

# Global Information Governance Survey

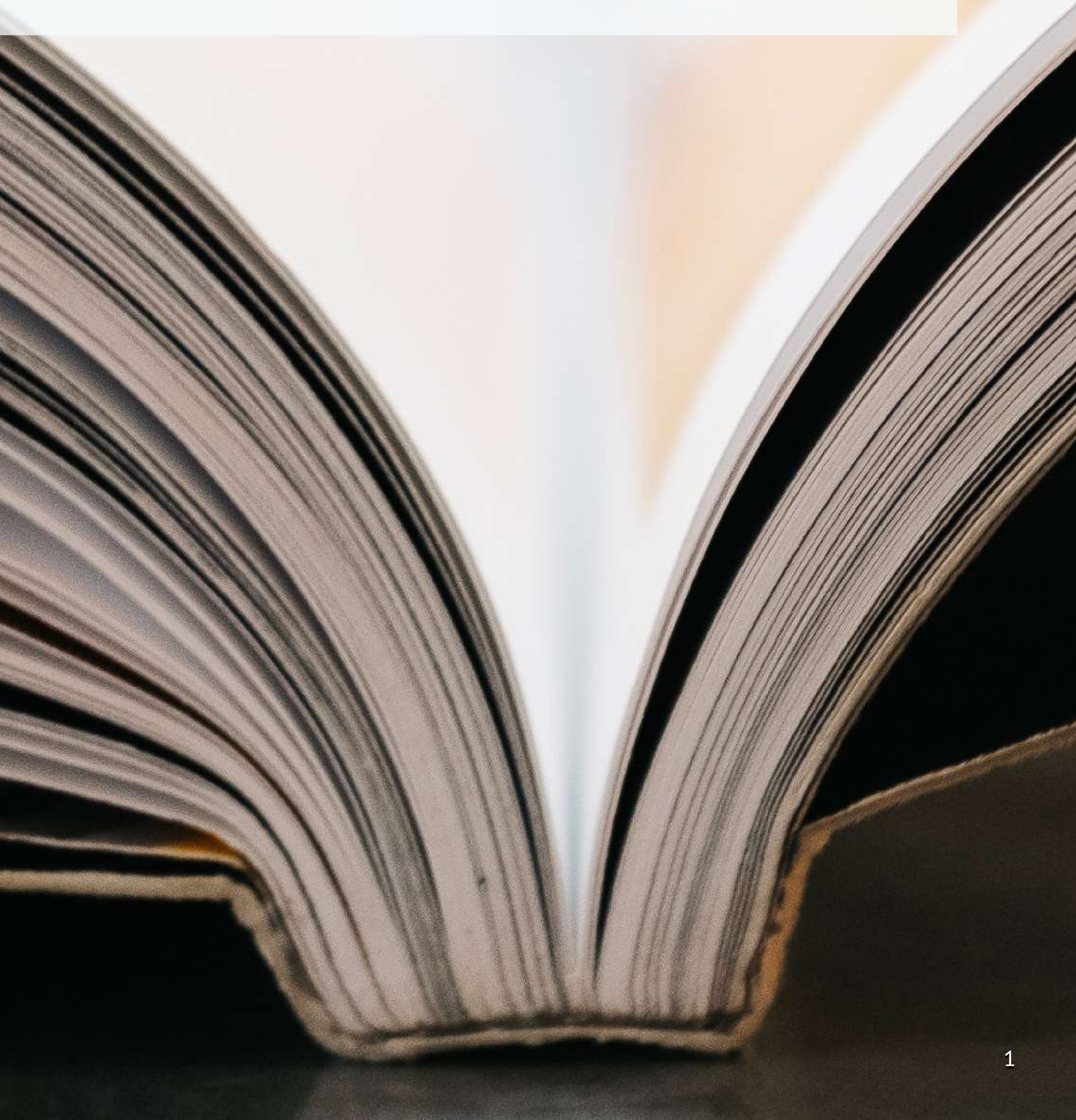
2021-2022



# Contents

<b>1-4</b>	<b>Introducing the Global IG Survey 2021-2022</b>
<b>5-8</b>	<b>10 Key Messages</b>
<b>8-12</b>	<b>IG Program Facets and Assessment</b>
<b>13-15</b>	<b>IG Steering Committees &amp; Executive Sponsors</b>
<b>16-22</b>	<b>The Presence and Shape of IG Programs</b>
<b>23-25</b>	<b>Launching IG Programs &amp; Projects</b>
<b>26-30</b>	<b>IG Program Project Completions &amp; Intentions</b>
<b>31-35</b>	<b>IG Drivers &amp; Threats</b>
<b>36-41</b>	<b>IG Program Improvement, Growth &amp; Opportunity</b>
<b>42-49</b>	<b>Survey Participants</b>

# The Global IG Survey 2021-2022





# The Global IG Survey 2021-2022

In July 2021, IG World magazine partnered with select leading organizations in IG, 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 will be an annual survey which will help foster the adoption and maturation of Information Governance programs, and the IG discipline itself.



Hyland

**RICOH**  
imagine. change.





# Research Methodology

A research study was designed in July 2021, to capture the required data, with an open, online invitation to participate.

Where relevant, this report refers to previous IG Survey findings, based on comparative 2018 data\*.



Grateful acknowledgments are extended to all participants for their valuable contribution to the 2021-22 Global IG Survey - with results presented and considered within this report.

\* The State of IG - Information Governance Initiative - 2018



# IG Programs are Maturing But Need to Show Value

We are pleased and proud to present the results of our groundbreaking Global IG Survey 2021-2022, with support from our partners.

We strove to design a survey that would provide real insights and value for IG practitioners, and we believe we have hit the mark. The results herein form a benchmark that IG pros can compare to year-over-year, to measure the progress being made in IG programs, and the discipline of IG.

Some key results are clear - Legal, Risk Management, RIM and Cybersecurity are converging more and more and IG practitioners report a growing consensus of what makes up IG. Also, the perennial issue of demonstrating value in IG programs still remains a key implementation barrier.

Further, we found that in smaller organizations the CEO is most likely to lead an IG effort as executive sponsor; whereas in medium-sized ones, the Chief Legal Officer or General Counsel is most often the sponsor, and in the largest organizations, the CIO or GC/CLO were equally likely to lead.

And we found that IG programs have become increasingly proactive in the past several years.

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 Media



# 10 Key Messages



# 10 Key Messages

Over 300 IG professionals from across a wide range of business sectors, locations and organization sizes took the opportunity to participate in the 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**

While half of all IG Practitioners report a formal, ongoing Program, for the remainder a Program is either fairly inactive/invisible or non-existent. This suggests that there is still notable scope to introduce and formally adopt IG Programs - this is particularly true among smaller organizations. Larger organizations tended to be 'ahead of the game' in terms of IG Program launch - with smaller organizations emerging as more recent launchers of Programs.

2

## **IG PROGRAM IMPLEMENTATION BARRIERS FOCUS ON LACK OF AWARENESS OF VALUE**

This, combined with relatively ad hoc planning and a lack of communication and collaboration across various functional areas addressing information, continues to stall initiation and/or progress. In the context of these barriers, the typical time taken to launch an IG Program is 4-12 months.

3

## **IG IS INCREASINGLY FELT TO HARMONIZE MULTIPLE INFORMATION DISCIPLINES**

This is clearly evident in the ever shrinking gap between the *most* and the *least* important facets of IG - with many Practitioners highlighting multiple facets.



# 10 Key Messages



4

## **CHANGE MANAGEMENT PLAYS A KEY ROLE IN IG PROGRAMS**

Its role is described as either major or reasonable by almost 80% of IG Practitioners, and is particularly felt among larger organizations.

5

## **ASSESSMENT TOOLS ARE BEING USED BY THE VAST MAJORITY OF IG PROFESSIONALS**

Almost 90% have used at least one of these tools - with the IG Process Maturity Model (From CGOC) emerging as the go-to.

6

## **IG PROJECTS COMPLETED IN THE PAST 3 YEARS FOCUS ON TWO KEY TASKS**

Defining and implementing a corporate governance framework for IG, and updating email, info access, RIM & Legal Hold policies and procedures lead the way in terms of those projects most likely to have been undertaken.

7

## **PLANNED IG PROJECTS MOST COMMONLY FOCUS ON THREE KEY AREAS**

Policy/procedure updating remains in top spot (as in 2018) but is joined by two newcomers, both training oriented - focusing on privacy awareness and security awareness.



# 10 Key Messages



8

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

This is now the #1 project which IG Practitioners would like to undertake.

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 seen as key propellants. Note that a need to meet client expectations - absent in 2018 - is now featured in the top five drivers.

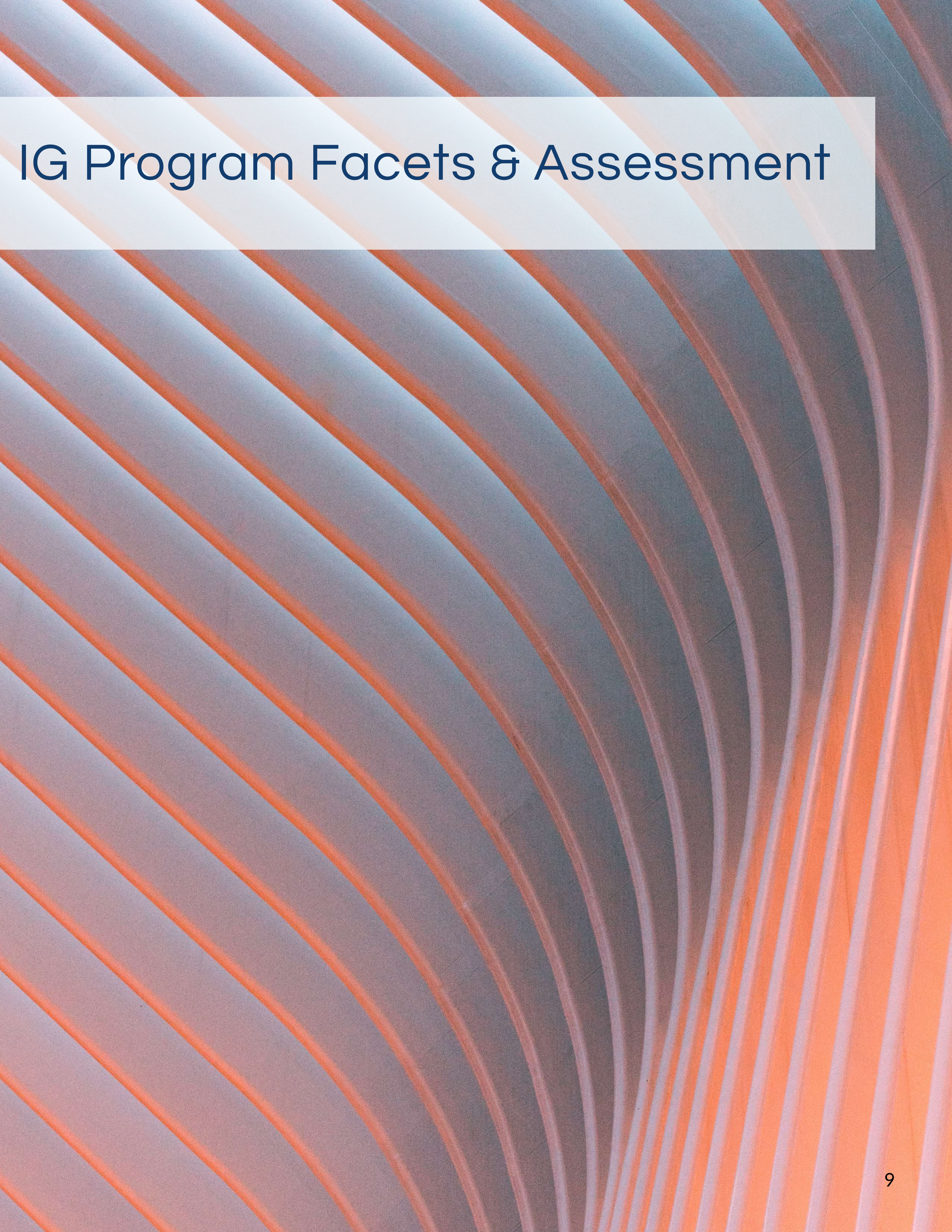
10

## MORE THAN THREE-QUARTERS OF CONSULTANTS, LEGAL ADVISORS & SELLERS PREDICT REVENUE AND PRODUCT GROWTH

77% foresee a year on year growth in revenue from 2021 to 2022.

We now consider the detail behind these key messages.





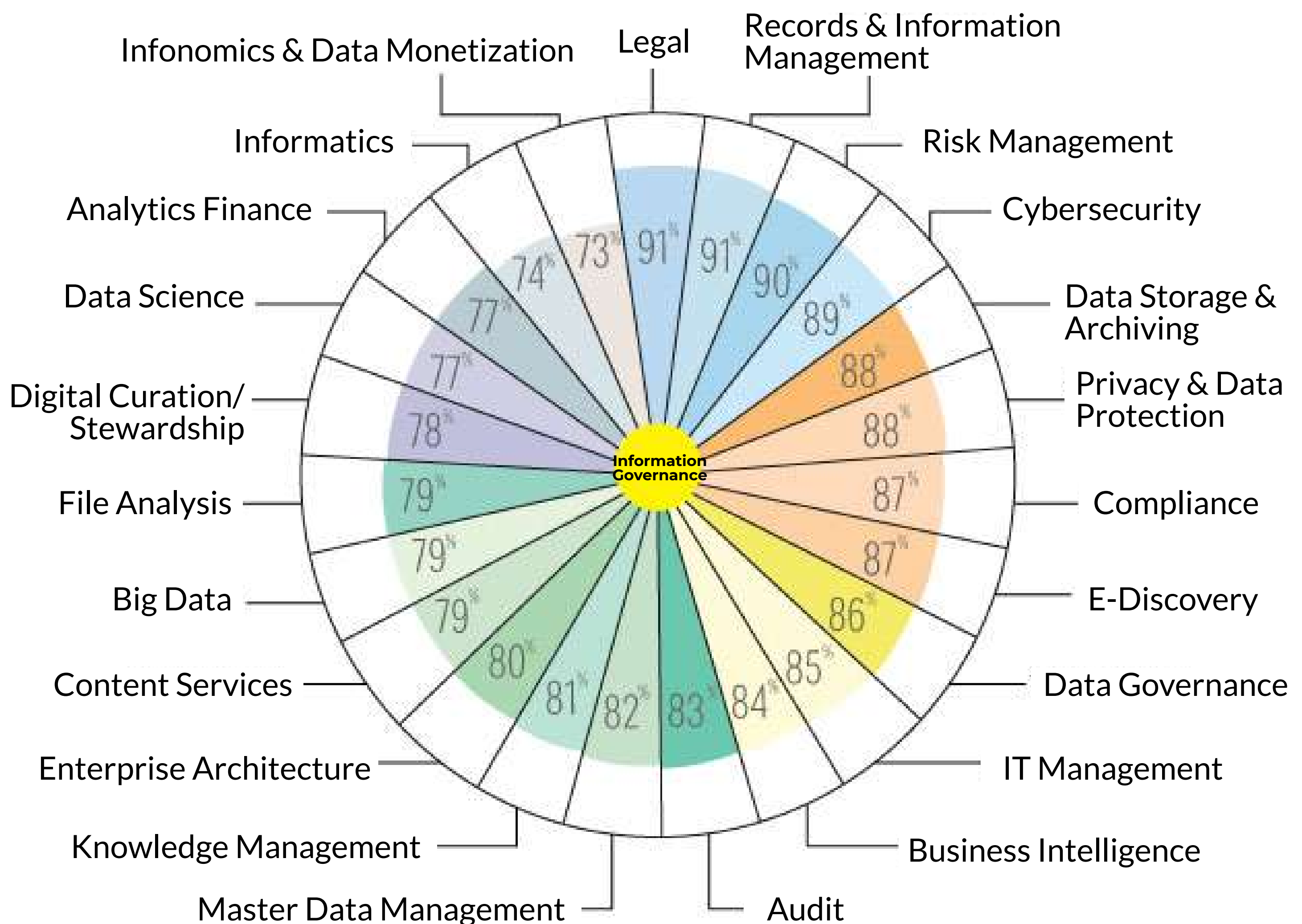
# IG Program Facets & Assessment



# IG Facet Importance

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*



IG Practitioners continue to agree on the coordinating role necessitated by IG, with many feeling that IG has a multi-disciplinary role to play. This is clearly evident in the ever shrinking gap between the *most* and the *least* important facets of IG.

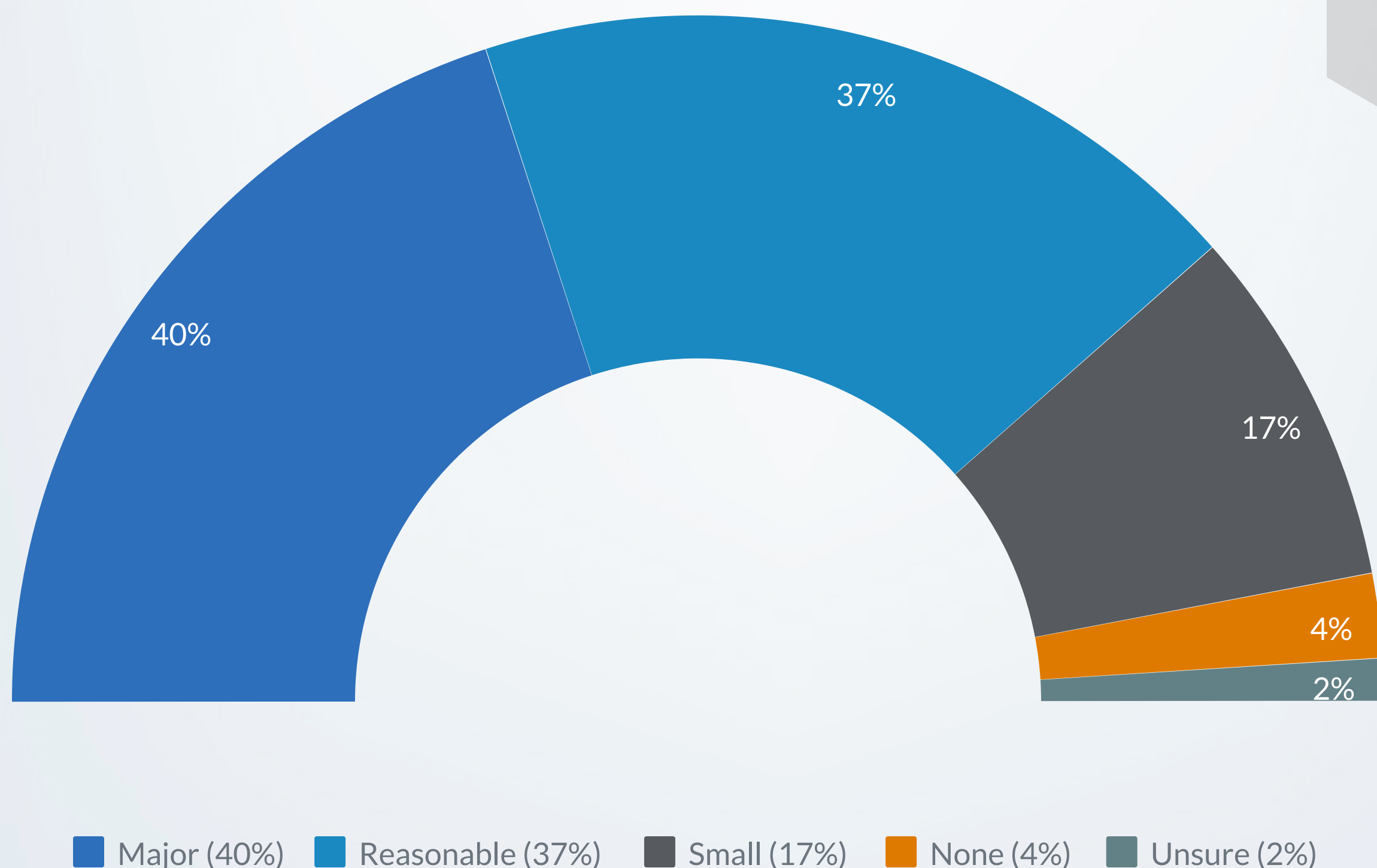


# The Role of Change Management

Change management consistently emerges as playing either a *major* or *reasonable* role in IG Programs across organizations of all three groups (IG Practitioners, Consultants/Legal Advisors and Software/Service Sellers).

Here we see the the characteristic importance of Change Management within **Practitioner** organizations.

*The Role of Change Management Within IG Programs (Practitioners)*

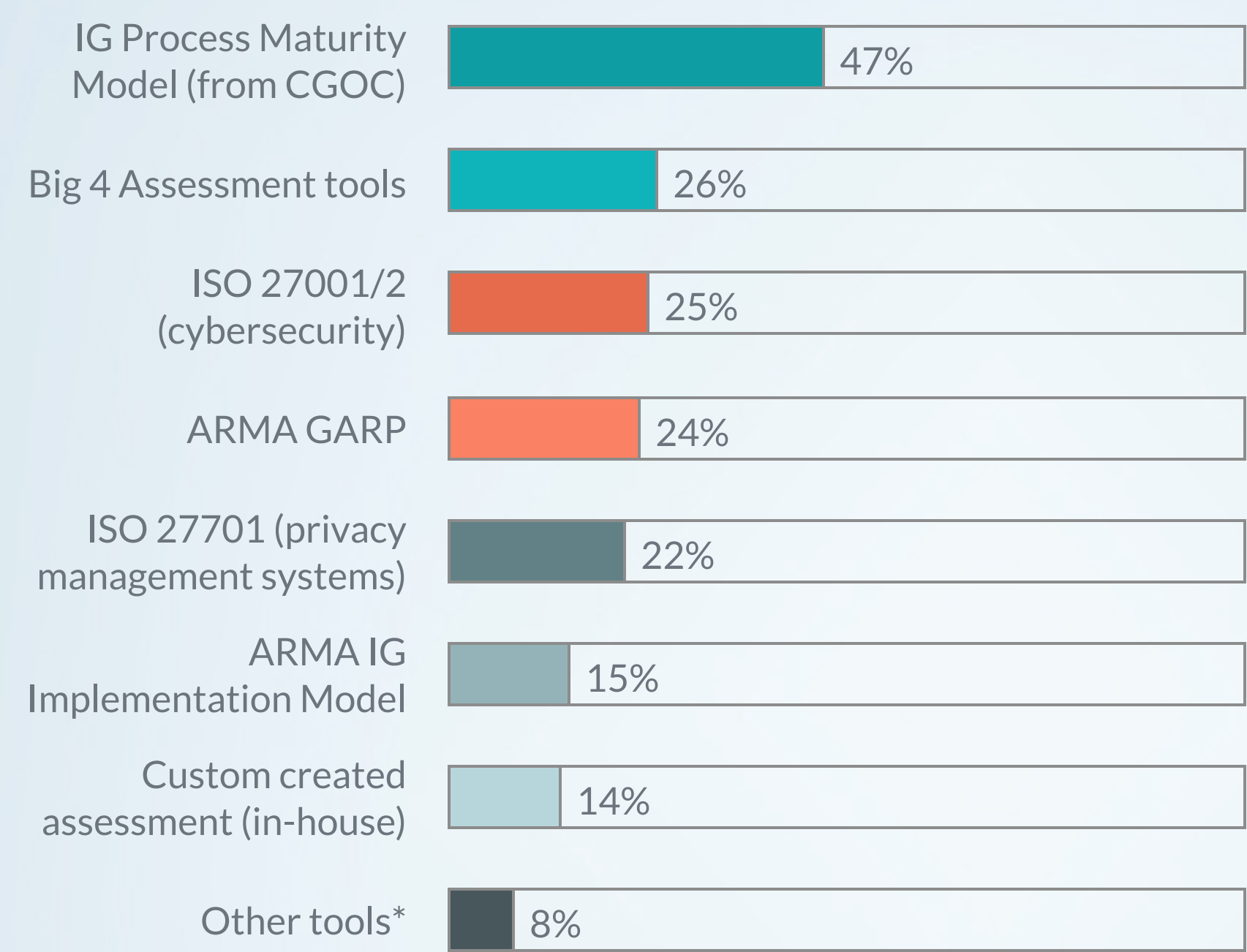


Change Management plays a particularly significant role within **corporations and larger organizations of 500+ employees.**



# IG Assessment Tools

Usage of IG Assessment Tools for IG Program Assessment



87%

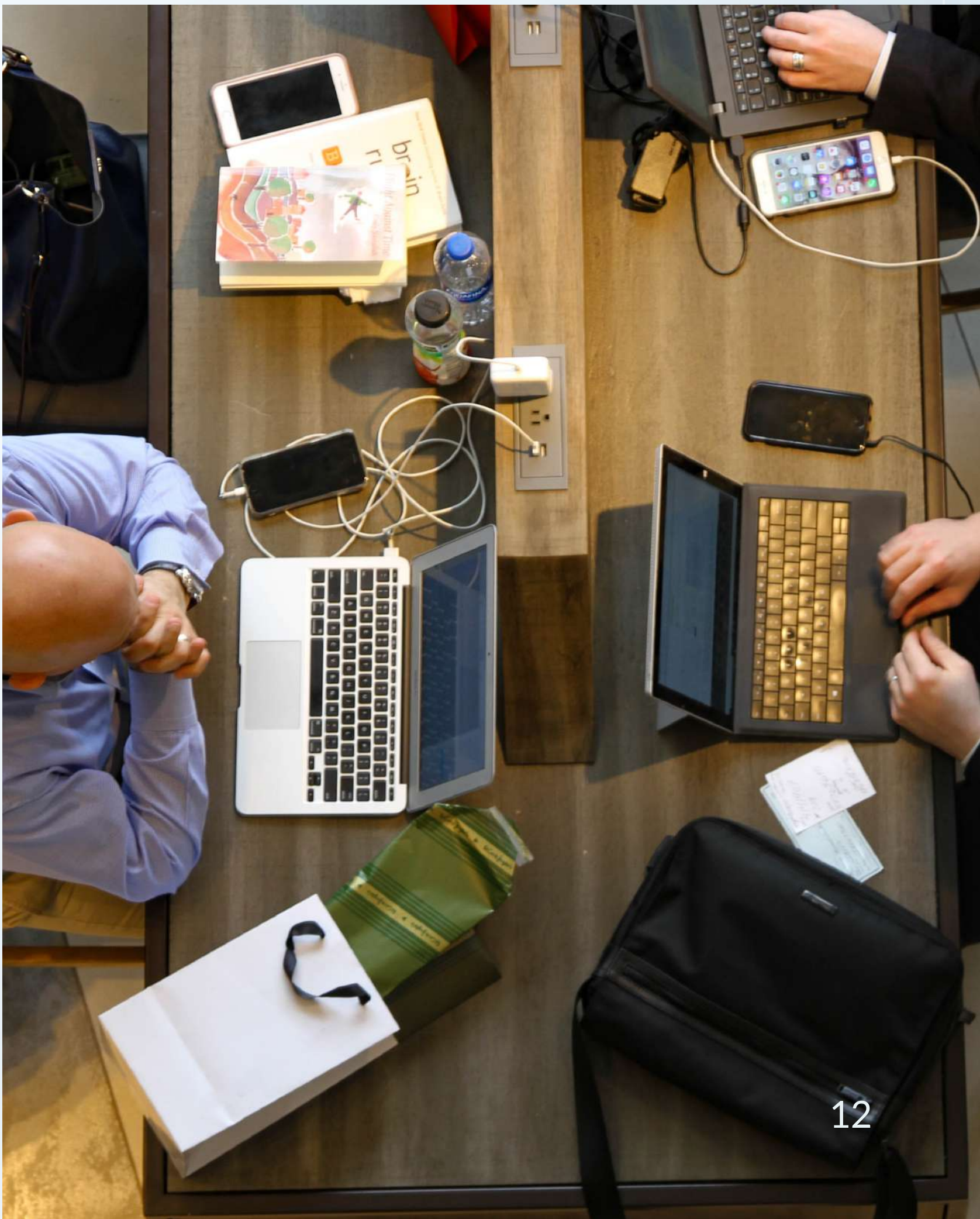
of IG professionals have used an assessment tool to assess their IG Program

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

**Note that the IG Process Maturity Model (from CGOC) leads the way in terms of popular use.**

**This is a tool which dominates usage, and which is notably used among both Practitioners and IG Consultants/Legal Advisors.**

**In contrast, IG Software/Service Sellers are more likely to have used ISO 27001/2 (cybersecurity).**





# IG Steering Committees and Executive Sponsors

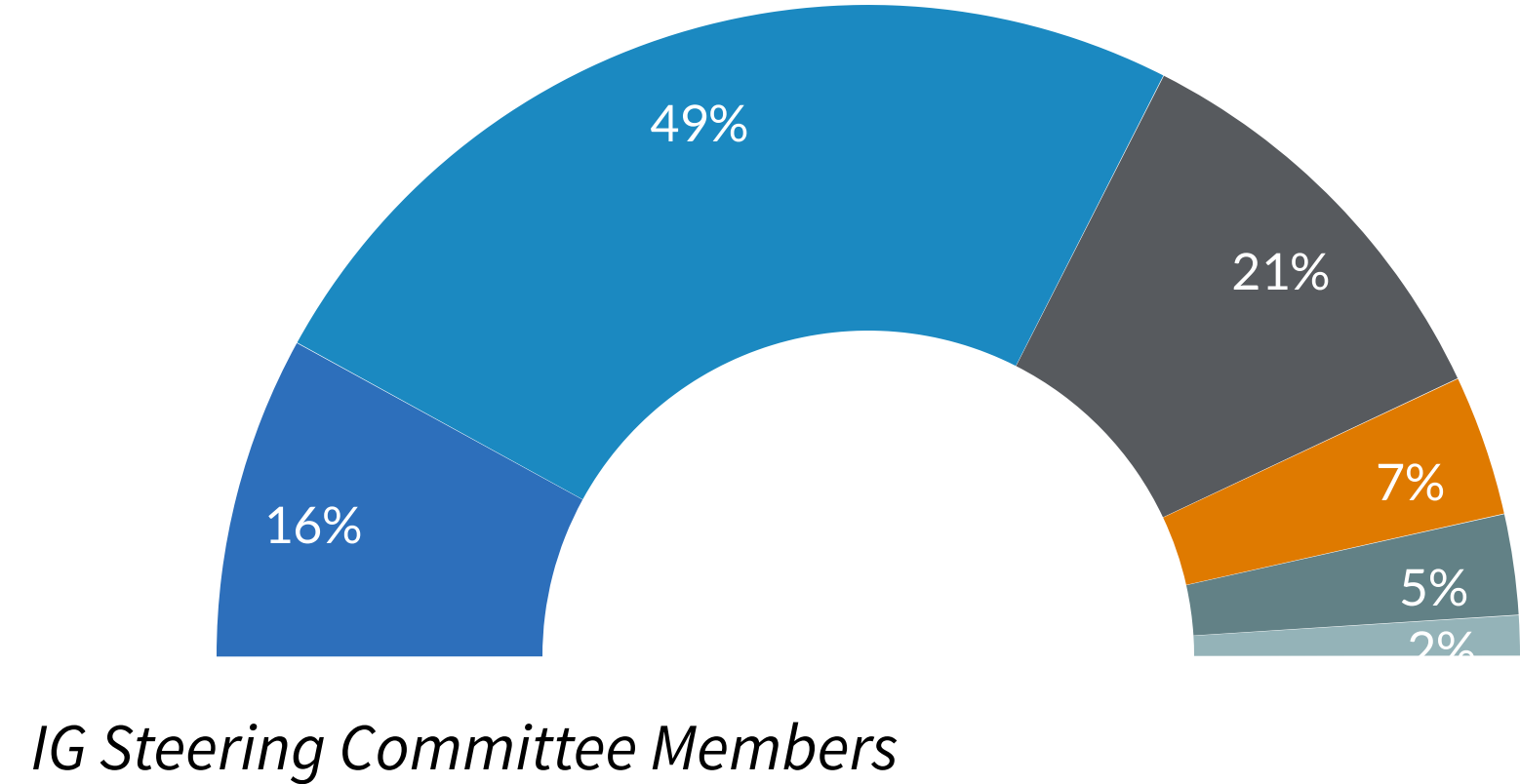
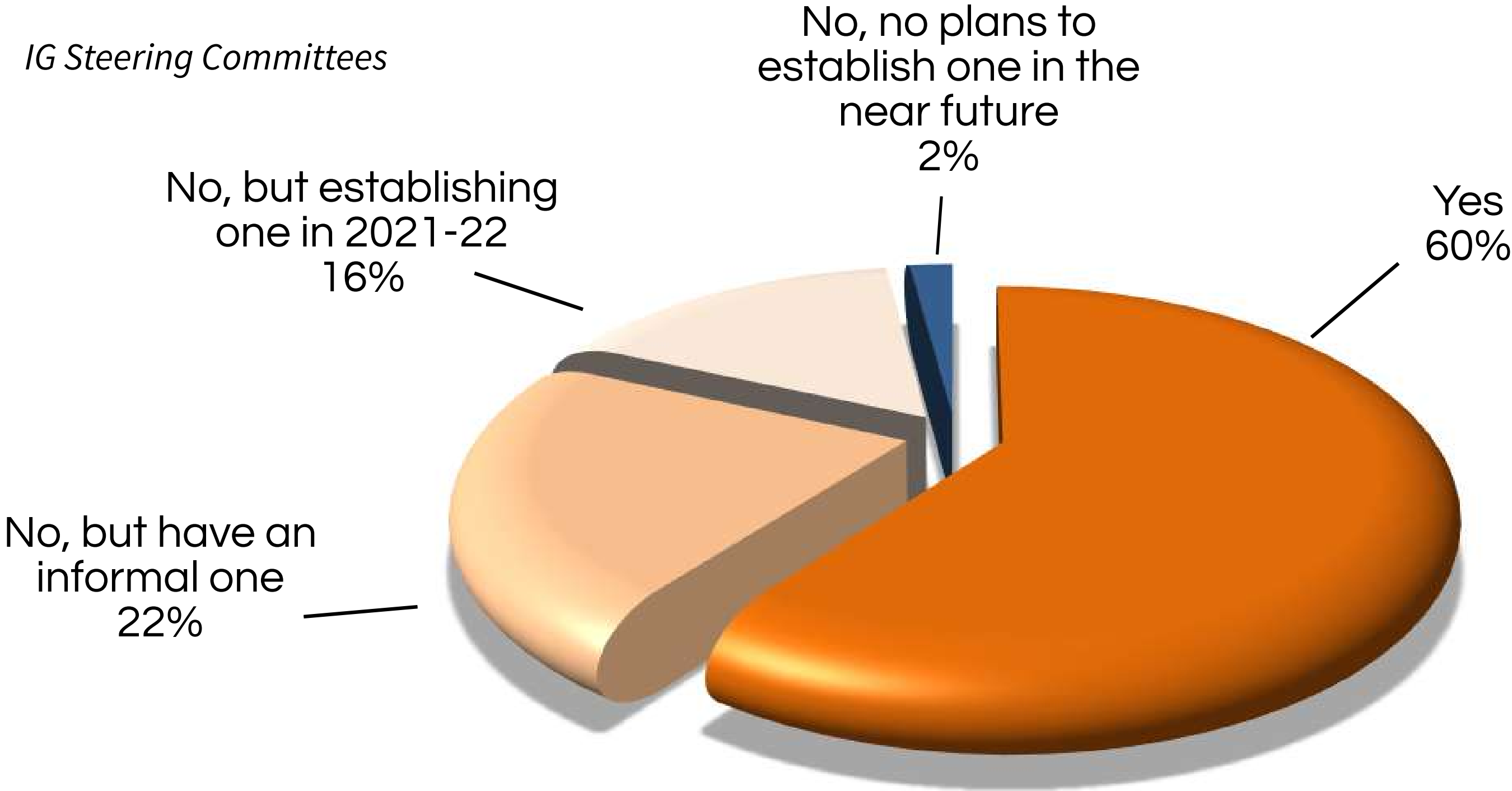




# Formal IG Steering Committees

60%

of Practitioners whose organization has an IG Program also have a formal, ongoing IG Steering Committee. This figure represents a continuing rise since 2018 (46%).



IG Steering Committees typically have

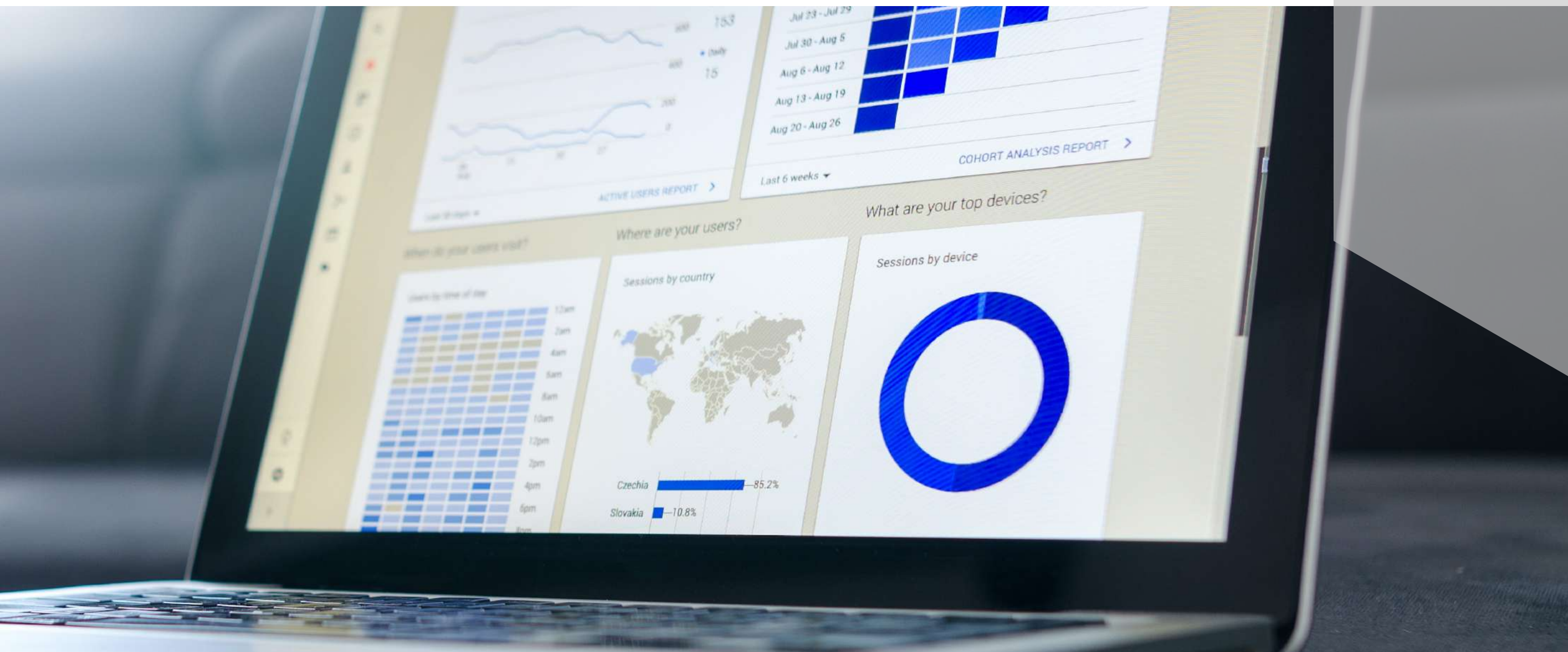
6-10 members

5 or less (16%) 6-10 (49%) 11-15 (21%) 16-20 (7%) 21+ (5%) Unsure (2%)



# Executive IG Program Sponsors

60% of **Practitioners** within organizations with an IG Program also identified an Executive Sponsor of their Program.



Executive Sponsorship varies according to the size of the organization, ranging from CEOs, to General Counsels/Senior Legal Officers to CIO or Senior IT.

## *Executive Sponsors*

### Small-medium sized organizations

Up to 200 employees

- **CEO (40%)**
- General Counsel/Snr. Legal Officer (24%)
- CIO or Senior IT (16%)

### Medium-sized organizations

201-999 employees

- **General Counsel/Snr. Legal Officer (30%)**
- CEO (27%)
- CIO or Senior IT (15%)

### Largest sized organizations

1,000+ employees

- **CIO or Senior IT (26%)**
- General Counsel/Snr. Legal Officer (26%)
- Others (21%)



# The Presence and Shape of IG Programs

A photograph of two women sitting in a modern lounge area. The woman on the left, with blonde hair, is wearing a light blue patterned shirt and olive green pants, holding an orange cup and a notebook. The woman on the right, with dark hair, is wearing a dark blue long-sleeved shirt and dark pants, holding a notebook and a pen. They are seated in a green armchair and a grey armchair respectively. In front of them is a round, light-colored wooden coffee table with a glass of orange juice, a bottle of water, and a small black object. The background features a white brick wall and a large window. A semi-transparent white box with the title text is overlaid on the top left of the image.



# Formal IG Programs

50%

of IG Practitioners indicated their organization having a formal and ongoing IG program



A further **21%** of Practitioners reported a fairly inactive/invisible IG program



A further **21%** of Practitioners reported no Program but plans to launch one in the near future



Just **8%** of Practitioners either reported no IG Program or plans to launch one in the near future, or were unsure of plans.

Fewer IG market software/service sellers reported having a formal ongoing program in their organization

39%

And fewer still consultants and legal advisors for IG programs reported having likewise

31%



# 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.

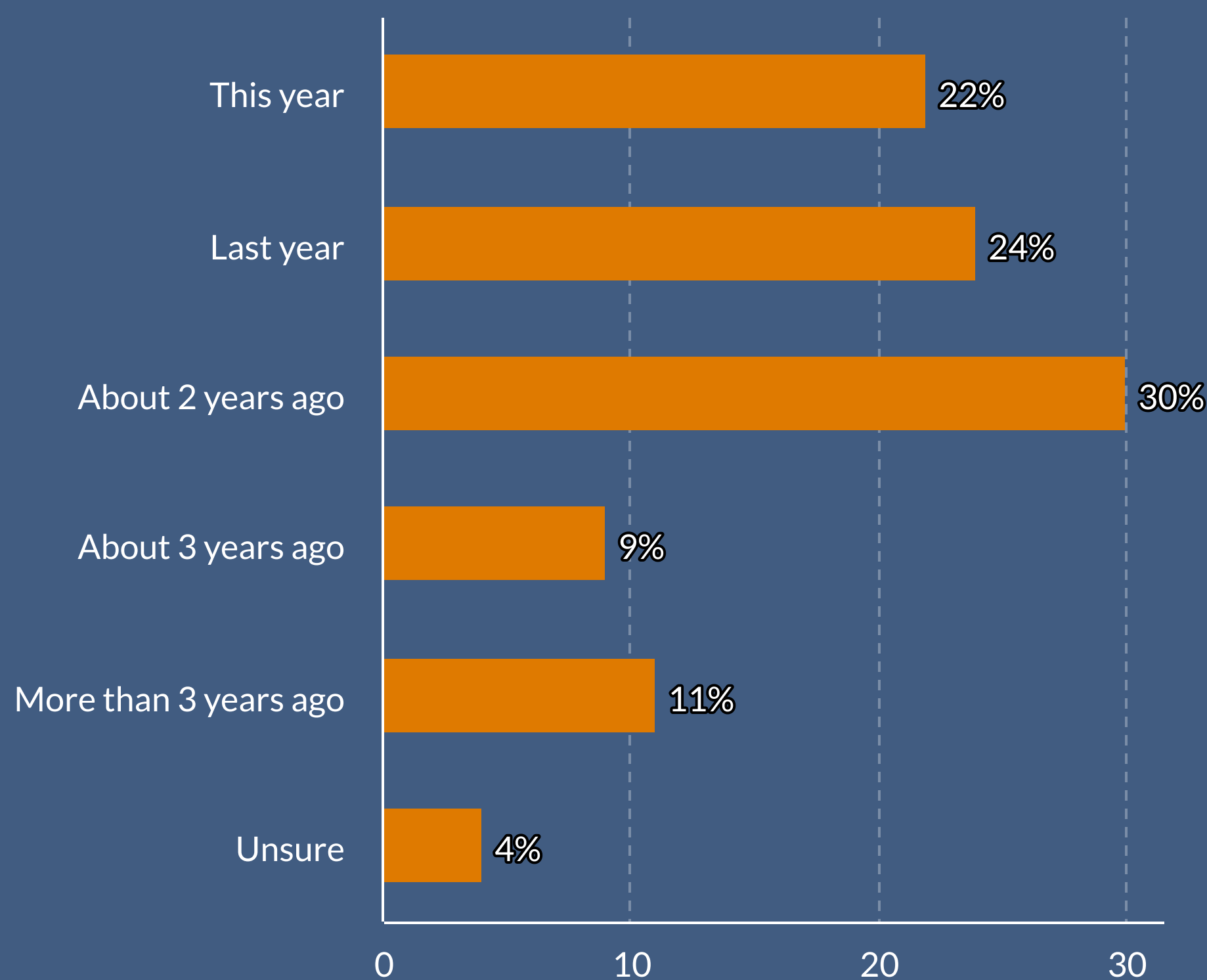
*By far the highest instance of formal/ongoing IG Programs is found in **the UK** (though note a very small sample size), with almost 90% - a significantly higher percentage than any other region - reporting a formal/ongoing IG Program.*

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



# Launching IG Programs

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



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



About  
**2 years  
ago**

was the most typical single  
timeframe for IG Program  
initiation.





# 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 two findings of interest emerge.

The smallest organizations (with up to 50 employees) are most likely to have launched IG Programs relatively recently - typically within the last year, or two years.

In contrast, larger organizations had often launched their Programs more than three years ago.

What is also evident is that Governmental entities and law firms are also most likely to have launched three or more years ago.



# IG Program Barriers

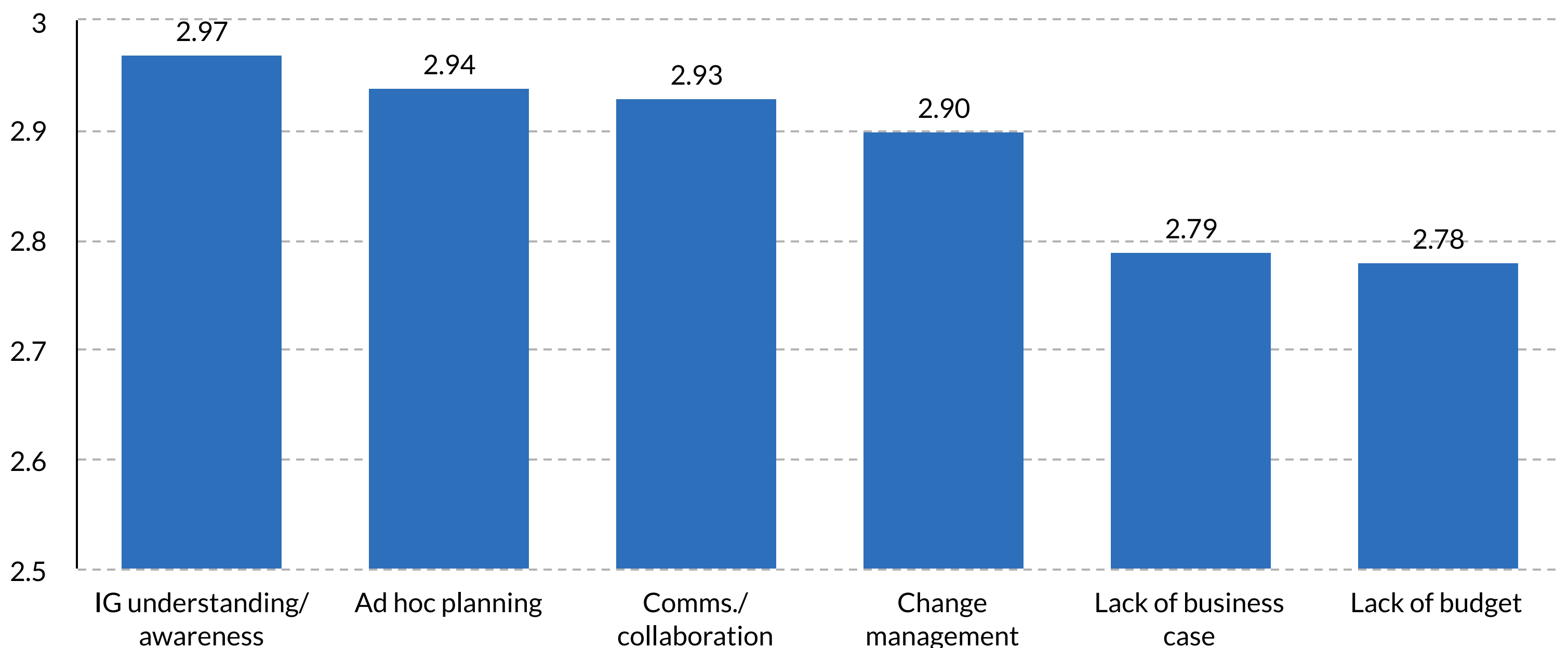
We now consider the barriers professionals face in terms of IG Program implementation and progress.

On average, IG Practitioners identified 4 significant barriers, of which the *most significant* were deemed to be:

- A lack of organizational awareness of the value of IG
- Ad hoc planning (with IG being inadequately addressed during the planning phase of projects)
- A lack of communication or collaboration ('siloeing') across functions addressing information
- Change management.

Below are the top six barriers - largely consistent with 2018 results.

*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 the three roles there is varying experience in terms of barriers encountered.

## IG Program Barriers -Top 3



### Practitioners

- Lack of organizational understanding/ awareness of value of IG
- Ad hoc planning
- Lack of communication/ collaboration



### Consultants/ Legal Advisors

- Change management (people or culture)
- Lack of budget
- Lack of clear business case



### Software/Service Sellers

- Lack of clear business case
- Lack of communication/ collaboration
- Ad hoc planning



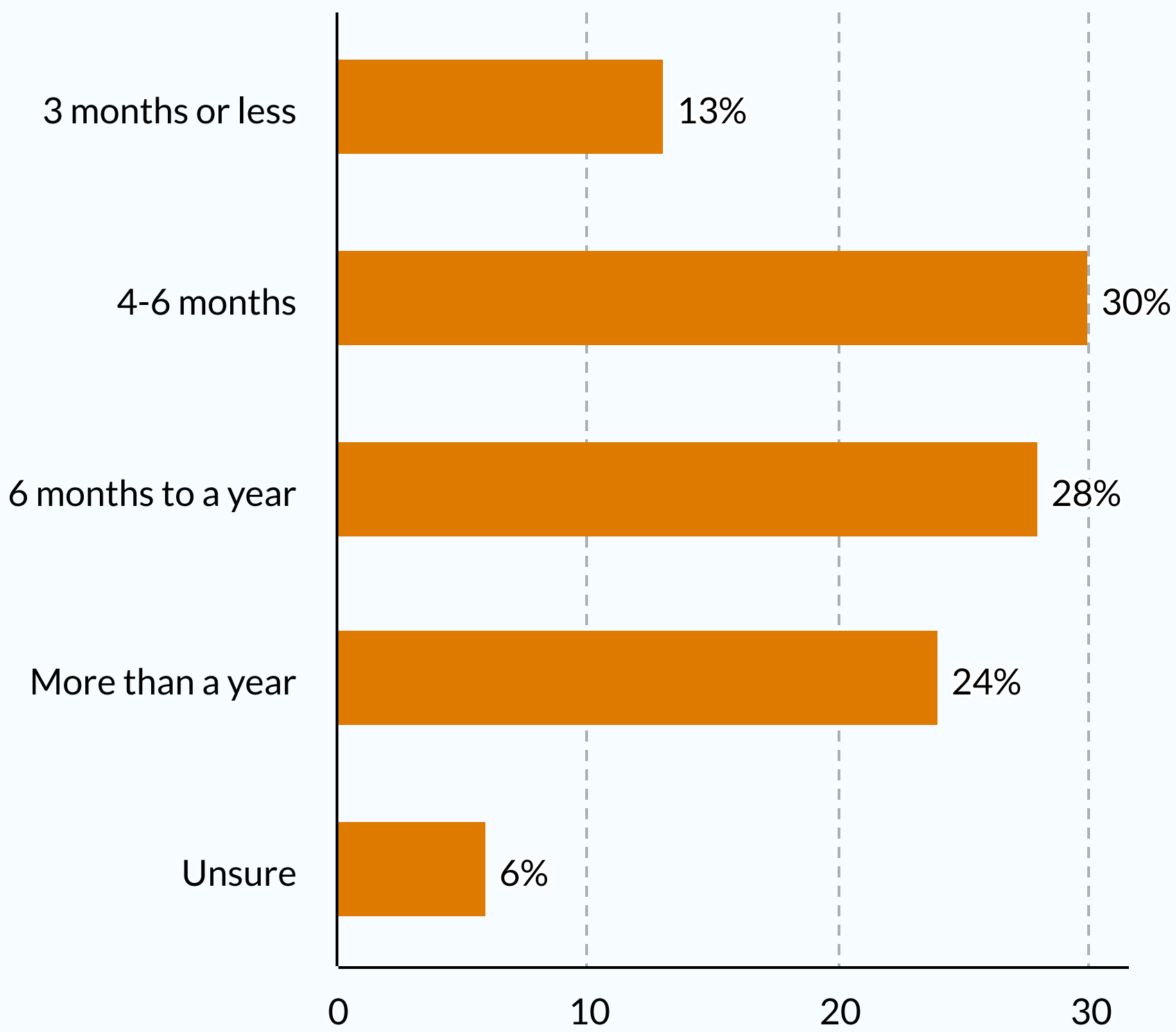
# Launching IG Programs and Projects





# Launching IG Programs

Time to Launch IG Program



Following initiation, Practitioners indicate that the typical time taken to launch an IG program is 4-12 months.



71%

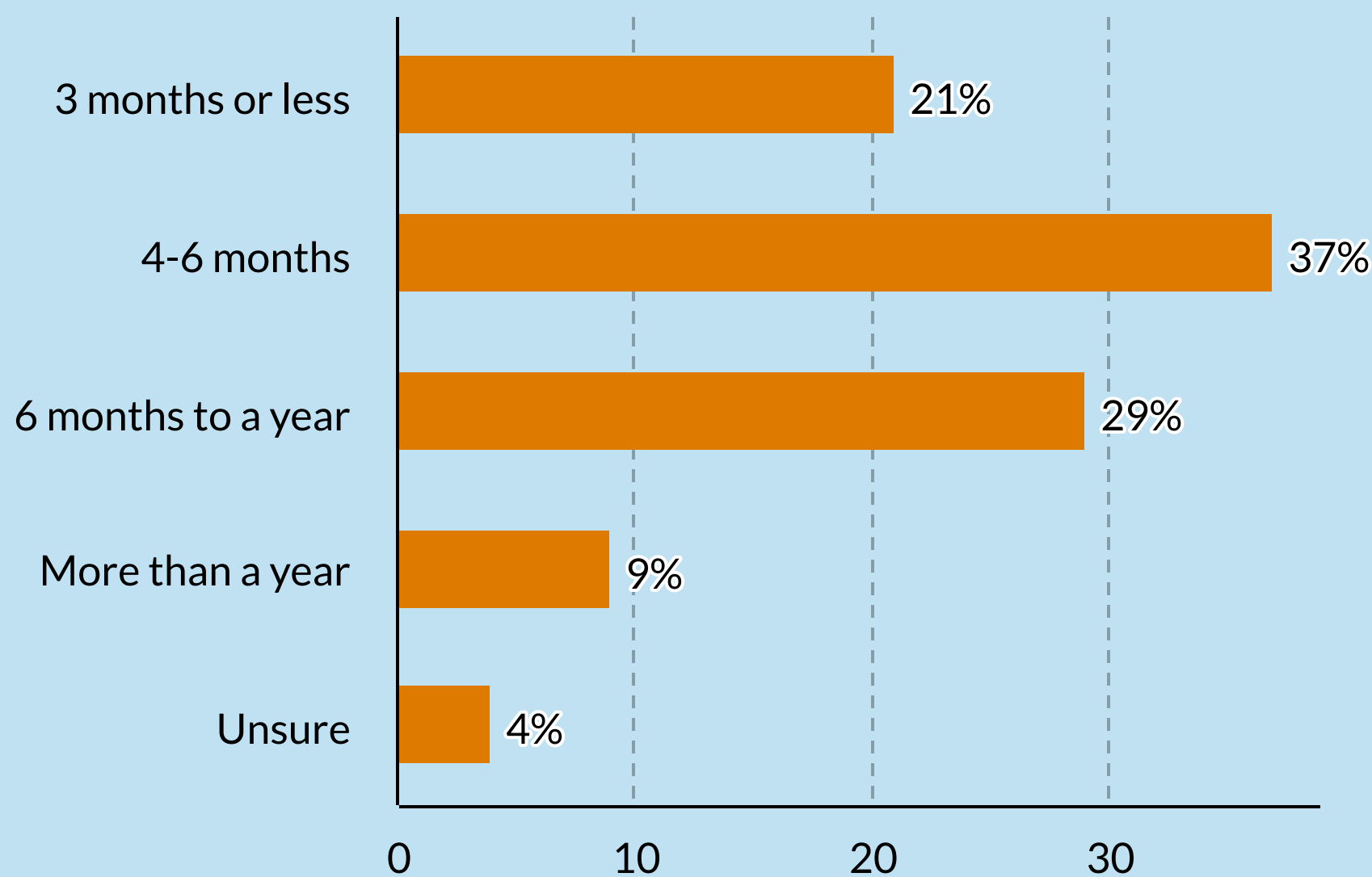
of Practitioners reported an IG Program launch of **within a year** of initiation.



# Launching IG Projects Within IG Programs

So what is the typical time taken to launch IG projects within IG Programs? The findings suggest a faster timescale than previously evident, moving from a typical scenario of more than a year (identified in 2018) to a current initiation of 4-6 months.

*Time to Launch IG Projects*



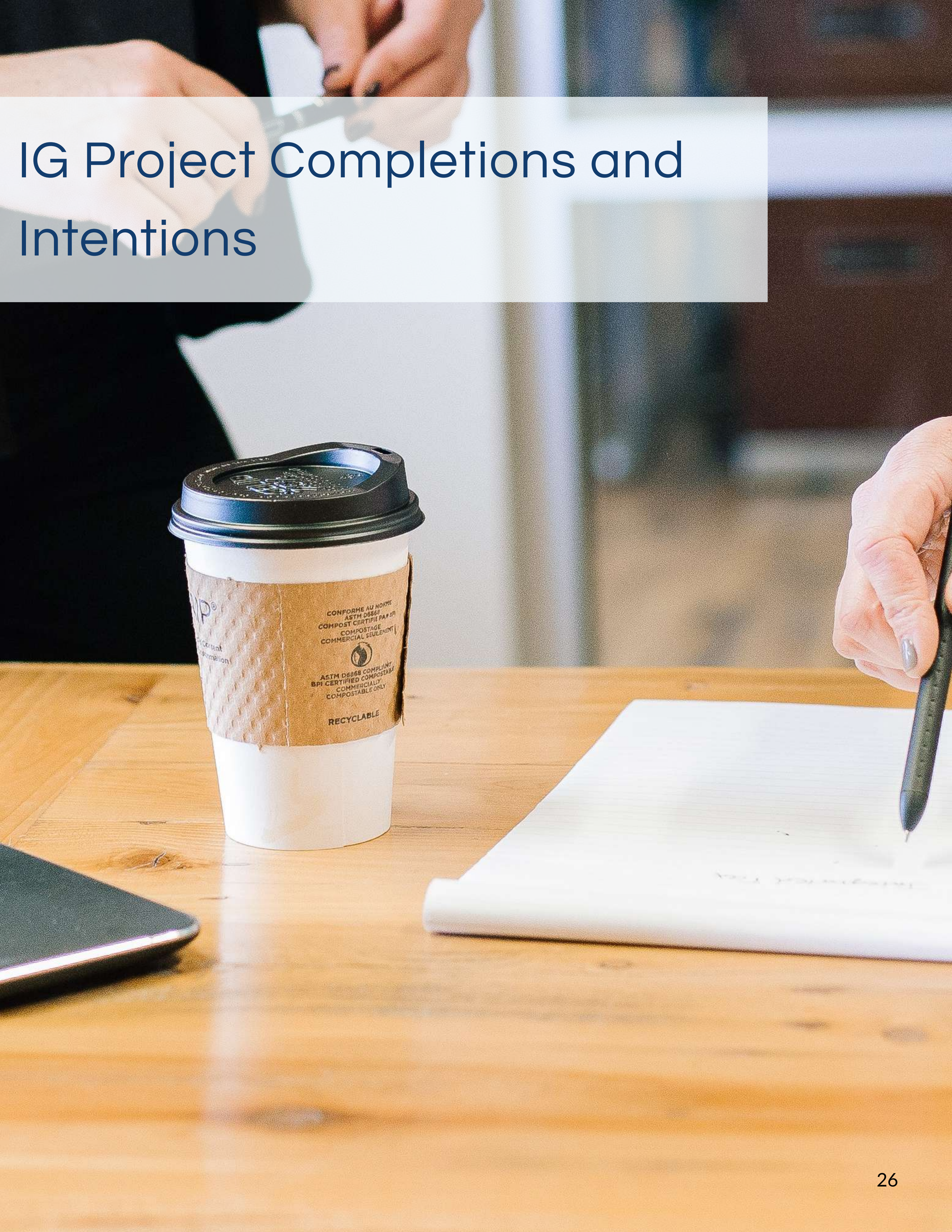
The typical time taken to launch IG projects within IG programs was **4-6 months**.

Almost  
**60%**

of Practitioners reported their most recent IG project took less than six months to launch







# IG Project Completions and Intentions


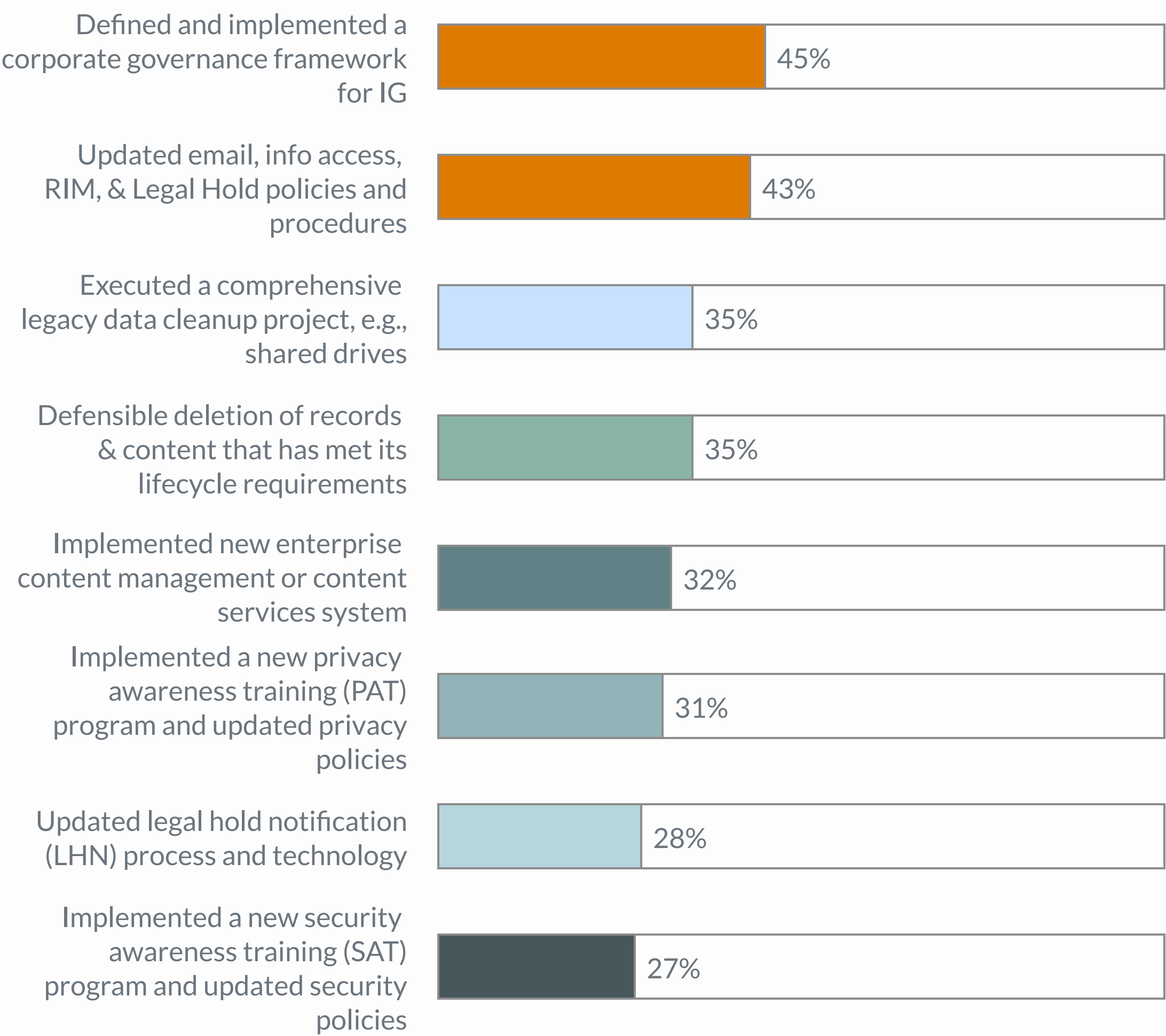


# IG Projects Completed

## In the Past Three Years

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

### IG Projects Completed



Note two clear front-runners in terms of projects completed - **defining and implementing a corporate governance framework for IG**, and **updating email, info access, RIM & Legal Hold policies and procedures**.



# IG Projects Planned in 2021/22

The top 5 IG projects (**identified by all IG professionals**) planned for implementation this year or next, are as follows. Note that **policy/procedure updating** remains in top spot (as in 2018) but is joined by two newcomers -privacy & security awareness training.

46%

**Policy/Procedure Updating**

42%

**Privacy/Awareness Training**

41%

**Security Awareness Training**

35%

**Defensible Deletion of Information**

31%

**Data Consolidation & Clean-Up**



# IG Projects Desired

# 71%

of **Practitioners** within organizations listed IG projects (on average 2-3) 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 continued to ascend in importance over the last few years, climbing from #4 in 2018 to currently assume top spot.

41%

**Execute a comprehensive legacy data clean-up project execution**

33%

**Implement a new enterprise content management/services system**

32%

**Defensible deletion of records & content past lifecycle**

29%

**Update email, info access, RIM, & Legal Hold policies and procedures**

28%

**Implement or upgrade data loss prevention**



# IG Drivers & Threats

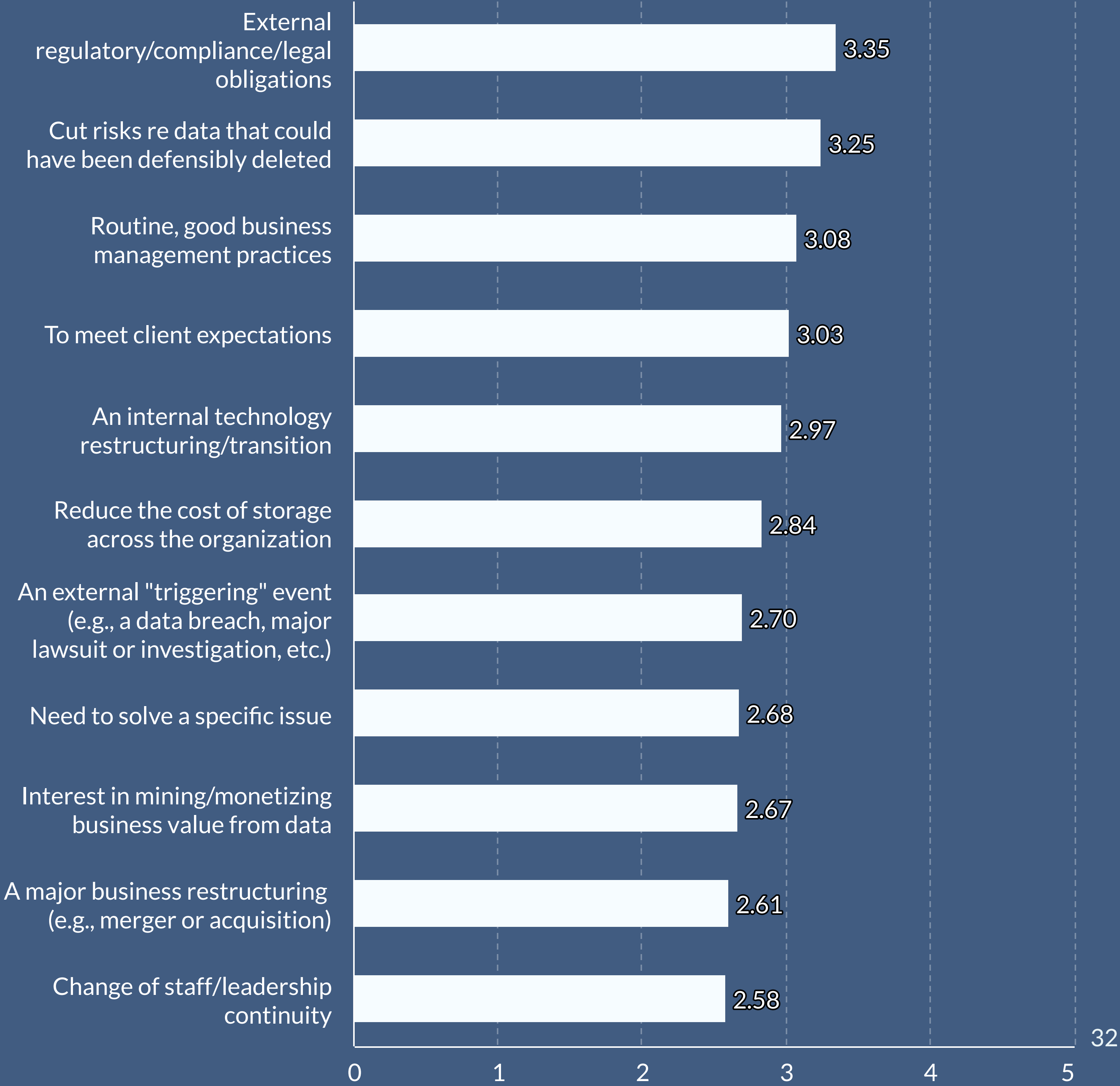




# Key Organizational IG Drivers

The strongest drivers of IG within organizations clearly continue to be **external regulatory/compliance/legal obligations**, together with a need to **minimize risk associated with data which could have defensibly been deleted**. Note that a need to meet client expectations - absent in 2018 - now featured in the top five drivers.

IG Drivers - ranking from 0-5 (non-existent to very strong)





# Key Organizational IG Drivers

It's also useful to again consider how IG drivers differ according to the role of professionals within the industry.

Note that both a need to meet external regulatory, compliance or legal obligations and to cut risks re data that could have been defensibly deleted are consistently regarded as top drivers, regardless of role.

*IG Program Organizational Drivers -Top 3 Areas*



## Practitioners

- External regulatory, compliance or legal obligations
- Cut risks re data that could have been defensibly deleted
- Routine, good business management practices



## Consultants/ Legal Advisors

- Cut risks re data that could have been defensibly deleted
- External regulatory, compliance or legal obligations
- To meet client expectations



## Software/Service Sellers

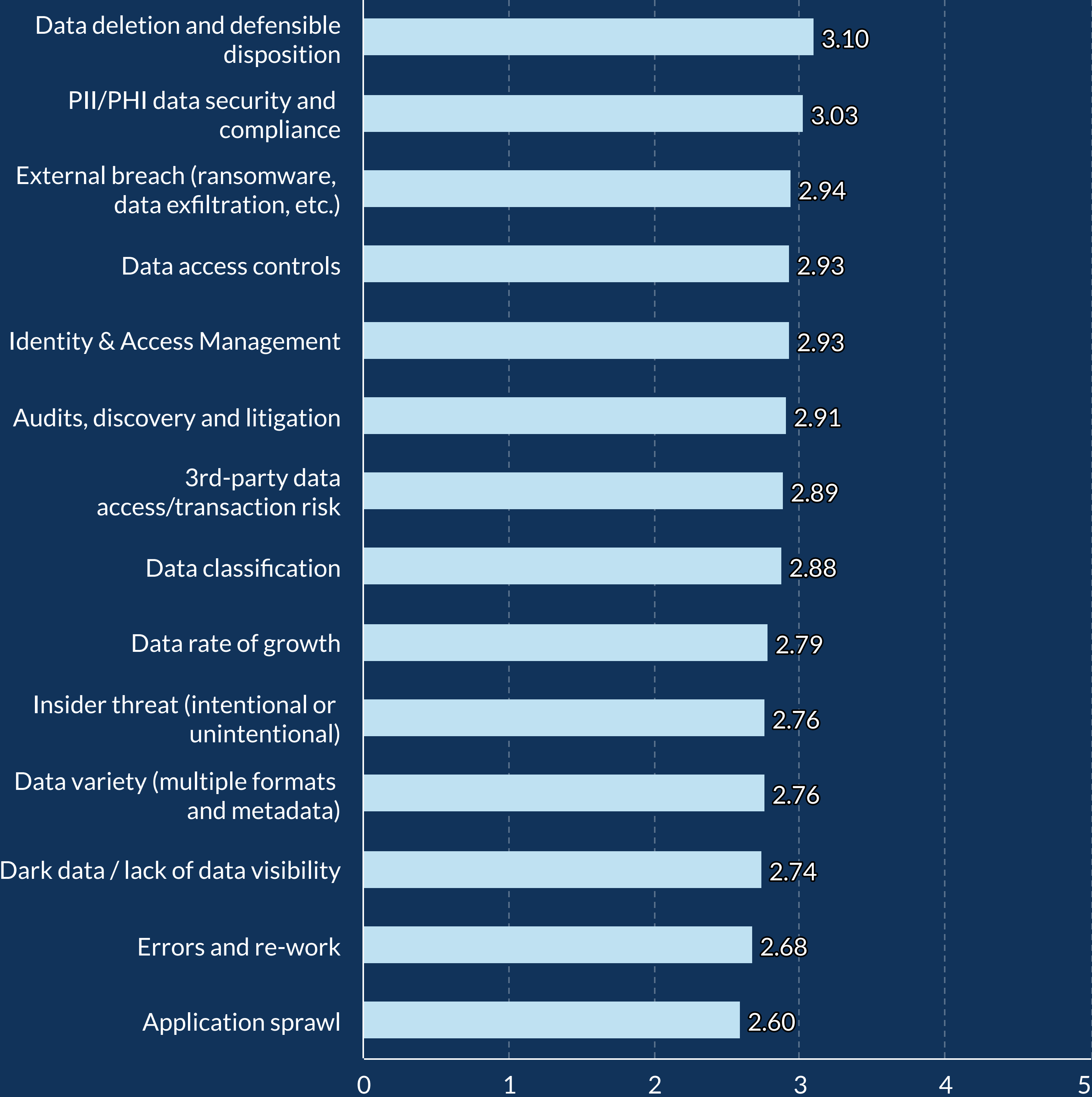
- External regulatory, compliance or legal obligations
- To meet client expectations
- Cut risks re data that could have been defensibly deleted



# Concerns/Threats of IG Focus

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

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





# Concerns/Threats of IG Focus

It's also useful to again consider how these concerns/threats differ slightly according to the role of professionals within the industry.

Note that data deletion and defensible disposition is consistently regarded as a top three concern/threat, regardless of role.

## *IG Program Concerns/Threats Focus -Top 3 Areas*



### Practitioners

- Data deletion and defensible disposition
- PII/PHI data security and compliance
- Audits, discovery and litigation



### Consultants/ Legal Advisors

- 3rd-party data access/transaction risk
- Data deletion and defensible disposition
- Identity & Access Management



### Software/Service Sellers

- PII/PHI data security and compliance
- Data deletion and defensible disposition
- External breach (ransomware, data exfiltration, etc.)



# IG Program Improvement, Growth and Opportunity

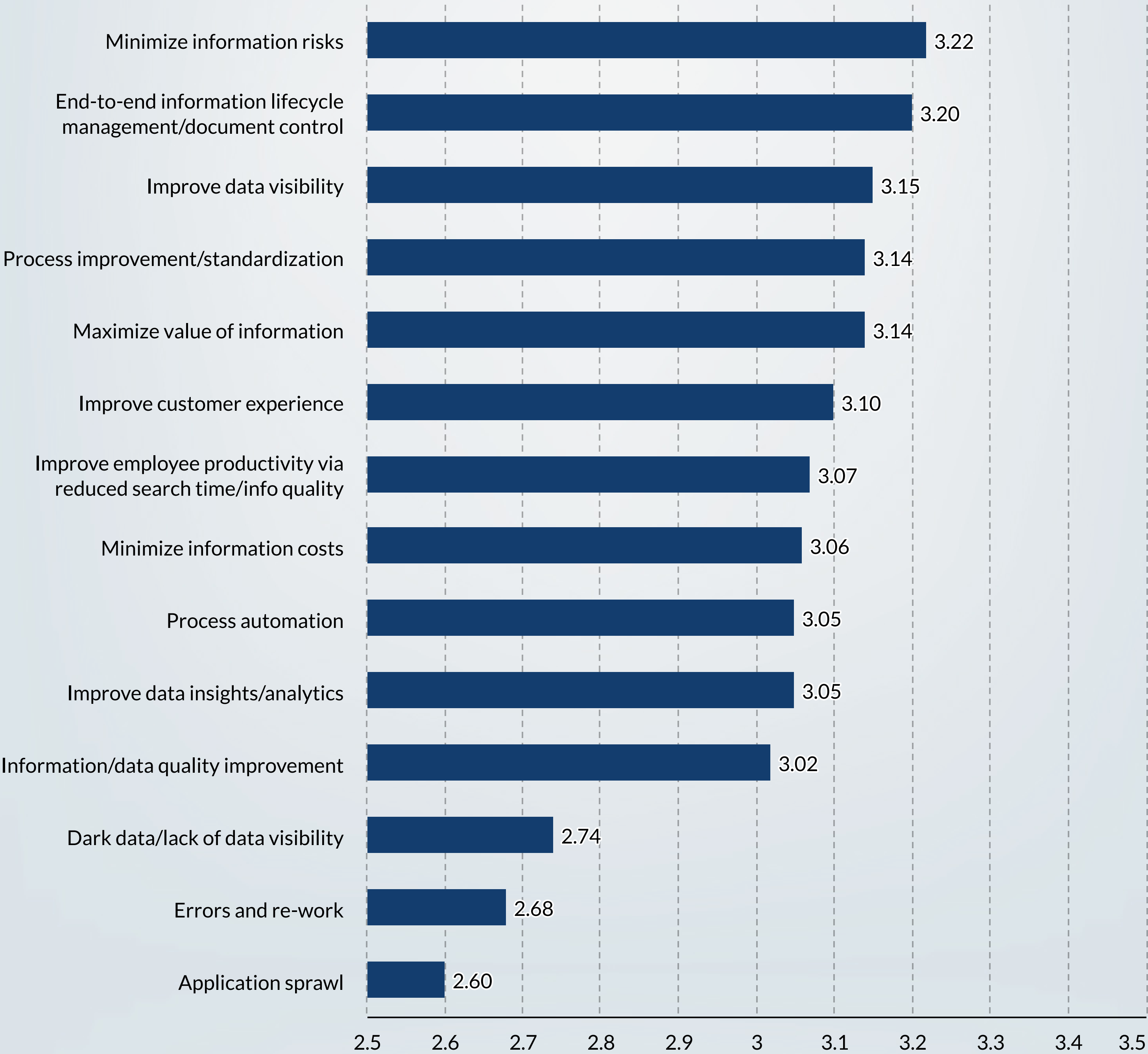




# IG Program Improvement, Growth and Opportunity Focus

Across the industry, the top three areas of IG program improvement, growth and opportunity focus on **minimizing information risks**, (notably exceeding 'maximizing information value'), together with **end-to-end information lifecycle management and document control**, and **improved data visibility**.

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





# IG Program Improvement, Growth and Opportunity Focus

It's also useful to again consider how these areas of focus differ slightly according to the role of professionals within the industry.

Note that **information risk minimization** is consistently regarded as a top three priority, regardless of role.

*IG Program Improvement, Growth and Opportunity Focus -Top 3*



## Practitioners

- End-to-end information lifecycle management and document control
- Maximize value of information
- Minimize information risks



## Consultants/ Legal Advisors

- Minimize information risks
- Process improvement & standardization
- Minimize information costs



## Software/Service Sellers

- Improve customer experience
- Minimize information risks
- Process improvement & standardization



# 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.

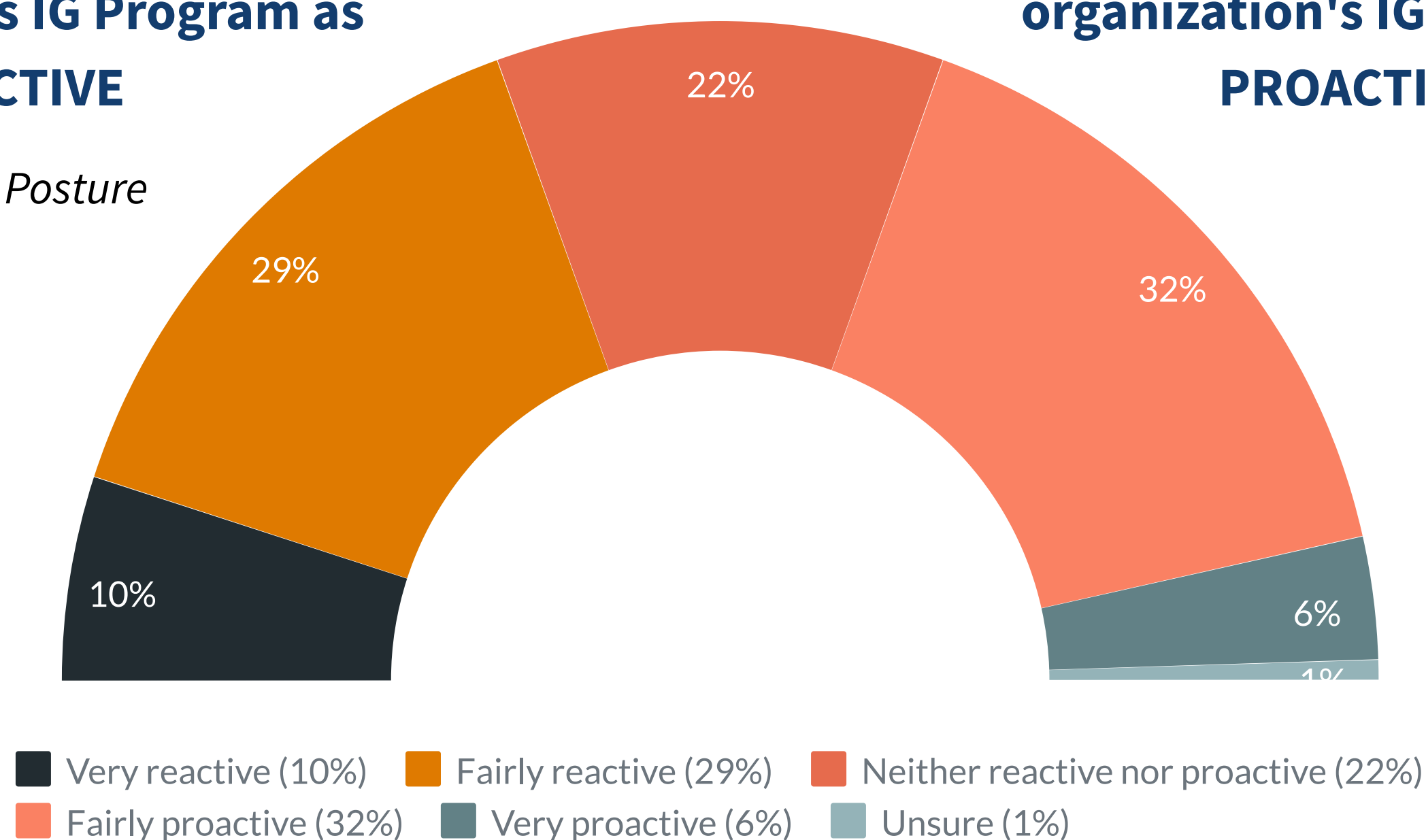
**39%**

of Practitioners regarded their organization's IG Program as **REACTIVE**

**38%**

of Practitioners regarded their organization's IG Program as **PROACTIVE**

*IG Program Posture*



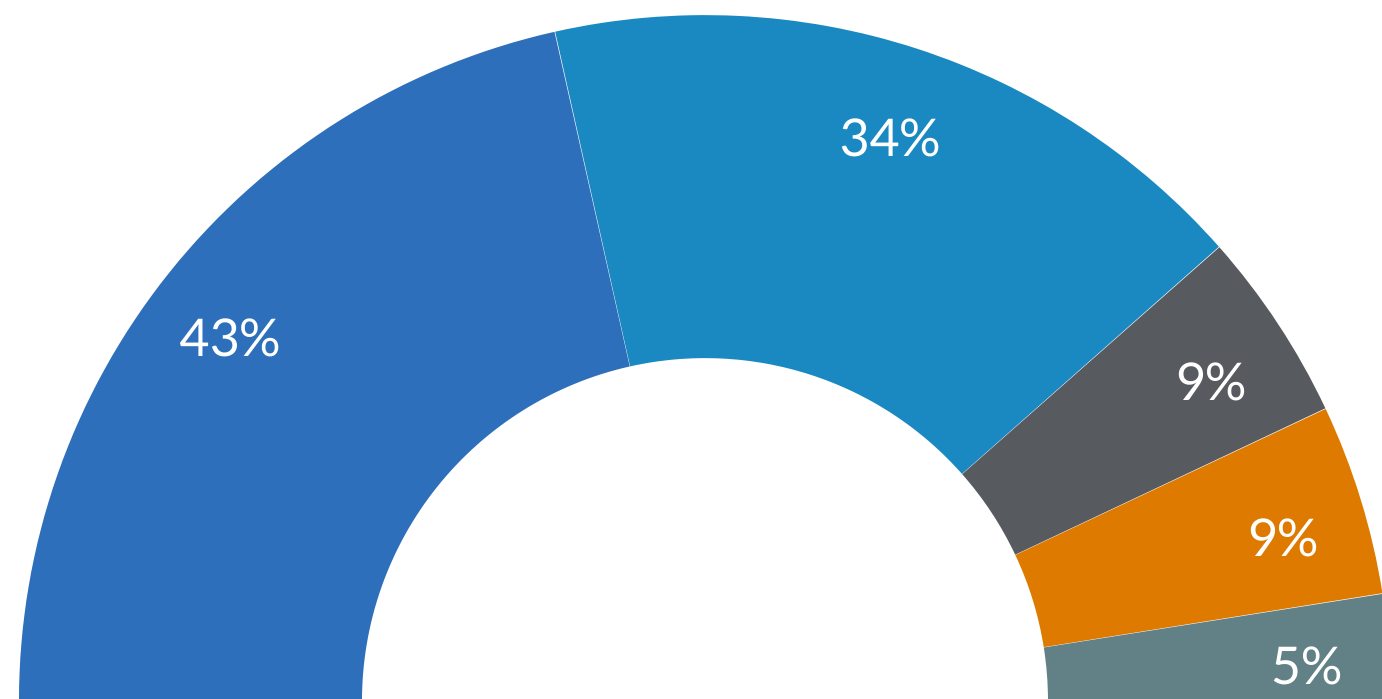
These findings suggest that IG Programs are becoming **significantly more proactive** than in previous years - rising from 17% reporting proactivity in 2018 to 38% currently.

The fine balance of Program reactivity v. proactivity reported by IG Practitioners is almost identical to that reported by IG Consultants/Legal Advisors (38%:39%). However, IG Software/Service Sellers were almost twice as likely to report a PROACTIVE posture (48%) than a REACTIVE one (26%).



# IG Integration with eDiscovery

## IG Program/ eDiscovery Operations integration



- It's tightly integrated and well-coordinated (43%)
- It's integrated, but it could be better (34%)
- It's somewhat integrated (9%)
- It's not integrated at all (9%)
- Unsure (5%)

**43%**  
of professionals across the industry report tight integration and coordination between IG Programs and eDiscovery operations

## How Integration Varies

The highest incidence of integration is reported by IG Software/Service Sellers. It's also most frequently reported by those at larger organizations (501-999 employees).

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





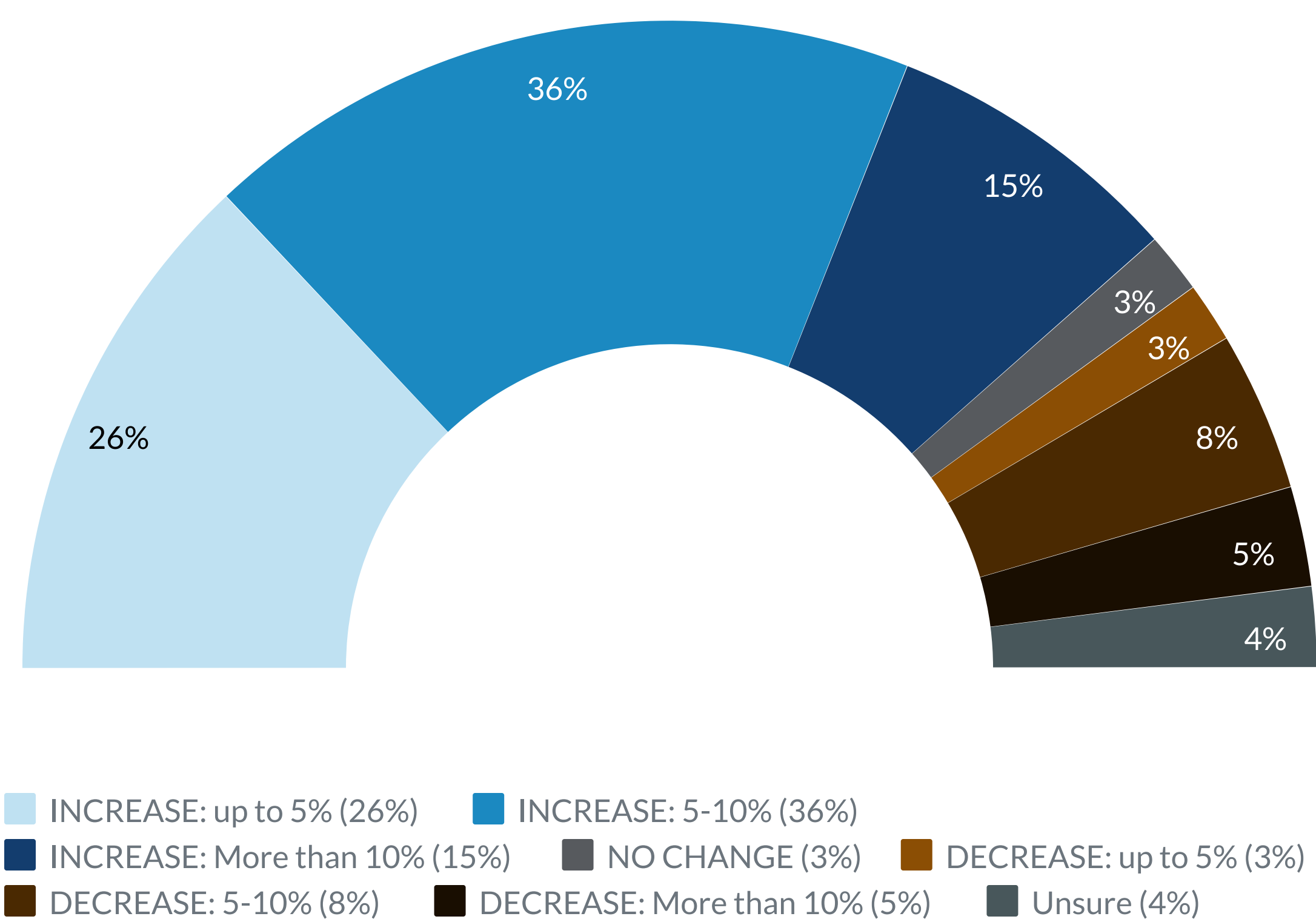
# Anticipated IG Service/Product Revenue Change

The IG service and product revenue outlook for 2022, compared to 2021 was notably positive.

Around 80% 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 16% who anticipated a revenue decrease.

**77%** of Consultants, Legal Advisors and Sellers to the IG Market, anticipate revenue growth in 2022.

*Anticipated IG Service/Product Revenue Growth*







# Survey Participants



# Survey Participants

## The survey attracted 340 respondents

These were split into three distinct groups:



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

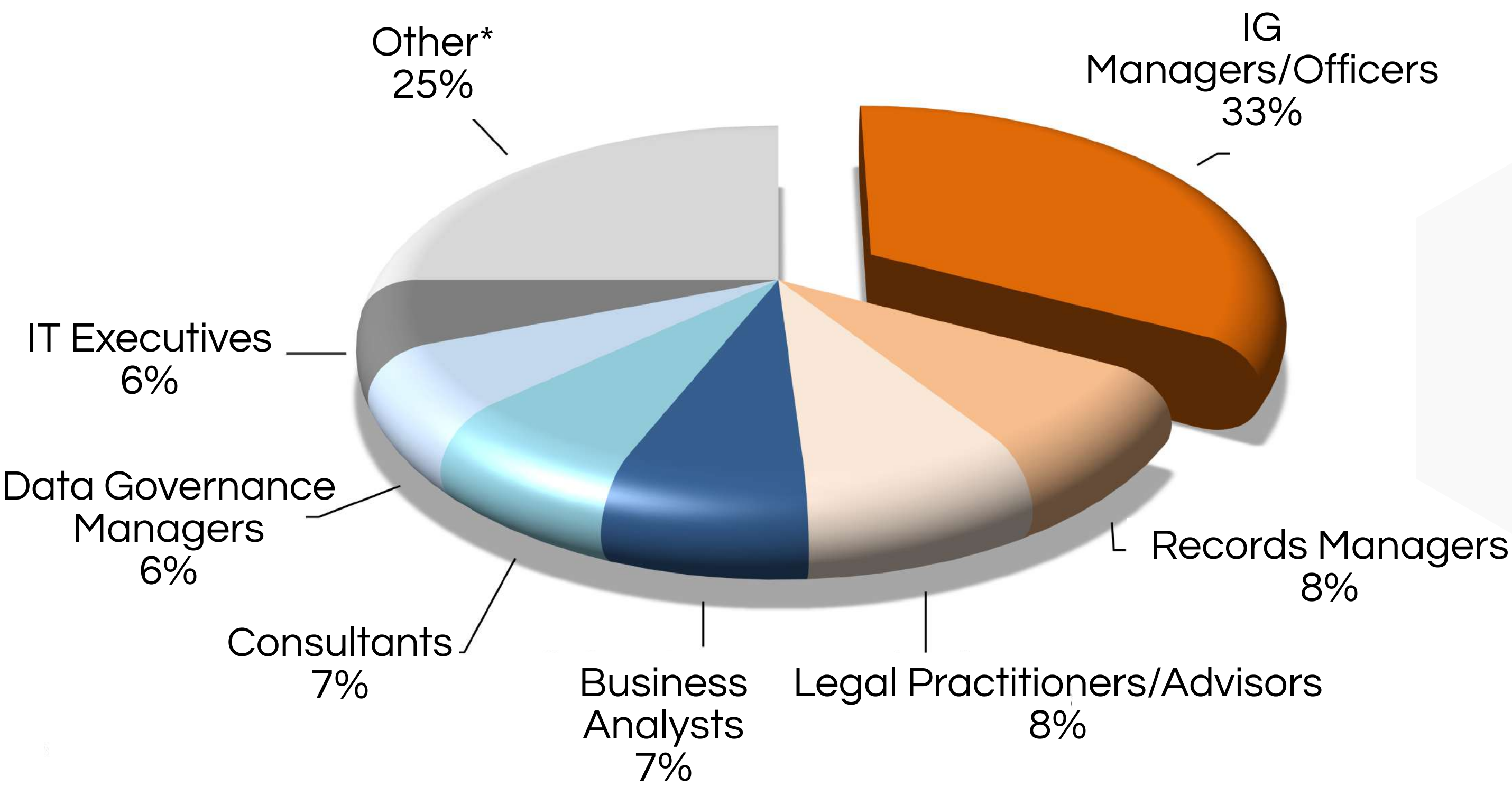


# Survey Participants

## IG Job Roles

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

*Job Roles*



\*Other roles included Chief Data Officers, C-Level Officers, General Counsels and CLOs, Information Security Managers, Business Executives and more.



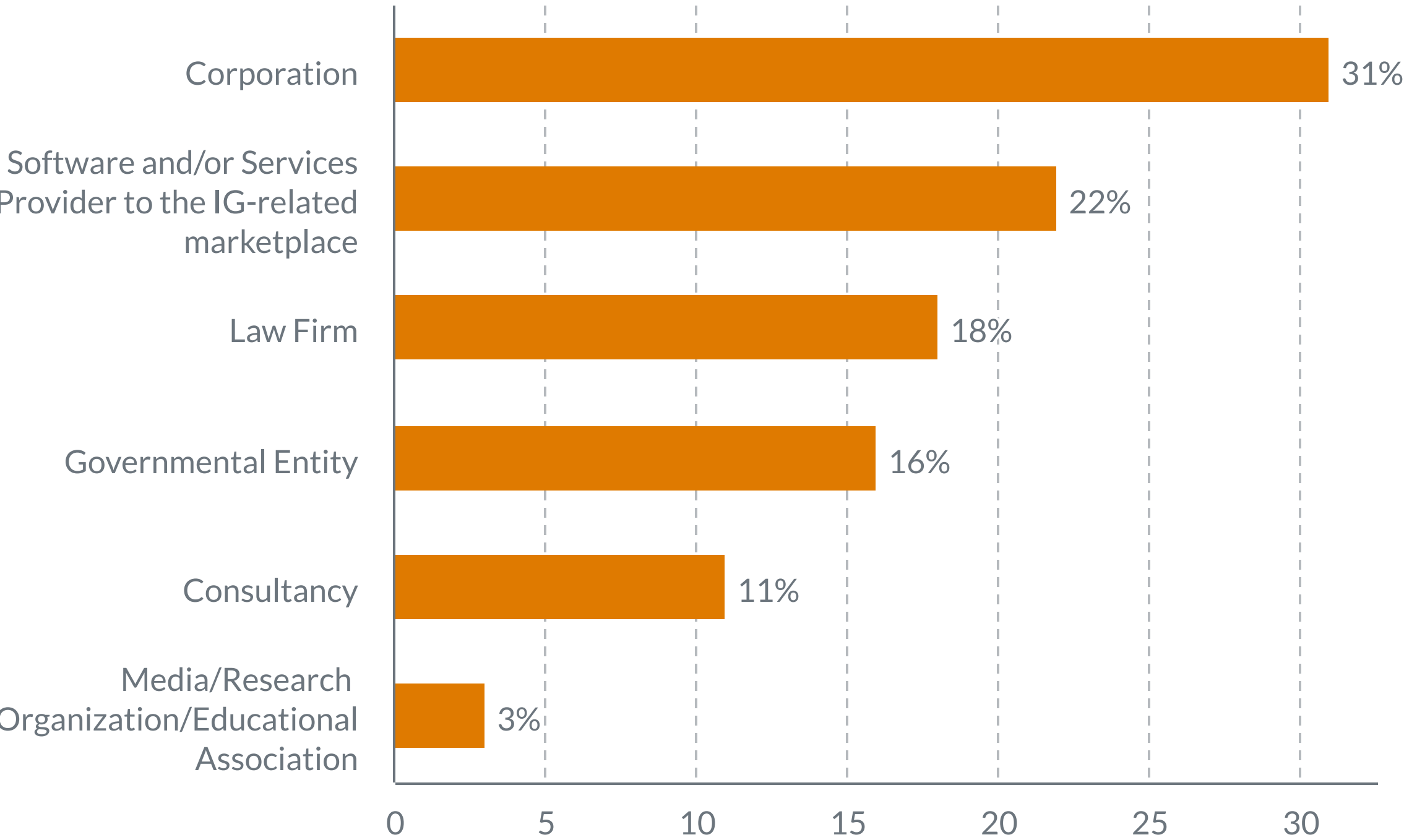


# Survey Participants

## IG Industry Businesses

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

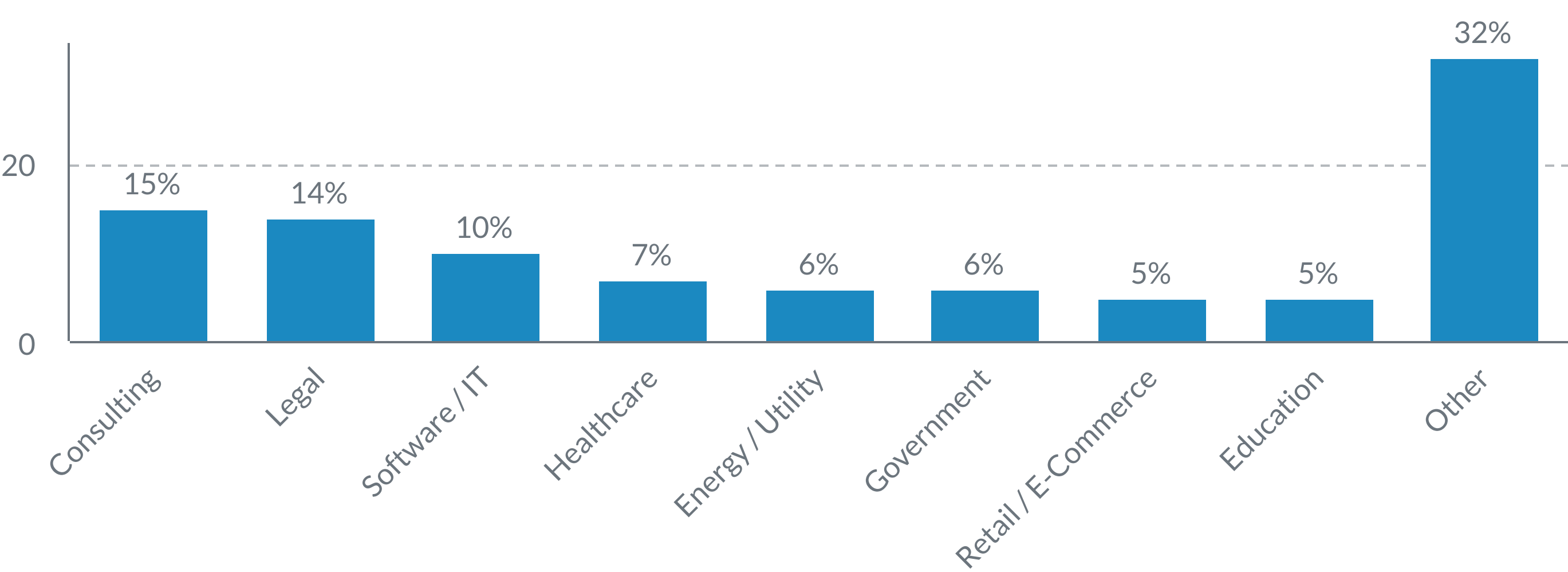
Business Segments



## 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





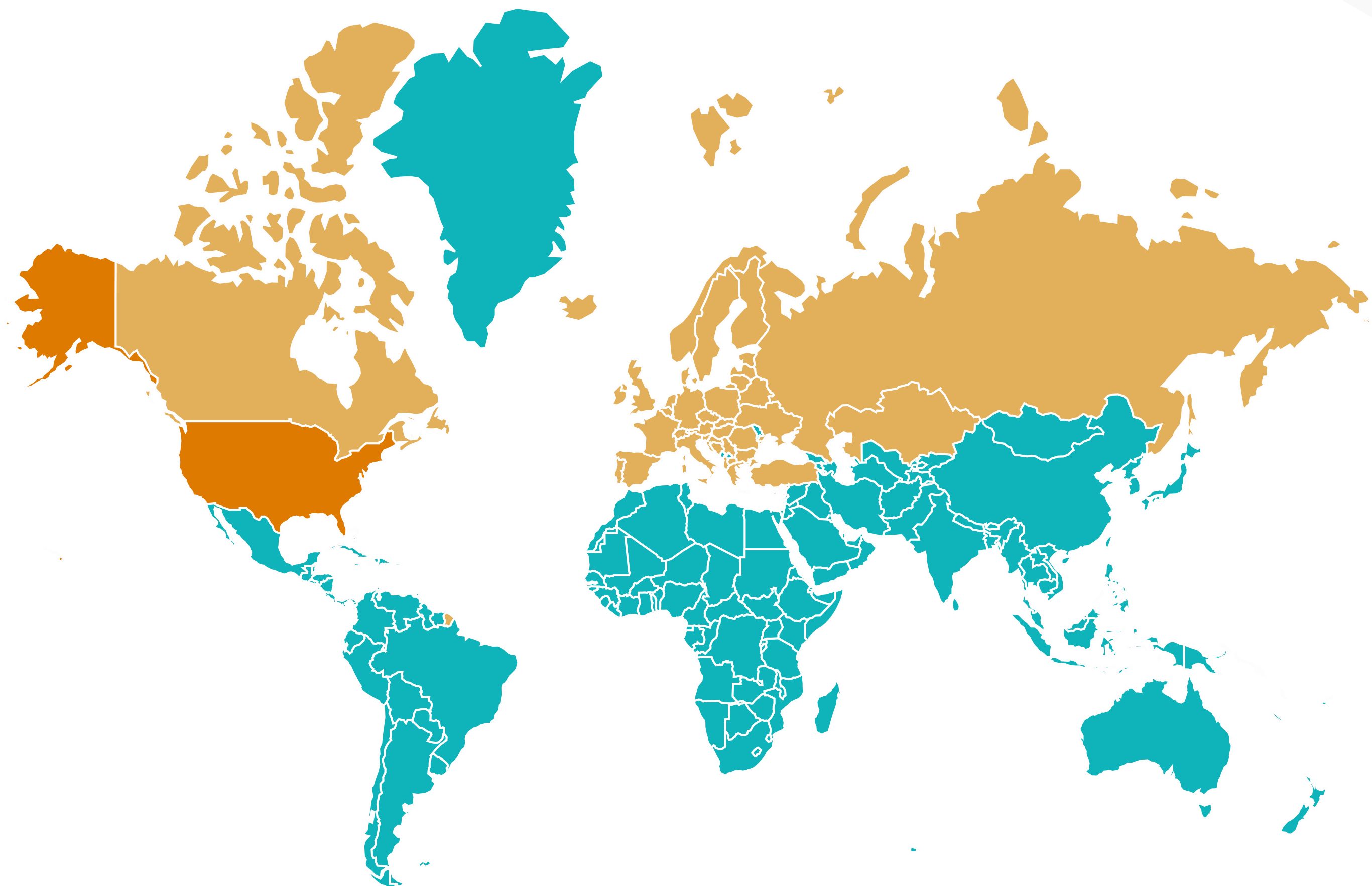
# Survey Participants

## IG Business Locations

Survey participants were chiefly conducting IG business within the U.S. (81%).

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

However, note *some* representation from:  
Europe and the UK (10%), Canada (6%) and 3% from the rest of the world.



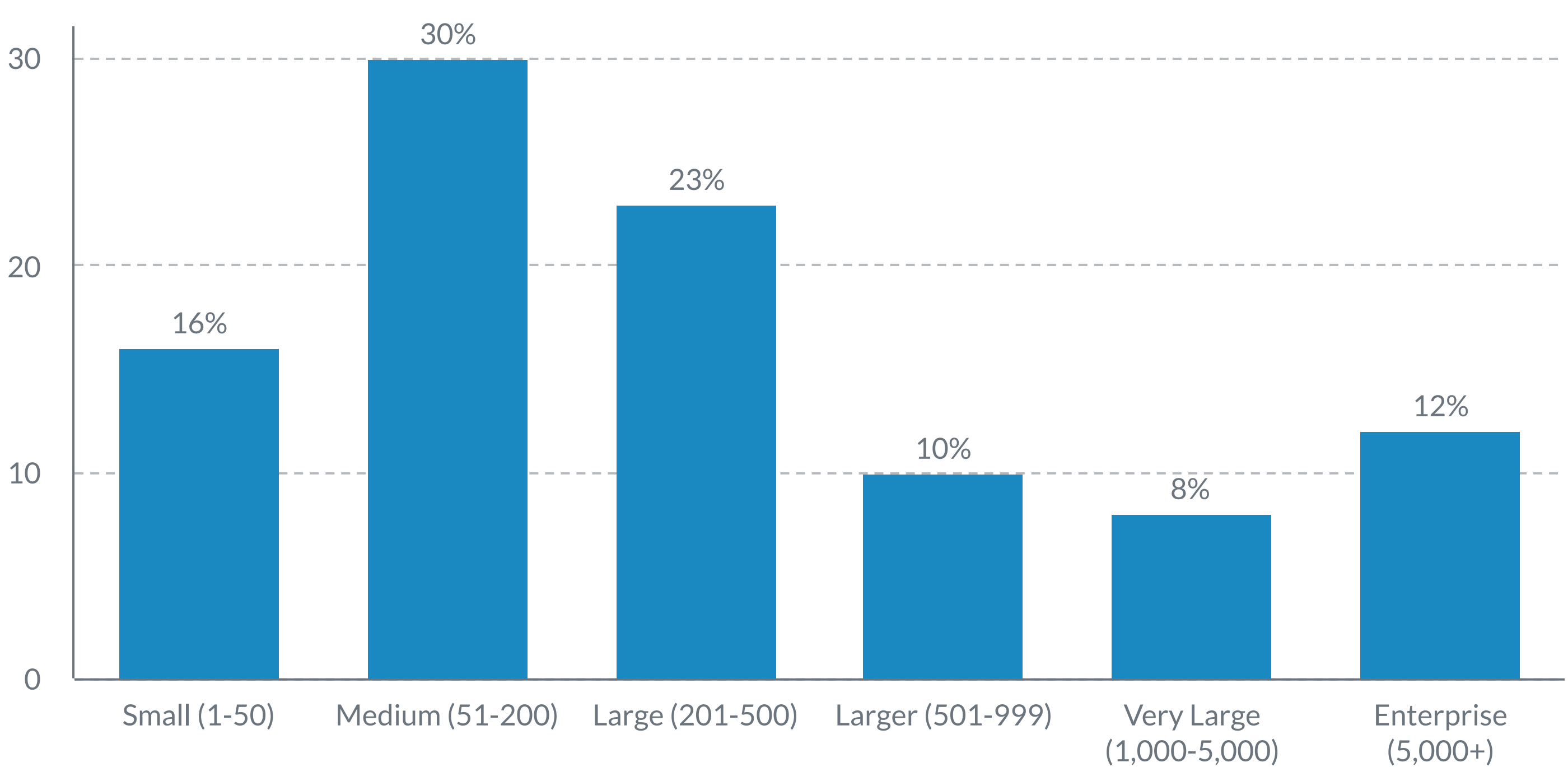


# Survey Participants

## Organization Size

A wide range of organizations participated in the 2021-2022 IG Survey, ranging from those with up to 50 employees, to those with in excess of 5,000.

Organization Size



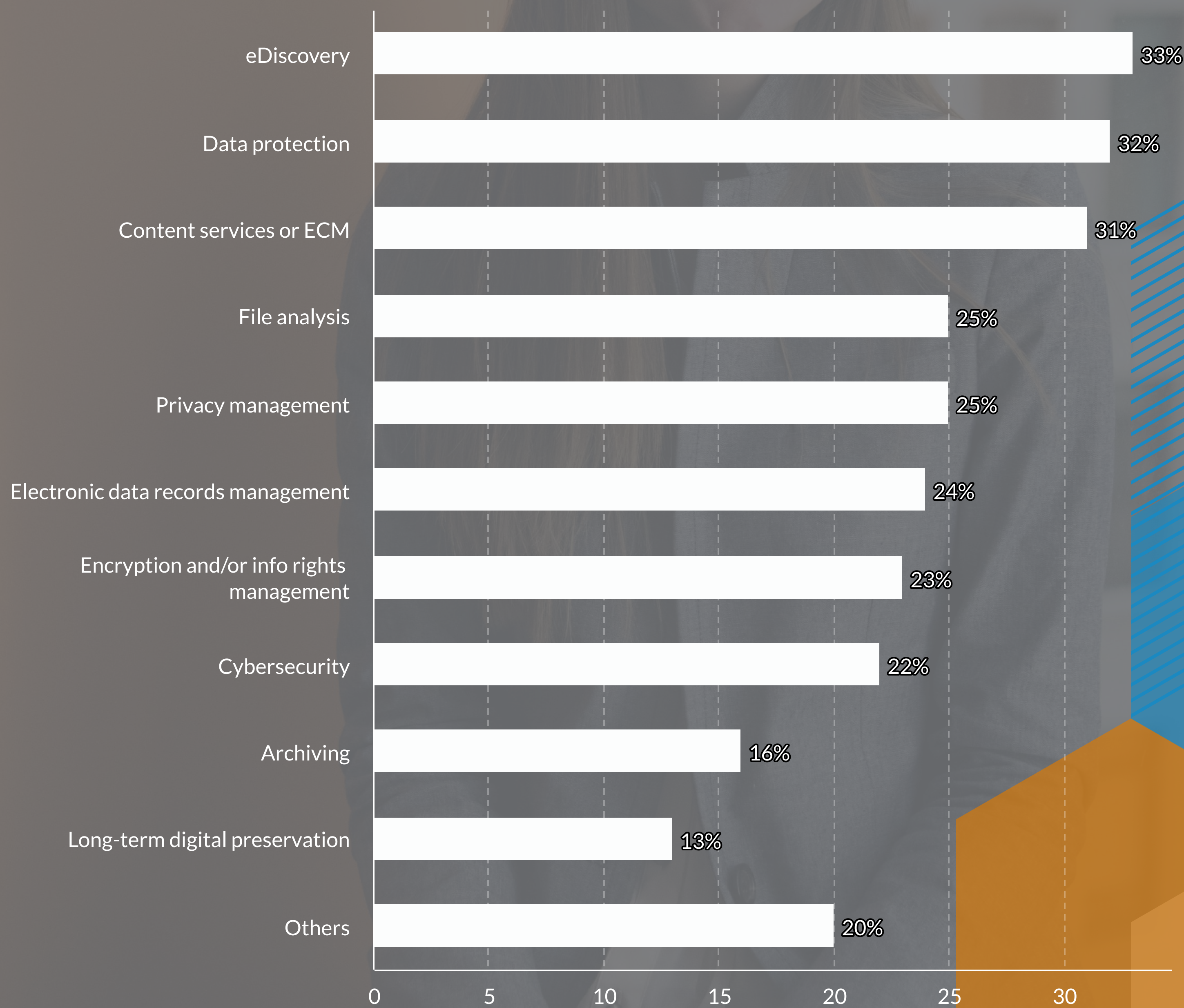


# Survey Participants

## Technologies and Specialisms

IG Consultants /Legal Advisors and those selling software or services to the industry, were working with an average of 2-3 technologies and specialisms. These most frequently included **eDiscovery** (33%), **Data Protection** (32%) and **Content Services or ECM** (31%).

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



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



# Survey Participants

## IG Employee Contentment & Opportunity

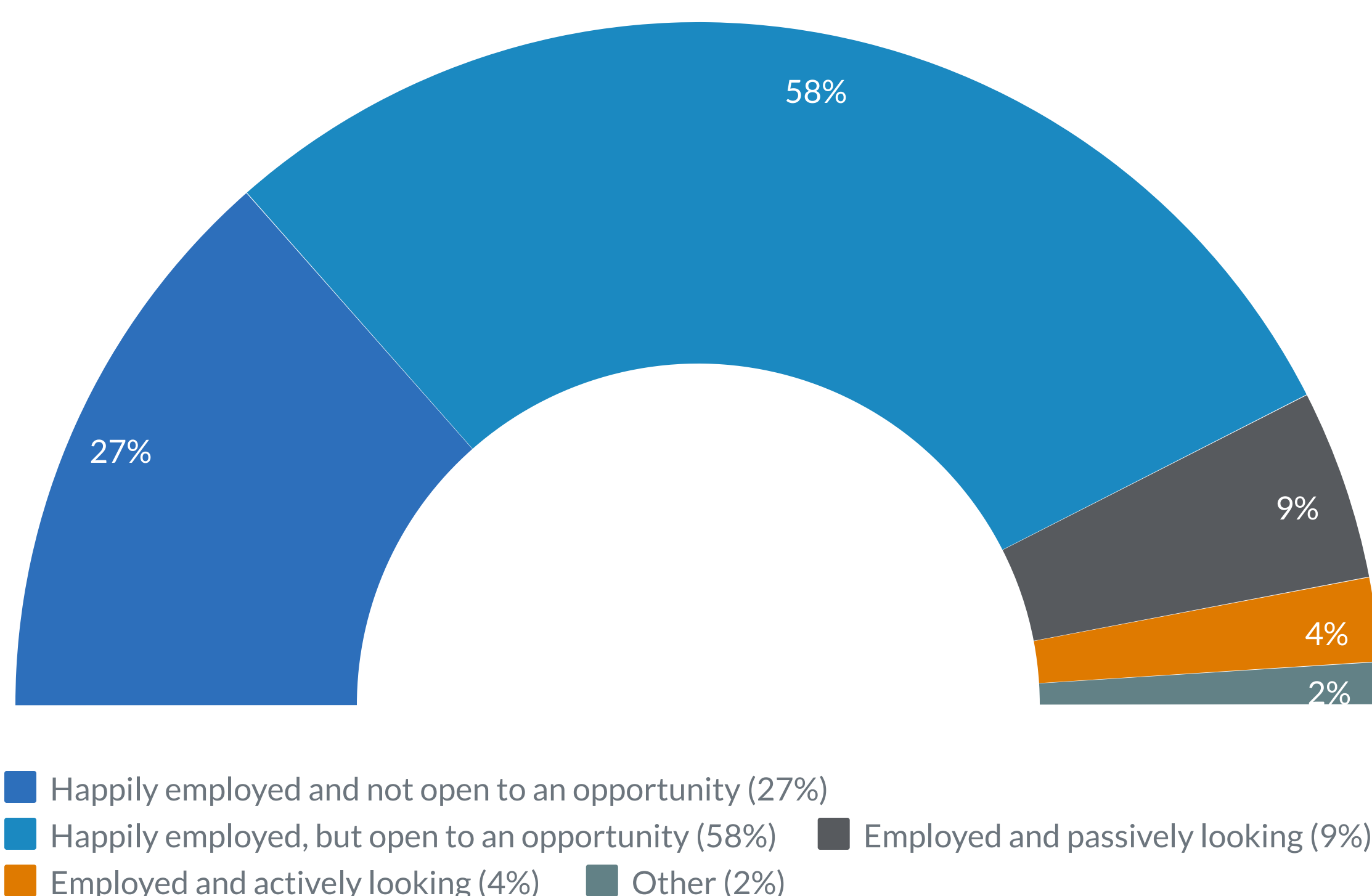
IG professionals are typically (85%) happily employed. However, note that many are open to an opportunity.

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

---

**58%** of IG professionals are happily employed ...  
but open to a career opportunity

*Employment Satisfaction and Opportunity*





# Selected Quotes from Survey Participants

"The biggest achievement of the IG project is teamwork"

"With regard to IG projects, we need to have perseverance. I'm sure there are more opportunities than difficulties"

"Getting the industry right requires a lot of detail"

"Really appreciate this survey, which greatly emphasizes that IG is a Technology & Data discipline. It is often mistaken as a process discipline and a RIM extension, and thus gets branded as tactical"



# Our Survey Sponsors



Hyland is a leading provider of content services and process automation solutions that enable thousands of organizations to deliver better experiences to the people they serve. Find us here: <https://hyland.com>



Ricoh USA is an information management and digital services company. As part of a global leader, we create competitive advantage for over 1.4 million businesses, including 84% of the Fortune 500. We bring people, processes and technology together to solve problems for companies large and small. Find us here: <https://ricoh-usa.com>



The Certified Information Governance Officers (CIGO) Association provides training, mentoring, and certification services for the IG community. We offer the CIGO credential to distinguish top performers in the field of Information Governance. Find us here: <https://cigoa.org>



Iron Mountain is a company providing storage and information management services, including IG consulting. It offers records management, data management, document management, data centers, art storage, logistics, and secure shredding enabling organizations to lower storage costs, comply with regulations, or recover from a disaster. Find us here: <https://www.ironmountain.com>



The Institute for Information Governance was founded in 2014 to provide IG training, publications, and consulting services. We offer basic and advanced IG training, including our IG for Executives short course, IGP Prep and CIGO Prep courses, as well as courses on data governance and change management. Find us here: <https://igtraining.org>



Empowering the global leaders of e-discovery, the Electronic Discovery Reference Model (EDRM) creates practical global resources to improve e-discovery, privacy, security, and IG. Since 2005, EDRM has delivered leadership, standards, tools, guides, and test datasets to strengthen best practices throughout the world. EDRM has an international presence in 113 countries, spanning 6 continents. Find us here: <https://edrm.net>



