

Defining Information Governance: Theory or Action?

Results of the 2011 ViaLumina and eDiscovery Journal
Information Governance Survey

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Defining Information Governance: Theory or Action?

2011 Information Governance Survey Report

Report Overview

In a relatively short period, the phrase, “Information Governance” has evolved from an obscure specialist term to a branded concept that some global software and hardware companies are spending millions of dollars to popularize. In 2004, there were just over 400 instances of the phrase in Google’s US index; today there are hundreds of thousands.ⁱ Publications such as *The Economist* have covered the concept in detail and information management associations have begun to use the term to describe their member’s activities. Some organizations have created Information Governance departments and staffed them with a mix of lawyers, IT professionals, records managers, and business managers.

But, despite this rapid evolution, there is still no universally understood definition of Information Governance (IG). Beyond definitions, there is a more fundamental lack of consensus about whether the concept of IG has validity, or even it is even needed. Some grouse that IG is simply a rebranding of existing disciplines like records management, business intelligence, or master data management that is only designed to sell more product and services. Others argue that perhaps a little rebranding is not a bad thing, given the internal funding challenges that information management initiatives often face.

Whatever the case, it seems clear that the concept of IG has entered the consciousness of global corporations – an entry that does not seem likely to reverse

itself for some time. Consequently, we need to investigate what we mean when we talk about IG. That is the purpose of this survey report.

This survey report is based on an industry survey conducted by ViaLumina and eDiscovery Journal in Q3, 2011. A wide variety of industry professionals from a cross-section of vertical industries responded to the survey, providing a solid view into current IG ideas and plans.¹

¹ This work should be cited as: Blair, Barclay and Murphy, Barry, "Defining Information Governance: Theory or Action? Results of the 2011 Information Governance Survey," September 2011. ViaLumina, eDiscovery Journal.

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Key Findings

Defining Information Governance

1. **Taking Action.** Most have a favorable view of IG, and about a third are currently budgeting for – and executing on – IG.
2. **IG is a Big Umbrella.** Most see IG as a very broad concept, incorporating multiple disciplines including eDiscovery, records management, security, compliance, storage and archiving, risk management, and privacy.
3. **Bridging Documents and Data.** Most think that IG includes the management of both unstructured and structured information (i.e., documents and databases).
4. **Risk & Value: Two Sides of the Same Coin.** Respondents see mitigating risk and increasing business value as nearly equal motivations for IG.
5. **We Have A Mandate.** Few believe that procedural changes to court rules will lessen the eDiscovery burden in the next three years. Continued investment in IG is seen by most as a realistic way to minimize eDiscovery costs and risks.

Corporate Governance

6. **Little Consensus on Reporting Relationships.** Corporate governance around IG is immature. There is little consistency in reporting relationships (e.g. General Counsel, CIO) for IG practitioners. Also, IG practitioners are spread across many different departments, with a small majority sitting in legal departments.
7. **A C-level Leadership Vacuum.** There is no clear consensus about which C-level executive should have ultimate responsibility for IG, and in many organizations there also seems to be confusion about which C-level executive actually does own IG. Nearly half of respondents indicated that they either do not know, or it is unclear, which C-level executive owns IG.

Defensible Deletion and Auto Classification

8. **Most Expect IG to Profoundly Reduce the Information Burden.** Nearly half of respondents believe that at least 50% of the information in their organization is duplicate, outdated, or unnecessary, and the vast

majority believes that IG would help them reduce the total volume of stored data by at least a third.

9. **Auto Classification: The Future, but When?** A majority (61%) believes that automated classification is the future of IG, but most do not see that future arriving for at least three years. They see the complexity of implementation (53%) and cultural opposition as the biggest barriers to adoption of the technology. Hopes for auto classification technologies perhaps run high because many (46%) believe that employees will never classify information, no matter how good an IG program.

Section One

Defining Information Governance

Advancing a Definition

Information Governance: A comprehensive program of controls, processes, and technologies designed to help organizations maximize the value of information assets while minimizing associated risks and costs.

In order for any market or business concept to become truly mainstream, there must be consensus on its definition. IG, as an emerging field, has no such consensus. Multiple parties have advanced multiple definitions. However, there is cause for optimism: most of these definitions are quite similar in concept, if not in language. On the flip side, however (as explored in this report), there is still significant variance in what people mean when they use the term information governance.

We are interested in advancing the cause of information governance, as we believe that IG is the best chance that organizations have to truly get their information under control and to maximize its value. As such, we have advanced a definition here, at the beginning of this section. 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 you manage information.

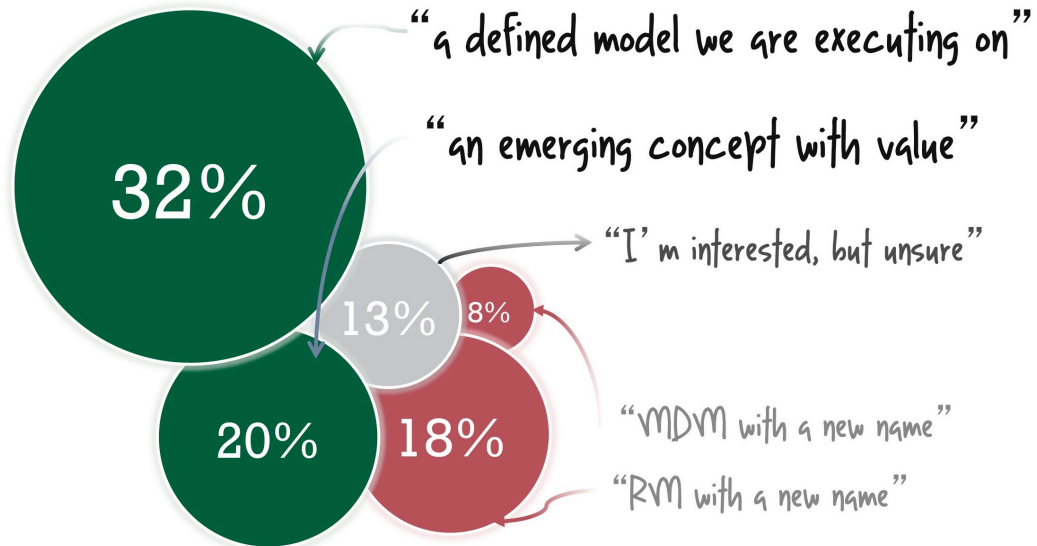
While we believe that definitions are important, we also believe that organizations too often get caught up on the semantics of defining things. This is understandable, but usually is a waste of time. Rather than focus on the differences in this debate, we feel it is useful to focus on the similarities. In fact, we believe the following should be captured by any definition of IG, regardless of the specific words used:

- **IG should always address all information types.** We believe, as do our clients and survey respondents, that IG always should incorporate all information types – both structured and unstructured.
- **IG is the umbrella.** We believe – and our survey respondents agree – that IG should be used as the highest-level description for your information management activities. This is a big part of what gives the concept its value and power.
- **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.

- **Controls, processes, and technology.** 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.

Is IG Actionable?

Information Governance is



Source: ViaLumina & eDiscovery Journal Information Governance Survey 2011
vialumina.com/survey • ediscoveryjournal.com

Upshot: Most have a favorable view of IG, and about a third are currently budgeting for – and executing on – IG.

Analysis. Use of the term *Information Governance* has clearly grown. But, has real IG activity inside of organizations grown along with it? Our survey revealed that about a third of those surveyed are currently executing on something that they call IG, and a third have allocated budget to IG over the next 12 months. Others are not taking action yet, but they generally think that the IG has value (20%).

In reality, every organization is practicing some form of information governance simply by archiving and managing its information or responding to discovery requests in litigation. What survey respondents are reflecting is a lack of viewing those activities under a central umbrella that can help them harness their inherent synergies.

Controlling information is no easy task, and control means different things to different people. The term "information governance" is not new, but it has taken time for the concept to gain traction simply because there has been confusion about exactly what the term means. Many have questioned how information governance is

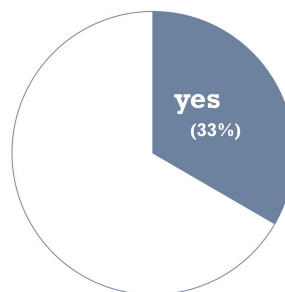
different from information management. According to our survey results, IG as a concept of its own is gaining mindshare.

When it comes to governing information, there are multiple control considerations that arise. While all organizations want information assets to flow quickly and easily to where they need to be (whether to knowledge workers or to more automated processes like contract management), it is also important to ensure those assets can be found and produced when needed for litigation or regulatory investigation, stored efficiently, have the right access protocols associated to them, and not violate any privacy restrictions.

As always, there are skeptics. About a quarter see IG as a new spin on an old practice, either records management or master data management. And, 13% remained confused. This is typical of a market that is just starting to build steam. The fact that almost a full third of organizations are executing on IG shows that traction is building.

Recommendation. Although a minority of respondents indicated that they are currently taking action on IG, we expect those numbers to rise significantly over time. In addition, the survey as a whole revealed that the majority of respondents are investigating IG and actively working to determine how to apply it to their organizations. We recommend that you do the same. Without some kind of centralized IG program to bring various projects together, silos will develop and information will be treated differently across various projects. That will lead to eDiscovery and compliance nightmares in the future. Addressing IG now can help avoid such scenarios.

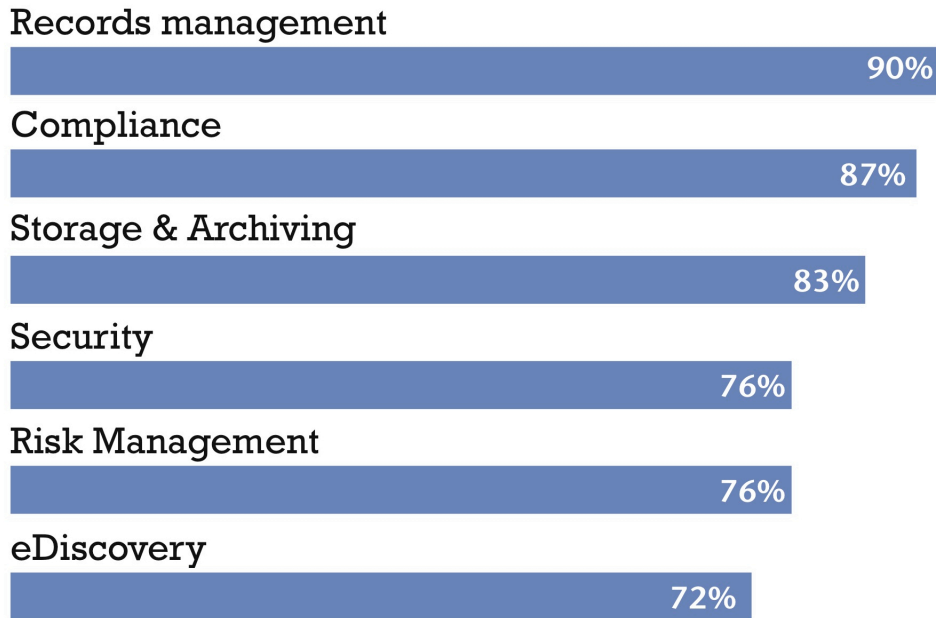
Has your company allocated IG budget over the next 12 months? (as a % of respondents)



Source: *ViaLumina and eDiscovery Journal Information Governance Survey 2011*
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IG Is a Big Umbrella

Which activities are part of IG? (as a % of respondents)



Source: *ViaLumina and eDiscovery Journal Information Governance Survey 2011*
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Upshot: Most view Information Governance as encompassing a very broad set of activities.

Analysis. Some have argued that IG is just an obvious repackaging of existing disciplines. Our survey respondents do not agree.

In fact, our survey indicates that most see IG as a broad and holistic view of information-related activities. In other words, they view IG as not just about information *security* or information *storage*, but rather information *governance*. The reasons for that governance are diverse, and include both risk mitigation and value-focused activities – activities that of course include security and storage, but that also encompass much bigger world.

Merriam-Webster defines the term governance as “the way that a city, company, etc., is controlled by the people who run it.” One could argue, then, that information governance is simply how information is controlled. At the simplest level, this is

true; but in a digital world where the amount of information in any given organization is virtually uncontrollable, some context is necessary.

Information management is concerned with making sure that information assets can flow where needed in the conduct of business. Assets may need to be inserted into business processes such as insurance claims management or sales proposal creation; they may need to be accessed by knowledge workers; they may need to be delivered to a website for marketing purposes; or they may need to be produced as part of an investigation or legal matter. Information governance relates more to the last scenario, but does have implications for all scenarios. Think of it like this: proper information governance can enable lower-risk information management. If organizations control their information, they will be better positioned to let information assets flow where needed with a lower risk profile than if no control mechanisms are in place.

Recommendations. IG offers the promise of helping organizations view information management in a new way – one that capitalizes on the efficiencies that result from breaking down the artificial walls between information activities that are clearly related. The desire to better control and leverage information is common amongst many different departments in your organization (e.g., enterprise architecture, MIS, master data management, knowledge management, enterprise content management) and the umbrella of IG can bring them together. This IG umbrella, however, must have strong, high-level executive leadership and visibility to all members of the enterprise. Establishing a culture of information responsibility – whether around information usage, storage, or sharing – is critical.

Documents vs. Data: Building a Bridge

What kinds of information does IG cover? (as a % of respondents)

Just structured information



Just unstructured information



Both



Source: *ViaLumina and eDiscovery Journal Information Governance Survey 2011*
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Upshot. Most (83%) see Information Governance as the management of both unstructured and structured information (i.e., documents and databases).

Analysis. Even a casual observer of the IG space would soon realize that there are (at least) two easily identifiable groups. The first is the group that primarily means *structured data* when they talk about IG. Second is the group that mostly cares about *unstructured* data. Although this is not always the case, the first group often comes from the database-focused world of business intelligence or master data management, and the second group comes from the document-focused world of content or records management.

As such, we expected to find a clear split between these groups in our survey when it came to defining IG. However, that was not the case. In fact, when asked whether the primary focus of IG was structured or unstructured information the vast majority (83%) said **both**.

Structured data (often referred to by practitioners as simply, “*data*”) refers to information that is stored with a structured database; information that fits into a

row-and-column paradigm. Unstructured data (often called “content”), by contrast, is unstructured (or semi-structured) and typically stored in a file system as a BLOB (Binary Large Object) or a series of BLOBs, while the metadata is stored in a database. Traditionally, and in practice today, these types of information assets have been stored and managed separately. Thus, while “data governance” has been in practice for quite some time and is about the control and stewardship of enterprise data, it is more focused on data warehousing, master data management, business intelligence (BI), and some very targeted compliance issues than on IG as a whole. Likewise, content management focuses on managing unstructured and semi-structured content like email and office documents. Records management would be the unstructured analog to data governance. But, records make up only a fraction of the unstructured content in any organization. IG must go beyond records management and include all organizational information, whether structured or unstructured.

This does not mean that database managers must suddenly learn the ins and outs of content management systems or vice-versa. Rather, it means that organizations must consider both sources of data when creating IG policies. For example, information assets in data warehouses should have retention policies the same way that email inboxes have retention policies. The retention periods should be driven by a combination of the value of the information, the cost to store that information, and the litigation and/or compliance exposure that information subjects the organization to. In the case of an operational data warehouse, retention policies may be very long because such warehouses often drive the enterprise systems upon which companies operate and such data tends to cost less to store. In the case of email inboxes, retention periods might be very short because of the percentage of non-necessary email and the high cost to store unstructured content.

Recommendations. The survey results bode well for the future of IG. The extent to which the IG concept truly improves the way organizations use and manage information is directly correlated to the success they have in bringing all information-related activities under a common banner. Again, IG success requires a strong culture of information responsibility. Controlling information is predicated on knowing its value, regardless of what type of information it is.

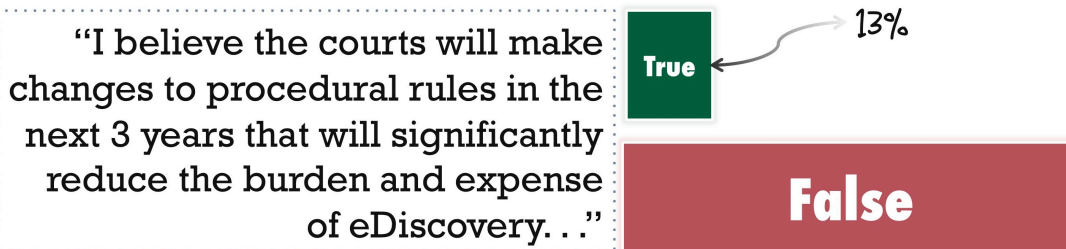
Risk and Value: Two Sides of the Same Coin

Upshot. Respondents see risk and value as nearly equal motivations for IG.

Analysis. There is another divide in IG - the divide is between practitioners who believe that the primary purpose of IG is to reduce legal risk versus those who see it as increasing business efficiency and effectiveness. This divide is to be expected, as practitioners who come from backgrounds such as law and compliance will necessarily focus on risk. Conversely, those who come from IT, business, and other perspective will focus on value. The survey results reflected this split, with nearly the same percentage of respondents indicating that they saw reduction of legal risk as the primary purpose of IG (42%) as those who chose increasing business value (38%).

Recommendations. Both communities are right, of course. IG can, and should, help organizations to both reduce risk and increase business value. Practitioners should seek to develop IG programs that provide both kinds of benefits across the organization. While IG programs should be judged on all benefits, it is also important to focus on the projects where return on investment (ROI) is both measurable and likely. Because of the breadth of IG, it can be overly complex to predict the ROI of a full IG program. Focused projects like eDiscovery, however, are well documented to provide fast ROI through cost avoidance. Better still, these projects can inform other IG initiatives (e.g. email archiving, records management) and provide ancillary benefits in those ways. This may be why relatively few respondents – 33% - reported having an actual budget for IG; rather, IG is an umbrella program with sub-projects that get budget.

eDiscovery: The Call To IG Action



Source: ViaLumina & eDiscovery Journal Information Governance Survey 2011 • vialumina.com • ediscoveryjournal.com

The Amendments to the Federal Rules of Civil Procedure (FRCP) that took effect in late 2006 can be viewed as the driving force behind the eDiscovery market as we know it. Those Amendments serve to hold all organizations accountable for every information asset – a daunting responsibility. The Amendments did offer some elements of relief in the form of a “safe harbor” and “reasonable and good faith efforts.” That kind of wording leaves it open for organizations to make an individual interpretation about what eDiscovery efforts are actually reasonable on a case-by-case basis.

There are periodic amendments to the FRCP and one school of thought is that future rules changes could alleviate some of the eDiscovery burden on organizations. That implies a kind of excuse for organizations to stall on IG activities that could make eDiscovery less costly or more efficient. Factor in how challenging eDiscovery initiatives can be, the relative immaturity of the market, and dearth of true best practices and it can be enough to make an organization hold off on initiatives while praying for rules changes that will soften the burden. The survey data, however, indicates that those kinds of rules changes are likely a pipe dream.

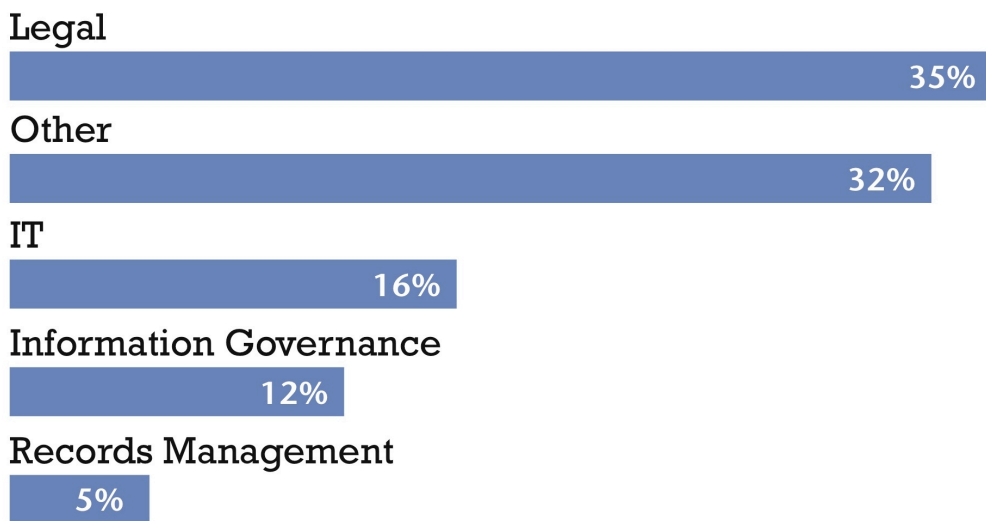
A strong majority of respondents – almost 70% - do not believe the burden will be reduced. Given the inevitable improvement of technology for managing information and the reality that rules changes will not give organizations an easy out, the call to action is clear: get started on IG efforts that make eDiscovery a more efficient business process and pillar of IG projects.

Section Two

IG and Corporate Governance

Reporting Relationships and Department Responsibility

Which department do IG practitioners sit in? (as a % of respondents)



Source: *ViaLumina and eDiscovery Journal Information Governance Survey 2011*
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Upshot. Corporate governance around IG is immature. There is little consistency in reporting relationships for IG practitioners. Also, IG practitioners are spread across many different departments, with a small majority sitting in legal departments.

Analysis. We asked survey respondents who have responsibility for creating, implementing, or operating an IG or similar program who they report to. Responses varied widely, and included:

- CEO
- CIO
- CTO
- Commercial Litigation
- Corporate Records Management
- Executive Suite

- IS/IT
- Internal Audit
- Legal
- Sales and Marketing
- Corporate Compliance and Ethics

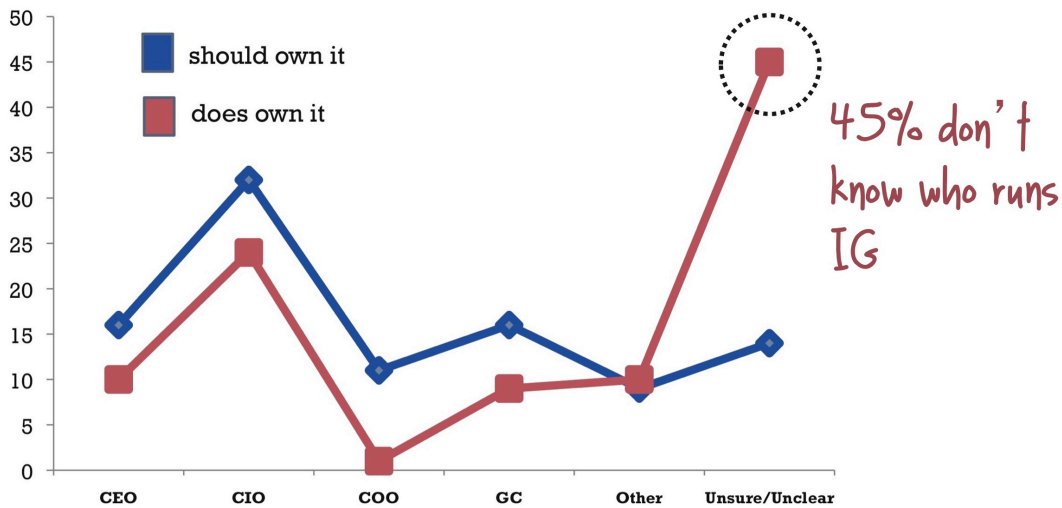
Although there was fairly even distribution across the types of reporting relationships, the most common answers, by small margins, were Legal and IT departments. This aligned with responses to a related question, which asked practitioners to characterize the type of department they work in.

Again, there was wide distribution, with a small majority found in Legal (35%), followed by “Other” (32%), IT (16%), Information Governance (12%), and Records Management (5%). Given that a large percentage of survey respondents came from a legal background, these results are not surprising. It is interesting, however, to see that dedicated IG departments are starting to emerge.

Recommendations. Organizations seeking to get serious about IG also need to get serious about the *corporate* governance piece of Information Governance. More than any other aspect, success in IG depends upon strong and clear corporate governance structure and reporting relationships. Moreover, it may require rethinking existing relationships with a view to creating the harmonized and broad vision that IG requires.

Executive Ownership of IG: A Leadership Vacuum?

Which C-level *should* and which *does* own IG? (as a % of respondents)



Source: ViaLumina and eDiscovery Journal Information Governance Survey 2011
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Upshot. There is no clear consensus about which C-level executive should have ultimate responsibility for IG, and in many organizations there also seems to be confusion about which C-level executive actually does own IG. Fully 45% of respondents indicated that they either don't know, or it is unclear, which C-level executive owns IG.

Analysis. Survey respondents were asked to identify which C-level executive they believe *should* have ultimate organizational responsibility for IG. They were also asked which C-level currently has this responsibility in their organization. The answers to both questions reveal a lack of consensus around executive ownership of IG.

As to who *should* own IG, about a third indicated that the CIO should own IG (the largest category). Both the CEO and the General Counsel received 16%. The COO received 11% of responses, and the CTO 2%. About 14% were unsure.

There was some alignment between this question and the question of who *currently owns* IG at their institution. About one quarter said the CIO owns it. About ten percent indicated the CEO – only a 6% spread between this and those who said that the CEO *should* own it.

However, the most surprising finding was the 22 percent of those surveyed who said they **don't know** who is responsible for IG, and another 23% who said it was **unclear**. This indicates a clear leadership vacuum in IG.

While the survey data shows consensus on the fact that IG is a defined model for managing information, encompasses many components (records management, storage and archiving, compliance, security, privacy, eDiscovery, and risk management), and applies to both structured data and unstructured content, there remains much confusion about IG on the ground. Much of the confusion stems from a lack of understanding what department is responsible for IG. Because IG is so broad, it requires diverse IT skills, legal and regulatory knowledge, and library sciences know-how in order to execute initiatives. These skill sets, however, cross various departments.

This confusion about responsibility for IG is part of what makes this such a challenging market – everyone recognizes the need for IG, but few understand what it takes to execute on IG. Almost a quarter of those surveyed report that the CIO has responsibility for IG and almost a third believe that the CIO should have ultimate responsibility. This makes logical sense given that the Chief Information Officer should be accountable for all organizational information assets. But in reality, many CIOs manage IT infrastructure versus managing information. Certainly, the IT infrastructure is where information lives, but in many cases, “ownership” belongs with information stewards (those that create and use information or business process owners whose processes run on information assets).

Employees will never classify information

True

False

Source: ViaLumina & eDiscovery Journal Information Governance Survey 2011
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Of those respondents with budget allocated to information governance in the next 12 months, the executive most likely to own IG initiatives is the CIO. One thing a CIO brings to the table is experience getting both operational and capital budgets for projects. General Counsels have the ability to get money (litigation is a cost of doing business), but typically only do so reactively when specific matters need attention; GCs are unlikely to have experience getting a capital expense approved for IG projects with the potential to lower future eDiscovery costs.

IG is complex beast, requiring expertise from a diverse set of organizational employees, often with conflicting requirements.

- Business units and process owners need to be able to easily create information and have it flow efficiently (either to others for collaboration purposes or to applications for consumption).
- Legal needs to address the nuances of managing responses to litigation discovery requests and directing case strategies.
- Compliance needs to ensure that information assets are retained in accordance with any relevant regulations.
- Infrastructure and operations managers must store information in the most cost-effective manner possible.
- Records managers need to classify information assets and make sure the correct retention policies are applied.

Corralling all of these subject matter experts for a strategic IG program is like herding cats. For many organizations, a centralized records and information management team can be the glue that allows the many component skills within IG mesh together. But, more than half of the respondents report not having a centralized records and information management team.

Recommendations. There is a senior leadership vacuum in IG. IG cannot, and will not succeed, unless there is a C-level executive that clearly owns real responsibility and accountability for IG. Organizations seeking to exert greater control over their information assets must close this gap. In addition, IG executive leaders must be savvy in the ways of securing proper budgets for projects. Anecdotal evidence from companies with good IG programs shows buy in from senior IT and Legal executives. These executives actually work together – early and often – to define what is reasonable for the organization, any process requirements (e.g. legal hold, early case assessment), and then allow IT to purchase the right infrastructure or Legal to procure the right services. While it sounds trite, the key to IG success is cross-functional communication and cooperation.

Section Three

Defensible Deletion & Auto Classification

Defensible Deletion: Expected Benefit of IG



78% believe that
1/3 or more of
their info would
go away with IG

Source: ViaLumina & eDiscovery Journal
Information Governance Survey 2011
vialumina.com/survey
ediscoveryjournal.com

Upshot. Nearly half of respondents believe that at least 50% of the information in their organization is duplicate, outdated, or unnecessary, and the vast majority believes that IG would help them reduce the total volume of stored data by at least a third.

Analysis. We asked respondents to take their best guess at:

- the percentage of duplicate information stored in their organization
- the percentage of outdated and unnecessary information stored in their organization

Respondents apparently take a dim view of their organization's information management efforts to date, as nearly half of them believe that at least 50% of the information stored in their organizations is **duplicate, outdated, or unnecessary**.

However, respondents are optimistic about the promise of defensible deletion that IG offers. The vast majority (78%) of those surveyed said that the **total volume** of information they store would be reduced by at least one third if they had a fully implemented IG program at their organization. In fact, nearly half believe that they could reduce the total stored volume of information by **50% or more**.

43%

Those who believe that AT LEAST 50% of their information is DUPLICATE

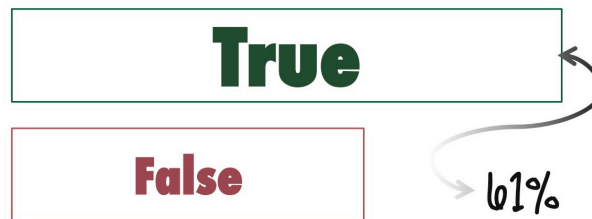
46%

Those who believe that AT LEAST 50% of their information is UNECESSARY

Recommendations. These results are remarkable. Although we expected some awareness of the high rates of unnecessarily stored content in most organizations, the fact that such a high percentage believes that their organizations store unnecessary information that could be defensibly deleted in the context of an IG program is surprising. Many studies have demonstrated that the opinions of our survey-takers are not too far off base. A key benefit of IG is the defensible deletion of content, and the sooner organizations get started on building their IG programs, the sooner they can realize the business and legal benefits of defensible deletion. And such benefits are very real. While the cost of storage is declining, it is not doing so at a rate commensurate with the growth of information inventory. Storage costs are real – and avoidable. The bigger benefits can come from cost avoidance in eDiscovery: minimizing the amount of information sent out for downstream processing and legal review.

Auto Classification: The Future, But When?

Auto classification is the future of IG



Source: ViaLumina & eDiscovery Journal Information Governance Survey 2011
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Upshot. A majority (61%) believes that automated classification is the future of IG, but most do not see that future arriving for at least three years. They see the complexity of implementation (53%) and cultural opposition as the biggest barriers to adoption of the technology. Hopes for auto classification technologies perhaps run high because many (46%) believe that employees will never classify information, no matter how good an IG program. Further, most (68%) do not see procedural relief forthcoming from the courts in the next three years around e-discovery.

Analysis. Auto classification technology promises to facilitate IG program implementation by easing the identification and classification burden that today is mostly borne by humans. Although the technology has found significant traction in the eDiscovery space, it is not yet widely used in the proactive, ongoing manner required by IG (even though many of today's eDiscovery tools began life as knowledge or records management tools).

Most (61%) see automated classification as “the future” of IG. However, the majority does not see this future arriving tomorrow, with 45% predicting that it will take more than three years for widespread, mainstream use of auto classification technologies. Only 20% believe it will happen in the next 1-2 years.

Most respondents see the complexity of implementing the technology as the biggest barrier to adoption, but also pointed to cultural opposition within their organizations (41%), lack of awareness (40%), and a concern that the products are not ready to address their needs (39%) as significant barriers.

61%

Auto classification is the future of IG

45%

But not for 3 years or more

46% agreed that employees at their organization will never take the time to classify information, regardless of what the organization does (a further 24% were unsure) Perhaps this view drives interest in auto classification technologies.

Finally, only a small percentage (13%) believe that the courts will make changes to

Top four barriers to adoption of auto classification technologies

1. Complexity of implementation
2. Internal cultural opposition
3. Lack of buyer awareness
4. Products not ready

Source: ViaLumina and eDiscovery Journal Information Governance Survey 2011
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procedural rules in the next three years that will significantly reduce the burden and expense of IG, thus diminishing the need for IG. Undoubtedly this also drives interest in technologies like auto classification that promise to help organization achieve their IG goals.

Recommendations. It seems clear that auto classification technologies will be a big part of IG programs in the near future. Organizations should investigate these technologies with a view to identifying the most effective ways to employ their capabilities. However, organizations must also realize that such technologies require significant implementation expertise in order to be effective.

Conclusion

Because IG has the potential to deliver significant benefits, interest in the topic is growing steadily. For many organizations, though, broad IG programs prove too challenging and quickly sputter. Successful IG programs should:

1. **Concentrate on Focused Projects.** As our respondents indicated, not many organizations have a budget for IG. Targeted programs like eDiscovery, compliance, and archiving, however have history of ROI and an ability to get budget. These projects are also challenging, but more straightforward to implement and can address sub-sets of information in early phases (e.g. only those information assets that are reasonable to account for). The lessons learned from these targeted projects can then be applied to other IG initiatives.
2. **Have a Clear, C-Level Owner.** Good IG programs build a corporate culture where responsibility for information is a core tenet. Employees understand policies and are incented to abide by them. That culture can only develop under a high-level executive who truly believes in IG. Which C-level executive owns IG is less important than the leadership and consensus-building qualities she or he possesses.
3. **Be Guided by a Centralized IG Team.** The only way to corral all the expertise need for successful IG is with a team tasked specifically to do just that. Whether the IG team is the evolution of an existing records management team or a newly created group, the important thing is that the team is able to drive cross-functional projects. Specifically, the IG team must understand the business and how it creates and consumes information, know the regulatory and legal rules that the organization operates under, be versed in technology for all aspects of information management and able to convey requirements to IT, and possess library sciences skills for organizing information. Ultimately, this central team will play an important role in spreading the culture of IG throughout the organization.
4. **Start Preparation for Auto-Classification and Content Analytics Now.** Clearly, barriers exist for auto-classification tools, but adoption is inevitable as new and innovative approaches arise. The legal community is already using analytics in areas like Early Case Assessment (ECA) and predictive coding and tagging. Preparing for that future now will allow IG programs to evolve more quickly and stand the greatest chance for success.

ⁱ The “over 400” statistic was the result of a google.com web search done in August 2011, and included only results that Google categorized as coming from the US. The search was done in this way because the term “information governance” has long been used in a single vertical in the UK - healthcare. The term is used in a related, but different, way that it is used here and generally used in the US and other nations.