

The Nolan Company

INSURANCE SERVICE OFFERING



STRATEGIC GROWTH FRAMEWORK

Focus On What Matters

Nolan's Strategic Growth Framework helps insurers shape their future state and accelerate progress by sharpening the focus on what truly matters.

Moving Target

In our experience, most successful carriers have a vision and a strategy to realize that vision. We also find that many executives are not always satisfied with the pace their organizations are making towards their goals. Growth rates are slowing, margins are shrinking, and technology is enabling new opportunities for competitive leverage. In this environment, opportunities and threats are increasingly harder to recognize and, more importantly, harder to stay ahead of. Example factors driving the issues:

EXTERNAL FACTORS

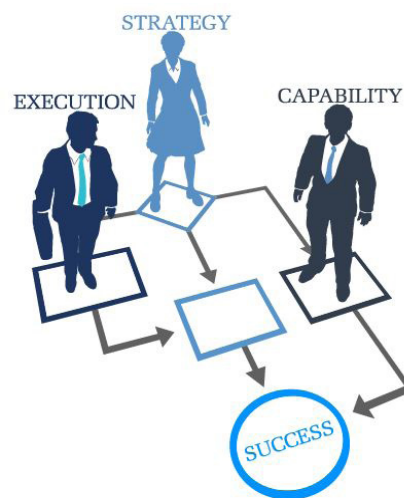
- Changing Demographics
- Increased Competition
- Technology - Insurtechs
- Digital Distribution
- Customer Expectations
- More Capital Chasing Less Risk
- Pace of Change

Fast Beats Big

It's no longer just the big eating the small, it's the fast eating the slow. External forces and a long list of existing initiatives challenge an organization's capacity, skills, culture, and agility, materially impacting an insurer's ability to achieve its strategic goals. In today's insurance marketplace, pace and progress are competitive imperatives. Our experience reveals three common roadblocks to achieving strategic objectives:

1. **Lack of Focus:** The hardest thing for companies is to decide what not to do!
2. **Finite Management Bandwidth:** Companies often overestimate their capacity to carry out new initiatives.
3. **Lack of Alignment:** This is where the rubber meets the road – strategy drives choice and organizational alignment.

The Nolan Company has 40+ years of insurance industry experience. We have developed tools and methods to help insurers address the key drivers that impact their unique circumstances. We work with you to determine which levers will make the most impact in the most efficient time frame.



The Nolan Approach

We help our clients put a finer point on growth strategies – separating shiny objects from strategic imperatives. We challenge assumptions. We assess the current state using market data, competitive intelligence, systematic interviews, and practical industry experience. We frame and drive exploration of growth options – some may be outside your comfort zone, but we push critical thinking to expand your horizons.

CAPABILITY

| OFFERINGS | WHAT ARE THE KEY QUESTIONS & LEVERS? |
|----------------------------------|---|
| FUNCTIONAL & ANALYTICAL MATURITY | DO WE HAVE THE MANAGEMENT BANDWIDTH? |
| | DO WE HAVE THE ANALYTICS TO MEASURE THE RIGHT THINGS? |
| | DOES OUR ORGANIZATIONAL DESIGN SUPPORT OUR GOALS? |
| PROCESS MATURITY ASSESSMENT | ARE OUR BUSINESS PRACTICES IN SYNC WITH TODAY'S MARKET? |
| | WHAT AREAS ARE MOST IMPORTANT TO YOUR CUSTOMERS? |
| GOVERNANCE | RISK MANAGEMENT – HOW WELL ARE WE RECOGNIZING AND ADJUSTING TO OBSTACLES AND WARNING SIGNS? |
| | DO WE HAVE A SYSTEMATIC PROCESS FOR PROJECT, PRODUCT, AND PORTFOLIO MANAGEMENT? |

What We Deliver

Nolan's Strategic Growth Framework provides insights and solutions across the dimensions of strategy, capabilities, and execution. We don't believe in cookie cutter at Nolan; we tailor these to your unique situation and environment. With each of the key drivers, we have identified Typical Levers that can be addressed to significantly impact success. Our Nolan Assessment of Strategy, Capabilities, and Execution ties the deliverables together into a comprehensive and actionable plan.

STRATEGY

| OFFERINGS | WHAT ARE THE KEY DRIVERS? |
|-----------------------------|---|
| DATA DRIVEN MARKET ANALYSIS | OPPORTUNITY STILL MAKE SENSE – TIME TO REFRESH? |
| | DO OUR ORIGINAL ASSUMPTIONS STILL HOLD? |
| EXPECTED OUTCOME ASSESSMENT | MAKING EXPECTED PROGRESS? |
| | WHERE ARE THE GAPS – WHAT ARE THE ROOT CAUSES? |
| CUSTOMER EXPERIENCE | WHAT DO OUR CUSTOMERS SAY WE DO WELL? |
| | WHAT DO OUR CUSTOMERS SAY IS IMPORTANT? |

In short, we make certain that options, plans, and decisions are grounded in data and analysis versus gut feel. We take your strategy down to the level of operational plans and define the major projects and programs necessary for success. We ensure the business model and plans going forward will enable the strategy. And we commit executive management and appropriate Board participation throughout by conducting detailed, interactive reviews. For sustainability, we work with an internal team who will shepherd the strategic planning and execution after Nolan's involvement is concluded.

EXECUTION

| OFFERINGS | WHAT ARE THE KEY QUESTIONS & LEVERS? |
|------------------------|--|
| ALIGNMENT & DISCIPLINE | HOW WELL ARE OUR WORDS AND ACTIONS ALIGNED ON THE MOST CRITICAL INITIATIVES? |
| | ARE WE CAPITALIZING ON OUR INVESTMENTS? |
| | DO WE HAVE TROUBLE SAYING "NO"? |
| CHANGE ENABLEMENT | HOW CLEAR AND CONSISTENT IS OUR MESSAGING? |
| | HOW STRONG IS THE CULTURE OF ACCOUNTABILITY? |
| | IDENTIFY NEEDS FOR NEW CAPABILITIES |

Why Nolan?

For over 40 years, The Nolan Company has helped insurers grow and improve profitability and productivity through process innovation and effective use of technology. We're experts in developing comprehensive operational and technology solutions to meet your desired outcomes. We deliver immediate results and lasting outcomes – and we're committed to working with you from assessment through implementation.

CONTACT US

To learn more about Nolan's unique approach to Strategic Growth Framework, visit www.renolan.com or call (800) 248-3742.