

Case Study: Nationwide Insurance

Challenges, Solutions

Nationwide Insurance

- Nationwide is a Fortune 100 insurance and financial services company.
- Headquartered in Columbus, Ohio.
- Employs 39,000.
- Business Problem: Digital organization's delivery process lacking responsiveness to remain competitive in the digital market space.

Nationwide Insurance

- Communities of Practice for Coaches, Scrum Masters and Product Owners.
- Started with 5 teams, scaled to 36 teams and then to 250 teams.
- Scrum of Scrums:
 - S2 – Daily, facilitated by an Application Development Leader (ADL), per group of 5 teams.
 - S3 – Twice a week, facilitated by an Application Development Executive (ADE) with ADLs.
 - S4 – Twice weekly, the CIO meets with the ADEs.
 - Product organization also holds Scrum of Scrums.

Nationwide Insurance - Outcomes

- Moved from a project organization to a product organization.
- Use of boards for delivery and discovery.
- Improvement of 64% in business-side velocity to start development and an overall 16% expense reduction.
- As an example, a mobile application went from:
 - Requirements start to delivery start in 22 days.
 - Concept to cash in 120 days.

Nationwide Insurance - Outcomes

- *First Run Pass Rate* improved to over 90% with 25% less headcount on the Scrum teams.
- Of all deployments 96% had no High or Critical bugs within the first 30 days.
- Des Moines office adopted the same model used in the Columbus office.

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The CIO Board at Nationwide