

# ARMA Atlanta Chapter September 2017 Meeting

*"How to strengthen the business case for an IG Project"*

# Discussion agenda

## *Business case for an IG project*

- A clear, defined “why”
  - It is crucial that the “why” be properly identified and defined
- Locate the “who” to obtain required leadership to support
  - There may be multiple groups of stakeholders involved
  - Identify a primary project sponsor
- Determine the right messaging and approach
  - Where possible, includes specific risk avoidance or cost information
  - Other considerations and examples
- Summary
  - Set yourself up for success
  - Asking the right questions

# Information governance (IG) is too broad

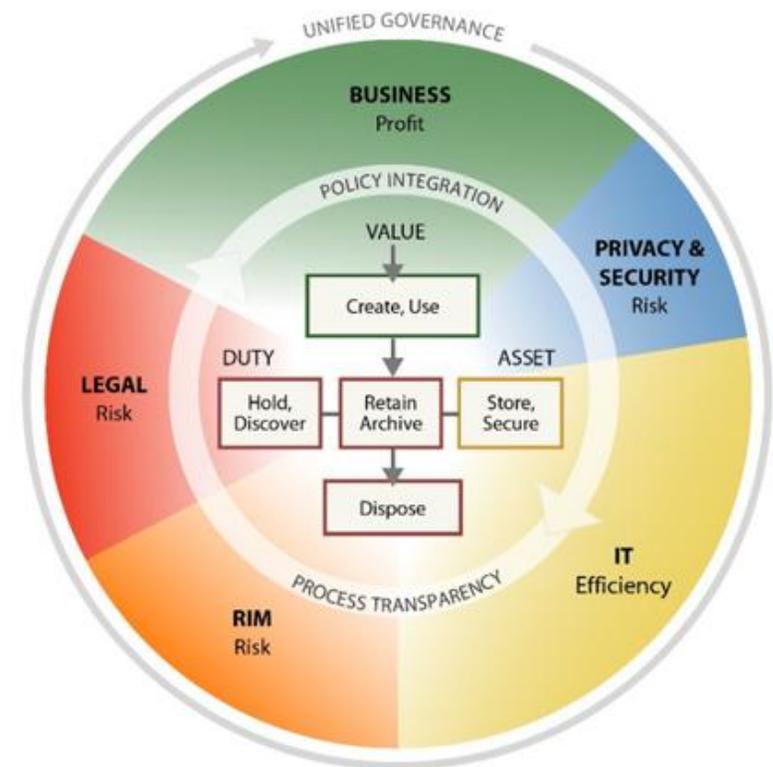
*Get specific; be practical*

- All companies can improve their IG program or practices
  - Lots of opportunities
- IG is complex
  - A thoughtful, targeted approach can make a big difference
  - Can mean different things to different people
- Be specific when defining your “why”
  - Understand your organization and align with corporate objectives
  - Strategic or tactical approach
  - Consider appropriate maturity level
  - May need to look beyond risk
  - The more tangible, impactful the better
  - Don't get overwhelmed
    - § Be realistic and practical
    - § Start with highest priorities or risks first

# Teaming with others is essential

*Start building relationships now*

- Conceptually, IG is a fundamental, widespread shift in how businesses approach the management, handling, and usage of their data
- Recognize that the challenges and problems you are going to face will likely always involve at least one other department
- Information governance expands enterprise control over information, which was typically assigned to RIM functions



# Understand what drives your business

- What does IG mean to your organization?
  - Be familiar with your internal strategy and objectives
  - Know where you stand today – capabilities, maturity, existing tools
  - Information assets don't appear on a balance sheet
- Identifying your “who”
  - Sponsorship and support is key
  - Is there a CIGO, IG function, IG working group, or IG committee at your company?
  - “Help me help you”

# Change (or tailor) your message

- Understand your corporate culture
  - Change your terminology to match your audience as needed
- Be dialed into current spend and priorities in order to piggyback on existing momentum
  - Tap into existing initiatives or strategies
  - Some of the problems that stem from poor IG are invisible to most people (growing data volumes) or the business is unable to make the connection to IG (root cause)
- Have there been any large shifts in company that would be a good opportunity to start or reignite dialogues?
- If you get pushback, confusion, or denial, try offering options to test what exists or demonstrate the issue (e.g. assessment, tabletop exercise, review records of past incidents or issues)
- Start small if you need to, pilot projects can be powerful
  - Proof of concept
  - Value of IG efforts often felt locally

# Risk plays an important role

- External forces, new regulations, recent sanctions across industry peers
  - Recent examples include GDPR or Financial Accounting Standards Board lease accounting practices, contract compliance review
- Understanding, measuring, and addressing risk is crucial
  - Risk registers can help prioritize your efforts
- Never let a crisis go to waste
  - Raise your hand and help when there is a crisis that impacts your corporation's information assets
- Sync up with Internal Audit
  - They may be able to quantify the risk, have good information, assessments, or metrics that you can leverage

# Go beyond risk for a more compelling “why”

- Understanding, measuring, and addressing risk is crucial
- Your business case will be more powerful if it also aligns with something other than risk
  - Don't ignore risk but look beyond it
  - Research successes and ROI from your peers in the industry
  - Best practices or maturity
- Walkthrough of some examples of how to go beyond risk
  - a) Worker productivity
  - b) Operational improvement
  - c) eDiscovery costs
  - d) IT costs
  - e) Security and data protection effectiveness

# Going beyond risk: productivity impact

*IG can make search and retrieval more efficient, potentially boosting productivity*

- Information that cannot be found or accessible is essentially worthless to the organization
- Knowledge workers are spending more time searching for relevant data and re-creating existing information within the organization
  - Investments are made in skilled knowledge workers but not necessarily the efficient management of the data they need to perform

# Going beyond risk: security and cyber impact

*Know and protect your high value assets*

- Information security can focus resources on higher risk data assets
  - Knowing where your high value data assets are located is a key information security challenge
    - § Increase effectiveness of controls
    - § Reduce risk of breach of high risk data
    - § Don't secure everything equally
- Cyber breaches are closing the competition gap for some companies and impacting reputation for others
  - Information can carry liability, not just value
  - Value of your data portfolio vs...
    - § Lost data that can result in PII litigation, reputational damage, or IP leakage to your competitor

# Going beyond risk: eDiscovery costs

## *Cost avoidance and savings*

- Reduce overall volume and downstream costs using effective IG practices
- Routine disposition process can reduce data that may become subject to legal holds and discovery years later
- Increase your ability to respond more effectively and efficiently to decrease turnaround times
- Better prepared for 26(f) conferences and negotiations

# Going beyond risk: IT and technology costs

*Quantifying cost where possible*

- IT storage spend reduction through ROT remediation (redundant, outdated, trivial)
  - Consider TCO (full and part time staffing and hours, infrastructure, maintenance/upgrades, migrations to legacy systems)
  - Percentage increase every year, projections of YOY growth of budget or volumes
  - Reclaiming or reallocating IT budget can fuel other projects
- Application decommissioning or consolidation
  - Tool evaluation
  - Software licenses
- Categorization and classification
  - Manual vs. automated

# Set yourself up for success

- Proactively address potential barriers that may prevent your project from being accepted
  - Known company requirements or roadblocks
- Match good project management practices with your business case
  - Realistic objectives
  - Change management
  - Planning, scheduling, budgeting
  - Communication protocols
  - Reporting and metrics
  - Leverage appropriate technologies, teams, skillsets

# Summary

*Think about what questions you can ask yourself, your colleagues*

- Am I aligned with broader business objectives and strategy?
  - Where are investments already being made?
- Who are the potential stakeholders and resources that could support my project?
  - Am I addressing the right pain points?
  - Have I consulted the right teams? Do I need to look externally?
- Do I understand where my business stands now? Do I understand where it is going?
  - How can I be seen as a business facilitator and not a cost center?
  - Have I been focusing just on risk?
  - How can I tailor my messaging?

Thank you