



Arizona Game and Fish Department

Case Study: A Closer Look at License Restructuring and Online Purchase Engagement Strategies

The Arizona Game and Fish Department (AGFD) has implemented and is in the process of continuing their implementation of many efforts to improve the overall customer experience within the next year. Here are a couple noteworthy examples; and a more in-depth look at the license restructuring can be found below.

- Improved license restructuring
- Increased fish stocking at new waters
- Rebranding of the community fishing program

Improved License Restructuring

AGFD will be rolling out a new license structure in 2014 that will greatly simplify the customer experience of purchasing a license. Here's why and how they did it:

Purpose

- Customers asked for a simpler license structure
- AGFD receives no general fund revenue – it operates like a business and needs the ability to react to market conditions
- More flexibility in offering new products or pricing in response to changing conditions and customer needs

Methodology

- AGFD first looked at the current structure in place and developed conceptual fee changes to increase revenue without changing the license structure
- AGFD then utilized two focus groups to determine impediments to buying licenses from lapsed hunters/anglers
- AGFD realized the biggest impediment was the license structure. "What do I need to go fishing?"–type customers.
- AGFD then began requesting constituent and public support in early 2012 to support a bill allowing the AGFD and their Commission to set license structures and fees in Arizona. This would allow the Commission to reduce the number of options for going hunting and fishing, thus creating a simple structure.
- Senate Bill 1223 was introduced to the Senate and language included:
 - Providing the Commission flexibility to adjust license, permit-tag structure and pricing to meet customer demand and market conditions
 - Legislature retains budgetary oversight
 - Annual reporting requirements to Legislature
 - Commission authority to set license structure and fees "sunsets" in 2019
 - Financial Audit of AGFD by Jan 1, 2015
 - GF Fund can't exceed 50% more than FY13 App.
- AGFD gained support from 24 Sportsmen/Wildlife Conservation organizations to move forward with the bill.

- Once the bill was passed, the AGFD then rolled out a conceptual design. A second round of surveys and meetings polled the public on the different aspects of the conceptual design, identifying what their customers liked and disliked. Survey details included:
 - Tri-modal
 - Support or Oppose: overall structure as well as individual new licenses
 - Developed resistance curves to pricing
- With data in hand and public support, the AGFD then recommended the Commission adopt a new license structure. Adopted August 2013

Benefits

- Opportunity to offer better products, increased value
- More flexibility, better timeliness to be responsive to customers
- Simpler, easier-to-understand license structure
- Smaller, more efficient government

License Details

- Quantity of licenses and fees have been reduced from 44 to 10
- Overall, AGFD has increased the value of what adult anglers receive in the product and have reduced youth licenses to \$5 from \$26.50 in an effort to recruit families into fishing
- The changes are initially indicated to have a \$3.5 million dollar increase in gross revenue production

License Purchase Experience Redesign

AGFD has also embarked on a complete web page redesign to improve the ease of navigation, mobile effectiveness, and customer tracking. The initial phase of this two-year effort has begun, and the AGFD is working to develop a customer portal to simplify the online customer experience. Capabilities include a log-in/customer portal feature to include all prior license history and product purchases, a personalized approach where specific interests are targeted and information regarding those interests is provided and readily accessible. Thank-you messages will be part of this redesign as well.