



THE PATH TO A DIGITAL DMV

Abstract

According to the Organization for Economic Co-operation and Development (OECD), “digital transformation has empowered users and providers and made it possible for them to choose how to access or deliver a service, how to communicate, when to engage on policy areas or issues, which social groups to join or business areas to invest in, and how to participate more actively in local, national or even global challenges.”

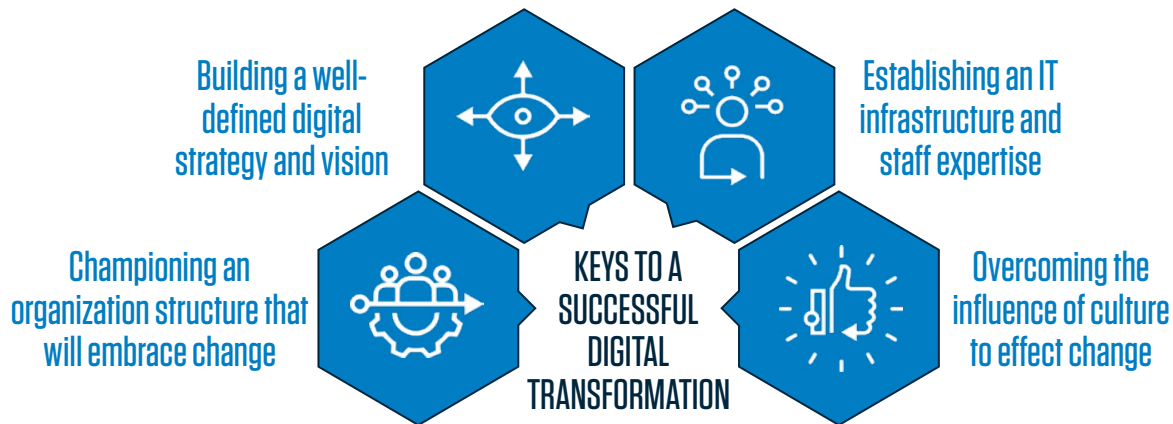
The greatest challenge for the Departments of Motor Vehicles (DMVs) is to meet these new expectations. Digital transformation requires more than merely introducing new technologies. New digitally enabled approaches, supported by the necessary changes in the public sector culture, need to be implemented if DMVs are to successfully meet the needs and demands of citizens and businesses.

Meeting these customer expectations will require an overhaul of traditional organization structures, governance, business workflow processes, culture, and attitude. It requires an expanded vision

from policy makers of how public services function, the way that DMVs provide services, and the business models in place followed by employees. Collaborative interactions between the public and

private sectors build trust among stakeholders that is essential for digital transformation to take place.

A successful digital transformation will require governments to transform themselves, to rise above the common challenges



From building a 360-degree customer-centric view to offering a variety of services to customers across communication channels of their choice, digital technologies offer DMVs an opportunity to transform their operations and service delivery. Navigating this digital transformation requires jurisdictions to address the following imperatives:

Collaboration

Participate in initiatives like State2State, Car2Car, and deliver new products/services by sharing data with partner departments

Emerging Technologies

Adopt technologies including Internet-of-Things and artificial intelligence to enhance efficiency, effectiveness, and customer service

Portability

Increase reach and improve service through multi-channel delivery, mobile offices, and digital licenses

Regulations and Enforcement

Quickly incorporate and enforce evolving regulations to ensure compliance and improve road safety

Data and Insights

Manage multi-source, multi-format data to build 360° view of the customer and generate actionable insights to ensure security, reduce fraud and improve user safety

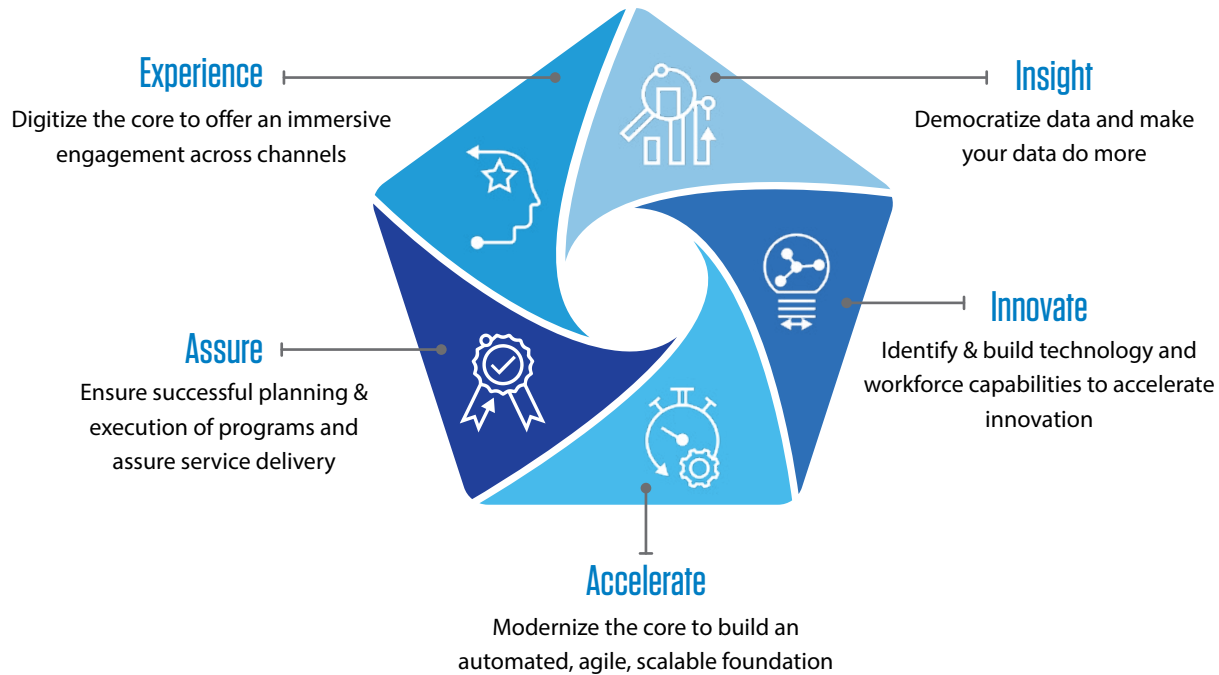
Digitizing vehicle, licensing, and related services

From four decades of experience in managing the systems and workings of organizations across different industries, we have identified five principal areas required to address these imperatives

and orchestrate digital transformation – Experience, Insight, Innovate, Accelerate and Assure.

Changes across all these areas are a journey made up of many “nexts”. These “nexts” are

enabled by next-gen technology solutions, digital operating models like agile, and by focusing on developing the right talent through continuous learning and re-skilling.



DMVs can address these imperatives and navigate these “nexts” by leveraging the following capabilities:

- 1 Digitization readiness** – Discover the right areas for digitization, streamline business processes and implement proven tools and accelerators to support digital transformation initiatives. DMVs don’t have to re-invent the wheel and instead can learn from their peers in the financial services, retail, or public sector space.
- 2 Deploying innovative technology solutions** – Once digitization targets are identified and prioritized, DMVs will need to deploy agile, future-proof, digital solutions to build modern, customer-centric licensing, registration, titling, and administration systems quickly, cost-effectively and without disrupting operations. DMVs have traditionally preferred COTS-based solutions to digitalize their core processes. While effective, this approach is expensive and resource intensive which impacts the pace of DMV transformation. Over the past few years, other approaches have been tried like low-code platforms and code re-factoring which can provide similar benefits at lower cost and with a much faster turnaround time.
- 3 Predictable execution** – Solutions are only as good as the quality of their implementation and the extent of adoption. DMVs need to adopt proven program management and execution methodologies including Scaled Agile to ensure their initiatives are delivered on-time and within budget.
- 4 Enabling rapid innovation** – The last year has shown that situations can change quickly and demand a swift response. DMVs need to build a culture of continuous learning and innovation, supported by frameworks like Design Thinking to look ahead and be ready for the future.

In conclusion

Given the rapid pace of technology change and heightened service expectation of citizens, agencies must modernize legacy systems which have not kept pace with modern service offerings. State governments' traditional piecemeal approach to legacy modernization

has been painfully slow and prone to errors. The key to amplifying service delivery is to adopt a digital strategy and governance policy that can accelerate the entire modernization exercise. Effective modernization tools and practices not only provide efficiencies within the business

process models, but also increase the speed to market for many DMV services and accelerate the path to a digital DMV.

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