



# White Paper

## Steps to Increasing Enterprise Information Governance Mindshare

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## 1. Introduction

Most organizations are at or near the end of transforming and/or updating transactional processes and systems to become more efficient and reduce cost. However, the people, processes and information that drive time to market and sales have been under-served. We see Information Management executed via an Information Governance (IG) Framework as the next opportunity to drive growth and competitive advantage.

This will address Enterprise Information Management challenges by:

- Identifying the value of your information assets whilst minimising risk and ensuring regulatory compliance.
- Providing a framework of policies in which to manage all information both structured data and unstructured information.
- Providing the framework for defensible destruction.

## 2. Enterprise Information Governance Implementation

An Enterprise IG implementation requires strong executive ownership and engagement from representative stakeholders across the business - to be business driven with IT as a stakeholder and supporter. It must apply end to end across the business and be closely aligned to both structured and ad hoc business processes and focus on creating value.

In our experience:

- Most IG initiatives do not have stakeholders across the enterprise; they are driven from a specific area such as legal, records management, risk, security. This skews the perspective and limits success.
- Most enterprises approach IG from a compliance perspective rather than seeking to achieve more value from information or from lowering the cost of managing the information in an organisation. This puts people off and can be counterproductive.
- Typically, when implementing a solution, the taxonomy is designed from analysing business artefacts rather than the processes that create, search for, and reuse these artefacts to add business value. Focussing on business processes supports increasing value and supports users rather than just managing data.

Initiation of an enterprise IG project is not simple and requires a combination of a top down and bottom up approach:

- C Level support is required to provide leadership to the organisation.
- All stakeholders across the business must be represented to get everyone on the same page, an understanding of the business value and ensure prioritisation from a funding perspective.
- Individual department, work group and user support is required because without all areas of the organisation being on board with the program it will be a failure.

## 3. Organisation Mindshare

The gaining of organisation mindshare can take considerable time - longer than a few months! We have seen organisations who have attempted multiple times over a number of years to get a

real enterprise program in place and sometimes failing altogether. The challenge we see is that most organisations and individuals look at IG from the perspective of their own experience rather than looking at it holistically. Make the most of the knowledge of people who have seen it all before and engage an IM specialist organisation that has seen success in driving outcomes in the business implementation of IG!

### 3.1 Achieving Organisation Mindshare

To achieve the organisational mindshare for a successful IG program we advise our clients to:



**01** **IM Strategy**

- Start with an IM strategy to identify challenges
- Stakeholders must come from across enterprise
- Business-centric strategy receives management acceptance

Start with an Information Management Strategy to identify the challenges the organisation faces accessing and managing unstructured information. We run a series of workshops in which we educate and discuss issues and opportunities. Stakeholders must come from across the enterprise - management, functional experts and end users. From there we build a high level business-centric IM Strategy that we then drive sign-off and gain acceptance of at a management level. We find that the champions emerge from the stakeholder group as we are delivering this program and they end up driving the management buy-in. The IM Strategy workshops are the first step in the business shift where people begin to understand how they can benefit from valuing information as an enterprise asset – they start to see the connections and possibilities as well as understanding the power good governance can give them.



**02** **Business Case**

- Combine data on tangible and intangible benefits with internal data collected through surveys, reports, etc.
- Data validates peoples' experiences across organisation

Once the organisation becomes aware of the need to change the way they work with information the next step is to build a high level business case for the program of work identified in the IM Strategy. We combine data on tangible and intangible benefits from industry studies with internal data gathered from surveys, reports, discussions and observation. In one large global organisation we had a huge response from highly paid knowledge workers who were asked to average how much time they spent daily looking for information to do their job. They spent in excess of one hour per day and this statistic combined with industry based efficiency figures was perfect for the (successful) business case. This data also validates people's experiences across the organisation and strengthens the buy-in.

## 03

### The Project

- Engage executives and support internal sponsors
- The development of an Enterprise Information Governance Framework is part of the foundation of the program

Armed with the IM Strategy and Business Case plus supporting material, we then engage with C-Level Executives and support internal sponsors to get a project up that will deliver the required information management solution ensuring we leverage the tools they already have. The development of an Enterprise Information Governance Framework is part of the foundation of the program but it also guides how the program will be designed– with information at the centre and value as the goal.

#### 4. Astral Contact Details

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#### About Astral

Astral Consulting was founded in 2000 by a talented group of business and technical consultants. Today, Astral has over 25 consultants and is a leader in the Enterprise Information Management (EIM) and Business Process Management (BPM) space.

Astral's consultants are highly regarded for their knowledge, advice and independence. The technical and business skill-set of the Astral team is deemed 'best of breed' by prominent business partners and clients.

Astral Consulting is the trusted strategy partner of many leading corporations, across a wide range of industries in the Asia Pacific region. Astral has offices in Melbourne and Sydney.