



Information Governance Initiative Annual Report 2015-2016



ABOUT THE IGI

The Information Governance Initiative (IGI) is a cross-disciplinary consortium and think tank dedicated to advancing the adoption of information governance practices and technologies through research, publishing, advocacy, and peer-to-peer networking. The IGI was founded by recognized leaders in the field of information governance and is supported by leading providers of information governance products and services.

IGI SUPPORTERS





IGI ANNUAL REPORT QUICK READ

1. THE IG MARKET EMERGES. More IG professionals think there is a defined IG market and that a category of “IG software” is emerging. IG professionals are doing work they consider IG; buying and selling products and services they call IG; appointing IG leaders; and identifying and executing on their organizational IG priorities.

2. THE CIGO TAKES CHARGE. The majority agrees that the Chief Information Governance Officer (CIGO) role is essential to IG success. Our advocacy for this role is starting to bear fruit, as the need for strong, senior, accountable IG leadership is increasingly acknowledged and acted upon. Of course, most organizations do not have a CIGO (yet), but the number of organizations designating senior IG leaders is significant and up from 2014.

3. TAKING ACTION AND SPENDING MONEY. Most organizations taking action on IG have multiple IG projects in flight, and they are spending significant money to get them done. For example, large organizations have, on average, seven projects that each cost over \$750,000, and small organizations have four projects that cost \$186,000 apiece.

4. IG SPENDING AND REVENUE ARE GROWING. Organizations doing IG predict that their IG spend will grow in 2016, and grow a lot, with nearly half expecting spending increases of 30% or more. Almost all IG providers project IG revenue growth, with the majority projecting 20% growth or more, and over a third projecting growth of 30% or more.

5. KEY IG CONCEPTS ARE SOLIDIFYING. Our most popular and widely-used infographic from last year's Annual Report was the "pinwheel" or "flower" that showed the information disciplines that together comprise IG. This picture remained remarkably unchanged this year, with only minor shifts in how IG professionals ranked each area. This suggests that a fixed picture of IG is at last emerging and bodes well for the ongoing professionalization of IG.

6. A SECURITY FOCUS FOR IG. Across the board in our analysis, we see strong evidence that security-focused activities are becoming a greater priority for IG professionals. This not only reflects an expected response to recent high-profile security breaches, but also a movement to integrate security into the larger IG whole.

7. STRONG ALIGNMENT BETWEEN PRACTITIONERS AND PROVIDERS. Providers of IG products and services seem to have a clear picture of what IG practitioners want, what they are working on, and what they need. Remarkably, we see almost perfect alignment between the two groups in identifying the IG projects practitioners would do if they could, as well as the IG projects they are actually doing. This alignment is a sign of a healthy market that is starting to use a common language to describe both problems and solutions.

8. "QUICK WINS" ARE NOT SO QUICK. Most practitioners report a staggering delay between the time they decide to undertake an IG project and the time it actually begins. Most report that it takes a year or more just to get started. This is too long and reflects the relative immaturity of IG decision-making, budgeting, and leadership. The good news is that each of these areas is improving, and we expect to see project start (and completion) times shorten in 2016.

9. ECONOMIC QUANTIFICATION IS IMPORTANT—TO A POINT. About two-thirds of IG practitioners told us that quantifying the economic impact of IG (using models like ROI and TCO) is important. However, only about one-third said they actually use such models to

build support for their programs internally. At the same time, providers told us that, in nearly all instances, they are required to provide such calculations as part of the sales process. This suggests that many IG projects suffer from the same mix of politics, institutional inertia, and other human factors that bedevil all enterprise-focused projects.

10. THE BIGGEST IG BARRIER IS EDUCATION, NOT MONEY. The top barrier to IG progress is not a lack of money, but rather a set of factors including a lack of institutional education, communication, and leadership. The good news is that each of the top barriers identified by our community can be addressed without huge hard costs, enabling IG practitioners to make significant progress even without significant budgets.

11. VALUE CREATION GAINS TRACTION. While IG clearly has its roots in risk-focused disciplines and activities, value-focused activities take a higher profile this year than last. We see this as further evidence that as IG matures and foundational problems are solved, paths to value creation open up. At the same time, the most common drivers for IG are event-driven (e.g., litigation, system migrations), suggesting that IG practitioners must continue to be intelligently opportunistic.

12. MOST IG PROGRAMS ARE NASCENT BUT PROGRESSING. Most organizations surveyed are taking some kind of action on IG, even if it is limited to addressing event-driven problems (in fact, most providers see their customers as mostly reactive in their IG projects). Most practitioners rate their IG programs as "nascent" or "intermediate" on a maturity scale, but tend to be more or less mature in each of the five specific variables that we measured.



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INTRODUCING THE IGI ANNUAL REPORT:

A Message from the IGI Executive Team

INFORMATION GOVERNANCE: WE ARE FINALLY ASKING THE RIGHT QUESTION

To anybody paying attention, last year closed with a singular event that changed our collective thinking on cybersecurity and its role in IG. An event where, for the first time, the question being asked quickly changed from, “Why wasn’t this information secure?” to, “Why did this information exist in the first place?” We are writing, of course, about the Sony hack. We call attention to it here not to embarrass a great company or because the hack was exceptional. We call attention to it here because, finally, the right question is being asked.

Why do we keep information? Why do we throw it away? How do we decide between the two? Humans have presumably asked this question since “information” was a stone tablet that some poor soul had to lug around the desert. The answer was easy when we could feel the weight of information in our hands and stub our toes on it when it piled up around us. We claim to be diligent, but the truth is that most of us once answered the question simply: We kept it all until we didn’t have room to keep it anymore.

However, this simple and imperfect human response is now as anachronistic as using counting pebbles for quantum physics. But, it’s not only outdated—it’s dangerous. Our inattention to information is a creeping disaster in an age where we can no longer feel the weight of information, but we completely rely on it for our success and even our survival. Silicon Valley is an enabler, with business models that allow—and even depend upon—our atavistic fear of throwing things away by making information storage (and its costs) all but invisible.

But, our Annual Report tells a different story. It exposes another world—a world where a new wave of dedicated professionals are doing brilliant, exciting work based on a deeper and more profound understanding of information, i.e., that information is *both* good and bad. They understand that some information is ore that we should spend tremendous amounts of time and money refining and exploiting. They also understand that some information (some would say most) is just an industrial byproduct that represents potential cost, risk, and pain, so we must remediate it. Telling the difference between the two is complicated and shifts based on context and time.

This year’s Annual Report builds off the success of our 2014-2015 Report—a definitional document that brought IG into focus and has shaped countless IG programs around the globe. Last year we wanted to get the definitions right and make sure that we were all speaking the same IG language. This year our focus has shifted to two areas: IG leadership and execution and the emerging IG market. This focus reflects our belief that it is time to move past the question of “what” and focus on “the how.”

We are excited about IG and the way it is changing how we think about, use, exploit, and manage information—surely the most important asset that our organizations have today. Effective governance of information will increasingly separate the winners from the losers in our information-centric world, and we are honored to have the opportunity to play even a small role in shaping that future.

On behalf of our Advisory Board, our Corporate Council, the IGI Community, and our Supporters, we invite you to join us on the journey.

Barclay T. Blair
Bennett B. Borden
Jason R. Baron
Jay Brudz

Founder and Executive Director
Founder and Chair
Co-Chair
General Counsel

WHAT IS THIS REPORT?



Our Goals

This Report has three goals:

- **Definitional:** To advance foundational ideas about information governance (IG).
- **Practical:** To report what IG professionals are actually doing.
- **Statistical:** To provide facts that IG professionals can use to advance the adoption of IG.

A Note on Terms

Throughout this Report, we use the terms practitioners, providers, and analysts. Here is what we mean:

- **Practitioner:** A person doing IG in their organization.
- **Provider:** A person who sells IG products and services to an external customer or client.
- **Analyst:** A person who researches and reports on the IG market, including analysts and academics.

Annual Report Approach

We gathered quantitative and qualitative data designed to enable us to form and communicate an impression of the state of IG. We focused our research on the three elements that, taken together, make up IG:

- **The Concept:** What is IG? Impressions regarding the central ideas and organizing principles of IG, including its definition and dimensions. To date, most public discussion of IG has happened at this level, which is to be expected given the relative immaturity of IG as a distinguishable pursuit or discipline.
- **The Work:** What do I do? The dimensions of IG as an activity that is undertaken by organizations. IG as an operational model. What are people doing, and how are they doing it? What are their plans?
- **The Market:** What do I buy? The conceptualization of IG as a market for products and services. We did not attempt a market sizing, as we believe that this is a domain well covered by analyst firms, but we were curious about whether IG is perceived as a market, and if so, the dimensions of that market.

Information Sources

To prepare this Report, we used the methods of data collection outlined below.

Self-Directed Surveys

Our survey reached an estimated audience of 100,000 through our network and those of our Partners and Supporters.

The majority of respondents came from our own list of approximately 7,000. Our survey population had representation from practitioners, providers, and analysts (as defined above), with the largest group of respondents coming from the practitioner community:

- **Practitioners**—Over two-thirds, up by almost 50% from last year.
- **Providers**—About a quarter.
- **Analysts**—Less than 10%.

Of the IG providers surveyed, 41% provide just IG services, 45% provide both IG products and services, and 14% provide just IG products. The prevalence of services on the provider side reflects the reality that IG cannot be achieved through products alone. Our conversations with providers support this conclusion, as even providers that do not want to be in the services business told us that they are being pulled into it. It also supports our belief that IG is not merely a thing one can buy, but rather a process and a function.

The survey population also covered a wide range of verticals, including: Finance/Banking/Insurance, Government/Military, Pharmaceutical/Chemical, Healthcare/Medical, and Utilities. Respondents were largely from common law countries, with the U.S. leading the way followed by Canada and the U.K. Respondents were also roughly evenly split among small, medium, and large organizations.

Briefings with Our Supporters

One of the highlights of our work is our advisory days with our Supporters. Through our discussions of strategy, customer experiences, and product development, we gain a unique perspective on what providers in the IG market are experiencing.

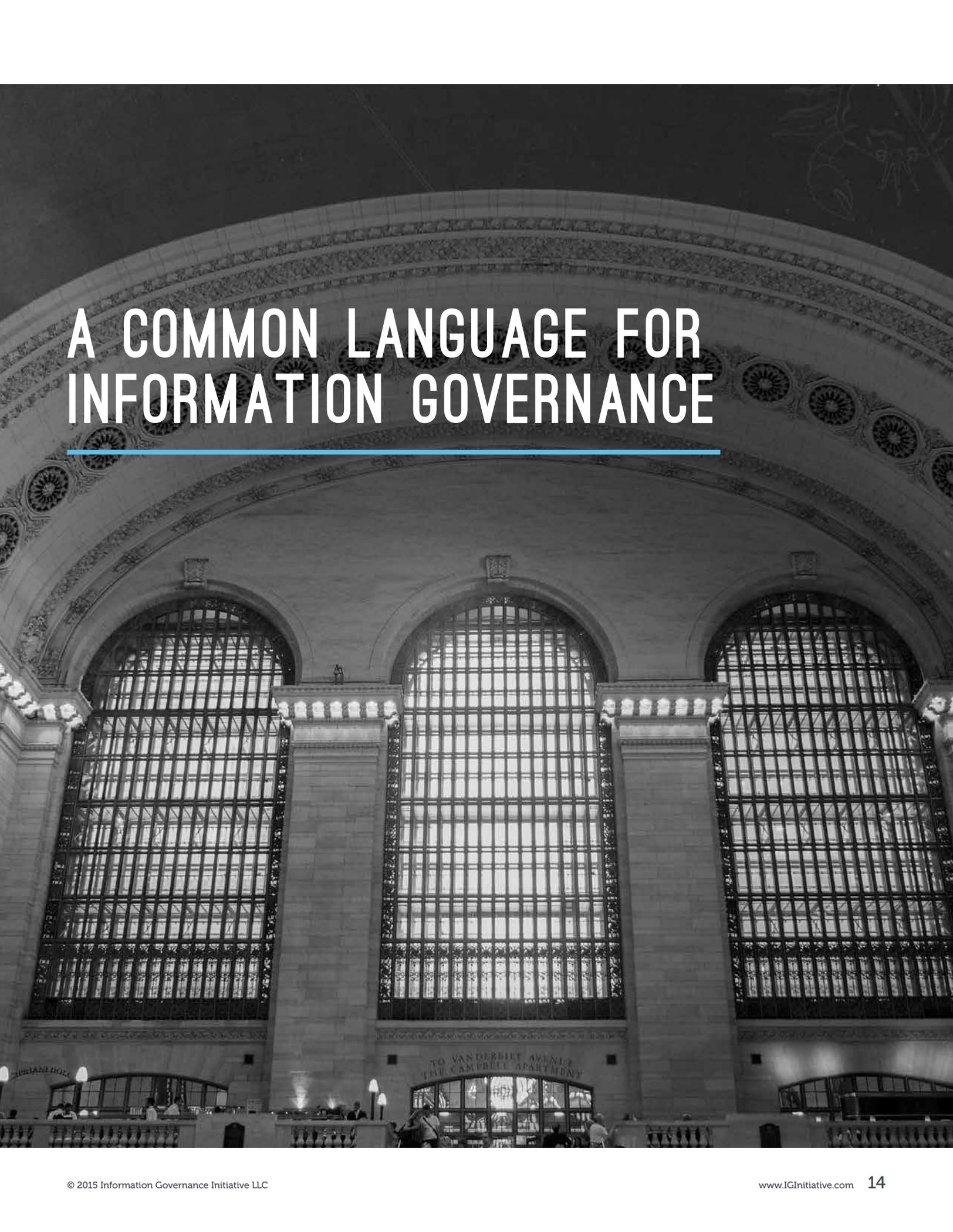
IG Practitioner Benchmarking

As we reported separately in our publication, *Stories in Information Governance: The IGI 2015 Benchmarking Report*, since last year's Report, we sat down for extensive interviews with twenty-eight IG practitioners at twenty-six different organizations to talk about their IG programs. In addition, we have published multiple case studies and profiles of IG practitioners and the work they are doing. What is reported here has been informed by this extensive research.

SECTION I

Information Governance: The Concept





A COMMON LANGUAGE FOR INFORMATION GOVERNANCE

Snapshot

- Our community's definition of IG has been widely adopted by IG programs worldwide.
- Our most popular infographic from 2014 has been updated, reflecting a consensus on the critical coordinating function of IG.
- A focus on the value side of IG continues to grow.

Analysis

In last year's Annual Report, we focused a lot of attention on the concept of IG because, at that time, the most common question we were asked was, "What is IG?" Since then, the conversation in our large and growing community of IG professionals has changed from "What is it?" to "How do we do it?" You will see this shifting priority reflected in this year's Report.

However, not everyone is using a common language around IG—a fact that continues to hamper its adoption and maturation. Frankly, it is frustrating to see trade editorials focused on unpacking the mysteries of IG and offering their own definition when the leading community of IG professionals in the world overwhelmingly adopted the definition we advanced in 2014.

Nonetheless, we encourage those who have not read the IGI 2014 Annual Report to look at where our journey began just a year ago and download our Creative Commons-licensed definitional slides. In the spirit of creating a common ground from which to begin our discussion in this Report and, particularly for those new to IG or to the work of the IGI, we will revisit some of those topics briefly.

Defining IG

Last year, we offered a definition of IG, and it received overwhelming support from the IG community.

93%

OF RESPONDENTS
AGREED WITH
THE FOLLOWING
DEFINITION:

INFORMATION GOVERNANCE IS

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

This definition is broad and is meant to be a starting point for discussion. The extent of agreement and the subsequent adoption of this definition by countless practitioners building their IG programs show that there is a growing consensus on the definitional pieces of IG.

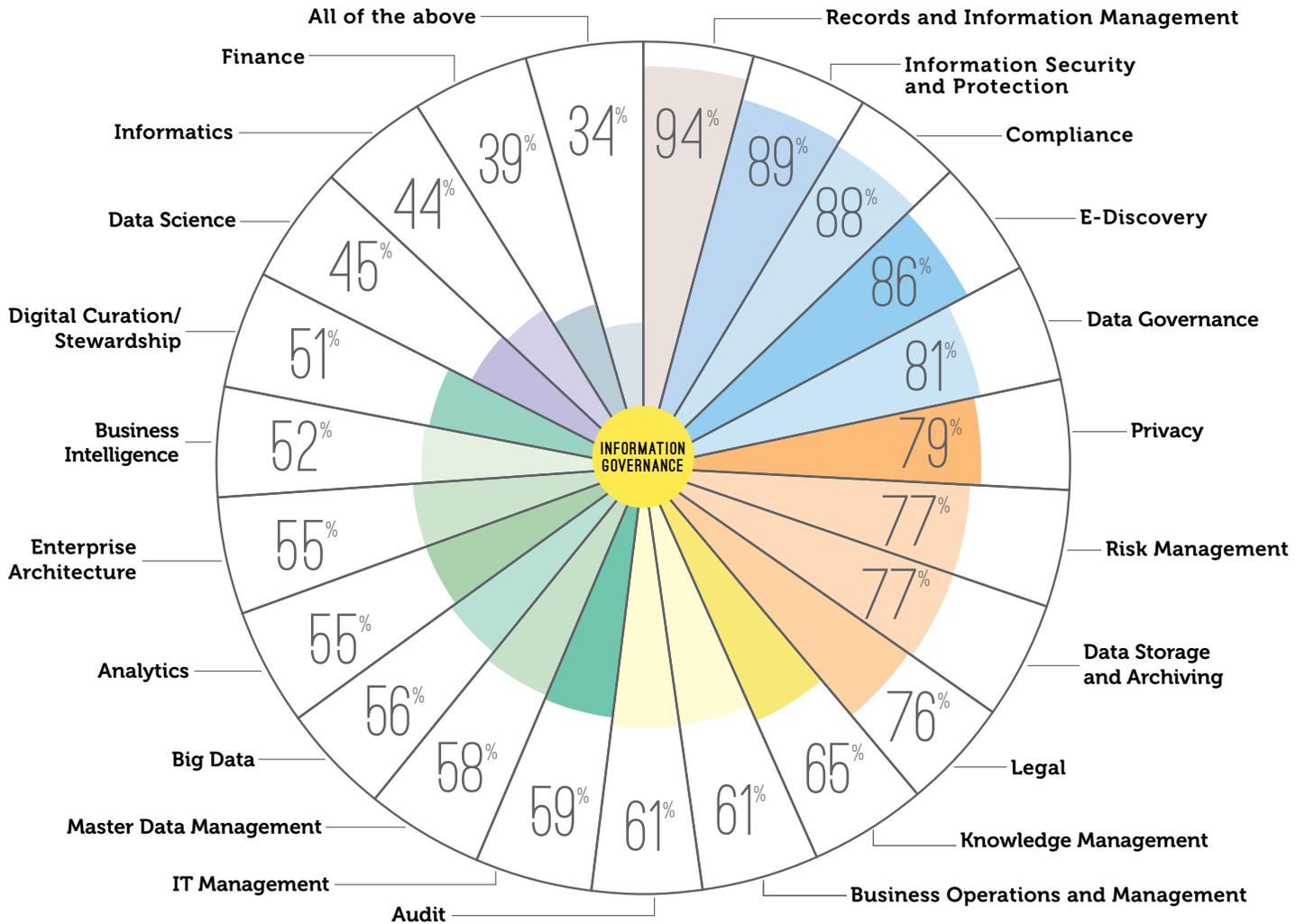
Going Deeper into the IG Concept

Last year, we also asked the IG community several additional questions to probe the contours of the IG concept. Here is what we found:

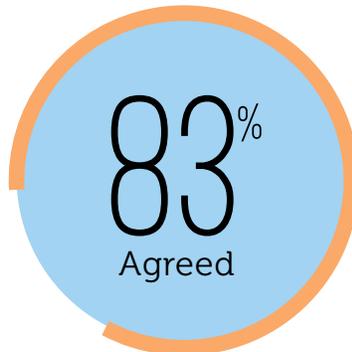
- 93% said that IG should address both structured and unstructured information.
- 79% said that IG is an umbrella concept describing all information management activities.
- 92% said that IG is about both risk and value.
- 91% thought that the concept of IG includes policies, people, and technologies.

THE FACETS OF IG

THE FACETS OF IG: IG SERVES A COORDINATING FUNCTION



Our community told us these activities are included in their concept of IG (listed as a percentage of respondents). A strong majority (83%) said this list is a complete list.



By far, our most widely adopted infographic from last year's Report was the one representing the activities the IG community includes within the concept of IG. Various called "the pinwheel" and "the flower" by our community, this infographic has found its way into myriad presentations and publications and has sparked many fruitful discussions about IG.

Because the IG community found this so useful, we have revisited the topic this year. As part of our research, we offered a list of twenty-two activities that might be considered to fall under the rubric of IG and asked which ones respondents included within the concept. Our list of activities or "facets" of IG, as we like to call them, included both risk- and value-focused activities. It included activities out of which IG first developed as a discipline and some emerging activities that are important components of our information activities.

The infographic ranks these by the percentage of respondents who said the facet is included in IG. Most agreed that nineteen of the twenty-two facets were a part of their concept of IG. Further, a strong majority of respondents (83%) agreed that this list was complete. The number of respondents selecting "all of the above" for all twenty-two facets was 23% lower than last year. We think this means that the concept of IG is coming into greater focus.

This is a foundational infographic for our community because it so clearly shows the coordinating function that IG must play within our organizations. Most organizations fail to coordinate groups of people fundamentally trying to solve the same problems, but as anyone who has tried to take on a complex, multi-departmental information project at a large organization knows, operation of these facets of IG in isolation of each other often impedes progress. No doubt, a reason why this infographic has resonated with so many is that the coordinating function of IG promises to put an end to the disconnected approach to information that is a common barrier to successful IG, a concept we explore in detail throughout this Report.

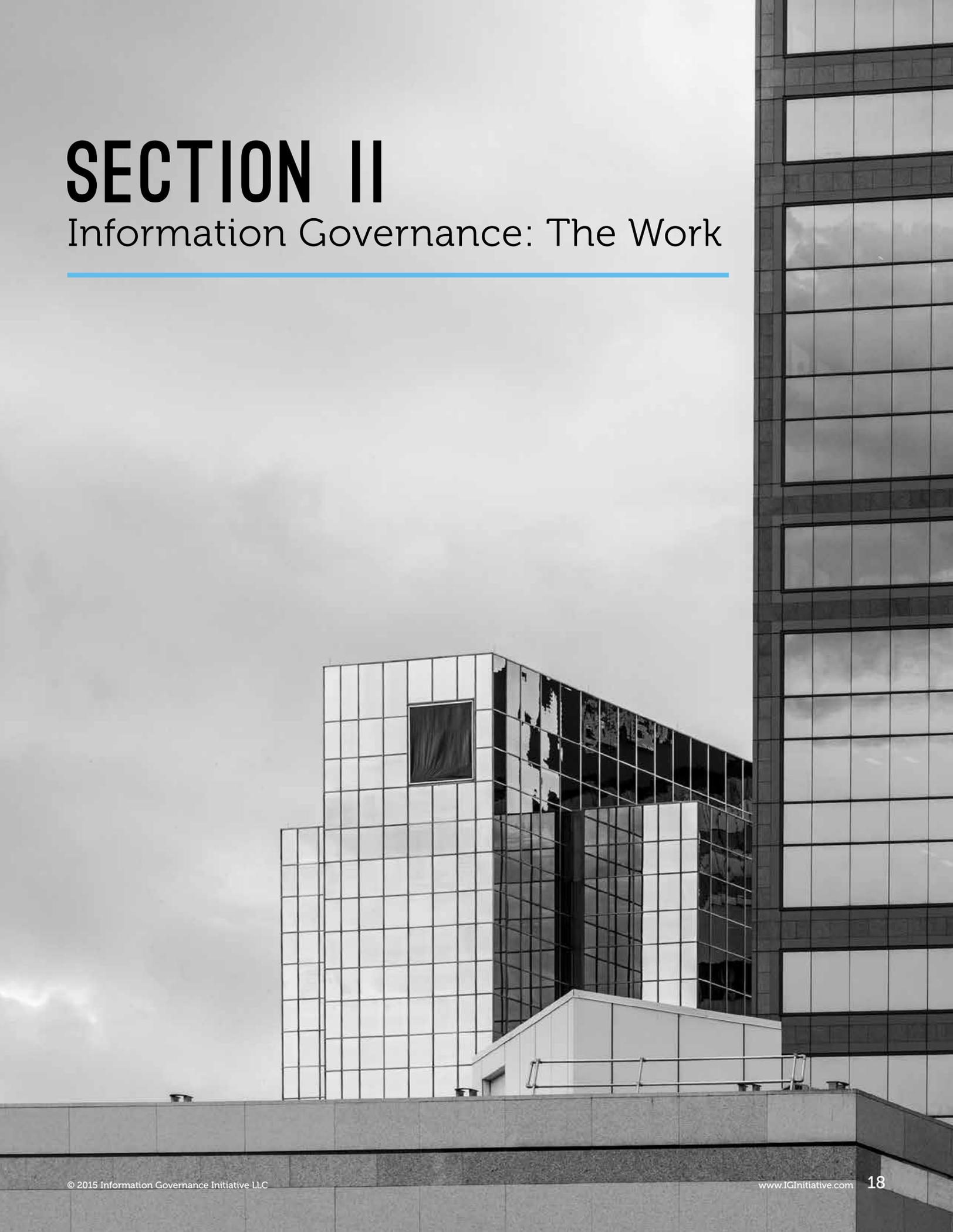
Certain facets garnered more support for inclusion in the concept. The disciplines that have formed the core of IG from the beginning led the way. RIM had over 94% support for inclusion, with information security and protection, compliance, and e-discovery having more than 80% support. The current risk focus of IG, a recurrent theme throughout this Report, likely reflects the immaturity of IG as a discipline that emerged predominately from risk-focused activities. That said, organizations are taking on value-side information activities. As the discipline of IG matures, we expect more organizations to execute projects focused on adding business value.

In Practice

The way information flows through an organization is complex. It touches many information-related functions. The promise of IG is that it will coordinate those activities into a functioning whole in a way that minimizes risk and maximizes value. One way to get started with the coordinating process is to form an IG steering committee. Look to the facets for deciding who should be included. We take up the role of IG steering committees later in this Report.

SECTION II

Information Governance: The Work



IMPORTANT IG PROJECTS

IN WHAT ORDER WOULD PRACTITIONERS TACKLE THESE IG PROJECTS IF THEY HAD THE AUTHORITY AND BUDGET?

	PRACTITIONERS' RANKINGS	PROVIDERS' PREDICTION OF PRACTITIONERS' RANKINGS
Define and implement a corporate governance framework for IG	1	2
Update policies and procedures	2	1
Defensible deletion	3	4
Data loss prevention	4	5
Implement legal hold tracking	5	3
Execute a comprehensive legacy data clean-up project	6	6
Execute a big data analytics project	7	7

Snapshot

- Strong alignment between providers and their customers.
- Lots of foundational IG work underway.
- Security-focused projects moved up the list, reflecting increased spending on closing security gaps.

Analysis

We offered practitioners a list of seven potential IG projects and asked them to rank them in the order they would tackle them if they had the authority and budget to do so. We asked providers to do the same from the perspective of their customers.

The two lists are very similar, which we think is a strong indicator of good alignment between buyers and sellers in this market. In other words, the providers seem to have a pretty good sense of what their customers want.

For example, both groups identified the same top two and bottom two projects, though the top two were reversed between the groups. All other projects were within one ranking of each other with the exception of implementing legal hold tracking which providers said would be the third most common project for their customers versus practitioners ranking it fifth.

Overall project ordering was also interesting. Defining and implementing a corporate governance framework for IG and updating policies and procedures were in the top two for both groups. Executing a comprehensive legacy data clean-up project and executing a big data analytics project were at the bottom for both. Defensible deletion, data loss prevention, and implementing legal hold tracking fell between the two bookends for both groups. So what does this ordering mean?

In part, the overall project ranking reflects a logical order in the development of a working IG program—first things need to be handled first. An overall framework and clear policies and procedures are foundational elements of an IG program and logical precursors to the next projects on the list. For example, you should not delete or undertake a more comprehensive remediation project unless you know what you must keep or how your information must be handled with respect to other legal, regulatory, and business requirements.

Practitioners may also be interested in prioritizing smaller, more manageable projects. Two big projects ranked at the bottom, and executing a comprehensive legacy data clean up dropped from fourth last year to sixth this year. For practitioners, data loss prevention moved up by two over last year's ranking at sixth, perhaps reflecting a heightened awareness of data security issues. Overall, we feel the ordering of these projects continues to reflect the risk-focused activities that served as the catalyst for many of the first organizational IG programs and indeed drove interest in IG in the first place.

In Practice

If you are just getting started with IG, look to this list for some ideas of where to begin. We believe that the top projects here are a good starting place for many organizations. Strongly consider handling foundational elements of your IG program first or at least concurrently with other projects. Also, consider doing smaller, more manageable projects before tackling a monster. Small wins can add up in terms of building momentum for your program by showing the value of IG projects as well as developing the IG discipline among the facets. Ask yourself what would work best for your specific organization. Effective IG should not be an end in itself at your organization. It should be a means to a better business overall.

“Information governance (IG) is foundational to the success of any business as the amount and creation speed of information continues to increase. With proper support, IG can bridge the gaps among the need to address regulatory and litigation risk, the need to generate increased sales and revenue, and the need to cut costs and become more efficient. When done right, IG positively impacts every facet of the business.”

MATT MCCLELLAND
MANAGER, INFORMATION GOVERNANCE OFFICE
BLUECROSS BLUESHIELD OF NORTH CAROLINA

MULTIPLE IG PROJECTS ARE IN FLIGHT

IG PROJECTS UNDERWAY OR PLANNED IN THE NEXT YEAR

Comparing Practitioners' Responses to Those of Providers About Their Customers

	PRACTITIONERS		PROVIDERS	
= same ranking = rankings differed by >2				
Updating policies and procedures	69%	1*	73%	1*
Scanning paper documents	50%	2	46%	7/8
Data consolidation and cleanup	47%	3	65%	2
Migration of unstructured information from one system to another	46%	4	62%	3
Defensible deletion	42%	5	59%	4
Decommissioning an archive or system	40%	6	55%	5
Implementation of a new corporate governance framework for IG	37%	7	46%	7/8
Data loss prevention	31%	8	38%	9
Implementing legal hold tracking	30%	9	47%	6
User rights audit and analysis	22%	10	29%	10
Big Data analytics	15%	11	28%	11
Creating a new senior role for IG and filling that role	9%	12	21%	12
Other	6%	13	6%	14
Monetizing data	5%	14	10%	13
I don't know.	5%		2%	
We aren't doing any IG projects currently/don't plan to.	6%			

*Projects were ordered from the most to least commonly selected option. Project numbering (1-14) corresponds to this ordering. A double number corresponds to a tie. Projects are listed from the most to least commonly selected option by practitioners.

Snapshot

- Organizations are mostly focused on foundational IG projects.
- Remediation and migration projects are common as organizations transition to the cloud and replace legacy infrastructure.
- Security-related IG projects are taking a higher profile.



Analysis

In the previous section, we looked at an aspirational list of IG projects—what IG professionals would do with enough time and money. However, what projects are organizations actually doing, and how do these two lists compare? To find out, we asked practitioners to identify the IG projects that their organizations were currently working on or planned to in the next twelve months and asked providers to do the same with respect to their customers. Here is what we found.

Defining and implementing a corporate governance framework for IG was the number one project practitioners said they would undertake if they had authority and budget to do so, and this was the top aspirational project last year, too. Yet this project's counterpart on the list of IG projects organizations are actually doing or plan to do ranked seventh—with several remediation-related projects ahead of it. This suggests that while practitioners desire clarity on both IG leadership and operations, they are tackling more tactical projects.

Interestingly, both practitioners and providers identified updating policies and procedures as the most

common project being undertaken. A strong majority of practitioners and providers (69% and 73%, respectively) told us that their organizations or their customers had undertaken this type of project or planned to within a year. Updating policies and procedures was also in the top two for both groups on the aspirational list discussed in the previous section. The good news is that this foundational piece of any IG program, and one that is critical to its overall success, is both being recognized by the community as important and actually being done.

In Practice

As with the aspirational list in the previous section, if you are just getting started with IG, look to this list for some ideas of where to begin. Consider using these lists as a way to benchmark your organization. How does your organization measure up against others? Are you ahead of the curve or falling behind? Again, however, only use these lists as a starting point or guide. Your IG program should be tailored to meet the specific needs of your organization. Finally, be mindful of how what you are doing stacks up against what you think you need to be doing to meet your organization's objectives.

"QUICK WINS?" NOT SO FAST.

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

	PRACTITIONERS	PROVIDERS
Less than 3 months	5%	4%
3 months	5%	12%
6 months	19%	36%
12 months	22%	17%
Longer than a year	35%	27%
I don't know.	14%	5%

Snapshot

- IG projects still take a long time to get started.
- This shows that IG decision-making and budgeting processes need to mature.
- IG leadership is emerging, which bodes well for faster, more successful projects.

Analysis

We asked practitioners how long it takes a typical IG project to begin at their organizations from the time it is first conceptualized to the time that money and people are allocated to the project and it actually begins.

Most practitioners report that this takes a year or more. This is too long, and we believe is indicative of a lack of formality in corporate governance and decision-making structures around IG. In other words, at most organizations, it is still unclear where the budget comes from or who is in charge. This means more drawn-out processes that are often a threat to project success, as many of our benchmarking interviewees attested.

We expect this to improve as IG leaders emerge. A clearer understanding of what IG is and what it can achieve, as well as clarification of IG leadership and operational models, will help. This is a central mission of the IGI, and we address it throughout this Report.

In Practice

How does your organization compare to these project timelines? If your typical project is taking a year or more to start, you are certainly not alone. But do not take solace in this fact. While many IG projects are complex, remember that we are just talking about the time it takes to get started here, not how long it takes to actually do the project (which legitimately may take years, not months, like any enterprise project). Use this as a call to action to put foundational elements of your program in place so that you can speed up these times.





MAKING THE CASE FOR IG

Snapshot

- Most say that quantifying the economic impact is important to IG success.
- However, many practitioners don't actually use the analysis to sell programs internally, suggesting that organizational politics and human factors are determinative.
- The most common model is ROI, with the vast majority of practitioners doing the calculation without external help.

Analysis

In our conversations with practitioners and providers alike, we often hear how important it is to quantify the economic impact of IG efforts. Attend any IG conference, and you will hear the same thing. This is what we expect and even hope for.

Choosing to undertake any IG effort is a business decision. We expect organizations to justify any expenditure of resources (people, time, or money) in terms of value to the organization. However, do organizations really consider quantifying the economic impact important? If so, is such quantification actually being used to “sell” IG projects and programs? We explored these and other issues in our survey with a series of questions about financial quantification of IG impact and the models being used to demonstrate it.

QUANTIFYING THE ECONOMIC IMPACT OF IG

Practitioners Think It's Important and Providers Think It's Important to Their Customers and Prospects. But, Is It Being Used to Make the Case for IG?

Quantifying the Economic Impact of IG Is Important

PRACTITIONERS



61%
Practitioners agreed

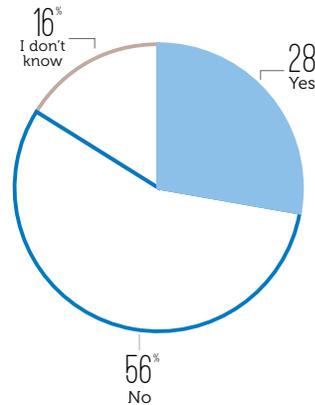
PROVIDERS



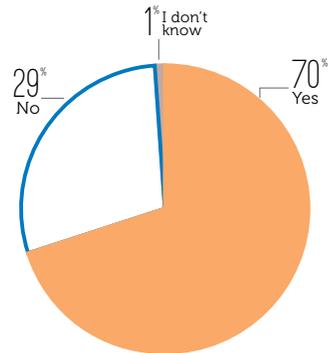
59%
Providers agreed

Do Practitioners Use It to Build Support Internally, and Do Providers Use It During the Sales Process?

PRACTITIONERS



PROVIDERS



Is It Important?

We asked practitioners how important it was to quantify the economic impact of IG to the success of IG at their organizations. Similarly, we asked providers to tell us how important their customers and prospects believed the same measure was at their organizations. A majority of both segments (61% and 59%, respectively) concurred that financial quantification was key. However, are measures of economic impact actually being used to make the case for IG?

Do Practitioners Do It?

We asked practitioners whether they use economic models to build internal support for IG. Surprisingly, a majority (56%) said no. Curiously, while most practitioners report that they think quantifying the

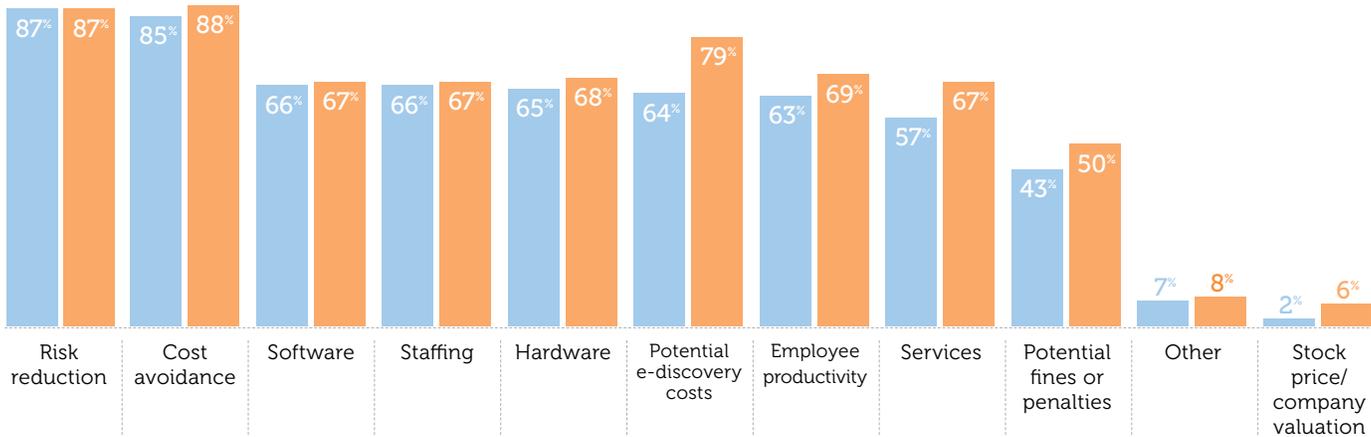
economic impact is important, far fewer are following through and actually using it. In contrast, when we asked providers whether they typically quantified the economic impact of IG products or services *as part of their sales process*, a clear majority (70%) reported that they did.

This clearly displays the disparity inherent in many organizational decisions: We claim to make clear-eyed, fully justified, rational decisions, but organizations are just as likely to make decisions for any number of additional reasons, including politics, gut instinct, institutional inertia, existing investments that need to be justified, fiefdoms, personality conflicts, and so on. However, buyers clearly are not shy in requiring sellers to jump through the ROI hoop, even if the results are ultimately not determinative.

WHAT MODELS ARE USED TO QUANTIFY THE BENEFITS OF IG? WHAT FACTORS ARE CONSIDERED?

PRACTITIONERS	KEY FINANCIAL MODELS USED	PROVIDERS
77%	Return on Investment (ROI)	83%
47%	Total Cost of Ownership (TCO)	64%
14%	Full Cost Accounting	8%

WHAT GOES INTO THE MODEL?



What Models Are Being Used?

Providers are using the same primary models to sell IG that practitioners are using to make the case internally. Return on investment (ROI) was by far the most common model identified by both practitioners and providers (77% and 83%, respectively). Total cost of ownership (TCO) was in second with 47% and 64% of practitioners and providers, respectively, saying they used it. Full cost accounting was a distant third for both groups.

This aligned with our expectations. To be effective, financial models must be tailored to the specific needs of an organization, and what it cares about can be highly variable even among seemingly similar organizations. It is no surprise that the vast majority of practitioners who used these models develop them internally.

How Are Organizations Developing Models?

When we asked practitioners who said they used models like ROI to make the case for IG how they developed their models, the vast majority (84%) said they developed them internally, with only 30% hiring consultants and a sliver (3%) going to product vendors.

What Goes into the Models?

We were also interested in the factors that IG professionals use in their financial models. “Soft” factors including risk reduction and cost avoidance topped the list (in contrast to what we sometimes hear from practitioners who scoff at including non-direct costs), and as expected, hard costs including software, hardware, and staffing also came out near the top of the list for IG professionals on both sides of the market.



These results give a sense of the complexity of the models used and the multifactorial nature of the process that goes into quantifying the impact of IG. They also show that a mixture of both “soft” and hard costs are included. Some of these soft costs, like risk and cost reduction or increases in employee productivity, are arguably harder to quantify, though both practitioners and providers clearly think they are important factors to include.

In Practice

Quantifying the economic impact of IG is critical to its success. Current practice reflects the roots of IG in risk. However, if IG is to serve a coordinating function for most of the information activities at a typical organization as envisioned in the concepts section of this Report, evidence of its value-generation side must also be demonstrated. ROI and TCO calculations

are foundations of quantifying the financial costs and benefits of IG and are the primary models used by organizations quantifying the economic impact of IG to build a case for it. Practitioners should master and use them as well as consider additional options tailored to their organizations.

While both practitioners and providers alike recognize the importance of quantifying the economic impact of IG, practitioners are not using this valuable tool to build support for IG as much as they could. In part, this may be because some quantification could be more difficult. However, hard to do does not mean impossible. Though practitioners should tailor their programs to meet the specific needs of their organizations—which will require internal steps to develop their models—practitioners might consider turning to providers that have more experience making the IG “sell” if they are hitting roadblocks when building their models.

BARRIERS TO IG PROGRESS

PRIMARY BARRIERS TO IG PROGRESS

Comparing Practitioners' Responses to Those of Providers About Their Customers

█ = same ranking █ = rankings differed by >2

PRACTITIONERS	BARRIERS TO IG	PROVIDERS
75% ^{1*}	Lack of understanding/awareness in the organization of the value of IG	79% ^{1*}
64% ²	"Siloing" or lack of communication/collaboration across various functional areas addressing information	73% ²
60% ³	Change management (people or culture)	49% ⁷
57% ⁴	IG isn't adequately addressed during the planning phase of projects (gets addressed only ad hoc).	67% ^{3/4}
50% ⁵	Insufficient funding	64% ⁵
39% ⁶	IG work is viewed as a cost center not a value generator.	59% ⁶
36% ⁷	Lack of executive (or other high-level) support for IG	67% ^{3/4}
33% ⁸	IG work is viewed as disruptive to regular business efforts.	32% ⁸
6% ⁹	Other	7% ⁹
2% ¹⁰	I don't know.	0% ¹⁰

*Responses were ordered from the most to least commonly selected option. Numbering (1-10) corresponds to this ordering. A double number corresponds to a tie. Barriers are listed from the most to least commonly selected option by practitioners.

Snapshot

- Lack of money is not the most important obstacle to IG progress.
- Education and internal selling can address the most common barriers.
- Lack of IG leadership is at the root of many IG barriers.

Analysis

Whether your organization is just getting started with IG or you are trying to move an existing program forward, you will surely encounter obstacles along the way. We put together a list of eight common barriers to IG and asked practitioners to select the ones that bedevil them the most.

Of the eight barriers listed, a majority of practitioners selected five, suggesting that most IG professionals are fighting multiple battles at the same time. When placed in order of the most frequent response to least, the rankings were remarkably similar between practitioners and providers with the exceptions that change management and lack of executive support for IG were the third and seventh most common responses for practitioners and the reverse for providers. As we have seen elsewhere throughout this Report, providers often do a good job at assessing their market—here, grasping their customers' primary obstacles.

The most commonly identified barrier, selected by a strong majority of both practitioners and providers, was a lack of understanding/awareness of the value of IG. Though 50% of practitioners and 64% of providers identified insufficient funding as a primary barrier, it is interesting that it appears so low on the list (fifth), similarly with the next most common response that IG is seen only as a cost generator (sixth). Though we often hear about costs as a major barrier to getting IG done, these results show that it is not all about the money for many organizations, today.

These rankings also reflect industry-wide IG program maturity. Elsewhere we report that most IG professionals ranked their (or their customers') IG programs as immature. The top two barriers to IG identified here are foundational ones that are typically addressed in the early stages of a program. Other factors including costs and disruption to business efforts will likely emerge as more significant issues as the work of IG gets more fully underway at more organizations.

The good news? The four most commonly identified barriers identified by practitioners can be radically improved by simply educating stakeholders and getting them to think more clearly about the problem—an activity that doesn't cost big money. Closing this knowledge gap is precisely what the IGI aims to achieve through its research, publishing, and advocacy work.



Of course, this is not to say that all IG problems can be resolved through education alone. Money needs to be spent, technology and services purchased, people hired, and leadership gaps filled as your program advances. For example, while education will certainly help with the second most commonly identified barrier (lack of communication across functional areas), for many organizations, formal leadership by way of an IG steering committee and Chief Information Governance Officer (CIGO) will be necessary—not a trivial task. We take up the issue of IG leadership in detail elsewhere.

In Practice

If you are facing barriers to moving your IG program forward, you are not alone. Take heart also in the fact that you can make significant strides through education, especially if your organization is just getting started. Look to this list of obstacles other organizations have encountered so that you can be prepared for what you might face and start building a plan to address them. Know that these obstacles are not insurmountable. Learn from others how they overcame these barriers to build successful IG programs. The IGI's 2015 Benchmarking Report is a good resource to start with, as are IGI case studies and research papers freely available through our community site.

WHAT DRIVES IG?

PRIMARY DRIVERS OF IG WORK

Comparing Practitioners' Responses to Those of Providers About Their Customers

■ = same ranking ■ = rankings differed by >2

PRACTITIONERS	DRIVERS OF IG	PROVIDERS
66% ^{1*}	External regulatory, compliance, or legal obligations	80% ^{1*}
53% ²	External "triggering" event(s)/incident(s) (e.g., a lawsuit or investigation, data breach, etc.)	79% ²
46% ³	Desire to mitigate risks associated with data that could have been defensibly deleted	56% ^{3/4}
41% ⁴	Desire to reduce the cost of storage across the organization	56% ^{3/4}
37% ⁵	Routine, good business management practices	12% ^{8/9}
34% ⁶	An internal technology restructuring or transition (e.g., data migration, move to the cloud, etc.)	43% ⁵
21% ⁷	Interest in mining business/organization value from information	18% ⁷
12% ⁸	Change of staff/leadership	12% ^{8/9}
10% ⁹	A major business restructuring (e.g., merger or acquisition)	32% ⁶
8% ¹⁰	Nothing is driving IG.	3% ¹¹
7% ¹¹	The need to solve a specific problem not addressed above.	10% ¹⁰
1% ¹²	I don't know.	1% ¹²

*Responses were ordered from the most to least commonly selected option. Numbering (1-12) corresponds to this ordering. A double number corresponds to a tie. Drivers are listed from the most to least commonly selected option by practitioners.

Snapshot

- There is strong alignment on both sides of the market in identifying what drives IG.
- Value generation is gaining traction, a trend that will accelerate as IG matures.
- Practitioners must be opportunistic—funding will flow from events both bad and good.

Analysis

In the last section, we discussed some of the common barriers to IG work. Here, we look at what drives IG, i.e., the things that get IG projects and programs moving.

The top four most commonly identified drivers of IG were the same for both groups. As we have seen elsewhere throughout this Report, a risk orientation currently predominates. Three of the top four drivers are focused on reducing or responding to risk. Routine, good business management practices was the fifth most commonly identified driver for practitioners but ranked much lower for providers assessing what drives IG for their customers. The good news is that over a third of practitioners said that this was a key driver for IG at their organizations. In addition, both practitioners and providers identified an interest in extracting value from information as a driver. This latter result, in particular, suggests that the value-side of IG continues to gain traction—a trend we expect to accelerate as more organizations move on from IG foundation-building and position themselves through better data hygiene and management for value creation.

Many of the drivers of IG reflected in this list are events, incidents, or triggers. Something happens—a lawsuit, a restructuring, a change in leadership, or a technology transition—that spurs IG work to be done. Anticipated or not, these events often create the best opportunities for IG progress, as they reveal the price of information inattention, dramatically demonstrate the hard dollars being wasted, and free up budget that can be siphoned from related corporate initiatives. A technology transition, for example, is a chance to inject IG into a business process without additional interruption to workflow. Even something like a lawsuit, and the need to respond to it, can be an opportunity. Indeed, some great IG programs appear to have been set into motion by just such events (See our 2015 Benchmarking Report for stories from the field about the impact of such events.).

However, an orientation of simply responding to incidents rather than planning for them is not ideal. If you are constantly in a reactive posture, responding to and putting out fires, you may be getting IG work done in one sense, but not the work you hoped to do or planned for. This issue is also taken up in our 2015 Benchmarking Report.

In Practice

If you are having a hard time getting IG started, look to this list for ideas of what drives IG at other organizations. As we noted, some of the mentioned events can serve as opportunities to achieve meaningful IG progress. You should also look to this list as a cautionary tale. Some organizations are in a reactive posture, responding to incidents rather than preparing for them. If something unexpected happens, of course you need to respond appropriately. However, if, for example, you are in a litigious or heavily regulated industry, you do not need to wait until you are sued or an investigation is underway. You can build responses to such incidents into your routine IG practices. Sit in the driver's seat of your IG program rather than letting it be driven by someone else.

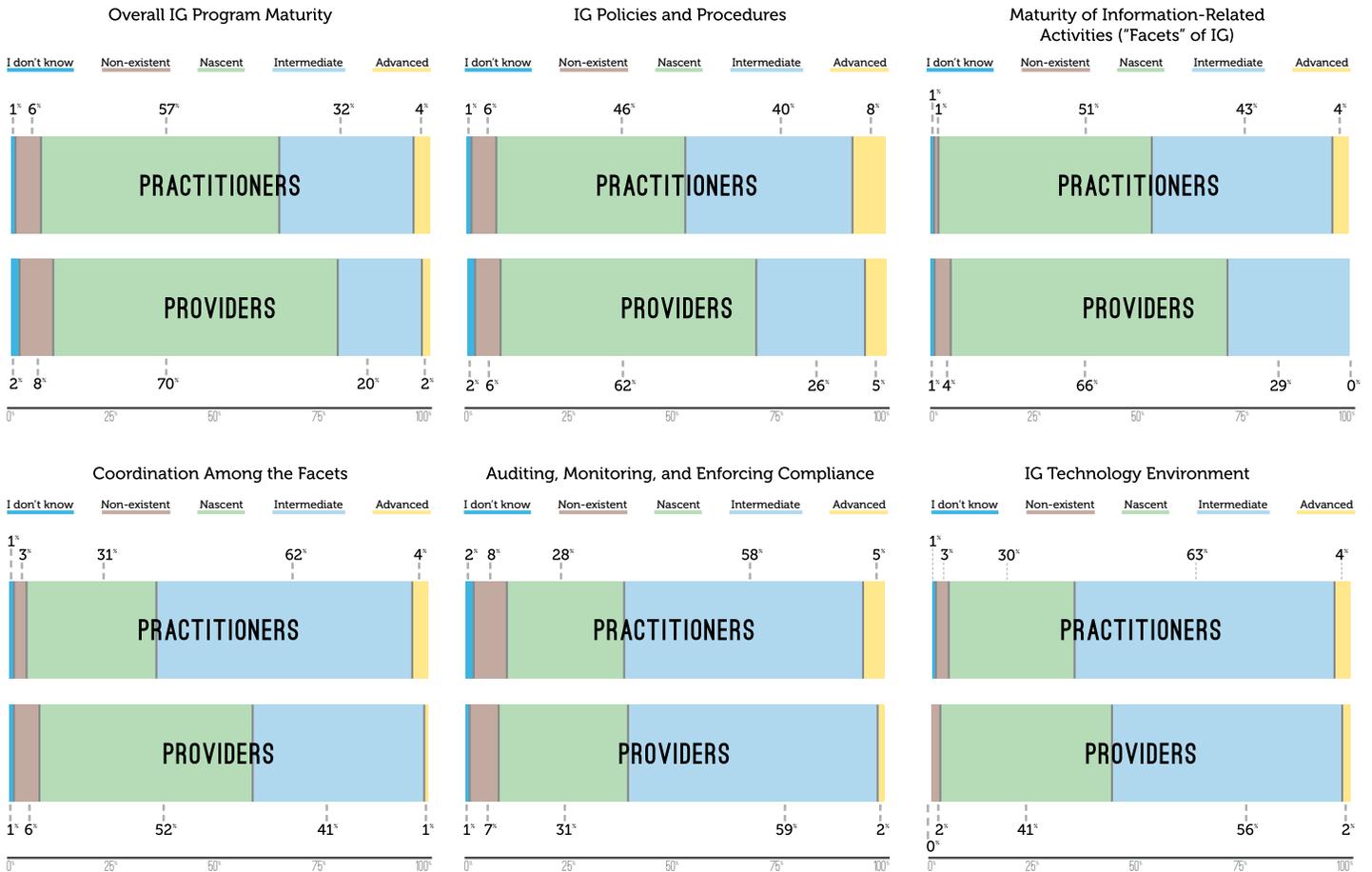
“One of the most challenging things about IG is the fact that it usually doesn't get the attention it deserves until the issue is completely out of hand. If this was a medical field, it would be like holding treatment of the patient until they are near death and then unleashing all resources to try to save them. IG at its best is preventive medicine, not emergency room care.”

HOLLY STARLING,
DIRECTOR, INFORMATION GOVERNANCE
AUTOTRADER.COM

RATING THE MATURITY OF IG PROGRAMS

IG PROGRAM MATURITY

Comparing Practitioners' Assessment of Their IG Programs to Providers' Assessment of Their Customers



Snapshot

- Most organizations are taking some kind of action on IG.
- Some IG program components are more mature than the overall program itself.
- Most providers see their customers' IG programs as primarily reactive, likely because many are brought in after a major IG triggering event.



Analysis

Throughout this Report, we explore multiple dimensions of the IG work organizations are doing, including what projects they are working on, how long it takes to get started, and the factors that block or drive IG efforts. These snapshots into the work of IG provide important insights into what is happening at organizations, but we also wanted to know how advanced typical programs were overall. Specifically, how mature are IG programs, today?

We asked practitioners to rate the overall maturity of their organizations' IG programs and then to rate maturity across *five additional parameters* which together are integral parts of a full IG program. We also asked them to assess whether they saw their IG programs as fundamentally reactive or proactive. Providers were asked to make the same assessments of the IG programs at their typical customers.

We used the same general maturity scale throughout, in ascending order of maturity: non-existent, nascent, intermediate, and advanced. We also provided a description of what each level meant on each question.¹

Overall IG Program Maturity

The vast majority of practitioners ranked the overall maturity of their IG programs and their components at either a nascent or an intermediate level. The same was true for providers' assessments of their typical customers' programs. Very few practitioners or providers, for example, ranked their or their customers' programs as non-existent. This suggests that *most* of these organizations at the very least are doing something about IG and, overall, have either some elements in place and are building the foundation (nascent) or have an established but still developing program and are building the framework and structure (intermediate).

This bodes well for the discipline. IG programs are moving forward. This is consistent with other findings throughout this Report showing that IG work is being done in organizations of all sizes across all industries.

Maturity of IG Policies and Procedures

A majority of providers (about two-thirds) think that their typical customer's policies and procedures are out of date or designed for a legacy environment like one

that is manual or paper-based. Practitioners are more evenly split between nascent and intermediate with the latter reporting policies and procedures have been updated to reflect the current operating environment though they are still not comprehensive. Given these results, it is not surprising that updating policies and procedures is both one of the top projects organizations have underway today and one they would undertake if they had resources and authority to do so, as reported elsewhere in this Report.

Maturity of the Facets of IG and Coordination Between Them

At the very beginning of this Report, we discussed that a major value proposition of IG is the operational role it can and should serve *coordinating* the various information-related functions (“facets”) across an organization, putting an end to “siloeing.” For an IG program to work, however, key facets need to be in place and mature enough to function, as well as coordinate with each other. We explored both of these points under maturity assessments.

Most told us these facets are nascent, meaning that many relevant information-related functions are either missing or underdeveloped. Most practitioners said that the maturity level of coordination was intermediate, meaning there was some planned coordination

happening, but it was not comprehensive. In contrast, most providers ranked their typical customer’s program at nascent, meaning there was no formal coordination. These results suggest that, while organizations might be coordinating some information activities, many of them do not have all the facets in place or developed. Organizations need both to succeed at IG.

Maturity of Auditing, Monitoring, and Enforcing

Most ranked their programs as intermediate with respect to auditing, monitoring, and enforcing compliance (meaning some activity is happening, but it is not comprehensive), even though this is a higher rating than the average rating for *overall* program maturity. This is not unexpected, given that the catalyst for IG programs has traditionally been external regulatory, compliance, or legal obligations.

Maturity of the IG Technology Environment

Most rated their IG technology environment as intermediate, meaning that there is technology in place to address some IG requirements and that more advanced and comprehensive approaches are being considered and implemented. These results are not surprising when one considers how integral technology is to the execution of so many IG projects.

Overall Maturity: How would you rate the overall maturity of your organization’s IG program / your typical customer’s IG program? **Options:** I don’t know.; **Non-existent;** **Nascent:** Some elements in place; building the foundation for IG.; **Intermediate:** An established but still developing IG program; building the framework and structure for IG.; **Advanced:** Well developed program; maintaining and improving IG.

Policies & Procedures: Which statement best describes the maturity of IG policies and procedures at your organization / at your typical customer. **Options:** I don’t know.; **Non-existent:** There are no IG policies and procedures in place.; **Nascent:** Some IG policies and procedures are in place, although they may be out of date and designed for a legacy environment (such as one that is manual and paper-based).; **Intermediate:** Policies and procedures have been reviewed and updated to reflect the current operating environment. Comprehensive, organization-wide policies and procedures are not yet in place.; **Advanced:** Comprehensive, organization-wide IG policies and procedures and a formal approval and maintenance process are in place.

Facets of IG: IG is a multi-disciplinary activity involving the coordination of several different information-focused disciplines, departments, and stakeholders (i.e., what we call “facets”), such as information security, data governance, records management, and analytics. At most organizations, some “facets” are more mature than the others. Which statement best describes the maturity of the IG facets at your organization / facets at your typical customer? **Options:** I don’t know.; **Non-existent:** No facets of IG are in place.; **Nascent:** Many of the facets of IG are missing or underdeveloped.; **Intermediate:** Many of the facets of IG are in place and reasonably well-developed.; **Advanced:** All major facets of IG are in place and well-developed.

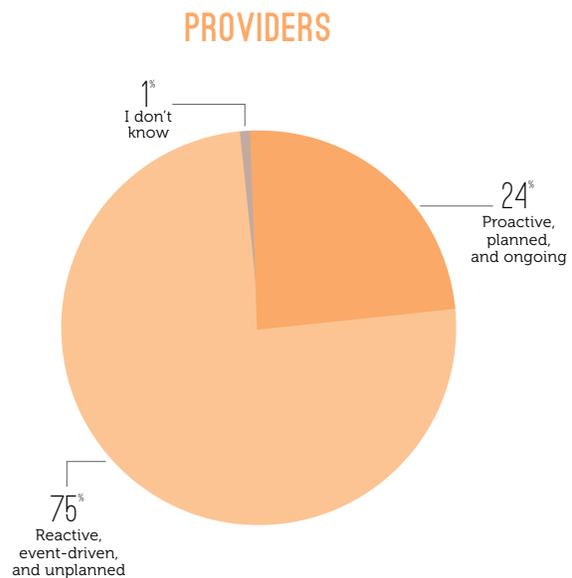
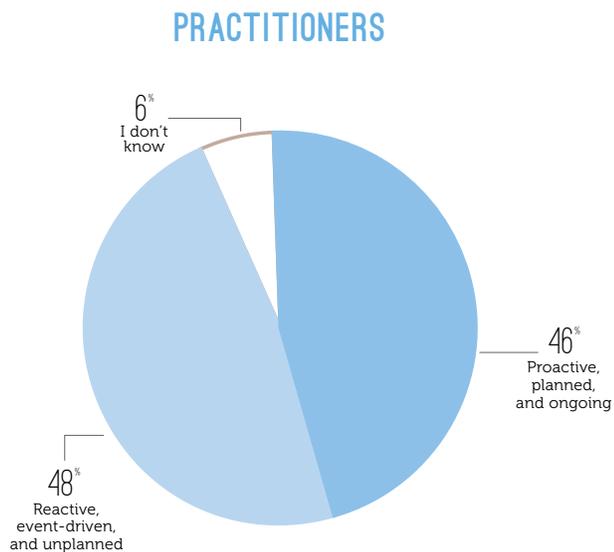
Coordination of IG: A central part of the value of IG is the coordination among the information-focused activities across an organization. Which statement best describes the level of coordination across these activities at your organization / at your typical customer? **Options:** I don’t know.; **Non-existent:** There is no coordination at all.; **Nascent:** There is no formal coordination of information-related activities. If it happens, it is unplanned and incidental.; **Intermediate:** Planned coordination of some information-related activities is happening, but it is not comprehensive over all facets, projects, or the organization.; **Advanced:** There is formal, comprehensive coordination of information-related activities.

Auditing, Monitoring, and Enforcing Compliance: Which of the following most accurately describes the state of IG at your organization / at your typical customer with respect to auditing, monitoring, and enforcing compliance? **Options:** I don’t know.; **Non-existent:** There is no auditing, monitoring, or enforcement of IG.; **Nascent:** Informal activities only.; **Intermediate:** Some activity, but it is not comprehensive across all IG facets.; **Advanced:** Compliance monitoring is comprehensive, and a formal auditing procedure for IG is in place and being executed regularly.

IG Technology Environment: How mature is the IG technology environment at your organization / at your typical customer? **Options:** I don’t know.; **Non-existent;** **Nascent:** Minimal technology is in place to specifically address IG requirements (e.g., backup and archiving software).; **Intermediate:** Technology is in place to specifically address some IG requirements. More advanced and comprehensive approaches are being considered and implemented (e.g., email archiving, content management); **Advanced:** IG technology is widely used to address IG requirements, including automation of critical IG activities (e.g., automated classification, policy management).

IG PROGRAM POSTURE: PROACTIVE OR REACTIVE?

Comparing Practitioners' Responses to Those of Providers About Their Customers



Are Most IG Programs Proactive or Reactive?

In our discussion of drivers of IG, we considered how organizations could sometimes find themselves reacting to incidents rather than planning for them. Ideally, as IG programs mature, they will shift from a reactive to a more proactive posture. When we asked practitioners how they view their programs, they were about evenly split with around half describing their program as reactive and half saying it was proactive. In contrast, three-quarters of providers rated their typical customer's program as reactive, perhaps because providers are often called in after an event or incident has already occurred.

In Practice

Your organization's overall IG program maturity is a composite of its maturity across the parameters explored here, and many others. You may be doing great on one parameter but falling short on another. For truly effective IG, all of these parts of your program (and others!) need to be functioning. The goal should be that they, like the facets themselves, are part of an integrated, functioning whole. Look to these charts to get a sense of how your organization stacks up against others and to get a clearer idea of the parts of an IG program that are essential to its success.

“When you are constantly fighting fires, it is harder to keep your eye on the long game. So, while you may be addressing an IG matter, it is not always the thing that would most advance your IG goals.”

DIANNE, IG MANAGER IN THE BANKING INDUSTRY
FROM: STORIES IN INFORMATION GOVERNANCE: THE IGI
2015 BENCHMARKING REPORT

THE PEOPLE OF IG

WHAT PRACTITIONERS TOLD US A RACI MATRIX FOR INFORMATION GOVERNANCE SHOULD LOOK LIKE (ANSWERS LISTED IN ORDER OF POPULARITY)

RESPONSIBLE (THE DOERS)

- RIM
- Information Security and Protection
- Legal
- Compliance
- Business Operations and Management
- Risk Management
- Data Storage and Archiving
- Privacy

ACCOUNTABLE (THE BOSS)

- Senior business management such as CEO, SVP, VP

(The second most popular answer was: Senior legal such as General Counsel, VP of Legal, Head of Litigation. The third most popular was: Senior IT such as CIO, VP of Technology, IT Lead)

Only one person in this role.

R A
C I

CONSULTED (THE ADVISORS)

- Legal
- Information Security and Protection
- RIM
- Business Operations and Management
- Compliance
- Risk Management
- Audit
- Privacy

INFORMED (THE DEPENDENTS)

- Business Operations and Management
- Legal
- Information Security and Protection
- RIM
- Audit
- Finance
- Risk Management
- Privacy

Overview

In analyzing the work of IG, we would be remiss to ignore one of the most important parts of any IG program, i.e., the people who design, develop, implement, and enforce our IG programs. IG practitioners identified developing a corporate governance framework for IG as the top project they *would* undertake if they had authority and budget to do so. These results suggest that there is a real hunger within the IG community for greater clarity on IG operations and leadership. In this and the next sections, we explore key issues related to the people-side of IG, including how those people support and lead IG programs.

Operational models are used to describe how the parts of an organization interact or how one envisions that they should. Last year, we asked practitioners to tell us what a RACI matrix for IG might look like at their organizations. It identifies the people who are Responsible, Accountable, Consulted, and Informed as part of a program or project. We reproduce our RACI matrix infographic here as a helpful reference for the discussion to follow.

To be useful, an operational model for IG must provide clarity on who does what and the nature of the relationships among those people. As this RACI matrix shows, the operational structure for IG can be quite complex. Multiple functional areas of information-related activities need to be involved in IG decisions and integrated with one another for even simple IG projects to succeed. However, for an IG program to be effective, that integration and coordination must cut across the entire organization, which requires a formal organizing body. We take up this issue in a later section.

Operational models like this RACI matrix are a helpful tool for identifying gaps that lead to program or project failure. One of the most common gaps we have seen is the lack of a person in the position of Accountable. For this reason, as part of last year's Annual Report, we advocated elevating IG to the C-suite with the creation of a Chief Information Governance Officer (CIGO). In a year's time, we have seen this role gain traction, as we will explore below.



“Transitions—technology rollouts, data migrations, business restructurings, etc.—should be seen as opportunities for IG. Embedding good IG processes during transitions that are already happening helps avoid additional disruptions. Getting in at the beginning also ensures that IG issues are addressed up front and not ad hoc. Simple wins like these can really add up over time.”

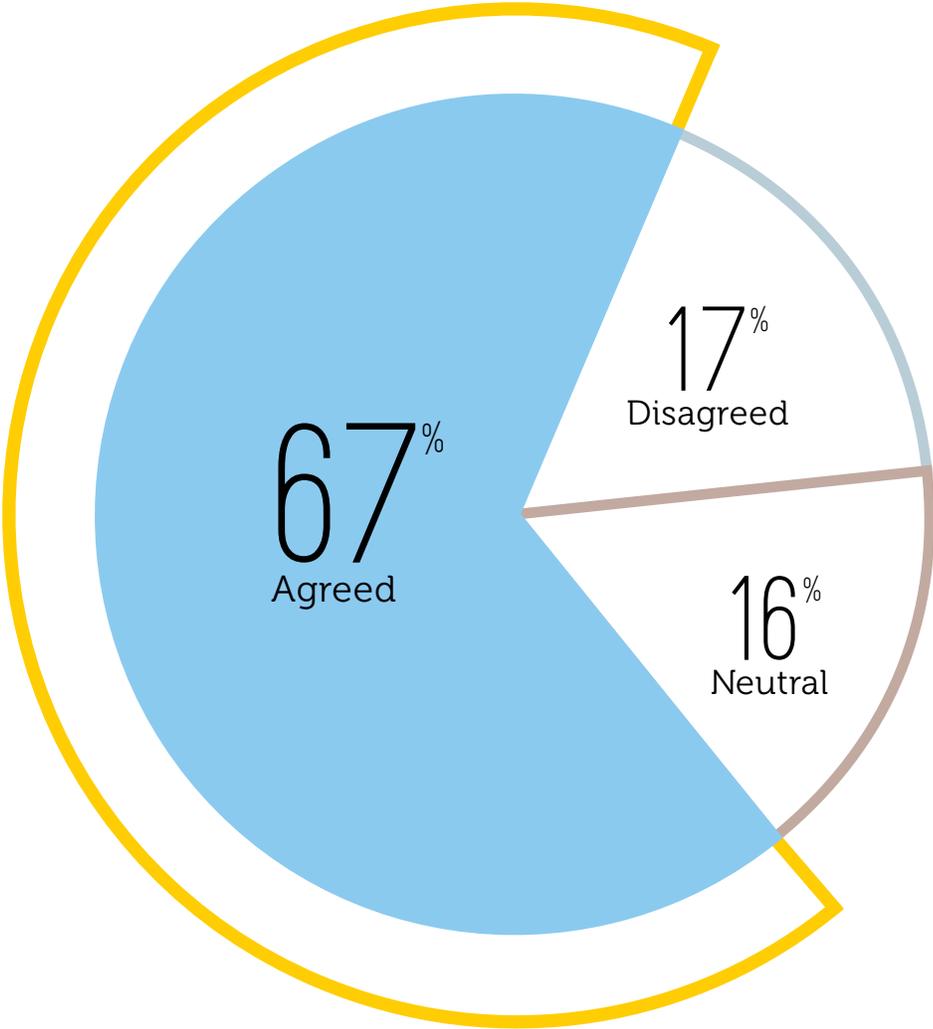
SHARON K. KECK
DIRECTOR OF RISK & RECORDS INFORMATION MANAGEMENT
POLSINELLI, PC

THE CHIEF INFORMATION GOVERNANCE OFFICER IS ESSENTIAL

THE MAJORITY AGREES: THE CIGO IS ESSENTIAL TO IG SUCCESS

Please indicate your level of agreement with the following statement.

There is a leadership gap in IG that needs to be filled by the creation of a new senior executive IG role, like the Chief Information Governance Officer (CIGO), charged with owning and coordinating the solutions to our complex and overlapping information challenges. While steering committees play an important role in IG programs, they are insufficient to coordinate information activities. Ultimately, the information “buck” (so to speak) needs to stop with one primary person to ensure that the work of IG gets done. Content-focused information activities (e.g., determining what it is and what should we do with it decisions) are inadequately addressed simply by building up relevant facets of IG but rather require a designated executive leader in the same way that infrastructure or information security decisions do as embodied in the CIO/CTO or CISO roles. Committee decision-making processes are inadequate to balance stakeholder interests from each facet of IG and to develop the right operational model for the organization.



Overview

As part of last year's Annual Report, the IGI took the position that IG needs to be elevated to the C-suite. While we acknowledge that IG steering committees, and the like, are an important part of any IG program, especially for coordinating the various facets of IG, ultimately, IG authority should be embodied in a single person. Specifically, the information "buck," so to speak, needs to stop with someone within the organization who has sufficient authority and leadership skills to see that the work of IG is done.

Since the publication of that Report, we have seen growing support for the CIGO role. In May 2015, we held our first CIGO Summit. Attended by over 70 IG executives and leaders (including CIGOs), the full-day conference focused on developing a CIGO Playbook that describes what it takes to be an IG leader and to achieve IG program success. At the Summit, we also presented research conducted with leading staffing and recruiting firms that showed that demand for IG leadership is currently outstripping supply.

Building upon the CIGO Task Force's findings, as part of this year's research, we asked the IG community whether they thought the CIGO was needed. A majority agreed, as you can see in the infographic.

The CIGO Has Three Primary Tasks

The CIGO Summit built upon the work of the IGI's CIGO Task Force, a group of senior IG professionals assembled to examine issues related to the CIGO role. The Task Force considered multiple issues, including the CIGO role, activities, reporting relationships, and an overall job description.

The CIGO Task Force concluded that a senior executive like the CIGO is needed to fill three critical IG leadership gaps: 1) information leadership, 2) inter-departmental coordination, and 3) balancing risk and value.

Information Leadership

At most organizations, no one "owns" the information problem, at least not in the way that the CIO owns technology infrastructure. The CIGO fills this leadership gap by taking on accountability for the governance of information in all forms across an organization.

Inter-Departmental Coordination

Information-related functions often operate in isolation. Steering committees are a good place to start, but they serve little purpose without an accountable



leader. Also, it is nearly impossible for a committee to take responsibility for the operation of a program or a department. IG needs a leader who can coordinate, call the shots, and drive governance across all information facets in an organization.

Balancing Risk and Value

As we have seen many times throughout this Report, the risk side of information often gets more attention than its value side. In part, this is a function of the immaturity of IG as a discipline. However, information is a business asset of the organization, and like all assets, it has both a risk and value side. The CIGO must find the right balance in a way that no leader today does. IG decisions are ultimately business decisions that require balance between risk and value (much like any business decision).

In Practice

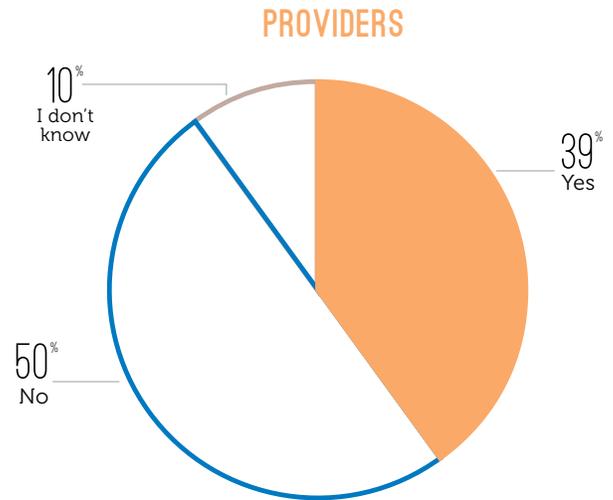
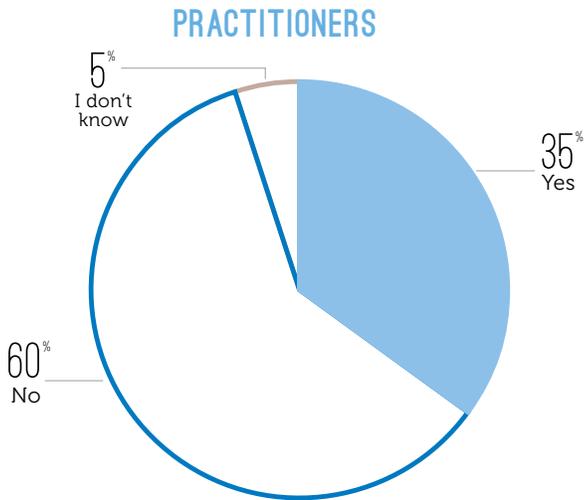
Look to the CIGO Task Force's findings. Do these information-related gaps exist at your organization? If they do, is your organization really using its information assets as well as it could be? Use these above findings and the CIGO Task Force Report to build the case for why an IG leadership role is necessary.

IG LEADERSHIP TRENDS

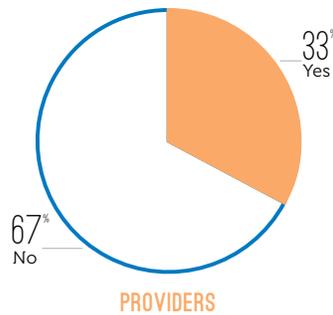
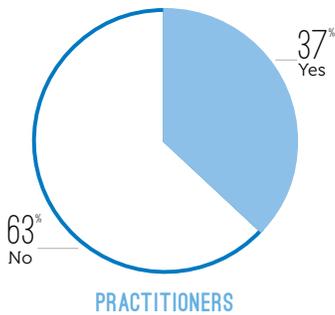
HOW HAVE ORGANIZATIONS ADDRESSED IG LEADERSHIP?

Comparing Practitioners' Responses to Those of Providers About Their Customers

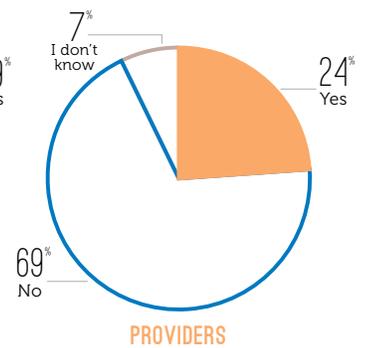
Has Accountability for IG Been Delegated?



Is "Information Governance" in That Person's Title?



Is That Person a Peer of the "C-Suite?"



Snapshot

- There is broad agreement that there is an IG leadership gap that should be filled with a senior leader.
- Organizations are starting to delegate and fill this role.
- We have developed a simple maturity model showing what IG leadership looks like at different levels of program maturity.

Analysis

Most think that there is a leadership gap in IG. Committees are not enough. Someone needs to be in charge, accountable, and at a high enough level within an organization to get IG work done. That is exactly the role we envision for the CIGO. However, how are organizations actually addressing this issue, today?

Delegating Authority

We asked practitioners if their organizations had delegated overall accountability for IG to a specific individual. Over a third said yes. These numbers are up from last year, and we would expect them to continue to grow as the discipline matures. Of practitioners who reported that their organizations had delegated IG accountability, over a third said that person also had the words “information governance” in their title.

Seniority

We believe that IG leadership at large, complex organizations calls for a CIGO who is on par with other C-level roles like the Chief Information Officer, Chief Data Officer, or Chief Information Security Officer. As it stands, just under a third of organizations that have delegated IG authority to someone have also designated an IG leader with this level of authority. Also, a majority of practitioners report that there is high-level support for IG at their organizations.

A Maturity Model for IG Leadership

While we advocate for the CIGO role, we certainly recognize that not every organization is ready for one, or indeed, will ever need one. This does not mean organizations cannot benefit from an IG leadership position and at different levels of IG program maturity.

The IGI’s CIGO Task Force developed a maturity framework to show what IG leadership might look like at different levels of IG program maturity. The model may be thought of as both descriptive (i.e., showing what an IG leader would do day-to-day at each level) and prescriptive (i.e., showing what it would take to move an organization to the next level). A detailed description of the IG leadership role at each level and a sample job description will be available in the CIGO Task Force Report set for publication this year.

In Practice

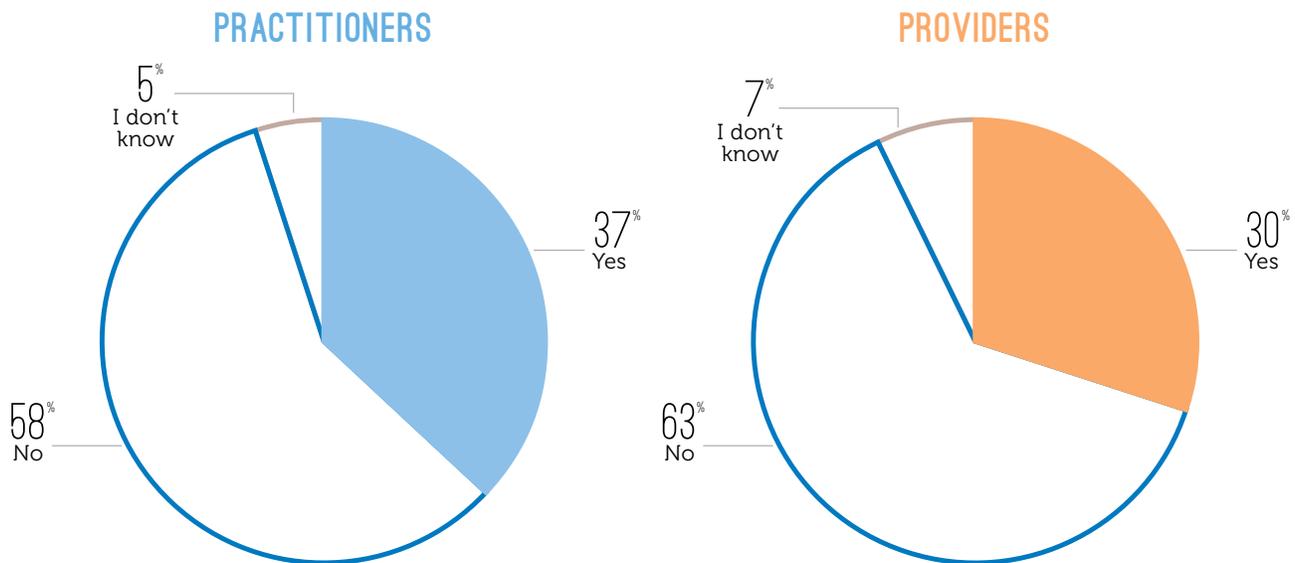
Depending on how mature your organization’s IG program is, it may not be ready for a C-suite position for IG. However, that does not mean IG cannot benefit from a designated leader. Look to the maturity framework below for ideas of what an IG leadership role can achieve at your organization’s current IG maturity level.

MATURITY LEVEL	STATE OF THE ORGANIZATION'S IG PROGRAM	CIGO ROLE
Level 1: Nascent	Recognized as necessary, some initial steps taken	Building the foundation for an IG program
Level 2: Intermediate	An established but still developing IG program	Developing the framework and structure of an IG program
Level 3: Advanced	A well-developed or advanced IG program	Maintaining and improving an already developed IG program

IG STEERING COMMITTEES

ARE ORGANIZATIONS GOVERNING IG WITH A FORMAL IG BODY?

Comparing Practitioners' Responses to Those of Providers About Their Customers



Snapshot

- A surprisingly low number of organizations have IG steering committees (or similar) despite their importance.
- Even informal IG committees can be very useful.
- Forming a cross-functional group of some kind is a critical step that all organizations must take.

Analysis

As a coordinating function, IG success depends on communication and cooperation among the people representing the separate information disciplines or facets at an organization. IG steering committees are essential. But do most organizations have them?

About a third do. While this is a good start, it is not enough, and we recommend that practitioners view this as a critical component of their IG programs and take action to develop even an informal group like this.

In Practice

If your organization does not have a formal body for making IG decisions, consider forming one soon. Look to the RACI matrix in the previous section and the facets wheel at the beginning of the Report to get an idea of who should be included on the committee. However, remember this must ultimately be tailored to fit the information environment of your organization. Also consider the state of maturity of the facets of IG. Are all necessary facets in place and are they mature enough to meaningfully participate in the committee? You may need to lay some groundwork in these areas before the committee can be useful. Finally, you will need a leader for the committee or some other way of implementing its suggestions.





SECTION III

Information Governance: The Market



THE IG MARKET COMES INTO VIEW

This year we saw a 20% increase in the number of people in the IG community who think that the IG market is “well-defined.” This represents a significant evolution, and though these respondents are still in the minority (about a quarter), we think this is right on target for a nascent market.

It also belies the depth of understanding that does exist, as the results we have shown elsewhere throughout this Report and what all of us witness every day as members of the IG community demonstrate. For example, practitioners, providers, and analysts are all doing work they consider “IG;” practitioners are clearly buying products and services from providers that both consider to be “IG” products and services; and there is a shared understanding of the concept of IG and organizations’ priorities with respect to it, to name a few.

Though we agree with the community that the market is fuzzy, it is becoming clearer. At least some of this fuzziness is also attributable to the nascent status of IG as a discipline. As discussed previously, the majority of organizations are at a nascent level in the maturity of their programs. Many have poor or incomplete development of the information-related activities that make up IG, and coordination between these facets is often poor.

It makes sense that in a market where the individual facets of IG at a typical organization are still largely working in isolation, the market for IG products and services is similarly dispersed. As the discipline matures and organizations begin to more effectively consolidate the currently disconnected facets of their IG programs, we would expect them to seek solutions to IG that are similarly comprehensive and for the market to become increasingly definable.

In this section, we attempt to add clarity to the IG market by exploring its contours, considering issues like how many projects organizations are working on, how much they are spending and whether it will increase, and what products and services are a part of the IG market.

ORGANIZATIONS ARE TAKING ACTION AND SPENDING MONEY

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	10,000+
Average Number of Projects	4	6	6	7
Average Total Cost of an IG Project (\$USD) (Including Products, Services, and Staff)	\$186,000	\$560,000	\$492,000	\$777,000

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 a Typical Customer	3
Average Revenue Per Typical IG Project (\$USD)	\$286,000



Snapshot

- Organizations are taking on multiple IG projects at a time—four to seven projects each.
- Organizations are spending money—\$186,000 to \$777,000 per project.
- The market is active and growing.

Analysis

The apparent fuzziness of the IG market is not stopping practitioners from tackling multiple large IG projects. On average, organizations that are actively doing IG work have multiple projects running at the same time. As the chart shows, the average number of projects per organization and average total cost per project generally increases with organization size, though this correlation is not perfect. Indeed,

within each group (by organization size) there is a wide distribution in both the number of active projects reported (some reported only one and others more than fifty) and the average per-project spend (some reported \$10,000 or less, others over \$3 million USD). This variation is not surprising given how broadly our community defines IG and its activities and technologies. There is clearly a wide range of what might constitute an IG project. However, while this variation is predictable, it should be kept in mind when considering these numbers.

We also note that when designing this survey, we created an opt-out response, anticipating that both practitioners and some people working for providers might have difficulty answering these questions or may prefer not to. As such, the number of respondents to these questions was lower than the average number of respondents for other, less sensitive questions.

While we did not attempt market-sizing and this data does not predict the overall IG market size, it does show that there is an IG market, and it is growing. Organizations are tackling IG, and they are spending money to get the work done.

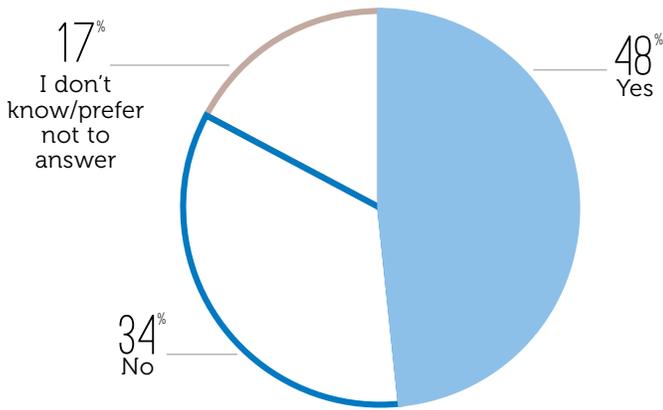
THE IG MARKET WILL GROW IN 2016

BOTH PRACTITIONERS AND PROVIDERS EXPECT GROWTH IN THE IG MARKET IN 2016

Comparing Practitioner and Provider Expectations for Increased Spend and Revenue

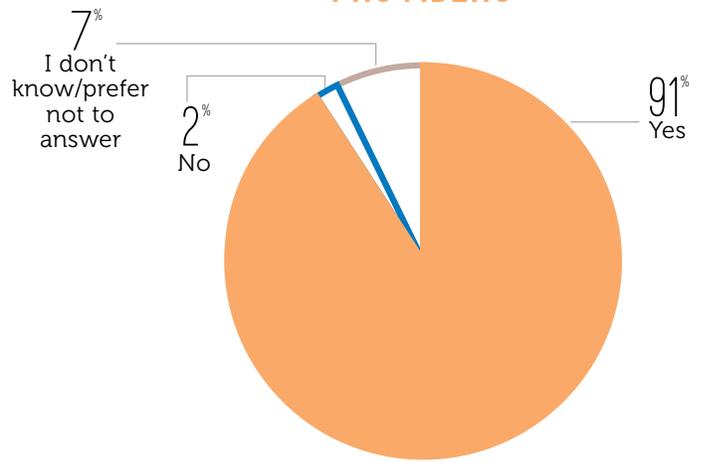
Expect Increased IG Spend

PRACTITIONERS

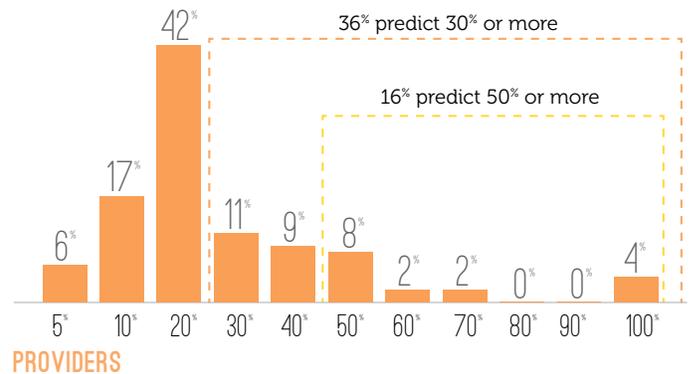
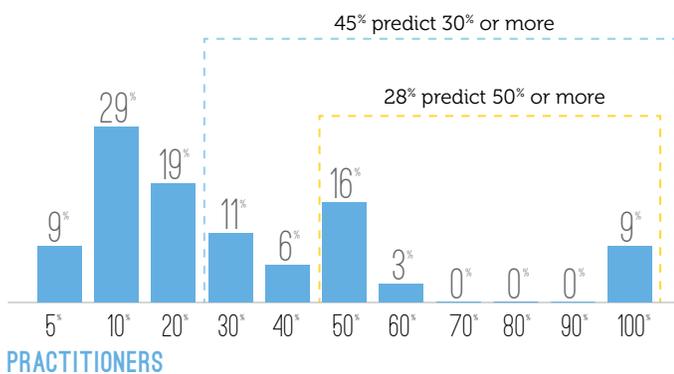


Expect Increased IG Revenue

PROVIDERS



Predictions for Growth in 2016





Snapshot

- Nearly half of practitioners said they will spend more on IG in 2016.
 - Almost all providers said they expect IG revenue to grow in 2016.
 - The rate of growth for both spending and revenue will be significant.
-

Analysis

While the IG market may not be perfectly defined today, organizations are taking action and spending money on IG. However, is spending predicted to increase in 2016? We asked practitioners who told us their organizations had at least one active IG project whether they expected spending to increase in 2016 and, if so, by how much. For providers who reported *at least one active* IG project at their typical customer, we asked parallel questions with respect to revenue generated from IG.

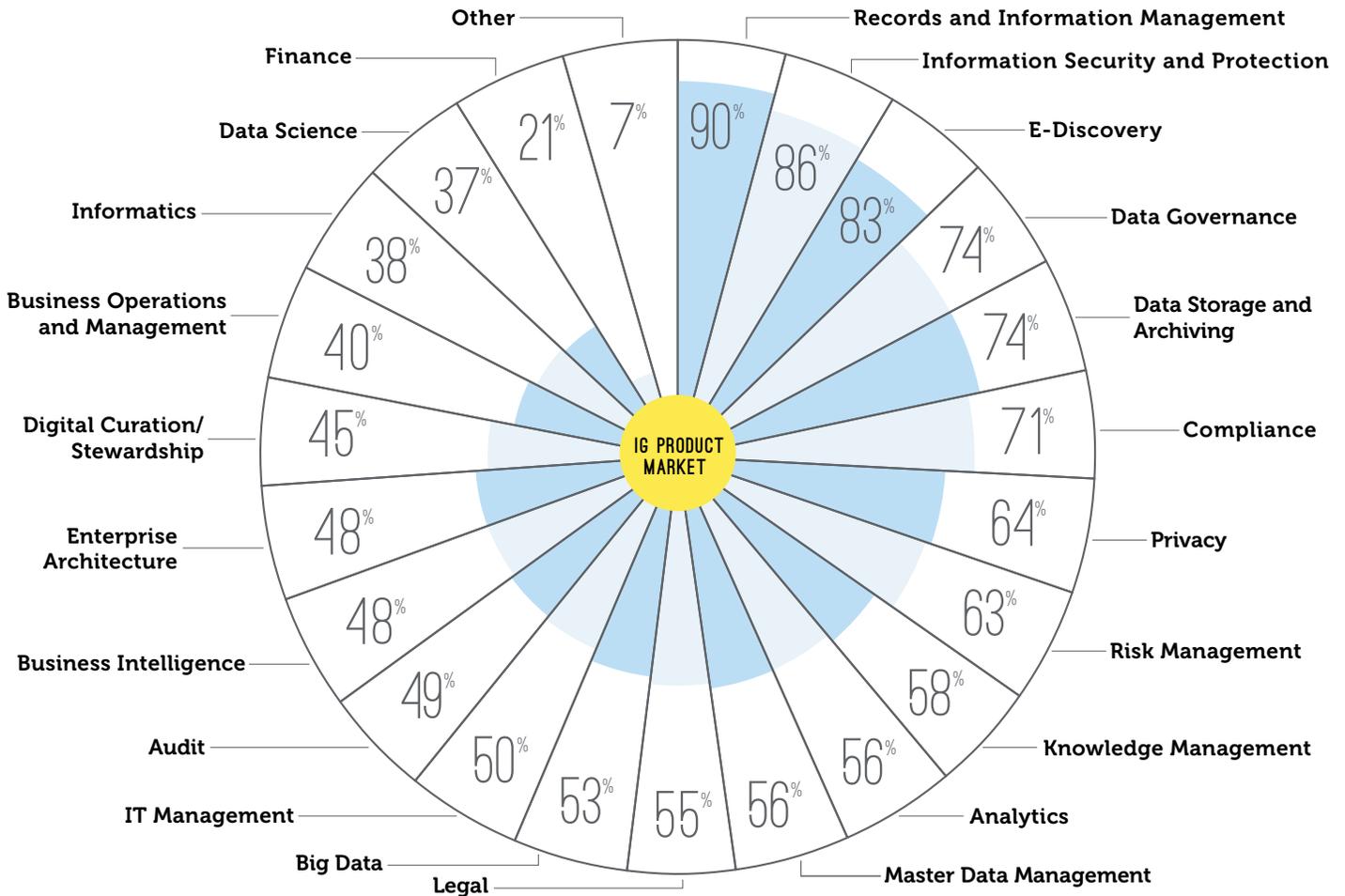
Of those practitioners who reported that they were actively doing IG projects today, nearly half said they expected spending to increase next year. Providers are even more optimistic about market growth with 91% telling us they expect revenue earned from IG to increase in 2016. In fact, a solid portion of both groups predict that their spending will increase dramatically. For example, nearly half of practitioners predict an increase of 30% or more, and over one-quarter predict an increase of 50% or more. Of those organizations that report actively doing the work of IG today, a solid segment predict both spending more than last year and *a lot more* in 2016.

For readers comparing year-over-year results on this question, note that the limiters described here did not exist in 2014, i.e., anyone - even those not currently spending or receiving money for IG - could answer the question in 2014.

THE IG TECHNOLOGY MARKET

WHAT TECHNOLOGIES ARE PART OF THE IG PRODUCT MARKET?

Percentage of Respondents Who Thought Each Technology Was Part of the IG Product Market



Snapshot

- Practitioners see a broad market for IG products, with fourteen out of twenty-two listed categories included by a majority.
- However, fewer categories received majority votes than last year, indicating a market coming into focus.
- A new category of "IG software" is emerging.

Analysis

We asked the IG community which technologies they believed were part of the IG product market. As we saw last year, survey respondents have a very broad understanding of what makes up this market. This is not surprising given the breadth with which the IG community views the concept of IG. The range of technologies required to serve these disparate information-related functions and to address the ways in which information moves between them would necessarily be fairly broad.

Of the twenty-two enumerated technologies, fourteen of them received 50% or more support for inclusion in the IG product market. RIM, information security, e-discovery, data governance, and data storage and archiving were the most popular. Though we did add several additional technologies since last year, we note that across the board for technologies listed both years, the percentage of votes for inclusion in the product market is down. We saw a similar drop for facets the IG community would include in the concept of IG. We see this as a sign that the IG market is starting to mature and that both the technologies and functional areas that make up IG's core are coming into greater focus.

We do not mean to say that any of the listed products that comprise the IG product market are "IG technologies," per se, as they are not broad enough to cover all information-related activities in an organization. Each of them is rather a point of management and control of information within the facets to be coordinated by IG.

That said, we were curious to see whether the community thought that there was a category of software or technology on the market that they considered to be "IG" software or technology. Almost half said no; 30% were not sure. However, around a fifth (22%) said yes. Contenders for such a role, as suggested by the comments respondents provided, were technologies that integrated several of the information-related functions of multiple facets across the enterprise. We will continue to focus on these and related questions as we conduct further research on the emerging IG market.

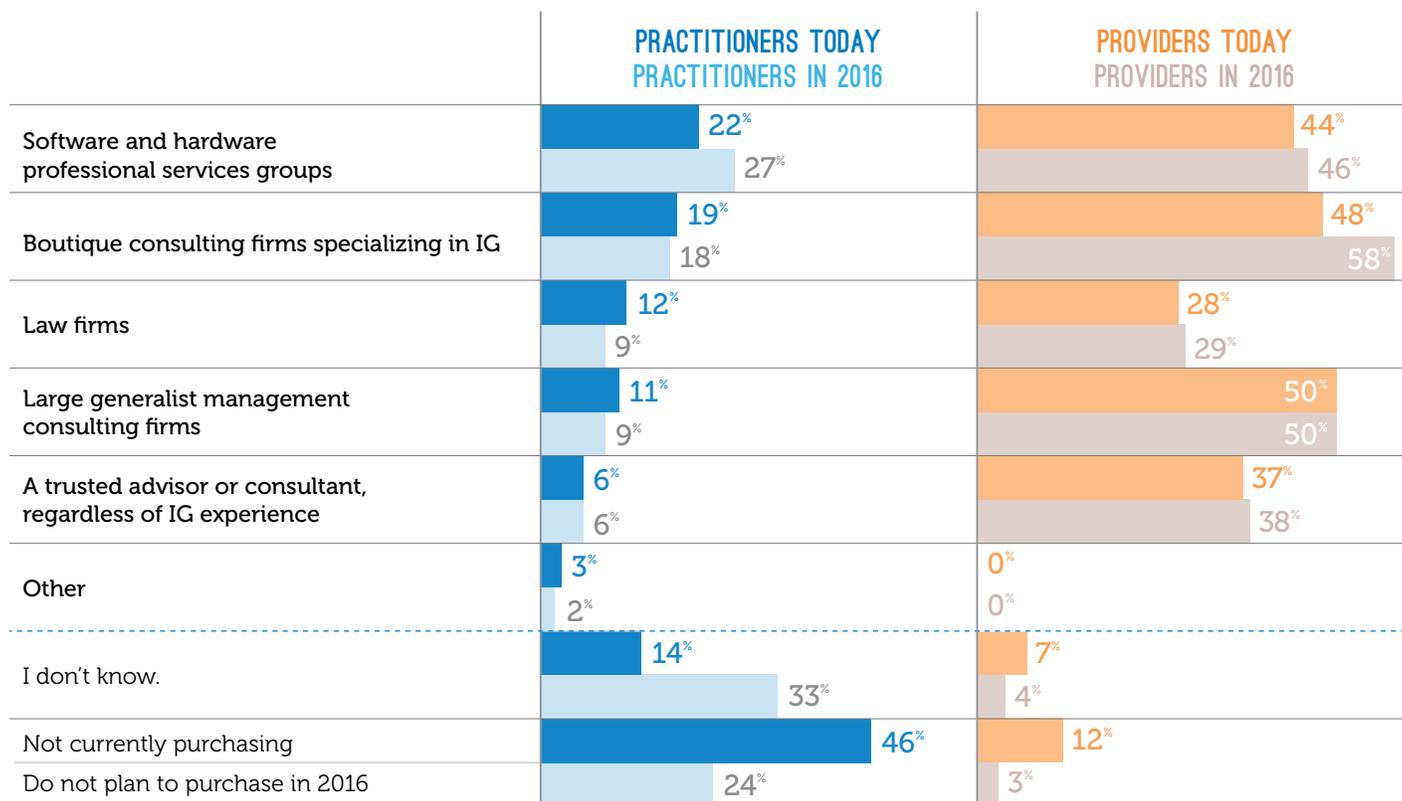
"For me, every corporation is responsible for information governance and is practicing it in some way—some very well and others not so well. That is, all of the components of IG are required and need to be addressed—records management, privacy, security, etc. Not addressing IG does not mean it is not required. The more coordination that occurs, the more effective the overall IG can be. The best coordination is most likely to occur when one person or one organizational unit is specifically charged with ensuring that all the varied components of IG come together in a holistic fashion. The role of the CIGO is clearly a step in making that happen and, regardless of our particular specific role at the moment, we can help our organizations move in that direction."

MICHAEL HALEY
DIRECTOR, RECORDS MANAGEMENT
RADIAN GUARANTY, INC.

THE IG SERVICES MARKET

WHERE DO ORGANIZATIONS PURCHASE IG SERVICES TODAY? IN 2016?

Comparing Practitioners' Responses to Those of Providers About Their Customers



*The sources of IG services are listed from the most to least commonly selected option by practitioners.

Snapshot

- Organizations are purchasing IG services to support their programs.
- We expect spending to increase as IG programs mature.
- Most services are purchased from technology providers.



Analysis

Organizations are buying IG services. Forty percent of practitioners reported that their organizations were purchasing IG services, today, and around the same amount reported that they planned to in 2016. Providers reported a much higher percentage of their customers' organizations purchasing or planning to purchase IG services (81% and 93%, respectively). This disparity is not surprising given that the latter group of organizations were already engaged with outside providers to buy something related to IG, either products, services, or both.

Software and hardware professional services groups were the most commonly identified source of IG services by practitioners now and in 2016, with boutique consulting firms specializing in IG coming in at a close second and law firms third.

Just under half said that their organizations are not currently purchasing IG services. Why? Some may be filling their IG personnel needs through other means like direct hiring or internal promotions. Others, however, simply may not be at the optimal IG program maturity level to purchase IG.

IG products and services seem to go hand-in-hand. Indeed, nearly half of our IG provider respondents say that they provide both products and services. Only 14% say they sell products only. Organizations purchasing technology often need help implementing and configuring it, so it is not surprising that professional services groups at software and hardware providers led the way as the most commonly identified source for IG services.



ENDNOTES

Note that we have used the following numeric convention for survey data throughout this document: results that included half a percentage point or more were rounded up, and results below half a percentage point were rounded down. As such, in some cases aggregated results for particular questions do not add up to 100%.

This work should be cited as: Information Governance Initiative, “Information Governance Initiative Annual Report 2015-2016” (Information Governance Initiative LLC., September 2015).

Thank you to our many interviewees and survey respondents for graciously sharing their knowledge, experience, and data.

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