CILIP Conference 2015
Bringing the information world together
Information Management Impossible to Ignore

CILIP Conference 2015
July 2nd

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Aspects of IM I want to discuss?

- The long view – looking backward to go forward
  - Getting involved in IM
  - How I’ve seen IM evolve
    - The activities
    - The techniques
    - The professional skills
- Information environments
- IM dividends and penalties
- Essential elements for effective IM
- Information Professionals - opportunities and barriers today
Firstly – do we all agree on the scope of IM?

“All the activities that contribute to the effective creation, acquisition, recording, organisation, storage, distribution, flow, use, exploitation and protection of information in an organisation .......... 

Undertaken and MANAGED so that these activities and information assets contribute to the effective and efficient operation of the enterprise and its ability to achieve its objectives”
1920s–1940s
• Aslib formed in 1924 – ‘special library’ focus - Information Management in business and industry on the agenda

1950s
• Aslib’s Handbook of Special Library and Information Work, 1955
• Institute of Information Scientists, P-D-R, PDG

1960s
• City and Sheffield - MScs in Information Science
• Information Science R&D - Cranfield Text retrieval; Assassin/Stairs; CAS; NLM MEDLARS; Elsevier; Derwent Ringdoc & Patdoc
The 1970’s - opportunity beckons

Focus – Innovation
R&D needs access to its own results
R&D needs published information!
Visionary information leadership

QSAR
The 1980’s and 90’s – expanding opportunities – and skills

**Regulation – GxP, FoI, DP**

**Information Technology**
- Networks
- Online access
- Software
  - text creation
  - text organisation
  - email
  - data management
  - text and data mining
- PCs

**Archives, Records Management**
- Document management
- Word processing standards
- Email standards
- Text retrieval systems – internal, external information
- Systems Architecture
- CBIS, Fast Follower
- Competitor Intelligence
- End user access - PC computing support

**Human genome**

**Chemoinformatics, Bioinformatics**

**World Wide Web**

**Internet, Intranet, Content management**

**Knowledge Management**

**Communities, social software**
Organisational environments

Growing recognition of information as an asset and the need for IM
Information Resource Management

- “We are drowning in paper work” (1977, US Govt Commission on Federal Paperwork)
- “IRM - a comprehensive approach to planning, organizing, monitoring, & controlling the people, processes, funding and technology for acquiring, sorting, processing and distributing data for organisational benefit” (1985, Horton)
- “The information revolution is sweeping though our economy stimulated by IT” (1985, Porter)
- “Information is a vital resource for every organization, like personnel and finance” (1990, CCTA)
- “Information as an asset: the invisible gold mine” but... “a yawning gulf between organisations’ growing recognition of the value of information as a strategic asset and their ability or inclination to manage it as an asset...” (Reuters, 1995)
The forgotten report? Hawley Committee, 1995

“All significant information in an organization, regardless of its purpose, should be properly identified, even if not in an accounting sense, for consideration as an asset for business. The board of directors should address its responsibilities for information assets in the same way as for other assets – e.g. property, plant. This implies a new approach to how information should be treated and requires a board to make clear to management what actions it wishes to be taken and who is responsible for action and compliance”.
Hawley Information Checklist

Is Board advised on information relevant to our agenda?

Is the information Board uses necessary and sufficient?

Does our use of information comply with laws and regulation?

Is our IT systems strategy driven by our business and information needs?

Can all operations rely on accurate, relevant, timely information?

Have we identified information assets of most value?

Information lifecycle? Roles & responsibilities?

Is our information protected against loss, unauthorised access?

Are we harnessing our information assets? How do we know?

Right capabilities, skills and roles to enhance, information assets?

Information Policy defined? Compliance measured?
And what sort of information was Hawley talking about?

- Markets and customers
- Products – intellectual property and capital – technologies
- Specialist sector knowledge – often personal
- Business process information that underpins the workings of the business
- Management information, particularly that on which major policy, competitive decisions or strategic plans will be based
- Human resource information (e.g. skills databases, knowledge)
- Supplier information
- Accountability information e.g. legally-required information including shareholder information, health, safety and environmental information
- The intangible assets critical to business value and growth
And in 2015?

The Digital Revolution: IM challenges have only increased
Information is exploding!

- Growth unstoppable: all organisations are now information centric
- Velocity, volume and variety on the up....
  - EMC forecasts: digital universe will grow to 40 zettabytes by 2020, 40% each year
  - IDC forecasts: useful data in the digital universe will almost double by 2020
  - Gartner predicts data growth of 800% by 2018 (80% unstructured)
  - Internet of things: a major stimulus driving data growth; mobile and customer driven content are drivers too
- 51 percent of CIOs surveyed are concerned that the digital torrent is coming faster than they can cope with and 42 percent don't feel that they have the talent needed to face this future
  - Gartner 2014
- Reputation/brand/ competitiveness/ failure to innovate - top 20 risks
  - AON 2015
- By 2017 a third of “Fortune 100 organisations will experience an information crisis due to their inability to value, govern and trust their enterprise information”
  - Gartner 2014

INFORMATION CHAOS?

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Gartner Emerging Technologies Hype Cycle August 2014 – *It will get worse!*

![Diagram of the Gartner Emerging Technologies Hype Cycle August 2014 showing various technologies along the cycle stages: Innovation Trigger, Peak of Inflated Expectations, Trough of Disillusionment, Slope of Enlightenment, and Plateau of Productivity. The diagram includes technologies such as Internet of Things, Natural-Language Question Answering, Wearable User Interfaces, Consumer 3D Printing, Cryptocurrencies, Complex-Event Processing, Big Data, In-Memory Database Management Systems, Content Analytics, Internet of Things, Speech Recognition, Consumer Telematics, and more. The time scale indicates the potential years to reach the Plateau of Productivity.](image-url)
Information – hard to locate!

- Although 75% of respondents agree that access to information is very important to the organisation, in only around 15% of cases are employees totally satisfied with the performance of the search applications - 2014 Findwise

- If information cannot be found easily – rework is the consequence
  - Knowledge workers spend 90% of their time working to solve challenges that have already been solved in their organisations, 2014 Coveo

- Managers making difficult decisions are much more likely to go to people they view as knowledgeable than to look for information in a database. The impact of interruptions on productivity is significant - 2015 White

- The average interaction worker spends an estimated 28 percent of the week managing e-mail and nearly 20 percent looking for internal information or tracking down colleagues who can help with specific tasks. As messages become content and a searchable record of knowledge, this can reduce, by as much as 35 percent, the time spent searching for information 2012 Mc Kinsey

- An organisation employing 1,000 knowledge workers wastes over $5.7 million annually searching for but not finding information IDC 2014

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We need information management!

- The need to make the most of organisational knowledge – to get as much value from it as possible – is even greater now than in the past.
- Companies are finding themselves with piles of information within multiple channels, locked away in silos – different systems, different departments, different geographies and different data types.
- This makes it impossible to connect the dots and make sense of critical business information.
- New computing models like cloud and social business are exacerbating organizations’ ability to collect, analyze & process data.
- The data is there, but it isn’t being harnessed in the right way to increase our collective knowledge.
- **And it is our collective organizational knowledge that gives us the edge over our competition.** Coveo, 2013, *Measuring the return on knowledge in a big data world.*

Joining up silos is key!
Benefits to be gained from IM

- Governance Compliance
- Sustainability
- Risk Containment
- Improved Planning
- Cost Reduction
- Increased Profitability
- Security
- Rapid Information Flow
- Operational Efficiency
- Increased Productivity
- Agile Business
- Improved Use of Resources
- Increased ROI
- Customer Responsive
- Evidence Informed Decisions
- Innovation Creativity
- Speed to Market
- Process Improvement
- Swifter Product Development
- Competitor Intelligence
- Market Intelligence
- Business Intelligence
- Environmental Intelligence
- Increased Profitability
- Increased Productivity
- Improved Planning
- Improved Use of Resources
- Increased ROI
- Risk Containment
- Rapid Information Flow
- Operational Efficiency
Realising benefits - critical questions

• How do we manage the risk of growing volumes of CONTENT? Can we identify our core information ASSETs?
• Can folk FIND what they need and rely on it? Can we meet their expectations for information ACCESS?
• How do we PREVENT information leakage? Are we managing the risks of securing content?
• How do we TRANSFORM our content-intensive business processes?
• How do we use content to better ENGAGE employees, partners and customers?
• How do we get any business INSIGHT out of all the information we are creating and gathering? Can we apply analytics to it?
• How do we make information management PROCESSES fit for purpose? AIIM 2014
Resolving information chaos – up to us?

Complexity, Challenge, Opportunity
Delivering information management

Cooperation Partnership

- Information Technology
- Organisational Leaders
- Information Management Professionals
- Organisational Functions
- Subject experts
An information management framework

Organisational Strategy

Information Management Vision and Strategy embracing documents, data, records

- Leadership
- Programme Governance
- Road map IM Initiatives
- Resources
- Technology
- Evidence Metrics

Information governance - policies, processes, procedures, standards

Information Architectures

Culture, behaviours, responsibilities and IM skills underpin effective information management

Each pillar supports implementation of information management
The Knowledge Quotient is a score developed by IDC that identifies an organization's ability to unlock the hidden value of information by its current state of information access. Those with high scores are significantly more able to unlock the value from their organization’s information assets. IDC Coveo 2014
Resolving information chaos

What can information management professionals contribute?
Information Professionals – an evolving classification

- FAMILY: Hominidae
- GENUS: Information professional
- SPECIES: Digital Librarian, Digital Archivist, Digital Curator, Digital Steward, Digital Media Manager, Digital Asset Manager, Data Curator, Knowledge Manager, Records Manager, Content Manager, Information Accountant, Information Architect, Digital Strategist, Information Technology Analyst, … and many more species yet to be catalogued.
- TRADITIONAL HABITAT: libraries, archives, and museums
- MODERN HABITAT: ubiquitous

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Info Pros – Big Data

What are our roles?

Where should we focus?

The opportunities from big data are limitless
Info Pros – areas to contribute

**IM essentials**
- Vision and Strategy
- Business Opportunity
- Information policy and standards - quality & access
- Information Architecture
- Information organization: standards and structures
- Info. quality / consistency
- Governance, risk and security management
- Rights Management

**Info Pro Toolbox**
- Information Audit, User needs
- Audit, Business process analysis
- Information policy and standards – quality & access
- Logical Designs for navigation
- Metadata, taxonomy, classification, indexing, ontology
- Content verification
- Information lifecycle, records management and archiving
- Copyright and contracts

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Info Pros – areas to contribute

**IM essentials**
- Data set identification
- Data set verification
- Vendor selection
- Enterprise search
- Analytics tools
- Content curation
- Database management
- Culture and IM skills
- Business, Competitive, Environmental Intelligence

**Info Pro Toolbox**
- Source identification
- Source & content verification
- Vendor selection
- Expert search knowledge
- Analysis, text & data mining
- Knowledge Management
- Database, info. asset mgmt
- Training and culture change
- Expert scanning, searching, research, analytics, visualisation

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Getting involved – the barriers

Visibility?
Strategic Influence?
Skills Recognition?
IT?
Info Pros – securing a place

• Look at your organization through an IM lens – find out what is happening in IT and business functions on IM
• Think strategically – big picture
• Identify IM barriers and their consequences
  – information assets invisible and/or replicated
  – search suboptimal
    • confusion and duplication of results
    • known information lost, work repeated
  – business processes, big data direction impeded by poor information.... currency, quality and identification, relevance....
• Audit your IM skills, find routes to exploit & extend them
• Cultivate the stakeholders you need to convince – IT!
• Prioritise opportunities; don’t oversell - play the long game
A Multitude of Talents and Potential
Information Management Impossible to Ignore

Thank you

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Register your interest