

Information Governance Initiative

CREATING INFORMATION VALUE: GETTING STARTED WITH YOUR
INFORMATION GOVERNANCE BLUEPRINT



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Creating Information Value: Getting Started With Your Information Governance Blueprint

Introduction

Our information environment is rapidly changing. We are witnessing an explosion not only in the volume, but also in the variety (both format and type of content) of information being created. According to some estimates, the amount of digital data in the world is expected to almost double every two years.¹ Some view this surge in information as mostly creating risk. They are concerned about the dangers lurking in the looming mountains of data. Others see the value and are focused on the insights they can extract from the information gold mine. They are both right. Risk and value are opposite sides of the same coin. Organizations must address both, and information governance (IG) is the approach that will enable them to do so.

As we enter the era of Big Data and the promise that new analytics tools will help us extract profound insights about our businesses, personal lives, and the world around us, we also enter an era in which our data introduces lots of complexity and risk. On one hand, according to McKinsey, Big Data could lead to the creation of hundreds of thousands of jobs, improve retailers' margins by 60%, and significantly reduce both government and healthcare spending.² On the other hand, daily headlines about litigation, investigations, and data breaches, to name a few, remind us of the risk side of that same information.

Our research, as part of the *Annual Report 2014: Information Governance Goes to Work*, shows that IG practitioners and organizations are not myopically risk-focused when it comes to their information. They see the value side. In addition some have begun to take on Big Data and other value-focused efforts. They also understand the importance of providing a business justification for their work and are keen on quantifying the financial benefits of IG. However, the market also appears to understand that certain foundational steps must happen first so that they can operate freely and realize the full potential value of their information.

To realize that potential, we must create an operational environment where we have addressed the risk, removed the uncertainty of growing volumes of data, and established foundational IG rules so that we can focus on the value side. As a coordinating function between the risk and value sides of information, IG is an essential activity.



The IG Community Recognizes the Value Side of Information

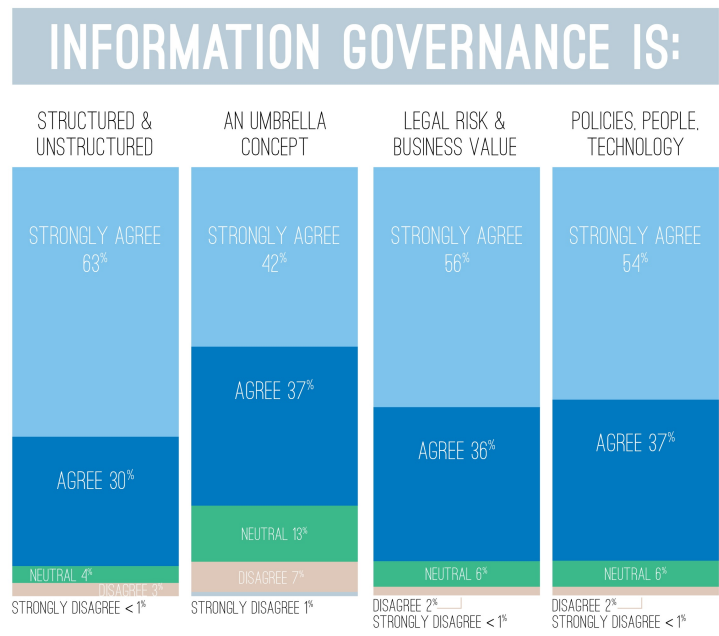
The IG community clearly sees the value side of information. As part of our research, we proposed a definition of IG that in fact emphasizes this focus on value. Over 93% of our Annual Report survey respondents agreed with this definition:

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

Interestingly, there was strong agreement between both IG practitioners and providers about this duality of information, with 96% and 95% support, respectively.

We also asked the IG community several additional questions about their concept of IG. As the infographic below illustrates, 92% of respondents agreed that IG is about both legal risk and *business value*, with 56% of respondents *strongly* agreeing with this risk/value duality.

Going deeper into the definition of information governance.



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In addition to recognizing *both* the value and risk sides of information, the IG community also understands the importance of making the business case for their IG efforts. Over two-thirds (68%) of practitioners and 91% of providers agreed that quantifying the financial benefits of IG was important to their organizations or clients and prospects,


respectively. These results show that the IG community recognizes both the value of information and the importance of demonstrating value in what they are doing with that information.

Even so, risk-focused IG projects currently lead the way in what organizations are tackling, today. Below we will discuss some reasons why.

Some Organizations Are Tackling Value-Driven IG Projects but Building Foundations Is Still a Priority

We asked IG practitioners to identify the projects they were working on now or planned to in the next twelve months. We asked providers to answer the same question with respect to their clients. Foundational projects (e.g. updating policies and procedures and implementing a corporate governance framework for information) and arguably risk-focused efforts (e.g. data consolidation and clean up, defensible deletion, and implementing legal hold tracking) were well ahead of Big Data analytics. Indeed less than 10% of the community said it had an active project focused on monetizing data (not illustrated in the graphic).

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

 information governance initiative	PRACTITIONERS	PROVIDERS
UPDATING POLICIES AND PROCEDURES	73% ^{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% ⁸	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


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We found similar results when we asked practitioners and providers what projects they or their clients, respectively, would undertake if they had the authority and resources to do



so. Again, foundational projects and risk-focused ones led the way, with Big Data analytics at the bottom of the list, as the infographic below shows.

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

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

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While these results might seem discouraging to those interested in maximizing the value of information, they should not be. Why? First, some organizations *are* undertaking value-side IG efforts. Interestingly, over one fifth of providers reported that their clients have an active Big Data analytics project or will have one underway in the next 12 months. Fourteen percent of practitioners reported the same for their organizations. Value-side projects *are* underway at a significant percentage of organizations and that will likely grow as the discipline matures and as data analytics tools continue to advance.

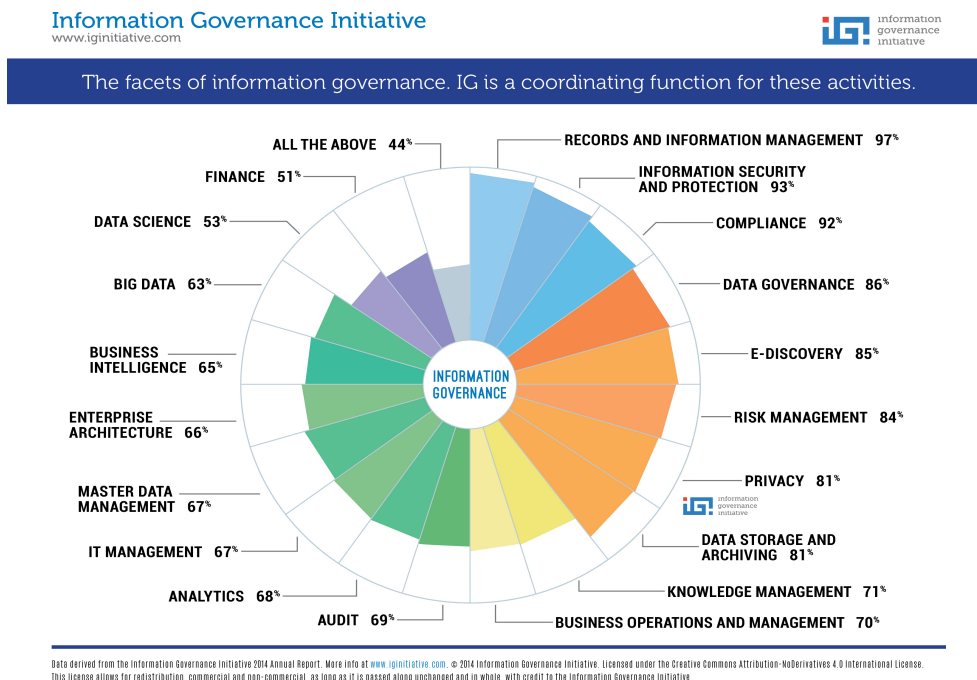
Second, the project ordering data should not be read in isolation from the other research results. Why would a community that so clearly recognizes the value side of information on one hand be so apparently risk-focused in the order in which it tackles IG projects? In part, these results may simply reflect the maturity of IG as a discipline or the origin of the discipline in risk-based activities. However, it is likely much more than that.

The projects rankings, both in terms of what projects are being undertaken and what would be undertaken with authority and resources to do so, reflect the logical order in the

development of a functioning IG program—that is, what one might do if one had a coordinated effort with respect to information. Developing a framework or ensuring that policies and procedures are up-to-date, are logical precursors to other steps in IG. Data consolidation and cleanup and migration of data, for example, are remediation steps that not only reduce the risk of unmanaged information, but are generally necessary to the effective sharing and exploitation of that information. The project ordering, thus, may reflect the fact that the market understands that certain foundational steps must happen first so that they can operate freely and realize the value of their information. IG is at the core of our ability to do that.

IG Serves a Coordinating Function for Information Activities

As part of our research, we proposed a list of activities that might be considered to fall under the heading of IG. Both risk- and value-focused activities were included in the list of nineteen “facets” of IG. As we saw in the data above, respondents agreed that both the risk and value side activities were integral parts of how we handle information.



As the above infographic shows, a majority of respondents agree that each of the facets listed was a part of their concept of IG. While stronger majorities supported the inclusion of typically risk-associated activities under IG, value-side activities (e.g. analytics, business intelligence, Big Data, and data science) all had *majority support* for inclusion in IG. Again,



these results show that the value side of information is being recognized by most. In addition, these results suggest the operational role that IG can and should play in serving a coordinating function for all of these activities—tying them together into one humming, efficiently functioning whole and making it possible to realize the value side of information.

By coordinating all the facets—breaking down the “siloes” approach as well as apparent division between the risk and value sides—IG can help create an operational environment in which *both* sides of the information coin can be effectively addressed. That appears to be what we are seeing in practice. Organizations that are doing IG work are coordinating what they do, and they are taking first things first. Both in the projects that are underway and in terms of what they would undertake if they had authority and power to do so, organizations are focused on putting in place foundational elements of IG (e.g. frameworks and policies and procedures) and predominantly addressing risk first. Both are necessary precursors to creating an operational environment in which it is possible to extract the full value of information.



About the Information Governance Initiative

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. We invite practitioners and organizations who wish to participate in or support the IGI to visit our website at <http://www.IGInitiative.com>.

About HP

HP Big Data Information Governance solutions can unify data silos and work with existing data architecture to help organizations manage and take action upon this data in accordance with business, legal/compliance, and data management objectives. HP's modular portfolio of IG solutions including eDiscovery, information archiving, enterprise content management, and data protection can help create information value while solving complex and expensive problems. Learn more at <http://www.autonomy.com/informationgovernance>.

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¹ International Data Corporation, "The Digital Universe in 2020: Big Data, Bigger Data Shadows, and Biggest Growth in the Far East," December 2012.

² McKinsey Global Institute, "Big data: The next frontier for innovation, competitions, and productivity." May 2011.

² McKinsey Global Institute, "Big data: The next frontier for innovation, competitions, and productivity." May 2011. This work should be cited as: Information Governance Initiative, "Creating Information Value: Getting Started With Your Information Governance Blueprint." (Information Governance Initiative LLC, October 2014).

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