Agenda

- Finance FOCUS project
- Master Data Management
- Data Governance
Assessment of Finance Function

- **Availability of Financial Information**
  - Management lacks easy and timely access to needed financial information. Obtaining basic information can be difficult and labor intensive.

- **Comparability of Financial Information**
  - Financial information and results of different business units and segments are often difficult to compare without substantial manual intervention to address data accuracy and consistency.

- **Finance Function Efficiency**
  - Decentralized, duplicative and non-standard financial processes and systems add cost, require manual intervention, and are expensive to maintain and operate.

- **Finance Function Effectiveness**
  - Extensive reconciliation and transaction processing activities are manually intensive adding to finance function expense. These, and similar, activities often distract staff from business analysis and advisory efforts.
FOCUS Vision

FOCUS should address the significant improvements needed in the eight core process disciplines of finance to achieve the future vision.

- Business Planning
- Capital Optimization
- Risk Management
- Analysis & Interpretation
- Accounting & Reporting
- Finance Organization Management
- Stakeholder Management
- Policy Management
Between the various business, FOCUS looked to consolidate:
- 14 General Ledgers
- 20 Charts of Accounts
- 12 Reporting Tools
- 17 Financial Data Repositories
- 300,000 Excel Spreadsheets
- 75% of Finance Resources Dedicated to Transactional Activities
- 25% of Finance Resources Dedicated to Analysis and Insight
The Pillars of Finance FOCUS

- People
  - Finance Shared Service Center

- Processes
  - Data Governance

- Technology
  - Common Use Applications

- Information
  - Single Version of the Truth
Financial System Tools

Integrated Back Office
(FOCUS Environment)

Data Providers - Source Systems
- ePRO
- eFIN PO
- eFIN AP
- eFIN AM
- eFIN AR
- PCIO sources
  - Source 1
  - Source 2
  - Source n
- NF sources
  - Source 1
  - Source 2
  - Source n
- Other sources
- Manual entries

Data Integration
- Extract
- Load
- Derive
- Validate
- Transform
- Derive

ERP

Informatica

Custom

Maestro

Harvest

PeopleSoft

Calc Engines

PeopleSoft

Hyperion

Teradata

Essbase

Analyzer

Websphere

PeopleSoft Portal

Kalido

Reference Data Repository

Finance Users

Laptops

Workstations
MDM Challenges

- People
  - Business Owner Buy-In
  - Technology Owner Buy-In

- Process
  - Lack of Institutional Experience
  - Lack of Clear Industry Definition and Direction

- Technology
  - Vendor Support
  - Component Integration

- Information
  - Aggregating and Cleansing
How do we define Master Data?
What is our Scope?

Key Components

- Dimensions
  - Financial and Non-Financial

- Hierarchies
  - Standard Hierarchies
  - Alternate Hierarchies

- Business Rules
Master Data Statistics at Nationwide

- 84 Dimension Tables
  - 28 Dimensions have reporting hierarchies
    - 26 Standard Hierarchies
    - 53 Alternate Hierarchies

- Approximately 200 Translation Tables for over 250 interfaces

- Over 1,100 Reference Data Tables

- Over 175 unique attributes across all dimensions and growing

- 7-10 attributes per dimension on average
Change Process

Reference Data cycle (conceptual overview)

- Business Stakeholders:
  - Initiate request
  - Participate in impact assessment
  - Receive change notification
  - Communicate to business community
  - End user queries
  - End user reporting

- IT Stakeholders:
  - Notify on appl change
  - Participate in impact assessment
  - Receive change notification
  - Communicate change to IT community
  - Modify applications or processes as necessary
  - Non-HBO technical consumers

- FSSC Data Governance:
  - Receive request or notification
  - Facilitate impact assessment
  - Publish change disposition notification

- FOCUS IBO:
  - Kalido MDM module
  - Other rules engine(s)
  - Kalido DIW module
  - Changes Propagated To...
  - Data integration (ETL)
  - FOCUS warehouse
  - Hyperion Planning (2009)
  - ERPM
  - ERP
  - FOCUS Data marts
  - Info Delivery

- Delivered to end Users via FOCUS portal
- Development
- Test
- Production

Nationwide
On Your Side™
Data Governance is currently responsible for the quality and integrity of Nationwide’s financial data.

- Provide a mechanism to maintain and control key reference and metadata used in financial processes, reports and analysis
- Reports through the Controllership function

Key Governance Roles

- Gatekeeper
- Communicator
- Advocate
- Analyst
Data Governance

- Business Rules/Interfaces
- Metadata
- Reporting
- Master Data Management

Demand Management/Change Control

Data Design Standards & Policies
Lessons Learned

- Align strong executive leadership to the project
- Look end to end
  - Centralized business rules engine up front
  - Centralized MDM repository for external consumers
- Establish Data Governance
  - Strong metadata and policies
  - Build data stewardship that encourages ownership of data
Discussion