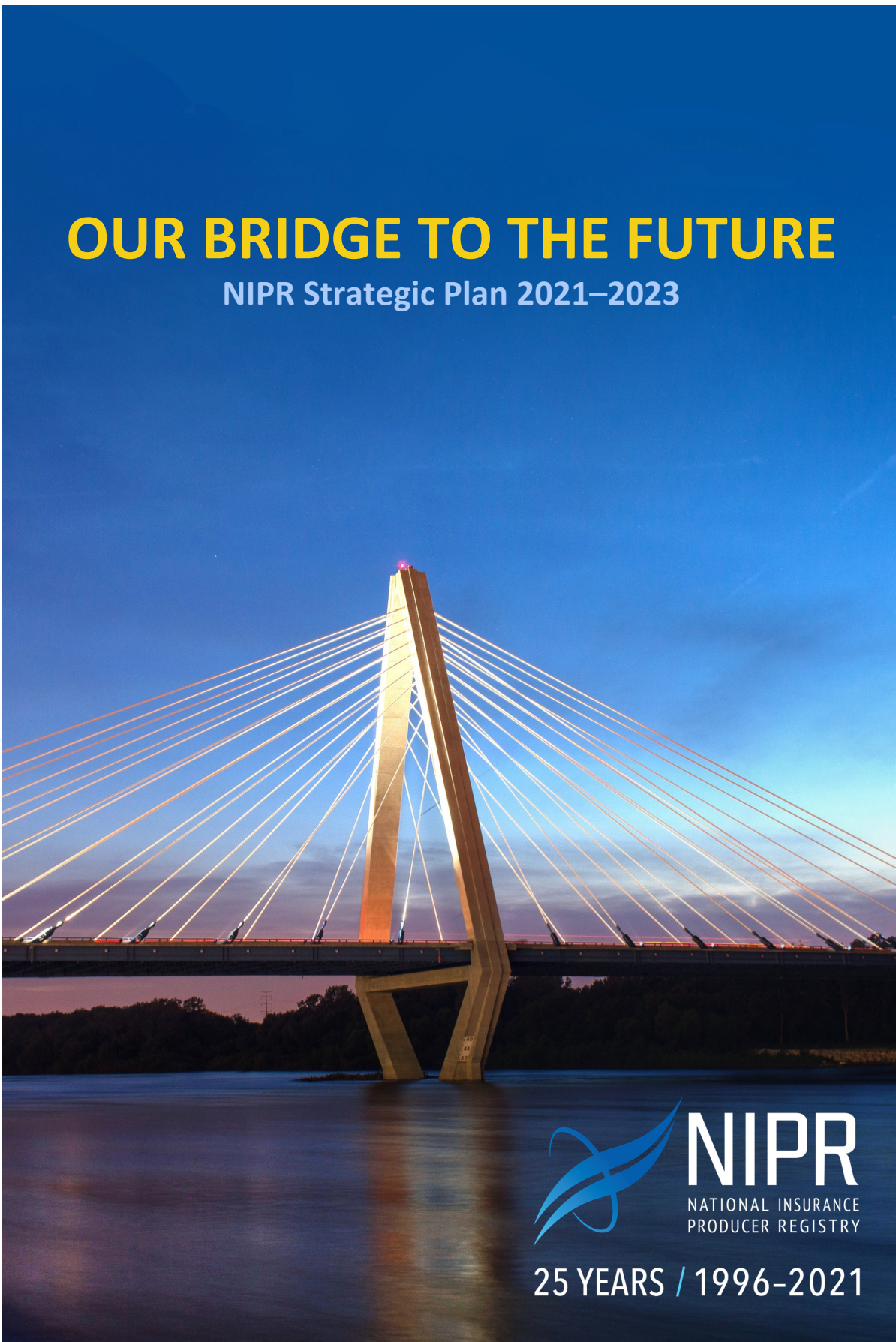


OUR BRIDGE TO THE FUTURE

NIPR Strategic Plan 2021–2023



NIPR

NATIONAL INSURANCE
PRODUCER REGISTRY

25 YEARS / 1996–2021



25 YEARS / 1996-2021

“Adaptability is essential, and NIPR’s focus on the fundamentals – talent, technology and delivering a strong consumer product and experience – allowed it to continue operating successfully in a very stressful and disruptive environment.”

– NIPR Board Survey Response, October 2020



OUR BRIDGE TO THE FUTURE

NIPR Strategic Plan 2021-2023



The Christopher S. Bond Bridge in Kansas City, Missouri is an inspiration as NIPR plans for a new way of doing business, shaped by the challenges of 2020. It is a fitting symbol for NIPR's role connecting state insurance regulators and the insurance industry.

Completed in 2010, the Bond Bridge was built to meet the needs of a growing city and to facilitate connections between downtown and the surrounding community. Its strong delta-shaped pylon, graceful cable structure and artistic lighting reveal exceptional design and structural elegance that graces the KC skyline.

Similarly, NIPR's team members put their talent to work for insurance regulators and producers, meeting their current and emerging needs with effective technology solutions. An excellent customer experience remains the priority as every team member takes personal ownership of their role and commitment. **Together, we build a solid structure taking our service to the next level of excellence.**

Letter from NIPR CEO

“The responsibility of a company is to serve the customer. The responsibility of leadership is to serve their people so that their people may better serve the customer. If leaders fail to serve their people first, both customer and company will suffer.”

– Simon Sinek, author, TED speaker and marketing consultant



NIPR CEO Karen Stakem Hornig poses with children of staff members on “Bring Your Kids to Work Day”

NIPR’s agility was tested in unexpected ways in 2020. Our three-year strategic plan, **NIPR 2020: Focused on the Future**, did not anticipate a global pandemic, yet it gave us a solid foundation as we rapidly pivoted to our new operational “normal.” In a year dominated by unpredictability, urgency and the need for unparalleled flexibility, NIPR’s mission, vision, values and strategic pillars provided a steady compass as we seamlessly supported state regulators and the insurance industry and rewired how we conducted business every day. *And we thrived.*

NIPR’s ability to respond to challenge and change – to fulfill its mission and navigate the unknown – is inextricably linked to our talented and engaged team. It is our people, hard-working and creative, who provided stability when we needed it most and accelerated progress at a rapid pace. NIPR’s team embodies the core values of teamwork, excellence, trust and innovation and infuses those values into every aspect of their work.

This next phase of our strategic journey begins in 2021, our 25th anniversary year. It builds on the strengths and lessons of **NIPR 2020: Focused on the Future** with an unwavering commitment to cultivating and sustaining the best team possible with an organizational focus on diversity, equity and inclusion; supporting our customers with services and resources that are both efficient and easy; and anticipating needs while developing innovative products and services.

Our Bridge to the Future, NIPR Strategic Plan 2021–2023 is about the innovation and infrastructure we need now to be a fully agile and responsive organization. Just as a new bridge provides the infrastructure to support a growing community by improving access, shortening travel time and eliminating obstacles, NIPR’s critical infrastructure – our people, technology, processes and services – is growing to improve access, save time and consistently deliver an exceptional experience to our customers and our team members.

I am pleased to present the 2021–2023 strategic plan produced through the leadership and guidance of NIPR’s Board of Directors in partnership with NIPR’s leadership team and staff. Together we will continue to deliver on our mission, anticipate the road ahead and remain ever flexible to navigate the unknowable.



Our Bridge to the Future, NIPR Strategic Plan 2021–2023 is constructed to fully leverage NIPR’s strengths and accelerate business growth. The plan achieves this through an intensive, consistent focus on three critical dimensions of our work: our engaged and empowered team, customer-focused excellence, and high-quality and reliable technology.



The strategic plan is propelled by NIPR’s powerful values, which ensures that **teamwork, excellence, trust** and **innovation** drive all organizational decisions and activities.

MISSION

NIPR is a not-for-profit technology company that provides cost-effective, streamlined and uniform licensing data and compliance services for insurance professionals. Together with the NAIC and the insurance industry, NIPR protects and serves insurance consumers.

VISION

NIPR is a licensing and compliance resource for insurance professionals, providing expertise, agile technical solutions, innovative tools and data to support the changing needs of state regulators and the insurance industry.

VALUES

NIPR's values define our distinctive organizational culture and powerful commitment to an unsurpassed customer experience. These values contribute to an excellent work environment for the NIPR team and, most importantly, to the highest levels of trust and satisfaction for those we serve.



TEAMWORK

NIPR values collaboration, partnerships and teamwork within a diverse, equitable and inclusive organization.



EXCELLENCE

NIPR values excellent technical solutions and internal processes that are efficient, accessible, timely and cost-effective.



TRUST

NIPR values its relationship with customers above all and strives to continuously provide stable, reliable and consistent resources and a secure and user-friendly customer experience.



INNOVATION

NIPR values the ability to address relevant and emerging issues, and provide exceptional resources, service, education and guidance to our customers.



Strategic Pillar 1
Engaged and Empowered Team



> NIPR Values: Teamwork, Excellence, Trust, Innovation

Drive business outcomes by creating and sustaining a work environment that enhances NIPR’s people-first culture through an unwavering focus on values and accountability.

Goal 1:

Reinforce NIPR’s Commitment to Diversity, Equity & Inclusion

Develop, implement and monitor a comprehensive diversity, equity and inclusion framework to create an organization that delivers the highest level of customer value.

Goal 1 Objectives
<ol style="list-style-type: none"> 1. Create an intentional, ongoing program of education for NIPR staff and board. 2. Develop, implement and monitor comprehensive DE&I hiring and advancement practices that support NIPR’s goal to attract and retain diverse talent. 3. Ensure organizational diversity by expanding opportunities for leadership, growth and advancement.

Goal 2:

Leverage the Business Benefits of a Flexible Work Environment

Ensure NIPR’s people-first culture is rooted in an efficient, flexible work environment that sustains best practices and supports a culture of teamwork, excellence, trust and innovation.

Goal 2 Objectives
<ol style="list-style-type: none"> 1. Develop a practical, achievable NIPR flex approach and roll-out strategy that is responsive to NIPR team interests and organizational needs. 2. Launch a comprehensive onboarding program to engage and empower new team members and create a sense of belonging and community within NIPR’s flexible work environment. 3. Build and deploy effective, creative communication tools and platforms that promote opportunities for NIPR team engagement.

Goal 3:

Advance NIPR's Performance Management Agenda

Strengthen NIPR's people-first culture through an enhanced focus on performance, recognition and ongoing professional development.

Goal 3 Objectives

1. Develop and implement an evaluation framework, including tools for monitoring performance through key metrics grounded in NIPR's values and core competencies.
2. Introduce a new NIPR staff recognition program based on research, staff feedback and national best practice.
3. Align professional development opportunities with NIPR's strategic goals to elevate staff skills and increase performance capacity.



Strategic Pillar 2

Customer-Focused Excellence



> NIPR Values: Teamwork, Excellence, Trust, Innovation

Build and sustain strong state and industry relationships by delivering greater value, navigating change with speed and efficiency, and continually advancing knowledge, insights, products and services.

Goal 1:

Develop a Robust Business Development Blueprint Supported by New Systems and Services to Improve Satisfaction to Insurance Industry Customers

Develop a strategic and knowledgeable team and effective systems and processes to research, understand and anticipate current and future needs of the insurance industry.

Goal 1 Objectives

1. Review and enhance current business development strategies to track benefits, identify opportunities for improvement and assess return on investment.
2. Select and integrate a customer relationship management (CRM) application to give NIPR's staff important customer information, including product usage, that will help improve service relationships, address concerns and support customer retention and growth.
3. Integrate a new service desk application to provide better functionality for the call center and production support team and improve customer support.
4. Replace the customer invoicing application to automate, streamline and enhance billing to improve the accuracy, timeliness and overall user experience.

Goal 2:

Strengthen State Regulator Relationship Excellence

Expand NIPR's national influence and impact through enhanced support processes and ongoing outreach and education to state regulators.

Goal 2 Objectives

1. Provide access and service to all states, with continuing focus on the five states still to be implemented.
2. Advance state outreach and education for producer licensing regulators through virtual and on-site state visits, webinars and training sessions on NIPR products and services to drive cost effective, streamlined and uniform business practices among the NAIC membership.
3. Design, develop and implement system enhancements to reduce the cycle time to implement state requirements changes.

Goal 3:

Innovate Products for a Streamlined, Cost-Effective and Uniform Experience

Deliver new customer-centric features for seamless access to information, tools and services and to build trustworthy relationships.

Goal 3 Objectives

1. Enable proactive communication with producers by providing user account capabilities and remove barriers to entry for small business accounts through the automation of account activation and management processes.
2. Develop new PDB experience for industry customers to improve usability and value.
3. Implement, modify, enhance or retire products or services based on internal review and user feedback, customer satisfaction ratings and net promoter score.
4. Improve satisfaction by defining, expanding and streamlining the role of NIPR's customer relationship support team members.



Strategic Pillar **3** High-Quality and Reliable Technology



> NIPR Values: Teamwork, Excellence,
Trust, Innovation

Provide multichannel access to NIPR products and services with technology that has a modern, retail feel.

Goal 1:

Complete AWS Cloud Migration

Continue migration to AWS Cloud and evolve applications to provide increased quality and resiliency while reducing development cycle time.

Goal 1 Objectives

1. Migrate all applications and databases to cloud environment by 12/31/2021.
2. Evolve software applications to run in containers by 12/31/2023, isolating software from its environment and ensuring it works uniformly across the cloud.
3. Advance software applications to use cloud-native designs and improve performance, resiliency and reliability.

Goal 2:

Support an Exceptional User Experience with Enhanced Technology

Improve the overall performance, effectiveness and capabilities of software applications to ensure an exceptional user experience, delivering what customers want and anticipating what they need.

Goal 2 Objectives

1. Optimize critical services to reduce processing time and decrease cost to maintain.
2. Implement new software testing capabilities to speed and automate the testing of state regulatory requirements.
3. Enhance the processing of producer data from states to improve the quality and increase the frequency of updates delivered to the industry.

Goal 3:

Aggregate and Analyze Data for Industry Insights

Develop an Enterprise Data Warehouse to leverage NIPR’s producer database and gain industry insights, identify trends, develop forecasts and add greater value.

Goal 3 Objectives

1. In partnership with the NAIC, design and develop an Enterprise Data Warehouse and integrate relevant NIPR data for reporting and analytics.
2. Introduce new PDB data insights capabilities, based on historical PDB data, to provide additional value for NIPR customers.
3. Create customer service and production support dashboards to increase proactive issue identifications and reduce issue resolution time.

Final Word

The development of **Our Bridge to the Future, NIPR Strategic Plan 2021–2023** was a natural next step following the successful implementation of **NIPR 2020: Focused on the Future**. The plan’s priorities emerged with significant alignment between NIPR’s Board of Directors, leadership team and staff. There was clear consensus on the strategic path to drive NIPR forward to the next level of excellence.

The NIPR team launched the strategic planning process by carefully reflecting on the lessons learned from the implementation of the 2018–2020 plan. This early discussion yielded solid guidance for building a visionary and practical new plan and provided strategic insight to frame the 2021–2023 plan, including:

- > NIPR’s #1 priority is recruiting and retaining a talented and engaged team.
- > Diversity, equity and inclusion have long been a priority, but require ongoing reinforcement.
- > The mission, vision and values are strong and provide a solid foundation for planning.
- > Teamwork, customer service and tech excellence are at the heart of everything we do and should be reflected in the new strategic pillars.
- > Innovation is a core organizational value and should be part of our everyday mindset and approach to every priority; it does not need to be a stand-alone pillar since it cuts across all work.
- > NIPR should continue to explore and understand industry needs to provide products and services that add value.
- > The strategic planning scorecard should be shared and reviewed at regular intervals; it must remain part of the organizational conversation.
- > NIPR should develop the plan knowing that course corrections can be made when needed.

Our Bridge to the Future, NIPR Strategic Plan 2021–2023 defines NIPR’s strategic priorities as it launches its second quarter century of service to state regulators and the insurance industry. It is a sequel to the 2018–2020 plan and will inform NIPR’s direction until another plan is built in 2023. This strategic bridge to our future continues NIPR’s journey with new insights and accelerated growth.

MPK&D was pleased to be part of this excellent process.

– Patricia A. Bosse
MPK&D Founding Partner

APPENDIX 1

NIPR Background

The National Insurance Producer Registry (NIPR) is a not-for-profit affiliate of the National Association of Insurance Commissioners (NAIC). Governed by a Board of Directors representing the NAIC and the insurance industry, the organization was established as a public-private partnership with the goal of streamlining the producer licensing process.

NIPR's offerings center around two core pieces of technology – the Producer Database (PDB) and the NIPR Gateway (the Gateway).

Producer Database (PDB): An electronic database of insurance licensing-related information. The PDB, which complies with the federal Fair Credit Reporting Act, links participating state regulatory licensing systems into one common repository of insurance licensee information. The PDB also includes enforcement data from the Regulatory Information Retrieval System (RIRS) to provide a more comprehensive licensee profile. Today, all states, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Island are part of the database.

NIPR Gateway (the Gateway): A transaction engine that links state insurance regulators with the entities that they regulate to facilitate the electronic exchange of licensing and other credentialing information.

NIPR transformed the producer licensing process.

NIPR has made significant strides to transform the insurance licensing-related process. The organization's contributions and commitment to improving the effectiveness and efficiency of insurance licensing has been recognized by the NAIC, industry, and trade associations.

APPENDIX 2

NIPR Leadership

BOARD OF DIRECTORS

THE HONORABLE MARK AFABLE

Commissioner
Wisconsin Office of the
Commissioner of Insurance

MR. WESLEY BISSETT

Senior Counsel
Independent Insurance Agents
& Brokers of America
(IIABA)

MR. MICHAEL CONSEDINE

CEO
National Association of Insurance
Commissioners
(NAIC)

THE HONORABLE LARRY DEITER

Director
South Dakota Division of Insurance
Board President

THE HONORABLE ELIZABETH DWYER

Superintendent
Rhode Island Department of
Business Regulation
Board Secretary/Treasurer

MS. JULIE HARRISON

State Chapter Director
National Association of Insurance and
Financial Advisors
(NAIFA)

MR. DAVID M. LEIFER

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MS. VICTORIA MCCARTHY

VP & Head of Regulatory Strategy & Analytics
Farmers Insurance
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THE HONORABLE BRUCE RAMGE

Director
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THE HONORABLE VICKI SCHMIDT

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KAREN STAKEM HORNIG

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