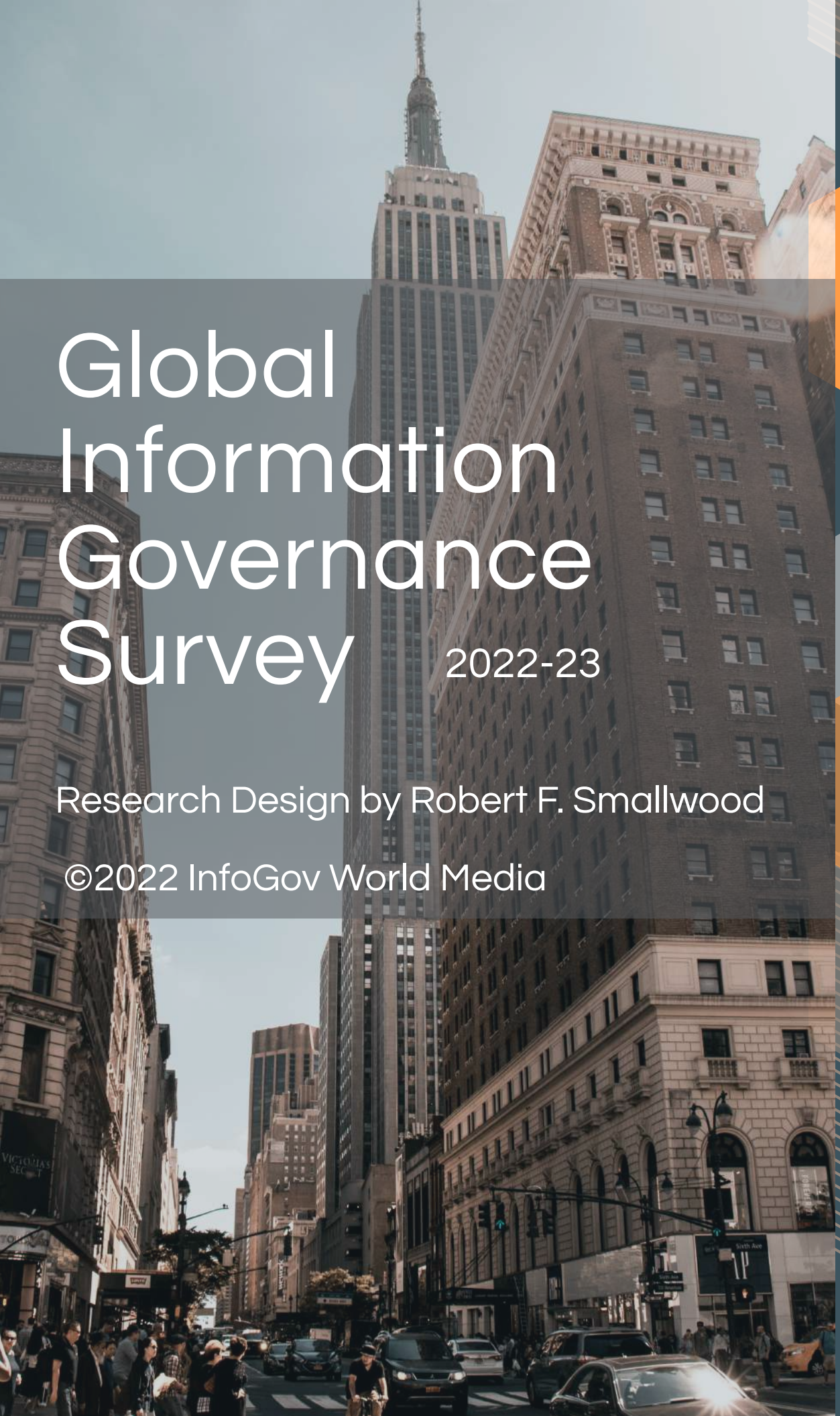

Global Information Governance Survey 2022-23

Research Design by Robert F. Smallwood

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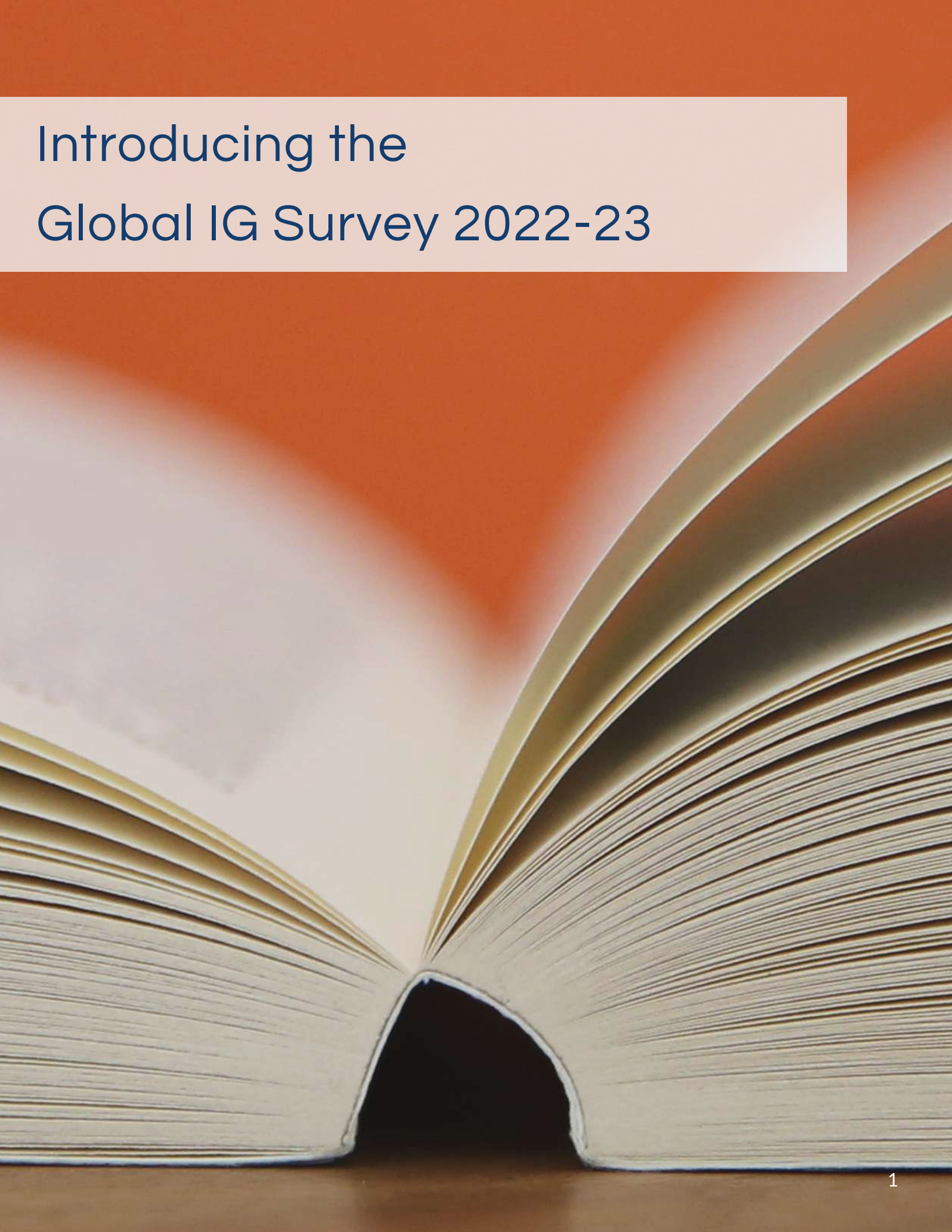
Contents

1-4	Introducing the Global IG Survey 2022-23
5-8	10 Key Messages
9-13	IG Program Facets and Assessment
14-16	IG Steering Committees & Executive Sponsors
17-19	The Presence and Shape of IG Programs
20-26	Launching IG Programs & Projects
27-31	IG Project Completions & Intentions
32-34	IG Drivers & Threats
35-39	IG Program Improvement, Growth & Opportunity
40-47	Survey Participants

Introducing the Global IG Survey 2022-23



In June 2022, IG World magazine partnered with several key sponsors to measure the pulse of Information Governance in relation to the key challenges IG practitioners are facing, which approaches have yielded benefits, and the tactics used to successfully implement IG.

The Global Information Governance Survey is intended to provide IG practitioners and advisors with information on the strategies and tools others are using, and the results of those efforts.

This is the second annual survey of its type - helping to foster the adoption and maturation of Information Governance programs, and the IG discipline itself.

Hyland

IG World MAGAZINE

International Legal Technology Association

INSTITUTE FOR INFORMATION GOVERNANCE IGTRAINING.ORG

CIGO Certified Information Governance Officers Association

Research Methodology

The research study was launched in June 2022, to capture the required data, with an open, online invitation to participate. An incentive of a prize draw of a $100 Amazon gift card (or equivalent charity donation) was offered to boost participation.

Where relevant, this report refers to previous IG Survey findings, based on comparative 2021 data*.

Grateful acknowledgments are extended to all participants for their valuable contribution to the 2022 Global IG survey - with results presented and considered within this report.

* Global Information Governance Survey - 2021-22

IG Programs Increasingly Emphasizing Privacy, But Need to Show Value

We are pleased and proud to present the results of our 2nd annual Global IG Survey, for 2022-2023, with support from our partners, and input from those in the InfoGov discipline who participated.

We continued with last year's benchmarks in the survey to give a basis for comparison to observe trends and changes. The results will help to inform IG practitioners as to how IG programs are progressing.

Some key results are clear: Privacy & Data Protection, and Data Governance facets of IG program emphasis moved to the top spots; whereas Records & Information Management gained slightly but was overtaken by this year's top spots, and Legal and eDiscovery emphases fell further. Interestingly, Risk Management and Cybersecurity held steady in the third and fourth spots.

The convergence of subdisciplines continued, with an increasing overlap and a growing consensus of what makes up IG. Also, the perennial issues of Awareness of the Value of IG, and Change Management still remain as key implementation barriers, followed closely by Communications/Collaboration.

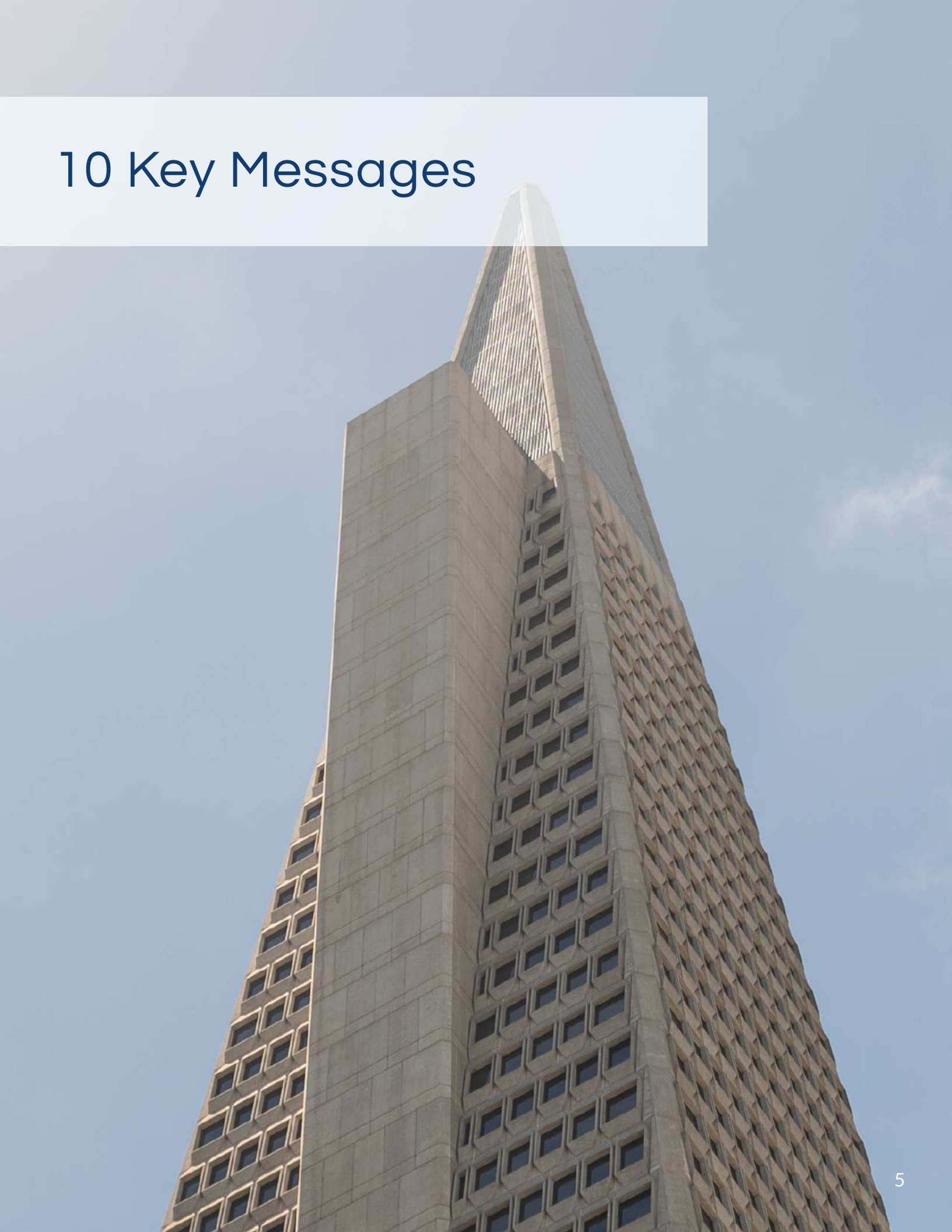
Further, we found an increase in CIOs leading an IG effort as executive sponsor, and a decline in General Counsel for that role, perhaps due to the increasing complexity of Cybersecurity, and its role in IG programs.

Policy updating, Defensible Deletion, and implementing an IG framework were the top projects completed in the past three years in IG programs. The top desired project for next year under the IG program umbrella was Legacy Data Cleanup, which was the same priority as last year's survey.

There are many more results and analyses in this Global IG Survey. On behalf of our supporters, and the global IG community, we hope that you gain useful insights to help foster the success of your IG program.

Robert Smallwood
Founder & CEO
InfoGov World

10 Key Messages



10 Key Messages

Over 300 IG professionals from a wide range of business sectors, locations and organization sizes again took the opportunity to participate in the annual Global IG Study, providing a raft of information on the IG landscape. Their views provide key insights into the industry and its focus, based on both retrospective experiences and potential future plans.

1 FORMAL IG PROGRAMS ARE NOT CONSISTENTLY EVIDENT WITHIN ORGANIZATIONS

As in 2021, just over half of all IG Practitioners report a formal, ongoing IG Program. Large corporations emerge as the sector in which this formality is most evident. However, for many organizations, an IG Program continues to be either fairly inactive/invisible or non-existent. This suggests that there continues to be notable scope to introduce and formally adopt IG Programs - and this is again particularly true among smaller organizations.

2 IG PROGRAM IMPLEMENTATION BARRIERS CONTINUE TO FOCUS ON LACK OF AWARENESS OF VALUE

This remains the most significant barrier to IG program implementation and progress, and it has grown in the last 12 months. It is closely followed by Change Management issues and a lack of communication/collaboration across functions addressing information. It is also notable that many barriers are felt to have become *more evident* in the last year. In the context of these barriers, the typical time taken to launch an IG Program is now taking longer - often more than 12 months.

3 IG PROGRAMS ARE BECOMING MORE PROACTIVE

A gradual rise in the percentage of organizations whose IG programs are proactively operating, rather than reactively existing, is now evident - with a rise from around a third of organizations declaring proactivity in 2021, to approaching half in 2022.

10 Key Messages

4 CHANGE MANAGEMENT NOW PLAYS A LESS SIGNIFICANT ROLE IN 2022 THAN IN 2021

Its role is now described as either major or reasonable by 57% of IG Practitioners. This notably compares with 77% in 2021. However, its emergence as a prominent barrier to IG Program implementation and progress would appear to contradict this.

5 ASSESSMENT TOOLS CONTINUE TO BE USED BY A MAJORITY OF IG PROFESSIONALS

However, their use would appear to be shrinking, with just 69% using them this year, compared to 87% twelve months ago. ISO 27001/2 now leads the way in tools being utilized, perhaps due to the increasing focus on Cybersecurity.

6 IG PROJECTS COMPLETED IN THE PAST 3 YEARS MOST FREQUENTLY FOCUS ON ONE KEY TASK

Updating email, information access, RIM & Legal Hold policies and procedures now leads the way in terms of the project most likely to have been undertaken.

7 *PLANNED* IG PROJECTS CONTINUE TO MOST COMMONLY FOCUS ON POLICY/PROCEDURE UPDATING

Policy/procedure updating remains in top spot - as in 2021. This is followed by data consolidation & clean up, and defensible deletion of information. However, there are two newcomers which enter the top five planned projects - migrating unstructured information from one system to another, and researching and implementing new compliance requirements.

10 Key Messages

8 DESIRABLE PROJECTS ARE LED BY THE EXECUTION OF A COMPREHENSIVE LEGACY DATA CLEAN-UP PROJECT

This continues as the #1 project which IG Practitioners would like to undertake - with an increasing percentage of organizations looking to execute this.

9 THE STRONGEST IG DRIVERS REMAIN CONSISTENT

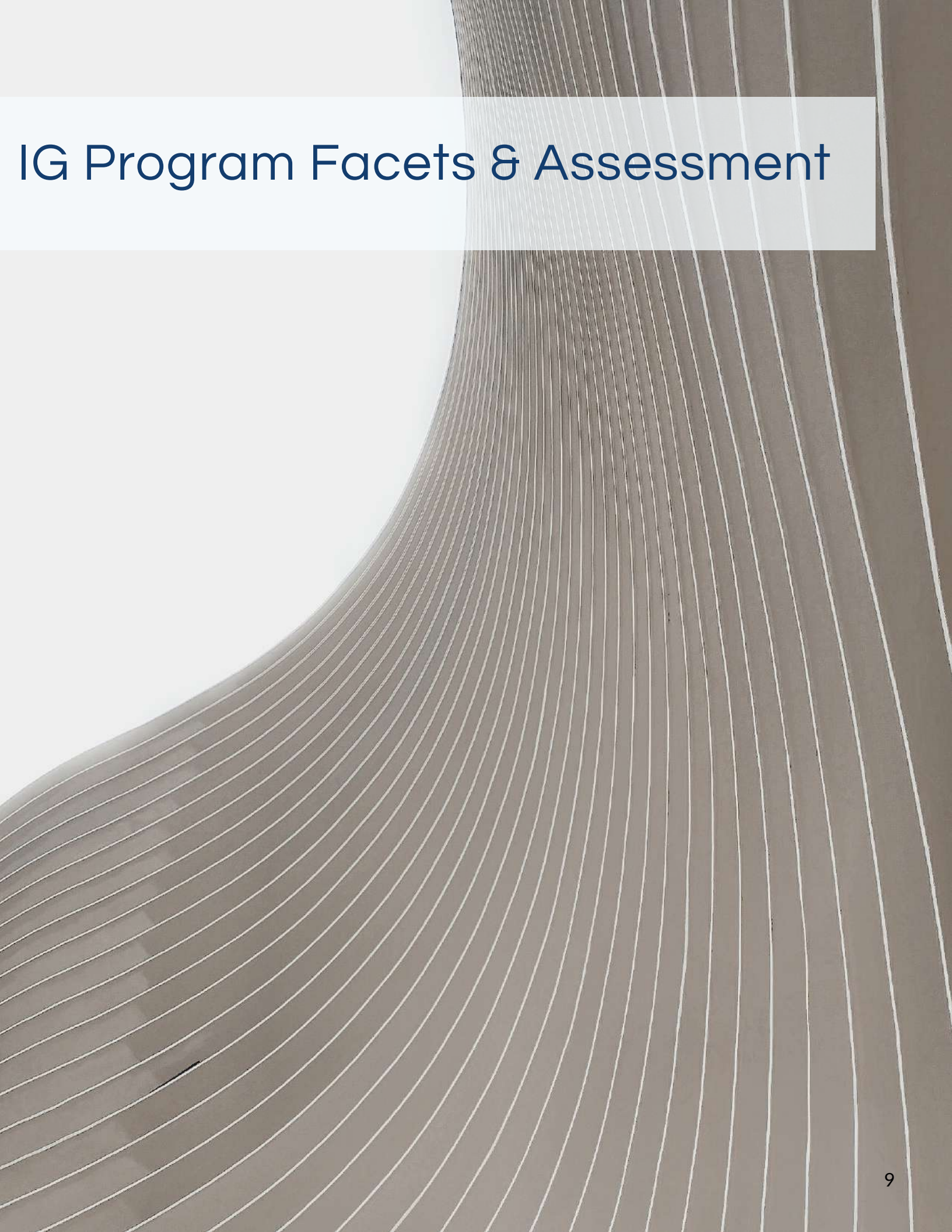
External regulatory/compliance/legal obligations, together with a need to minimize risk associated with data which could have defensibly been deleted, are increasingly seen as key propellants. Indeed, rising numbers of organizations identify both as key drivers. Note that a need to reduce the cost of storage - absent in 2021 - is now featured in the top five drivers.

10 TWO-THIRDS OF CONSULTANTS, LEGAL ADVISORS & SELLERS PREDICT REVENUE AND PRODUCT GROWTH

67% foresee a year-on-year growth in revenue from 2022 to 2023. This is a percentage which is slightly lower than the 77% who predicted growth in the previous year. However, it is still encouraging. Furthermore, far fewer anticipate a *decrease* in IG product/service revenue - with this figure shrinking from 16% to just 3% currently.

We now consider the detail behind these key messages.

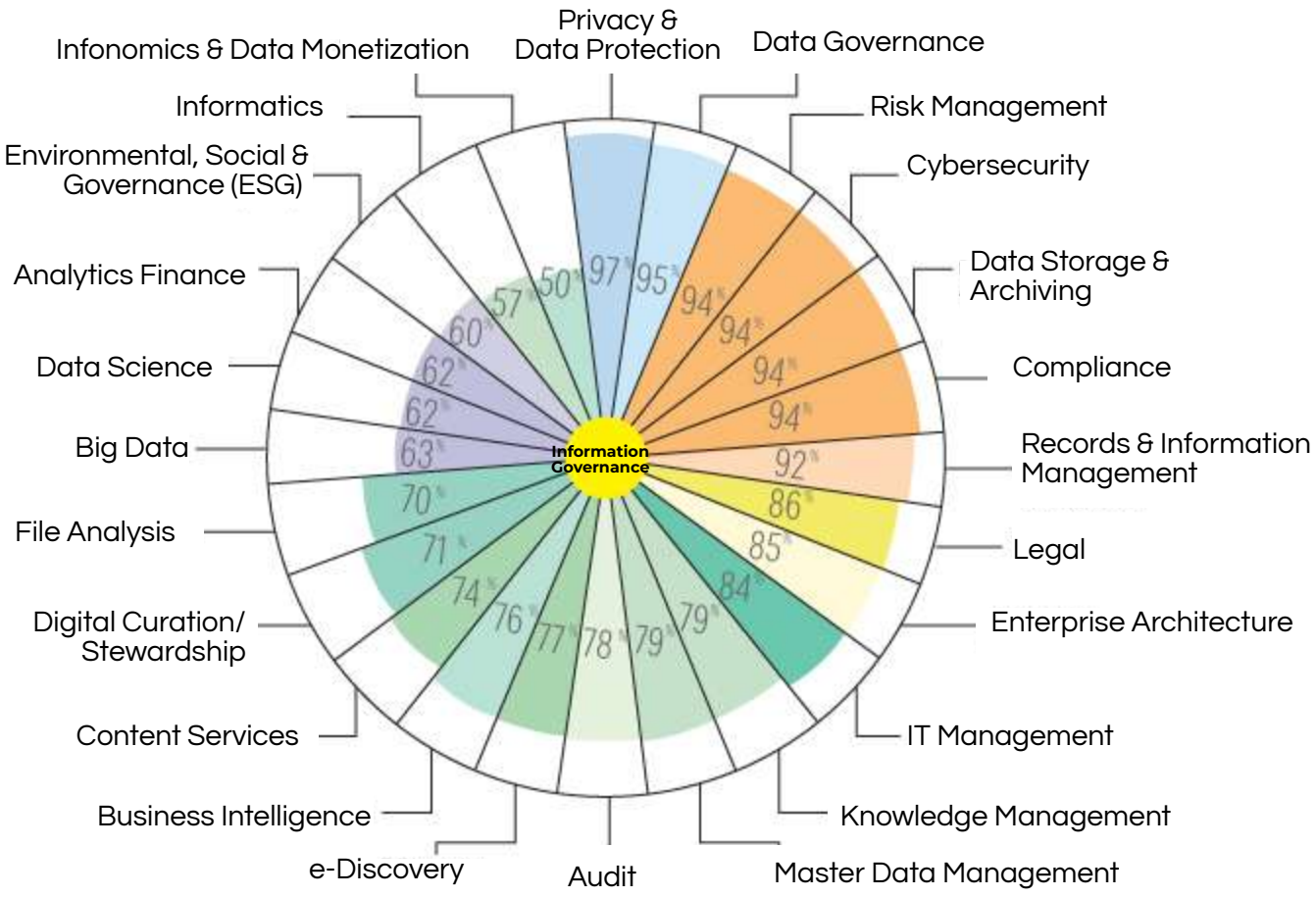
IG Program Facets & Assessment



IG Facet Importance

Current perceptions of the importance of individual facets to IG Programs and practices, as identified by current Practitioners, are as follows:

IG Program/Practice Facet Importance - CURRENT



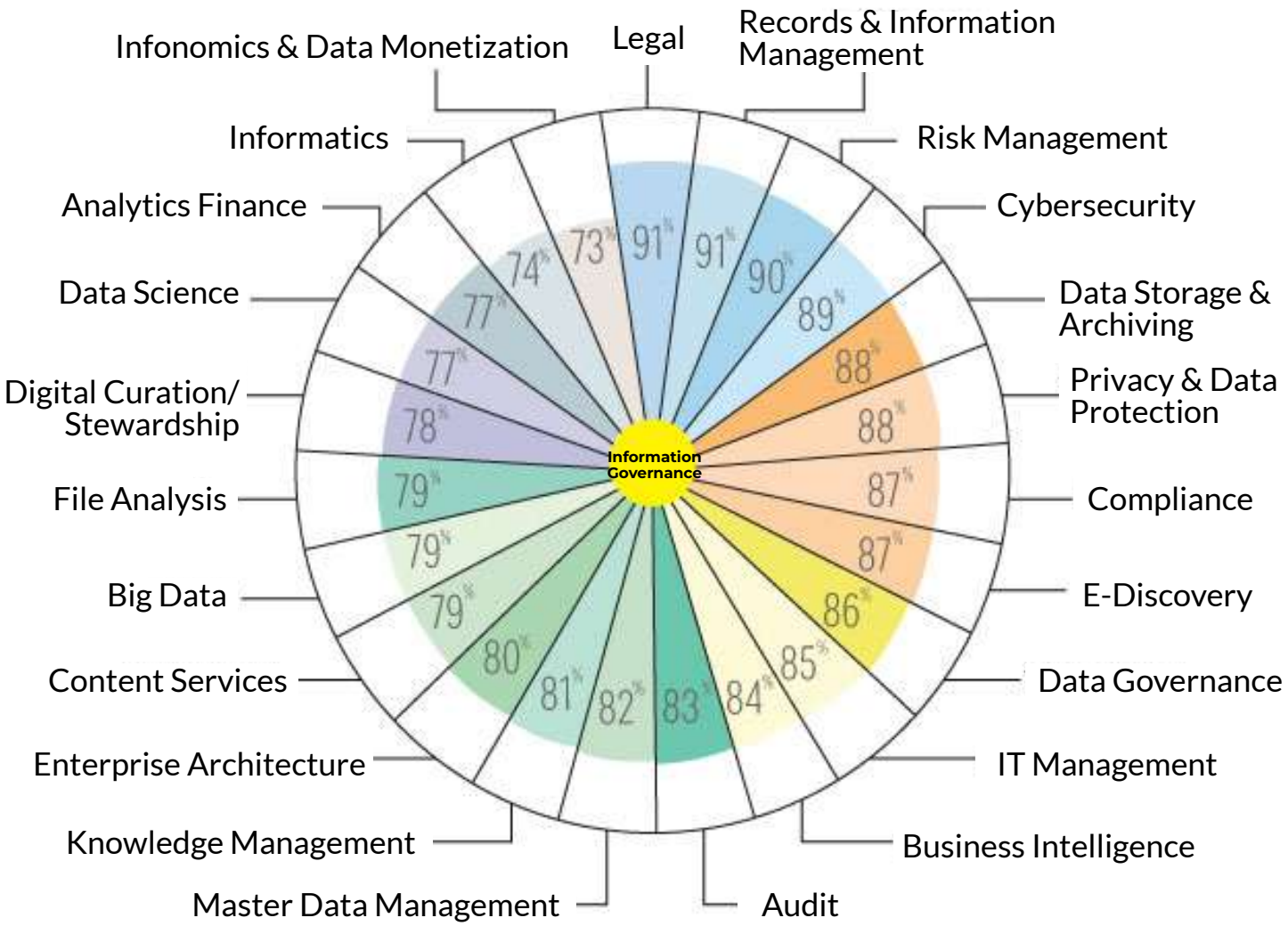
IG Practitioners continue to agree on the coordinating role necessitated by IG, with many feeling that IG has a multi-disciplinary role to play. However, Practitioners tend to feel that a number of facets are *less important* than they were a year ago - this is particularly relevant to Informatics, e-Discovery and Infonomics & Data Monetization.

We've included last year's individual facets chart on the next page for comparison.

IG Facet Importance

Last year's perceptions of the importance of individual facets to IG Programs and practices were as follows:

IG Program/Practice Facet Importance - LAST YEAR

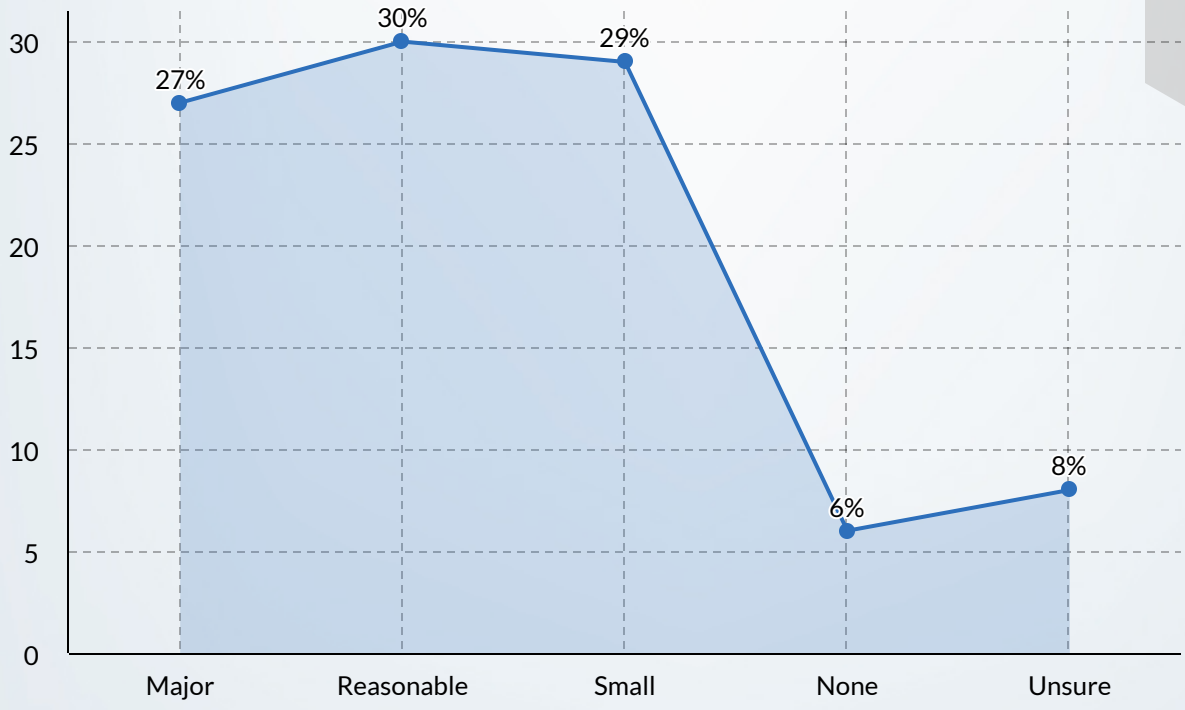


The Role of Change Management

Change Management now plays *a less significant* role in 2022 than it did in 2021 - yet it still remains one of the top barriers to IG Program implementation.

Here we see the characteristic importance of Change Management within **Practitioner** organizations. 57% of organizations regard it as playing a major or reasonable role - compared to 77% in 2021.

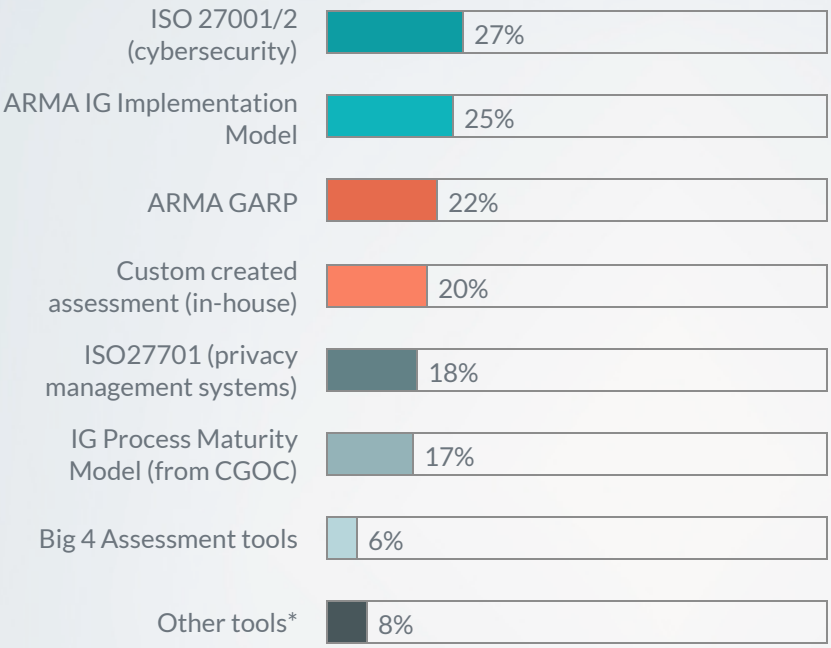
The Role of Change Management Within IG Programs (Practitioners)



However, Change Management continues to play a more significant role within **corporations and larger organizations of 500+** employees.

IG Assessment Tools

Usage of IG Assessment Tools for IG Program Assessment



More than one tool was often specified so percentages exceed 100%.

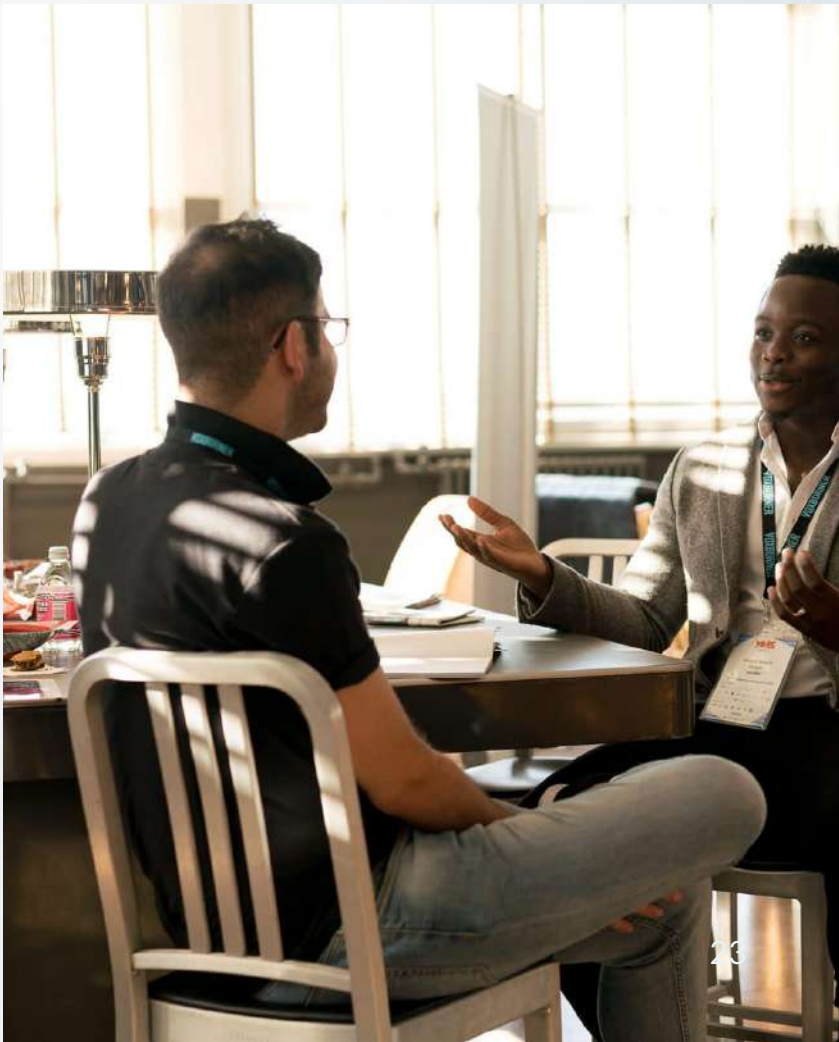
69%

of IG professionals have used an assessment tool to assess their IG Program - lower than the 87% in 2021.

Note that ISO 27001/2 (cybersecurity) now leads the way in tools being utilized.

Custom created (in-house) tools are also increasing in popularity.

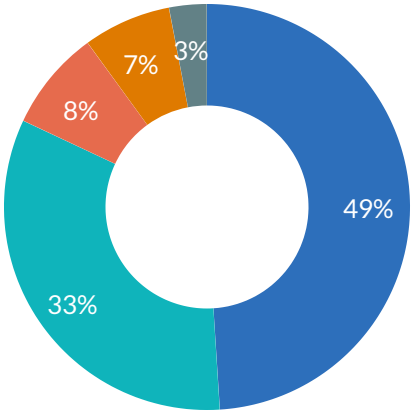
In contrast, usage of the IG Process Maturity Model (from CGOC) has decreased - perhaps due to the fact that it has languished and not been updated since IBM took ownership of it.



IG Steering Committees and Executive Sponsors

IG Steering Committees

IG Steering Committees



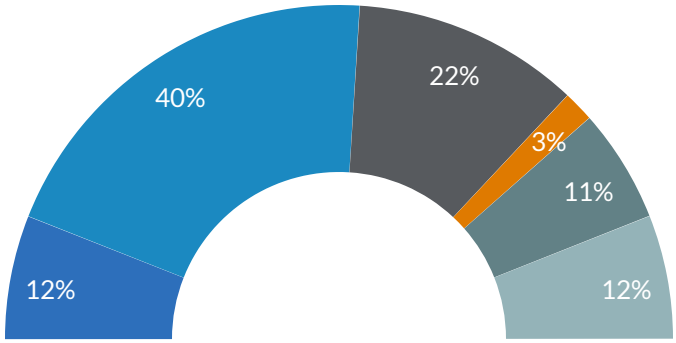
Yes (49%)
No, but have an informal one (33%)
No, but planning to establish one soon (2021-2022) (8%)
No, and no plans to establish one in the near future (7%)
Unsure (3%)

49%

of Practitioners whose organization has an IG Program also have a *formal*, ongoing IG Steering Committee. This figure represents a decrease since 2021 (60%).

However, note that *informal* Steering Committees have increased (rising from 22% to 33% currently).

Thus, in overall terms, 82% of organizations *continue to have either a formal or informal Steering Committee.*



IG Steering Committee Members

5 or less (12%)
6-10 (40%)
11-15 (22%)
16-20 (3%)
21+ (11%)
Unsure (12%)

IG Steering Committees continue to typically have

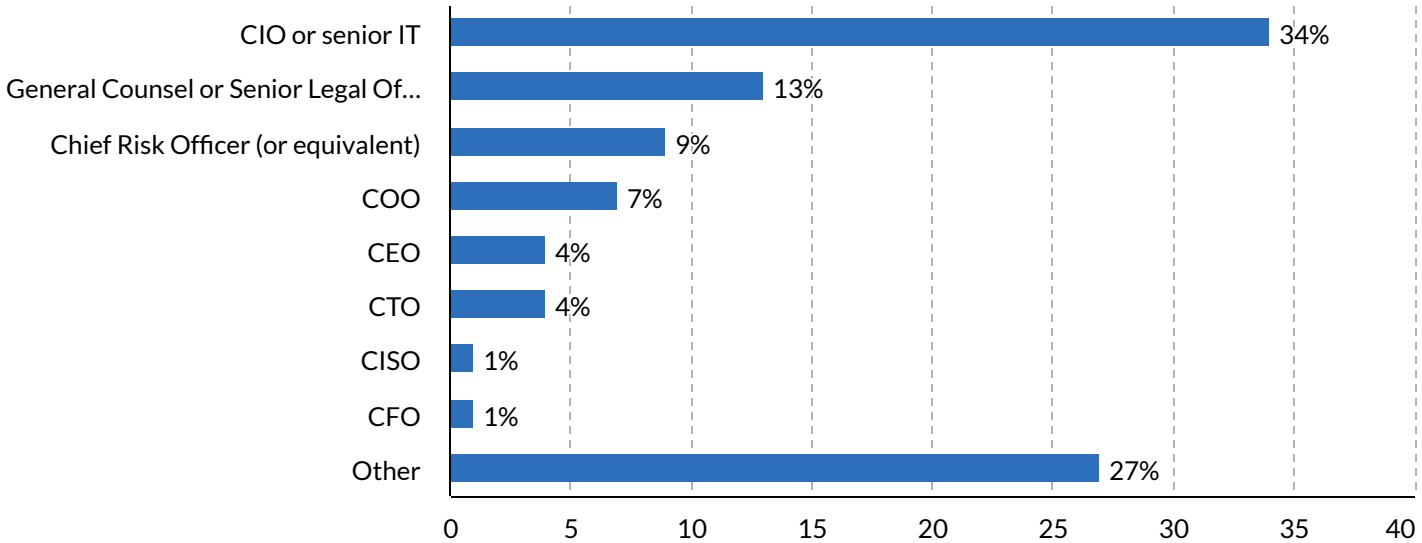
6-10 members

Executive IG Program Sponsors

Many **Practitioners** within organizations with an IG Program also identified an Executive Sponsor of their Program.

Executive Sponsorship is now dominated by CIO's or Senior IT staff, in comparison to the General Counsels/Senior Legal Officers most likely to be Executive Sponsors in 2022.

Executive Sponsors



The Presence and Shape of IG Programs

Formal IG Programs

51%

of IG Practitioners indicated their organization having a formal and ongoing IG program - almost identical to 2021.

A further **17%** of Practitioners reported a fairly inactive/invisible IG program.

A further **15%** of Practitioners reported no Program, but plans to launch one in the near future.

17**%** of Practitioners either reported no IG Program or plans to launch one in the near future, or were unsure of plans.

Fewer IG market consultants/legal advisors/ software/service sellers reported having a formal ongoing program in their organization (again, the same as 2021).

39%

Formal IG Programs

It's interesting to take a more detailed look at IG Practitioner organizations, to establish where formal and ongoing IG Programs and most likely to exist.

Two findings of interest emerge.

By far the highest instance of formal/ongoing IG Programs is among Corporations, with 57% - a significantly higher percentage than any other segment - reporting a formal/ongoing IG Program.

What is also evident is that larger organizations continue to be most likely to have a formal/ongoing IG Program in place. More than three times as many **larger organizations** (501-999 employees) have a Program in place, compared to smaller organizations (1-50 employees).

Launching IG Programs and Projects

Launching IG Programs

It's again interesting to take a more detailed look at IG Practitioner organizations, to establish when formal and ongoing IG Programs were launched.

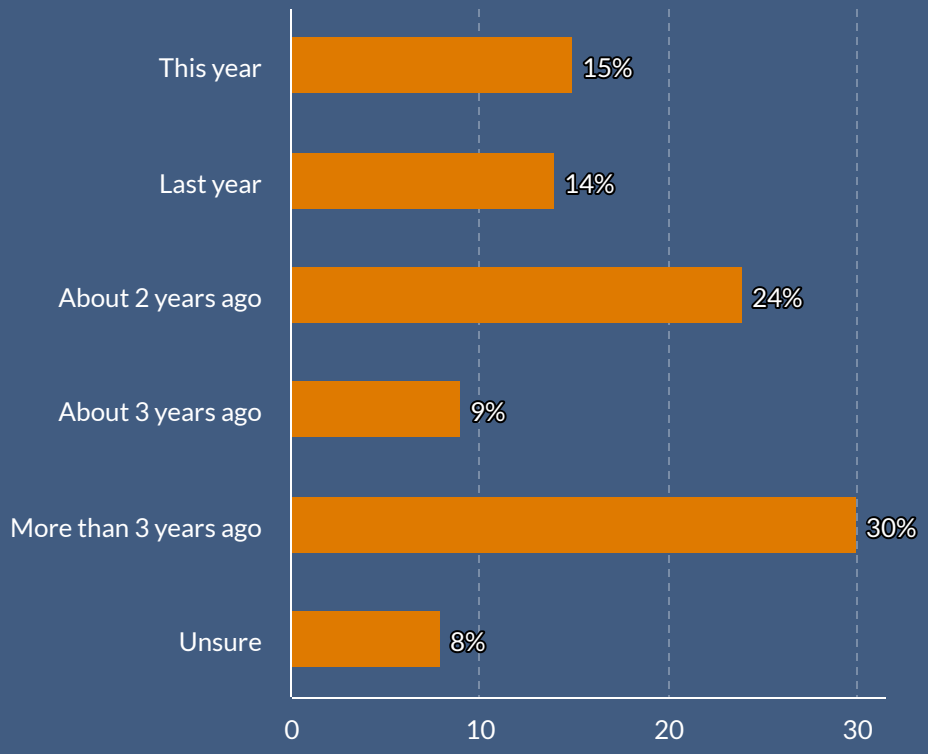
A further finding of interest emerges.

The smallest organizations are most likely to have launched IG Programs relatively recently - typically within the last year, or two years.

In contrast to 2021, smaller organizations (with up to 50 employees) had often launched their Programs more than three years ago, with larger organizations doing so more recently.

Launching IG Programs

So when were IG programs most likely to have been launched?



Over 60% of IG Practitioners within an organization with a formal IG program, said that this had been initiated within the last three years.

However, more than

3 years ago

is now the most typical single timeframe for IG Program initiation.

IG Program Barriers

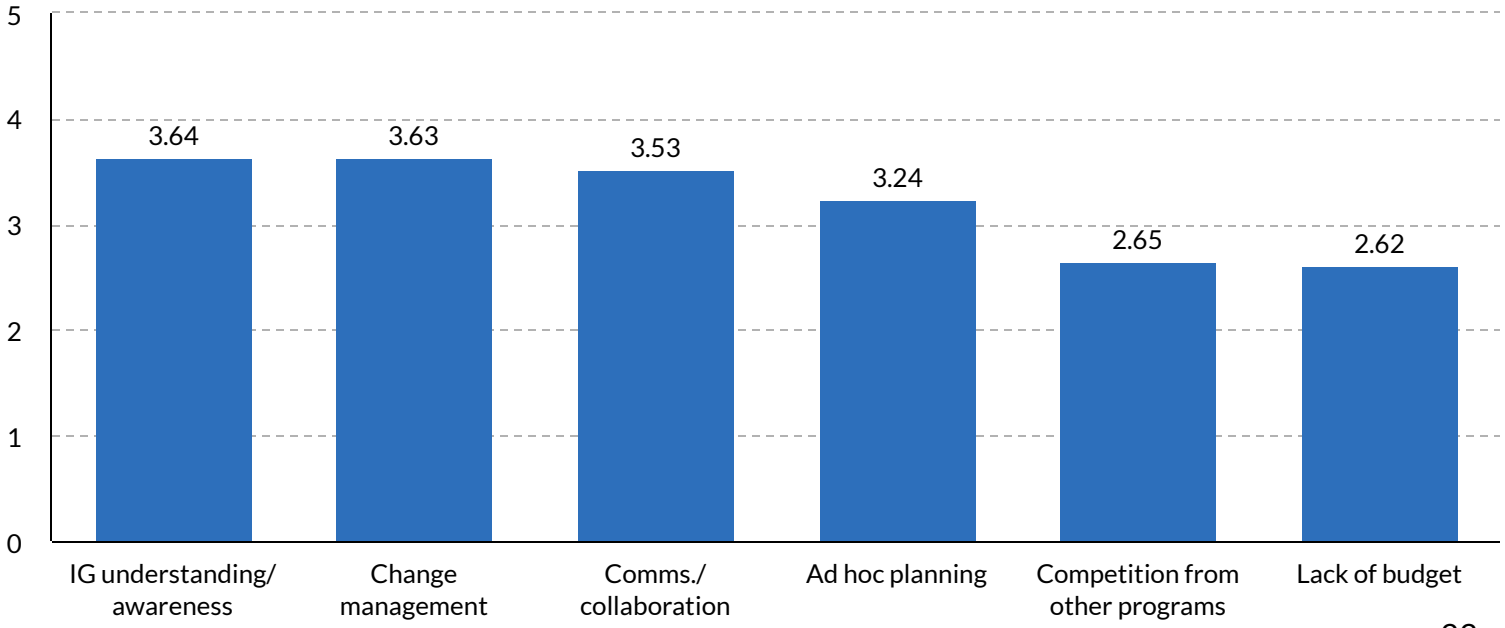
We now consider the barriers professionals face in terms of IG Program implementation and progress.

On average, IG Practitioners identified 2-3 significant barriers, of which the *most significant* were deemed to be:

- A lack of organizational understanding/awareness of the value of IG
- Change management issues (either people or culture based)
- A lack of communication or collaboration ('siloing') across functions addressing information
- Ad hoc planning (with IG being inadequately addressed during the planning phase of projects).

Here, we present the top six barriers identified - with a number of these becoming *more of a barrier* to practitioners in the last year. Indeed, the top four scores all now exceed 3.00 - compared to none in 2021. Note also that Change Management is now the second most prevalent barrier, with Competition from Other Programs entering the top 6 for the first time.

Top Barriers to IG Program Implementation/Progress - ranking 0-5 (from non-existent to significant)



IG Program Barriers

It's also useful to consider how the barriers being experienced differ according to the role of professionals within the industry.

Note that across both roles there are now very similar experiences in terms of barriers encountered.

IG Program Barriers - Top 3

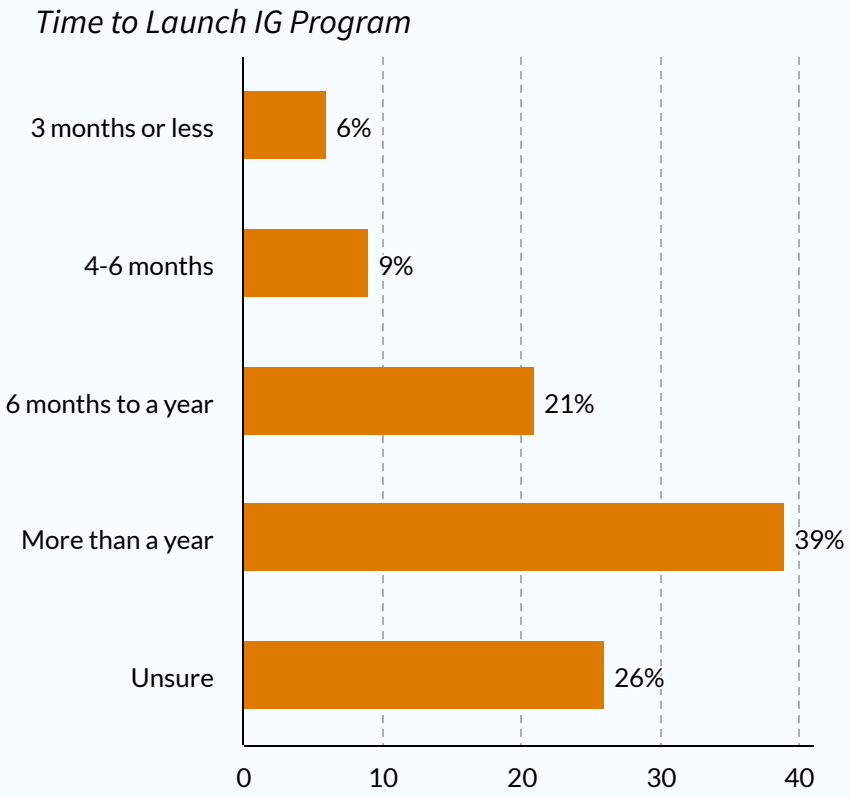
Practitioners

- Lack of organizational understanding/ awareness to value of IG
- Change management issues
- Lack of communication and collaboration

Consultants/
Legal Advisors

- Lack of organizational understanding/ awareness to value of IG
- Lack of communication and collaboration
- Change management issues

Launching IG Programs



Following initiation, Practitioners indicate that the typical time taken to launch an IG program is now more than 12 months - clearly longer than in 2021.

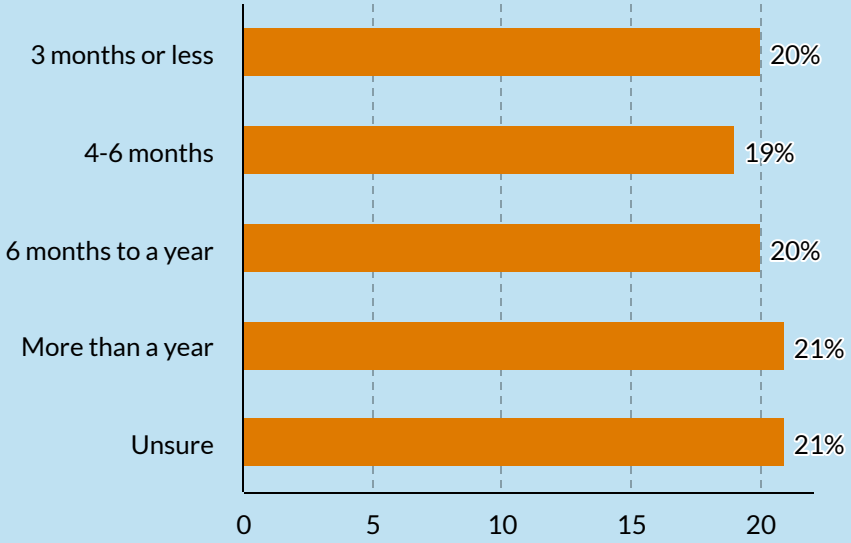
35%

of Practitioners reported an IG Program launch of **within a year** of initiation - significantly fewer than the 71% evident in 2021.

Launching IG Projects Within IG Programs

So what is the typical time taken to launch IG projects within IG Programs? The findings suggest a potentially slower timescale than previously evident, moving from a typical scenario of 4-6 months in 2021 to a very varied range in 2022.

Time to Launch IG Projects

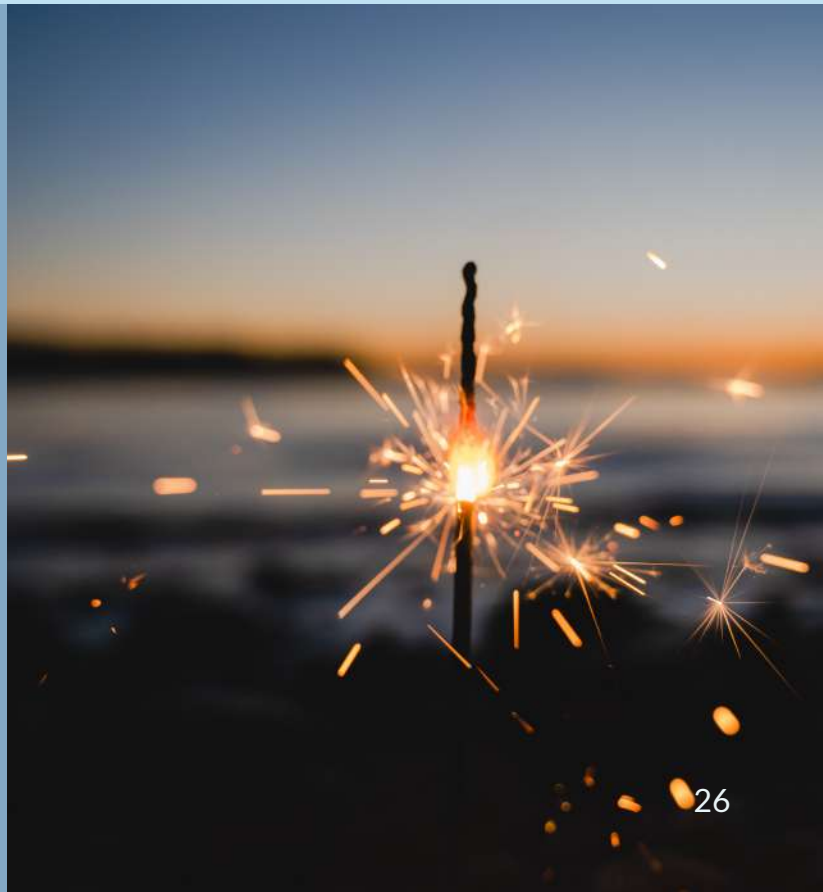


The typical time taken to launch IG projects within IG programs was extremely varied.

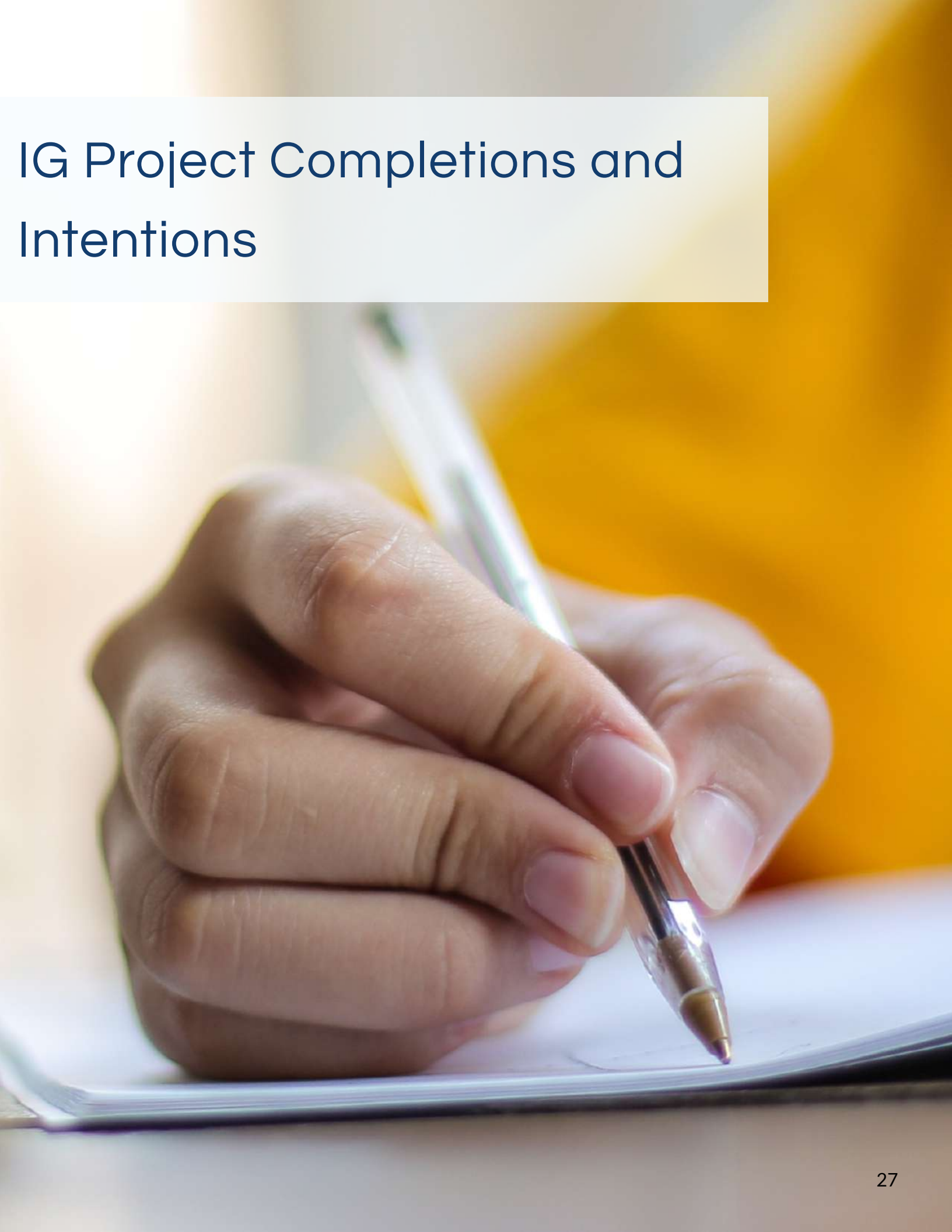
Almost

40%

of Practitioners reported a most recent IG project launch taking within six months (almost 60% in 2021).



IG Project Completions and Intentions

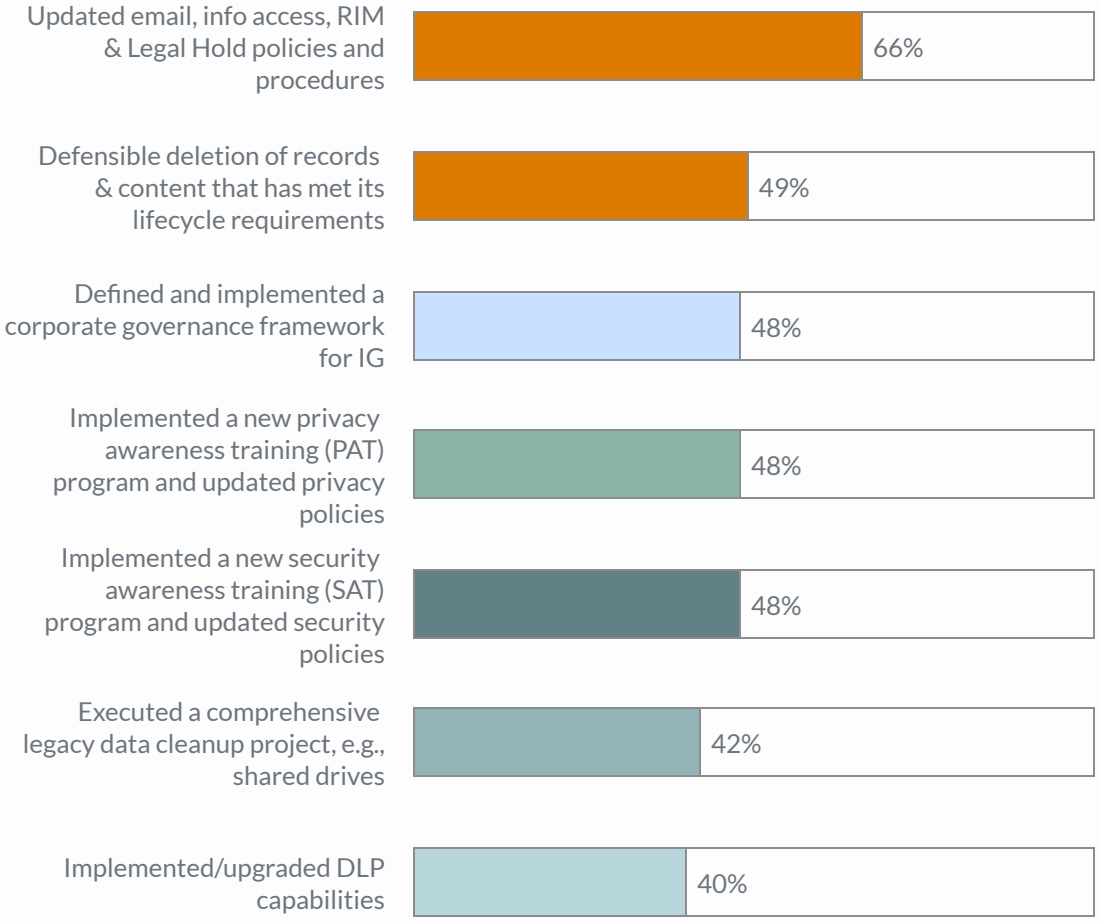


IG Projects Completed

In the Past Three Years

Here, we see those IG projects completed within the past three years by more than 40% of all **IG Practitioners** within organizations.

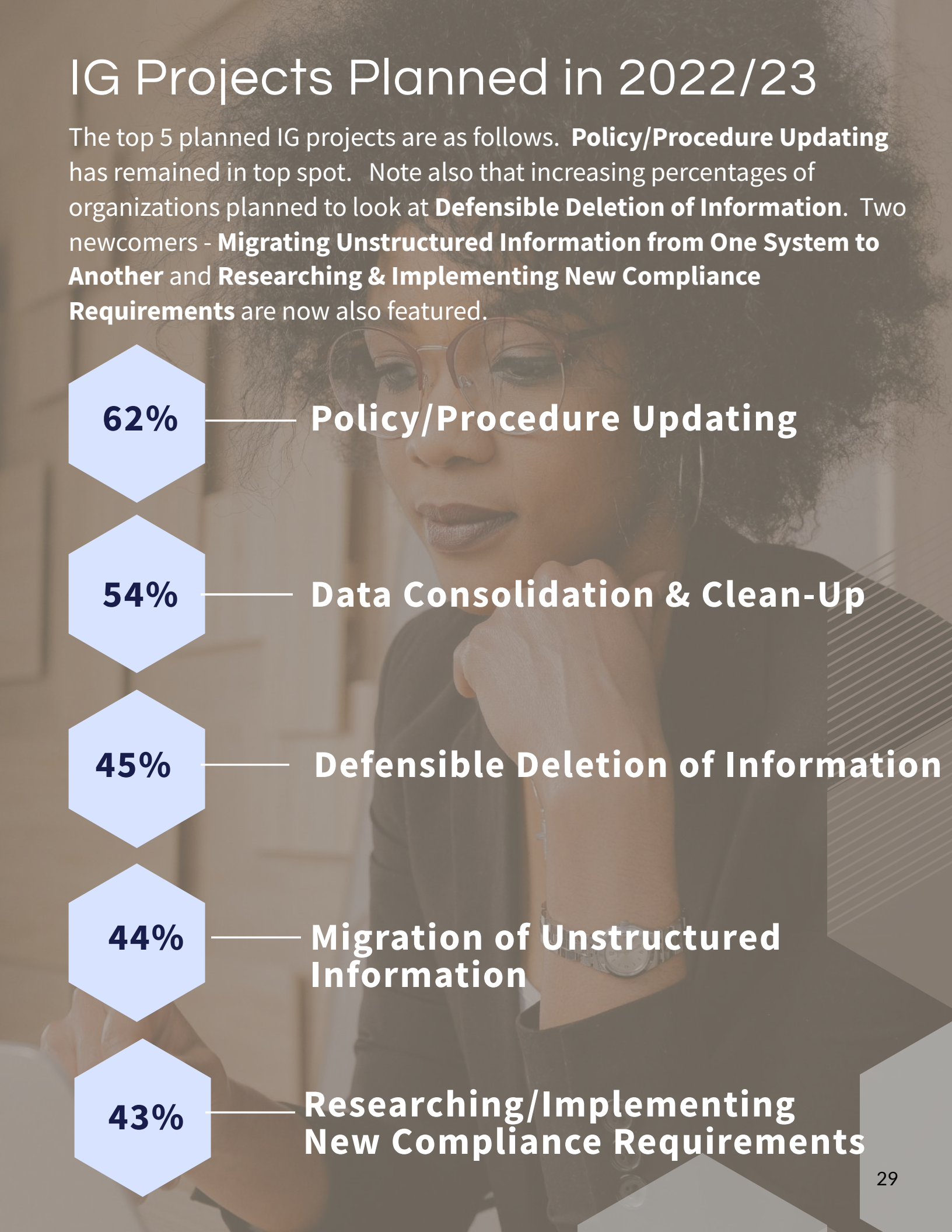
IG Projects Completed



Note a clear front-runner in terms of projects completed, with **updating email, info access, RIM & Legal Hold policies and procedures now having been completed by significantly more organizations than in 2021.**

IG Projects Planned in 2022/23

The top 5 planned IG projects are as follows. **Policy/Procedure Updating** has remained in top spot. Note also that increasing percentages of organizations planned to look at **Defensible Deletion of Information**. Two newcomers - **Migrating Unstructured Information from One System to Another** and **Researching & Implementing New Compliance Requirements** are now also featured.



62% — **Policy/Procedure Updating**

54% — **Data Consolidation & Clean-Up**

45% — **Defensible Deletion of Information**

44% — **Migration of Unstructured Information**

43% — **Researching/Implementing New Compliance Requirements**

IG Projects Desired

71%

of **Practitioners** within organizations listed IG projects (on average 2) that they would like to undertake, subject to budget and authority.

Overleaf, we see which IG projects were most frequently desired.

IG Projects Desired

The top 5 desired IG projects (subject to budget and authority) and as identified by **IG Practitioners**, are as follows. Note that the #1 desire to **comprehensively clean up data** has remained, being identified by an increasing proportion of organizations.

54% — **Legacy Data Cleanup Project**

39% — **Defensible Deletion of Information**

38% — **Corporate Governance IG Framework**

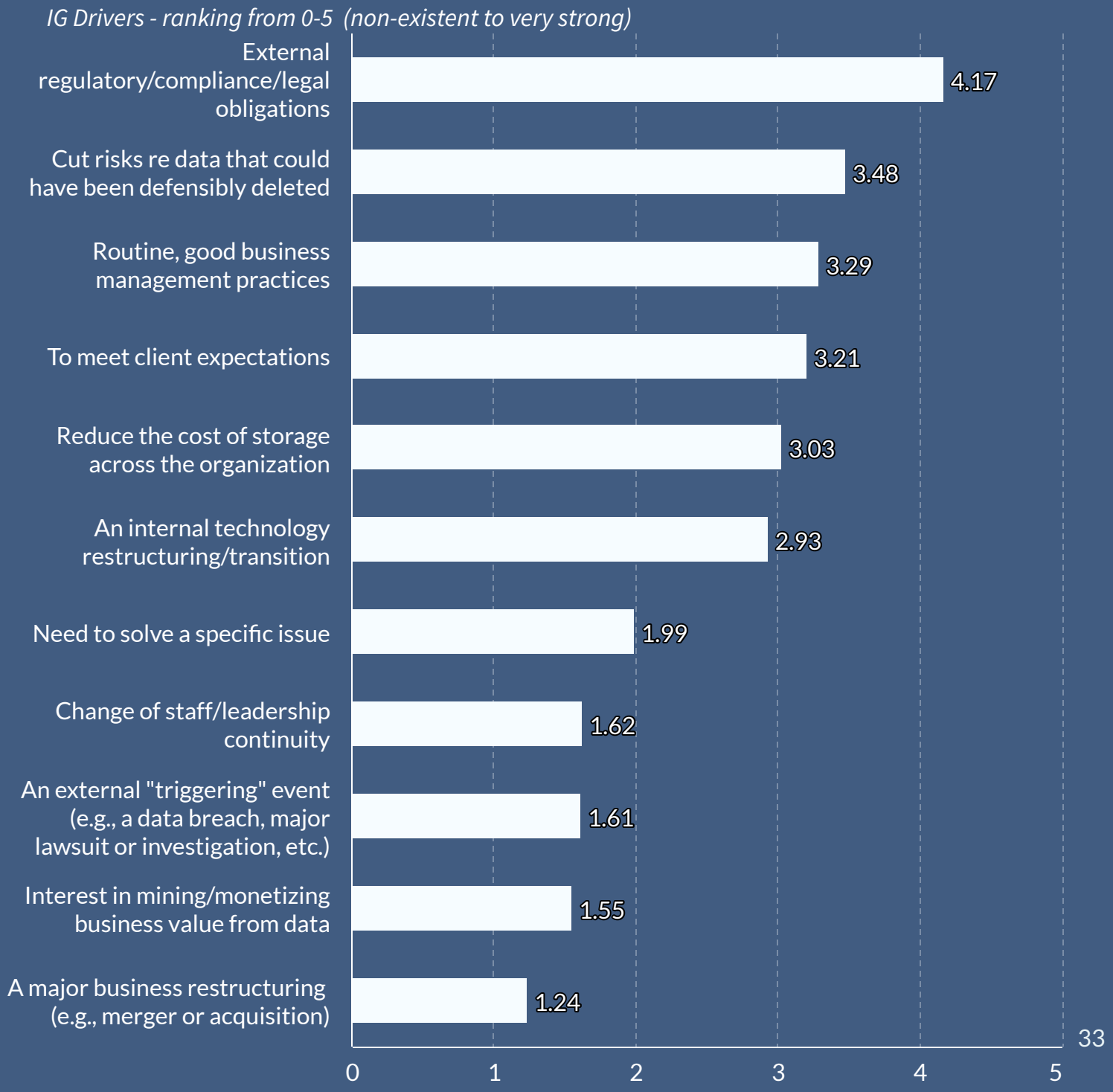
32% — **New Enterprise Content/Content Services System**

29% — **e-Discovery Process Improvement Project**

IG Drivers & Threats

Key Organizational IG Drivers

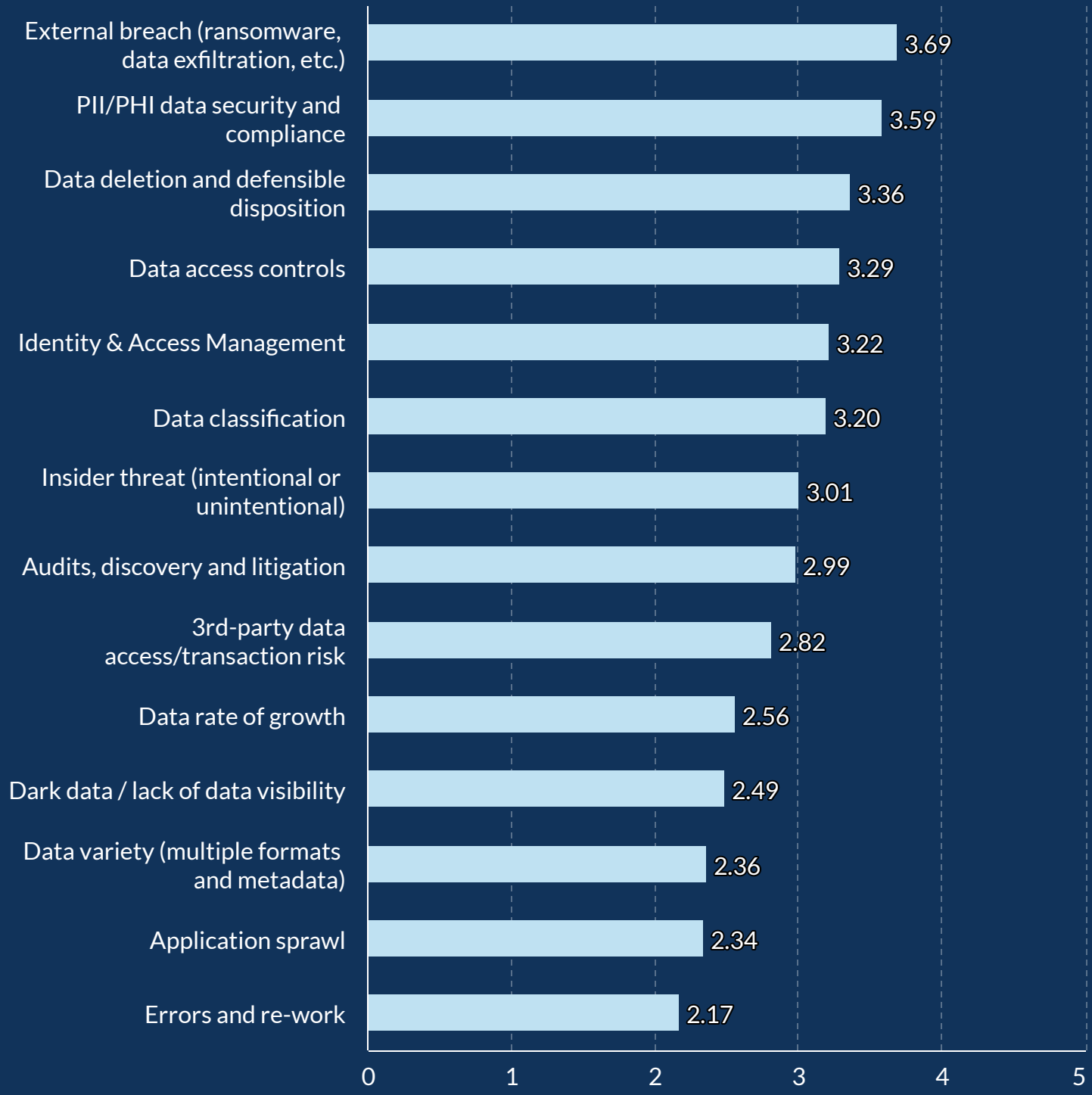
The strongest drivers of IG within organizations increasingly continue to be **external regulatory/compliance/legal obligations (with a notable rise in this score from 3.35 to 4.17 out of 5.0),** together with a need to **minimize risk associated with data which could have defensibly been deleted.** Note that a need to **reduce the cost of storage** now also features in the top five drivers.



Concerns/Threats of IG Focus

Across the industry, the top three concerns/threats of IG programs increasingly focus on **external breaches, PII/PHI data security and compliance, and data deletion and defensible disposition.**

IG Program Concerns/Threats Focus - ranking from 0-5 (non-existent to high concern/threat)

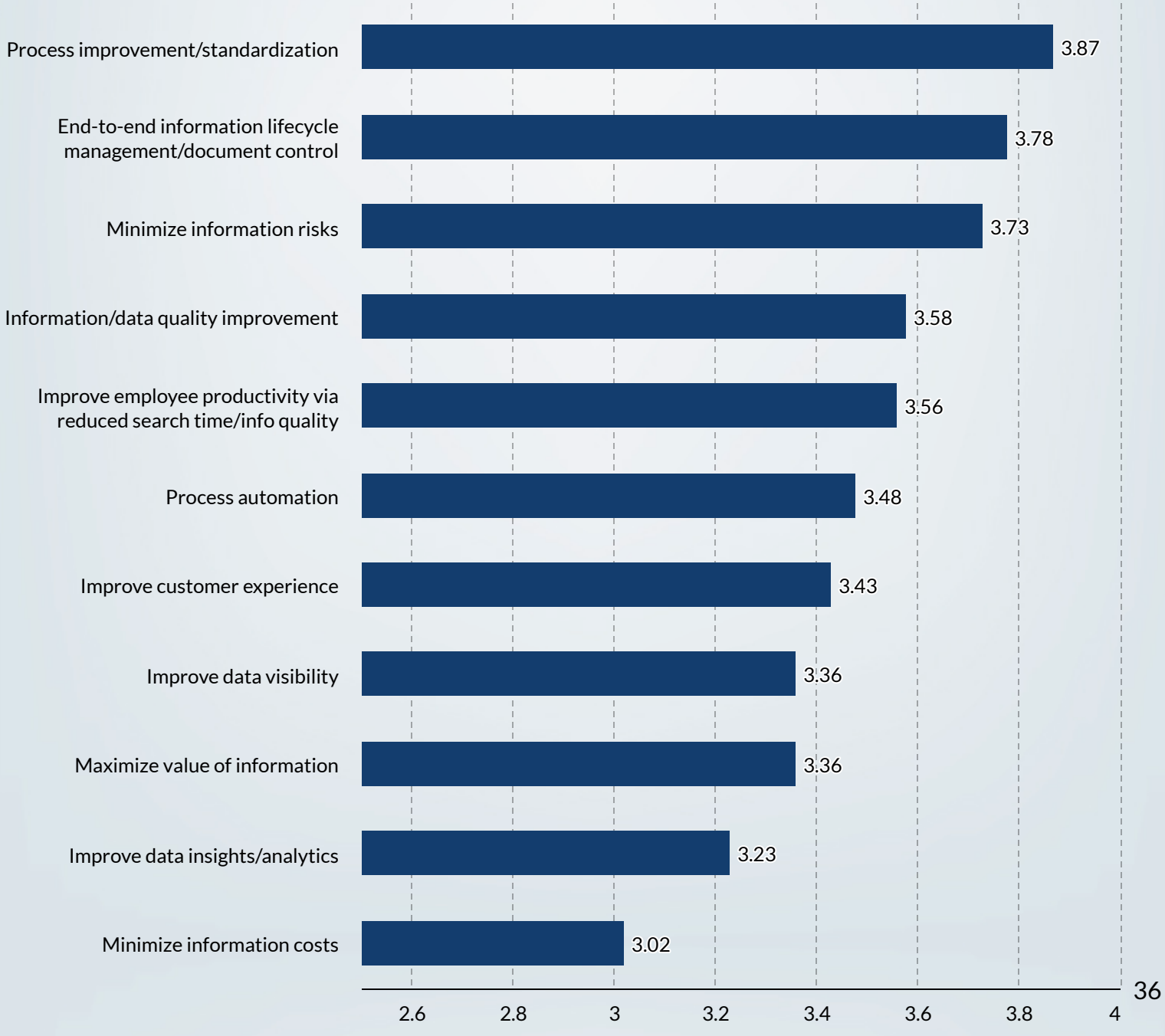


IG Program Improvement, Growth and Opportunity

IG Program Improvement, Growth and Opportunity Focus

Across the industry, the top three areas of IG program improvement, growth and opportunity focus on **process improvement/standardization**, together with **end-to-end information lifecycle management** and **minimizing information risks** (again notably exceeding 'maximizing information value').

IG Program Improvement, Growth and Opportunity Focus - ranking from 0-5 (non-existent to high priority)



IG Program Postures

Characterizing the posture of current IG programs

It's interesting to examine how IG professionals characterize the posture of their IG programs, beginning with **IG Practitioner** views.

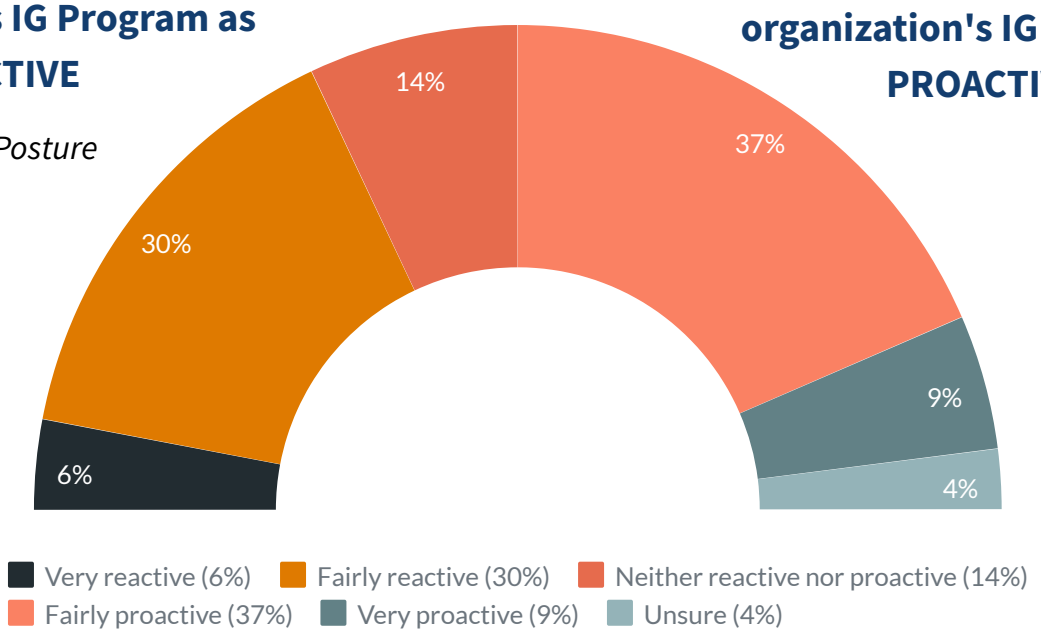
36%

of Practitioners regarded their organization's IG Program as REACTIVE

46%

of Practitioners regarded their organization's IG Program as PROACTIVE

IG Program Posture

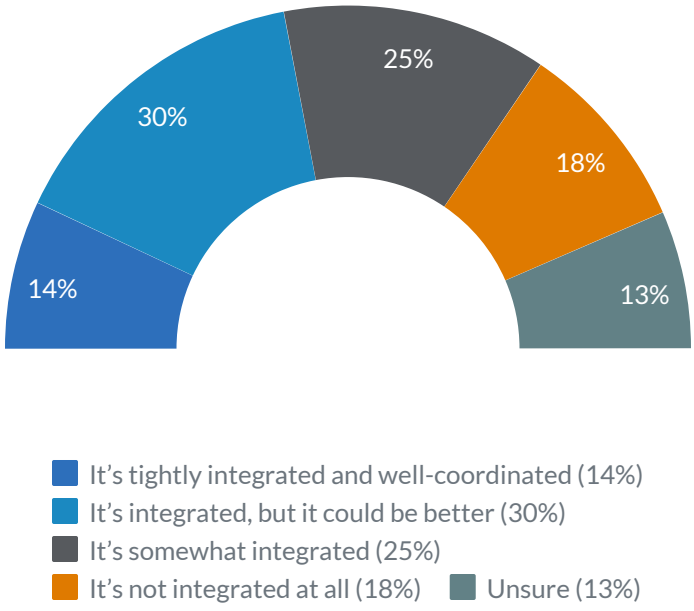


These findings suggest that IG Programs are continuing to become **significantly more proactive** than in previous years - rising from 38% reporting proactivity in 2021 to 46% currently.

Among IG Consultants/Legal Advisors, the balance of reactivity to proactivity was 39% to 38%. However, IG Software/Service Sellers were significantly more likely to report a PROACTIVE posture (66%) than a REACTIVE one (0%).

IG Integration with eDiscovery

IG Program/ eDiscovery Operations integration



14%

of professionals across the industry report tight integration and coordination between IG Programs and eDiscovery operations (43% in 2021).

How Integration Varies

The highest incidence of integration is reported by IG Software/Service Sellers.

However, note that a sizeable slice of the data reveals a clear need for integration improvement - with over 40% of IG professionals reporting only **partial or non-integration**.

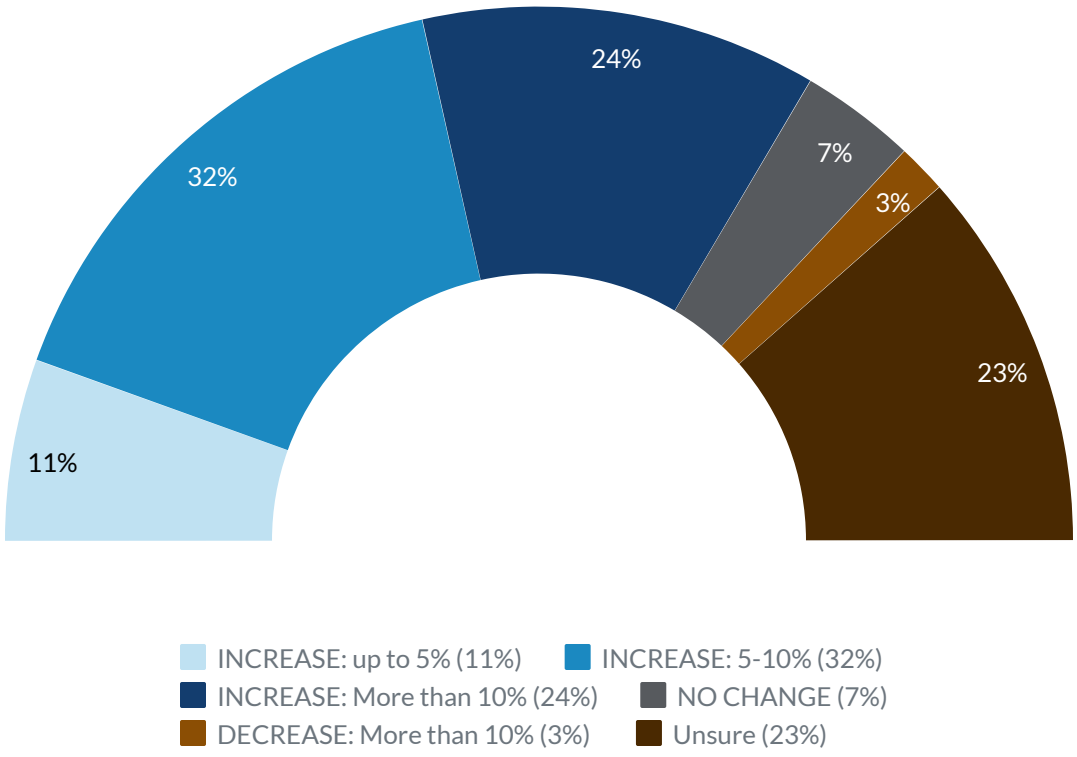
Anticipated IG Service/Product Revenue Change

The IG service and product revenue outlook for 2023 remains positive.

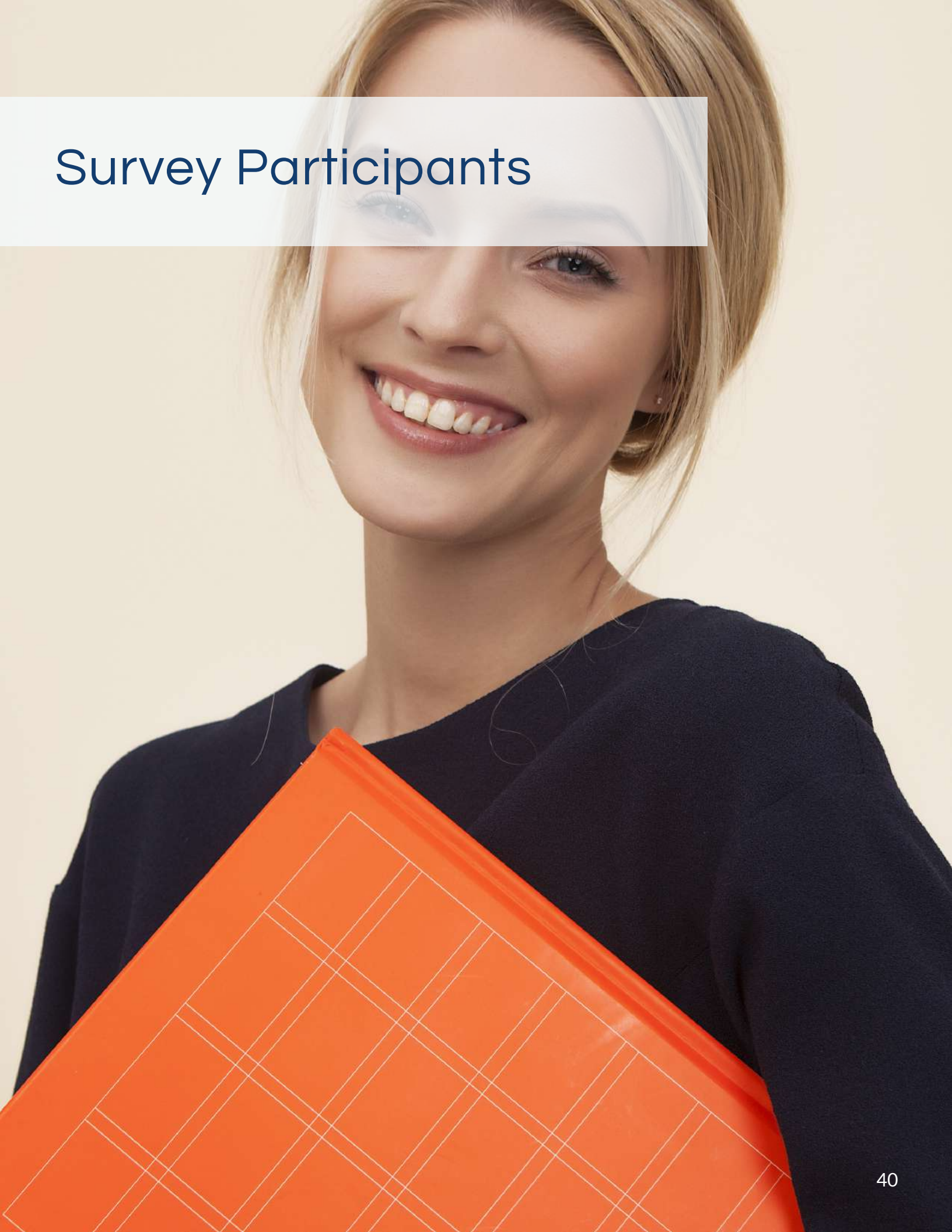
66% (compared to 77% in the previous year) of Consultants, Advisors and Sellers to the IG market anticipated growth in services/revenue - typically in the region of 5-10%. This compares with just 3% who anticipated a revenue decrease (16% in the previous year).

67% **of Consultants, Legal Advisors and Sellers to the IG Market, anticipate revenue growth in 2023.**

Anticipated IG Service/Product Revenue Growth



Survey Participants



The survey attracted 304 respondents

These were split into three distinct groups:

PRACTITIONERS
86%
262 participants

IG Practitioners (managing IG related tasks such as Records Management, Privacy & Data Protection, Data Governance, eDiscovery, etc.)

CONSULTANTS
11%
32 participants

Consultants/ Legal Advisers for IG Programs

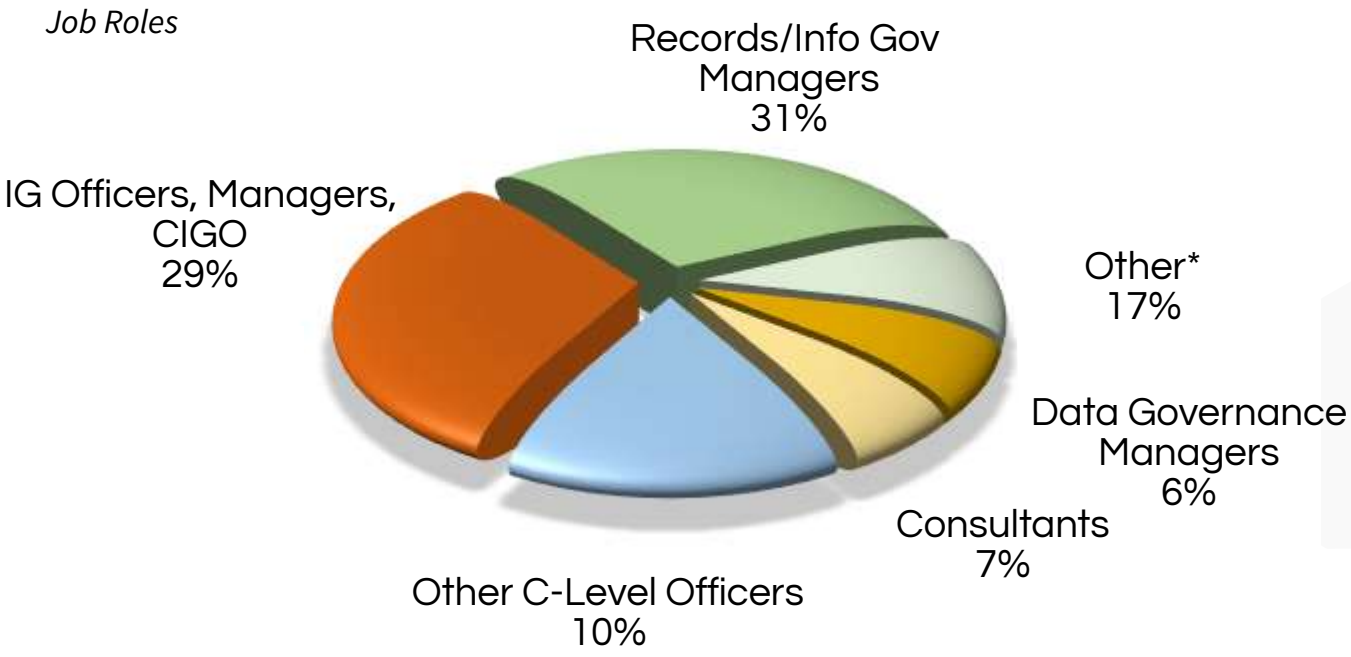
PROVIDERS
3%
10 participants

IG Market Software/ Service Sellers

Throughout this report we consider key data from each of these groups, with side-by-side comparisons, from which to draw meaningful conclusions.

IG Job Roles

Around a third of survey participants were Records/IG Managers, with a wide range of job roles accompanying this group to provide a broad perspective on the industry.

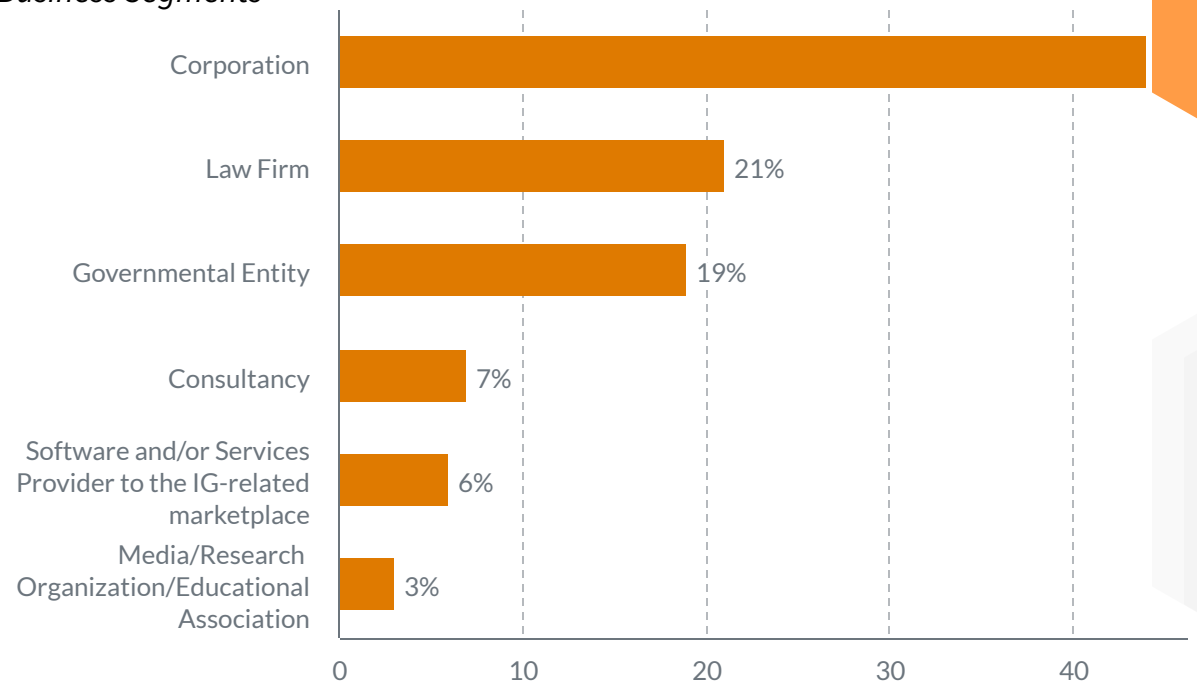


*Other roles included Chief Information and Data Officers, General Counsels and CLOs, Privacy and Data Protection Managers, Business Analysts, Account Executives, Legal Practitioners and Advisors, IT Executives, e-Discovery professionals and more.

IG Industry Businesses

Here we see the wide range of business segments represented in the survey.

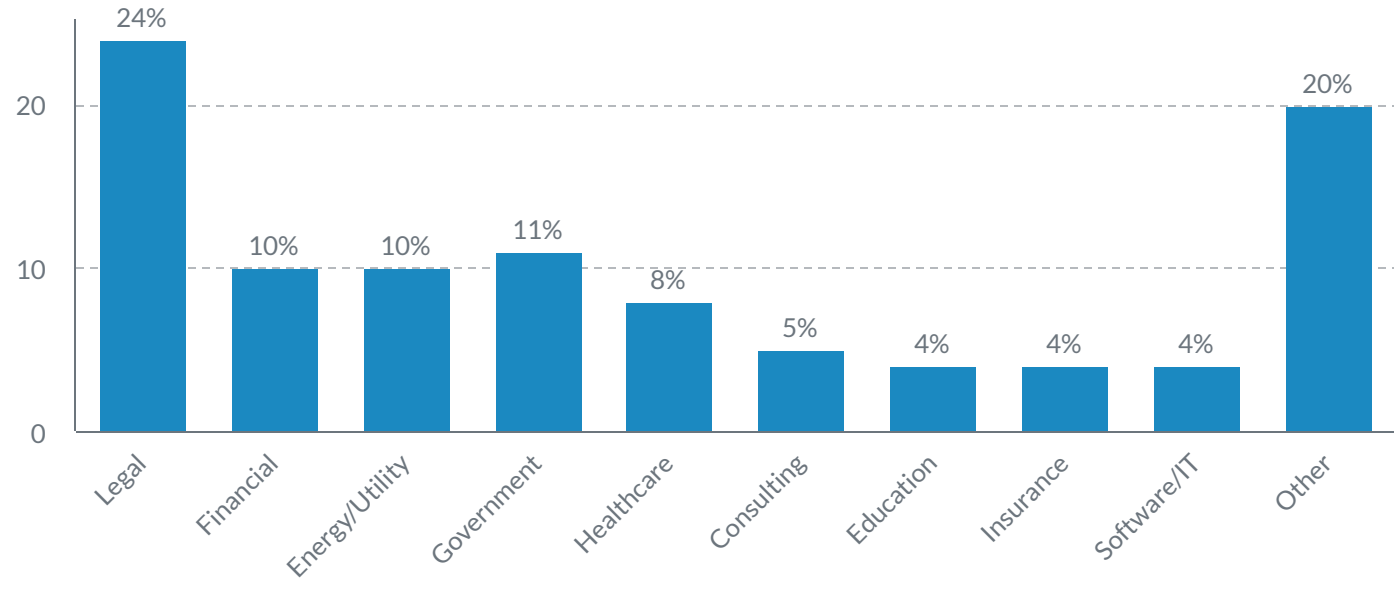
Business Segments



IG Industry Sectors

Drawn from over 20 different industry sectors, survey participants brought a wealth of experience, insights and knowledge to the survey.

Industry Sectors

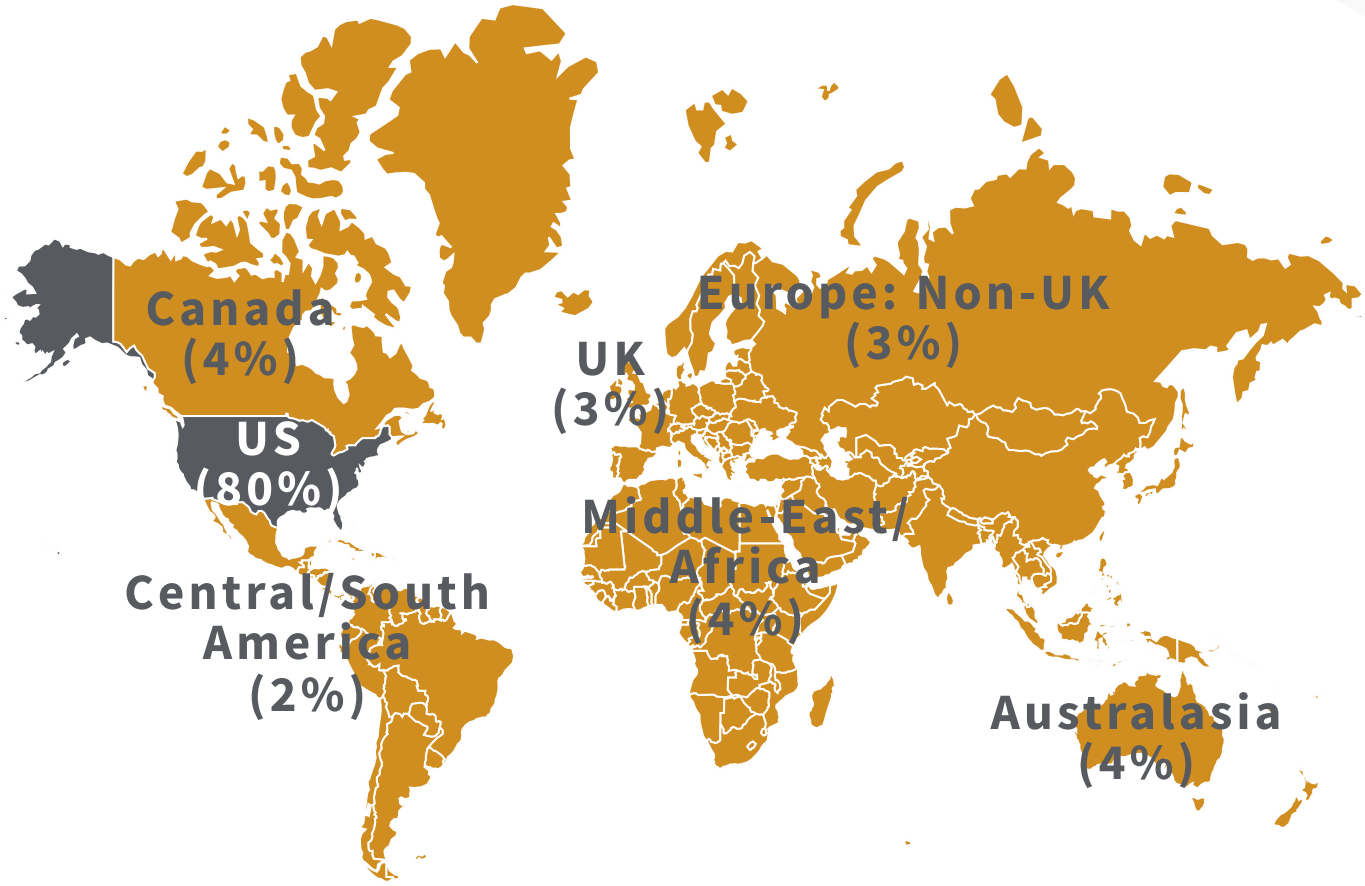


IG Business Locations

Survey participants were chiefly conducting IG business within the U.S. (80%).

Clearly, this gives the findings a heavy focus on this location.

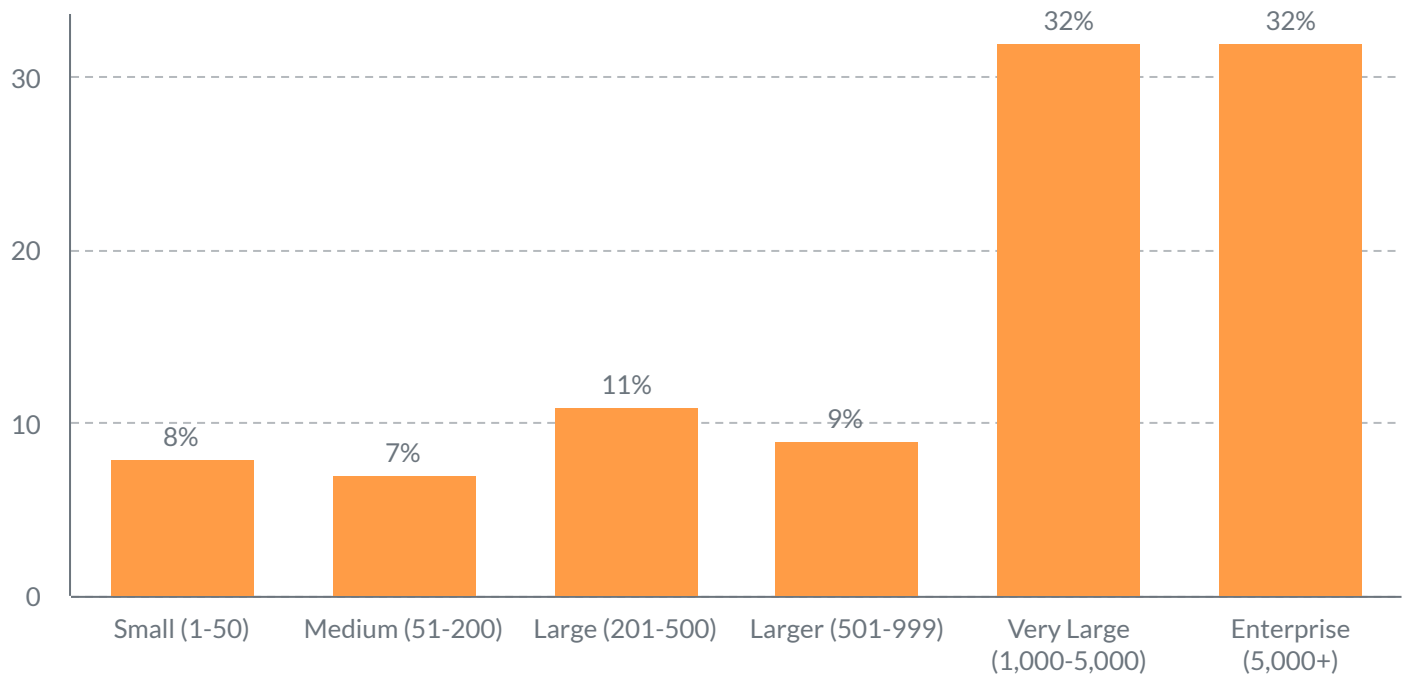
However, note *some* representation from other regions - the Middle-East/Africa (4%), Australasia (4%), Canada (4%), UK (3%), Europe: Non-UK (3%) and Central/South America (2%).



Organization Size

A wide range of organizations participated in the 2022-23 IG Survey, ranging from those with up to 50 employees, to those with in excess of 5,000.

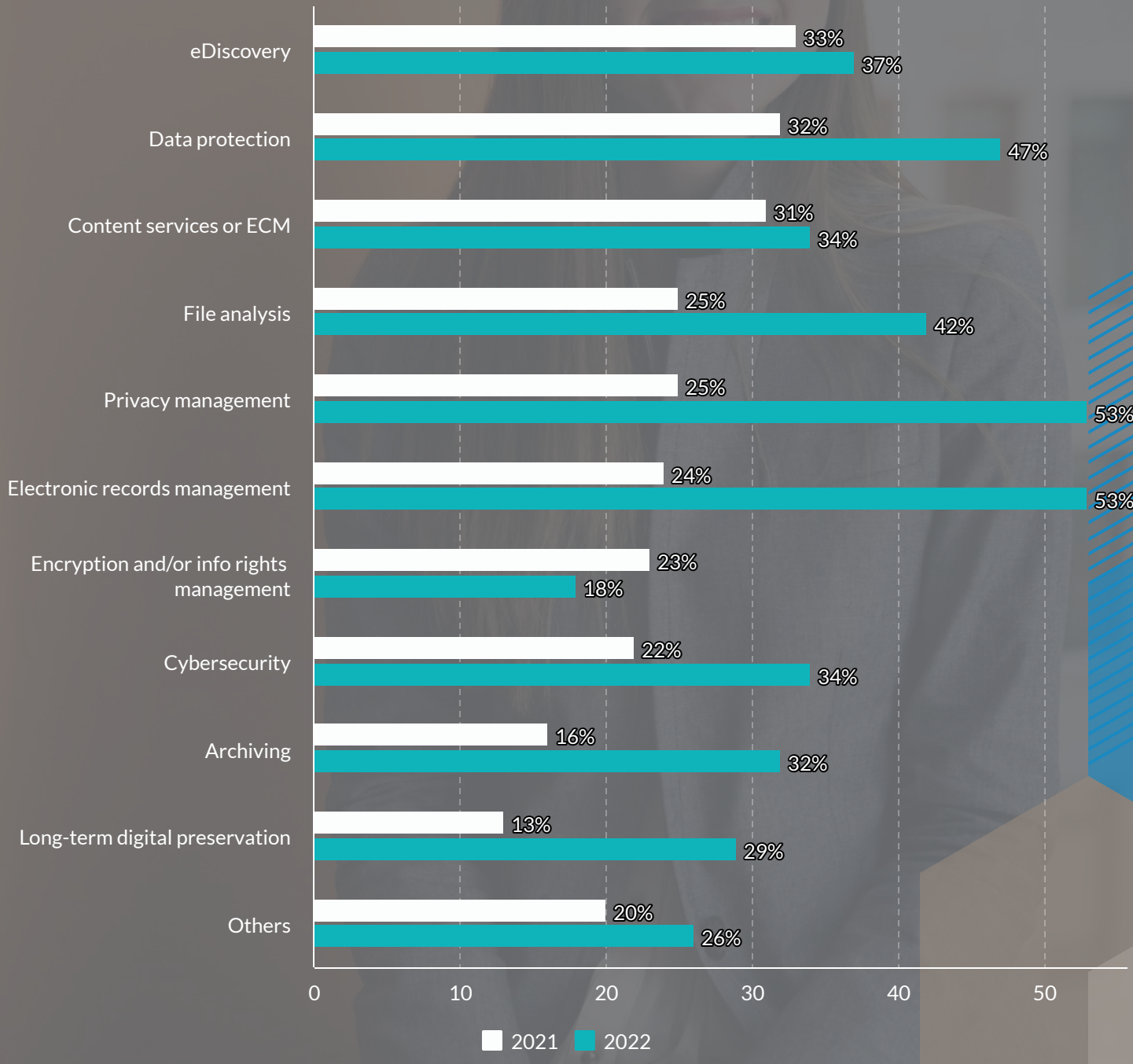
Organization Size



Technologies and Specialisms

IG Consultants /Legal Advisors and those selling software or services to the industry, are now working with more technologies and specialisms than evident in 2021. These increasingly included **Privacy Management (53%)**, **Electronic Records Management (53%)** and **Data Protection (47%)**.

Consultant, Legal Advisor & Software/Service Seller Technologies and Specialisms



More than one technology/specialism was often specified so percentages exceed 100%.

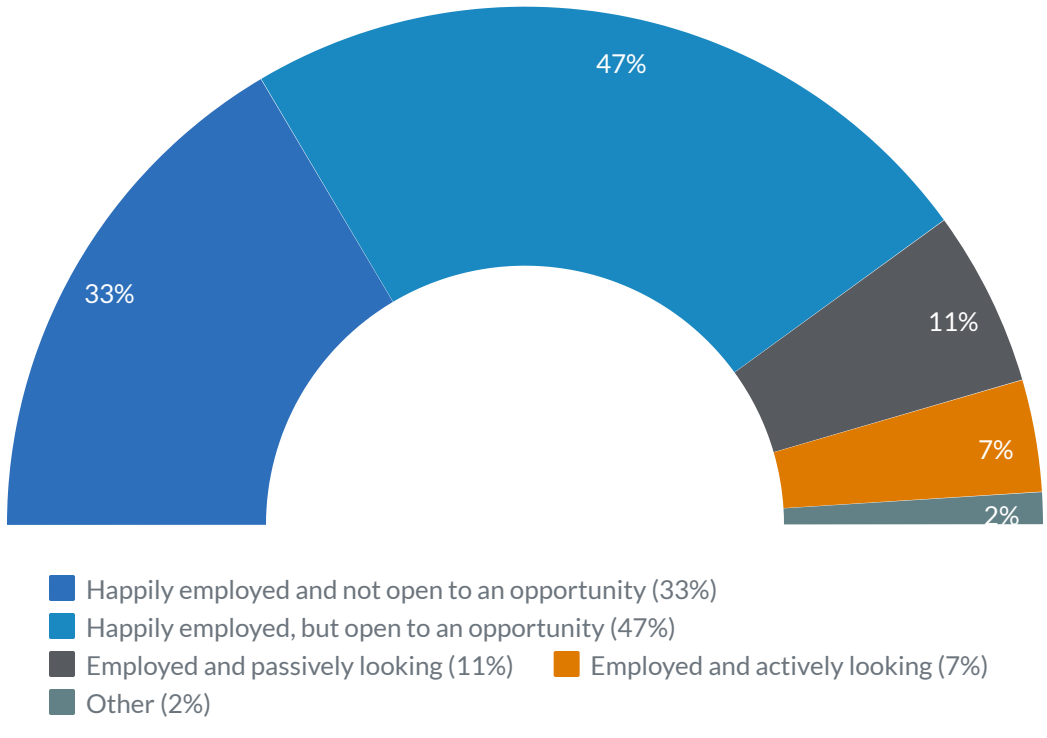
IG Employee Contentment & Opportunity

IG professionals are typically (80%) happily employed. This figure compares with 85% in 2021. However, note that many are open to an opportunity.

This is a feeling which is again slightly more evident among IG Practitioners and Consultants/Legal Advisors than among IG Service/Product Sellers, who tend to be slightly less open to opportunity.

47% **of IG professionals are happily employed ... but open to a career opportunity**

Employment Satisfaction and Opportunity



Selected Quotes from Survey Participants

"IG has more success in certain industries based on compliance, risk and record keeping requirements"

"Our IG team is expanding and we are asked to take on more responsibility all the time. It's hard to keep pace with the expanding needs and evolving regulations"

"ICT leadership still focuses on ICT cost and simplicity, not on IG and access and use for productivity gain"

"After speaking to dozens of companies, I notice they are mostly in the same situation, siloed information with non-centralized filing and records systems. IG awareness is still new to many companies"

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