Business Architecture Innovation Summit

March 26, 2014

Agency Solutions
WHO IS NATIONWIDE?

Nationwide Mutual Insurance Company

• One of largest and strongest U.S. financial services organization
• Rated A+
  – AM Best
  – Standard & Poors

Columbus Ohio

Full range of insurance and financial services

Sales network for property and casualty insurance

46 States
3,200 exclusive agents
5,200 independent agents

“On Your Side” Centers
1-877-OnYourSide

Mission: To protect what’s most important and build a secure financial future for U.S. consumers and businesses
**Evolution of the Business Consulting and Business Architecture teams.**

<table>
<thead>
<tr>
<th>Business Architecture</th>
<th>Business Consulting</th>
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<tr>
<td><strong>When? :</strong> December 2011</td>
<td><strong>When? :</strong> July 2012</td>
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<td><strong>Why?:</strong></td>
<td><strong>Why?:</strong></td>
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<tr>
<td>▪ Direct the strategic alignment and success of major corporate initiatives from a business perspective.</td>
<td>▪ Drive proactive vs. reactive business and IT planning</td>
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<td>▪ Prioritize, approve and ensure the design of new processes and adoption of new strategies and/or initiatives.</td>
<td>▪ Ensure alignment between business and IT planning</td>
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<td>▪ Lead strategic discussions &amp; decisions around major business capabilities.</td>
<td>▪ Reduce time spent in scoping and launching IT projects</td>
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<td><strong>Structure:</strong></td>
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<td>▪ All Business Architects reside within one business area but are spread across three directors and support business capabilities outside of our teams.</td>
<td>▪ Each IT area has a Business Consulting team that aligns with the corresponding business area</td>
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Our journey so far..

Role Definition

Execute on quick wins

Strategic functional planning

Strategic business unit planning

Build the foundation

Business Consulting Leader Focus
Business Architect Focus
Common Focus

Future Focus:
- Cross business unit/Enterprise planning
- Increased adoption of the work products and methodologies
- Role clarity and maturity
We have a collaborative model between business and IT teams

**Business Planning**
- Create 3-5 year strategic business roadmap
- Conduct business transformation planning for initiatives on the roadmap
- Prioritize the roadmap initiatives and seek funding approval

**IT Planning**
- Work with IT architects to translate business objectives into application roadmaps

**Alignment**

**Planned Business Initiatives**
- Develop project transition packages for funded initiatives

**Funded IT Initiatives**
- Participate in Plan to Build transition activities
- Identify and leverage solutions across IT areas

**P2B Transition**

Key desired outcomes:
- Alignment between business and IT planning
- Proactive planning
- Streamlined transition between plan and build
Bringing it together: Connecting Strategy to Action

Nationwide Staff Sales & Field Sales / Agency BSA – “Strategy in Action”
Strategic Planning Line of Sight from Business to IT

Sales Business Strategic Goals & Vision
- Licensing and Appointments
- Sales Reporting and Analytics

Sales & Agency Business Capabilities Evolution
- Distribution Planning
- Sales compensation and commissions
- Producer Information Management

Sales & Agency Business Strategic Initiatives, Business Case & Story
- BTP 1

IT Strategic Initiatives Aligned to Business Strategy
- IT Initiative 1
- Application Roadmap 1

IT Application Roadmaps for Agency Sales
- BTP 2
- IT Initiative 2
- Application Roadmap 2
- BTP 3
- IT Initiative 3
- Application Roadmap 3
- BTP 4
- IT Initiative 4
- Application Roadmap 4
LESSONS LEARNED

- Collaboration
- Get Started!
- Be Flexible with Methodology
- Show Results/ Value quickly
- Sell Yourself
Questions?
We utilize the Business Transformation Planning (BTP) framework for the strategic planning efforts

<table>
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<tr>
<th>Activities</th>
<th>Initiation</th>
<th>Define Business Context</th>
<th>Current State Assessment</th>
<th>Future State Recommendation</th>
<th>Roadmap Initiative Prioritization</th>
<th>Roadmap Delivery</th>
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<tr>
<td>Define Scope of Roadmap Initiative</td>
<td>Identify and Analyze Stakeholders</td>
<td>Interview Stakeholders</td>
<td>Identify Opportunities and Initiatives</td>
<td>Compile Complete Inventory of Initiatives</td>
<td>Facilitate Development of PID</td>
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<td>Define Approach for Roadmap Development</td>
<td>Research and Analyze Trends (i.e. Industry, Competitor)</td>
<td>Conduct Functional Technology Assessment</td>
<td>Identify Key Business-Focused Capabilities and Map to Initiatives</td>
<td>Prioritize Initiatives</td>
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<td>Assess Organizational and People components</td>
<td>Define Future State Metrics</td>
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<td>Develop Implementation Approach / Timeline</td>
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<td>Determine Current Product Landscape</td>
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<td>Develop Multiple Implementation Scenarios</td>
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<td>Analyze Metrics and KPIs</td>
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<td>Illustrate Strategic Roadmap</td>
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