

BMV “Customer Choices” Initiative

Digital Government: Government to Citizen (G to C)

State of Indiana Bureau of Motor Vehicles

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<http://www.IN.gov/BMV>

B. Executive Summary

Under the leadership of Governor Mitch Daniels and Commissioner Ron Stiver, the Indiana Bureau of Motor Vehicles launched the “Customer Choices” initiative in 2007. Customer Choices, a multi-faceted program, has had a significant impact on improving the quality, convenience and accessibility of BMV services for Indiana residents. In just one year, Customer Choices has introduced several new service options, all of which achieve the BMV’s goals of services which are fast, secure, and easy to use. The primary Customer Choice services include:

- One-stop shopping partnerships with auto dealerships, which enable a customer to buy a car and have it titled and plated in one location.
- A partnership with AAA Hoosier Motor Club to provide vehicle title and registration services to members and non-members alike.
- Self-service terminals located strategically across the state to provide customers a user-friendly means of license plate renewal.
- “BMV2YOU” mobile license branch, which travels the state in support of high volume branches, community events, and at locations where the population may be less mobile.
- \$5 discount for customers who utilize online license plate renewal.
- myBMV Virtual License Branch, a personalized portal that allows customers to sign up for e-reminders and update information online.

C. Description

Problem statement

When Governor Mitch Daniels took office in January, 2005, he promised a more efficient, customer-focused, and cost-conscious government, which included the Indiana Bureau of Motor Vehicles (BMV).

Barriers, Challenges and Opportunities

After putting each BMV branch employee through rigorous customer service training, it became evident that BMV needed to leverage all of its strengths to make customer service a higher priority. Over the past several years, the BMV expanded its services, but was not satisfied with the adoption rates. Additionally, BMV identified other online service opportunities it wanted to offer.

Issue or problem context:

BMV decided to launch a customer-service program called “Customer Choices.” The initiative focuses on new online and other outside the branch alternatives to better serve customers.

Assessment and Decision Process:

Instead of focusing on just one strategy – online services, remote offerings, and customer-service training – the BMV created a comprehensive solution to tackle as many customer service issues as possible, while ensuring security, convenience, and ease of use for customers.

Description of the solutions architecture

In order to reach its varied customer base, the BMV identified multiple ways for customers to conduct business, including one-stop shopping with registration offered at auto dealerships, a public/private partnership with the AAA Hoosier Motor Club, remote self-service terminals, a mobile BMV branch that travels across Indiana, and an incentive to increase online registration renewals.

One-stop shopping: In May 2007, BMV launched a pilot program with 19 auto dealerships to offer computerized title and registration services. The pilot was very successful and by the end of 2007, 80 new-car dealerships were in full operation and an additional 29 had applied for participation. This program has since dramatically expanded to 152 dealerships and the BMV plans to further expand its program to motorcycle, RV, used-car and fleet dealerships.

AAA Hoosier Motor Club: On October 23, 2007, BMV announced a partnership with AAA Hoosier Motor Club where 405,000 members plus non-members are able to conduct transactions for vehicle titles and registrations. The launch included three AAA offices and the BMV intends to add other AAA network groups throughout the state.

Self-Service Terminals: Since 1996, BMV has had 36 self-service terminals (SSTs) in operation for the renewal of license plates. In 2007, the BMV made improvements to the functionality to increase the rate of successful transactions. As the technology has improved, more advanced systems have been added to upgrade customer service, security, speed of use and convenience.

“BMV2YOU” Mobile License Branch: A 38-foot, colorfully painted trailer was launched during the Indiana State Fair in August, 2007. Customers can access a number of services including driver licenses and identification cards, titles, vehicle registrations and voter registrations. This innovative service has been extremely beneficial for customers whose areas have faced natural disasters and unplanned branch closings. The mobile branch also has a wheelchair accessible ramp, which is beneficial at senior and assisted-living centers.

Online Registration Renewal Discounts: In 2007, BMV conducted customer research to understand customer preferences for online vehicle registration renewal. This research, combined with information received from other states, revealed that offering a discount to customers who renew online would improve use of online renewal and customer satisfaction. Therefore, the BMV launched a \$5 discount for every vehicle renewed online. This service, which began in late 2007, has generated very positive results, growing from less than six percent of total registration renewals to nearly 22 percent of total registration renewals.

BMV Current Visit Times & Appointment Schedules: In the past, many customers complained about the amount of time required to complete their business at a BMV branch. Many even brought and finished novels in the time it took to complete their business. Now, customers can access Current Visit Times for each branch so they will know the best times and branches to visit. Online users can also reserve a Scheduled Appointment from two weeks to 48 hours in advance at 73 of the largest branches located in Indiana.

myBMV: The BMV’s latest online initiative is called the myBMV Virtual License Branch, which has become highly successful in a short period of time. myBMV is a truly customized portal that each citizen may register to access at no cost and drives much-needed information to BMV customers on a regular basis. myBMV services include:

- Online registration renewal with a \$5 discount for each vehicle.
- Registration renewal status availability.
- Selecting and reserving a personalized license plate.
- Viewing and purchasing official driving records.
- Signing up for e-mail registration (license plate) renewal reminders.
- Signing up for e-mail driver's license renewal reminders.
- Viewing current title information and ordering duplicate titles.
- Updating and managing mailing address.
- Updating insurance information.
- Signing up for other informational e-News alerts.

Length of time in operation

BMV’s Customer Choices initiatives have been rolled out to the public over the past 12 months with increased functionality, security and customization added whenever and wherever possible.

Baseline and changes in metrics

The BMV has seen dramatic improvements to a number of metrics that it tracks. These range from measures of accuracy to quality of service delivery, timeliness of customer branch visits to online registrations, to turn-around time for the mailing of license plates and responses to

customer inquiries. As one metric level is achieved, standards are raised to continue to improve all aspects of quality and service.

Innovative Characteristics

Every organization strives to meet the expectations of its stakeholders. However, BMV's multi-faceted approach truly raises the bar for other Indiana state agencies and other state governments. By targeting customers who may be under-served, such as those in remote, rural locations, the disabled and those with limited resources as the result of a natural disaster, BMV is able to not only improve customer service, but also reinforce a positive image as an agency that cares about servicing its customers.

Leverage and Transferability

The Customer Choices program has improved the agency's satisfaction rating to above 97 percent. For every online or remote service used by customers, branch visit times have dropped dramatically from an average of more than 20 minutes to less than 10 minutes. The BMV's ability to leverage new technologies and online services in a secure environment have improved customer adoption and enabled them to realize the ease of use Customer Choice alternatives in lieu of traditional branch visits. At the same time, customers who must visit branches are able to enjoy more efficient and timely transactions.

Communications Plan

Part of the success of the BMV's Customer Choices program has been a strategic communications and marketing effort to promote the various services and new partner locations. BMV branding and cross-promotions with private entities, such as AAA Hoosier Motor Club and participating auto dealerships, has allowed BMV an extended reach to its target audiences. Direct marketing, partnership site and online signage, paid radio and Web site banner ad media and earned public relations media coverage and special events, and a redesigned, customer-focused Web site with extensive applications have all contributed to "getting the word out."

D. Significance

The Customer Choices initiative has improved overall BMV service by providing added convenience to those customers who do not need to visit a license branch.

- Since first introduced, more than 46,000 customers have completed 50,000 transactions at 152 participating Auto Dealerships, some of which are located in communities that do not currently have a BMV branch.

AAA BMV branches operate during regular AAA business hours and are all open on Mondays, unlike BMV branches. Since October, 2007, three AAA locations have performed more than 5,700 transactions.

- Self-Service Terminals target on-the-go customers at 36 locations in BMV and partner offices across Indiana. The major improvements made to the SSTs have resulted in 272,000 successful transactions.

- The “BMV2You” mobile branch travels the state to meet the needs of customers. “BMV2YOU” has traveled to 27 cities and 24 counties, and conducted more than 4,800 customer transactions.
- 750,000 customers have used Online Registration Renewals in 2008, which is a stark contrast to the 390,824 who completed successful registrations in all of 2007.
- Since January 1, 2008, nearly 6,200 customers have made an online Scheduled Appointment.
 - o **Operational Effectiveness and Efficiencies:** With the launch of Customer Choices and an emphasis to drive service and customer satisfaction to new levels of quality, overall agency operations have continued to improve. Staff training, improved internal communications, and enhanced processes using state-of-the-art technologies have all contributed to effective solutions.
 - o **Improved Management:** BMV Leadership has instilled a series of priorities among all staff, including the improvement of customer service across all applications, the strengthening of security and risk management, continuous improvement and expansion of customer choices to improve customer convenience, and a commitment to meet or exceed all agency goals.
 - o **Security, Privacy:** The BMV’s online applications are hosted on a CyberTrust certified portal and BMV runs security scans on all of its applications to identify vulnerabilities and ensure all threats are addressed appropriately. Additionally, the BMV’s Privacy Policy addresses the fact that customer information will not be shared or sold with any other party to maintain the integrity of personal data.
 - o **Transformation of Government:** Under the leadership of Governor Mitch Daniels and Commissioner Ron Stiver, the BMV has truly become a customer-focused organization.
 - o **Transferability:** With Customer Choices, the BMV has transferred the choice of how to interact and transact with the agency to its customers.
 - o **Transparency of government operations:** The BMV provides customers with information on all of its Customer Choice services in multiple BMV materials and branches and in the public media in as transparent a manner as possible, from the collection and distribution of taxes to fees charged by partnership organizations.

Policy, strategy and goal alignment with gubernatorial priorities, IT strategic plans, enterprise architecture, agency business plans, goals and strategies, and/or state and federal mandates.

E. Benefit of the Project

There are two primary benefits for customers. One is the ability to conduct transactions at times and places that are the most convenient, offering time savings and energy efficiency. The

second is that because the program removes a large volume of customers from license branches, those customers who must or prefer to visit a branch to conduct a transaction will experience reduced visit times and higher quality service. At the same time, the BMV benefits from the financial savings of its online services by reducing the labor traditionally required to manage many transactions. The positive results of Customer Choices has increased customer satisfaction and good will to the extent that the Indiana BMV has transformed its negative image to a customer-focused, highly efficient organization that provides improved efficiencies and services to Indiana taxpayers.

Financial Return on Investment

- While the project was not undertaken for cost avoidance or ROI reasons, but primarily as a way to provide superior customer service, it has resulted in a 10 percent decrease in branch transactions, which are the highest cost transactions conducted by the BMV.

Non-Financial Return on Investment

- Branch accuracy has increased to 99 percent.
- Customer satisfaction ratings are above 97 percent.
- Online transaction success rate is above 97 percent.
- Branch visit times are below 10 minutes.
- BMV is exploring improved training opportunities via online services.
- Many transaction services are now available online nearly 24/7 and select branch services are available every day of the week except Sunday including partner locations.