



## Executive Summary

The Executive Office of Economic Development (EOED) is committed to cultivating vibrant communities, dynamic businesses, and a strong middle class. To realize this vision, EOED prioritizes economic opportunities for residents, fosters collaborative leadership within communities, and creates an environment that supports job creation and business growth.



The current administration conducted several regional listening sessions with businesses, which revealed that many businesses were confused by and unaware of the incentives and resources available within the Commonwealth. To address this, the department decided to simplify and streamline access to state resources by creating a centralized portal. This portal serves as a single online “front door” for businesses to access state resources, enables increased coordination, organizes responses from the Commonwealth, and provides businesses with clear guidance.

The Business Front Door portal was designed with a human centric approach to promote an intuitive and frictionless user experience for establishing a business within the Commonwealth. It acts as a concierge for businesses to guide them through an array of topic areas such as tax incentives, R&D grants, loans, land, or regulatory guidance. By leveraging workflows and business rules, and guided questioning, the system directs businesses to the appropriate sector resources, ensuring timely and effective support for those looking to expand in Massachusetts. To get a better look at the Business Front Door, check out the video ([linked here](#)) and a detailed webinar ([linked here](#))!

## Idea

### The Problem

The process for businesses seeking state tax incentives was complex and confusing, leading to significant challenges for business owners. Businesses reported being unaware of the incentives available to them and even after being informed, they struggled to navigate a fragmented system spread across multiple agencies and applications. In addition to the lack of clear guidance, business owners often encountered inconsistent or incomplete information across various service channels, such as government websites and phone support. This inconsistency made it difficult to get reliable answers to their questions. The complexities of interacting with multiple government organizations—each with its own requirements, processes, and points of contact—further compounded these challenges, leaving many businesses uncertain about how to pursue potential incentive programs or address issues affecting their operations.

### **Why it Matters?**

Streamlining the process for serving businesses is essential to enhancing Massachusetts's economic landscape. This initiative supports businesses across all sectors in relocating, starting, and scaling within Massachusetts. The new portal assists businesses by offering tailored guidance and facilitating greater internal coordination across agencies and improves Commonwealth employees experience while serving the businesses. This allows businesses to easily access the resources they need when they need them!

The intended outcome is a more attractive environment for companies to establish and operate within the Commonwealth, leading to job creation and well-paying opportunities for Massachusetts residents. This initiative has provided an improved user experience, enhanced access to resources for business growth, and ultimately a stronger economic foundation for the Commonwealth of Massachusetts.

### **How it's Different**

The solution is built on Salesforce PSS (Public Sector Solutions) platform, a cloud-based system that offers scalability, flexibility, and accessibility. This enables public sector organizations to swiftly adapt to evolving demands, free from the limitations of traditional on-premises systems. Furthermore, Salesforce PSS is designed to be mobile-responsive, enabling optimal performance across the latest mobile devices.

The Business Front Door (BFD) portal solution distinguishes itself by providing a concierge-like experience for Business seeking information and or guidance about economic incentives. After businesses are validated, they are assigned a designated point of contact (aka "Team MA Navigator"). Using the BFD, Navigators' can manage the businesses as if they are customers through a customer relationship management (CRM) platform. Businesses can interact through their customized business dashboard.

By prioritizing innovative features such as business case auto-assignments, real-time turnaround tracking, and an enhanced workflow process, EOED demonstrates its commitment to modernization. These advancements ensure the timely delivery of services and significantly reduce the administrative burden on business staff. Furthermore, by adopting these technologies, EOED establishes itself as a leader in leveraging technology to improve government services. The result is a more personalized and efficient system for administering incentive programs, ultimately benefiting both businesses and the Commonwealth.

### **How it's Universal**

Improving governmental processes to attract businesses is a universal goal shared by all states. By implementing an user friendly concierge service portal, or business front door, states can

make necessary interactions with government easy and intuitive, rather than adding to the complexity of an already laborious process. This approach is designed to relieve stress for business owners by streamlining access to information and simplifying applications for state tax incentive programs. By making public-private interactions a point of support rather than frustration, Massachusetts is helping businesses operate more smoothly and efficiently, ultimately contributing to economic growth and prosperity nationwide.

## Implementation



Recognizing the importance of human-centered design, a collaborative team spanning various quasi agencies was assembled to drive forward the implementation process. EOED engaged Deloitte to build user-facing and employee-facing portals to streamline business services in the Commonwealth of Massachusetts. During the design and discovery phase, Deloitte collaborated with EOED to develop a clickable prototype of the external-facing portal, focusing on portal functionality and design through use case studies.

" With the Business Front Door, we've made it simple for companies to get the support they need. Instead of navigating a maze of programs, businesses now have a single, user-friendly entry point where they can quickly find the information and resources that matter most. We're proud to offer a resource that puts Massachusetts businesses first and makes it easier than ever to grow and thrive in the Commonwealth."

Massachusetts Economic Development Interim Secretary Ashley Stolba

Collaborative sessions with business experts and employees ensured stakeholder input was reflected. Iterative feedback from project leaders and external stakeholders, enabling EOED to validate the UI/UX and overall functionality of the portal without the time required for development. We adopted an agile approach, which allowed us to incorporate user feedback at every step of the process. By actively engaging with business owners, we gathered targeted

input from the primary user base, ensuring that the solution was informed by their real-world experiences and needs. This collaborative and iterative process ensured that the project was not developed in a vacuum but rather was continuously refined to better serve its intended audience. By aligning the project objectives with the strategic priorities of the Executive Office

of Economic Development (EOED) and the needs of the business community, we laid a solid foundation for a solution that is both effective and user-friendly that promotes adoption and scalability.

### Business Front Door Solution

The Business Front Door is a Customer Relationship Management (CRM) system that features both a customer portal and a worker portal, each designed to enhance user experience and operational efficiency. In the customer portal, businesses can seamlessly register through the Mass.gov Single Sign-On (SSO) system, submit an intake form to register their business, and connect with a dedicated Navigator, a government agent assigned to support businesses, who provides personalized guidance and resources. Access to the BFD enables businesses to complete general inquiries or requests for resources and to easily submit incentive applications. Meanwhile, the worker portal is equipped with robust functionalities for case management, allowing state employees to view reports, manage documents, assign tasks, etc. This dual-portal system ensures streamlined interactions and efficient service delivery, aligning with the goal of improving access to state funded resources and allowing state workers to work on more complex and pressing challenges because of the efficiencies gained.



### Leading Practices and Standards

Leading best practices for Salesforce projects were leveraged to ensure the successful delivery of a Minimum Viable Product (MVP) within nine months of project initiation in November 2024. This rapid development cycle was achieved through meticulous planning and execution, demonstrating the project's commitment to delivering timely and effective solutions.

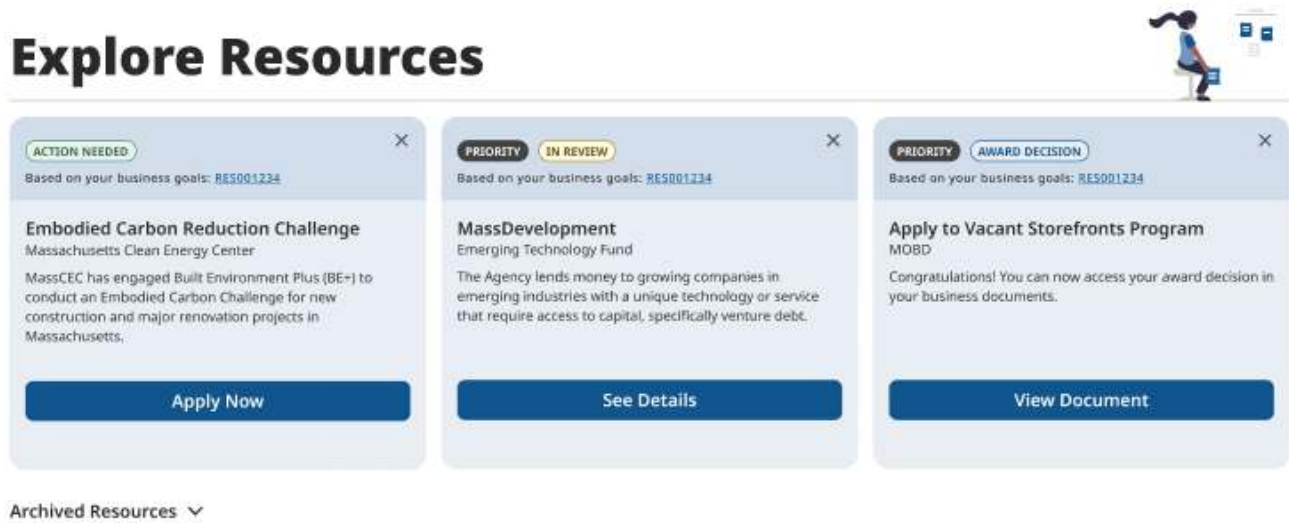
### Impact

The Business Front Door has revolutionized how businesses engage with state economic resources by establishing a streamlined process that serves as a centralized entry point. This innovative "Front Door" approach has enabled businesses to easily navigate various state tax incentive programs and address various

"The BFD is easy to use and looks great... it is one of the better systems in the country"

BFD Portal User

challenges they may encounter, while providing them with tailored recommendations essential for thriving in a competitive landscape. An example is depicted in the image below where the business receives suggested resources, based on their current landscape.



Central to this transformation is a sophisticated portal designed to deliver customized guidance to business users. This ensures that every business, regardless of size or industry, has equal

## Your Program Applications



access to crucial support and business insights. The portal's automated workflow is a pivotal feature, facilitating seamless coordination among various stakeholder groups. This integration not only enhances efficiency but also ensures that businesses receive timely and relevant assistance.

Since the launch of Business Front Door and as of 05/28/2025, 554 new businesses have registered with the state. The Business Front Door initiative effectively addressed the previous absence of essential features and functionalities, which had led to business dissatisfaction and high call volumes. It now facilitates seamless business registration through an intuitive, user-friendly digital platform, accessible in multiple languages and accommodating visually impaired users. Additionally, the platform intelligently guides users with further inquiries into the appropriate customer service channels within participating government agencies, enhancing overall user experience and efficiency. The impact of these efforts is reflected in the impressive statistics recorded as of 05/28/2025.



These figures underscore the portal's role as a vital tool for economic development and business support in Massachusetts.

## Conclusion

### Long-Term Vision

The Business Front Door (BFD) is poised to revolutionize Massachusetts' business development landscape by fully integrating all existing functions into a unified portal. As business users increasingly adopt the BFD, members of Team MA will enhance their engagement with businesses through this platform, the first shared case management system across agencies. The BFD portal will serve as the single hub for businesses to interact with Massachusetts, while facilitating seamless coordination of economic development programs by Team MA.

### Return on Investment

With growing adoption across the private sector, the BFD portal is set to offer a comprehensive view of economic impact. As the portal gradually replaces outdated systems, the portal will consolidate disjointed information, enhancing data capture capabilities. Business users will benefit from a streamlined process, transforming their experience from one of inefficiency to satisfaction. Meanwhile, the Commonwealth of Massachusetts will gain improved data collection, empowering more informed policy decisions. This initiative ensures a superior user experience and maximizes the positive impact of each tax dollar spent, benefiting all stakeholders involved.