

# Nationwide IT | a Software Process Improvement Journey

GURU VASUDEVA, SVP & CIO  
PROGRAM & APPLICATION SERVICES



**Nationwide®**

**FORTUNE**  
**100**  
**BEST**  
COMPANIES  
TO WORK FOR®  
2017

**FORTUNE**  
WORLD'S MOST  
**ADMIRED**  
COMPANIES®

**#69** ON THE  
FORTUNE  
500 LIST

**GALLUP®**  
GREAT  
WORKPLACE  
AWARD



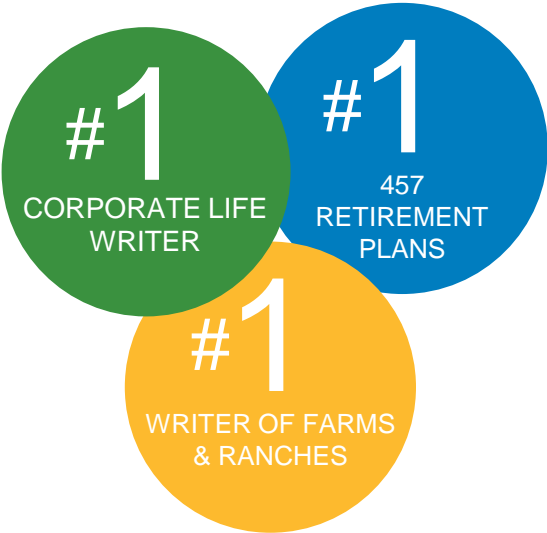
We are a strong mutual  
company built to serve  
our members.



**Nationwide®**  
is on your side



# Nationwide



\$355  
MILLION  
CONTRIBUTED  
TO NONPROFITS  
AND COMMUNITIES  
SINCE 2000



\$26  
BILLION  
IN REVENUE  
FOR 2015



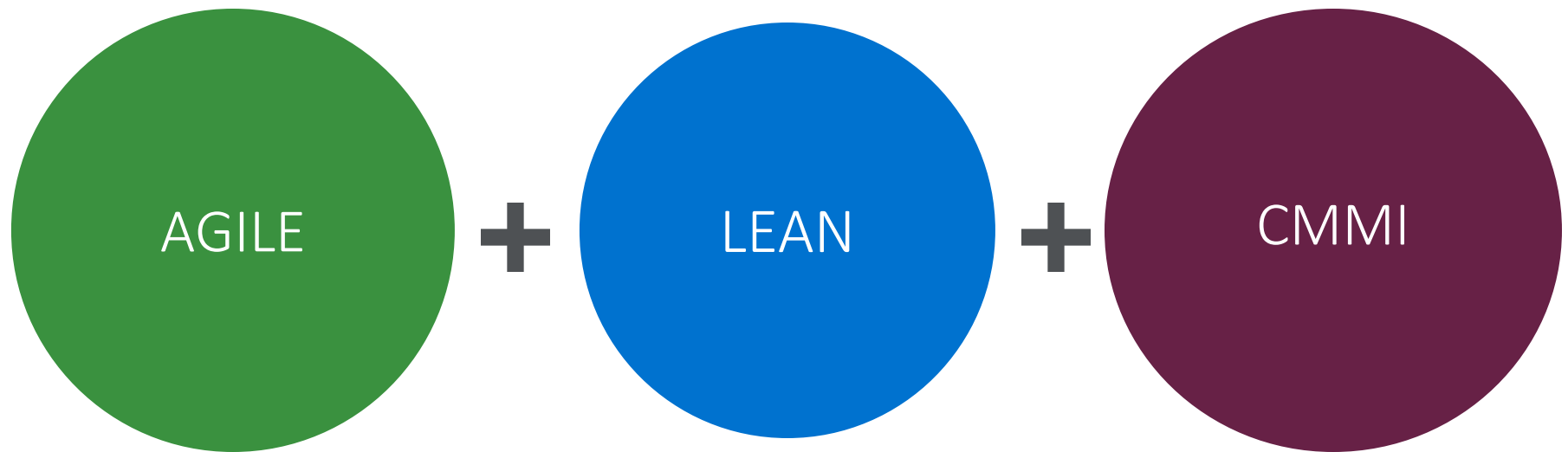
IN THE U.S.

# Information Technology at Nationwide



**\$500 MILLION** on  
software development each year

10 YEARS AGO, WE SET OUT TO BUILD A  
**GLOBALLY COMPETITIVE**  
IN-HOUSE SOFTWARE DEVELOPMENT CAPABILITY



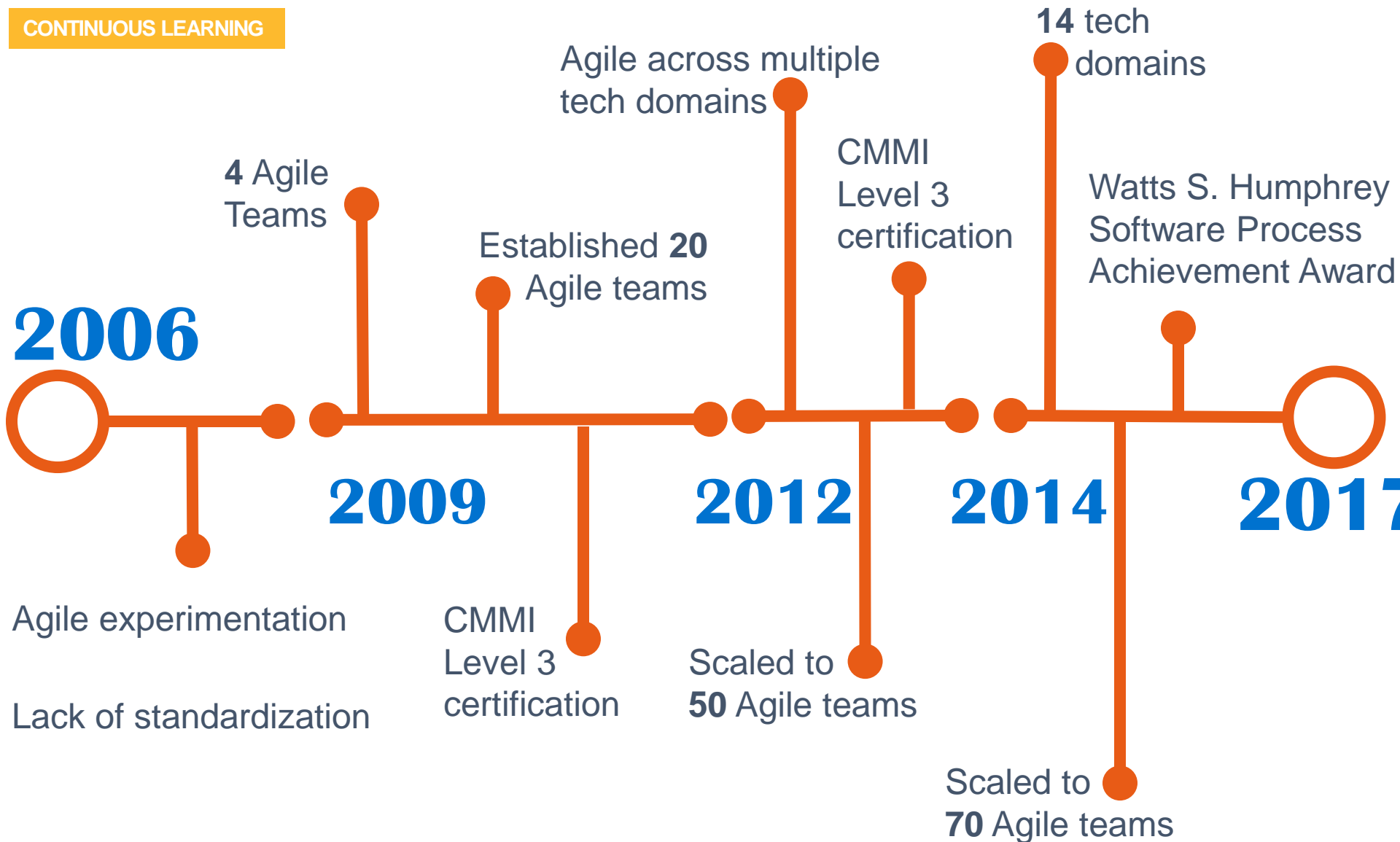
**CONTINUOUS LEARNING CULTURE:  
PEER-BASED LEARNING**

AGILE

LEAN

CMMI

CONTINUOUS LEARNING



## BEFORE (2009)

- 25 IT DEPARTMENTS OWNED APPLICATION DEVELOPMENT
- TOO MANY DEVELOPMENT TOOLS, PRACTICES AND STANDARDS
- HIGH TIME SLICING
- HIGH DEPENDENCE ON SUBJECT MATTER EXPERTS
- HIGH BUILD UP & TEAR DOWN COSTS
- STAGNANT OR WORSENING QUALITY

## NOW (2017)

- RETHINK APPLICATION DEVELOPMENT - SCALE **AGILE** AND **LEAN** CONCEPTS
- DRIVE **STANDARDIZATION** AND **INNOVATION** SIMULTANEOUSLY
- LEVERAGE “**STANDING TEAM**” - INCLUDING BUSINESS PARTNERS
- **CONTINUOUS IMPROVEMENT** AND **LEARNING CULTURE**
- **INDUSTRY LEADING QUALITY**



# Borrowing from Agile, Scrum, XP & Lean, **21 Tea Leaves** models the behaviors we aspire to demonstrate



Lean allowed us to standardize and scale Agile,  
and to engage leaders as coaches





# Capability Maturity Model Integration (CMMI)

## Nationwide Appraisal Results

- Highly engaged **Self Managed Teams**
- **Continuous improvement** with measurable results
- **Consistent and repeatable** planning and work management
- Team members **fully engaged** in agile practices
- Strong commitment to a **sustainable culture**
- **Agile capability at scale** observed



# Peer-based continuous learning is the foundation for our talent attraction, development & retention



## TechCon

- Associate-led conference
- Peer presenters
- 1,500+ attendees

## Teaching Thursday

- 10,000+ participants
- More than 200 classes

## CodeCamp

- Recent focus: Big Data
- 300 Participants over 2 Months

In 2016, our 70 Agile teams deployed  
**150** significant releases



### PRODUCTIVITY

55% Top Quartile  
compared to industry



### PREDICTABILITY

On-time delivery over 90%



### QUALITY

88% releases went into  
production with **ZERO** defects

**\$25M+**

Economic value  
annually

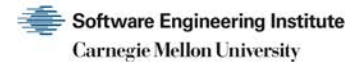
# Thank You

for recognizing our work.

We're happy to share  
our experiences to  
further advance software  
development in the world.



**Nationwide<sup>®</sup>**  
is on your side



## IEEE Computer Society/Software Engineering Institute Watts Humphrey Software Process Achievement (SPA) Award 2016

Will J.M. Pohlman

Month and Year (date added at time of publication)

**TECHNICAL REPORT**  
CMU/SEI-2016-TR-XXX

**Program Name**

[Insert Distribution Statement Here]

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