

NAN SHAN LIFE INSURANCE



INITIATIVE Pioneering Digital Development Strategy and Governance Program

AWARD Celent Model Insurer 2025 for **Innovation Execution**

EXECUTIVE SUMMARY

Nan Shan Life launched the "Pioneering Program for Innovation in Digital Development Strategy and Governance" in Q3 2023 to address the evolving needs of 6.7 million Taiwanese customers and a competitive market. Adopting The Open Group Architecture Framework (TOGAF) standard, the company integrated enterprise architecture with the IT4IT¹ methodology, creating a dual-axis digital transformation framework with 14 strategic action plans. This initiative boosted cross-departmental collaboration, innovation, and efficiency, leading to a 14% increase in customer satisfaction and recognition with the "Innovation Excellence Award" from The Open Group, affirming its leadership in digital governance and insurance innovation.

TIMELINE

August to December 2023: Digital needs requirements gathering; analysis of past and current IT proposals; senior executive interviews; Digital Strategy Consensus Workshops and Digital Development Strategy Committee established

January to December 2024: Enterprise architecture framework launched; training programs launched; created Digital Strategy Action Plans; more senior level interviews; finalized the digital governance framework and enterprise architecture implementation plan; and completed the alignment processes and mechanisms for digital strategy and IT project proposals

KEY BENEFITS

- The alignment and execution of digital strategy are expected to impact 36% of IT projects in the first year.
- The digital governance dashboard currently monitors and analyzes 37 active projects.

¹ The IT4IT™ Reference Architecture, a standard of The Open Group, is a tool for aligning the strategy and digital product delivery of a digital enterprise, <https://www.opengroup.org/it4it>

- Data governance initiatives have effectively reduced potential regulatory compliance risks by 13%, minimizing potential fines or losses due to violations
- Customer satisfaction increased by 14%.
- Data processing times reduced by 30% due to systematic data governance, consolidated data assets, robust metadata management, the implementation of a centralized data dictionary, and the use of a data middleware platform
- A cross-departmental innovation platform drove a 26% increase in innovative proposals.

KEY VENDORS Ernst & Young

READ MORE Visit [Celent.com](https://celent.com) to learn more about this initiative and all of the 2025 Model Insurer winners.