

**Our On Your Side™
Journey**

Master Data Management – The Nationwide Experience

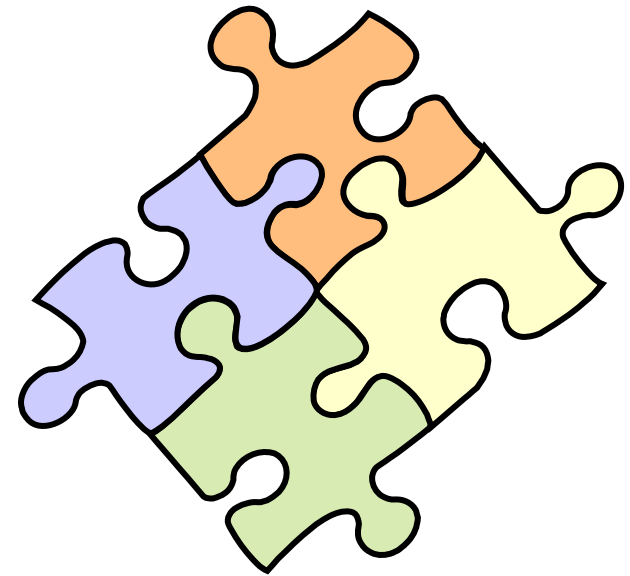
Lance Dacre – Director, Data Governance



Nationwide®
On Your Side™

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.

World Class

- Business Planning
- Capital Optimization
- Risk Management

Reliable
& Consistent

- Analysis & Interpretation
- Accounting & Reporting

Efficiently
Managed

- Finance Organization Management
- Stakeholder Management
- Policy Management

Pre-FOCUS State

- 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

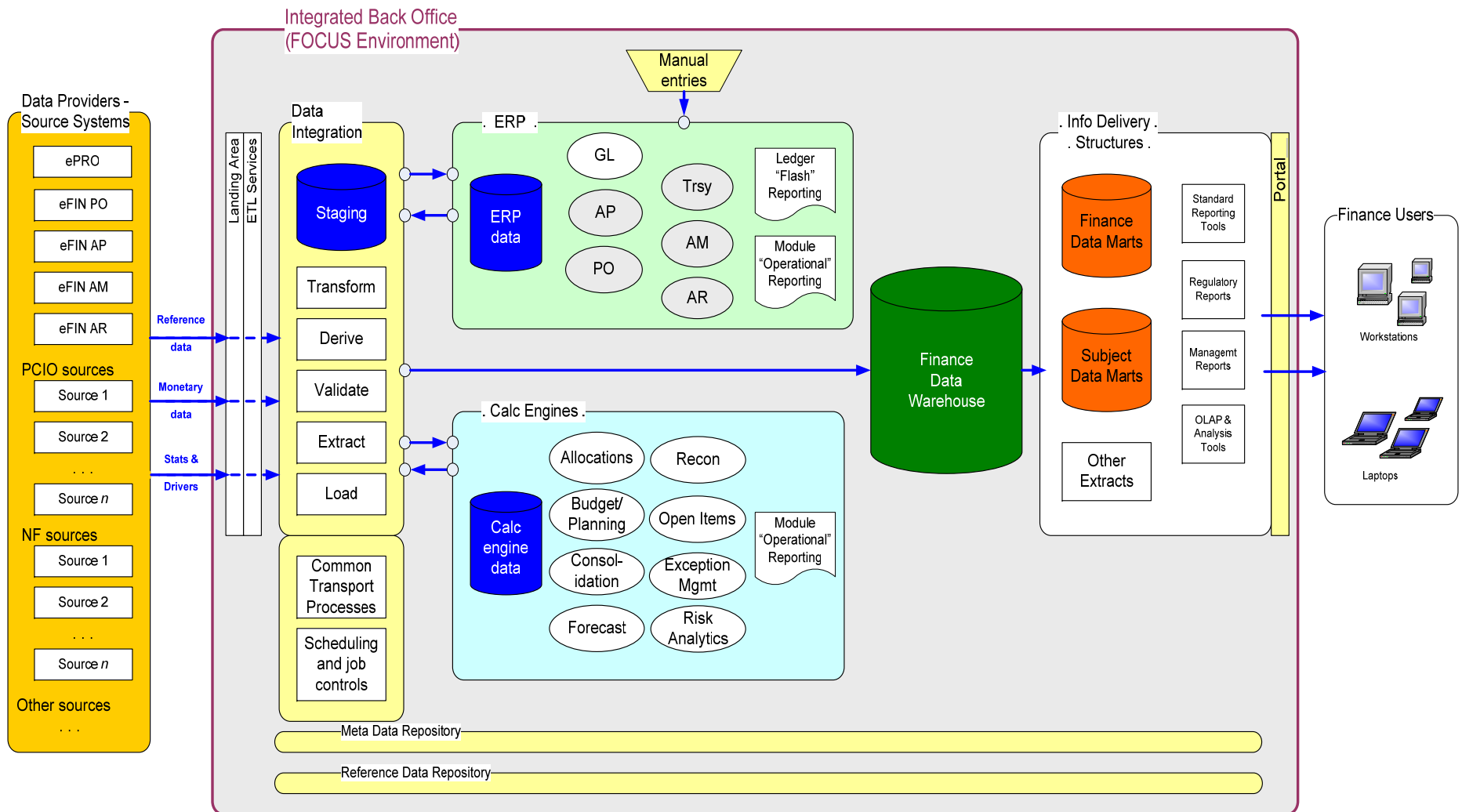
The Pillars of Finance FOCUS

- People
 - Finance Shared Service Center
- Processes
 - Data Governance
- Technology
 - Common Use Applications
- Information
 - Single Version of the Truth

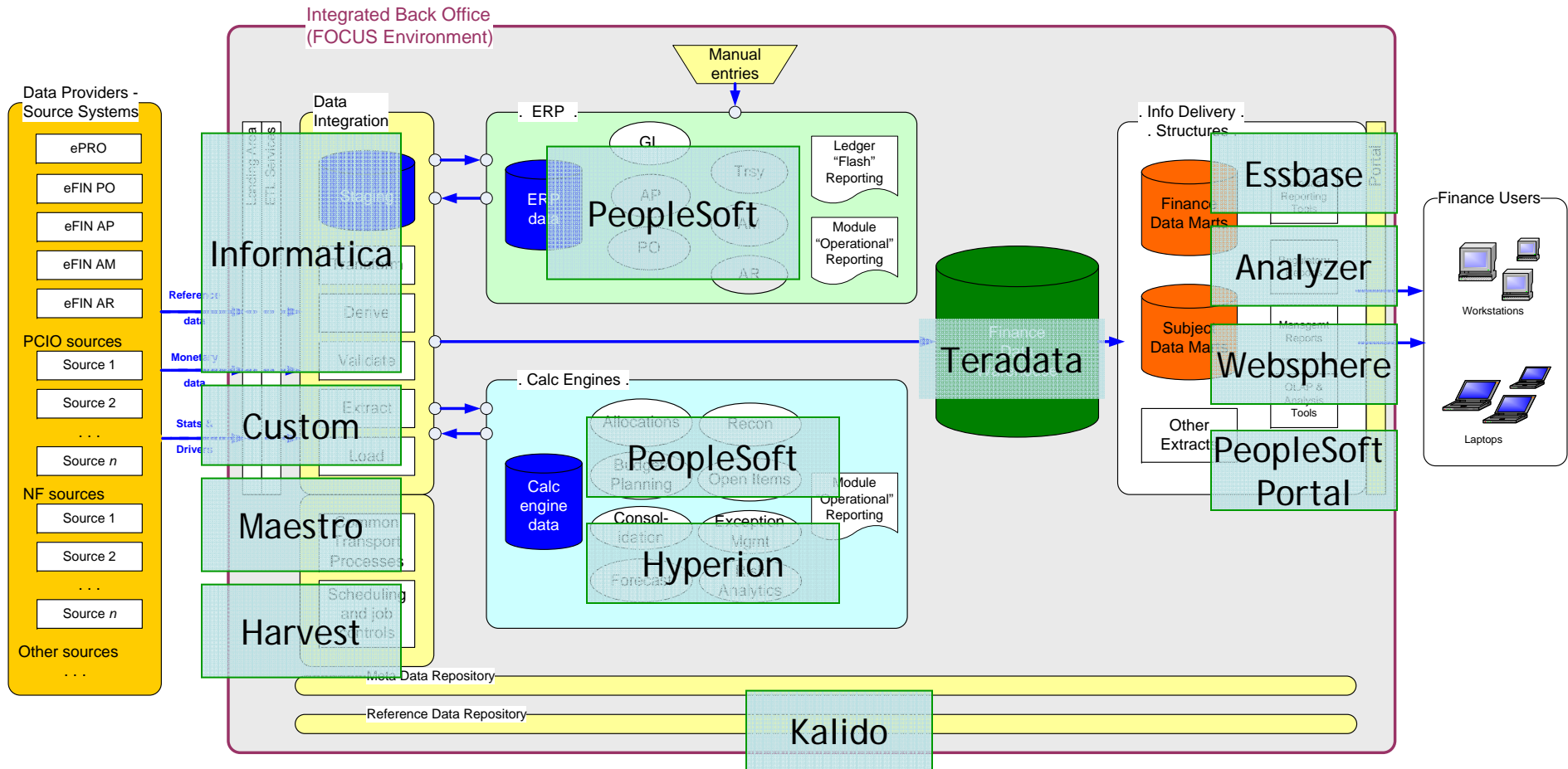


Conceptual View of the Finance Systems Architecture

Our On Your Side™
Journey

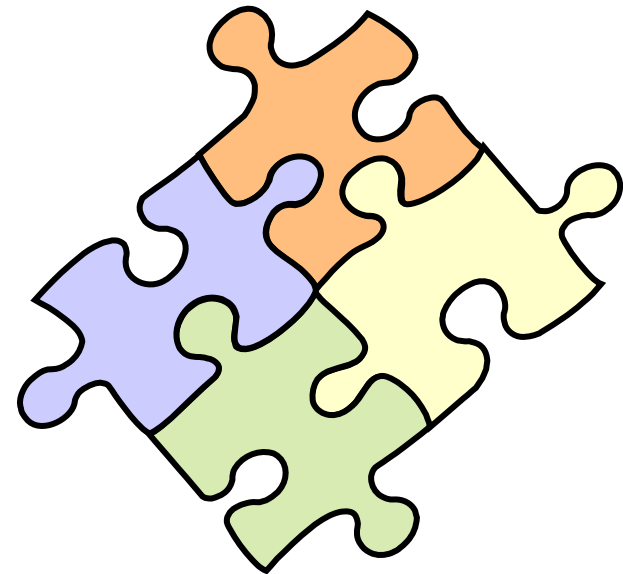


Financial System Tools



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

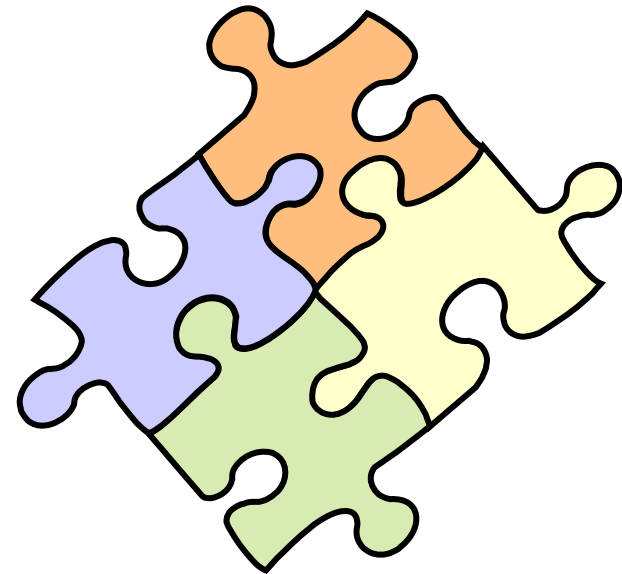


Master Data Content

How do we define Master Data?
What is our Scope?

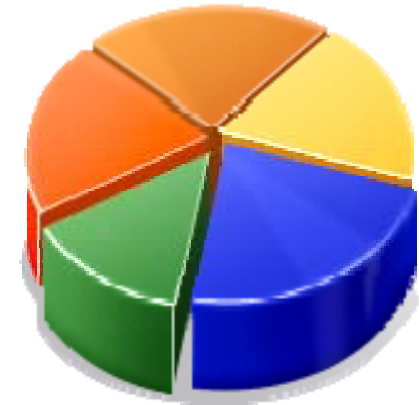
Key Components

- Dimensions
 - Financial and Non-Financial
- Hierarchies
 - *Standard Hierarchies*
 - *Alternate Hierarchies*
- Business Rules



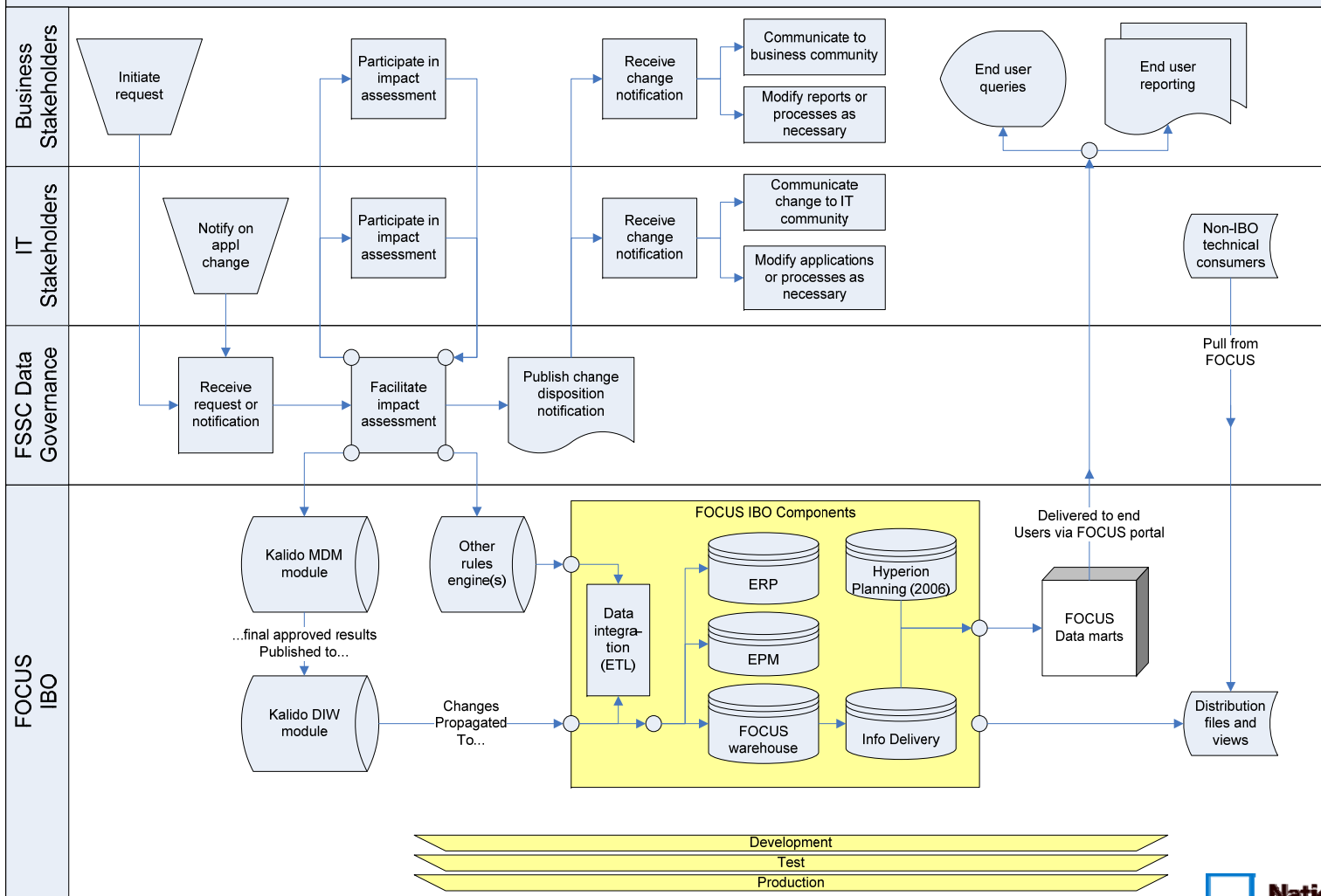
Master Data Statistics at Nationwide

- 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)

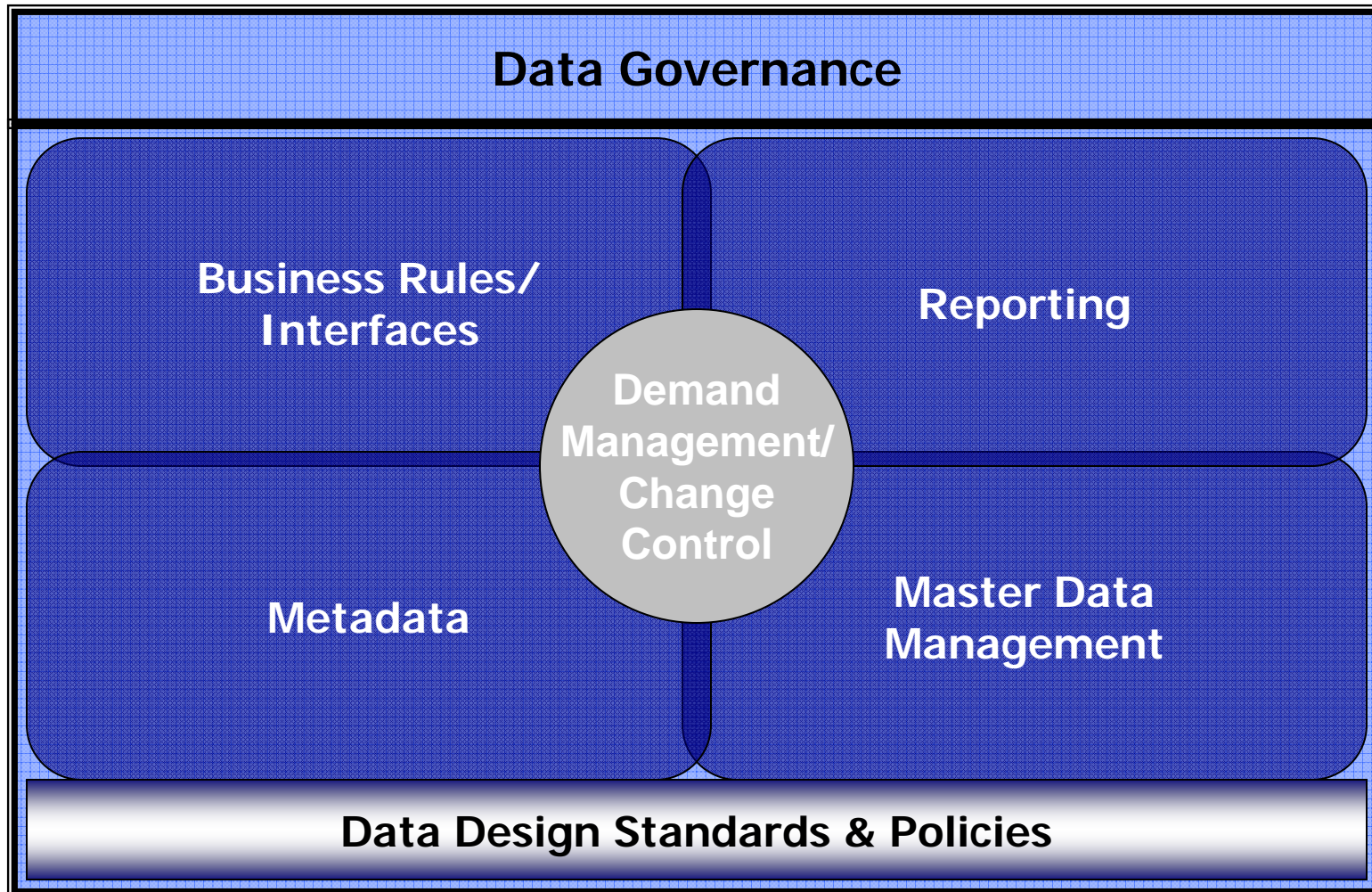


Data Governance

- 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 Controllershship function
- Key Governance Roles
 - Gatekeeper
 - Communicator
 - Advocate
 - Analyst



Data Governance



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

Our On Your Side™
Journey

Discussion