

# Chapter 1

## From Information Governance to IT Governance: An Overview of Issues and Frameworks for Large Organizations

### **ABSTRACT**

*Information governance is more established in organizations. While the need to manage information is not new, new challenges have emerged over the past decade and have grown and become more complex with the opportunities offered by emerging technologies. This chapter provides a deep overview of current information governance literature across five key focus areas defined by COBIT 5: business strategic alignment, delivery of value, risk management, management, and performance management. The chapter focuses on synthesizing the current literature on information governance definitions and issues. The purpose of this chapter is to present a detailed overview of research across information governance definitions in the last two decades. The chapter aims to guide future research in each of the focus areas of information governance.*

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## **INTRODUCTION**

The development of digital technologies, the modification of company structures, and the upheaval of practices have undermined these objectives in organizations. The digital tsunami, the big content that is overwhelming society is also affecting organizations (Murphy, Lyytinen, & Somers, 2018). Info-obesity and the dissemination of information within the company risk, if nothing is done to weaken it. They have relied on and many still rely on computer tools to solve their information problems, neglecting to define governance policies. Paradoxically, while it cannot be denied that tools are valuable aids, they are also the source of new challenges. Digital technologies have increased the dispersion of information and the proliferation of documents. The development of digital technology and the increasing simplicity of the tools also gave the illusion that information governance had become unnecessary and that everyone could appropriate the skills needed to manage information. As access to information has become more democratic, the role of the information professional as an intermediary has been called into question. Its competences have been diluted, its functions have been redistributed to other poles or delegated to the user himself. However, the problems of controlling information flows do not only concern technology, but their origin is also often organizational or human (Bailey, Minto-Coy, & Thakur, 2017).

The value of information has also evolved. As an organizational factor, information has become an asset that helps companies to become more competitive. Now seen as capital worth considering, it must be managed as an essential resource and developed (Pang, 2014).

On the other hand, mismanagement is a risk factor (von Solms & van Niekerk, 2013). At a time when regulatory and transparency requirements are increasingly stringent, companies must protect themselves against the risk of legal disputes. It also endangers its image with the loss of information or poor dissemination of data. However, the most frequent problem is the loss of time spent searching for information and thus productivity. Information governance is once again becoming a priority for companies (Joshi, Bollen, Hassink, De Haes, & Van Grembergen, 2018). More and more of them are concerned about these issues and are implementing global or “information governance” policies.

When we talk about information governance, we generally think of large companies but not necessarily small structures. While information volumes

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