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# The Information Governance Initiative: A Report from the Trenches

GWDC ARMA MEETING  
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Hradcany Castle and Charles Bridge, Prague

# A definition of Big Data & its relation to records management

- “Big data is the manipulation of large volumes of tiny assets into insights” (John Mancini, AIIM President). Examples:
  - Patents
  - Institutional knowledge by employees
  - Sentiment analysis from web 2.0 postings
  - Consumer insights from online transactions
- Value of Records Management  $\approx$  Value of Individual Assets. Issues:
  - Retaining the right assets,
  - Disposing of assets accurately based on the retention schema, and
  - Convincing the adjudicating body that the process is under control
- Some assets might end up being, in the words of a certain credit card commercial we all know, “priceless”





The IGI is a cross-disciplinary think tank and consortium dedicated to advancing the adoption of Information Governance practices and technologies through research, publishing, advocacy, and peer-to-peer networking.

It provides industry thought leadership and benchmarking designed to foster consensus and conversation

It is a connector among the stakeholders of information governance

It is a promoter of industry best practices and standards



## Why is the IGI Needed?

We believe that IGI is needed because there is an acute lack of clarity in the marketplace regarding the contours and implications of IG.

Technical capabilities have advanced more quickly than awareness of those capabilities amongst practitioners and purchasers.

The IG workforce is nascent and management responsibility for IG is unclear or unassigned at most organizations.



## What is Our Mission?

The mission of the IGI is to sound the clarion call that current information management practices are unsustainable.

Unless corporations and government agencies take serious action, information overload and mismanagement will become a serious threat to the economy, delivery of government services, and to the justice system itself.

We need to work with stakeholders across the IG spectrum to architect a better path forward.



# Information Governance Initiative

## Information Governance Goes to Work: The Annual Report 2014



Results from the Annual Report  
2014

# Annual Report 2014: Three Goals

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1. To advance foundational ideas about information governance as a concept, market, and operational model, based on our research and analysis.
2. To report the perceptions of IG practitioners, providers, and analysts about the IG market and the work of IG itself.
3. To provide facts, metrics, and infographics that the IG community can use to advance the adoption of IG at their organizations.



# Research Foundation

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- Benchmarking interviews with working IG professionals.
- Self-directed surveys of buyer, seller, and analyst audiences.
- Briefings with providers.
- Research with IG gurus and pundits.

## About the Annual Report Survey

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- Survey reached an estimated audience of 50,000. Majority of respondents came from our own list of approximately 5000. About 500 total respondents.
- Respondents put themselves into one of three categories.
  - Users or buyers of IG products or services (45%)
  - Provider of IG products or services (32%)
  - Researcher or analyst (23%)

# Key Findings

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1. Information governance is defined.
2. Introducing a new role: the CIGO.
3. IG is not just records management and e-discovery.
4. IG is not just risk.
5. IG is not just policies.
6. The IG market is nascent, but growing... fast.
7. Organizations are buying.
8. Buyers and sellers are both bullish on IG.
9. Practitioners are taking action.
10. Buyers see a very broad product market.
11. IG services are mostly purchased from technology providers
12. We need to speed up IG projects.
13. Financial quantification is critical.
14. Practitioners are building operational models.
15. IGI 2020.

# IG: THE CONCEPT

## Information Governance is:

The activities and technologies that organizations employ to maximize the value of their information while minimizing associated risks and costs.

93% OF RESPONDENTS  
AGREED 

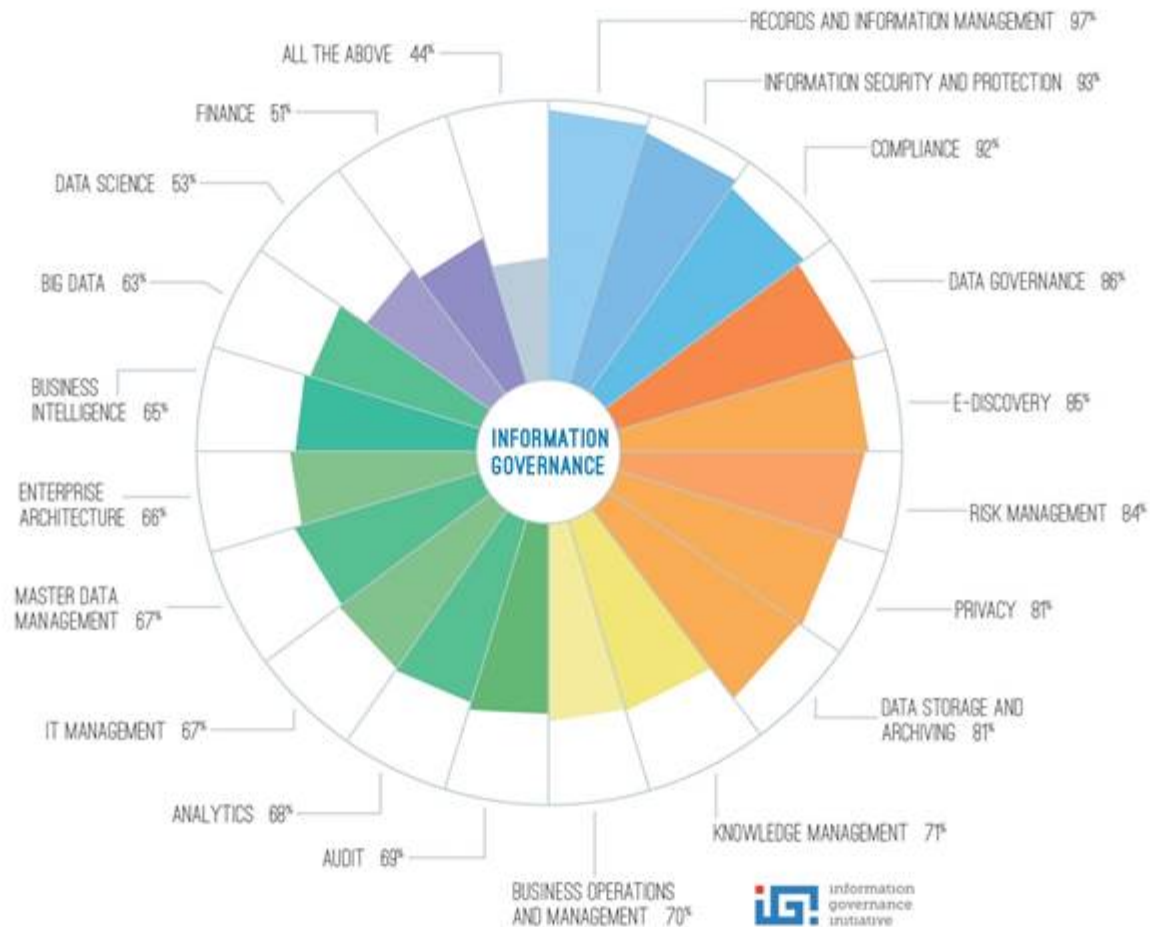
96% OF PRACTITIONERS AGREED

95% OF PROVIDERS AGREED

85% OF ANALYSTS AGREED



The facets of information governance.  
IG is a coordinating function for these activities.



Our community told us these activities are included in their concept of IG (listed as a percentage of respondents). A strong majority (80%) said this is a complete list.

# THE MARKET



information  
governance  
initiative

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Average number of IG projects that practitioners told us they are working on, and their average total cost, by organization size.

## PRACTITIONERS



ORGANIZATION SIZE	1-1,000	1,001-5,000	5,001-10,000	10K+
AVERAGE NUMBER OF ACTIVE IG PROJECTS	3	5	7	5
AVERAGE TOTAL COST (PRODUCTS, SERVICES, STAFF) OF AN IG PROJECT (\$USD)	\$239,000	\$650,000	\$2,417,000	\$2,040,000

Average number of IG projects that providers told us their customers are working on, and their average revenue per project.

## PROVIDERS



AVERAGE NUMBER OF ACTIVE IG PROJECTS AT  
CUSTOMER (WHETHER OR NOT PROVIDER IS INVOLVED)

3

AVERAGE REVENUE PER IG PROJECT FOR PROVIDER (\$USD)

\$410,000 USD

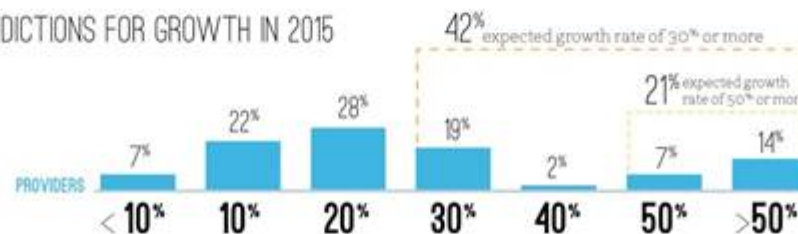
Both practitioners and providers expect growth in the IG market in 2015. Comparing practitioner and provider expectations for increased spend and revenue.



PREDICTIONS FOR GROWTH IN 2015

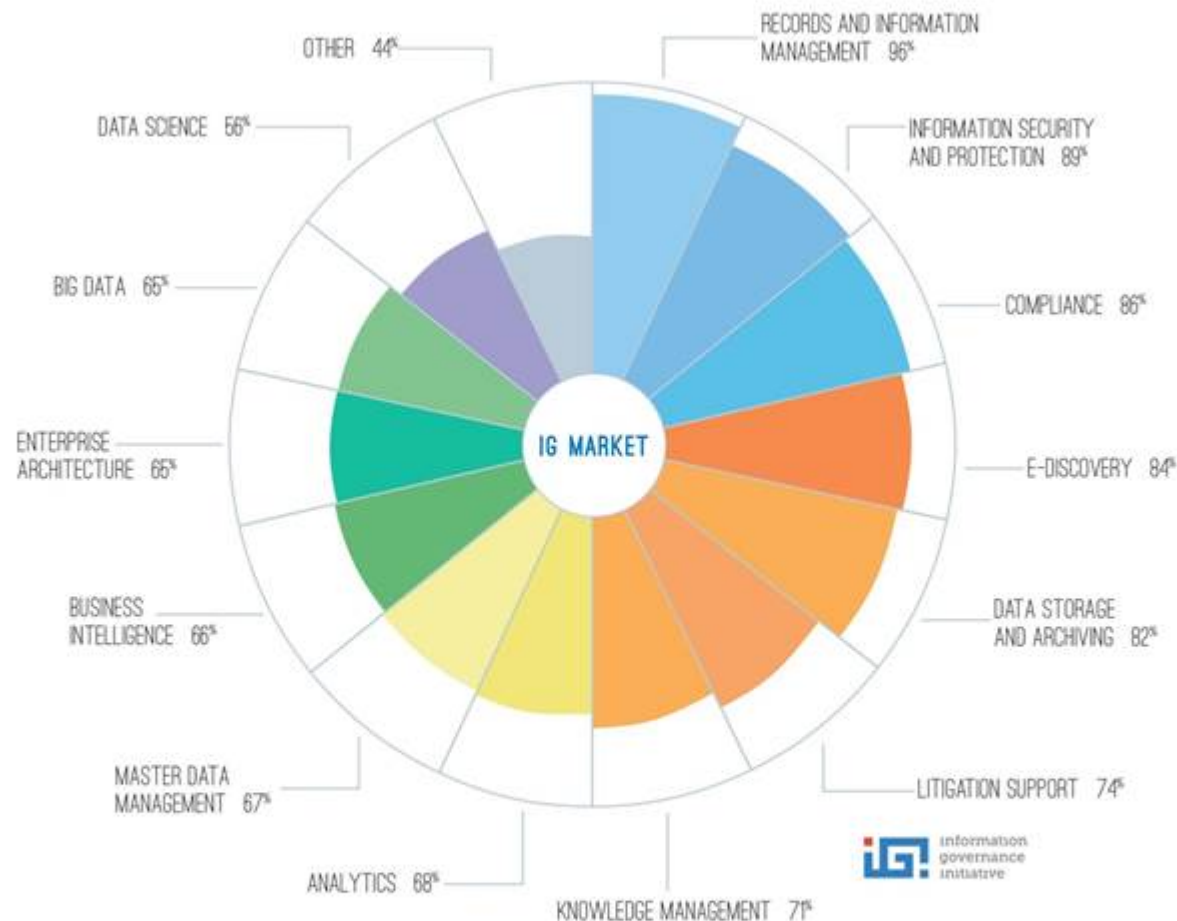


PREDICTIONS FOR GROWTH IN 2015



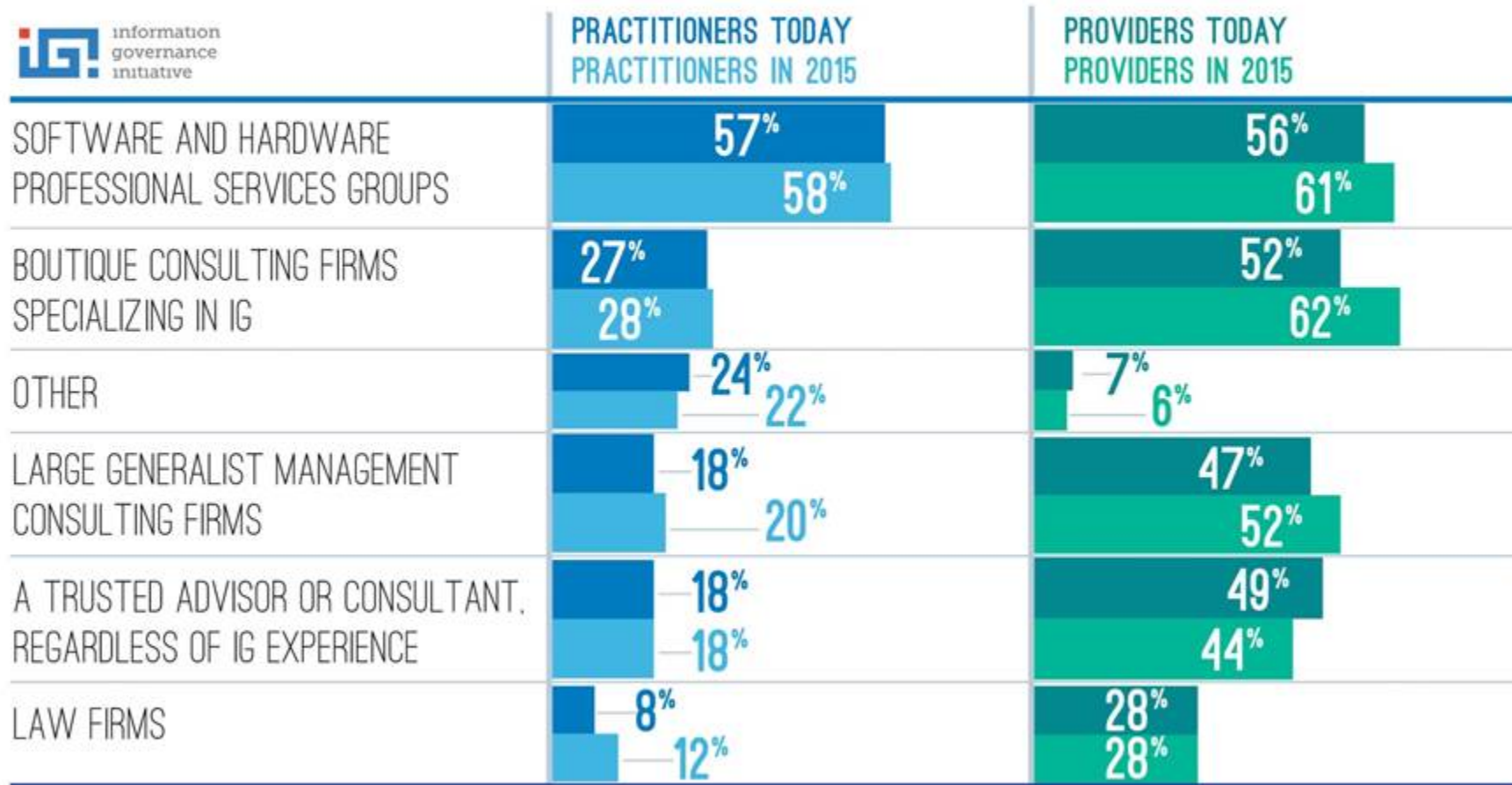


## What technologies are part of the information governance market?



IG practitioners have a broad view of the IG product market. We do not see all of these as "IG technologies" per se, but rather as points of IG coordination and control.

Where do organizations purchase IG services today, and where will they purchase them in 2015? Comparing practitioners' responses to providers' responses about their customers.



Data derived from the Information Governance Initiative 2014 Annual Report. More info at [www.iginitiative.com](http://www.iginitiative.com). © 2014 Information Governance Initiative. Licensed under the Creative Commons Attribution-NoDerivatives 4.0 International License. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to the Information Governance Initiative.

# IG: THE WORK



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## Leadership

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- Practitioners told us that just over a quarter (28%) of their organizations have delegated overall accountability for IG to a specific individual.
- Of those organizations, less than half have “information governance” in their title (38%). (This aligned with Provider’s experience, with 32% and 34% for the same questions).
- This is why need to challenge and change existing leadership structures around IG



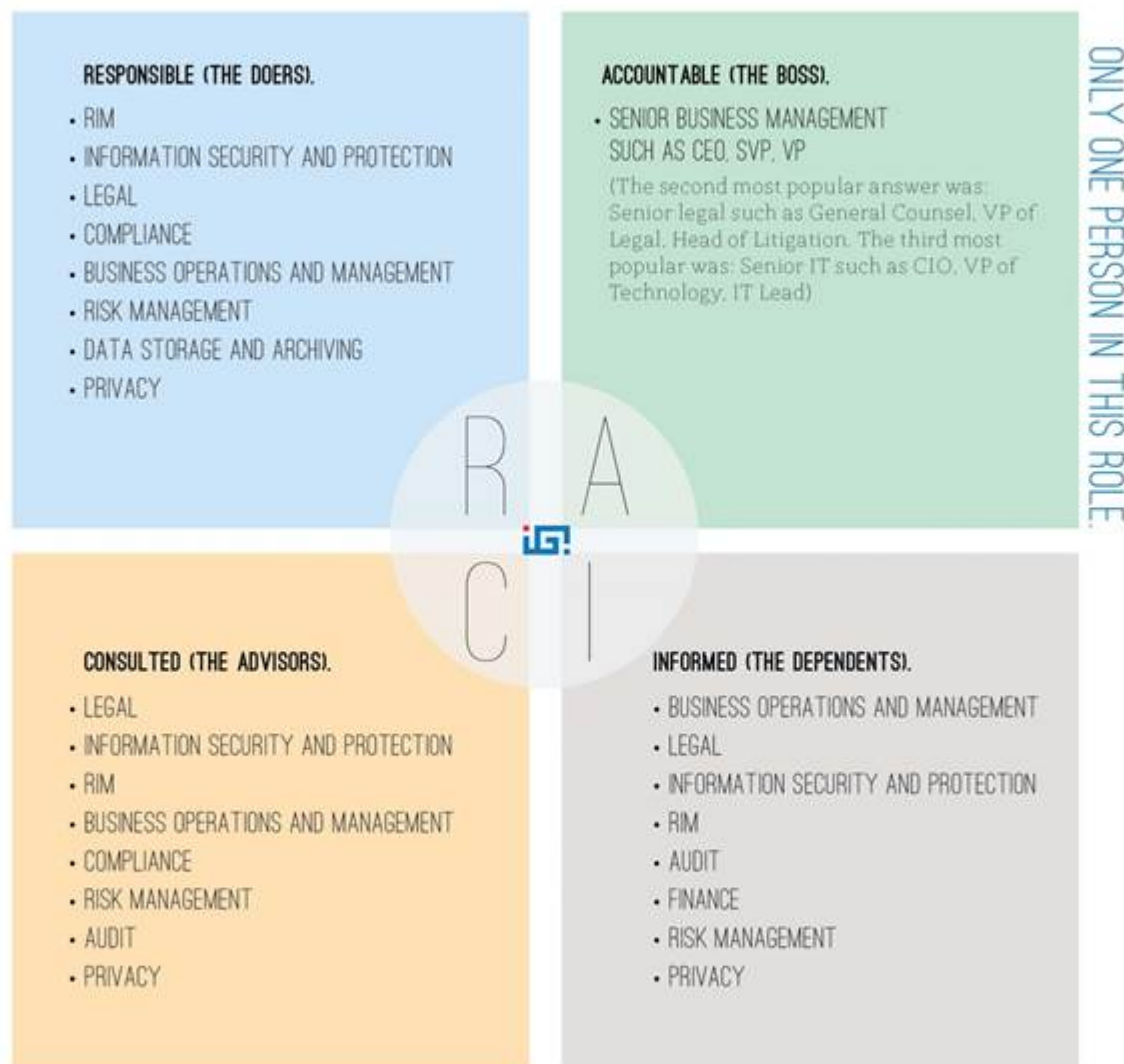
# Chief Information Governance Officer

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- The CIGO owns a coordinating function with specific delegated authority for most information activities at an organization.
- In some cases, this authority may be minimal and more like influence.
  - In a RACI Matrix, an IG office or function might only be Informed or Consulted when it comes to some information activities: enterprise architecture, for example.
  - Conversely, for other activities, the IG office would own the Approver or Responsible role (privacy, e-discovery, or even analytics, for example).
- We certainly do not believe that the CIGO should be (or can be) an all-powerful information overlord, but it is obvious that a clearinghouse for data value and risk issues is needed.
- IG is not simply an outgrowth, shift, or rebranding of any one of the individual facets listed in the graphic.
- It is a new discipline builds on the disciplines it coordinates, but one that also represents a major evolutionary shift in how organizations understand, use, and govern their information.
- It is not a rebranding or retitling of the Records Officer or other senior records management role.
  - Some of these professionals may of course have the requisite breadth of management, technology, and legal expertise and absolutely should apply for the job of CIGO.




What practitioners told us a RACI matrix for information governance should look like. Answers listed in order of popularity.



If you had the authority and budget, which IG project would you tackle first? Comparing provider and practitioner perceptions.

 information governance initiative	PRACTITIONER'S RANKINGS	PROVIDER'S PREDICTION OF PRACTITIONER'S RANKINGS
DEFINE AND IMPLEMENT A CORPORATE GOVERNANCE FRAMEWORK FOR IG	1	2
UPDATE POLICIES AND PROCEDURES	2	1
DEFENSIBLE DELETION	3	3
EXECUTE A COMPREHENSIVE LEGACY DATA CLEAN-UP PROJECT	4	6
IMPLEMENT LEGAL HOLD TRACKING	5	4
DATA LOSS PREVENTION	6	5
EXECUTE A BIG DATA ANALYTICS PROJECT	7	7

In the next 12 months, what IG projects are organizations currently doing or planning to do? Comparing practitioners' responses to those of providers about their customers.

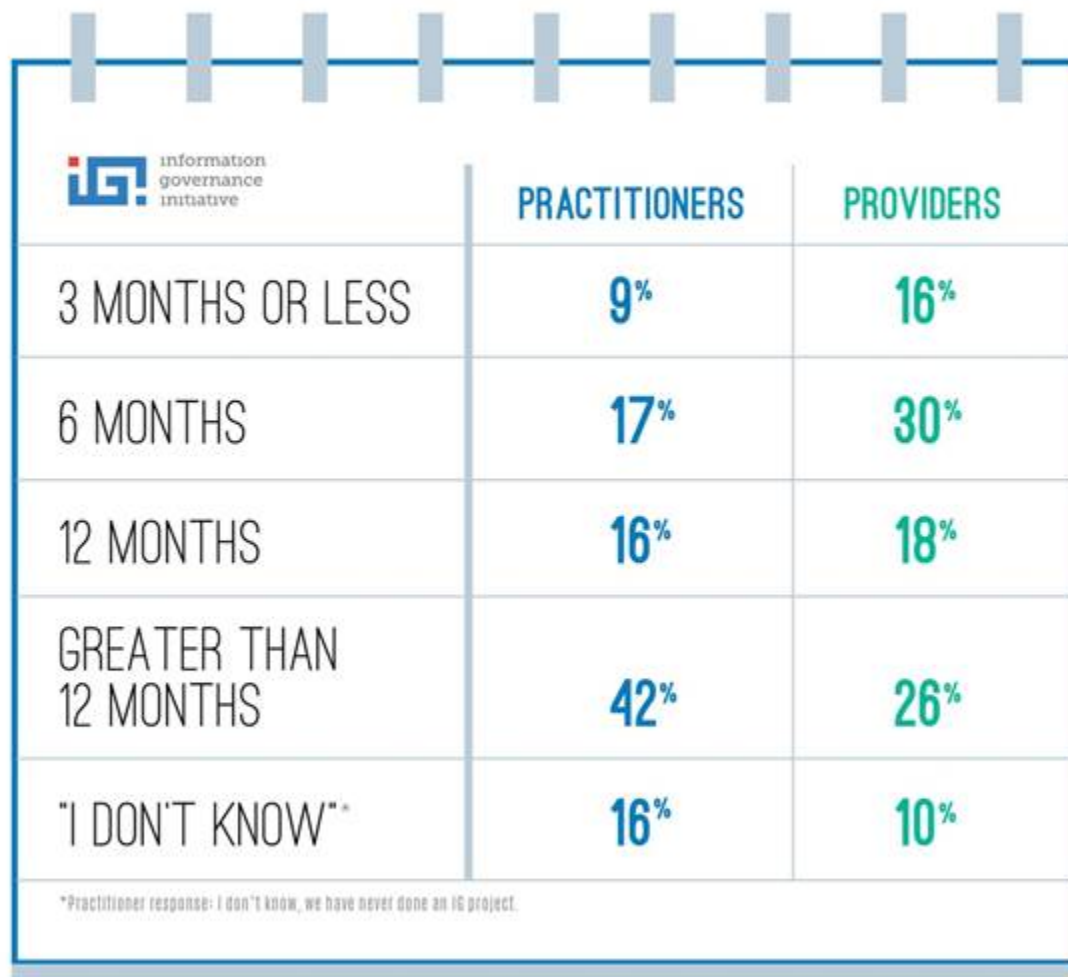
 information governance initiative	PRACTITIONERS	PROVIDERS
UPDATING POLICIES AND PROCEDURES	73% <small>1*</small>	81% <small>1*</small>
DATA CONSOLIDATION AND CLEANUP	58% <small>2</small>	69% <small>2</small>
MIGRATION OF UNSTRUCTURED INFORMATION FROM ONE SYSTEM TO ANOTHER	51% <small>3</small>	64% <small>3</small>
IMPLEMENTATION OF A NEW CORPORATE GOVERNANCE FRAMEWORK FOR INFORMATION	45% <small>4</small>	54% <small>6</small>
SCANNING PAPER DOCUMENTS	43% <small>5</small>	47% <small>8</small>
DEFENSIBLE DELETION	42% <small>6</small>	61% <small>4</small>
DECOMMISSIONING AN ARCHIVE OR SYSTEM	38% <small>7</small>	55% <small>5</small>
IMPLEMENTING LEGAL HOLD TRACKING	26% <small>8</small>	48% <small>7</small>
BIG DATA ANALYTICS	14% <small>9</small>	21% <small>10</small>
CREATING A NEW SENIOR ROLE FOR IG AND FILLING THAT ROLE	10% <small>10</small>	32% <small>9</small>


\*Numbering (1-10) corresponds to projects receiving the highest to lowest number of responses.

## How IG practitioners are addressing legacy content.



How long does it take a typical IG project to get started?  
Comparing practitioners' responses to providers' reporting  
of start up time for their customers.



 information governance initiative	PRACTITIONERS	PROVIDERS
3 MONTHS OR LESS	9%	16%
6 MONTHS	17%	30%
12 MONTHS	16%	18%
GREATER THAN 12 MONTHS	42%	26%
"I DON'T KNOW"	16%	10%
*Practitioner response: I don't know, we have never done an IG project.		



Making the business case for information governance is key. Practitioners rely on quantifying the benefits of IG. Providers think it is important to their prospects and customers.

#### QUANTIFYING THE FINANCIAL BENEFITS OF IG IS IMPORTANT.



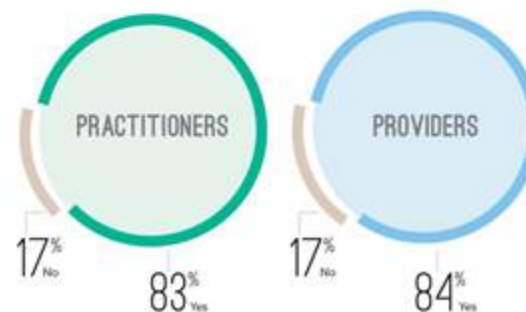
#### KEY FINANCIAL MODELS USED.



#### HOW ARE OR WILL MODELS BE DEVELOPED?

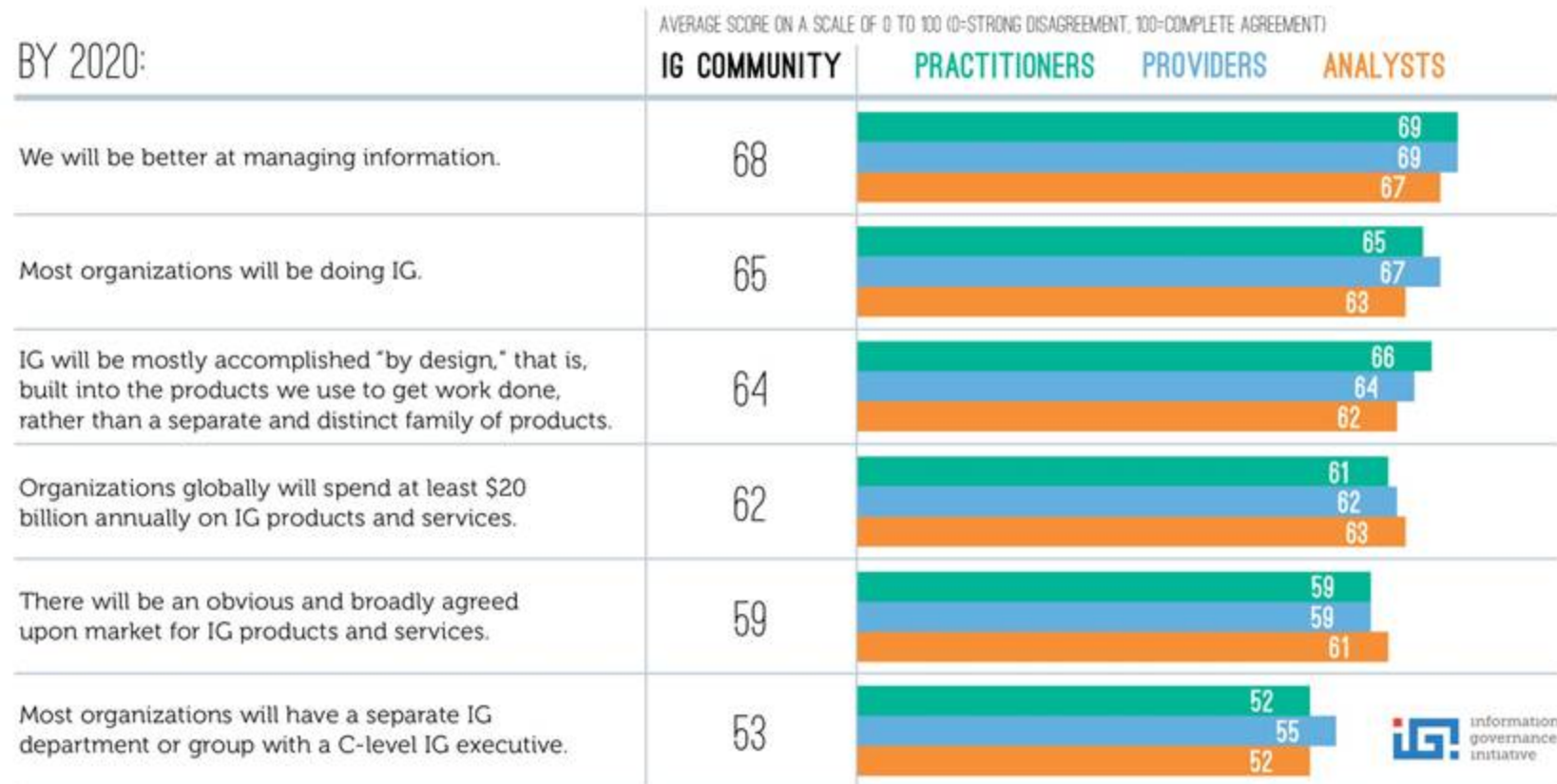


#### ARE 'SOFT' COSTS INCLUDED IN THE MODEL?



# LOOKING AHEAD: IG 2020

## IG community predictions for the state of information governance in 2020.



## Take Action

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- Download the Report and put it to use today: [iginitiative.com/community](http://iginitiative.com/community)
- Download the Creative Commons licensed infographics and use them in your presentations: [iginitiative.com/community](http://iginitiative.com/community)
- Build a RACI Matrix for your IG program
- Benchmark your organization and its progress and projects
- Get involved in the IGI Community - ask questions, connect with peers



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## Black Swan IG





What is the hottest topic in applying predictive coding to the information governance space?

ANSWER: Autocategorization

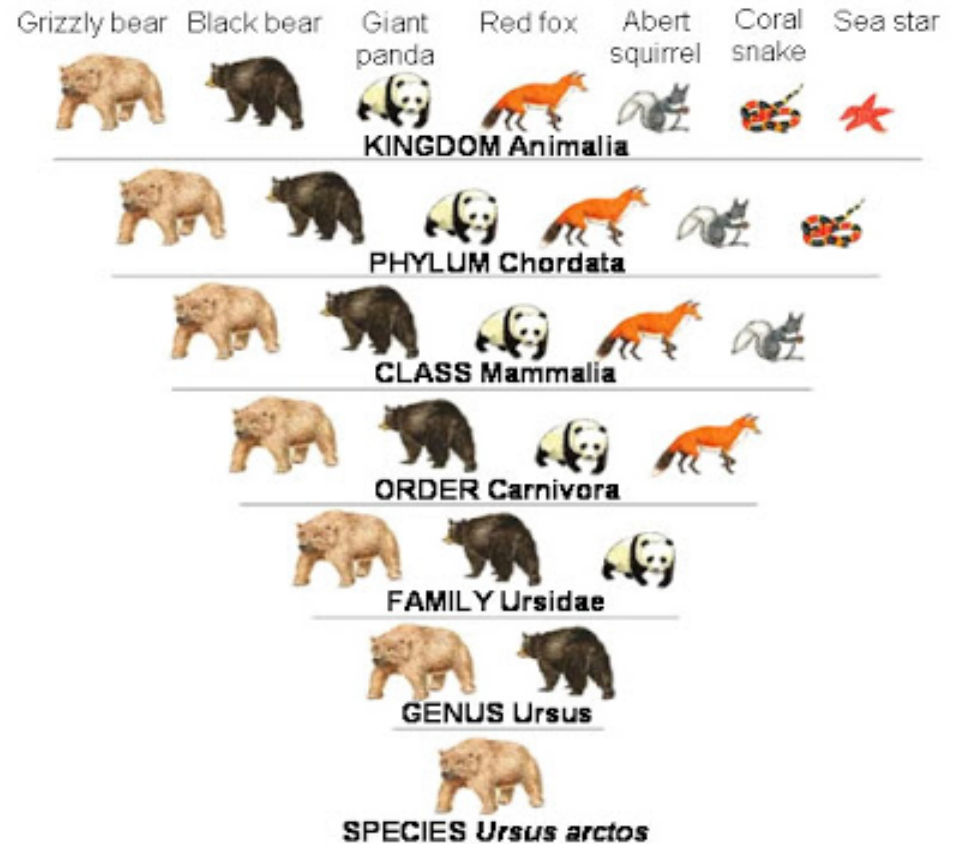
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## Homage to Carl Linnaeus (1707-1778)



# Linnaean classification of the animal kingdom

- **Kingdom:** Animalia
- **Phylum:** Chordata
- **Subphylum:** Vertebrata
- **Superclass:** Tetrapoda
- **Class:** Mammalia
- **Subclass:** Theria
- **Infraclass:** Eutheria
- **Cohort:** Unguiculata
- **Order:** Primata
- **Suborder:** Anthropoidea
- **Superfamily:** Hominoidea
- **Family:** Hominidae
- **Subfamily:** Homininae
- **Genus:** *Homo*
- **Subgenus:** *Homo (Homo)*
- **Specific epithet:** *sapiens*



## Which category?



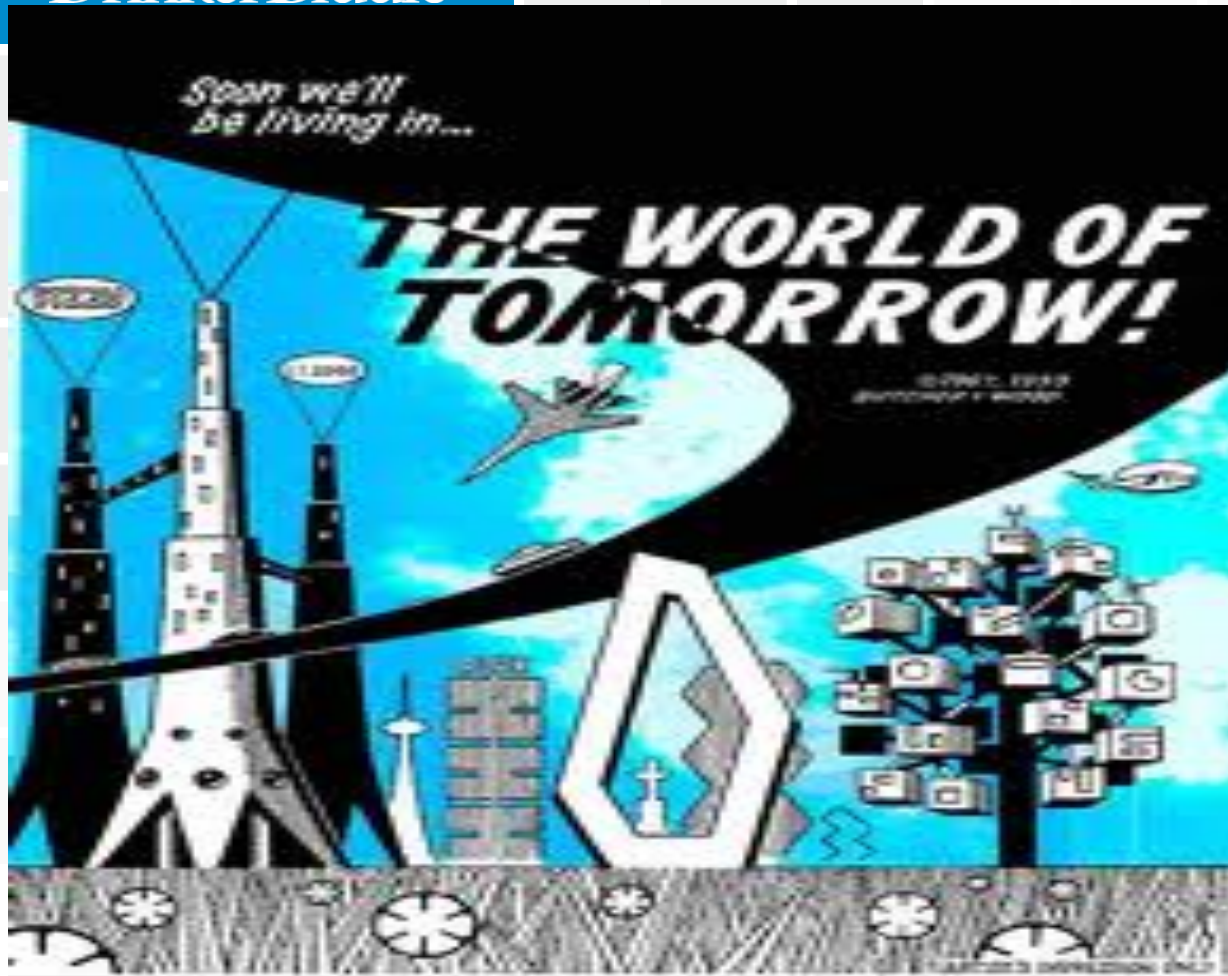
## **We should be leveraging the power of predictive analytics to improve information governance . . .**

- RM: defensible disposal of low value information
- Regulatory compliance
- Risk mitigation – segregating sensitive materials...  
(PII, proprietary, etc.)
- Business intelligence
- E-discovery
- Collaboration across enterprise
- Providing access to dark data & archives



# The information governance world of tomorrow....

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How to become a member.....

[www.iginitiative.com](http://www.iginitiative.com)



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