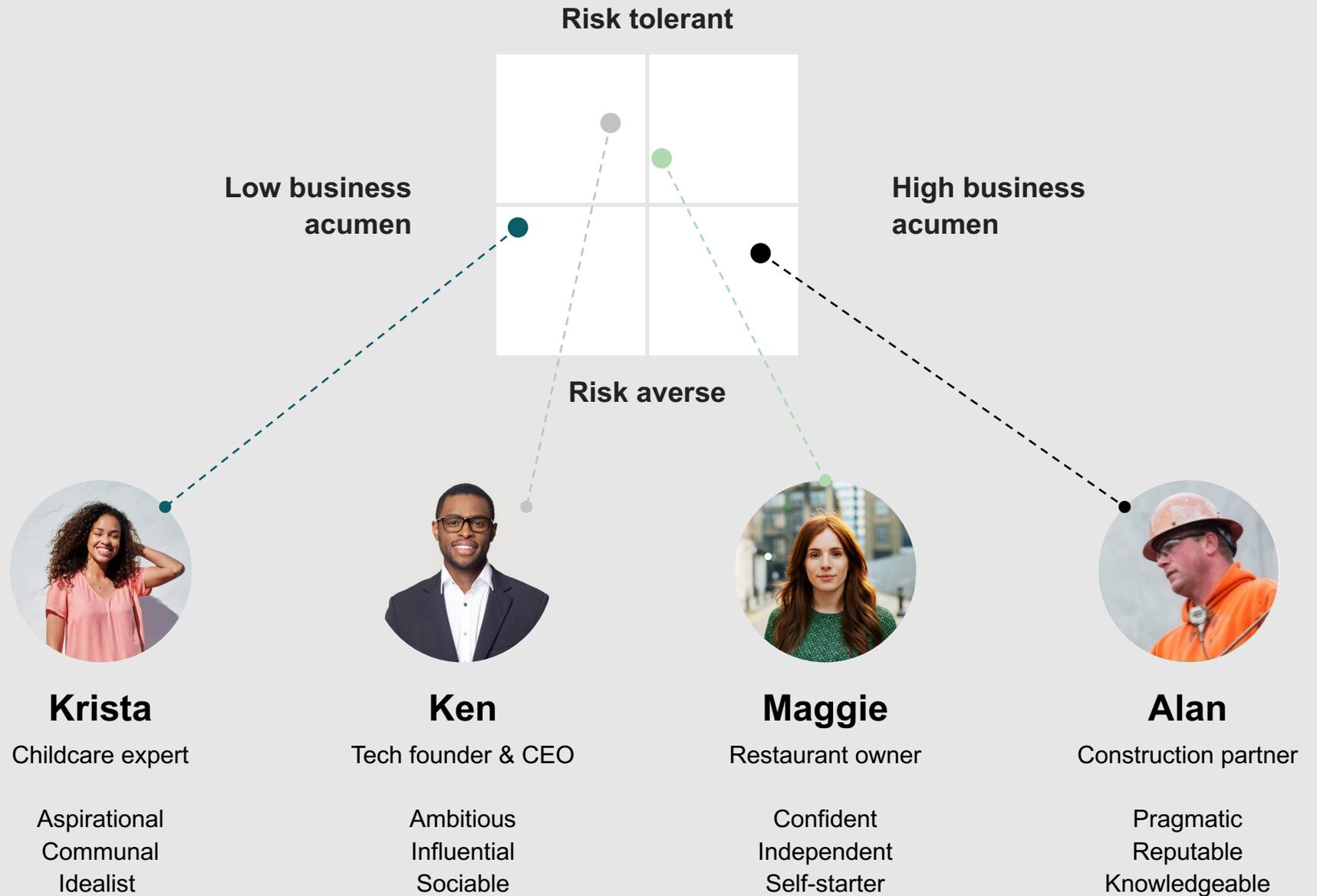
– State employee

Meet our personas

These are fictional characters based on the stories of the real business owners we interviewed

They will help us keep business owners front-and-center during ideation

Source: User and stakeholder interviews



Personas represent a range of different business types



Krista
Childcare expert



Ken
Founder & CEO



Maggie
Owner



Alan
Partner

Industry	Childcare	Technology	Food & beverage	Construction
Size	Micro	Small	Small	Medium
Structure	Sole proprietor	Corporation	LLC	Partnership
Model	B2C	B2B	B2C	B2G
Distribution channel	Traditional	Digital	Traditional	Traditional
Location	Seacoast	Western NH	Hillsborough County	Northern NH
Headquarters	In state	In state	In state	Out of state
Maturity	Planning	Starting	Growing	Managing

Source: User and stakeholder interviews

Personas also represent key attitudinal characteristics that were observed



Krista

Inquiring idealist

"I want to learn how I can better serve my community with my expertise."



Ken

Inspired influencer

"How fast can I take my business from 0 to 100? Challenge accepted."



Maggie

Preoccupied performer

"I've done this before – I can find the answer on my own."



Alan

Demanding director

"I've been in the game for a while now – I can see problems coming from a mile away."

<p>Tenacity</p>	<p>● ○ ○ ○ Easily overwhelmed</p>	<p>● ● ● ● Driven to succeed</p>	<p>● ● ○ ○ Gets it done</p>	<p>● ● ● ○ Has grit</p>
<p>Independence</p>	<p>● ● ○ ○ People person</p>	<p>● ○ ○ ○ Making connections</p>	<p>● ● ● ● Likes solving problems</p>	<p>● ● ● ○ In meetings</p>
<p>Attention to detail</p>	<p>● ● ● ○ The important stuff</p>	<p>● ○ ○ ○ <i>Who has time?</i></p>	<p>● ● ○ ○ Does basic research</p>	<p>● ● ● ● Has attorney review</p>
<p>Tech-savvy</p>	<p>● ● ○ ○ Getting better</p>	<p>● ● ● ● Digital native</p>	<p>● ● ● ○ Mostly up to date</p>	<p>● ○ ○ ○ Would rather call</p>

Source: User and stakeholder interviews

Krista

Inquiring idealist



Age: 42 | Childcare expert

Tenacity ● ○ ○ ○ ○

Easily overwhelmed

Independence ● ● ○ ○

People person

Attention to detail ● ● ● ○

The important stuff

Tech savvy ● ● ○ ○

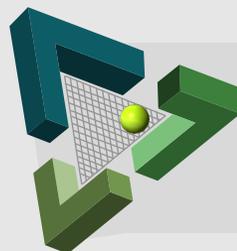
Getting better

Fictional persona

Source: User and stakeholder interviews

“I feel responsible for helping alleviate the childcare shortage that is affecting my friends and neighbors.”

Krista has always found inspiration in stories of people serving their communities. She feels motivated to open her own home-based childcare center to alleviate the strain on working parents in her neighborhood after working in childcare her whole career. She has no business background and little idea of what is required to open one.



Exploration

“I need to learn what opportunities are available to me”

Goals and motivations

- Helping out her network of young, working parents
- Establishing herself as a reputable businessperson and childcare expert in her community

Pain points

- Navigating unfamiliar processes and systems
- Making sense of business jargon
- Impersonal help and support

Business classification

Industry	Childcare
Size	Small
Structure	Sole proprietor
Model	B2C
Channel	Traditional
Location	Seacoast
Headquarters	–
Maturity	Planning

Learning about opening a home-based childcare center

Planning for my business



Fictional persona and user journey | Current state

Web
 Phone
 Face-to-face
 Mobile (app or web)

Sub-journey	Researching childcare licensing	Researching how to start a business	Contacting CCLU	Getting support
What's happening	<p>Searches for requirements to open a home-based childcare center</p> <p>Navigates to the DHHS and OPLC websites and reviews the posted rules and certifications</p> <p>Reviews list of forms to fill out and browses for information about opening a business</p>	<p>Searches for information about starting a business in New Hampshire</p> <p>Reviews information from NH.gov and the DRA</p> <p>Reviews information on unofficial third-party websites</p>	<p>Calls the CCLU and receives a message from an answering machine directing her to send an email</p> <p>Sends an email with questions the next day</p>	<p>Receives a response from the CCLU and learns about certification requirements and an approach to starting the business</p> <p>Emails the BEA and local organizations that can help get her business off the ground based on the representative's recommendation</p>
Experience	<p>😬 Intimidated</p> <p>Feels overwhelmed by the list of paperwork</p> <p>Feels unsure if she will ever be able to receive certification</p> <p><i>"Where do I even begin? Which of these PDFs are relevant for a newbie? I don't think I'll be able to sort through all of this..."</i></p>	<p>😬 Confused</p> <p>Feels confused about where to find reliable information.</p> <p>Feels unsure about the reliability of third-party websites</p> <p><i>"I'm not sure that I'm ready to register a business just yet... I just want to know what it will take to get one started."</i></p>	<p>😡 Frustrated</p> <p>Feels disrespected by being referred to an email address when she called to discuss with someone</p> <p><i>"It will take longer for me to sit and type an email than it would to explain my interest over the phone. What a waste of time."</i></p>	<p>😊 Optimistic</p> <p>Feels happy to know that there are resources available to help</p> <p><i>"Finally hearing from someone about what it takes to get started was so helpful. I am starting to feel better about moving forward with this."</i></p>
Pain points	<p>Unclear entry point to get started on the licensing process or what licenses she needs.</p> <p>Overwhelming number of forms presented up front.</p> <p>No direction for a new or interested business owner on licensing information.</p>	<p>Unclear entry point to learn about setting up a business in New Hampshire.</p> <p>Unofficial third-party sites links appear prioritized in search results.</p>	<p>Answering machine message suggests that she send an email.</p> <p>Time wasted trying to get in touch with someone.</p>	<p>Unclear next step after reaching out to other support organizations.</p> <p>Unanswered questions remain about how to bring her business to life.</p>
Services explored	<p>Childcare licensing unit (DHHS)</p> <p>Apply for a professional license (OPLC)</p>	<p>NH.gov/business</p> <p>Business name lookup (SoS)</p> <p>Registering a business in NH (DRA)</p> <p>Third party websites</p>	<p>Childcare licensing unit (DHHS)</p>	<p>Free business advice (BEA)</p> <p>Business consulting (BEA)</p> <p>CoC services</p> <p>RDC services</p> <p>SBDC services</p>
Touchpoints				

Source: User and stakeholder interviews

Learning about opening a home-based childcare center

Planning for my business



Fictional persona and user journey | Future state | Prototype password: NHBSP2023!

 Web
  Phone
  Face-to-face
  Mobile (app or web)

Sub-journey	Researching childcare licensing	Researching how to start a business	Contacting CCLU	Getting support
What's happening	<p>Searches for requirements to open a home-based childcare center</p> <p>Navigates to the Business Services Portal and reviews licensing requirements listed</p> <p>Navigates to the DHHS and OPLC websites with order of licensing requirements in mind</p>	<p>Browses the portal for information about starting a business in New Hampshire</p> <p>Navigates to the plan a new business checklist</p> <p>Reviews steps involved to create a home-based childcare business</p>	<p>Submits questions to the CCLU through the portal's contact us form when she feels blocked from moving forward</p> <p>Receives a confirmation email and expects to receive a response within 24 hours</p> <p>Receives a "next steps" email to prompt her to move forward while she waits on an answer</p>	<p>Receives an email response from the CCLU regarding her specific certification questions</p> <p>Begins the application process to receive certification on the CCLU website</p>
Experience	<p>😊 Informed</p> <p>Feels like she understands the steps involved to receive certification</p> <p>Feels intimidated by the number of steps involved in receiving certification</p> <p><i>"I like how this lays out the order of actions to take to receive certification, but I'm still not sure if I'll be able to complete everything."</i></p>	<p>😄 Excited</p> <p>Feels excited about the idea of completing the checklist for standing up her business</p> <p><i>"I can see myself coming back to this and checking off the things I've completed – it will keep me on track."</i></p>	<p>😮 Surprised</p> <p>Feels surprised to learn that she can move forward with other activities while she waits to hear back from CCLU</p> <p>Feels motivated to follow the email's prompt to move forward</p> <p><i>"I guess I'm not as blocked as I thought I was."</i></p>	<p>😊 Confident</p> <p>Feels confident that she has all of the requirements to receive certification and move forward with the process</p> <p><i>"I'm glad I could clear that up before submitting an application."</i></p>
Pain points	Intimidating number of steps involved in receiving certification	Unable to track progress against completing steps without logging in	24 hours feels like a slow response time	Support is provided through email when a phone call would be helpful
Services explored	<p>Childcare licensing unit (DHHS)</p> <p>Apply for a professional license (OPLC)</p>	<p>NH.gov/business</p> <p>Business name lookup (SoS)</p> <p>Registering a business in NH (DRA)</p>	Childcare licensing unit (DHHS)	<p>Free business advice (BEA)</p> <p>Business consulting (BEA)</p> <p>CoC services</p> <p>RDC services</p> <p>SBDC services</p>
Touchpoints			 	 

Source: User and stakeholder interviews

Ken

Inspired influencer



Age: 26 | Founder & CEO

Tenacity ● ● ● ●

Driven to succeed

Independence ● ○ ○ ○

Making connections

Attention to detail ● ○ ○ ○

Who has time?

Tech savvy ● ● ● ●

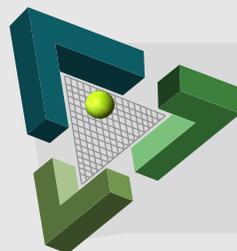
Digital native

Fictional persona

Source: User and stakeholder interviews

“I have always been a driven person. I like to think of my layoff as a huge opportunity for me, not a loss.”

Ken was recently laid off from a social media marketing company. He has an idea for a productivity app, and he feels that this is the right moment to pursue it. He feels confident in his ability to succeed, and knows there are likeminded entrepreneurs in the community that he can learn from. He has a passion for technology and startup culture.



A Tasks

“I need to complete a business task”

Goals and motivations

- Turning his ideas into reality
- Working with other like-minded and entrepreneurial types like himself
- Making connections and taking his business to the next level

Pain points

- Keeping track of details and deadlines
- Impersonal help and support
- Waiting to receive permission to move forward

Business classification

Industry	Technology
Size	Small
Structure	Corporation
Model	B2B
Channel	Digital
Location	Western NH
Headquarters	In state
Maturity	Starting

Registering a new technology startup

Starting my business



Fictional persona and user journey | Current state

Web
 Phone
 Face-to-face
 Mobile (app or web)

Sub-journey	Creating a new business	Getting support	Registering as a business and employer	Registering a trademark and trade name	Securing business insurance
What's happening	<p>Navigates to the SoS website and creates a QuickStart account</p> <p>Fills out the required paperwork to create a corporation</p> <p>Stops midway through the application when he realizes he has questions</p>	<p>Browses contact information associated with SoS and QuickStart</p> <p>Sends emails to departments that sound like they can help, but he gets no immediate responses</p> <p>Calls an SoS helpline, and learns that he should connect with an attorney, the BEA, and the SBDC for fundamental business questions</p>	<p>Finishes his registration with SoS and refers to his notes about next steps</p> <p>Searches for the DRA and NHES websites</p> <p>Fills out the required paperwork for each as was mentioned and completes all the tasks he had noted</p>	<p>Registers a trademark and trade name for his business on the QuickStart website</p> <p>Receives confirmation that the form was submitted</p> <p>Calls SoS after a few days follow up on his application</p>	<p>Texts his personal insurance agent with questions around insuring his business</p> <p>Searches for quotes online and finds a link to the DOI website</p> <p>Finds that the search is by company name and decides to perform a search in his browser instead</p>
Experience	<p>😬 Unsure</p> <p>Feels unsure that he is setting up his company in the right way</p> <p>Lacks confidence that his inclination will set him up for future success</p> <p><i>"I know the form says I have everything I need... but if I submit it, will it be right for me? Will I be able to change it later?"</i></p>	<p>😡 Frustrated</p> <p>Feels overwhelmed by number of contacts listed,</p> <p>Feels unsure of which he should reach out to for his specific questions</p> <p><i>"There are so many contacts listed here and they all seem irrelevant for new businesses."</i></p>	<p>😊 Productive</p> <p>Feels like he has accomplished quite a bit in just a few days</p> <p><i>"Setting up was relatively painless once I knew what I had to do."</i></p>	<p>😞 Impatient</p> <p>Feels frustrated to learn that this is not an automated process and that it may take weeks to receive manual approval</p> <p><i>"I wish I had known that this was such a long process – I would have applied sooner and not followed up right away."</i></p>	<p>😞 Let down</p> <p>Feels confused about the inability to browse insurers by the type of coverage as he's seen in healthcare coverage marketplaces</p> <p><i>"It's insurance – why can't I browse insurers by their coverage and costs? I've seen that done before."</i></p>
Pain points	<p>Understanding if the business structure he's selected is the right one for him.</p> <p>Unsure of what similar businesses in his industry have selected.</p>	<p>Unclear point of contact for initial questions.</p> <p>Low confidence that SoS contact knows if he's setting himself up for success.</p> <p>Referred to other contacts to answer questions.</p>	<p>Unsure if these are the only other departments he needs to register with.</p> <p>Unclear next step after initial business set up.</p>	<p>Unclear timeline for approval.</p> <p>Costs to apply buried in page content.</p>	<p>Unable to browse insurance companies by their offering.</p> <p>Unaware of insurers in the state that provide the coverage that he needs.</p>
Services explored	<p>Business name lookup (SoS)</p> <p>Create a new business or nonprofit (SoS)</p>	<p>Create a new business or nonprofit (SoS)</p> <p>Free business advice (BEA)</p> <p>SBDC services</p> <p>Local attorney services</p>	<p>Create a new business or nonprofit (SoS)</p> <p>Registering a business in NH (DRA)</p> <p>Register as a new employer (NHES)</p>	<p>Register a trademark (SoS)</p> <p>Register a trade name (SoS)</p>	<p>Free business advice (BEA)</p> <p>Business owners' insurance (DOI)</p> <p>List of certified insurance companies (DOI)</p>
Touchpoints					

Source: User and stakeholder interviews

Registering a new technology startup

Starting my business



Fictional persona and user journey | Future state | Prototype password: NHBSP2023!

Web
 Phone
 Face-to-face
 Mobile (app or web)

Sub-journey	Creating a new business	Getting support	Registering as a business and employer	Registering a trademark and trade name	Securing business insurance
What's happening	<p>Navigates to the SoS website and creates a QuickStart account</p> <p>Fills out the required forms to create a corporation but stops before submitting</p> <p>Searches for more information about creating a business and navigates to the Business Services Portal</p> <p>Reviews content dedicated to starting a business</p>	<p>Navigates to the portal and submits a question about business structures using the chatbot functionality</p> <p>Reviews the bot's suggested content and returns to QuickStart to complete his required forms</p>	<p>Finishes his registration with SoS and refers to the checklist on the portal about next steps</p> <p>Fills out the required paperwork for DRA and NHES from direct links available on the portal</p>	<p>Reviews information about registering a trademark and trade name on the portal and estimated approval times</p> <p>Navigates to the QuickStart website and registers a trademark and trade name for his business</p> <p>Receives confirmation that the form was submitted</p>	<p>Reviews insurance information provided in the portal's new business checklist</p> <p>Navigates to the DOI website</p> <p>Searches for companies that he saw mentioned in the portal for quotes</p>
Experience	<p>😊 Optimistic</p> <p>Feels happy to know that there are resources available to help</p> <p><i>"It's helpful to know the difference between them, especially a Corporation and an S Corporation"</i></p>	<p>😊 Confident</p> <p>Feels confident that he has the right structure for his business after confirming with the chatbot</p> <p><i>"That was the quick answer I was looking for – I'm glad I didn't have to call anyone for that."</i></p>	<p>😊 Productive</p> <p>Feels like he has accomplished quite a bit in just a few hours</p> <p><i>"It's nice to have the next steps available in one place."</i></p>	<p>😬 Informed</p> <p>Feels like he had a good idea of how long the process would take ahead of time</p> <p>Feels let down that the process isn't automated</p> <p><i>"I won't have to follow up on this for a while."</i></p>	<p>😬 Prepared</p> <p>Feels prepared to perform a search since he has seen a list of available companies ahead of time</p> <p>Feels let down that the process to find insurance isn't easier</p> <p><i>"I was expecting this to be more like a marketplace. At least there are links to companies to review in the portal."</i></p>
Pain points	Understanding if the business structure he's selected is the right one for him	Some back and forth required to receive the appropriate help content	–	Takes weeks to receive approval	Unable to browse insurance companies by their offering
Services explored	<p>Business name lookup (SoS)</p> <p>Create a new business or nonprofit (SoS)</p>	<p>Create a new business or nonprofit (SoS)</p> <p>Free business advice (BEA)</p> <p>SBA services</p> <p>Local attorney services</p>	<p>Create a new business or nonprofit (SoS)</p> <p>Registering a business in NH (DRA)</p> <p>Register as a new employer (NHES)</p>	<p>Register a trademark (SoS)</p> <p>Register a trade name (SoS)</p>	<p>Free business advice (BEA)</p> <p>Business owners' insurance (DOI)</p> <p>List of certified insurance companies (DOI)</p>
Touchpoints					

Source: User and stakeholder interviews

Maggie

Preoccupied performer



Age: 33 | Owner

Tenacity
Gets it done ● ● ○ ○

Independence
Likes solving problems ● ● ● ●

Attention to detail
Does basic research ● ● ○ ○

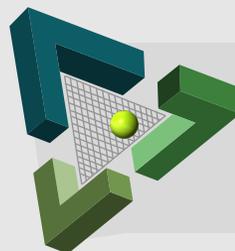
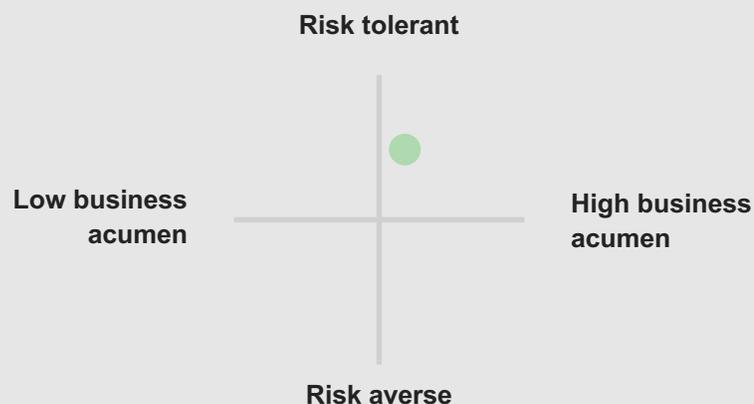
Tech savvy
Mostly up to date ● ● ● ○

Fictional persona

Source: User and stakeholder interviews

“The success I’ve had so far has me feeling confident about what this business could be in the future.”

Maggie owns a successful restaurant in her hometown and has gained confidence as her business has taken off. She has ambitions of opening multiple restaurants in her region, but she keeps those goals to herself and minimizes others’ perspectives as she feels that can make her own decisions.



C Exploration

“I need to learn what opportunities are available to me”

Goals and motivations

- Making more money to support her family with less focus on managing the restaurant itself
- Being seen as a successful and enterprising person in her community

Pain points

- Navigating rules and regulations outside of her hometown
- Making phone calls for tasks that should be easily completed online
- Seeking other perspectives

Business classification

Industry	Food & Beverage
Size	Small
Structure	LLC
Model	B2C
Channel	Traditional
Location	Hillsborough County
Headquarters	In state
Maturity	Growing

Opening a second restaurant location



Fictional persona and user journey | Current state

 Web
  Phone
  Face-to-face
  Mobile (app or web)

Sub-journey	Looking for funding	Finding a location	Applying for required permits	Achieving full compliance
What's happening	<p>Files annual report</p> <p>Considers opening a new location to boost annual income</p> <p>Stops at her local bank to get preapproval</p> <p>Researches supplemental options from the BFA and BEA</p>	<p>Searches for available real estate</p> <p>Calls a realtor she knows for help, who suggests she may be eligible for further loans and grants</p> <p>Searches for more information and finds the Local Restaurant Infrastructure Investment Program</p> <p>Submits questions through the the My Inquiry tool but does not hear back</p>	<p>Finalizes contract on a new location and searches for a contractor to renovate</p> <p>Searches and applies for permits from the state, which are approved after a few weeks</p> <p>Meets with a local inspector and learns she is not in compliance with local ordinances regarding the location's septic system</p> <p>Reduces number of seats in her restaurant development plan to fit within the ordinances</p>	<p>Applies for a liquor license on the NHLC website</p> <p>Searches through the NHES and DOL websites to ensure that she is in compliance</p> <p>Emails contacts listed on the DOL and NHES websites a list of questions and waits for their responses</p>
Experience	<p> Hopeful</p> <p>Feels excited that there are options to help her fulfill her dream of a second location</p> <p>Feels surprised to learn that the bank can partner with the BEA and BFA</p> <p><i>"This sounds like a good option, but I don't understand how it works. I want to make sure I don't get in over my head with a supplemental loan."</i></p>	<p> Overwhelmed</p> <p>Feels overwhelmed with the amount of information to consider</p> <p>Feels unsure of the more technical requirements involved in available loans and grants</p> <p><i>"I don't think a lot of this applies to my restaurant. I wish I could get a quick explanation of what's required for a basic build."</i></p>	<p> Upset</p> <p>Feels blindsided by unknown local requirement</p> <p>Feels upset that she has additional paperwork to complete and another fee to pay</p> <p><i>"Seriously, why didn't I find out about this required permit when I was finding a place to build? It definitely would have factored into my decision."</i></p>	<p> Anxious</p> <p>Feels stressed that she will be caught off guard again in terms of meeting requirements</p> <p>Feels unsure if she is in full compliance with the state</p> <p><i>"I feel like I've done everything I need at this point, but it would be nice to have someone confirm that for me."</i></p>
Pain points	<p>Referred to other contacts to answer questions.</p> <p>No holistic overview between private lenders and supplemental funders to understand full funding scenarios</p>	<p>Online content written for expert user.</p> <p>No response from My Inquiry tool</p>	<p>Delay in approval of state permits.</p> <p>Unaware of local requirements.</p>	<p>Unclear if she has met all of the state and local compliance requirements to open a restaurant.</p> <p>Waiting for someone to reply to her email and additional follow ups.</p>
Services explored	<p>File an annual report (SoS)</p> <p>Local bank services</p> <p>Free business advice (BEA)</p> <p>Business loans (BEA)</p> <p>Credit enhancement and loans (BFA)</p>	<p>Local realtor services</p> <p>GOFERR My Inquiry tool (Governor's office)</p> <p>Real estate development (BFA)</p> <p>Incentives and tax credits (BEA)</p> <p>Special designation (BEA)</p>	<p>Licenses and certifications (DES)</p> <p>Project review and compliance (DNCR)</p> <p>Local permitting services</p>	<p>Apply for liquor license (NHLC)</p> <p>NH youth employment certificate (DOL)</p> <p>Mandatory posters (DOL)</p> <p>Business compliance (NHES)</p>
Touchpoints				

Source: User and stakeholder interviews



Opening a second restaurant location

Fictional persona and user journey | Future state | Prototype password: NHBSP2023!

Web
 Phone
 Face-to-face
 Mobile (app or web)

Sub-journey	Looking for funding	Finding a location	Applying for required permits	Achieving full compliance
What's happening	<p>Files annual report</p> <p>Considers opening a new location to boost annual income and applies for preapproval</p> <p>Researches supplemental business loan options on the Business Services Portal</p> <p>Reviews success stories from other restaurants</p> <p>Reviews FAQs on the portal about the Local Restaurant Infrastructure Investment Program and submits an application</p>	<p>Reviews information about location restrictions on the portal and calls a realtor to discuss what she's learned</p> <p>Meets with a local inspector to ensure the property her realtor suggests can accommodate her business plans</p> <p>Finalizes contract on a new location and searches for a contractor to renovate</p>	<p>Reviews the licenses and permits section of the new business checklist on the portal and submits applications</p> <p>Confirms with local inspector that all local required permits have been secured</p> <p>Submits a request on the portal for DES review and receives a confirmation that a representative will reach out within 24 hours</p> <p>Receives a phone call the next day and confirms she has all required state permits</p>	<p>Searches the portal for compliance information and reviews a summary of DOL, NHES, and DRA requirements for opening a new location</p> <p>Gathers the required posters and structures books to account for the state meal tax</p> <p>Applies for a liquor license on the NHLC website</p> <p>Reviews the checklist for opening a new restaurant on the portal to be sure that she has completed all tasks</p>
Experience	<p>😊 Hopeful</p> <p>Feels excited that there are options to help her fulfill her dream of a second location</p> <p>Feels comfortable with pursuing alternate forms of funding to move forward</p> <p><i>"This sounds like a good option, especially now that I know how it works for other restaurants."</i></p>	<p>🧐 Informed</p> <p>Feels knowledgeable about potential pitfalls that other restaurants make when expanding their businesses</p> <p>Feels prepared to discuss with a realtor</p> <p><i>"I'm glad I saw this when I did – it totally changed the types of properties I had the realtor searching for."</i></p>	<p>😊 Confident</p> <p>Feels secure that all required permits have been acquired and that her restaurant will be set up for success</p> <p><i>"It's nice to know there are people at the state and in the community who are willing to reach out and answer questions."</i></p>	<p>😊 Excited</p> <p>Feels excited to open knowing that all of the requirements have been completed and she can focus on running the business</p> <p><i>"Getting ready to open is so stressful on its own. Having compliance requirements listed in one place helped me make sure I didn't miss anything."</i></p>
Pain points	<p>Long list of FAQs are difficult to parse</p> <p>Success stories do not include people from her region</p>	<p>Only state permit requirements available on the portal</p> <p>Realtor didn't bring up potential septic system issues while touring initial properties</p>	<p>Manual process to confirm that all required permits have been secured</p>	<p>Unsure if list of compliance requirements is up to date</p>
Services explored	<p>File an annual report (SoS)</p> <p>Local bank services</p> <p>Free business advice (BEA)</p> <p>Business loans (BEA)</p> <p>Credit enhancement and loans (BFA)</p> <p>GOFERR My Inquiry tool (Governor's office)</p>	<p>Local realtor services</p> <p>Real estate development (BFA)</p> <p>Incentives and tax credits (BEA)</p> <p>Special designation (BEA)</p>	<p>Licenses and certifications (DES)</p> <p>Project review and compliance (DNCR)</p> <p>Local permitting services</p>	<p>Apply for liquor license (NHLC)</p> <p>NH youth employment certificate (DOL)</p> <p>Mandatory posters (DOL)</p> <p>Business compliance (NHES)</p> <p>Business tax information (DRA)</p>
Touchpoints				

Source: User and stakeholder interviews

Alan

Demanding director



Age: 48 | Partner

Tenacity
Has grit

● ● ● ○

Independence
In meetings

● ● ● ○

Attention to detail
Has attorney review

● ● ● ●

Tech savvy
Would rather call

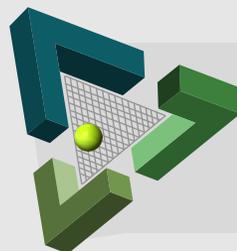
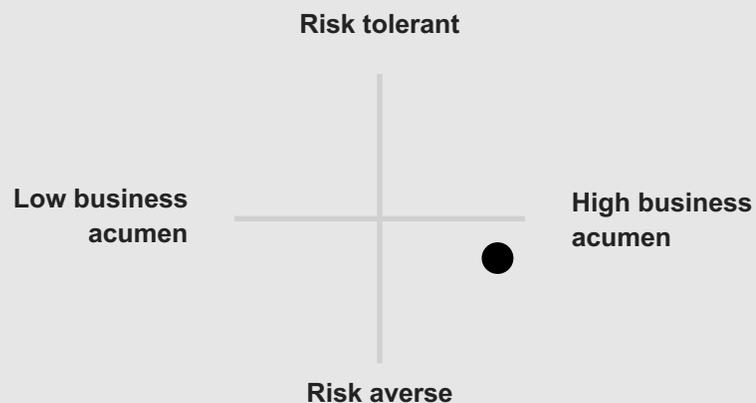
● ○ ○ ○

Fictional persona

Source: User and stakeholder interviews

“I have a reputation of delivering quality work on-time and at a fair price. I’m worried that reputation won’t hold up if I can’t find workers to do the job.”

Alan and his partners do business throughout the northeast. He feels confident in their recent expansion into New Hampshire, but he also feels impatient with the pace of forward progress. He knows his reputation is on the line and does not want to lose out of future work due to delays in his current project.



B

Assistance

“I need help with something”

Goals and motivations

- Completing projects on time and under the budget
- Finding the right people for the job
- Winning new contracts based on the quality of his prior work

Pain points

- Navigating complicated and unfamiliar systems
- Wasting time in front of a computer
- Having to write an email when a phone call would be quicker

Business classification

Industry	Construction
Size	Medium
Structure	Partnership
Model	B2G
Channel	Traditional
Location	Northern NH
Headquarters	Out of state
Maturity	Managing

Recruiting and upskilling employees

Managing my business



Fictional persona and user journey | Current state

Web
 Phone
 Face-to-face
 Mobile (app or web)

Sub-journey	Researching workforce development options	Creating an account and posting jobs	Contacting support organizations	Recruiting employees	Upskilling employees
What's happening	<p>Asks his business partners for advice on finding workers in his rural area</p> <p>Calls BEA to find resources available from the state when partner provides Alan with a phone number</p> <p>Leaves a voicemail when no one answers the phone</p>	<p>Receives a call back from BEA and learns about NHES services</p> <p>Searches for NHES and begins to browse available content.</p> <p>Navigates to the NHWorks job match system</p> <p>Struggles to create an account on the system and post a job</p>	<p>Calls a full-service support center nearby that he found on the NHES website</p> <p>Leaves a voicemail when no one answers the phone</p> <p>Receives a call back and shares his situation as well as his frustration</p> <p>Finishes sign up process with NHES support</p>	<p>Emails NHES contact asking if they could introduce him to officials at the local community college to participate in a job fair</p> <p>Learns that he missed the job fair and will have to wait until the next one</p>	<p>Learns from NHES that he can cocreate upskilling content with the college to improve worker performance</p> <p>Navigates to the WorkInvest NH application and submits an application</p> <p>Schedules a meeting with the college faculty to discuss this program</p> <p>Begins cocreating a curriculum to be delivered to workers in two months</p>
Experience	<p> Frustrated</p> <p>Feels frustrated when his call for support goes unanswered after struggling to fill jobs for weeks</p> <p><i>"If this goes on much longer our project is going to be delayed – is there anyone who can point me in the right direction?"</i></p>	<p> Confused</p> <p>Feels confused navigating the many links and PDFs on the NHES website</p> <p>Feels inefficient while trying to complete the sign up process</p> <p><i>"I wish I would've known what I needed before I sat down to set up an account."</i></p>	<p> Impatient</p> <p>Feels impatient about wasting time to fill out the forms on the NHES system</p> <p>Feels appreciative of the contact's support to help him move forward</p> <p><i>"All of this just to post a job... let's see if I even get any responses."</i></p>	<p> Let down</p> <p>Feels like he wasted time emailing NHES and the community college</p> <p><i>"I wish I would've known about this sooner – it doesn't help me this time. Maybe I'll try them next time, but I'll be sure to ask about the date up front."</i></p>	<p> Relieved</p> <p>Feels relieved that he can help both his business and his employees</p> <p>Feels cautiously optimistic about it making an immediate impact</p> <p><i>"This sounds great in theory, but how can I be sure that it will work for my business?"</i></p>
Pain points	<p>Unaware of state recruitment support system.</p> <p>Delay in hearing back from BEA contact.</p>	<p>Parsing similar-looking links and PDFs without descriptions.</p> <p>Failing to finish filling out unfamiliar forms with information that is not readily available.</p>	<p>Delay in hearing back from NHES contact.</p> <p>Significant time spent filling out required fields to create an account and post his jobs.</p>	<p>Unaware of job fair and community college engagement.</p> <p>No opportunity to see when the next upcoming job fair will be.</p>	<p>Unaware of upskilling partnership program.</p> <p>No success stories to review impact of the program ahead of time.</p>
Services explored	Free business advice (BEA)	NHWorks job match system (NHES) NHJobs recruitment portal (NHES)	NHWorks job match system (NHES) NHJobs recruitment portal (NHES) Recruit employees (NHES) Work opportunity tax credit (NHES)	Networking groups (NHES) Job fairs (NHES) Local community college	WorkInvestNH (NHES) Local community college
Touchpoints					

Source: User and stakeholder interviews

Recruiting and upskilling employees

Managing my business



Fictional persona and user journey | Future state | Prototype password: NHBSP2023!

Web
 Phone
 Face-to-face
 Mobile (app or web)

Sub-journey	Researching workforce development options	Creating an account and posting jobs	Contacting support organizations	Recruiting employees	Upskilling employees
What's happening	<p>Navigates to the Business Services Portal and searches for recruitment information</p> <p>Reviews information about the NHWorks job match system</p>	<p>Navigates to the NHWorks job match system through a direct link from the portal</p> <p>Struggles to create an account on the system and post a job</p>	<p>Navigates back to the portal and clicks on the Get Support option for NHES</p> <p>Calls the full-service support center that the site recommends</p> <p>Shares his situation as well as his challenges signing up for the system</p> <p>Finishes sign up process with NHES support and learns about other services</p>	<p>Navigates to the calendar and learns that a job fair is coming up at the community college</p> <p>Submits a request to participate through the form</p> <p>An NHES contact introduces him to officials at the local community college via email</p> <p>College administrators send over the details and day-of logistics to review</p>	<p>Learns from the portal that other businesses have cocreated upskilling content with the college to improve worker performance</p> <p>Navigates directly to WorkInvest NH and submits an application</p> <p>Schedules a meeting with the college faculty to discuss this program</p> <p>Begins cocreating a curriculum to be delivered to workers in two months</p>
Experience	<p>😊 Informed</p> <p>Feels informed about the available services from NHES</p> <p><i>"This sounds like exactly the kind of thing I need to get past this roadblock."</i></p>	<p>😞 Confused</p> <p>Feels inefficient while trying to complete the sign up process</p> <p><i>"Getting here was easy, but getting set up isn't very clear for the average person."</i></p>	<p>😊 Appreciative</p> <p>Feels appreciative of the contact's responsiveness and support to help him move forward</p> <p><i>"I let her know that I'm not very good with computers, and she was able to help me out."</i></p>	<p>😊 Hopeful</p> <p>Feels happy to have immediate access to students who are looking for work to help alleviate the worker shortage</p> <p><i>"I'm glad I saw this when I did and could join before it was too late."</i></p>	<p>😊 Relieved</p> <p>Feels relieved that he can help both his business and his employees</p> <p>Feels cautiously optimistic about it making an immediate impact</p> <p><i>"It's nice to know that other businesses have had success with this – makes it seem like it will be a good use of time?"</i></p>
Pain points	<p>Unaware of state recruitment support system.</p> <p>Delay in hearing back from BEA contact.</p>	<p>Failing to finish filling out unfamiliar forms with information that is not readily available</p> <p>Time spent filling out required fields to create an account and post his jobs</p>	<p>Listening to instructions over the phone while performing actions on the computer</p>	<p>Unaware of job fair and community college engagement</p> <p>Delay in email responses from NHES and college administrators</p>	<p>Time to create and deliver upskilling training</p>
Services explored	<p>Free business advice (BEA)</p>	<p>NHWorks job match system (NHES)</p> <p>NHJobs recruitment portal (NHES)</p>	<p>NHWorks job match system (NHES)</p> <p>NHJobs recruitment portal (NHES)</p> <p>Recruit employees (NHES)</p> <p>Work opportunity tax credit (NHES)</p>	<p>Networking groups (NHES)</p> <p>Job fairs (NHES)</p> <p>Local community college</p>	<p>WorkInvestNH (NHES)</p> <p>Local community college</p>
Touchpoints					

Source: User and stakeholder interviews

Appendix

Appendix A: Potential PR campaign

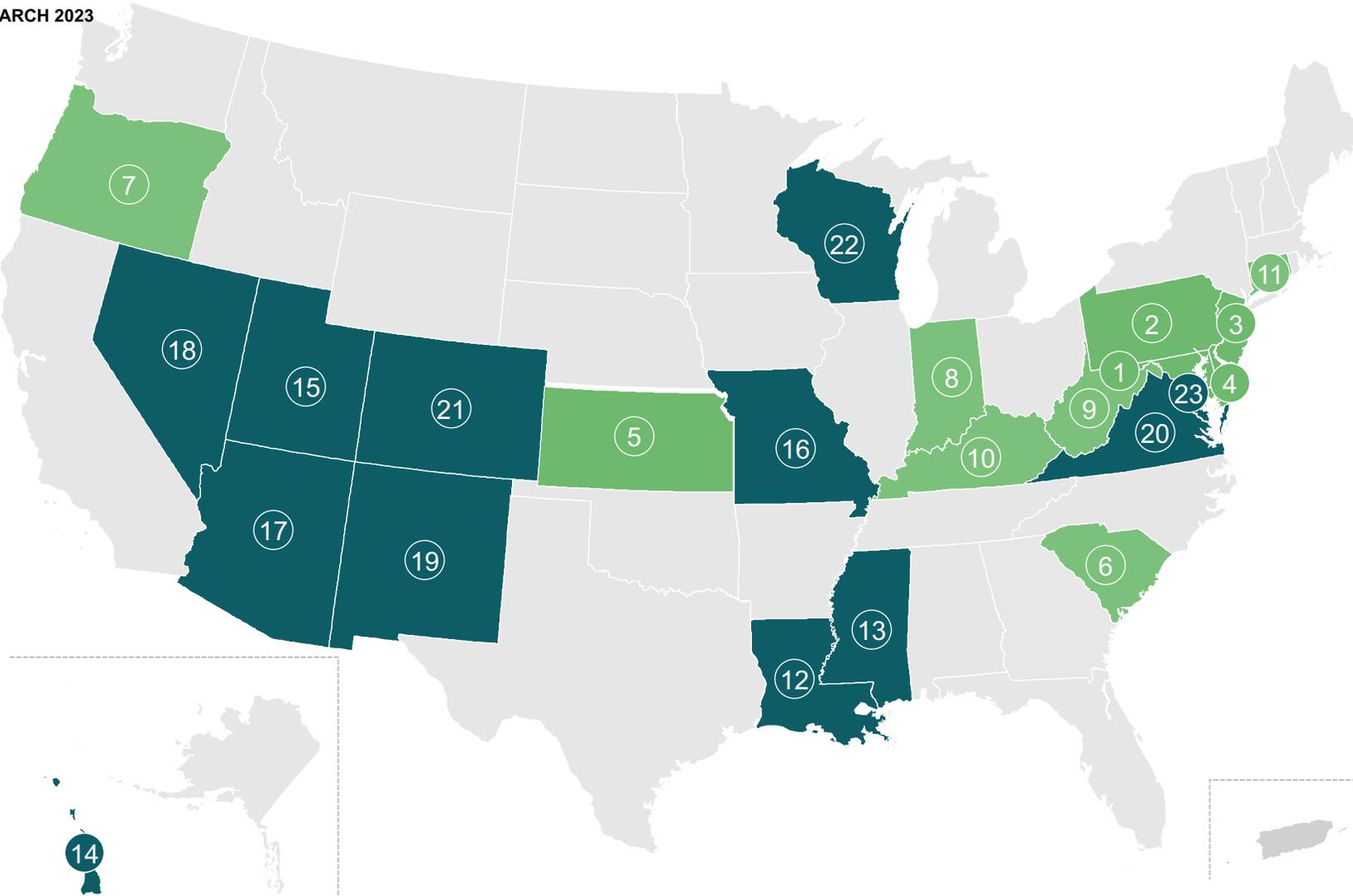
Appendix B: Service prioritization methodology

Appendix C: User and stakeholder research

Appendix D: Case studies from other states

Fewer than half of states have a business portal — only 11 have portals with advanced features

AS OF MARCH 2023



- Portal is mature with advanced features
- Portal is in early stage and/or has limited features

- 1 Maryland
- 2 Pennsylvania
- 3 New Jersey
- 4 Delaware
- 5 Kansas
- 6 South Carolina
- 7 Oregon
- 8 Indiana
- 9 West Virginia
- 10 Kentucky
- 11 Connecticut
- 12 Louisiana
- 13 Mississippi
- 14 Hawaii
- 15 Utah
- 16 Missouri
- 17 Arizona
- 18 Nevada
- 19 New Mexico
- 20 Virginia
- 21 Colorado
- 22 Wisconsin
- 23 Washington, D.C.

Source: Outside-in research

A scan of all 50 states determined 23 states have business portals with varying degrees of sophistication

AS OF MARCH 2023

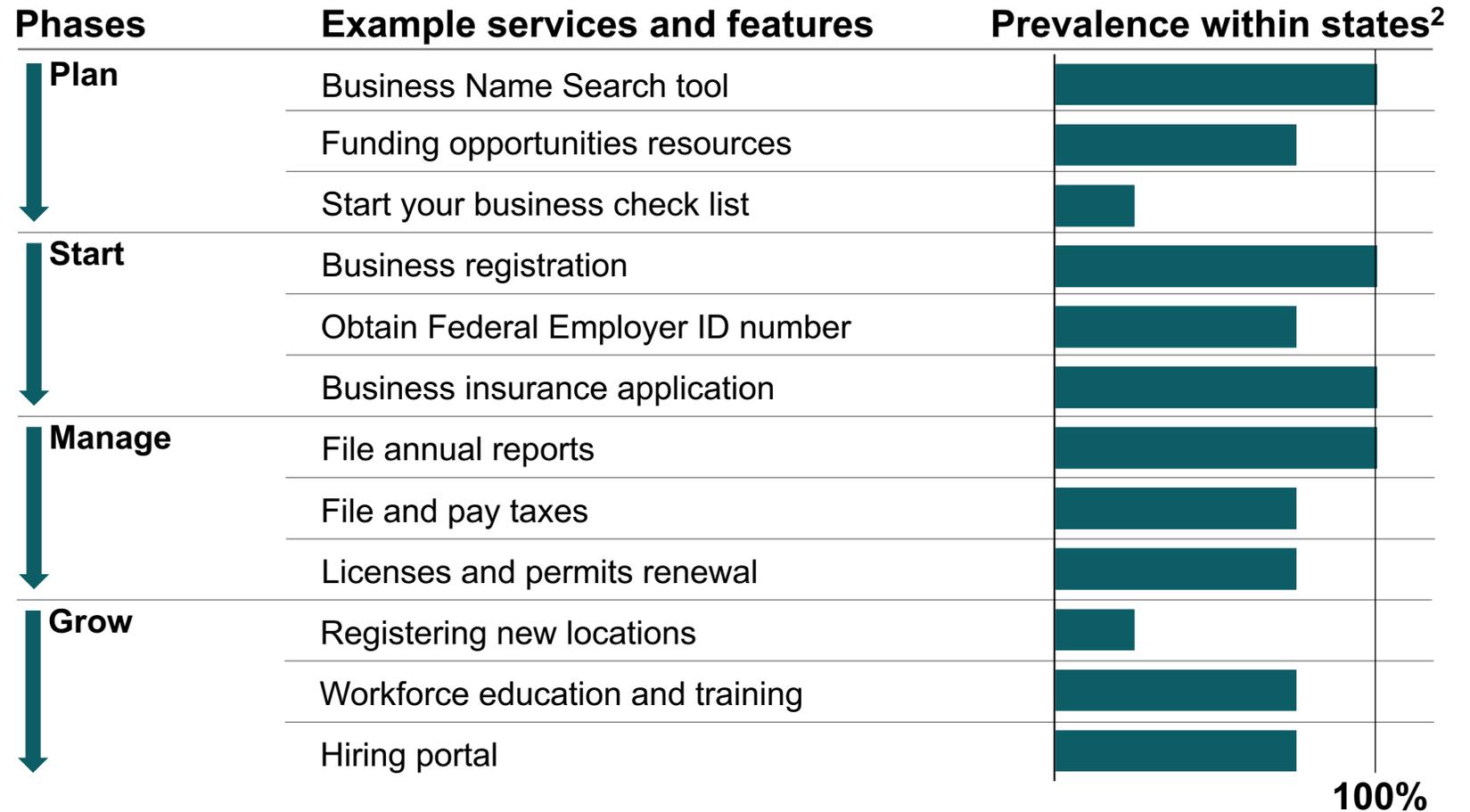
Of the 23 states with portals:

12 use a variation of “Plan-Start-Manage-Grow” lifecycle¹

6 have a virtual chat assistant or type-ahead search bar to get help

14 have direct links to Help/Contact Us pages

17 have a log in capability



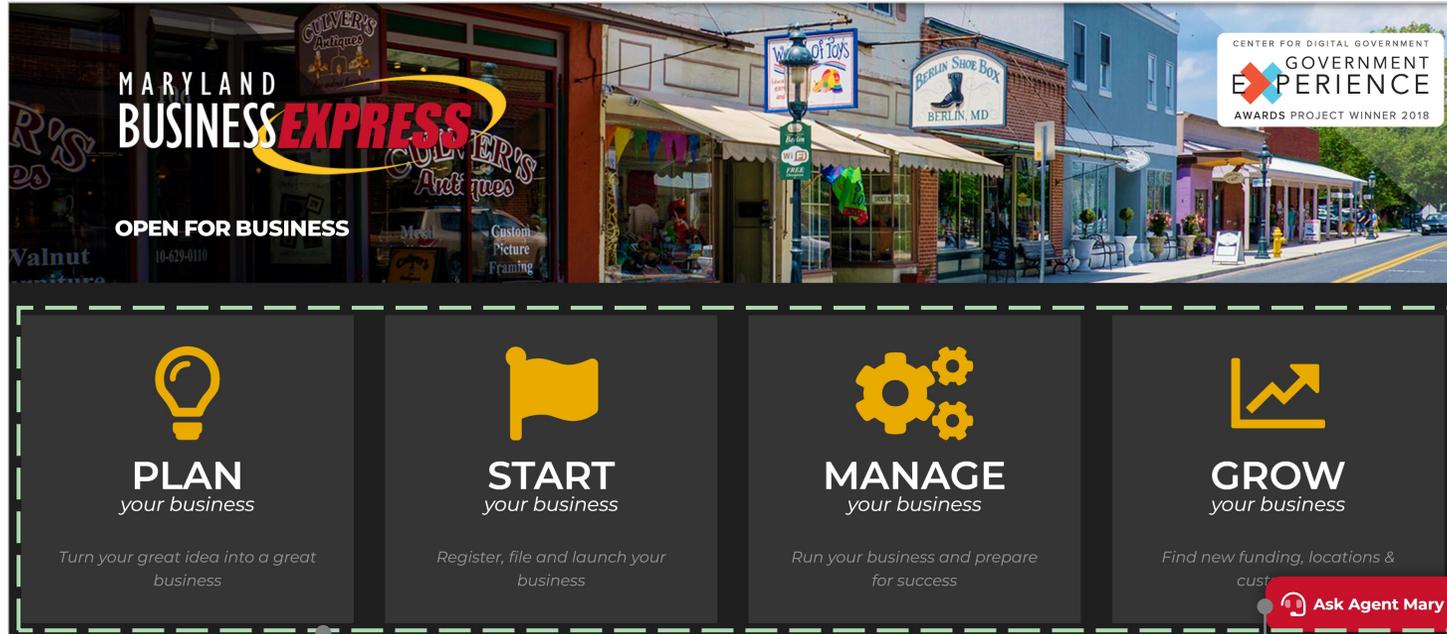
See appendix for case studies and additional notes of best-in-class Business Services State Portals

1. Mapping of the user journey at all stages of business development, from initial development of business plan (Plan) to opening new locations and increasing workforce (Grow)

2. Considers the 23 states with Business Services Portals

Maryland Business Express' intuitive and user-friendly landing page facilitates user navigation

PRELIMINARY DRAFT



Business lifecycle layout

Portals that grouped services and features by place in the business lifecycle optimized portal navigation

AI chat-bot

Virtual Agent assists client in navigating different services, features and resources

Source: <https://businessexpress.maryland.gov/>

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

Maryland's business portal's **visuals and design** supports user experience and ability to navigate resources.

PA Business One-Stop Shop maintains a dynamic portal with relevant resources highlighted on landing page

PRELIMINARY DRAFT

Business lifecycle layout

Portals that grouped services and features by place in the business lifecycle optimized portal navigation

Search bar

Search bar allows users to navigate across different features and services



Content tone

Tone of content is approachable, making it more relatable to any user

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

The Pennsylvania business portal **highlights resources** that might be relevant to users, making **large amounts of content more comprehensible**.

New Jersey's BUSINESS.NJ's landing page invites the user to begin their personalized experience

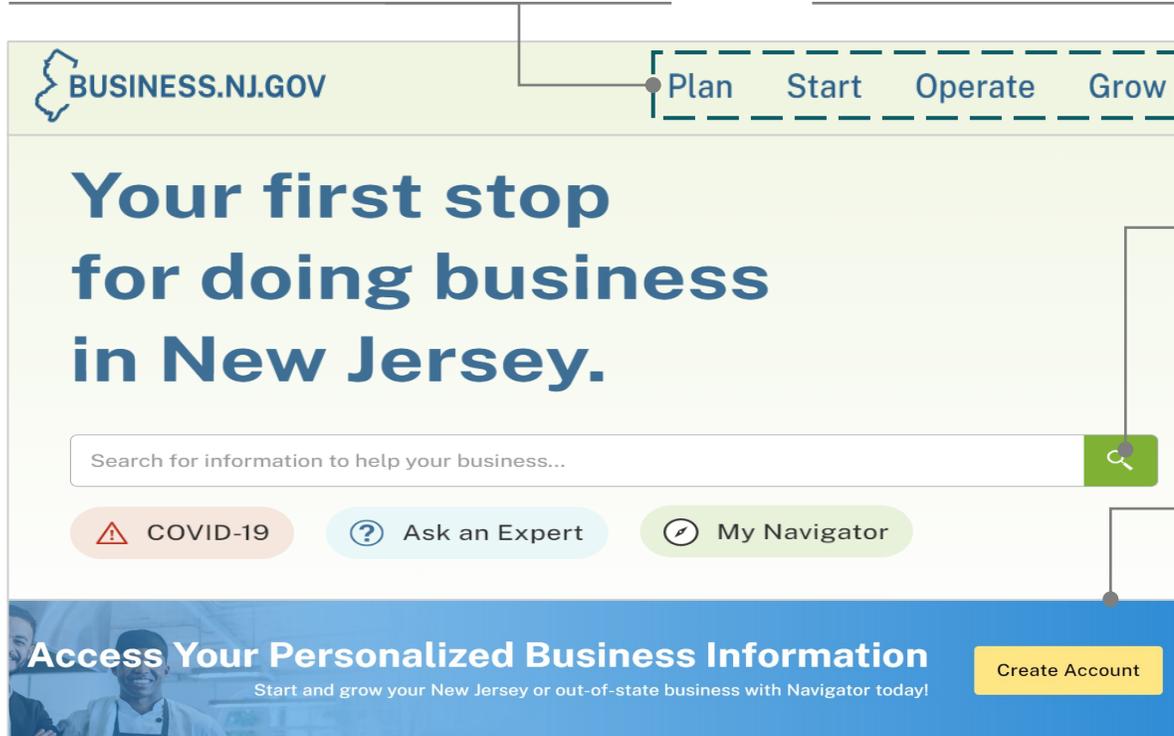
PRELIMINARY DRAFT

Business lifecycle layout

Portals that grouped services and features by place in the business lifecycle optimized portal navigation

Search bar

Search bar allows users to navigate across different features and services



Account creation

Users are encouraged to create an account and access more personalized content and resources

Key attributes

Lifecycle stages

- | | |
|-----------------------------|----------|
| ● Ease of navigation | ● Plan |
| ● Portal visualization | ● Start |
| ● Content tone | ● Manage |
| ● Digitization of resources | ● Grow |
| ● Descriptive resources | |

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

BUSINESS.NJ **streamlines the user experience** by highlighting **the search bar** functionality and encouraging users **to sign up** for the portal

The Delaware One Stop portal provides a step-by-step guide to users for key lifecycle stages

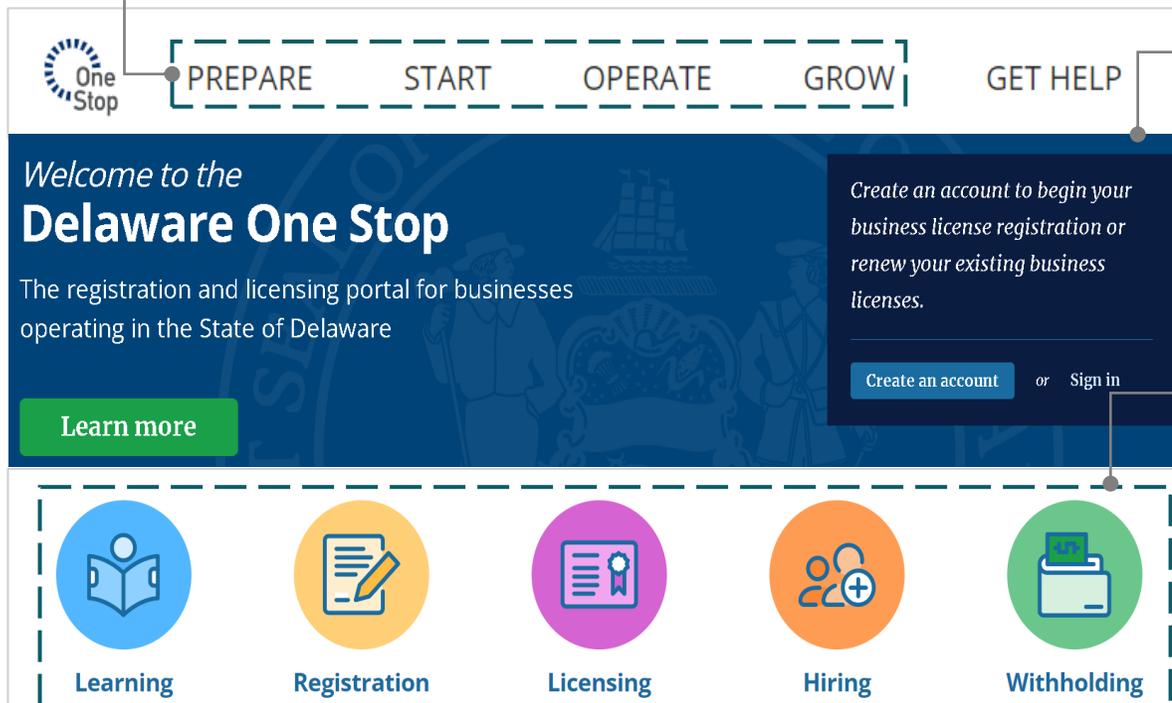
PRELIMINARY DRAFT

Business lifecycle layout

Portals that grouped services and features by place in the business lifecycle optimized portal navigation

Account creation

Users are encouraged to create an account and access more personalized content and resources



Additional groupings

Additional groupings of resources provides alternative ways to navigate the portal and access resources effectively

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

Delaware One Stop **guides user through what steps** are related to each stage of the business lifecycle.

This provides **additional support** to more **inexperience businesses** who lack an awareness of what each stage entails.

The Kansas Business One Stop lacks an in-depth overview of state resources and services

PRELIMINARY DRAFT



Content tone

Tone of content is approachable, making it more relatable to any user

Business lifecycle layout

Portals that grouped services and features by place in the business lifecycle optimized portal navigation

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

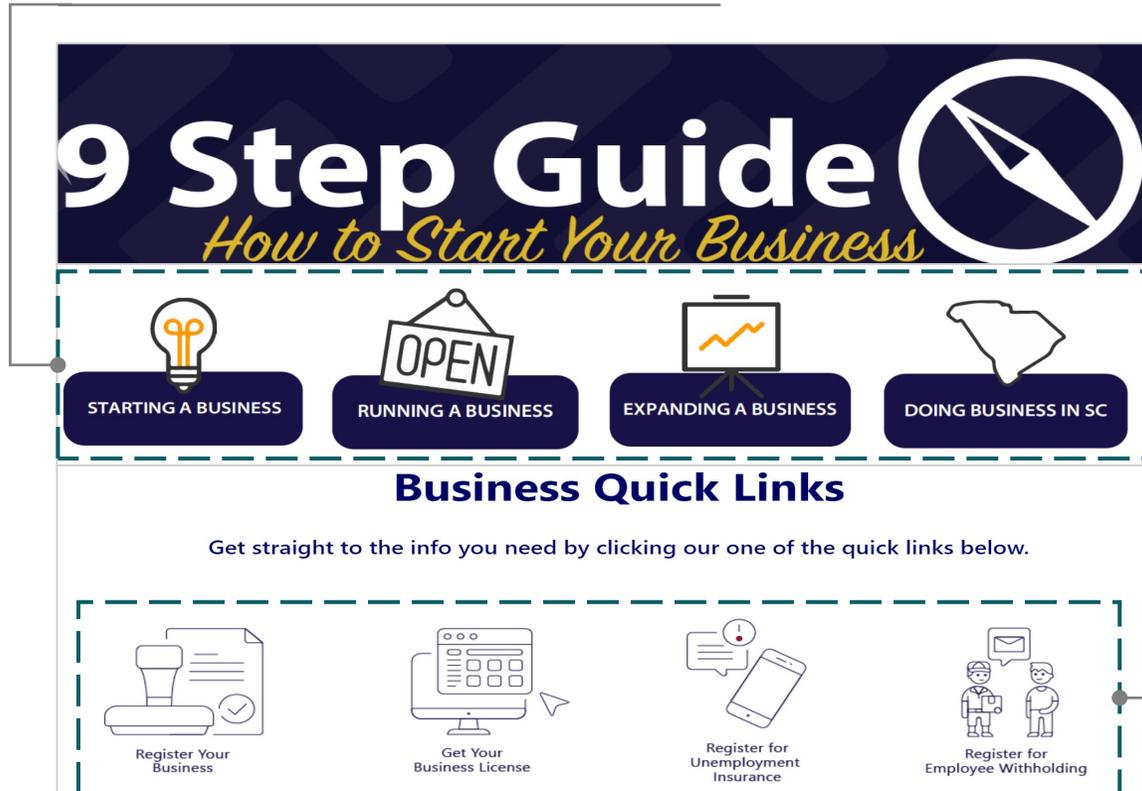
Categories of services or resources are described but there is **no further insights into individual services and offerings**; user must navigate to other departments.

South Carolina Business One Stop portal emphasizes its ability to streamline business users' interactions

PRELIMINARY DRAFT

Business lifecycle layout

Portals that grouped services and features by place in the business lifecycle optimized portal navigation



Additional groupings

Additional groupings of resources provides alternative ways to navigate the portal and access resources effectively

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

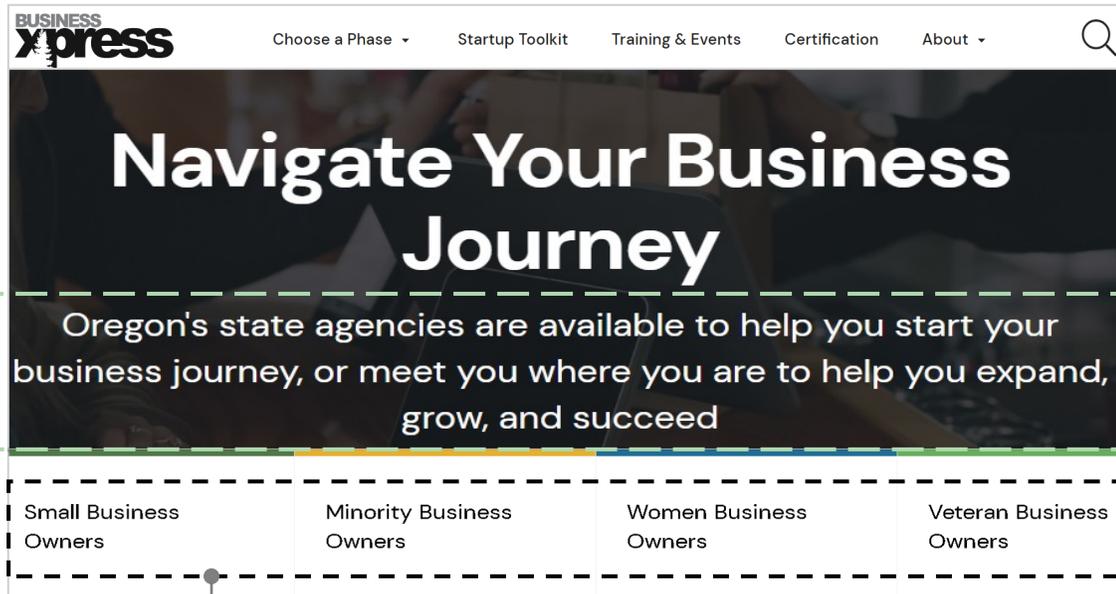
South Carolina Business One Stop uses a **casual and instructive tone** to make information **more accessible and relatable** to all users.

Oregon Business Xpress caters to users at all stages of their business lifecycle but presents an overwhelming number of resources per stage

PRELIMINARY DRAFT

Content tone

Tone of content is approachable, making it more relatable to any user



User demographics

Resources are grouped by user demographics to facilitate navigation

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

Business Xpress' portal design visualization facilitates use and navigation.

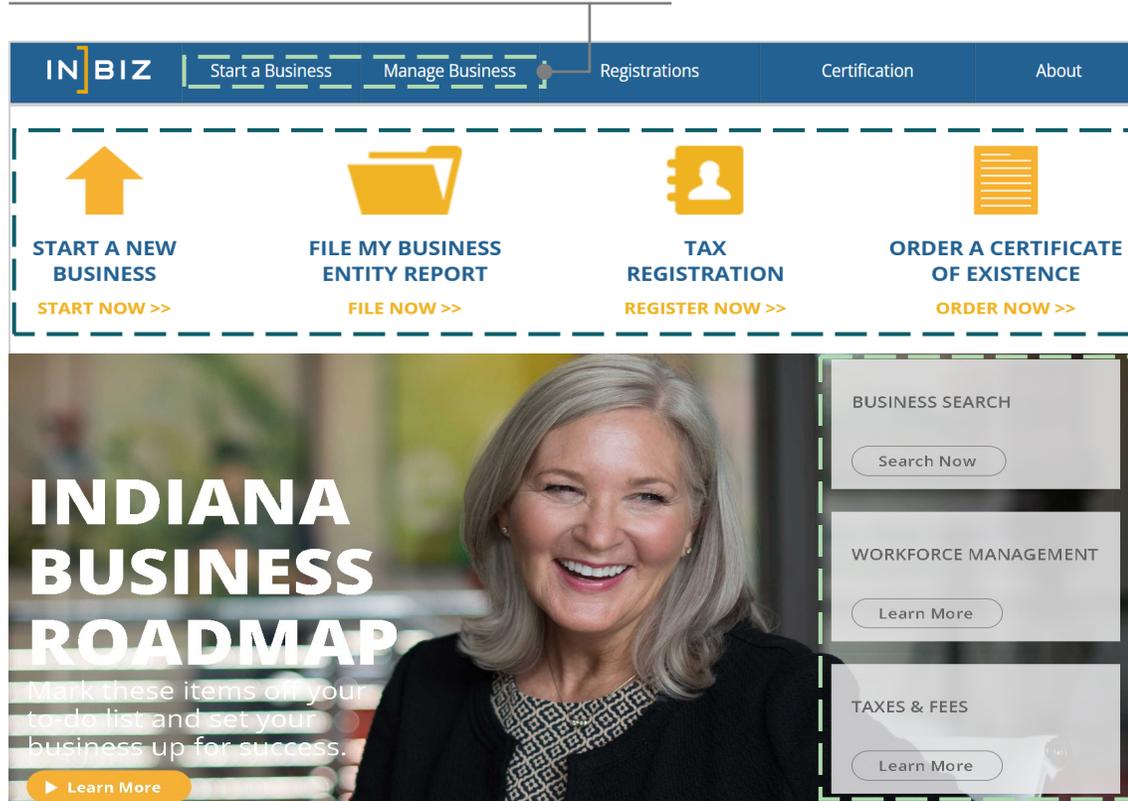
However, resources are **not filtered or narrowed**, leading to many **repeated resources** per sub-category.

Indiana's IN BIZ portal provides clear access to services most businesses must use

PRELIMINARY DRAFT

Partial business lifecycle layout

Portals includes a “Start” and “Manage” stage but offers no resources for users planning or expanding their businesses



Additional groupings

Additional groupings of resources provides alternative ways to navigate the portal and access resources effectively

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

IN BIZ highlights **practical services** businesses must use at some point in their life cycle, but **it does not create awareness of any additional business services** the state may offer (e.g., layoff aversion, business advising, etc.).

West Virginia One Stop Business Portal's simple design is enhanced by clear and instructive information

PRELIMINARY DRAFT



Quick-links

Commonly used services and resources shown on landing page facilitates user navigation of portal

Business lifecycle layout

Grouping services and features by where they fall in the business lifecycle optimizes portal navigation

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

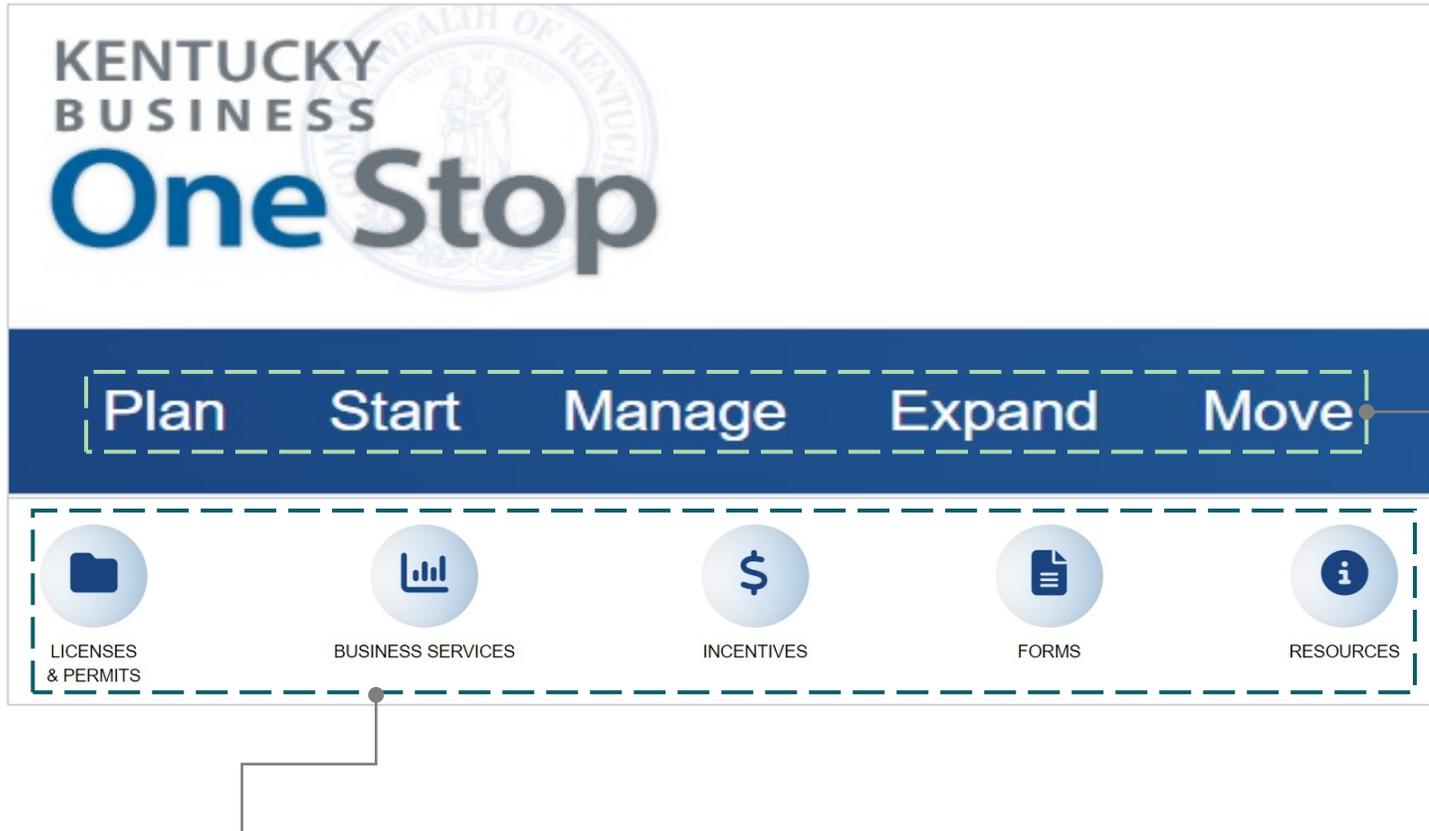
- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

The portal's overall **design is simple** but the **information and resources** that are provided are **also simplified and made very accessible** to all users.

Kentucky Business One Stop organizational structure provides user with a clear navigational path

PRELIMINARY DRAFT



Additional groupings

Additional groupings of resources provides alternative ways to navigate the portal and access resources effectively

Business lifecycle layout

Grouping services and features by where they fall in the business lifecycle optimizes portal navigation

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

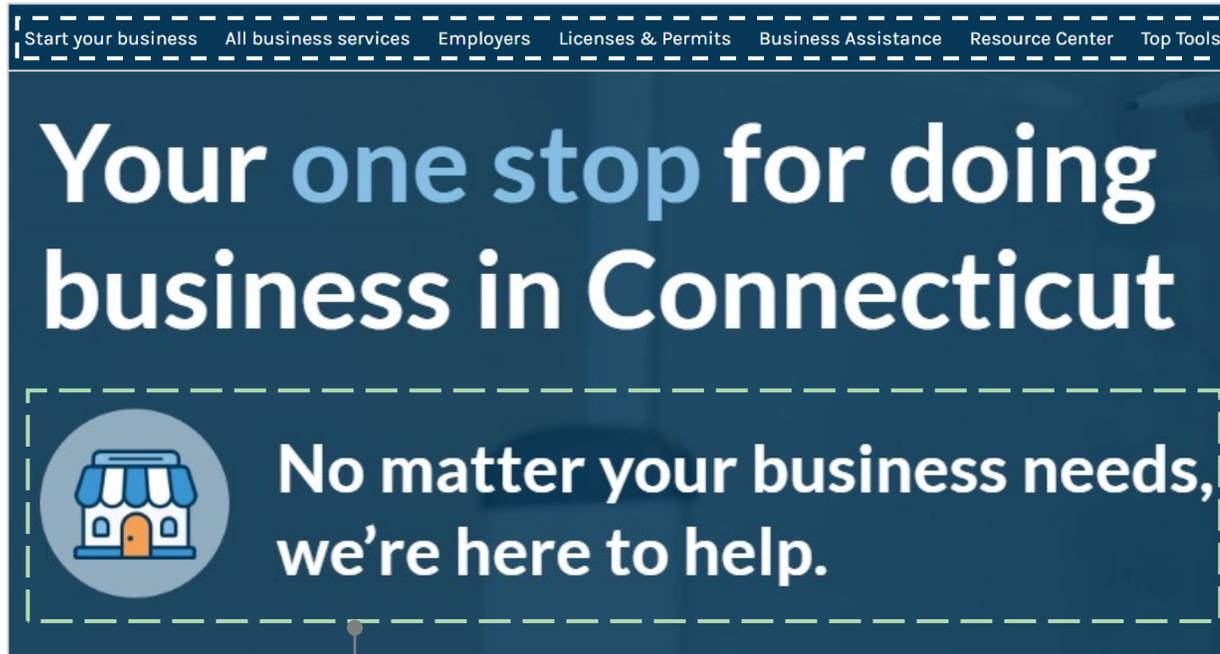
Portal overview

Kentucky Business One Stop **resources are bucketed in a clear manner** that makes the portal more navigational.

However, resource **descriptions are long** and **often link to external webpages.**

Connecticut Business portal does not guide or instruct users on resources most applicable to them

PRELIMINARY DRAFT



Content tone

Tone of content is approachable, making it more relatable to any user

Partial groupings

Highlighted service categories do not encompass full range of business services which might affect navigation of portal

Source: <https://business.ct.gov/>

Key attributes

- Ease of navigation
- Portal visualization
- Content tone
- Digitization of resources
- Descriptive resources

Lifecycle stages

- Plan
- Start
- Manage
- Grow

Key:

- Feature has complete functionality
- Feature functionality is incomplete or non-existent

Portal overview

The Connecticut Business Portal has various business services but **limited guidance to user** on what might be applicable to them

Overview of functionality of 11 state portals

PRELIMINARY DRAFT

-  Feature has complete functionality
-  Feature functionality is incomplete or non-existent

	Key attributes					Journey stage			
	Ease of navigation	Portal Visualization	Content tone	Digitalization of resource	Descriptive resources	Plan	Start	Manage	Grow
Maryland									
Pennsylvania									
New Jersey									
Delaware									
Kansas									
South Carolina									
Oregon									
Indiana									
West Virginia									
Kentucky									
Connecticut									

Source: Various state websites