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Records Management Strategies

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About the Research

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Process Used, Survey Demographics and Terminology

While we appreciate the support of these sponsors, we also greatly value our objectivity and independence as a non-profit industry association. The results of the survey and the market commentary made in this report are independent of any bias from the vendor community.

The survey was taken using a web-based tool by 783 individual members of the AIIM community between Sept 22, 2011, and Oct 11, 2011. Invitations to take the survey were sent via e-mail to a selection of the 65,000 AIIM community members.

Survey demographics can be found in Appendix A. Graphs throughout the report exclude responses from organizations with less than 10 employees and suppliers of ECM products or services, taking the number of respondents to 720.

About AIIM

AIIM (www.aiim.org) is the community that provides education, research, and best practices to help organizations find, control and optimize their information. For more than 60 years, AIIM has been the leading non-profit organization focused on helping users to understand the challenges associated with managing documents, content, records and business processes. Today, AIIM is international in scope, independent and implementation-focused, acting as the intermediary between ECM (Enterprise Content Management) users, vendors and the channel. AIIM runs a series of training programs, including the SharePoint Certificate course.

About the Author

Doug Miles is head of the AIIM Market Intelligence Division. He has over 25 years experience of working with users and vendors across a broad spectrum of IT applications. He was an early pioneer of document management systems for business and engineering applications, and has most recently produced a number of AIIM survey reports on issues and drivers for ECM, Email Management, Records Management, SharePoint and Enterprise 2.0. Doug has also worked closely with other enterprise-level IT systems such as ERP, BI and CRM. Doug has an MSc in Communications Engineering and is an MIET.



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Introduction

The underlying principles of records management (RM) were set out in the days when all records were physical, and were mostly generated and stored on paper. Most organizations still follow those principles in the day-to-day practice of managing paper records. After a very slow start, most organizations are also now aware that they need to implement management policies and systems for electronic records. Most RM system deployments have followed the same principles as were applied to traditional paper records regarding declaration, classification, retention and disposition. Indeed, in many companies, electronic record management (ERM) systems serve a dual purpose of managing both physical documents and electronic records.

One of the major benefits of managing and accessing records electronically is that they can be made widely available to the workforce at any geographical location, as a searchable repository for shared knowledge, compliance and litigation support. Ideally, this would take place through a single search and access portal, and, again ideally, the records would be stored under a common classification system, with a single security model and with universal retention policies.

To achieve this degree of enterprise-wide conformity presents a tough challenge even within relatively stable corporate environments, but in recent years it has become a somewhat daunting aspiration due to the sheer volume of potential records being generated. This comes on top of the rapid increase in media types that need to be considered as records, as well as the accumulation of separate document repositories within email, messaging, ERP, CRM, collaboration and line of business systems. Further disruption from on-going mergers and acquisitions simply adds to the challenges.

In this report we compare the adoption and success of traditional approaches, the strategies being considered to cope with current and future challenges, and the trend of investments in records management solutions.

Key Findings

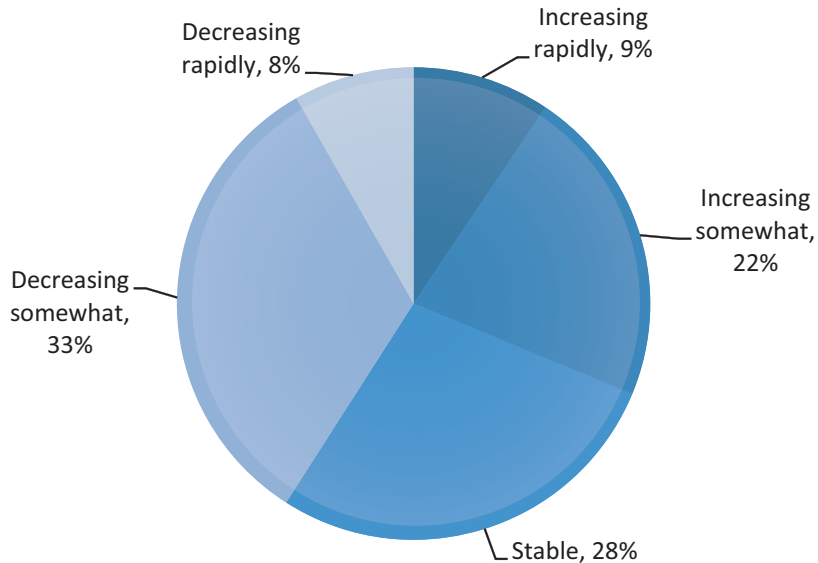
- **The volume of paper records is finally decreasing.** Paper records are decreasing in 41% of organizations, compared to 31% where it is still increasing. This is the first time AIIM has measured a net decrease across all sizes of organization.
- **Access to records across the enterprise is still poor:** 28% of respondents consider the accessibility of records to employees across their business to be poor or very poor. Only 4% consider it to be excellent - for example, being able to search an enterprise records system for records from many sources.
- **The goal of an enterprise-wide ERM system is still popular but is proving hard to achieve:** A single enterprise records management model underlying all content systems is the goal for 58% of respondents. Only 9% have achieved this, although a further 12% have RM integration across organizational units or subsidiaries. 28% have no RM systems.
- **Support is needed at the highest level:** Lack of commitment at board-level or C-level is given as the biggest reason for non-adoption of ERM systems, and the difficulty of securing agreement across departments is also frequently cited.
- **Key policies are not in place:** Only 16% of organizations have a documented and effective information management strategy. A further 15% have such a policy but it is largely unreferenced. Less than half of even the largest organizations have a risk management plan that includes records management.
- **Reduced storage cost joins compliance as the biggest driver:** Statutory and industry compliance combine to be the strongest drivers, ahead of reduced storage costs. Sharing and exploiting knowledge comes next.
- **Legal costs could be reduced by a quarter.** Most respondents feel that audit costs, legal costs, court costs, fines and damages could be reduced by 25% with best practice records management.
- **Poor records practice can severely harm your reputation:** 28% have had their records management and security practices criticized or exposed by an auditor in the last three years. 6% have been criticized by a regulator, 5% by lawyers and 4% (1 in 25) in the press.
- **Dealing with emails and agreeing taxonomies are still front of mind:** Managing emails as records and agreeing corporate classification systems are the biggest current issues. Social, mobile and cloud are the least pressing.
- **Search and automated classification are taking some of the heavy-lifting:** Many organizations (37%) are focusing on search to improve e-discovery and knowledge-sharing. Others (28%) are making increasing use of automated classification.
- **Resources for RM are being increased:** A net 36% of organizations are planning increased RM budgets (50% increasing, 14% reducing) and a net 20% are adding dedicated staff resource.
- **Spending on system software is set for biggest increase:** Spending intentions for dedicated RM systems, RM modules for ECM, e-discovery tools, and email management are high, whereas spend on outsourcing for both physical and electronic records is set to fall.

Management of Paper and Electronic Records

Paper Records

For the first time in our regular surveys we have measured that the volume of paper records is decreasing in more organizations than it is increasing – by a net of 10%. For comparison, in 2009 we measured a net of 34% of organizations seeing *increased* volumes. Note that this refers to the volume of paper *records*, not the overall volumes of paper, and that in 9% of organizations it is still increasing rapidly.

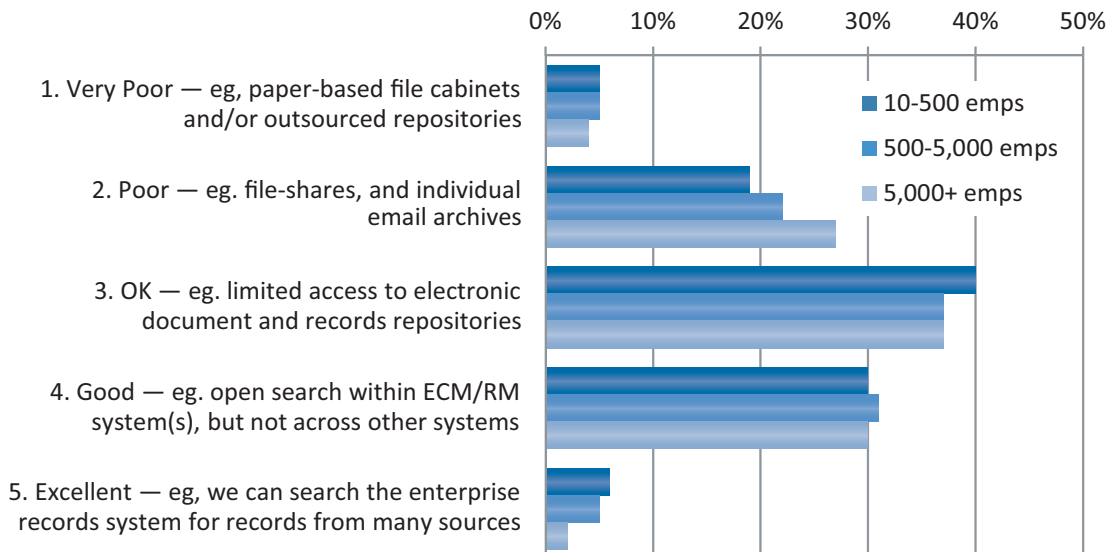
Figure 1: Is the volume of your paper records? (N=691, Excl. 26 Don't Know)



Accessibility

For the many organizations that use outsourced box-storage for their paper records, it is a case of out of sight, out of mind. However, even if the most frequently accessed records are stored in office file cabinets, the impact on accessibility is considerable for those who are not immediately local, and of course, for any remote workers or teleworkers.

Figure 2: On a scale of one-to-five, how would you describe the accessibility of records to employees across your business? (N=716)

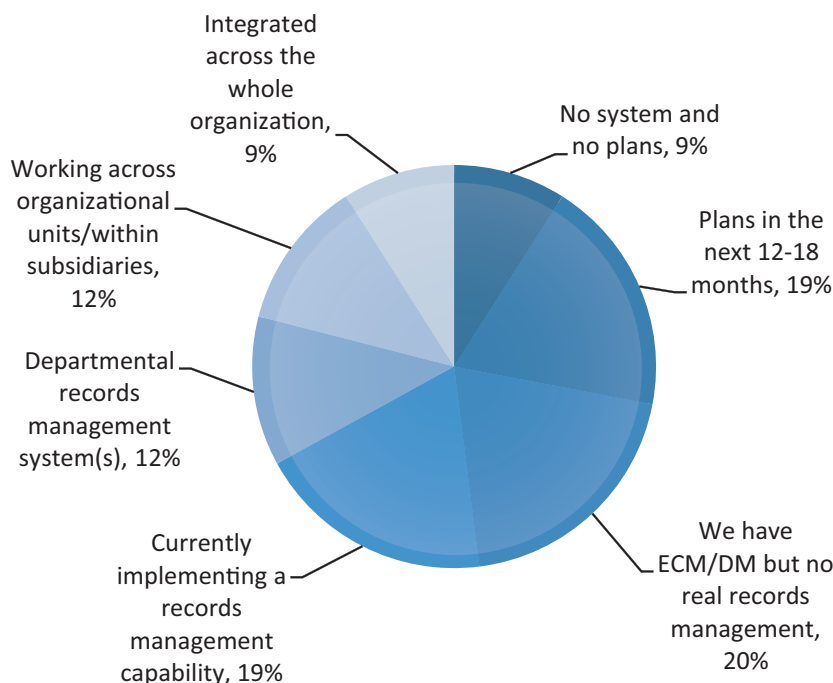


In total, 28% of respondents consider access to records across the business is “poor” or “very poor,” with just 4% considering it to be “Excellent”. Within the largest organizations (over 5,000 employees) the proportion rating access as poor is 31% and the excellent rating drops to just 2%.

ERM Adoption

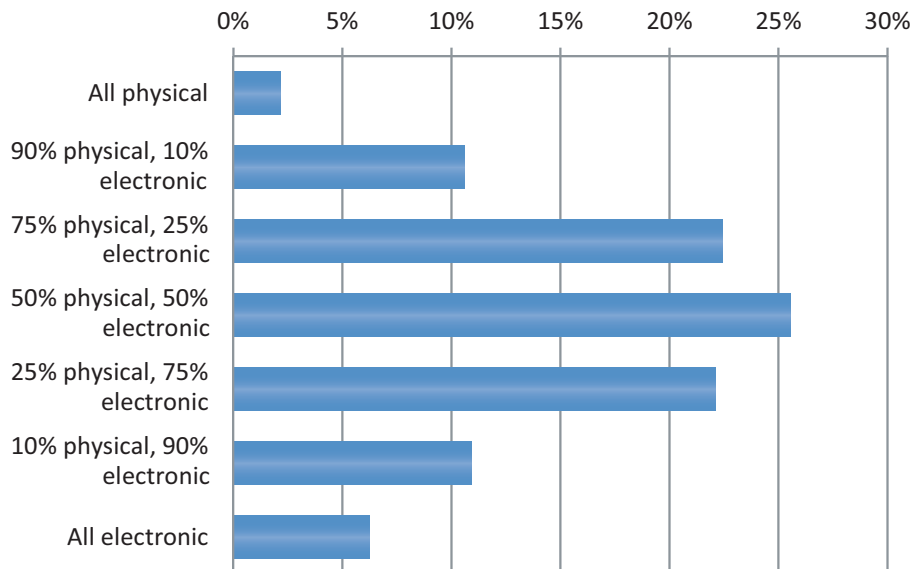
These accessibility scores are reflected in the system adoption pattern, with just 9% having an enterprise-wide ERM capability, although a further 12% have achieved success across organizational units or subsidiaries. It will of course take time for accessibility to improve as levels of system content are built up. In total, 28% of our respondents have no ERM system in their organization as yet, a number matched across both large and small organizations.

Figure 3: How would you describe the scope of your current electronic records management (ERM) system(s) (N=720 users)



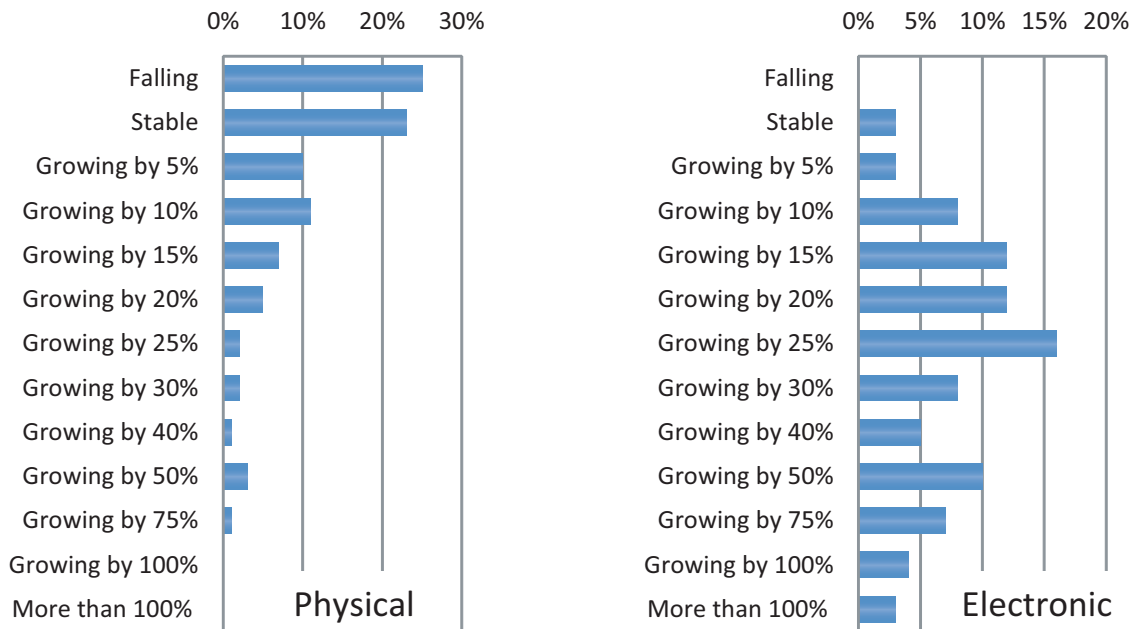
A surprising 35% of ERM systems are predominantly managing physical records as well as some electronic records (75% or more physical), although there may be some confusion here as to whether scanned document image files count as “physical”.

Figure 4: What proportion of the records managed by your electronic RM system(s) would you guess are physical versus electronic? (N=321 with systems, excl. 32 Don't know)



When it comes to the rate of increase of stored records, there is no confusion. Paper records are stable or falling, which must in part reflect correctly operating disposition policies. Electronic records are increasing rapidly, by an average across all organizations of 23% per year.

Figure 5: How fast would you say the physical/electronic records managed by your system(s) are growing per year? (N=349)

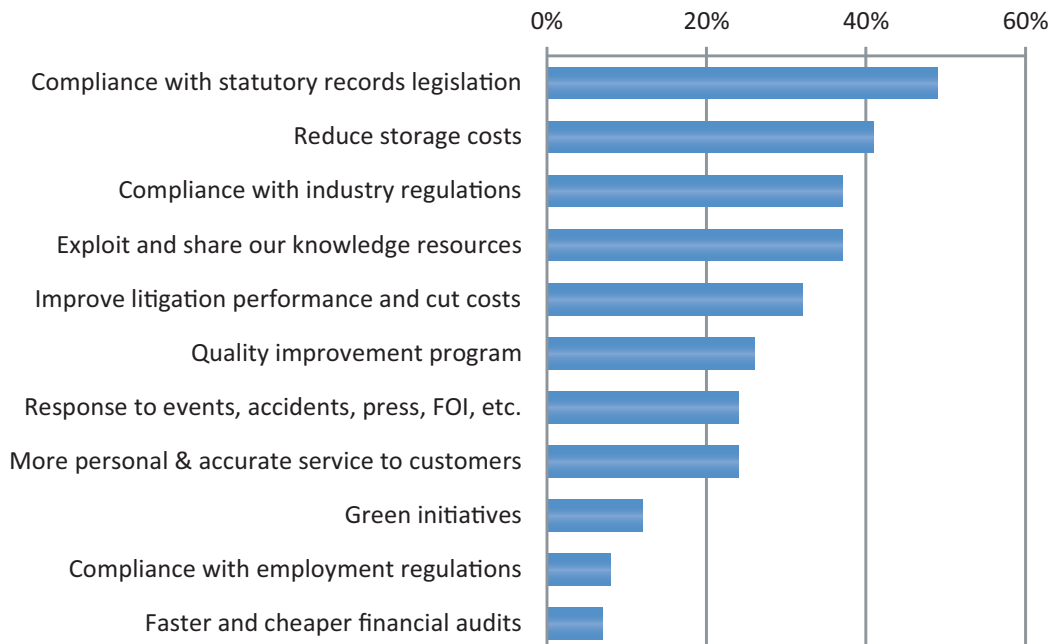


The volume of paper records is finally on the decrease, but there is still a long way to go before the full benefits of enterprise-wide, geographically-remote access to the full set of stored information can be achieved.

Business Drivers

Accessibility and knowledge-sharing is a key driver for managing and delivering records in electronic format, but when we asked specifically about the key drivers for managing *electronic* records, “compliance with statutory records legislation” came out as number one, particularly reflecting concerns in the government and public services sector. This is paralleled at number three by “Compliance with industry regulations,” a very strong driver for financial organizations. More surprising - but in many ways re-assuring - was “Reduce storage costs” at number two. Organizations are beginning to realize that the information deluge can only get worse, and that reducing duplication and forcing safe deletion are the only real solutions to the constant demand for more storage space. The benefits of more widely shared knowledge resources appears at number four, and impact on legal costs and litigation success came fifth. Respondents were limited to three answers.

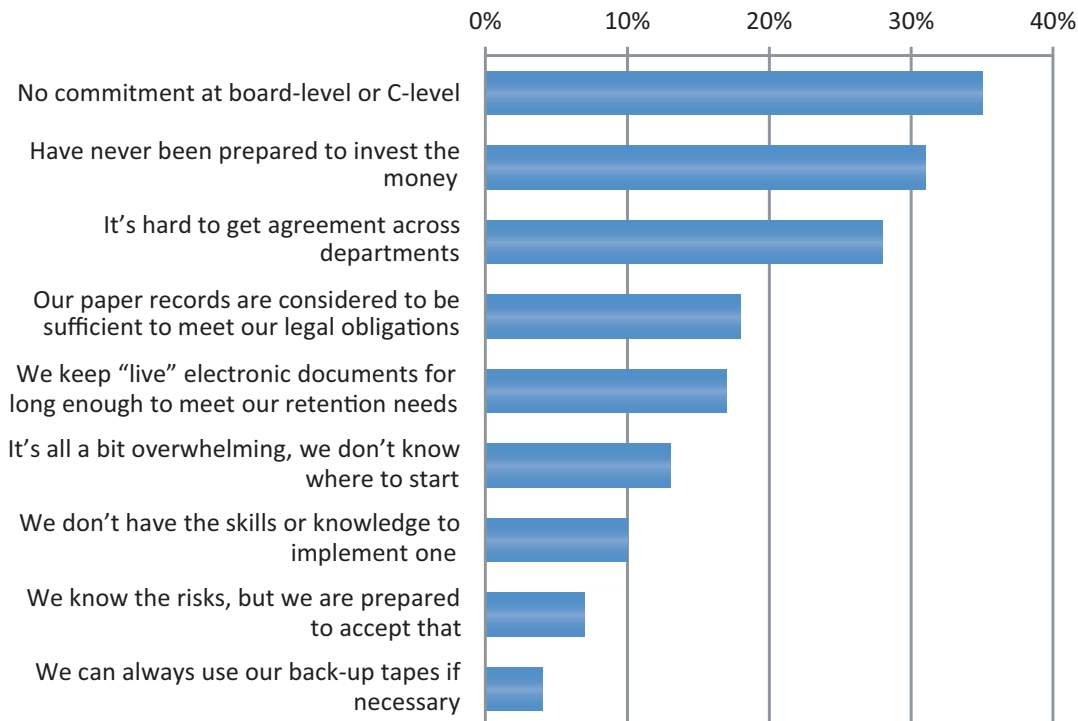
Figure 6: When you consider current projects and priorities for managing electronic records, which THREE of the following are the strongest business drivers for your organization? (N=702)



Non-Adopters

A lack of commitment at the highest levels is the most likely reason that organizations have no records management system, either by default, or by not seeing sufficient need to invest the money. Perhaps more understandably, others are being held back by the difficulty of securing agreement across the enterprise, and also a lack of knowledge and expertise. There are also those who rightly or wrongly feel that paper records are sufficient, or they are prepared to store “live” electronic documents indefinitely, or they acknowledge the risks but are prepared to accept them. The difficulty of relying on back-up tapes as a records repository does at least seem to be understood within this set of respondents.

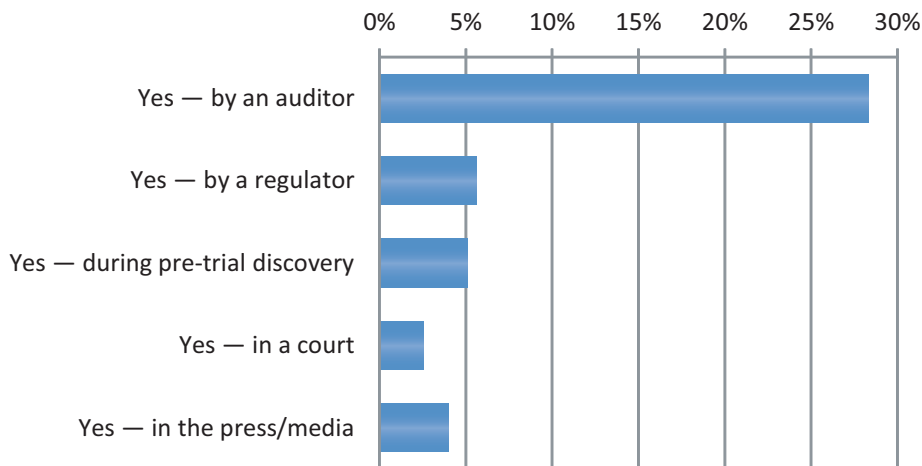
Figure 7: Which TWO of the following best describes why your organization hasn't invested in a system for managing electronic records? (N=343, No system)



Compliance

Looking in more detail at compliance issues, we see that 28% of organizations have been criticized in the last 3 years by their auditors for poor records management and poor security practices, rising to 39% of the largest organizations. 6% have been cautioned by industry regulators, 5% have been in trouble with their lawyers and 4% indicate that their lapses have been exposed in the press. Although this last number seems fairly low, when expressed as “one in 25 organizations has made the news for their poor records management,” it changes the perspective somewhat.

Figure 8: Have your records management and security practices been criticized or exposed in the last 3 years? (N=551, Excl. 158 Don't Know. 357 "No" not shown)

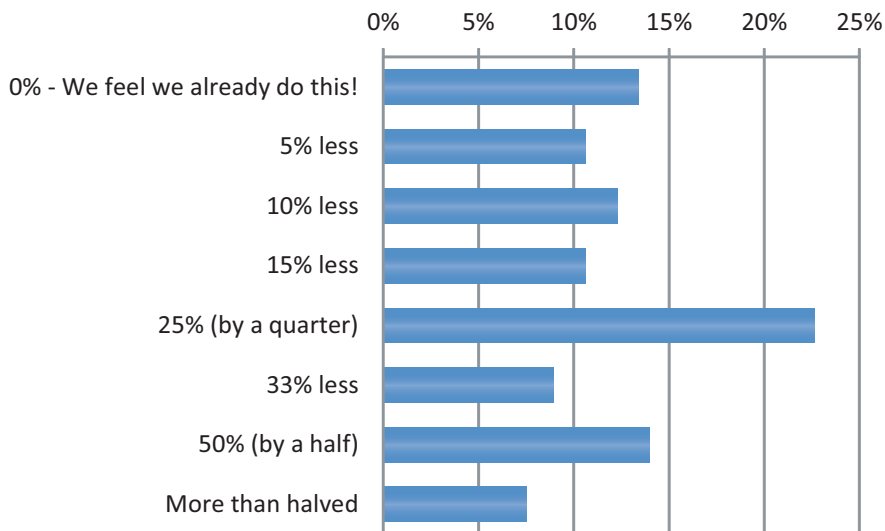


Taken over a longer period, we asked if respondents feel their organization has suffered a loss of business or loss of reputation in the past as a result of poor records keeping practices. 6% indicated that it was a frequent occurrence, and a further 21% reported an isolated occurrence. Given the potential impact on these 27% of businesses, and the likely under-reporting from the records managers involved, this is a strong rationale for improving practices.

E-Discovery

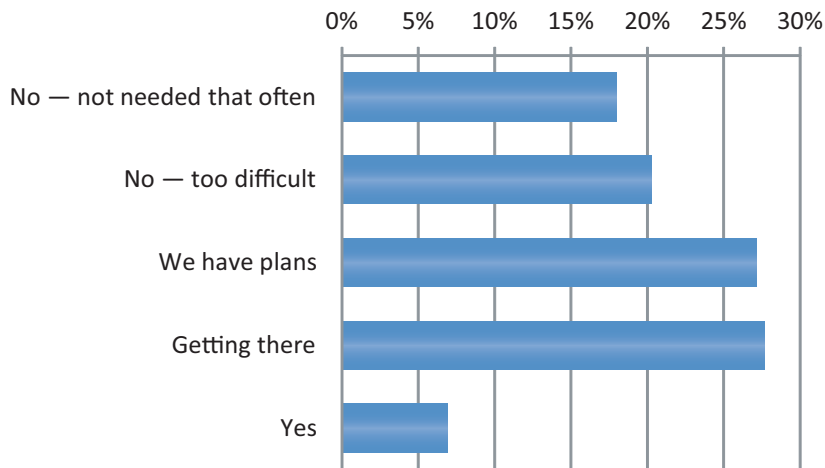
To further quantify the benefits of best practice records management, we explored a number of issues regarding e-discovery. On average, our respondents felt that the sum of costs associated with audit, litigation, fines and damages could be reduced by 23% if best practice records management were followed in their organization. Taking out the 13% who consider they already follow best practice, the average rises to 27%.

Figure 9: By how much do you feel your audit, legal costs, court costs, fines and damages could be reduced if you applied best practice records management, security and e-Discovery procedures in your organization? (N=358, excl. 292 Don't Knows)



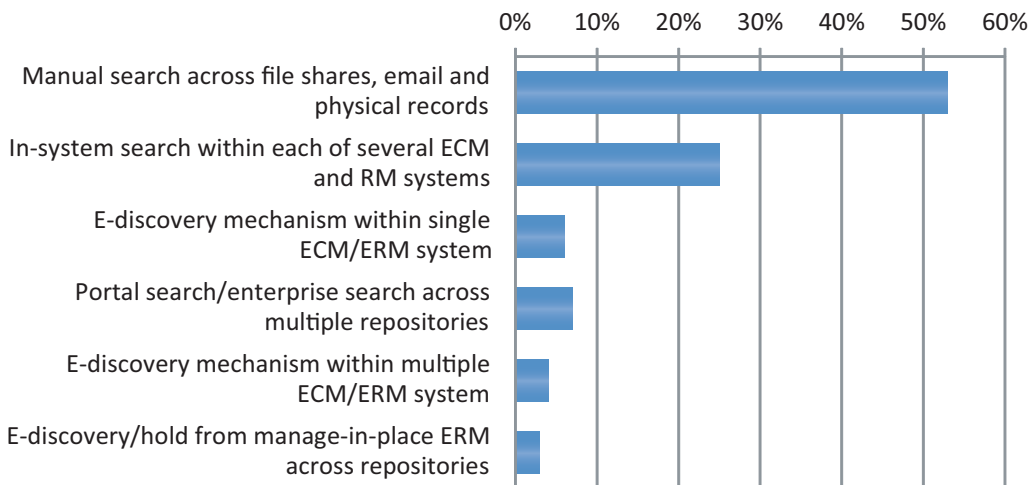
The e-discovery process involves much more than just searching for relevant documents and records. Possible discovery candidates need to be put on hold, de-duplicated, assessed for relevance, moved into a case management area, and on completion, released back to normal retention policies. Only 35% of our respondents felt that they have, or are close to having a consistent and effective e-discovery mechanism across physical and electronic records. Smaller businesses are inevitably more likely to feel that they would not have a frequent call on such a system, but medium and larger organizations are not in any significantly better shape.

Figure 10: Would you say that you have a consistent and effective e-discovery mechanism across all of your organization's physical and electronic records? (N=567, excl. 83 Don't Knows)



Looking in more detail, we can see that very few organizations have a homogenous search capability across multiple repositories, and even fewer can back that up with a formal e-discovery process. Of rather more concern is that over 50% of organizations rely on time-consuming and expensive manual processes for e-discovery.

Figure 11: What is your primary e-discovery mechanism? (N=636, multiple)

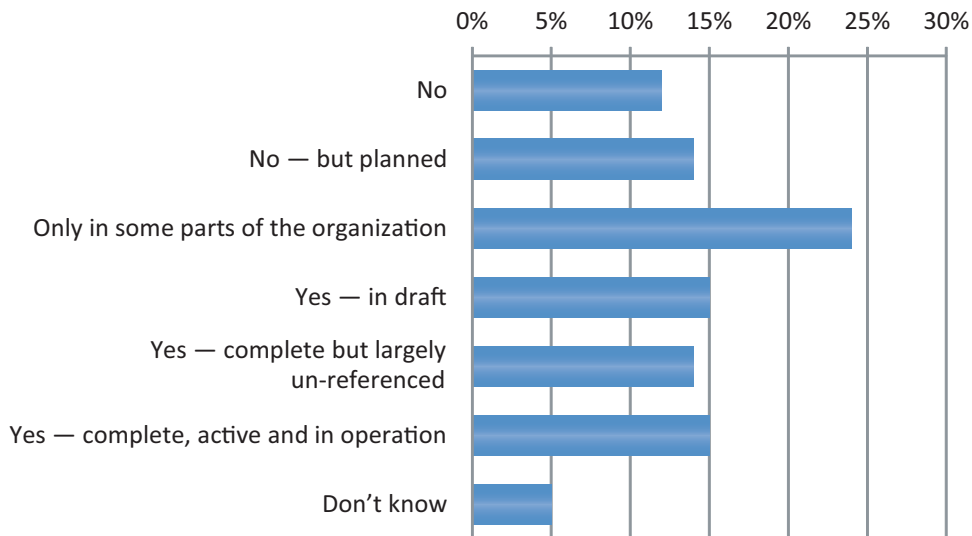


It is now fully accepted that electronic record keeping is needed for compliance with statutory requirements and industry regulations, and these are the core drivers for records management systems, along with sharing and exploiting of business knowledge. The need for retention and deletion management to overcome rapidly increasing storage volumes has of late pushed itself much higher up the agenda. E-discovery mechanisms continue to be somewhat ad-hoc and predominantly manual, despite the potential savings in and around litigation.

RM Policies

It is generally considered best practice that a content audit and a documented information management strategy are pre-requisites to a successful records management deployment. In our survey of AIIM community members, only 15% of organizations have a documented and effective Information Management Strategy. A further 15% (rising to 19% of the largest organizations) have such a document, but our respondents feel it is largely un-referenced. It seems likely that unplanned deployments of SharePoint in many organizations could be in conflict with previously agreed strategies. To be fair, 24% have defined strategies in some parts of the organization, but can that truly be considered an overall enterprise-wide strategy?

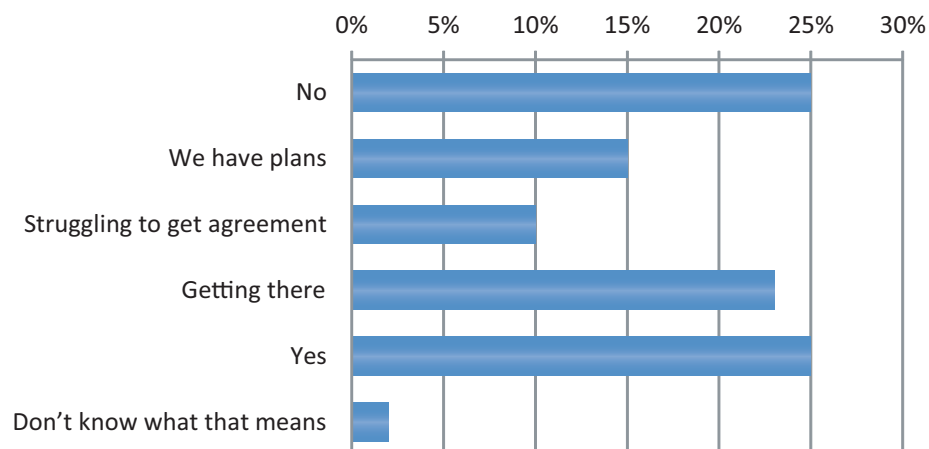
Figure 12: Does your organization have an overall, documented, Information Management Strategy? (N=713, excl. 35 Don't Know)



Lining up alongside the Information Management Strategy should be a Risk Management Plan. It would seem that most organizations (80%) have such a plan, but only half of those incorporate a records management element.

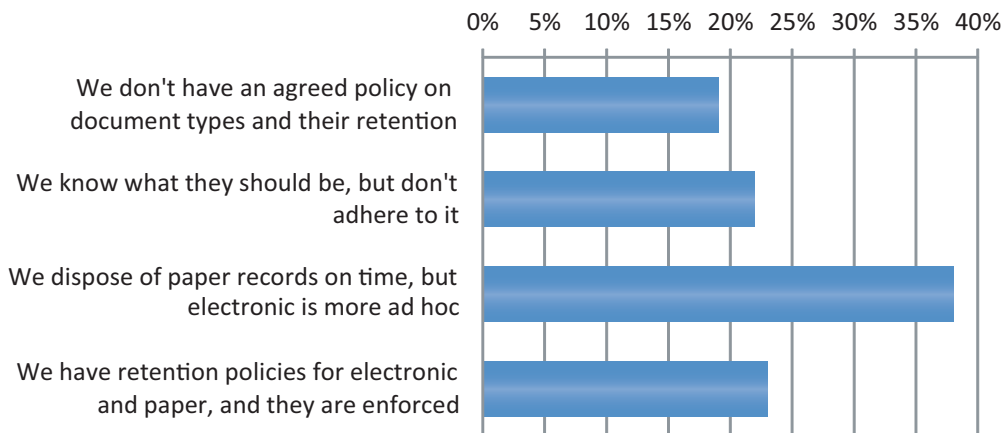
Another important policy that needs to be in place before a successful enterprise-wide records management scheme can be deployed is an agreed taxonomy and classification scheme, which only 25% have, although a further 48% have good intentions. As we will see later, this issue is high on the list of current priorities and project issues for most of our respondents. In particular, when live-document systems or enterprise repositories need to be connected to an underlying RM system, alignment of classifications is essential.

Figure 13: Does your organization have an agreed taxonomy and classification scheme (or schemes) on which to base a records management program? (N=699, excl. 16 Don't Know)



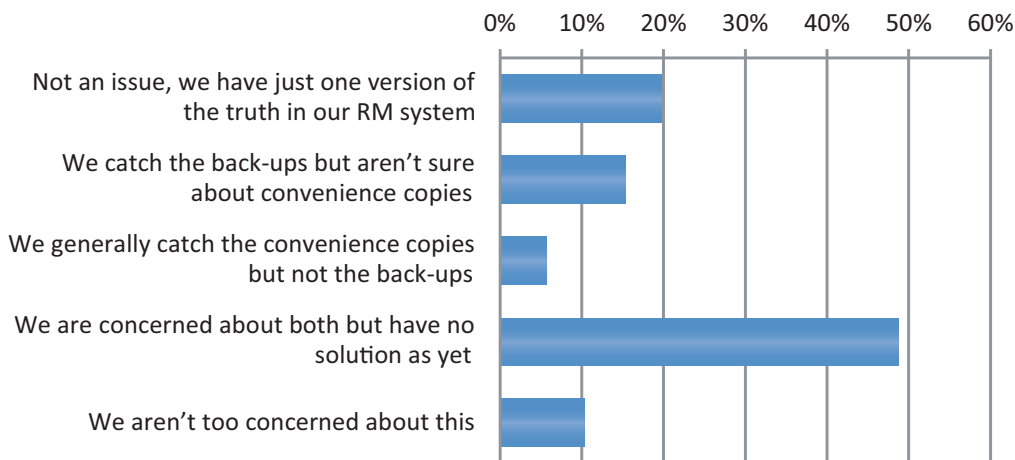
Another essential policy that needs to be in place for effective records management is that of retention periods. As we can see, 41% have no effective retention policies at all (a figure that is consistent even for the largest organizations), Only 23% have enforced retention policies for both paper and electronic records

Figure 14: How would you best describe the understanding and implementation of records retention periods in your company? (N=651, excl. 28 Don't Know)



Even for those who do have a system with retention policies set, there is some concern and confusion about any subsidiary and back-up copies that may exist: nearly half of respondents are not convinced that these additional copies are being deleted – a major issue for pre-litigation e-discovery in the US.

Figure 15: When the "official" or "record copy" of information is deleted at the end of retention, how do you deal with convenience copies or back-ups? (N=279, excl. 62 Don't Know/Not My Call)



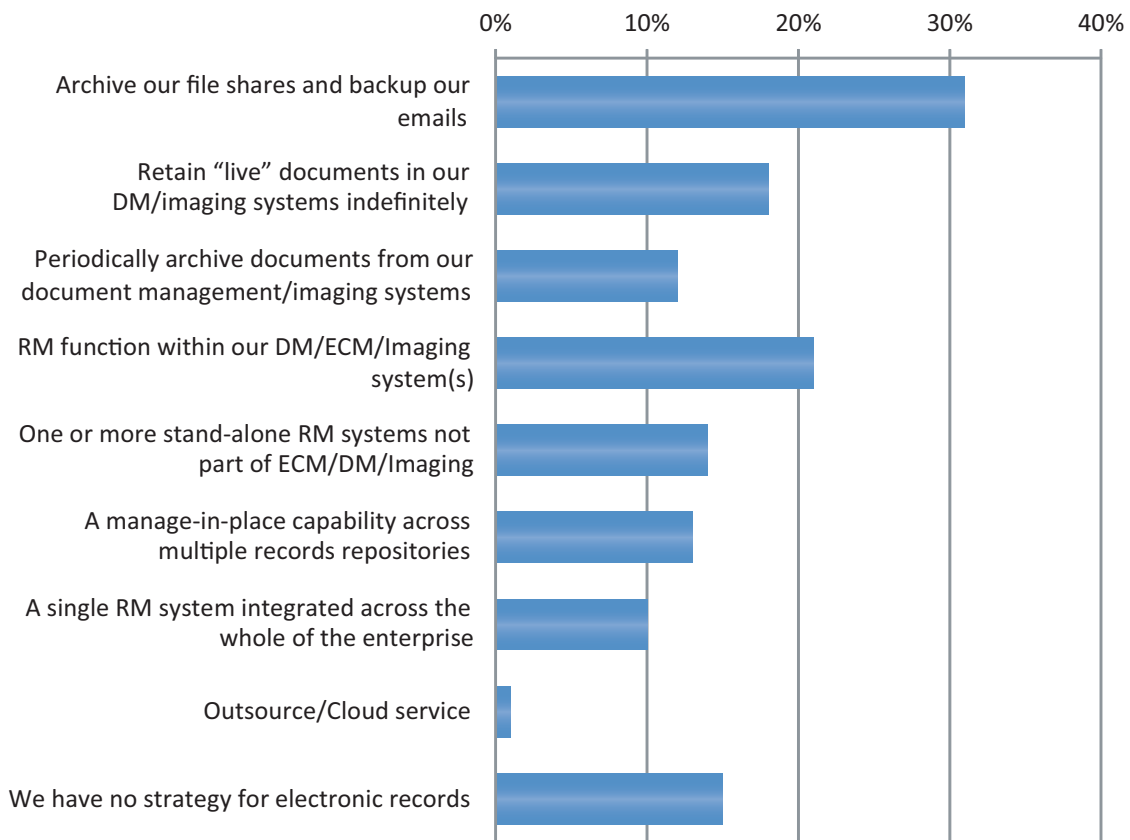
In summary, there is still a long way to go in most organizations before they reach the goal they have set themselves of a single underlying electronic records management system extending across the enterprise, and accessible to all. Even where top-level management commitment exists, the strategic policies for information management, risk management, retention management and classification are rarely agreed and in place.

RM Systems and Strategies

As records management systems move out of the narrow areas of physical records management and imaging, into the wider world of electronic records, the variation in potential strategies is quite wide. Amongst our respondents, 15% admit they actually have no strategy (including the largest organizations), and 31% are reliant on archiving the file-share and backing up emails. Even where a DM or ECM system is in place, significant numbers are prepared to either retain live documents indefinitely, or to rely on periodic archives from that system.

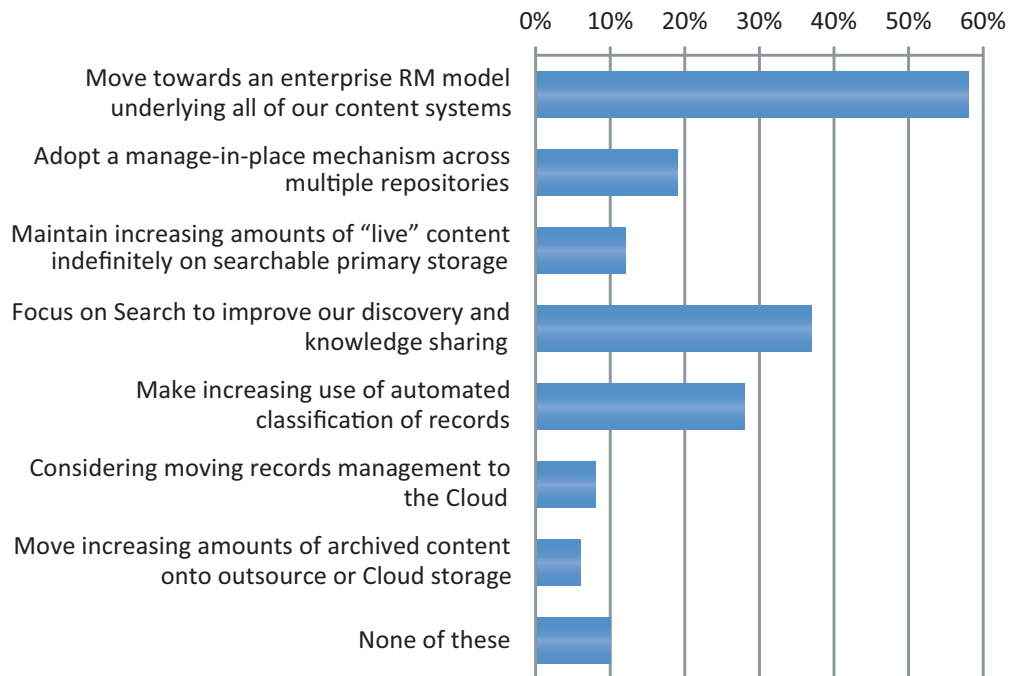
The popular, and indeed “classic” strategy option is to utilize the RM function within DM, ECM and imaging systems, although we found in a supplementary question that only 44% of those with RM capability would consider their DM, ECM and RM to be contiguous in the same system, with 22% having linked or integrated systems and 34% having a separate RM system. Controlling multiple records repositories from a single point, the so-called “manage-in-place” option, is growing in popularity as a more pragmatic solution for many organizations than a single RM system integrated across the enterprise.

Figure 16: How would you best describe your current strategy for keeping electronic records? (N=694, multiple)



To explore some of the issues and objectives within these differing strategies, we asked those who do have a records management system a somewhat wide-ranging question about search, automated classification, and the Cloud.

Figure 17: Are you doing any of the following as part of your forward ERM strategy? (N=694, multiple)



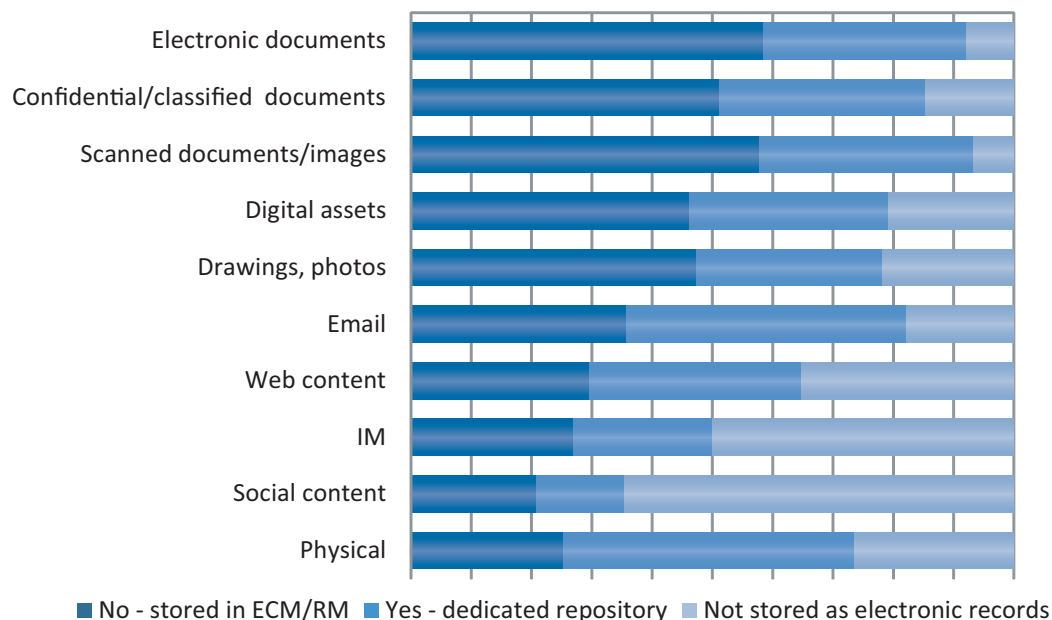
Here we again see that 58% of our respondents aspire to achieve an enterprise-wide RM model underlying all content systems, albeit that this may be via a manage-in-place mechanism rather than a single enterprise-wide RM system (multiple responses were allowed).

For some organizations, perhaps following the lead of US courts, the distinction between live content and historic records is blurred, such that holding increasing amounts of live content on primary storage is a viable strategy, albeit perhaps for the mid-term only. This requirement for e-discovery across live documents and records is also driving strong interest in improved search capabilities, as well as, of course, improving the ability to find and analyze content. It also provides a partial solution to repository proliferation.

Integration

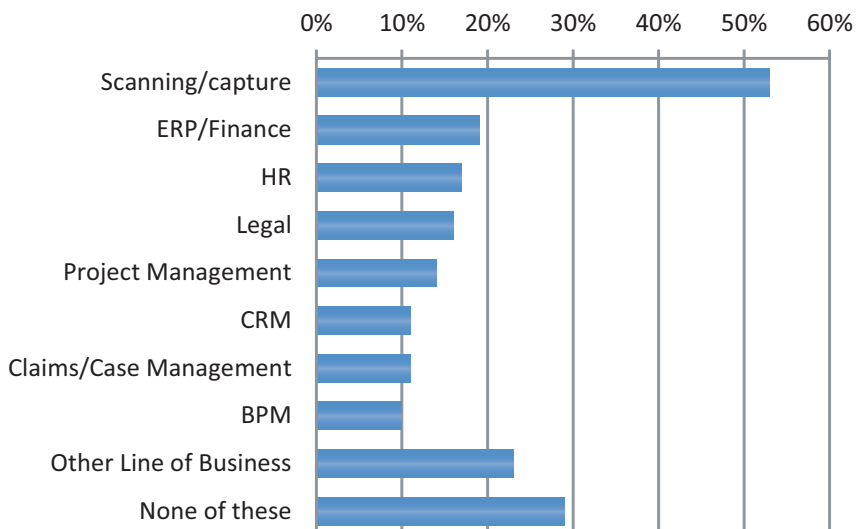
The classic view of a contiguous ECM and RM system also takes a dent when we see that in many organizations, records management systems are partitioned across many different repositories by content type.

Figure 18: Do you have separate record repositories for the following record content types? (N=332, normalized against Don't Knows and N/A)



This presents its own challenge to solve, even before we consider the more structured enterprise database systems and the documents and records that are collecting within their own repositories. Within the vision of the enterprise-wide records management capability, these records need to either be swept into the common system or managed-in-place.

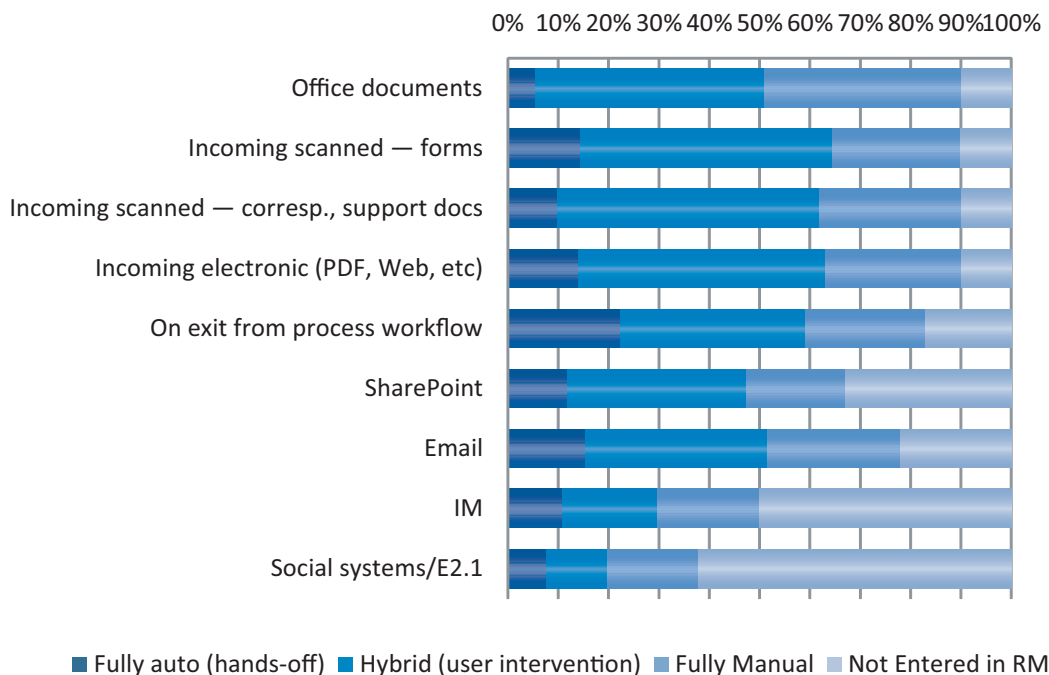
Figure 19: Which enterprise systems do you have integrated with your main RM repository? (N=332, with systems, multiple)



Automated Classification

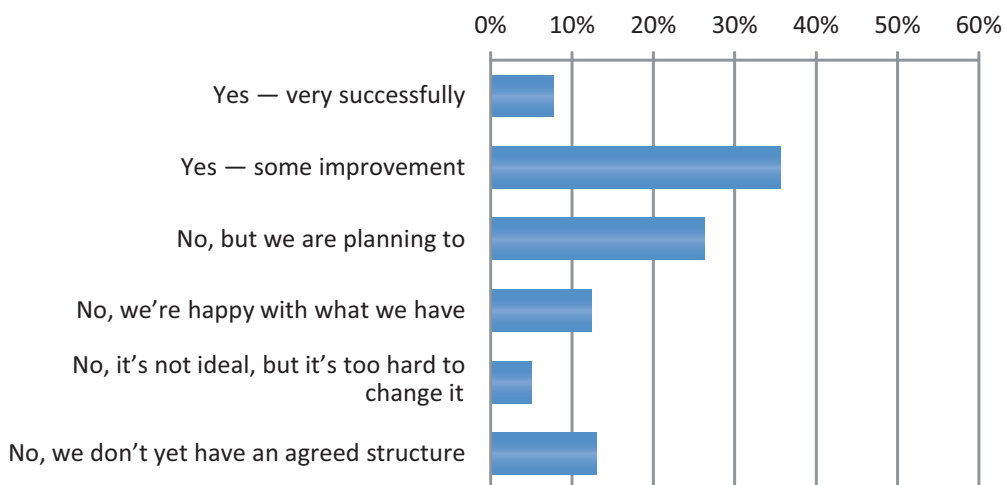
One response to the increasing volume of material that needs to be declared and classified is to use automated classification to reduce the load. It is generally felt that this also improves the accuracy of classification.

Figure 20: What levels of automated declaration/classification are you using for the following record content types? (N=346 with systems, normalized against Don't Knows)



With the modern improvements to search comes a decreased dependence on detailed granularity of classification, and our respondents are keen to exploit this where possible - primarily to improve user acceptance (56%), but also to increase indexing accuracy (37%).

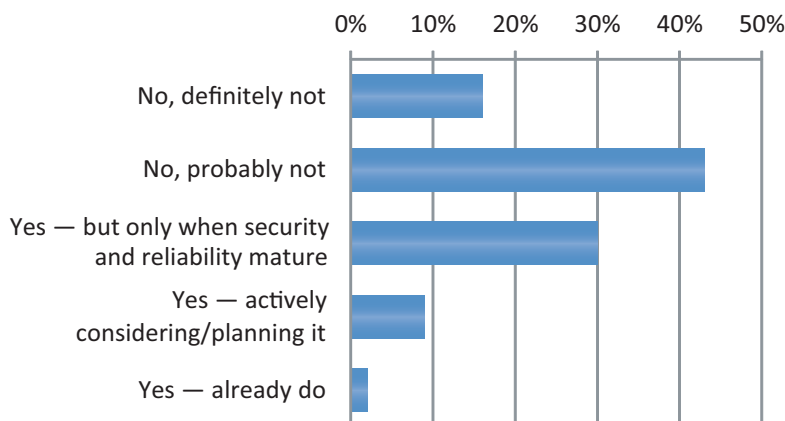
Figure 21: Have you re-structured or flattened your corporate classification schemes or fileplans to simplify use, improve user accuracy, or reflect increased flexibility of search engines? (N=300 with systems, excl. 46 Don't Knows)



Cloud

We cannot leave the choice of strategies in any area of IT these days without discussing the implications of Cloud computing. We saw in Figure 16 that less than 10% of respondents are currently including it as part of their forward strategy, and given the concerns about security and reliability, this is hardly surprising coming from the custodians of the corporate records. However, on closer questioning, this is not necessarily a fixed and long term view. The 16% who are adamant they will not use it compares with 35% when we asked two years ago, although those actually using Cloud now or with immediate plans has only risen from 8% to 11% in that time.

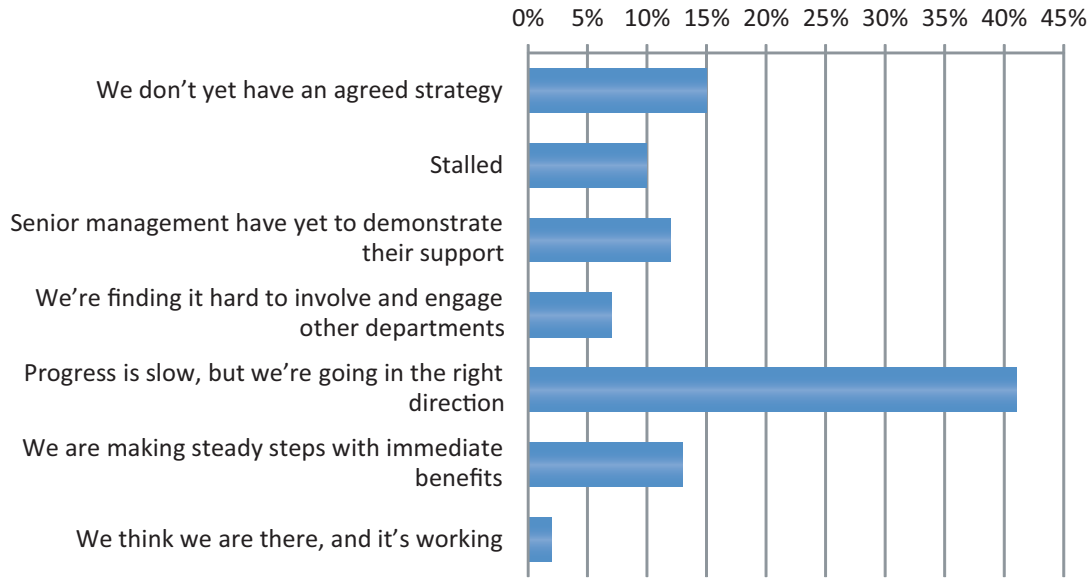
Figure 22: Would you consider adopting a Cloud/SaaS system for your records? (N=633)



Overall Success and Tactical Priorities

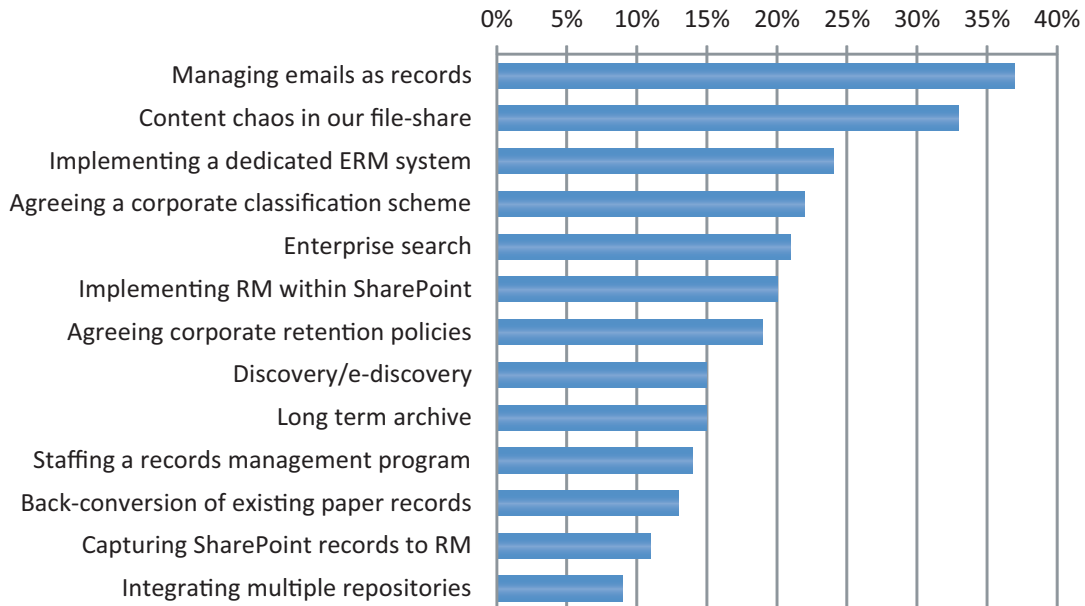
As we outlined earlier, the target to create an effective enterprise-wide records management system is a constantly moving one, as more and more media types and communications channels come into play and as the volumes of electronic content escalate. However, we have also seen that the risks of not attempting this goal are considerable, not just in compliance terms, but also in general staff inefficiency. We should therefore applaud the fact that 56% of our respondents feel they are pursuing the right strategy and achieving incremental success – and this is consistent across all sizes of business.

Figure 23: How do you view the progress of your organization towards your enterprise records management strategy? (N=647)



At a day-to-day level, current issues and priorities can be somewhat different from the overall strategic objectives, and it is here that the concerns about managing emails and the difficulties of agreeing corporate classification schemes come to the fore.

Figure 24: How do you view the progress of your organization towards your enterprise records management strategy? (N=647, excl.: managing social media, mobile access, SaaS/Cloud, and outsourcing email management, all less than 10%)



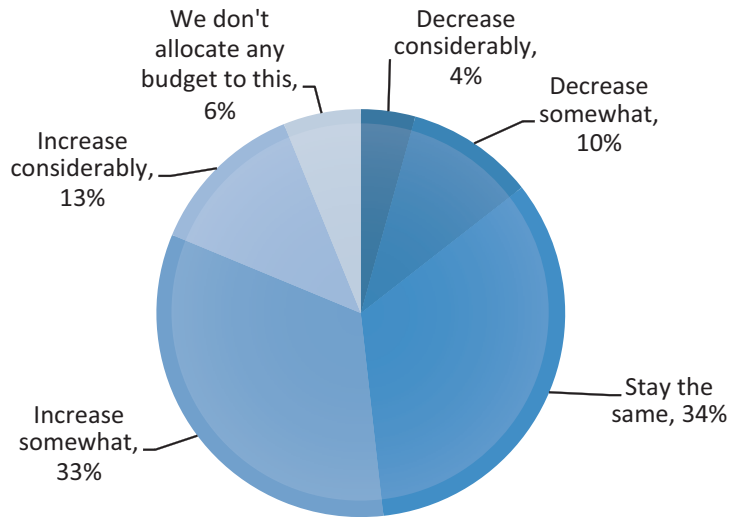
The path to enterprise records success is a tough one, but most organizations share the vision of a common RM model underlying all of their enterprise systems - even if this may not take the shape of a single enterprise-wide ECM/ERM system. Interest in Search, automated classification and dedicated e-discovery modules is strong, indicating the need to easily find and control records in whichever repository they live.

Resources and Spend

Budgets and Reporting Structure

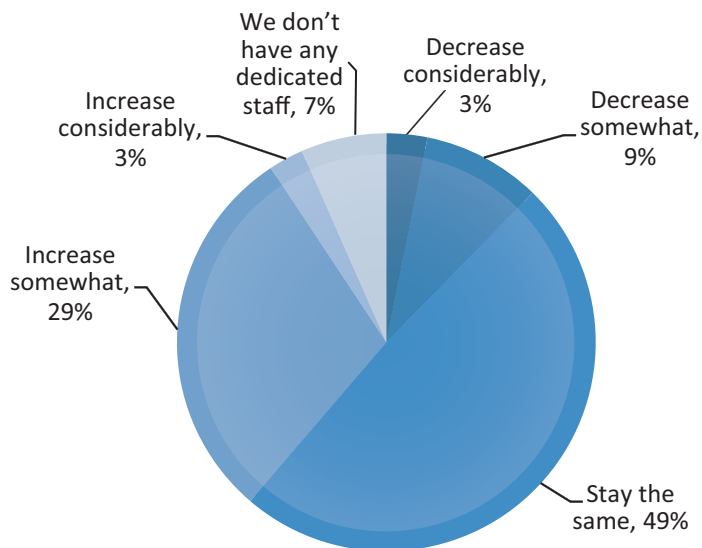
Spend on ECM in general and records management systems in particular has proven to be one of the more consistent growth areas in IT over the last few years, and the results of this survey show an expectation that this will continue to be the case, with a net of nearly a third planning to increase their records management budgets.

Figure 25: How do you expect the budget allocated to records management in your organization to change in the next 2 years? (N=651, excl. 65 Don't Knows)



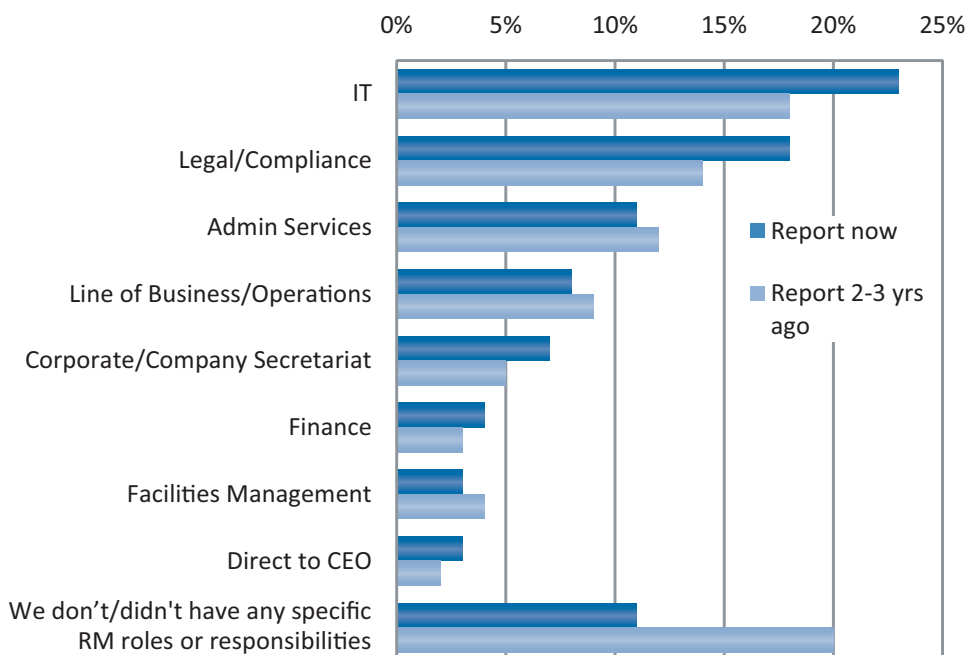
From the staffing view, we see a similarly encouraging picture, with a net expansion planned in 20% of organizations.

Figure 26: How do you expect the staffing levels in records management in your organization to change in the next 2 years? (N=666, Excl. 49 Don't Know)



We also looked to see if changes in the nature and importance of records management were causing changes in the reporting hierarchy. The response shows that the records management department is more likely now to report under IT or under Legal & Compliance than 3 years ago, but also that the number of organizations with no specific RM roles or responsibilities has halved from 20% to 11%.

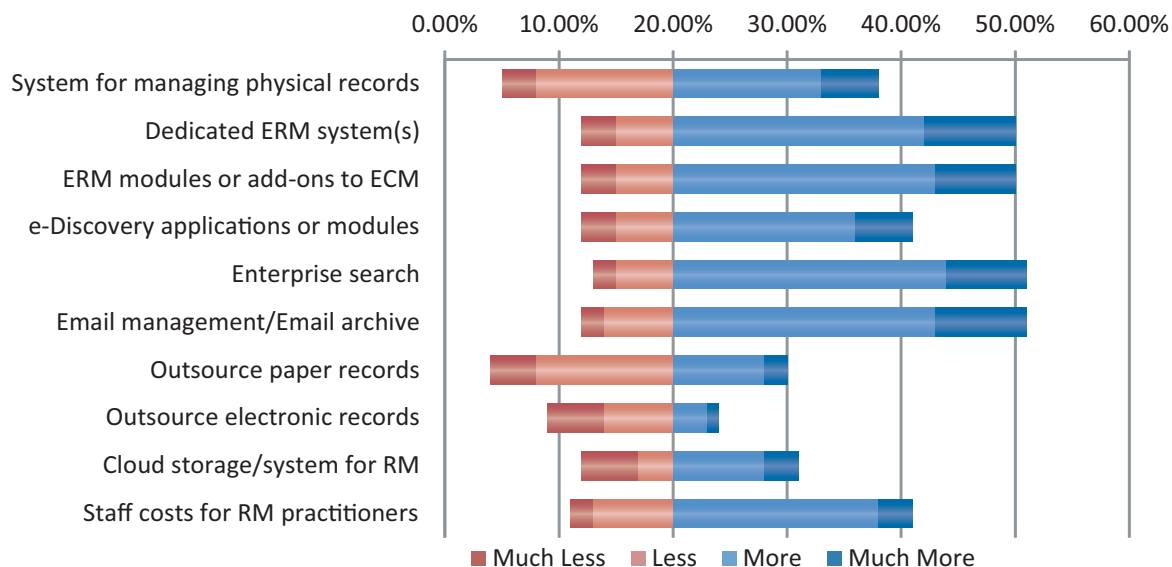
Figure 27: Where does the records management department report now/2-3 years ago?
(N=654, excl. 63 Other)



Planned Spend

Figure 27 shows that RM systems and modules as well as Enterprise Search, e-Discovery and Email management are set for growth, that systems for managing physical records will hold their own, and that spending on outsource contracts for paper and electronic records is set to fall.

Figure 28: What are your spending plans for the following product areas in the next 12 months compared to the last 12 months?
(N=631, Excl. Spend Same)



Conclusion and Recommendations

The fact that the volume of paper records is finally on the decrease is good news since localized storage of records, whether paper or electronic, restricts employee access and limits knowledge-sharing between departments. It also restricts process flexibility and teleworking within departments.

Compliance, both statutory and industry-specific, is still the strongest driver for records management, and users estimate that following best practice records management in their organizations could save a total of 25% of audit costs, legal costs, court costs, fines and damages.

Reducing the cost of storing paper records has long been a key benefit of scanning documents to electronic storage, but we now find that users are seeing management of electronic records, and in particular retention management, as the only way to contain the runaway consumption of disc storage.

The goal of a single underlying electronic records management system extending across the enterprise, and accessible to all, is still a popular one. There is a long way to go in most organizations before they can achieve this, and it may in practice take the form of an integration of records repositories and other enterprise systems, accessible through a single portal for search, with policies controlled on a manage-in-place basis.

In order to move closer to the ideal, organizations need better coordinated information management policies and agreed classification schemes. Some progress is being made with flattened taxonomies, semi-automated classification, and investment in Enterprise Search, all of which make RM systems simpler to use and more effective, although greater use of specific e-discovery systems would considerably improve litigation success.

Recommendations

- Extending the use of an electronic records management system managing paper and physical records can be a good place from which to start managing electronic records, but bear in mind that many of the search techniques, access requirements and challenges of volume will be different.
- Implementation of a records management system, whether local or enterprise-wide, will be more difficult if you do not have the right policies in place such as an Information Management Policy, an agreed Classification Scheme and a comprehensive Retention Policy.
- When building a business case for records management, by all means use the stick of potential compliance lapses and litigation costs, but remember to also use the carrot of information sharing and greater flexibility of the workforce.
- Work with other departments to prioritize the benefits of an ERM solution for each of them, and then seek senior management backing for RM as an infrastructure development that adds value to the whole business.
- Consider the implications for disc storage volumes and costs in the mid- to long-term if no attempt is made to set retention periods for electronic information, and if no automated system exists to ensure that records are deleted at their end-of-life.
- As part of your Information Management Policy, include a strategy for where SharePoint will and will not be used, and how live documents created and managed in SharePoint are to be retained as records and managed for legal discovery.
- Consider the same for documents created or accumulated in Finance, ERP, CRM and other line of business systems.
- Keep your classification schemes simple and easy to use. Make as much use of automated classification as you can to encourage and support staff, and help them to cope with information overload.
- When drawing up your records management strategy, set out to make small wins, whilst keeping your eye on the overall goals. Be pragmatic about interconnecting existing repositories rather than necessarily sweeping all the content into a new, wide-ranging enterprise management system. However, ensure that you have at least one robust and compliant repository that can be used as the master-system to set policies, provide a search portal, manage e-discovery, and reach out to other records systems.

Records Management Business-Case Wizard

AIIM has produced a free, on-line, self-evaluation tool to measure the maturity of your records management practices, and to automatically generate a business case document that would help you move to the next level of maturity.

www.rmbusinesscase.org



Electronic Records Management Software Product Study

The 2011 AIIM ERM Software Product Study provides a detailed analysis and comparison of products for managing records. You will learn about functionality and features for each product and, more importantly, what they mean, and why and when they are important. This comprehensive report covers ECM suites, pure play vendors, platforms, industry-specific systems and physical records-focused solutions from 21 global suppliers.

www.aiim.org/Research/Product-Studies/ERM

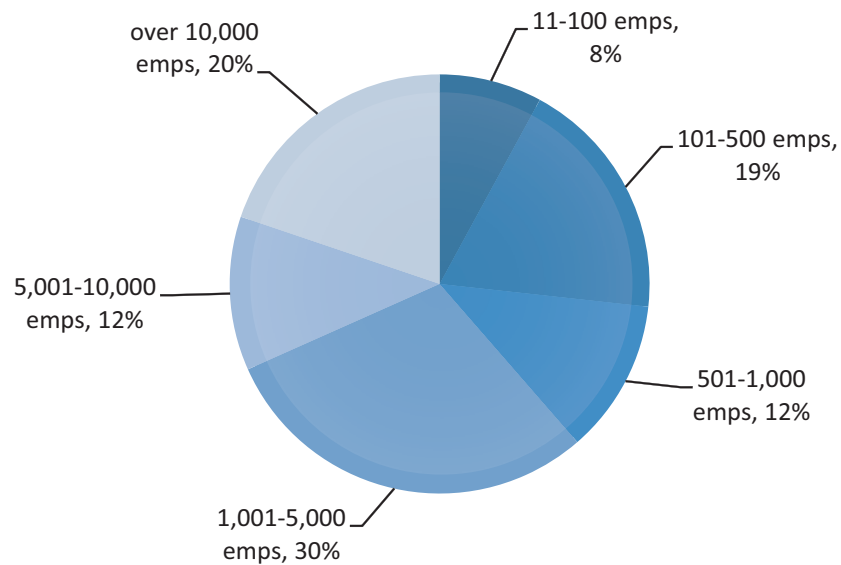
Appendix 1: Survey Demographics

Survey Background

783 individual members of the AIIM community took the survey between Sept 22, 2011, and Oct 11, 2011 using a Web-based tool. Invitations to take the survey were sent via email to a selection of the 65,000 AIIM community members. 63 responses were eliminated as having less than 10 employees or being from the ECM supplier community.

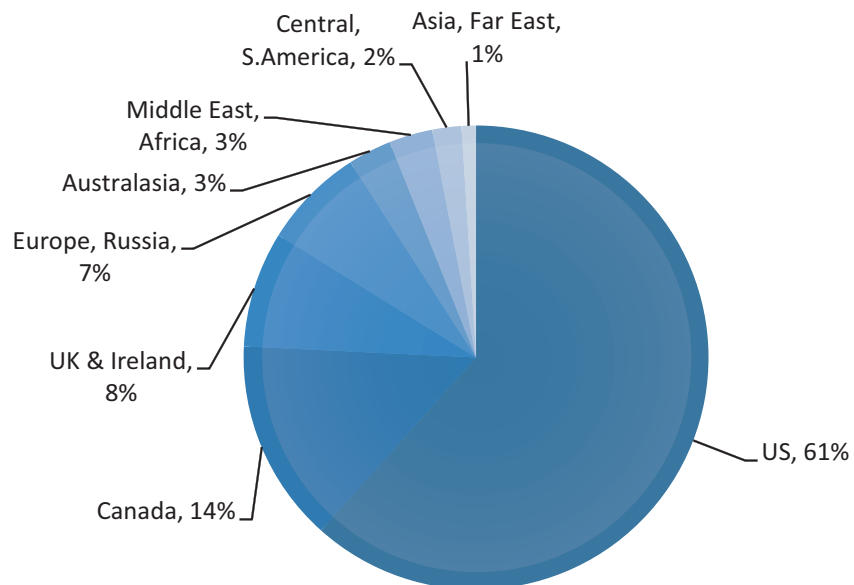
Organizational Size

Survey respondents represent organizations of all sizes. Larger organizations over 5,000 employees represent 32%, with mid-sized organizations of 500 to 5,000 employees at 42%. Small-to-mid sized organizations with 10 to 500 employees constitute 27%. Organizations with less than 10 employees have been eliminated from the results.



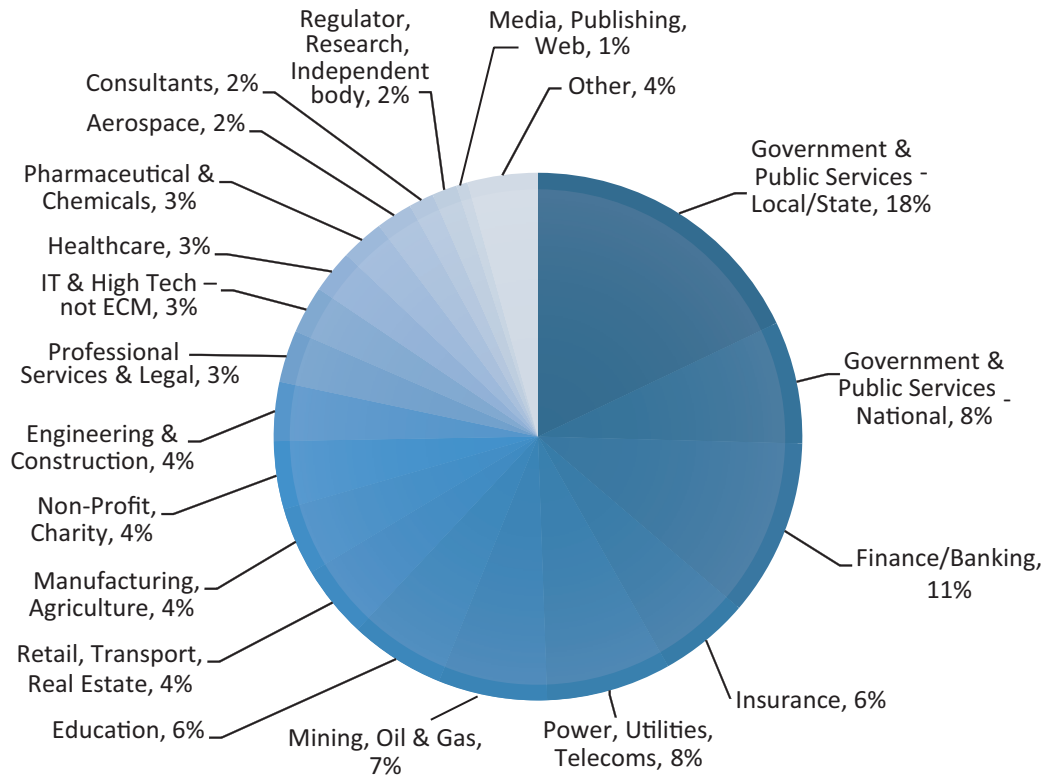
Geography

75% of the participants are based in North America, with most of the remainder (15%) from Europe.



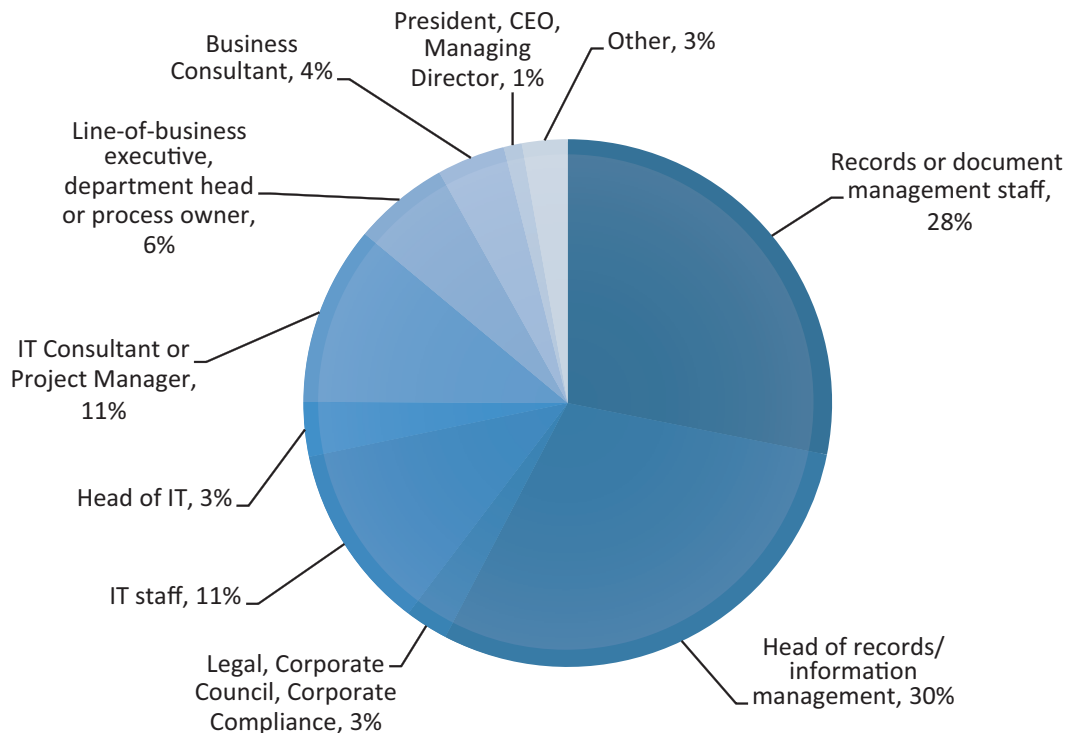
Industry Sector

Local and National Government together make up 26%. Finance, Banking and Insurance represent 17%. The remaining sectors are fairly evenly split. To avoid bias, suppliers of ECM products and services have been eliminated from all of the results.



Job Roles

61% of respondents have a records management, information management or compliance role. 25% are from IT and 11% are line-of-business managers.



Appendix 2: Comments

Do you have any comments to make about your records management strategies? (Selective)

- An information strategy that is as broad enough, consistent but yet flexible is one of the most difficult tasks. The other is getting enough money to implement successfully.
- Extremely difficult to move various legacy stakeholders to a combined record retention policy.
- Big organizations should make small steps to get the benefits. It takes a lot of time.
- Companies don't take RM seriously until they are hurt by litigation
- Getting the executive to believe and get them on board is always the excruciating step.
- I currently do not have an ERM system that is user-facing. I wish I did. The task of collecting data for e-discovery will be daunting.
- I may not live long enough (or still be employed here) to see a successful buy-in and implementation - although I plan to try.
- In our organization these are separate spheres - e-Discovery handled by Legal, ERM handled by Records Management/IT.
- Remains a conflict with records handled under finance, and e-discovery being handled by IT.
- We are in the process of implementing a single ECM system across the whole business, with manage-in-place retention for specified periods (not indefinitely).
- The concept of e-Discovery is not yet recognized in our part of the world. In my organization, it is an emerging issue, however, for which I am now developing a strategy and governance framework.
- My experience is that C-level management directs one person in the organization to "do records management" without realizing that this is an enterprise endeavor that is going to take significant resources and commitment to achieve even a legally compliant model.
- Is there really a best practice out there for big de-centralized management organizations...I doubt this.
- The ROI on electronic records management has been very high for our enterprise and we will continue to increase purchases of these technologies.

UNDERWRITTEN IN PART BY



EMC Corporation

Organizations need to find and manage content for compliance, litigation, and internal or regulatory investigations. Electronically stored information (ESI) continues to grow exponentially and exists in an ever-expanding variety of disparate systems across the enterprise, so the need for Records Management solutions has never been greater. EMC enables organizations to effectively manage information according to business value and risk and to respond rapidly and accurately to compliance and discovery requirements—while controlling costs and reducing overall risk and exposure.

One of the biggest issues enterprises face is the management of their entire enterprise content while at the same time providing strong governance and ensuring compliance to legal and corporate policies. Enterprise content is growing exponentially and organizations are struggling on how to apply pervasive governance to these content. The key is being able to manage combined physical and electronic records with a single cohesive records management system for file planning and retention management, placing holds, audit trails, and so much more. Equally important is the ability to provide a single system to manage the content lifecycle and holds in other systems such as the enterprise content management repository and email archiving systems.

The EMC Documentum Records Management solution is built on the Documentum platform and enables clients to respond to their compliance and records management needs while leveraging the extended Documentum feature set i.e. File Intelligence, Federated Search, Information Rights Management (IRM), etc. From content creation to assessing information “in the wild, to safeguarding content, from content access to content destruction including convenience copies behind and beyond the firewall, the EMC Records Management solution helps manage content according to a broad range of system-enforced policies. The modular, service-oriented architecture provides flexibility without increasing complexity. Now customers can manage all their records with a single set of policies that meet business needs and help with overall information governance.

www.emc.com/informationgovernance



Kofax plc

Kofax is a leading provider of capture driven business process automation solutions, which streamline the flow of information throughout an organization by managing the capture of business critical information arising in paper, fax and electronic formats in a more accurate, timely and cost effective manner. These solutions provide a rapid return on investment to thousands of customers in banking, insurance, government, business process outsourcing and other markets. Kofax delivers these solutions through its own sales and service organization, and a global network of more than 800 authorized partners in more than 70 countries throughout the Americas, EMEA and Asia Pacific.

Kofax leverages its rich history and wealth of global resources to create powerful *capture driven business process automation solutions*, supported by market leading products that impact the entire enterprise, one process at a time. Kofax solutions securely capture all types of inbound information at the perimeter of the organization where capture driven business processes are initiated. Kofax solutions enable highly automated and, in many cases, “touchless” processing of information, reducing the manual effort required to understand the information and make decisions about delivering that information to the right person, at the right time, on the right device and in the right format.

Kofax enables companies to see into their critical business processes and unlock their value; to improve the quality and flow of information and produce better business outcomes; and to improve decisions, reduce costs and errors, increase compliance and enhance employee effort across the entire organization. With Kofax, any company can *Capture the Enterprise*.

www.kofax.com

UNDERWRITTEN IN PART BY

OpenText®



Information Governance is a new approach to managing information. It builds upon and adapts disciplines like records management and retention, archiving, business analytics, and IT governance to create an integrated model for harnessing and controlling enterprise information. The ultimate purpose of Information Governance is to help organizations maximize the value of information while minimizing its risks and costs. Although Information Governance is built upon a foundation of existing disciplines, it is an evolutionary model that requires organizations to make real changes. Ingrained habits must be broken (e.g., information hoarding, treating information as a personal vs. corporate asset); new corporate governance structures built (e.g., real C-level accountability); and new technologies implemented and outdated IT practices curbed (e.g., using backup tape as archives).

An OpenText Information Governance solution addresses a major concern that all businesses face today: the explosive growth of information – and the enormous costs and risks associated with unmanaged content. The cost of storing all the information a company produces is significant, but it's a small issue when compared to the legal and compliance risk and litigation costs that accompany the growth of content. OpenText Information Governance solutions allow you to:

Establish consistent information governance across your business and mitigate the risks and costs of all your content – from email to file shares, from SharePoint® to SAP®

Reduce corporate risk and legal liability by ensuring your organization can defensibly delete content.

Reduce physical storage requirements and costs by archiving and disposing of content in a legally defensible way

Take control of your content with an [information governance](#) strategy to address compliance, litigation readiness, eDiscovery, and rising storage costs and ensure you are balancing the cost, value and risk of your content – #balancematters

www.opentext.com

Viewpointe



As data volumes continue to grow, companies face mounting pressure to manage information in a secure, scalable and cost-effective way. Organizations need to ensure that their IT infrastructure and systems can handle the growing data swell without straining internal resources. They must also have sound information governance practices in place to support intricate and ever-changing regulatory, legal and business mandates.

For over a decade, Viewpointe® has successfully helped large, complex organizations manage, secure and monitor their data via our hosted, digital archive offering. OnPointe™, a comprehensive information governance solution, integrates Viewpointe's private cloud with best-of-breed solutions to provide ECM, records management, information compliance and eDiscovery capabilities.

OnPointe features:

Information Governance: Meet regulatory, legal and business requirements for data access, monitoring, retention management and defensible destruction of information via automated enforcement of customer governance policies. Improve compliance and eDiscovery processes to help increase predictability, mitigate risk and lower cost.

Secure Cloud: Customer data is securely stored and managed in our geographically dispersed, data centers to help ensure data protection and business continuity.

Assessment Services: OnPointe assessment services allow companies to clearly understand their enterprise information landscape, highlighting specific areas for improvement based on industry best practices. It also provides recommendations for achieving holistic information governance.

On-Demand Access: OnPointe's sophisticated retrieval capabilities help to ensure near-instant access to important data for knowledge sharing, inquiry and decision making.

Cost Management and Efficiency: Our pay-as-you-go model helps companies control costs and minimize upfront investments in hardware, software, installation and maintenance, helping to deliver a lower total cost of ownership.

Flexible Integration: Using a standard application programming interface (API) to our distributed infrastructure allows for ease of integration with existing business processes and applications.

www.viewpointe.com



AIIM (www.aiim.org) is the community that provides education, research, and best practices to help organizations find, control, and optimize their information.

For over 60 years, AIIM has been the leading non-profit organization focused on helping users to understand the challenges associated with managing documents, content, records, and business processes. Today, AIIM is international in scope, independent, implementation-focused, and, as the representative of the entire ECM industry - including users, suppliers, and the channel - acts as the industry's intermediary.

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