



Information Governance Initiative Annual Report 2014

INFORMATION GOVERNANCE GOES TO WORK



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 CHARTER SUPPORTERS



IGI Annual Report 2014 Quick Read

1. INFORMATION GOVERNANCE DEFINED. In keeping with our mission to further the adoption of IG, we are advancing a definition of information governance that has broad support from our community. **Information governance is the activities and technologies that organizations employ to maximize the value of their information while minimizing associated risks and costs.** We will adopt this definition for all of our work moving forward and we encourage you to do the same.

2. INTRODUCING A NEW ROLE: THE CIGO. Organizations with complex information environments should appoint a Chief Information Governance Officer (CIGO). Leading organizations are already developing the CIGO role. The CIGO provides a coordinating function with delegated authority for specific information activities at an organization. The CIGO balances stakeholder interests from each facet of IG and develops an operational model for the organization. The CIGO does not replace or subsume complementary offices, such as the Chief Privacy Officer or Chief Data Officer. Rather, it coordinates. The CIGO is essential, given the lack of current IG leadership, with only 28 percent of organizations currently delegating overall accountability for IG to a specific individual.

3. NOT JUST RECORDS MANAGEMENT AND E-DISCOVERY. Information governance is *not* the next evolutionary stage of records management or e-discovery. IG is a coordinating function for a long list of information activities. In fact, our community told us by a wide margin (79 percent) that they see IG as the highest-level description for all information management activities at their organizations. They also told us that the top five additional activities that should be coordinated by IG are information security, compliance, data governance, risk management, and privacy. Business operations and management and data science also showed up in the list. We agree with our community.

4. NOT JUST RISK. To provide value to the organization, a strict risk orientation is not enough. IG must be a business-enabling function that powers data-driven business models and insight. Although value-focused IG is only in its infancy (less than 10 percent of our community says it has an active project focused on monetizing data, for example), 92 percent told us that risk and value are equal partners in IG, and most practitioners

(68 percent) told us that quantifying the financial benefits of IG was essential to IG success at their organizations.

5. NOT JUST POLICIES. Information governance should incorporate all the tools needed to better manage information. This includes organizational controls commonly expressed in the form of policies and procedures. It also includes the processes that are driven by these controls and the people who develop, enforce, and follow those processes. Finally, it includes the technologies that enable us to both control and exploit our information assets – a very broad category of software and hardware. Almost all – 91 percent – of our community agrees with this statement.

6. THE IG MARKET IS NASCENT, BUT GROWING . . . FAST. Both providers and practitioners told us that there is no clearly defined IG market today (only 19 percent think otherwise), but 75 percent of organizations expect the amount they spend on IG to grow in 2015, and grow by a lot, with the majority projecting a 10-20 percent growth rate, and over a quarter projecting 30 percent or more.

7. ORGANIZATIONS ARE BUYING. Nearly half of surveyed practitioners say they buy new technology in the first year of an IG program (document/content/records management software and archiving technology are popular). The average small-to-mid-sized organization spends \$330,000 USD per IG project (on products, services, and staff), and at large organizations per project spending is over \$2,000,000 USD. Spending seems to be geared towards products and services, with just over a quarter of practitioners telling us they have hired, or plan to hire, new IG staff.

8. BUYERS AND SELLERS ARE BOTH BULLISH ON IG. Surprisingly, given the common assertion that sellers in an emerging market tend to unrealistically hype its potential, practitioners and providers have similar expectations for how IG money will flow in 2015. 75 percent of practitioners project an increase in 2015 IG *spending*, and 83 percent of providers project a *revenue* increase. Similarly, 59 percent of practitioners predict 10-20 percent growth in 2015 IG *spending* compared to 50 percent of providers predicting the same *revenue* growth.

9. PRACTITIONERS ARE TAKING ACTION.

Practitioners are taking on a wide variety of IG projects, right now. On average, SMBs have four IG projects under way, and large organizations have six. A majority of organizations are actively working on updating policies and procedures, migrating unstructured information, and consolidating and cleaning up data. Other popular projects include implementing a new corporate governance framework for IG and defensible deletion.

10. BUYERS SEE A VERY BROAD PRODUCT MARKET.

The way data moves through an organization is complex, touching disparate business systems and applications. Managing the information in these systems requires a broad focus. Respondents have a broad view of the technologies that are part of the IG product market, with the five most popular being records and information management, information security, compliance, e-discovery, and data storage and archiving. We do not view all of these and the additional eight identified technologies as “IG technologies,” per se, but rather as points of management and control that are coordinated by the CIGO. As IG matures, the technologies that form its core will come into greater focus.



11. IG SERVICES ARE MOSTLY PURCHASED FROM TECHNOLOGY PROVIDERS.

The most common source of IG services by a wide margin (almost double the next most popular source, boutique IG firms) is professional services groups at software and hardware providers. Law firms are the least popular source. This finding surprised us, given the anecdotal evidence that many IG programs seem to be ignited by a legal issue. Practitioners predicted little change in these purchasing habits in 2015.

12. WE NEED TO SPEED UP IG PROJECTS. Most organizations have immature decision structures for IG, a fact reflected in how long it takes to get a project started. 58 percent of practitioners told us it takes twelve months or more from the time an IG project is first conceptualized to the time that money and people are allocated and the project begins. Providers seem to have similar experiences with their customers, with 44 percent experiencing the same time frame. This is too long. Greater clarity about IG and its leadership, goals, and operational models will speed up IG projects.

13. FINANCIAL QUANTIFICATION IS CRITICAL. Practitioners told us that quantifying the financial benefits of IG is essential to the success of IG at their organizations. 91 percent of providers said the same thing when it comes to selling IG products and services. The most popular models for doing this are Return on Investment (ROI) and Total Cost of Ownership (TCO). Most practitioners develop their models internally without

the help of an outside expert or consultant, and a vast majority of both practitioners and providers include “soft” costs and benefits in their models. The IGI is going to develop tools and resources to help our community with this critical task.

14. PRACTITIONERS ARE BUILDING OPERATIONAL MODELS. Models like the RACI matrix (defined below in the “Work” section of this Report) are essential, given the multiple domains coordinated by IG and the immaturity of corporate governance structures around IG. We have produced a starting point: a RACI matrix based on the feedback of our community. Take it and build on it.

15. IG 2020. The IG community is optimistic about the future of IG. We presented a set of optimistic statements about the potential state of IG in 2020, and the majority told us that IG will be better in 2020: more of us will be doing IG, and we will be better at it; it will be done by design; the market will grow and be more clearly defined; and IG will get the executive level attention it deserves. But we have a lot a work to do. We invite you to join us.



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Introducing the 2014 IGI Annual Report

A MESSAGE FROM THE IGI EXECUTIVE TEAM

A global manufacturer has a big vision for a new line of business. It wants to capitalize on the “Internet of Things” by collecting extensive data from its machines, analyzing it, and selling it back to the market. Revenue could be in the billions. But its customers don’t want to hand over the data. They don’t know if they can. The legal and regulatory implications are unclear. What if there is a breach: who is responsible? Can this data move across national borders? Who owns the data? How do they quantify the risks and the benefits of monetizing this information?

This is a problem that cannot be solved without information governance, i.e., determining the value, evaluating the risk, and then building a program to maximize the former and minimize the latter to the point that everyone is comfortable enough to do business.

A system engineer at a financial services firm has personal problems. He needs money. Criminals extort him. What do they want? As much data as he can get his hands on. How much is that? A lot. He vacuums up tens of thousands of documents, spreadsheets, and presentations from every departmental shared drive he can get access to, and hands them over on a USB drive. It makes the front pages.

Once the company figures out what has happened, they put together a SWAT team to fix the problem and prevent another like it. The first part is easy: they see thousands of shared drives with wide-open access and lock them down. They rationalize permissions across tens of thousands of folders. Then they start to ask the real question: should this information exist in the first place? The security team sees millions of outdated and duplicate files. They check with Legal to see if they can get rid of them. Legal is unsure. The Chief Privacy Officer doesn’t know. Records Management doesn’t know. The business leads don’t know. The SWAT team is now in a quagmire. Nobody in the company has a process or the authority to tell them which files should stay and which should go. The IT folks are mad. The project stalls. The risk remains.

This is yet another problem that cannot be solved without information governance.

It doesn’t really matter what we call these problems or their solutions. The IGI has chosen to call the solution *information governance*, as others have.

What matters is that we *solve* these problems. These

problems are only growing more frequent, complex, and consequential. We see no evidence that existing approaches are working. We see no evidence that these problems are going away. Information governance is an emerging, coordinated approach to solving these problems.

The sky is not falling. Fire and brimstone are not going to rain down upon us. But is that the standard we should use for action? Can we do better? And what does *doing better* look like? Disasters happen. Inefficiency happens. The reality is that most organizations will experience something between these two extremes.

We **do** see compelling evidence that leading organizations are taking a new approach: information governance. We see organizations developing a new executive role: the Chief Information Governance Officer. We are excited to share this evidence with you. Read on to see it for yourself.

We believe information can be a positive transformative force in the world, improving business, government, and the lives of people in all walks of life. But we also believe that these benefits are not automatic and in fact will only be the result of sustained, proactive efforts to manage information in a better way.

We want to advance the practice of information governance, as we believe that information governance is the best chance that organizations have to truly get their information under control and to maximize its value.

We are putting these beliefs into action with this Report. We spent countless hours talking to the people trying to solve information problems at their organizations. We conducted surveys of practitioners, providers, and analysts. We talked to information governance gurus. We sat down with those inventing and selling the technology. With this Report, we hope to play our part in defining and advancing information governance.

On behalf of our Advisory Board, our Corporate Council, the IGI Community, and our Charter 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?

GOALS

This Report has three goals:

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.

A NOTE ON TERMS

Throughout this Report, we use the term “practitioners” to refer to people charged with IG at corporations, government agencies, and other entities. This includes users and buyers of IG products and services. We use the term “providers” to refer to organizations that primarily sell IG products and services. We use the term “analyst” to refer to people who primarily research and report on the IG market, including industry analysts and academics.

CONCEPTUAL FRAMEWORK

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

concepts that, taken together, make up IG:

- 1. 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.
- 2. 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.
- 3. 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?

INFORMATION SOURCES

To prepare this IGI Annual Report 2014, we used four primary methods of data collection, as outlined below.

Benchmarking Interviews with IG Practitioners

We conducted 28, sixty minute, one-on-one benchmarking interviews with people actively working

on projects that they identify as IG projects. Interviewees were members of the IGI Corporate Council or similar practitioners. The IGI Corporate Council is a select group of senior practitioners representing the disciplines that together comprise information governance. Their experiences and insights guide the research and activities of the IGI.

A sample of the type of IG practitioners that we conducted benchmarking interviews with include:

- An information governance leader at global information technology services and solutions company
- An information governance leader at a global pharmaceutical company
- Corporate counsel with IG responsibilities at a Fortune 500 satellite television company
- A VP in charge of IG at a Fortune 500 pharmaceutical company
- A records manager at a Fortune 500 insurance company
- An AVP of e-discovery at a mutual fund management firm
- An information governance leader at a global telecommunications and electronics company
- An information quality manager in the banking industry
- An information governance and security leader at a Fortune 500 biotech company
- A senior solutions architect at a global information technology services and solutions company
- A VP of information management at a Fortune 500 bank
- A head of information risk and privacy at a Fortune 500 chemical company

We will be publishing a Benchmarking Report with the full results of these interviews later this year.

Self-Directed Surveys

Our self-directed survey reached an estimated audience of 50,000 through our network and that of our partners. The majority of respondents came from our own list of approximately 5,000. We had about 500 total respondents.

Our survey population was well-distributed among practitioners, providers, and analysts, with the largest group of respondents coming from the practitioner community:

- IG practitioners – users and/or buyers of IG products and services (45 percent)

- IG providers – providers of IG products and services (32 percent)
- IG analysts – IG researchers and analysts (23 percent)

Having representation from each of these segments of the IG community is important for effectively accessing the state of IG today. Of the IG providers surveyed, 52 percent provide just IG services, 39 percent provide both IG products and services, and less than 10 percent 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 who don't 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, with Government/Military, Finance/Banking/Insurance, Healthcare/Medical, Manufacturing, and Pharmaceutical/Chemical representing some of the largest respondent verticals. Not surprisingly, the population was largely from common law countries, with the U.S. leading the way at 76 percent, followed by Canada and the U.K. Respondents were also roughly evenly split among small (500 or less), medium (501 to 5,000) and large (over 5,000) organizations.

Briefings with our Charter Supporters

One of the highlights of our work is our advisory days with our Charter 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 2020: Research with IG Gurus

We developed a “tension pair” (a pair of statements that reflect opposing views) about the future of IG and invited about 150 IG subject matter experts and pundits to provide their insight. We have included some of the results of this research here and will be publishing a separate report focusing on the future of IG in the coming months.

Section I

INFORMATION GOVERNANCE: THE CONCEPT



Defining Information Governance

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

What is information governance, anyway? We are often asked this question, and with good reason. In order for any market or business concept to become mainstream, there must be some consensus on its definition. Definitions certainly are important: we must speak the same language to have a conversation. However, the specific words used to define information governance are much less important than the concepts behind it. Further, the specific definition is less important than having a common understanding within an IG team.

We hope to provide a starting point for that common understanding in the form of a definition that has broad support from our community. As part of our research, we proposed a definition, and it received overwhelming support. **Ninety-three percent** of our survey 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.

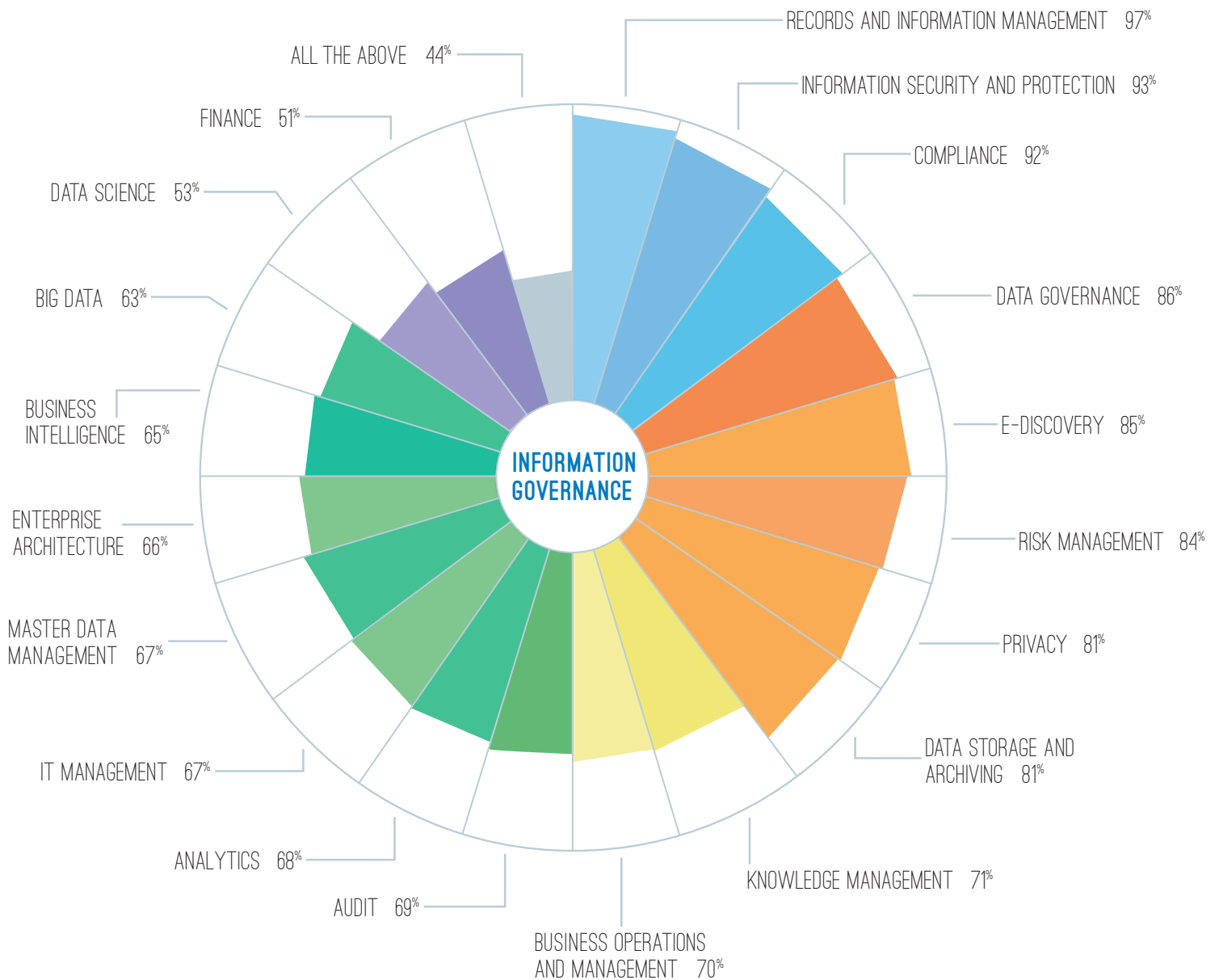
Remarkably, as the graphic above shows, there was also incredibly strong agreement among those who provide IG products and services, those who consume them, and those who cover the space. This bodes well for the practice of IG.

IN PRACTICE

If you find value in our definition, then use it. If not, find a way to define IG in your organization that will maximize the chance of IG being taken up as a central concept in the way that you manage and exploit information.

The Facets of Information Governance

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.

In our research, we proposed a list of activities that might be considered to fall within the rubric of IG. The list of nineteen proposed “facets” of IG included both risk- and value-focused activities.

A majority of respondents agreed that each of the facets identified was a part of their concept of IG. Interestingly, a strong majority, 80 percent, also agreed that the list was complete. Of the 20 percent who responded that something was missing from our list, the vast majority were concepts that were arguably subparts of other facets on the list.

These results suggest the operational role that IG can and must play. Specifically, IG should serve as the coordinating function for all of these activities, tying them together into one humming, efficiently functioning operation. IG’s coordinating function must replace the “siloed” approach that is the bane of IG practitioners and indeed anyone who has tried to take on a complex information project in a large organization.

Respondents agreed more strongly that certain facets were integral parts of information governance. The usual suspects lead the way, with over 90 percent of respondents agreeing that RIM (records and information management), compliance, and information security and protection are at the top of the list. E-discovery, privacy, and risk management followed closely in the 80 percent range. In contrast, big data, data science, and business intelligence were in the 50 percent and 60 percent ranges.

This data shows that, despite the importance of the “value” side of IG, the risk side appears to be leading IG today. This may, in part, be a result of the survey population. However, it may also reflect the current maturity level of information governance, which is only beginning to coalesce as a discipline. Other data in this Report supports this. For example, when asked what IG projects they were *currently* doing and what projects they *would* do if they could, IG practitioners ranked risk-focused projects more highly than those focused exclusively on value.

IN PRACTICE

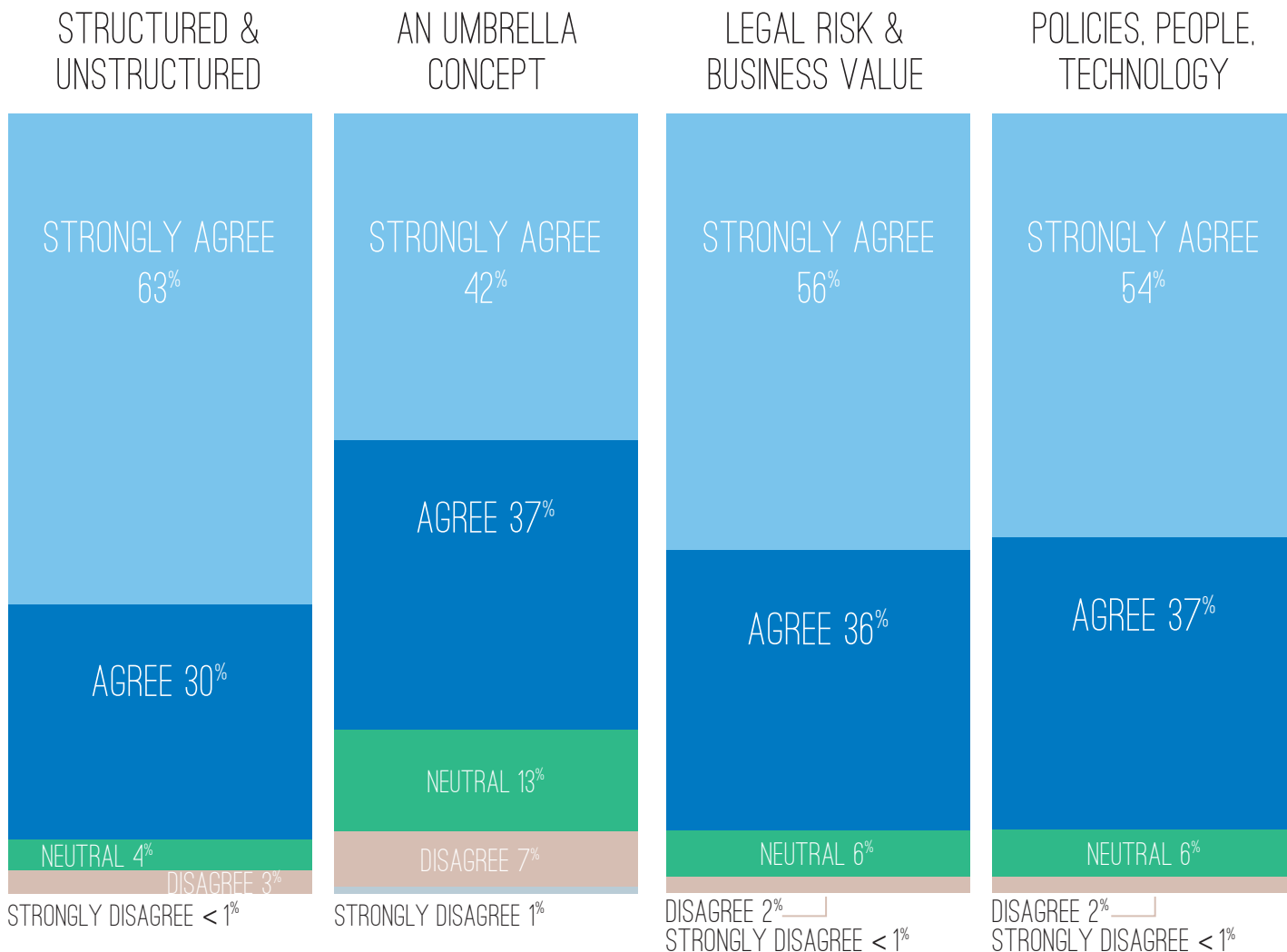
IG is a broad discipline. Forming an IG steering committee is a good first step. Use the facets identified here as a guide. The IGI will be producing a model IG steering committee charter in the coming months.

“The holistic approach to IG resonates with many of our people. People are tired of seeing all of these siloed projects and efforts and bringing things together in an ad hoc manner. We really try to frame this in the context that this is about enabling business, to help them do a better job and be more productive. This is about value creation.”

—SEAN KRIER,
ENTERPRISE RECORDS MANAGER,
WASHINGTON STATE DEPARTMENT OF HEALTH

Going Deeper into the IG Concept

INFORMATION GOVERNANCE IS:



We asked the IG community several additional questions related to their concept of information governance.

STRUCTURED AND UNSTRUCTURED DATA

The IG community told us that IG should always address all information types, including both unstructured (documents) and structured (databases) information. However, survey comments and our subsequent conversations revealed some concerns about the use of the term “always.”

At issue was not whether, in an ideal state, IG should include both structured and unstructured data. There

was clear agreement that it should. The concern instead centered on the feasibility and strategic desirability of tackling everything all at once and *now*. The message from respondents was that doing everything all at once would be overwhelming, a barrier to progress, or even functionally impossible, and that IG is an evolving process.

IG IS THE HIGHEST-LEVEL CONCEPT

Over three-quarters of survey respondents agree that IG is an umbrella concept that should be used as the highest-level description for all information management

activities. In our analysis, this does not mean that activities like information security, for example, *become* information governance, but rather that IG plays a coordinating role that avoids the vast problems derived from treating each information problem as an independent pursuit.

INFORMATION GOVERNANCE IS ABOUT LEGAL RISK AND BUSINESS VALUE

IG is about both legal risk and business value. At the highest level, IG is about managing information better. Sometimes we want to manage it better because an outside party – such as a government body or court – is telling us we have to, and sometimes we want to manage it better simply because it helps us be a better business. Any definition of IG should recognize this duality. The vast majority of respondents agree with this view of IG risk/value duality, with a majority (56 percent) *strongly agreeing*.

INFORMATION GOVERNANCE IS POLICIES, PROCESSES, PEOPLE, AND TECHNOLOGY

A vast majority of respondents agreed that IG should incorporate all the tools needed to better manage information. This includes organizational controls, commonly expressed in the form of policies and procedures. It also includes the processes that are driven by these controls and the people who develop, enforce, and follow those processes. Finally, it includes the technology that enables us to both control and to exploit our information assets – a very broad category of software and hardware. A majority (54 percent) *strongly* agreed with this statement. Comments and conversations revealed that some practitioners have reservations about the inclusion of technology in the concept of IG. These reservations appeared to stem from a concern that too much emphasis might be placed on the technology itself rather than on the processes it enables. A concern was raised that technology might drive IG, rather than enable and support it.

While the IGI agrees that we should not focus solely on technology, nor do we think it is a panacea for all matters of information governance, the simple fact is that it is not possible to “do” IG without technology. So, technology must be part of the IG concept. The needs of information governance programs should drive the development of new technologies. But we believe that technological capabilities shape how organizations tackle IG. By bringing new approaches into the realm of the possible, technological advances can also help us develop new approaches to IG.

“My role is an information governance role, but it is called information quality because that is our goal—quality not ‘governance’ for governance’s sake. We want good quality information that we can act on. The better the quality of our information, the better we can serve our customers.”

—CAROL FEUERRIEGEL,
INFORMATION QUALITY MANAGER, KIWIBANK

Section II

INFORMATION GOVERNANCE: THE MARKET



Defining the Information Governance Market

FUZZY BUT DEFINABLE

Providers and practitioners told us that there is no clearly defined IG market (only 19 percent think otherwise). However, practitioners, providers, and analysts are all doing work they call IG. Practitioners are buying products and services from providers that both call IG products and services. Our analysis shows that there is a shared understanding of what IG is, what work people are actually doing, and what their priorities are.

There is an IG market today. But we agree with our community that it is fuzzy. What products does it include? What services? Who are the buyers, and what problems are they trying to solve? How is the IG market different from related markets? In this section, we will try to answer these and other questions.

The lack of clarity around the IG market may seem curious given the amount of shared understanding within the community. However, like much of our data, it more likely reflects the immaturity of IG as a defined discipline. For example respondents agreed on what facets *should* be part of IG. That doesn't mean, however, that functionally, organizations have IG programs that incorporate all these facets. While some organizations are beginning to pull these facets together and many agree that this is the right approach, the facets still can remain isolated or siloed.

Through this lens, the lack of a clearly defined market makes sense. If the individual facets that make up IG

are still largely working in isolation, it stands to reason that the market for IG services and products might be similarly be dispersed. It also suggests an opportunity for growth. As organizations are moving to consolidate the disconnected facets into one IG program, they are likely to seek solutions and approaches that are similarly comprehensive.

ORGANIZATIONS ARE TAKING ACTION AND SPENDING MONEY

Organizations are taking on a wide variety of IG projects right now. On average, small-to-mid-sized businesses (SMBs, i.e., under 5,000 employees) have four IG projects under way, and large organizations (over 5,000 employees) have six. And they are spending money on these projects, with practitioners at SMBs telling us they spend an average of \$330,000 USD per project (on products, services, and staff), and practitioners at large organizations spending more than \$2,000,000 USD per project. Spending seems to be geared towards products and services, with just over a quarter of practitioners telling us they have hired, or plan to hire, new IG staff. Even though the IG market may be fuzzy, practitioners are not waiting for greater clarity before tackling multiple, significant IG projects. IG is happening today.

We also asked providers to tell us the number of IG projects that their customers have today (whether they

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

are involved or not) and how much customers spend with them on a typical IG project. The average number of projects reported was three, and the average per-project revenue was \$410,000 USD. The per-project revenue numbers are likely lower than practitioner estimates because practitioners were asked to estimate total cost, including products, services, and staff, whereas providers were ask to estimate average customer spend *with them* on a typical project.

When looking at these numbers, it is useful to remember how broadly our community defines IG and its activities and technologies, as reported throughout this document. Given that breadth, these numbers aren’t surprising. Also given the wide range of what might

constitute an IG project, significant per-project price variation can be reasonably anticipated.

When designing this survey, we made this set of questions optional, correctly anticipating that many practitioners would have difficulty answering these questions or would not want to answer these questions. A typical IG practitioner may not have ready access to the actual project costs. As such, the number of respondents to these questions was lower than the average responses to less complex questions.

While the data does not predict an overall market size, it does show that there is a market – one that is *moving*. Organizations are taking action on IG and are spending money to get it done.

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

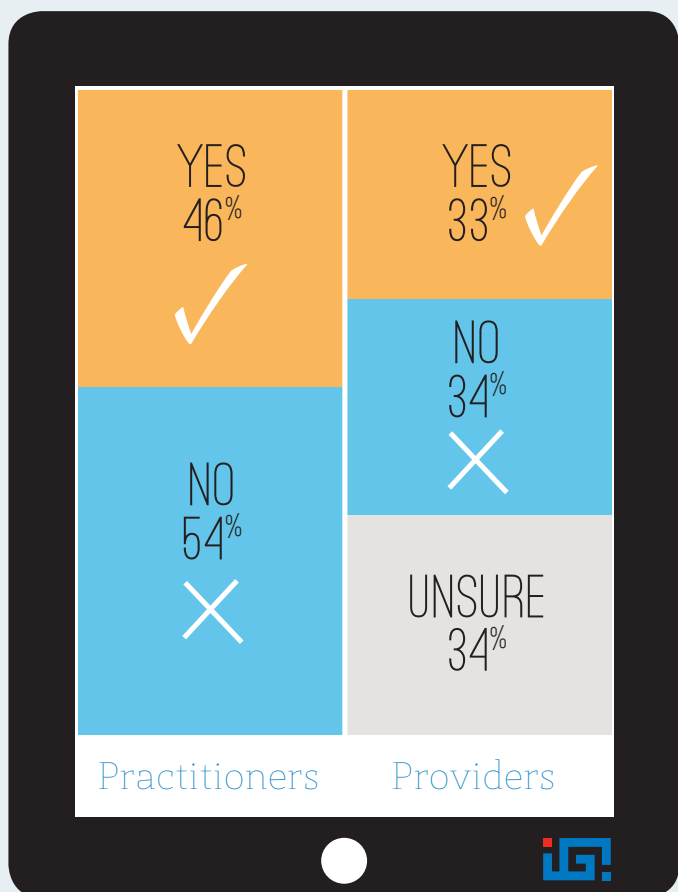
“Perhaps an optimist, I can only see IG gaining more traction within organizations over the next 6 years. Data growth will continue, and from my perspective the need for IG cannot be ignored. We are at a tug-of-war between ease-of-use/ accessibility and managing privacy/security. This will continue and only become more complicated as new technologies are developed and the only way I can see being able to balance these challenges with data growth is to establish governance over information.”

-LEIGH ISAACS, DIRECTOR, RECORDS & INFORMATION GOVERNANCE,
ORRICK, HERRINGTON & SUTCLIFFE LLP AND MEMBER, IGI ADVISORY BOARD

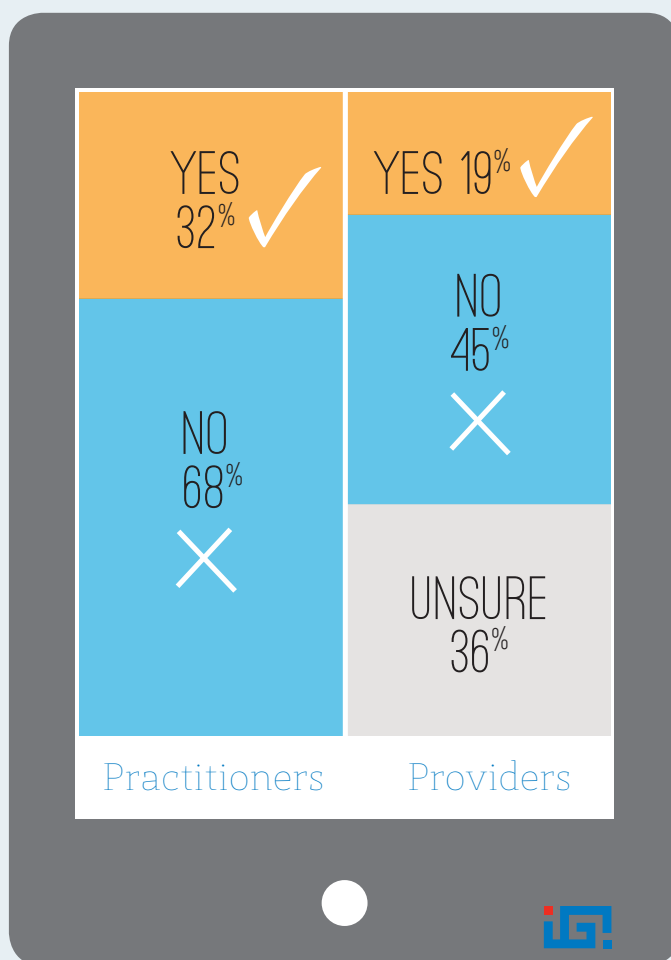
Organizations Are Buying and Replacing Technology in the First Year of Their IG Programs

Are organizations buying and decommissioning IG technology in the first year of their IG programs? Comparing what practitioners are doing and what providers' customers are doing.

PURCHASE



DECOMMISSION



Almost half of surveyed practitioners say they buy new technology in the first year of an IG program, and about one-third say they decommission old technology. Though nascent, the IG market is active.

Surprisingly, given the common assertion that sellers in an emerging market tend to unrealistically hype its potential, practitioners and providers have very similar expectations about the IG market. Organizations *are actually buying*. In addition, this data also cuts against objections to the inclusion of technology as part of IG, as this data shows that technology plays a big role in organizational IG activities. Organizations are buying document/content/records management software, legal hold and archiving technology, as well as auto-classification, analytics, and indexing software.

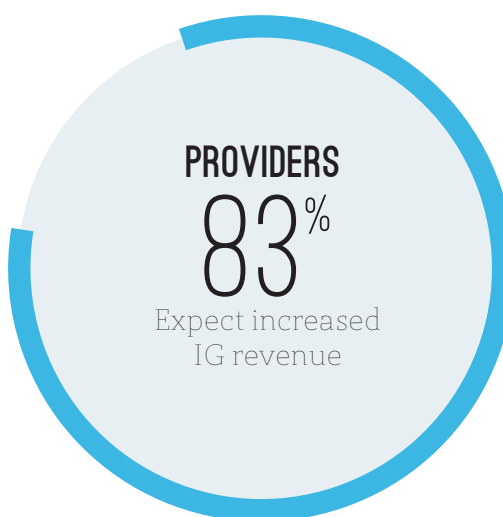
In addition to purchasing new technology, organizations are also retiring old systems, with about a third of practitioners telling us they decommission systems in the first year of their IG program. Based on comments and conversations, much of the decommissioning seems to be focused on updating existing platforms, with last-generation document/content/records management software and archives as common targets. One practitioner told us that his organization undertook a massive application decommissioning project that involved over 600 separate applications containing their own disconnected silos of information.

“Each one of the opportunities that we identify all have a business case to figure out their priority. We link the projects to the specific business objective. There is a lot of expected ROI. The 30-60-90 day lens is all focused on the ROI in hard money and by soft efficiencies. Stop the boil the ocean approach, and go with a tactical approach on small, measurable projects with metrics you commit to.”

-ARMIN KITTEL,
PRINCIPAL-ENTERPRISE SOLUTION ARCHITECTURE, CSC

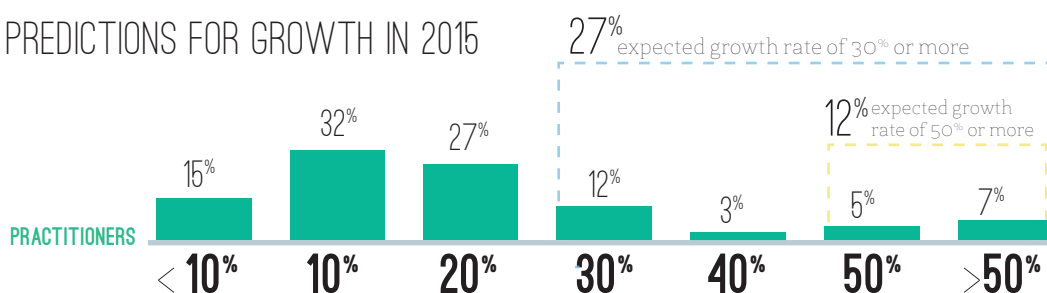
The IG Market Will Grow in 2015

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

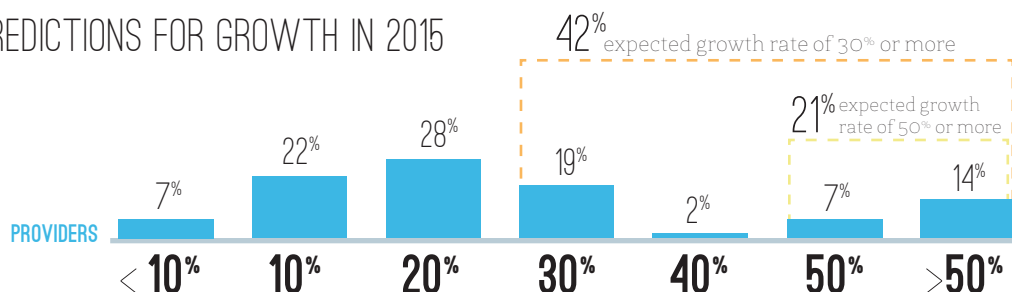


Whether or not the market for IG is clearly defined, the vast majority of both practitioners and providers agree that there will be growth in 2015. 75 percent of practitioners project an increase in 2015 *IG spending*, and a similar 83 percent of providers project a *revenue* increase. Similarly, 59 percent of practitioners predict 10-20 percent growth in 2015 *IG spending* compared to 50 percent of providers predicting the same revenue growth.

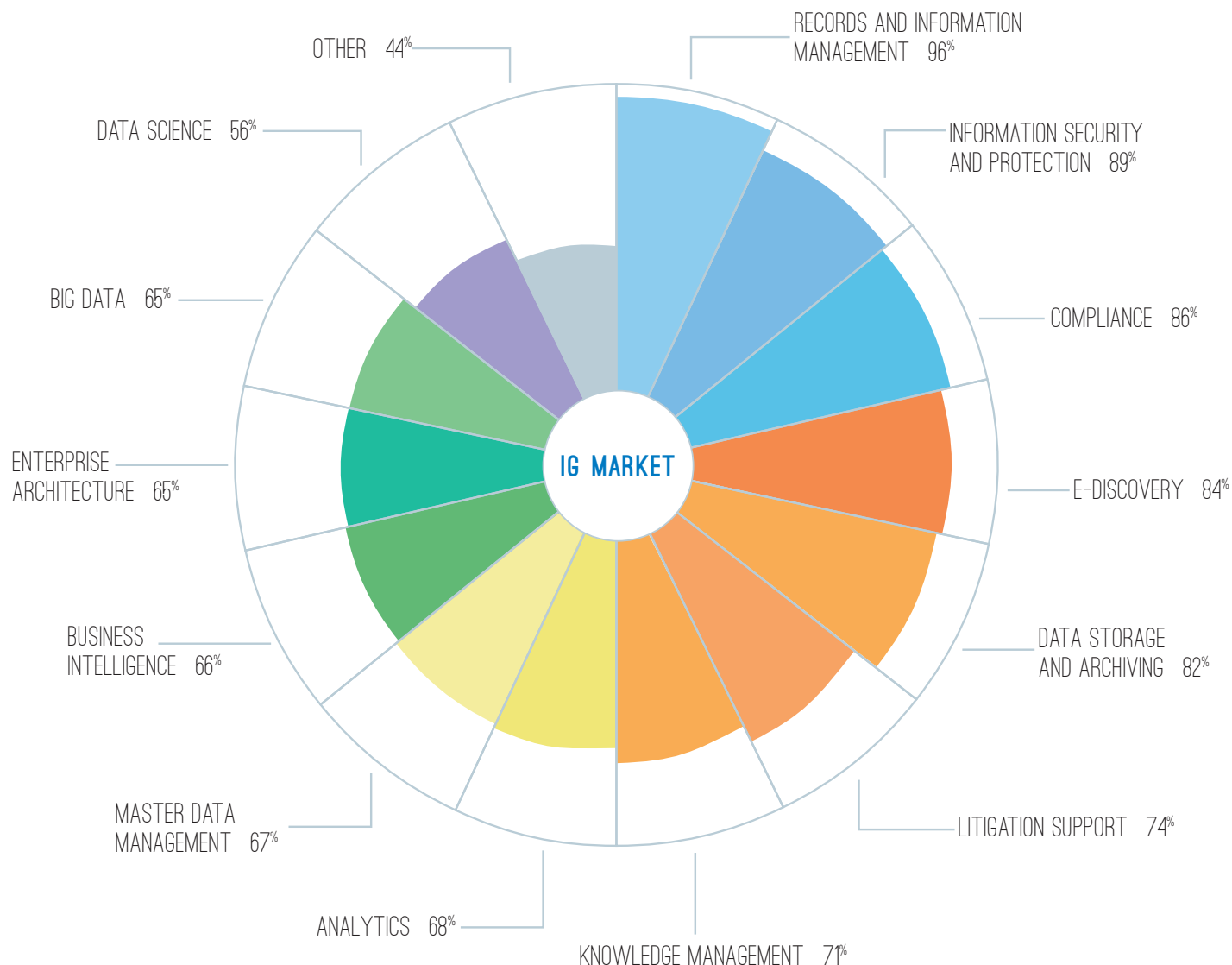
PREDICTIONS FOR GROWTH IN 2015



PREDICTIONS FOR GROWTH IN 2015



Which Technologies Are Part of the IG Market?



Respondents see a very broad product market. The way data moves through an organization is complex, touching disparate business systems and applications. Managing the information in these systems requires a broad focus. Respondents have a broad view of the technologies that are part of the IG product market, with the five most popular being RIM, information security, compliance, e-discovery, and data storage and archiving. We do not view all of these and the additional eight identified technologies as “IG technologies,” per

se, but rather as points of management and control that are coordinated by the CIGO. As IG matures, the technologies that form its core will come into greater focus.

There is no product on the market that covers all the facets of IG. In fact, it is unlikely that any one product could cover the breadth of IG as seen by our community. Certain products, such as those focused on unstructured information management and e-discovery, are more closely associated with IG, but this may change as the market grows and matures.

Where Are Organizations Buying IG Services?

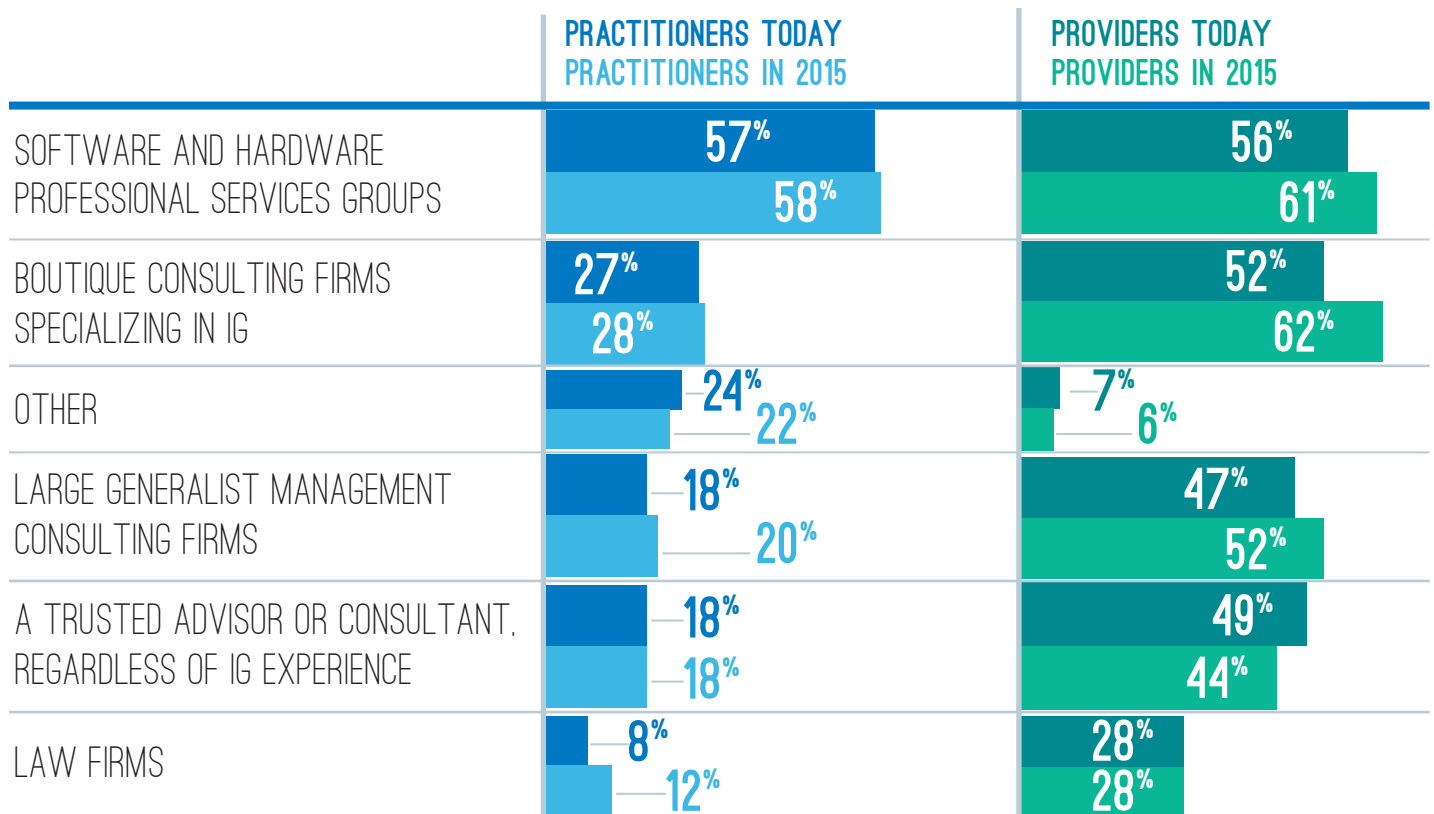
The most common source of IG services by a wide margin (almost double the next most popular source, boutique IG firms) is professional services groups at software and hardware providers. Law firms are the least popular source. This finding surprised us, given the anecdotal evidence that many IG programs seem to be ignited by a legal issue. Practitioners predicted little change in these purchasing habits in 2015.

In contrast, providers told us that their customers' services dollars were more evenly spread out among potential service provider options. With the exception of law firms and "other," each potential source had

around 50 percent of the votes of providers. Providers also anticipated greater change between 2014 and 2015, predicting that more services would be purchased from boutique consulting firms and professional services groups in the coming year.

The market for IG services is clearly in its development stage. As the market matures, we expect the purchases of IG services to be increasingly part of a standard menu of services available from existing trusted service providers, whether they are law firms, boutique advisory firms, large management consulting firms, or the providers of the products themselves.

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





“For an IG effort to be successful, you need senior management support but must also get buy-in from the boots on the ground people. It takes different ‘sells’ when approaching folks I’m targeting for support. A concern might be money or easier access—all while still being in compliance.”

—STEVEN ZELLIN,
DIRECTOR OF RECORDS MANAGEMENT, AETNA

Section III

INFORMATION GOVERNANCE: THE WORK



Introducing the Chief Information Governance Officer

For IG to be effective, some entity in the organization must be empowered to coordinate and act. While committees are a good way to start (in fact, an IG steering committee should always play an ongoing governance role), we believe that IG authority must be embodied in a single person. For this reason, the IGI advocates elevating information governance to the C-suite with the creation of the Chief Information Governance Officer (CIGO). The CIGO is a person with the breadth of organizational knowledge and sufficient authority to join all the parts of IG into an operational whole. The role of the CIGO is to balance the stakeholder interests from each facet of IG and develop the right operational model for the organization.

The CIGO should serve a coordinating function with delegated authority for specific information activities at an organization. In some cases, this authority may be minimal and, in fact, may be more akin to influence. In fact, in a RACI Matrix (see the section below for details), the CIGO might only be Informed or Consulted when it comes to some information activities, such as enterprise architecture. Conversely, for other activities, the CIGO would own the Approver or Responsible role (e.g., privacy, e-discovery, or even some forms of analytics). We certainly do not believe that the IG office should be (or can be) an all-powerful information overlord, but surely it has become obvious to all of us that a clearinghouse for data value and risk issues is needed.

Despite their title, Chief Information Officers at most organizations are in fact *only* responsible for technology infrastructure, and not the information itself. Responsibility for *the information* is the *raison d'être* of the CIGO.

In fact, in preparing this Report, we encountered several organizations where the CIGO role is developing.

We interviewed several leading IG professionals that are effectively playing this role today under a different title. We would not be surprised to see them adopt the CIGO title in the coming months.

Also on the leading edge, there is a glimmer of this IG function embodied in the new Chief Data Officer role, although in these early days, CDOs often limit their focus to structured data and have little or no risk management mandate.

We propose the CIGO warily, as it is simplistic to believe a new C-level title will solve anything on its own. In fact, in the past couple of decades, we have seen some of these titles amount to little more than an empty office and a PR boot. Even with this knowledge and caution, we do believe that the idea of a C-level role for IG at the very least helps to bring attention and focus to the current, vast information leadership gap. Of note, The Sedona Conference has also advocated for the CIGO role (see The Sedona Conference Commentary on Information Governance, 2013).

To be clear, we do not believe that IG is simply an outgrowth, shift, or rebranding of any one of the individual facets listed in the graphic. Rather, we believe it is a new discipline that builds on the disciplines it coordinates. It is also one that represents a major evolutionary shift in how organizations understand, use, and, well – govern – their information. More specifically, 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.

Later this year, the IGI will be tackling an IGI community-powered project to further define the role of the CIGO.

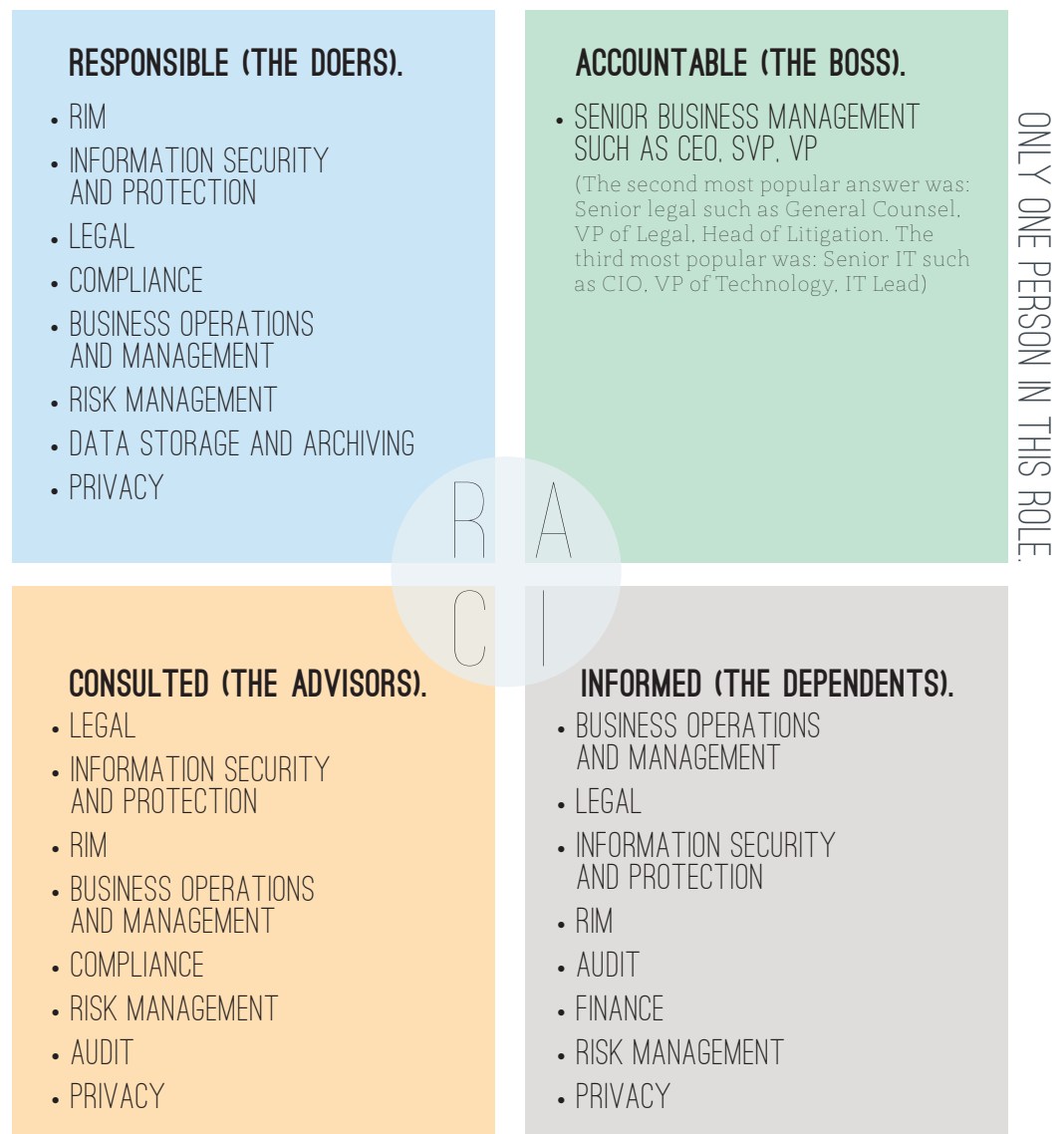
The RACI Matrix for Information Governance

IG is not just a concept or a potential market. It is also an operational model for exploiting and controlling information. Our community agrees with us (as reported elsewhere in this document) that the concept of information governance should incorporate everything we need to better manage information – including the *people* who develop, enforce, and follow IG processes.

Therefore, operational models for IG must provide clarity on who does what and the nature of the relationships among those people. There are many ways to express these relationships. One of the most common is the RACI matrix. A RACI matrix identifies the people Responsible, Accountable (also Approver), Consulted, and Informed as part of a project or initiative.

A RACI matrix is also a useful tool for identifying gaps that lead to project failure. The most common RACI gap that we see is the lack of a person (and it should be one person) in the Approver role. This is one of the reasons why we are advocating for the creation of the Chief Information Governance Officer. The CIGO should own the Approver role. This is a common weakness of IG programs, and in particular IG steering committees. Such committees often have

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



lots of Rs, Cs, and Is, but no A. Time and time again, IG projects fail because nobody has the authority to actually marshal people and money or make critical decisions.

IN PRACTICE

We asked our survey respondents to give us their vision of a RACI matrix for IG. This model is outlined in the graphic above. Take it and use it as a starting point. Modify it based on the roles and responsibilities you have in your organization. A RACI matrix can be used as model for an entire IG program, but it is also a powerful tool for individual IG projects, including those discussed throughout this Report.

Getting Started with IG: Which Project Would Practitioners Tackle First?

	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

We asked IG practitioners to rank a set of IG projects in the order they would tackle them if they had the authority and budget, and we also asked providers to guess how their customers would rank the projects.

Practitioners and providers had surprisingly similar viewpoints. Practitioner rankings were well-predicted by providers. Both groups identified the same top three projects and the bottom project. Projects were within one rank of each other, with the exception of executing a comprehensive legacy data cleanup project, which practitioners considered a higher priority than providers predicted they would.

Overall project ordering was also noteworthy. Setting up an IG framework, updating policies and procedures, and defensible deletion, in the top three for both groups, surpassed executing a big data analytics project, which was last. As noted elsewhere, the value side of information governance is currently lagging behind the risk side. This may reflect the maturity of IG as a discipline. Indeed, the project rankings also reflect a logical order in the development of a functioning IG

program – starting with a framework and establishing the goals and rules are logical precursors to some of the other steps. Further, remediation cannot proceed without these steps. You can't (or shouldn't) try to decide what to throw out until you know what you must keep. No doubt the value side will continue to grow, especially as the significant recent advancements in data analytics continue to spread through the enterprise.

IN PRACTICE

Think about the projects you would undertake if you had the right authority and budget. Where would you start, and why? What is the right starting point for your organization? The answer is complex and situation-specific, as it depends on the character of your organization, its culture, its operating environment, your technological capabilities, and other factors. Despite these unique elements, we believe that the top projects outlined here are a good starting point for almost any organization, as they are both essential to IG success and achievable even in organizations near the beginning of their IG journey.

IG Projects Under Way Today

In the section above, we reported on the IG projects that our community would do if they had the authority and money. But what projects are they actually doing? We asked that question too, and here is what we found.

When asked to identify the projects that they were actually working on today or plan to work on in the next year, the list that survey respondents selected had significant similarities to the more aspirational list. For example, the top answer here was “updating policies and procedures,” and the same project was ranked number two in the prospective projects list. “Data consolidation and cleanup” and “migration of unstructured information from one system to another” (projects closely related to data remediation) ranked number two and three here, respectively, whereas data remediation ranked number three in the forward-looking question.

The number one answer to the aspirational question was, “define and implement a corporate governance framework for IG,” indicating a hunger for clarity on IG leadership and operations. In the answers reported here, the same activity took the fourth spot

(just two percentage points behind the third place answer), indicating that this project is not merely wishful thinking. Organizations are doing it.

It’s interesting to note that only about 10 percent of practitioners told us that they were “creating a new senior role for IG and filling that role,” but three times as many providers said that their customers were doing the same. Perhaps there is a gap between the practitioners and providers in visibility around this activity. It could also indicate a selection effect, i.e., providers tend to be brought into customers when a new role like this is created and IG projects get under way.

IG projects that organizations are doing today or planning to do in the next 12 months. Comparing practitioners’ responses to providers’ responses about their customers.

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

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

IN PRACTICE

Use this information to benchmark your organization. Where do you line up on the list of prospective and actual IG projects under way at other organizations? Are you ahead of the pack or lagging behind? Where should you be? Are the projects you are planning the right ones? Organizations with mature IG capabilities can clearly take on more complex projects than those organizations just getting started. If you are just getting started, look for projects that will demonstrate the value of IG and are achievable. The list of projects provided here should provide a good starting point.

How Are Practitioners Addressing Legacy Content?



Management of unstructured content is a key IG activity. Many IG practitioners come from this background and are actively working on projects in this area. We were interested in how practitioners were tackling legacy content in the context of IG, so we asked them about their preferred approach.

Most told us that their preferred approach is to set up rules for managing content on a day forward basis, then addressing legacy content on a project-by-project basis. This aligns with our view, that legacy content remediation is not the easiest place to start if you do not already have at least basic rules and a decision structure in place to guide remediation decisions. We have seen organizations become frustrated when trying to get a content remediation project off the ground without these foundational elements in place. Some organizations have had success with a triage approach (building the rules and the decision structure while the project is in flight), but that is often a situation forced by circumstance and not by choice.

The next largest group of practitioners told us that they like to set up rules on a day-forward basis and then get all legacy content created during an identified period under control. This might entail, for example, declaring

“we are going to remediate (i.e., migrate, delete, archive) anything three years old or newer, but leave older content where it sits.” This approach can advance IG, especially in situations where older content resides on challenging media like backup tapes or on systems that are not easily accessible. However, this still leaves the sticky problem of addressing the content outside the cutoff. We have seen organizations take a variety of approaches, from planning to delete the data en masse after a subsequent period of time, to doing nothing and leaving the problem for the next administration.

Only 5 percent of our respondents said their preferred approach was to leave legacy content alone entirely, which seems to indicate a strong appetite for content remediation projects. This is in line with what we have seen through other market signals.

IN PRACTICE

Legacy data remediation projects are clearly on the minds of both practitioners and providers. Practitioners told us that they would take on this project if they could, and most told us they have projects like it underway. These projects are a great way to demonstrate value and deliver economic benefit. But be cautious. These projects will stall and fail without a clear way to make decisions about the fate of the data being remediated. Remediation cannot be done in a vacuum, a fact reflected in the strong preference practitioners have for putting rules in place first, then tackling the legacy data.

IG Projects Take Too Long to Get Started

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
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.		

Most organizations have immature decision structures for IG, a fact reflected in how long it takes to get a project started. 58 percent of practitioners told us it takes twelve months or more from the time an IG project is first conceptualized to the time that money and people are allocated and the project begins. Providers seem to have similar experiences with their customers, with 44 percent experiencing the same time frame. This is too long. Greater clarity about IG and its leadership, goals, and operational models will speed up IG projects.

IN PRACTICE

These time frames are too long. They are a reflection of the lack of clarity around IG leadership, goals, and operational models. Sometimes “just getting started” with a project is the right approach, but as this data shows, the gung-ho approach often clashes with the reality of corporate culture. The foundational questions around IG as an operational model cannot be ignored. While it may be possible to address these issues as a project unfolds, expect longer project timelines with this approach. We recommend putting the IG leadership issues on the table as early as possible in your IG evolution.

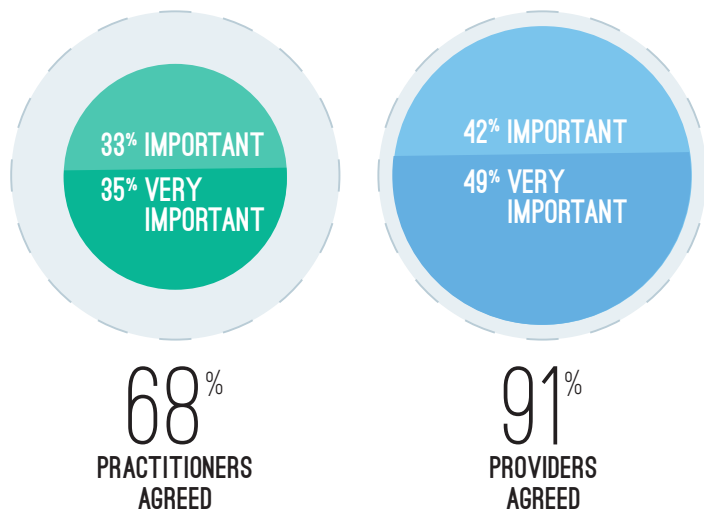
“When organizations create content, they need to keep it secure and yet make it available at the appropriate time to the people who need it and in a way that is readily accessible. For an IG program to be successful, one of the biggest hills to overcome is probably continually keeping the culture of the company aware of what you are doing and why. People want to be compliant, but you need to show them how to be.”

—JEFFREY BRIDGES, AN IG PRACTITIONER
AT A MAJOR PHARMACEUTICAL COMPANY.

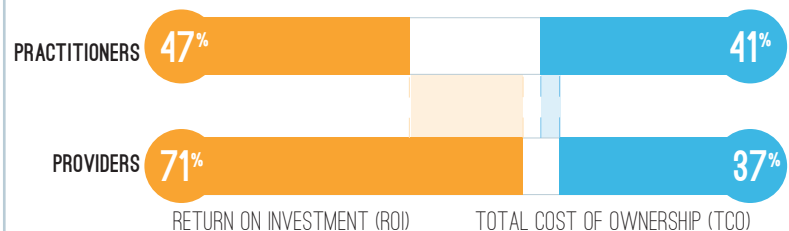
Quantifying the Financial Benefits of IG

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.

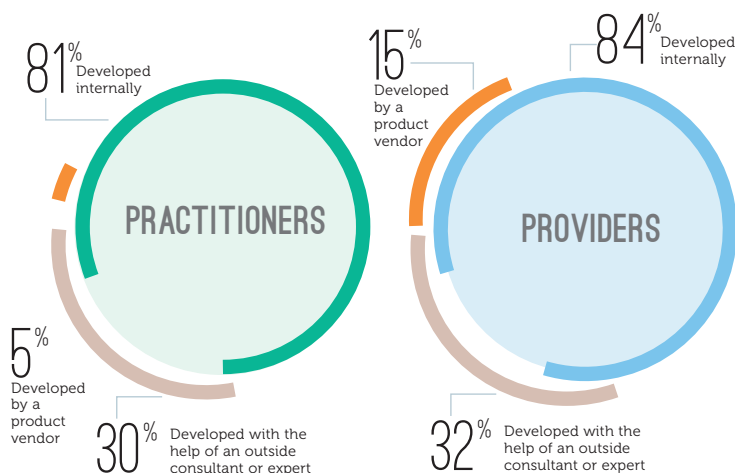
QUANTIFYING THE FINANCIAL BENEFITS OF IG IS IMPORTANT.



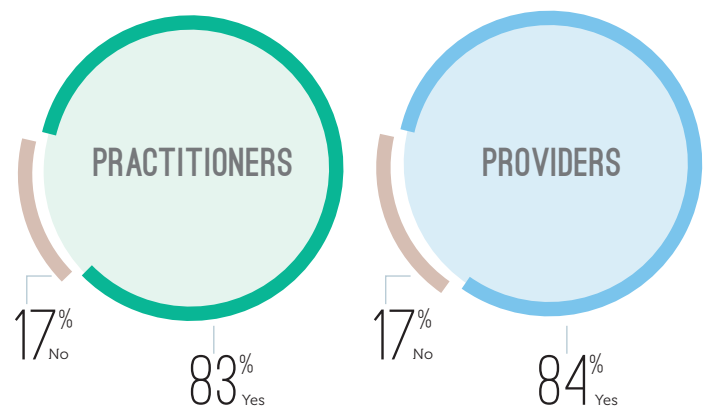
KEY FINANCIAL MODELS USED.



HOW ARE OR WILL MODELS BE DEVELOPED?



ARE "SOFT" COSTS INCLUDED IN THE MODEL?



DOES IT MATTER?

Attend any IG conference or webinar, and you will hear speakers dutifully proclaim that making the business case for IG is essential. You will hear that choosing projects with positive Return on Investment (ROI) is a sure way to IG success. But is it true?

We asked our community to tell us how important quantifying the financial benefits of IG is to the success of IG at their organizations. Most said it matters. More than two-thirds said it was important or “very important.” Only 7 percent said it was not important.

Providers of IG products and services are feeling the demand for financial quantification even more strongly, as fully 91 percent told us that it is important or very important to quantify the financial benefits of IG to their prospects and customers. Only one respondent said it was not important. Perhaps this respondent misread the question.

WHAT MODELS ARE BEING USED?

The most popular financial models that practitioners use for quantification are ROI and TCO (Total Cost of Ownership). Other financial models and drivers used by practitioners include:

- Net Present Value
- Earned Value Management
- Clinical value in Medical Decision Making
- Cost avoidance
- Risk of non-compliance
- Loss prevention

Providers use the same models to help sell IG products and services, with 71 percent reporting that they use ROI and 37 percent using TCO. Other financial models and drivers used by providers include:

- Internal Rate of Return (IRR)
- Mission Assurance Strategy (military)
- Cost avoidance and risk avoidance
- E-discovery cost reduction
- Reputational loss quantification
- Return on Information
- Savings from decommissioned systems

DEVELOPING THE MODEL

Financial models for IG – or any organizational activity that incorporates qualitative metrics – are more art than science. We have frequent conversations with members of our community who act a little hurt, like we are keeping a secret from them about the magic, universal formula that will work for their organization, regardless of size, vertical, or politics. There isn’t one. We don’t have a magic formula, and neither does anyone else.

The way that practitioners develop quantification

models and metrics reflects this. Eighty-one percent say they develop their models internally, without the help of an expert or consultant. Thirty percent use outside experts, and five percent use models developed by a product vendor. To be effective, financial models need to reflect what an organization cares about at that moment, which is remarkably variable even among very similar organizations. That makes “silver bullet” models hard to sell and package.

Providers are remarkably similar when it comes to developing financial models to help them sell IG products and services. 84 percent develop them internally, and 32 percent develop models with outside help.

WHAT GOES INTO THE MODEL?

Our questions about financial quantification reveal a clear theme: making the business case for IG today is a qualitative exercise. A big chunk of the benefit comes from improvements that are harder – or at least more complicated – to quantify. In addition, some organizations believe in the financial value of doing things that simply prevent bad things from happening (e.g., risk avoidance, reducing the frequency of e-discovery or information protection disasters, avoiding data loss, eliminating dirty data), and others do not.

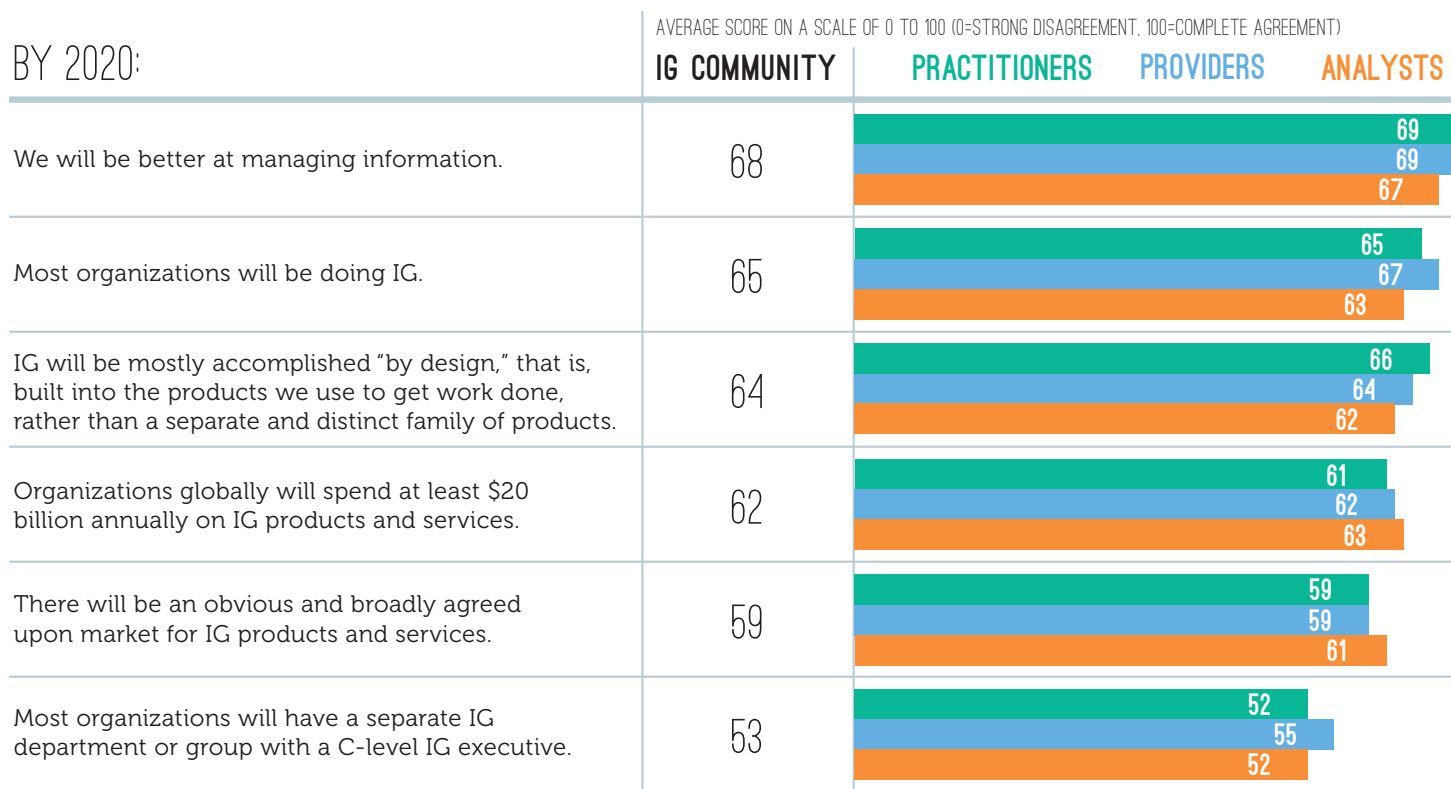
Fully 83 percent of our practitioners include “soft” costs and benefits in their model, such as risk avoidance and improved employee productivity. For providers, the number is nearly identical, at 84 percent.

IN PRACTICE

Quantifying the financial benefits of IG is critical to the success of IG. IG’s roots are in risk, and current practice reflects those roots. However, the vision of IG as a coordinating function for most information activities at an organization will require value generation in order to succeed. ROI and TCO calculations are the foundation of quantifying the financial costs and benefits of IG. Master them and use them.

Looking Ahead: IGI 2020

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



The IG community is optimistic about the future of IG. We presented a series of rosy statements about the state of information governance in 2020 and asked respondents to tell us how much those statements aligned with their view of the future. The ranking was on a sliding scale of 0 to 100, with 0 representing strong disagreement and 100 represent complete agreement.

The average score for each statement was greater than 50, indicating that most see IG maturing and embedding itself into organizational activities over the next six years. "We will be better at managing information" had an average score of 68 in the aggregate IG community, for example. Particularly striking, too, is how closely the various subsets of the IG community, i.e., practitioners, providers, and analysts, are aligned in their assessments.

While survey respondents do not believe there is currently a well-defined market for IG products and services (less than 20 percent thought there was one), they appear more optimistic about 2020. Most, by a small

margin, also believe that a role like the CIGO will exist at most organizations by 2020. In short, the community agrees that the state of information governance will be better in 2020: more of us will be doing IG, and we will be better at it; IG will be done by design; the IG market will grow and be more clearly defined; and IG will get the executive-level attention it deserves.

While these numbers paint a better state of affairs in 2020, as a community, we still have much work to do. These numbers do not paint an image of IG perfection in 2020 – far from it. We can and must do better. That is our focus. Our mission is to promote the adoption of information governance technologies and practices. We will work to advance IG through research, publishing, advocacy, and peer-to-peer networking. Through research like this Report, we hope to provide not only information on the current state of IG but forward-looking thinking about where we should be heading and practical guidance on how to get there. We invite you to join us.



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, “2014 IGI Annual Report: Information Governance Goes to Work” (Information Governance Initiative LLC., August 2014).

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

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