Global Information Governance Survey

2021-2022

IG World
MAGAZINE

Contents

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.

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.

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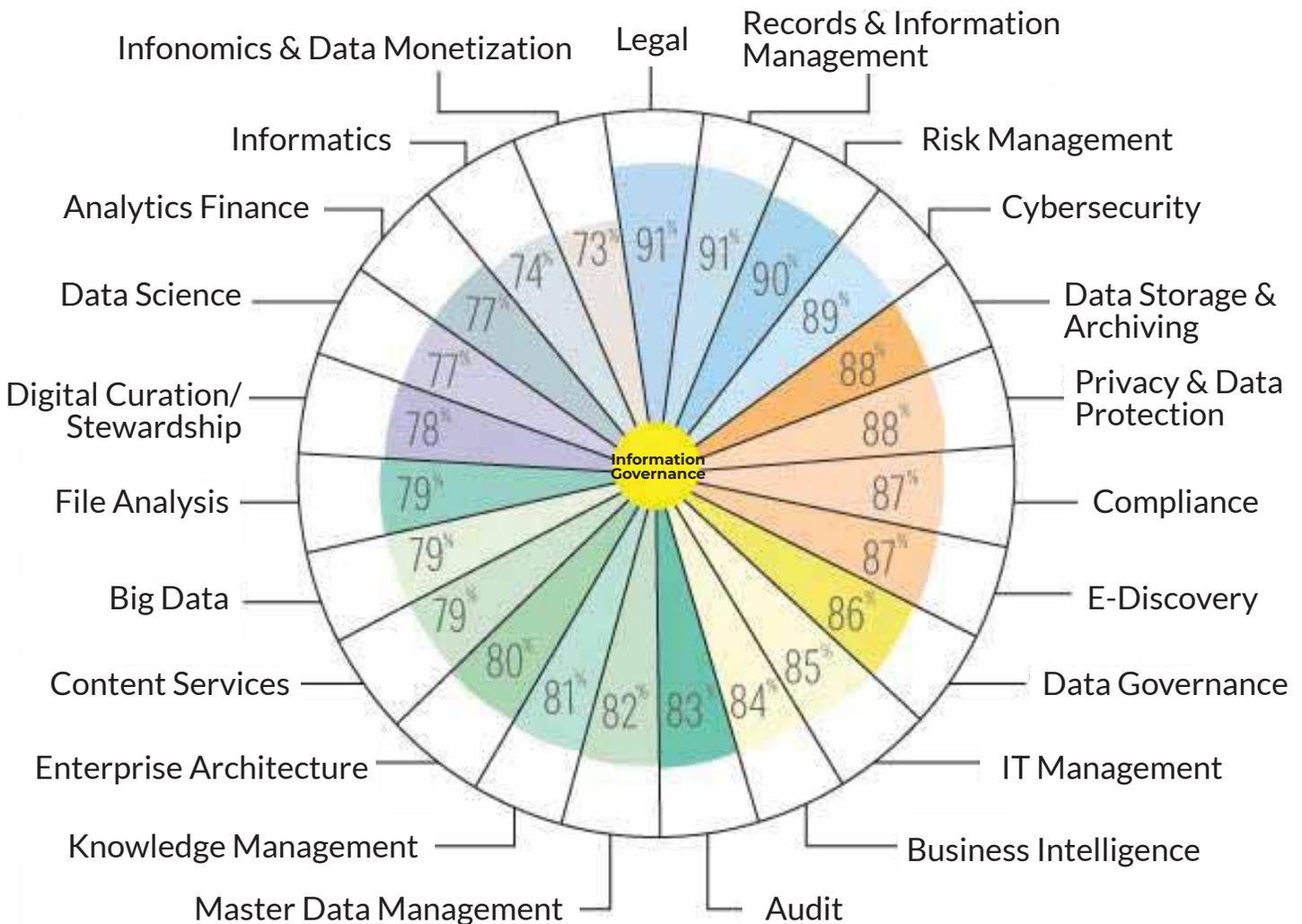
IG Practitioners continue to agree on the coordinating role necessitated by IG, with many feeling that IG has a multi-disciplinary role to play. This is clearly evident in the ever shrinking gap between the *most* and the *least* important facets of IG.

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)

Major (40%)   Reasonable (37%)   Small (17%)   None (4%)   Unsure (2%)
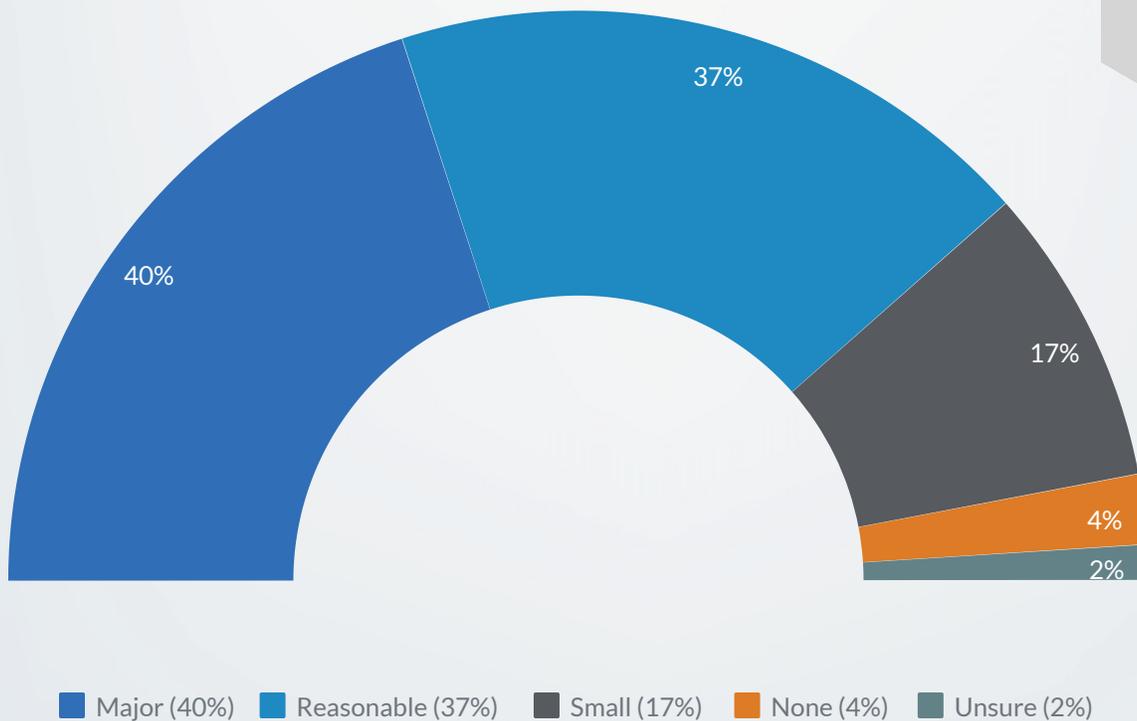
Change Management plays a particularly significant role within **corporations and larger organizations of 500+** employees.

IG Assessment Tools

Usage of IG Assessment Tools for IG Program Assessment

Tool	Percentage
IG Process Maturity Model (from CGOC)	47%
Big 4 Assessment tools	26%
ISO 27001/2 (cybersecurity)	25%
ARMA GARP	24%
ISO 27701 (privacy management systems)	22%
ARMA IG Implementation Model	15%
Custom created assessment (in-house)	14%
Other tools*	8%

More than one tool was often specified so percentages exceed 100%.
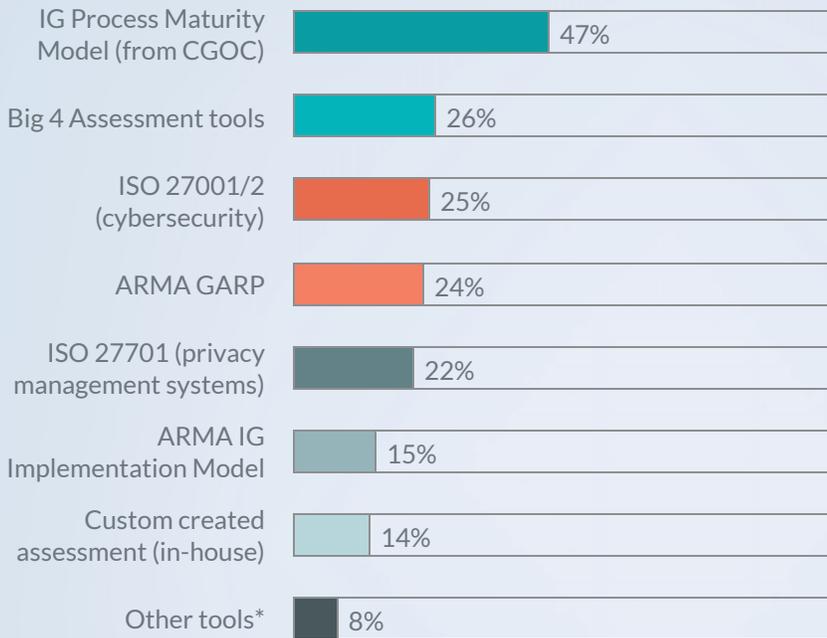
87%

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

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

No, no plans to establish one in the near future
2%

No, but establishing one in 2021-22
16%

Yes
60%

No, but have an informal one
22%

IG Steering Committees typically have

6-10 members

49%

21%

16%

7%

5%

2%
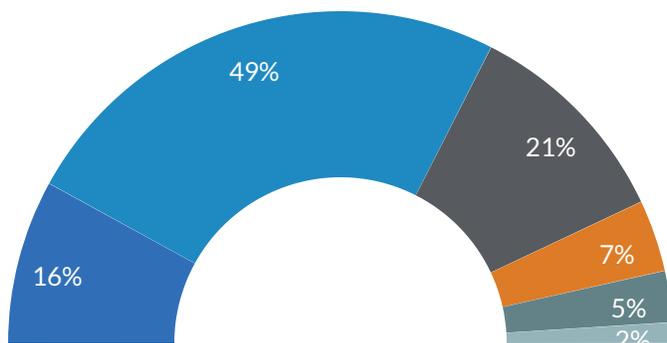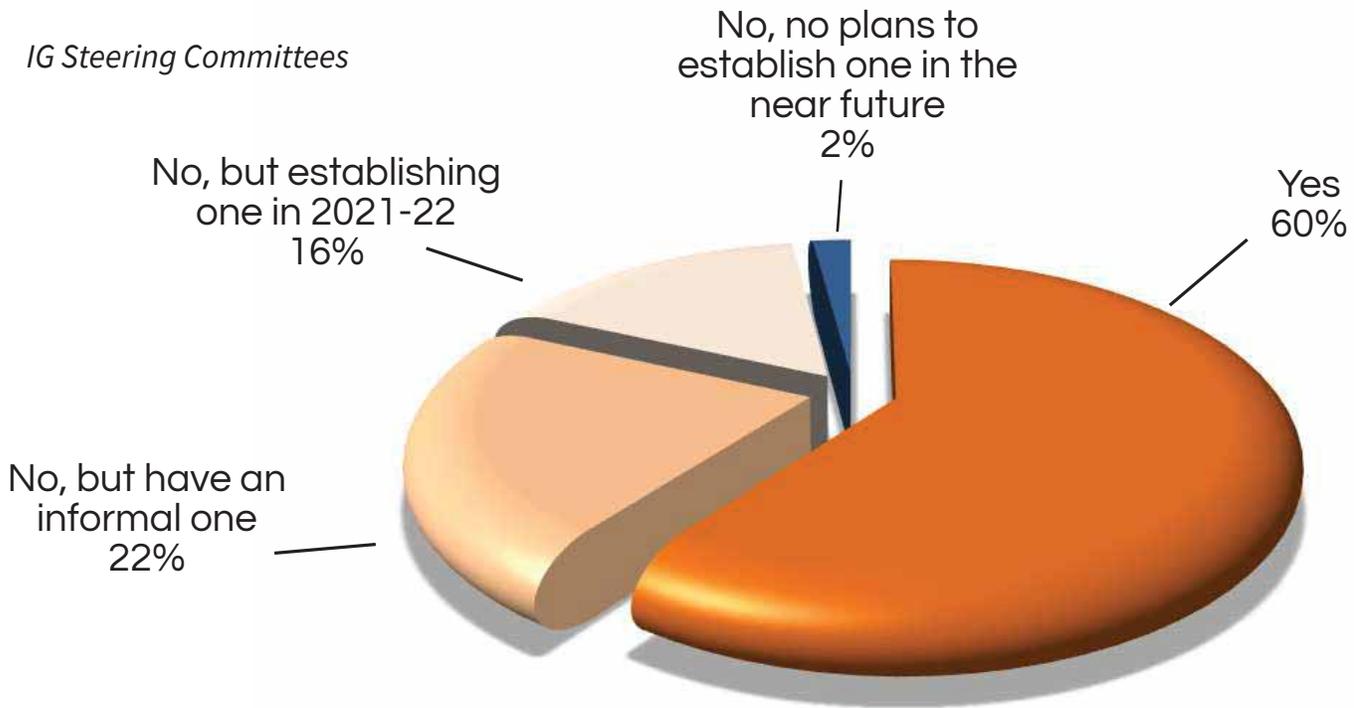
IG Steering Committee Members

5 or less (16%)　　6-10 (49%)　　11-15 (21%)

16-20 (7%)　　21+ (5%)　　Unsure (2%)

14

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	Medium-sized organizations	Largest sized organizations
Up to 200 employees	201-999 employees	1,000+ employees
• CEO (40%) • General Counsel/Snr. Legal Officer (24%) • CIO or Senior IT (16%)	• General Counsel/Snr. Legal Officer (30%) • CEO (27%) • CIO or Senior IT (15%)	• CIO or Senior IT (26%) • General Counsel/Snr. Legal Officer (26%) • Others (21%)

The Presence and Shape of
IG Programs

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?

Timeframe	Percentage
This year	22%
Last year	24%
About 2 years ago	30%
About 3 years ago	9%
More than 3 years ago	11%
Unsure	4%
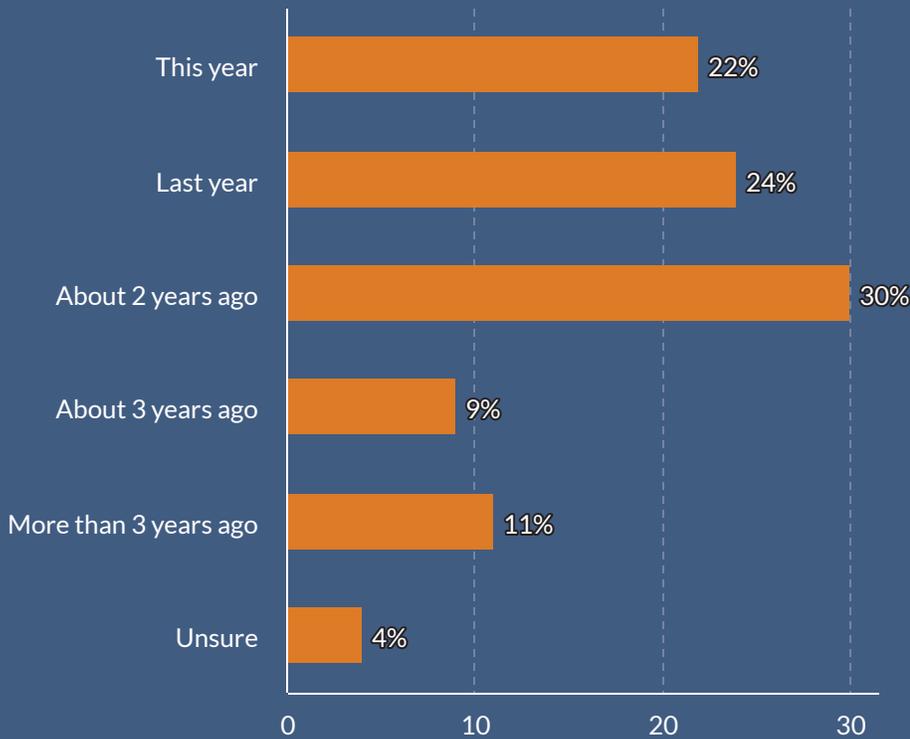
Over three-quarters of IG Practitioners within an organization with a formal IG program, said that this had been initiated within the last three years.

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 3 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 ('siloing') across functions addressing information.

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)
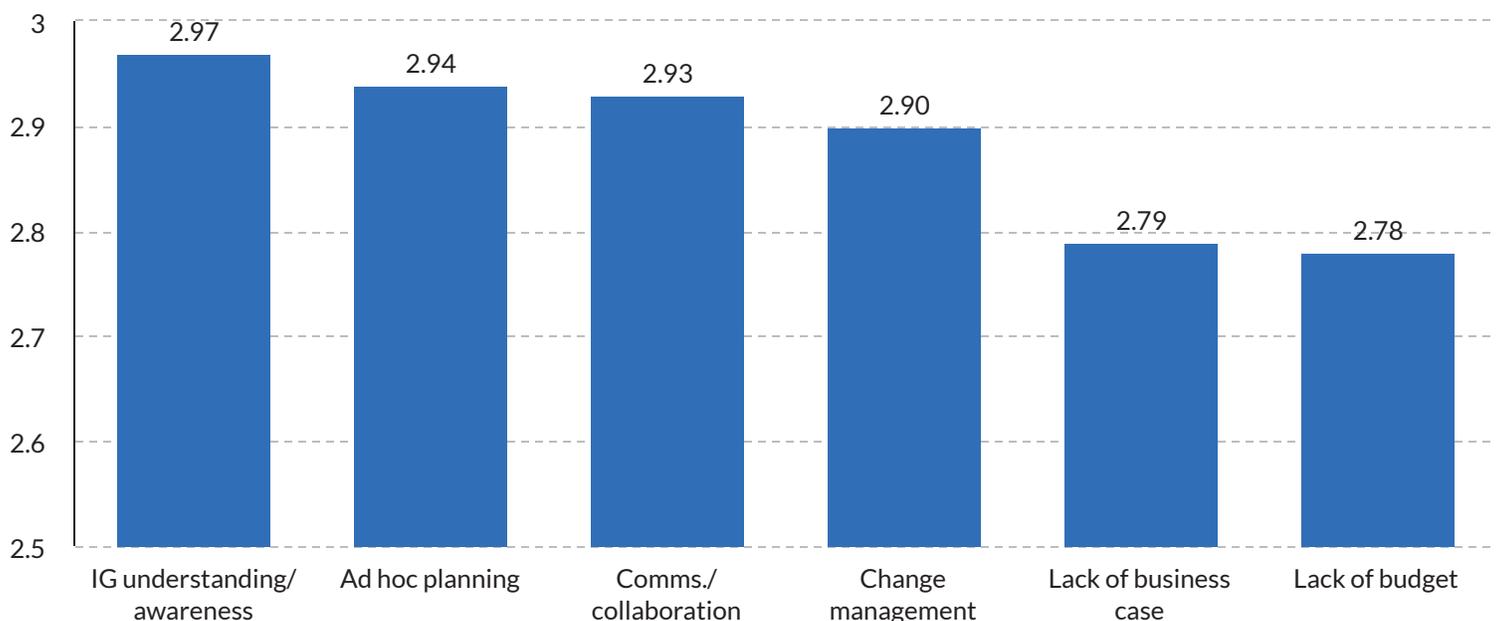
IG Program Barriers

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

Category	Percentage
3 months or less	13%
4-6 months	30%
6 months to a year	28%
More than a year	24%
Unsure	6%
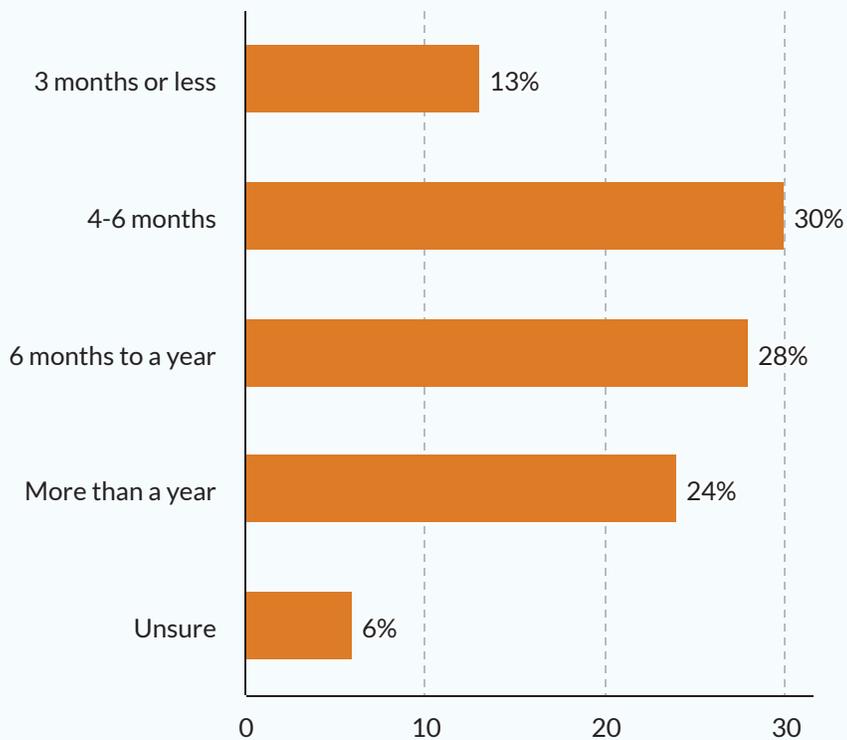
Following initiation, Practitioners indicate that the typical time taken to launch an IG program is 4-12 months.

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

Category	Percentage
3 months or less	21%
4-6 months	37%
6 months to a year	29%
More than a year	9%
Unsure	4%
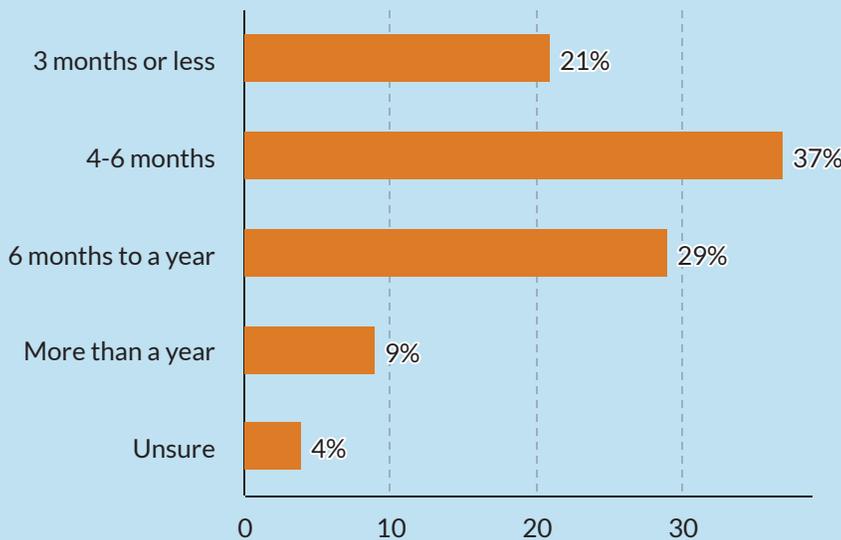
The typical time taken to launch IG projects within IG programs was **4-6 months.**

Almost

60%

of Practitioners reported their most recent IG project took less than six months to launch
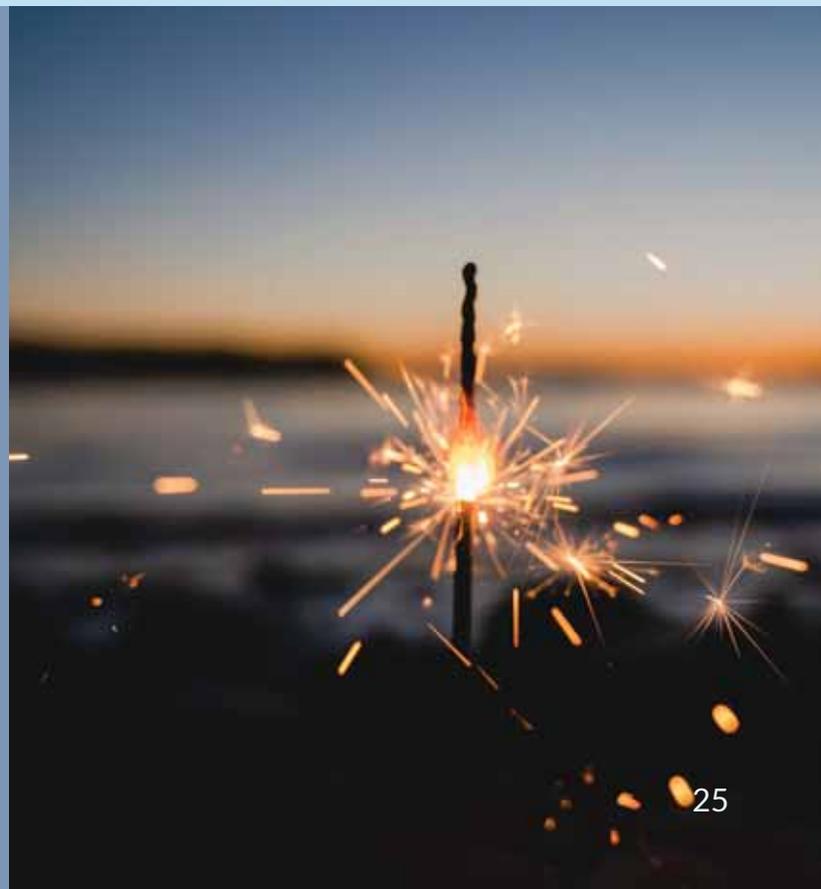
IG Project Completions and Intentions
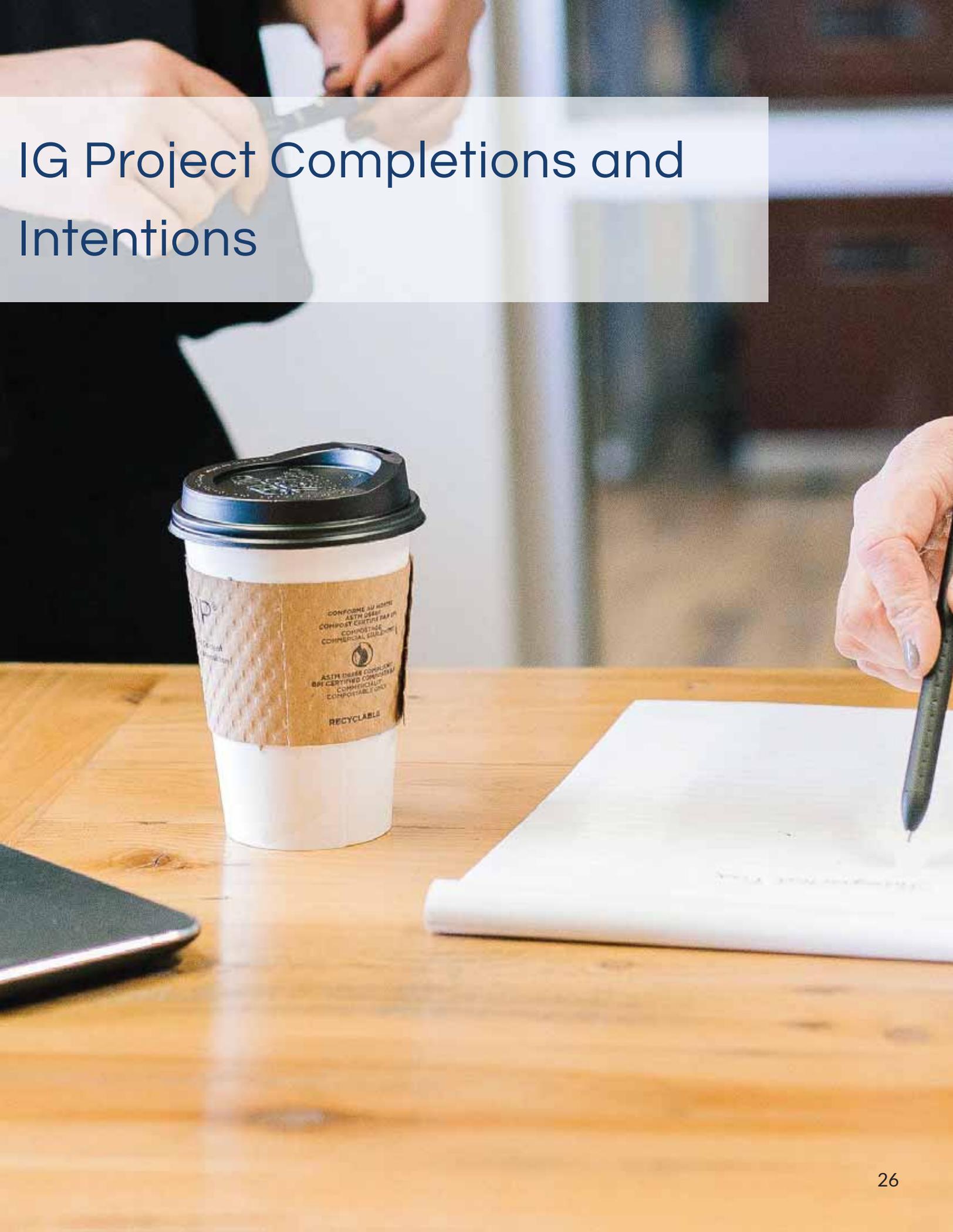
IG Projects Completed

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

Project	%
Defined and implemented a corporate governance framework for IG	45%
Updated email, info access, RIM, & Legal Hold policies and procedures	43%
Executed a comprehensive legacy data cleanup project, e.g., shared drives	35%
Defensible deletion of records & content that has met its lifecycle requirements	35%
Implemented new enterprise content management or content services system	32%
Implemented a new privacy awareness training (PAT) program and updated privacy policies	31%
Updated legal hold notification (LHN) process and technology	28%
Implemented a new security awareness training (SAT) program and updated security policies	27%

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 6 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)

Driver	Value
External regulatory/compliance/legal obligations	3.35
Cut risks re data that could have been defensibly deleted	3.25
Routine, good business management practices	3.08
To meet client expectations	3.03
An internal technology restructuring/transition	2.97
Reduce the cost of storage across the organization	2.84
An external "triggering" event (e.g., a data breach, major lawsuit or investigation, etc.)	2.70
Need to solve a specific issue	2.68
Interest in mining/monetizing business value from data	2.67
A major business restructuring (e.g., merger or acquisition)	2.61
Change of staff/leadership continuity	2.58

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)

Concern/Threat	Rating
Data deletion and defensible disposition	3.10
PII/PHI data security and compliance	3.03
External breach (ransomware, data exfiltration, etc.)	2.94
Data access controls	2.93
Identity & Access Management	2.93
Audits, discovery and litigation	2.91
3rd-party data access/transaction risk	2.89
Data classification	2.88
Data rate of growth	2.79
Insider threat (intentional or unintentional)	2.76
Data variety (multiple formats and metadata)	2.76
Dark data / lack of data visibility	2.74
Errors and re-work	2.68
Application sprawl	2.60

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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
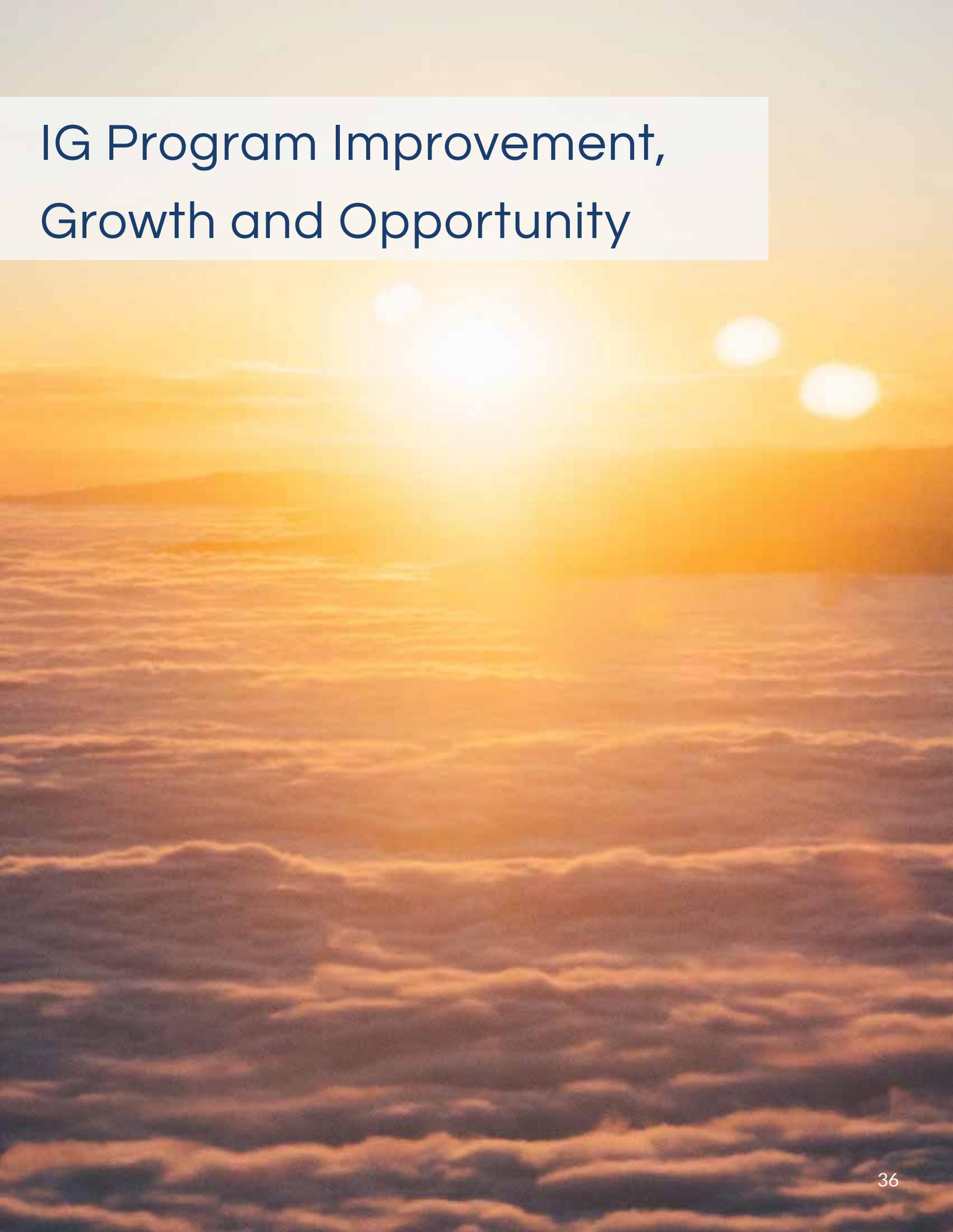
IG Program Improvement, Growth and Opportunity Focus

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)

Category	Value
Minimize information risks	3.22
End-to-end information lifecycle management/document control	3.20
Improve data visibility	3.15
Process improvement/standardization	3.14
Maximize value of information	3.14
Improve customer experience	3.10
Improve employee productivity via reduced search time/info quality	3.07
Minimize information costs	3.06
Process automation	3.05
Improve data insights/analytics	3.05
Information/data quality improvement	3.02
Dark data/lack of data visibility	2.74
Errors and re-work	2.68
Application sprawl	2.60

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

IG Program Posture

38%

of Practitioners regarded their organization's IG Program as PROACTIVE

22%

29%

32%

10%

6%

1%

■ Very reactive (10%) ■ Fairly reactive (29%) ■ Neither reactive nor proactive (22%)
■ Fairly proactive (32%) ■ Very proactive (6%) ■ Unsure (1%)
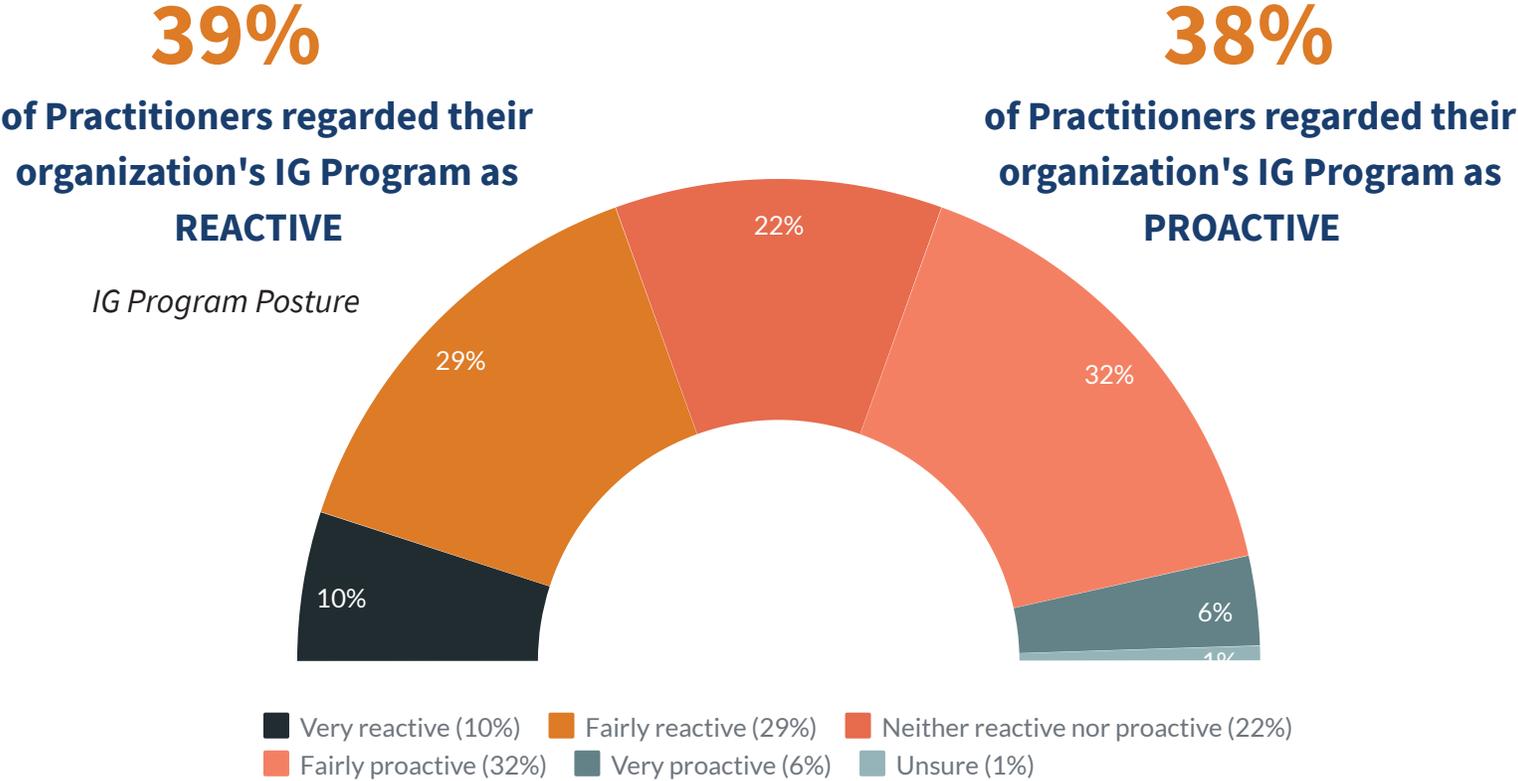
These findings suggest that IG Programs are becoming **significantly more proactive** than in previous years - rising from 17% reporting proactivity in 2018 to 38% currently.

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%).

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IG Integration with eDiscovery

IG Program/ eDiscovery Operations integration
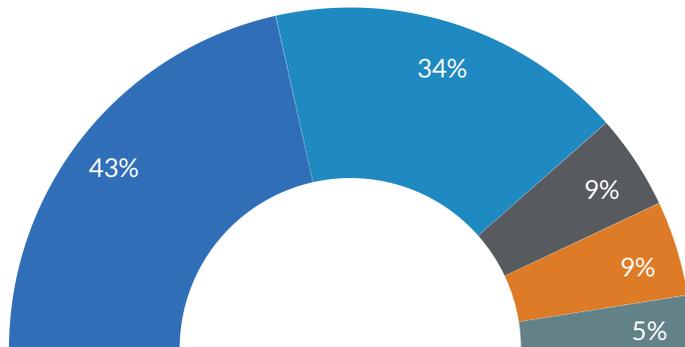
- ■ It's tightly integrated and well-coordinated (43%)
- ■ It's integrated, but it could be better (34%)
- ■ It's somewhat integrated (9%)
- ■ It's not integrated at all (9%) ■ Unsure (5%)

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

36%

15%

3%

3%

8%

5%

4%

26%
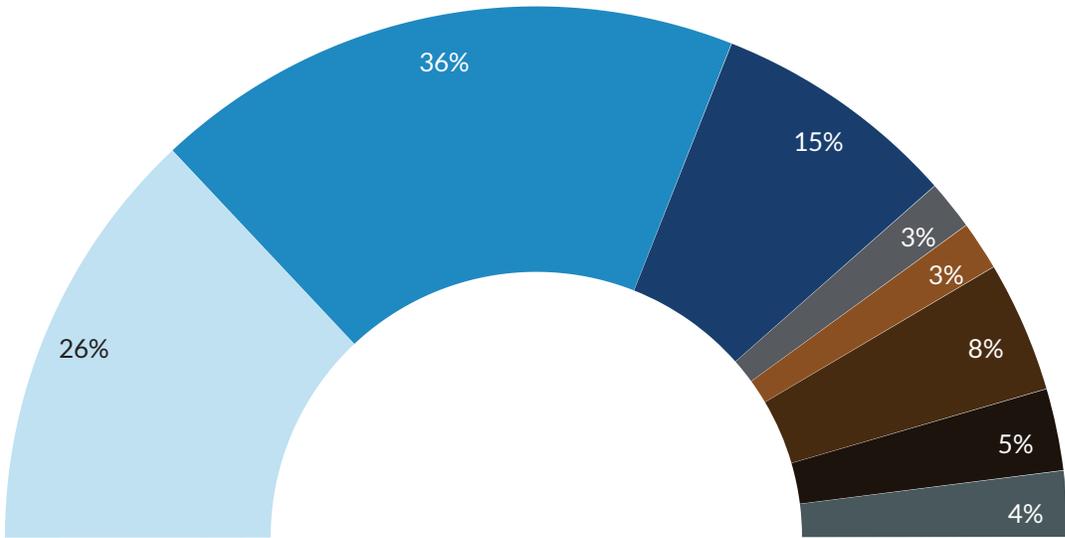
- INCREASE: up to 5% (26%)
- INCREASE: 5-10% (36%)
- INCREASE: More than 10% (15%)
- NO CHANGE (3%)
- DECREASE: up to 5% (3%)
- DECREASE: 5-10% (8%)
- DECREASE: More than 10% (5%)
- Unsure (4%)

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Survey Participants

Survey Participants

The survey attracted 340 respondents

These were split into three distinct groups:

58%
196 paticipants

29%
98 paticipants

13%
46 paticipants

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

Consultants/ Legal Advisers for IG Programs

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.

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*
25%

IG Managers/Officers
33%

IT Executives
6%

Data Governance Managers
6%

Consultants
7%

Business Analysts
7%

Legal Practitioners/Advisors
8%

Records Managers
8%
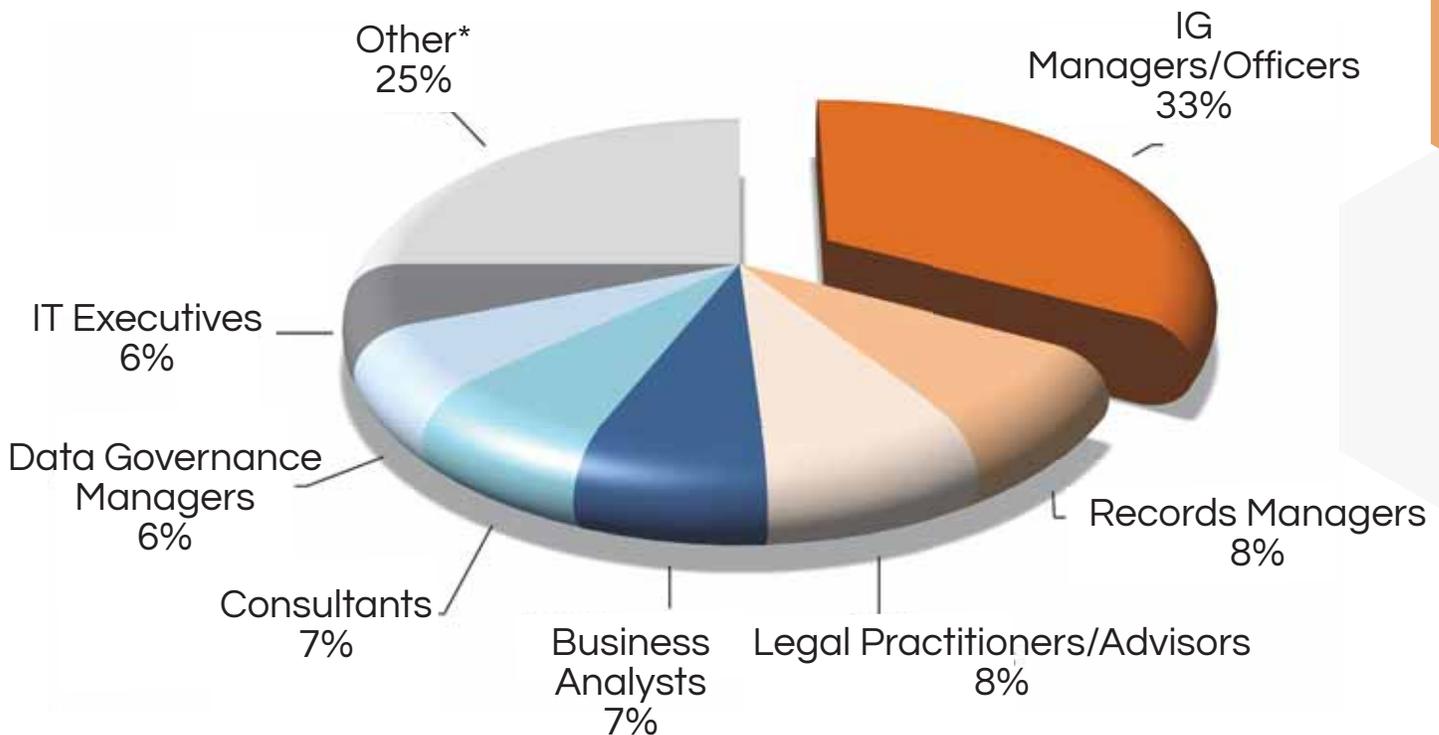
*Other roles included Chief Data Officers, C-Level Officers, General Counsels and CLOs, Information Security Managers, Business Executives and more.

Survey Participants

IG Industry Businesses

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

Business Segments

Business Segment	Percentage
Corporation	31%
Software and/or Services Provider to the IG-related marketplace	22%
Law Firm	18%
Governmental Entity	16%
Consultancy	11%
Media/Research Organization/Educational Association	3%
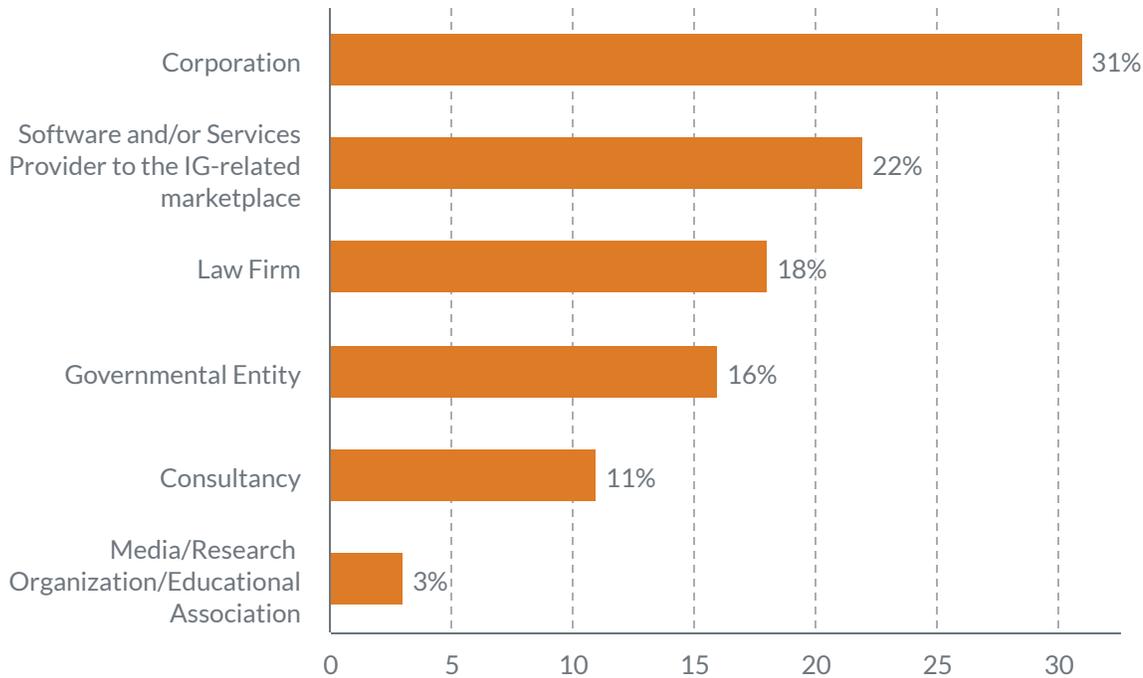
IG Industry Sectors

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

*Industry Sectors*

Industry Sector	Percentage
Consulting	15%
Legal	14%
Software / IT	10%
Healthcare	7%
Energy / Utility	6%
Government	6%
Retail / E-Commerce	5%
Education	5%
Other	32%
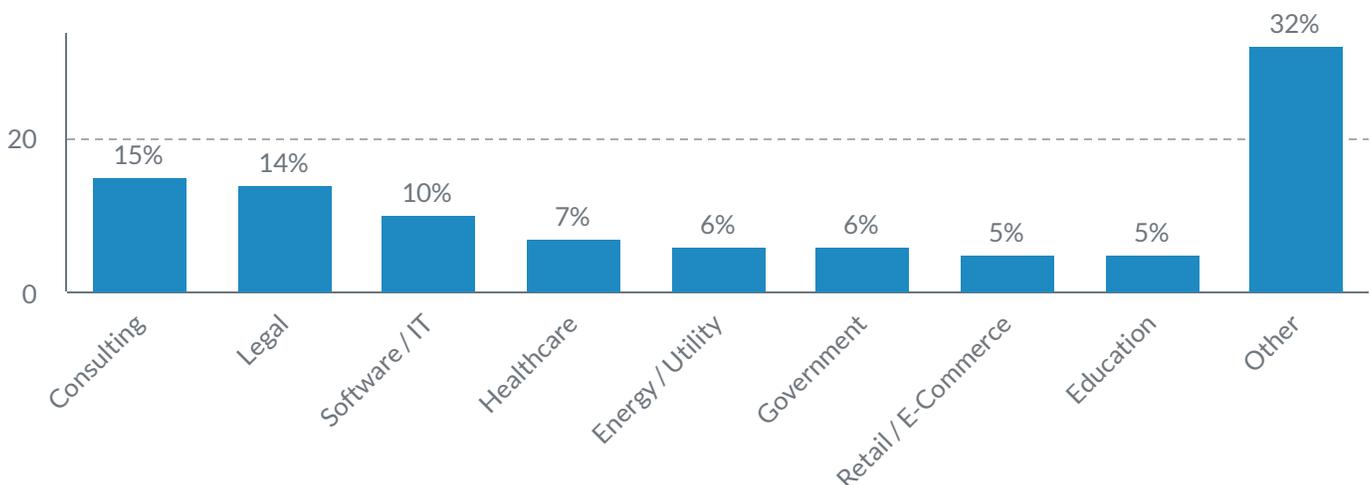
Survey Participants

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.
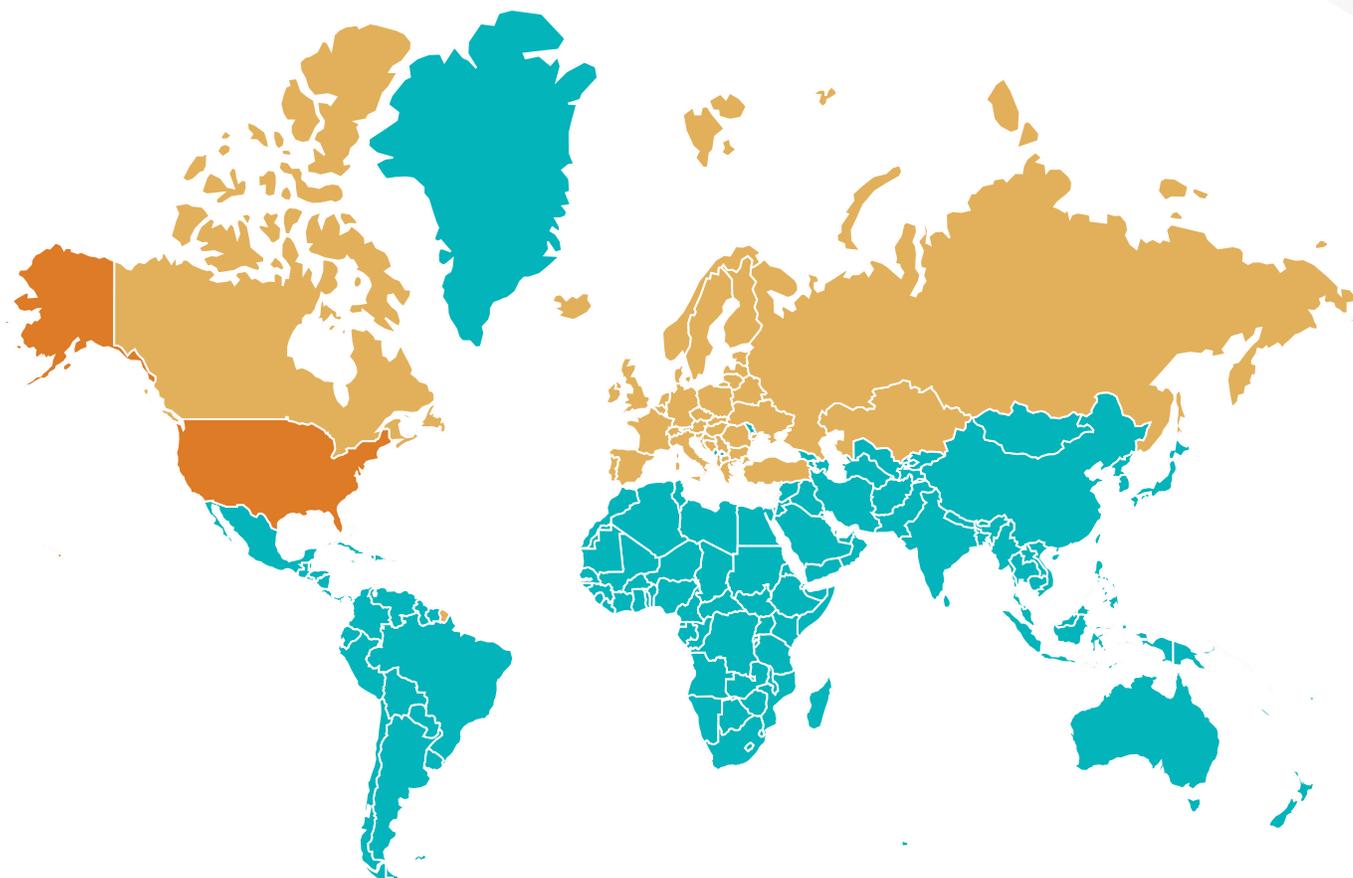
Survey Participants

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

Organization Size	Percentage
Small (1-50)	16%
Medium (51-200)	30%
Large (201-500)	23%
Larger (501-999)	10%
Very Large (1,000-5,000)	8%
Enterprise (5,000+)	12%
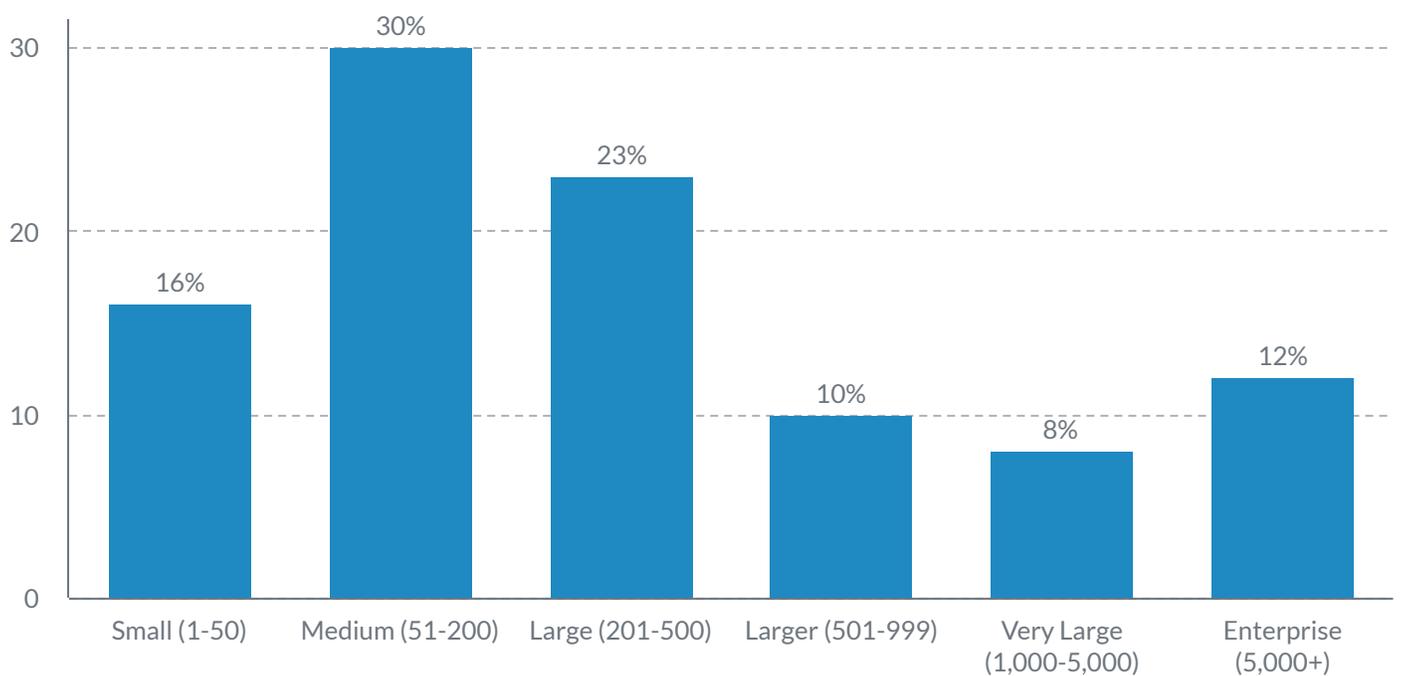
Survey Participants

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

Category	Percentage
eDiscovery	33%
Data protection	32%
Content services or ECM	31%
File analysis	25%
Privacy management	25%
Electronic data records management	24%
Encryption and/or info rights management	23%
Cybersecurity	22%
Archiving	16%
Long-term digital preservation	13%
Others	20%
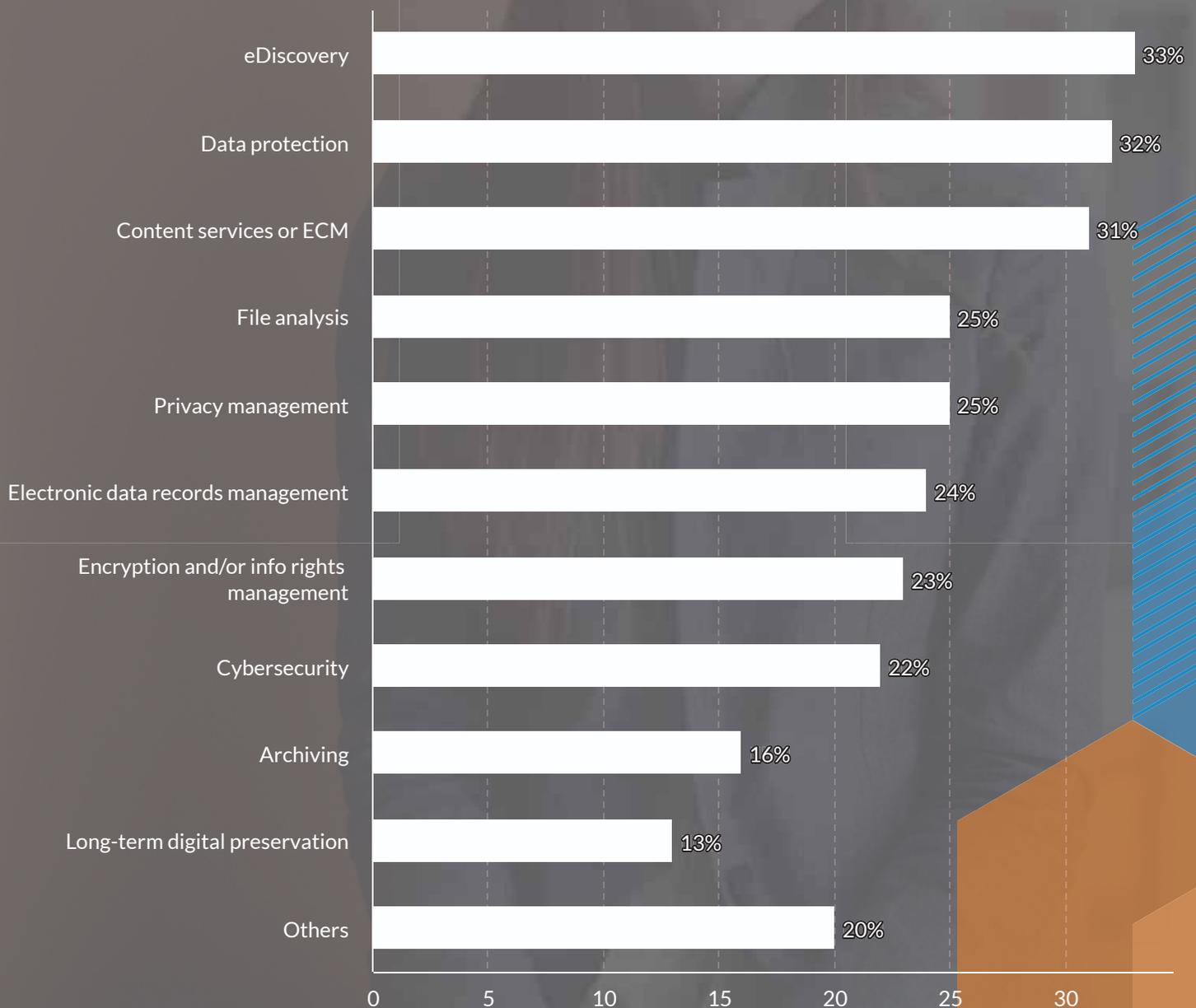
More than one technology/specialism was often specified so percentages exceed 100%.

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
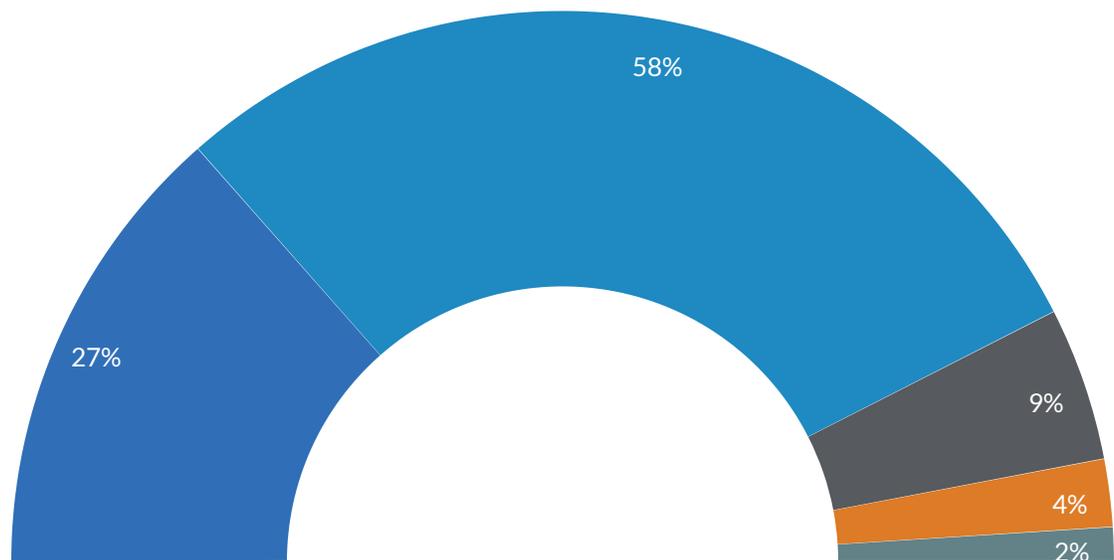
- Happily employed and not open to an opportunity (27%)
- Happily employed, but open to an opportunity (58%)
- Employed and passively looking (9%)
- Employed and actively looking (4%)
- Other (2%)

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"

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