

# Convincing Senior Management to Elevate Records Management into Strategic Information Governance

Mark Diamond CEO, Contoural, Inc.

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## Legal Information Is Not Legal Advice

Contoural provides information regarding business, compliance and litigation trends and issues for educational and planning purposes. However, legal information is not the same as legal advice — the application of law to an individual or organization's specific circumstances. Contoural and its consultants do not provide legal advice. Clients should consult with competent legal counsel for professional assurance that our information, and any interpretation of it, is appropriate to each client's particular situation.

## Confidentiality

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# Today's Presenter



## Mark Diamond

### **CEO and President, Contoural, Inc.**

As founder and CEO of Contoural, Mark Diamond is one of the industry thought leaders in proactive records and information management, litigation readiness and risk and compliance strategies. As a trusted advisor he and his company help bridge legal, compliance, security and business needs and policies with effective processes, technology and change management.

# Contoural Independence

## Contoural is an independent provider.

We do not sell any products, provide any “reactive” eDiscovery services, store any documents, or take any referral fees. We generate our revenue from strategic consulting fees, enabling us to develop and recommend strategies that are driven not by a product or eDiscovery agenda, but rather by an approach based exclusively on the needs of our clients.

# Records Management Goes on the Defensive



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*A cold wind of financial change.*

- Focus for many organizations in 2026 will be cost cutting
- Some senior management view records management purely as an expense
- Many RIM programs feel vulnerable

# Upgrading to Information Governance Instead

## Thesis: Go on the offensive to upgrade to an information governance program

- Avoid themes and messages that do not resonate. Find those that do.
- Demonstrate how an expanded information governance program drives overall corporate initiatives
- Articulate how an expanded approach is “doable”
- Have a strategy



# Information Governance Upgrade Strategy Caveats



- There is no formula
- It may take a long time
- It may require rethinking traditional approach to records management
- It may require engaging in new ways
- You can do everything right and the upgrade strategy still may not work

# Don't Keep on Repeating Messages that Do Not Resonate

"Employees are saving too many files and emails."

"We need more budget to meet new legal requirements."

"You need to force employees to follow our records management processes."

"IT needs to execute our records retention policies."

"The records team needs more headcount."

...

**Honestly evaluate your current messaging.**

# Don't Focus on Deleting Your Definition of ROT

## Talk about Making High Value Information Accessible



# Engage Multiple Stakeholders



Image created with generative AI

- Legal
- Privacy
- Compliance
- IT
- InfoSec
- Risk
- Audit
- HR
- Finance
- Business Units

**Describe how an expanded program will help them (not you).**

# Identify Senior Management's Key Program Wins



Deleting Electronic Information



Cleaning Up Paper Records



Minimizing Personal Information



Updating Compliance



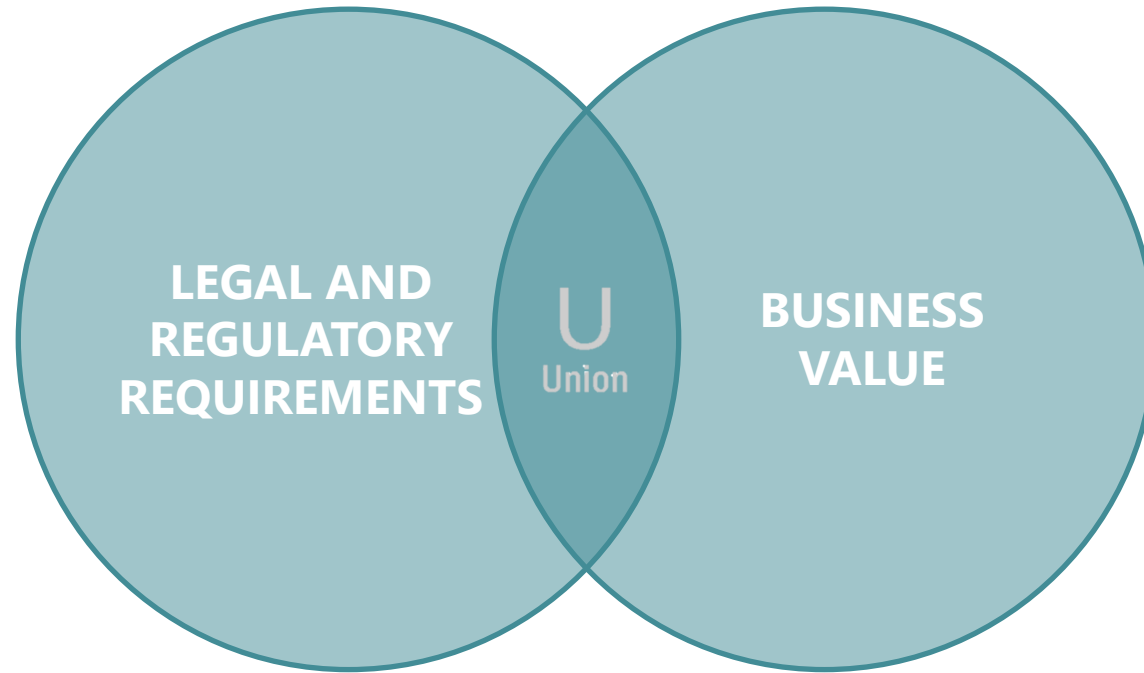
Facilitating M&A



Saving Money

**Listen carefully.**

# Redefine Records



**Records can be defined based on business value.**

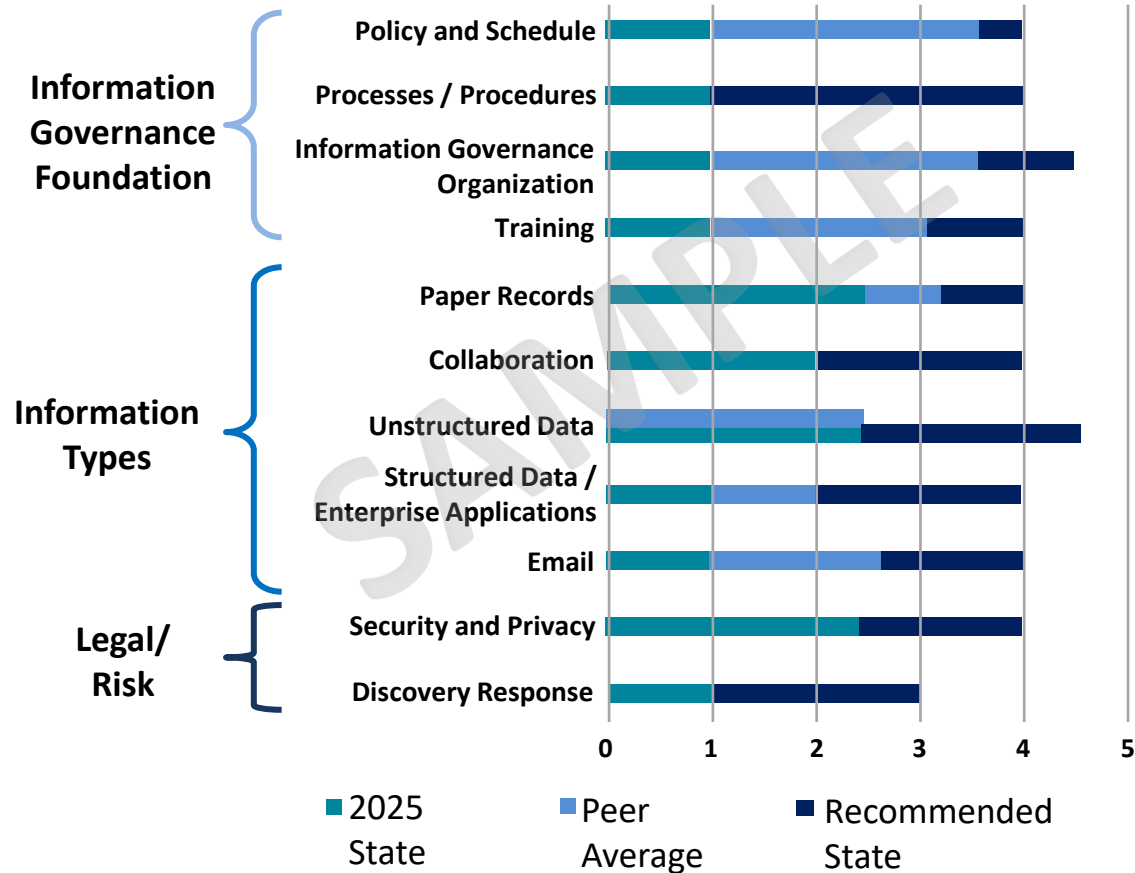
# Drive Productivity and Collaboration

Employees spend an average of six hours per week searching for information. Through effective information governance, this can be cut in half.



**Save  
3 Hours  
Per Week**

# Benchmark Against Peers



# Make It Easy for Employees

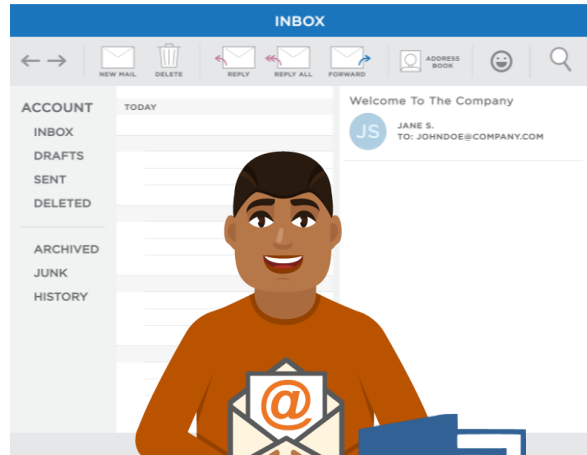
## “Five Second Rule”

- Employees will spend up to five seconds manually classifying documents. If it takes longer, they will use the five seconds to subvert the classification process.

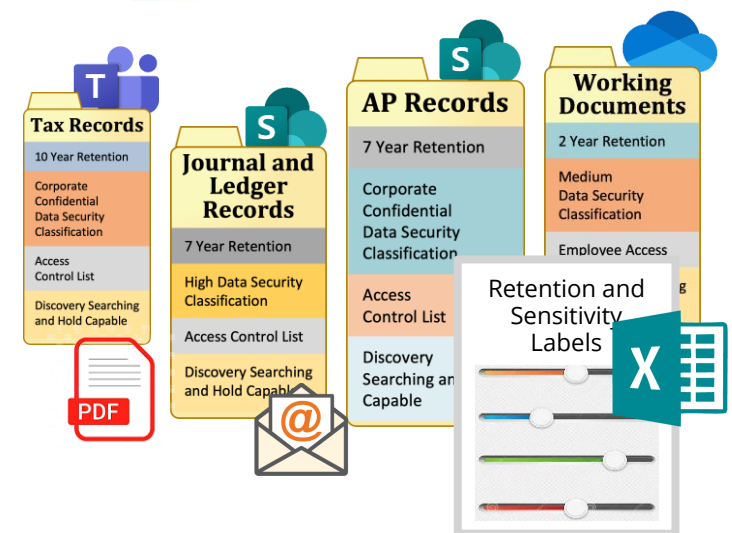


# Leverage Existing Technology

## Drag and Drop to Automatically Assign Labels



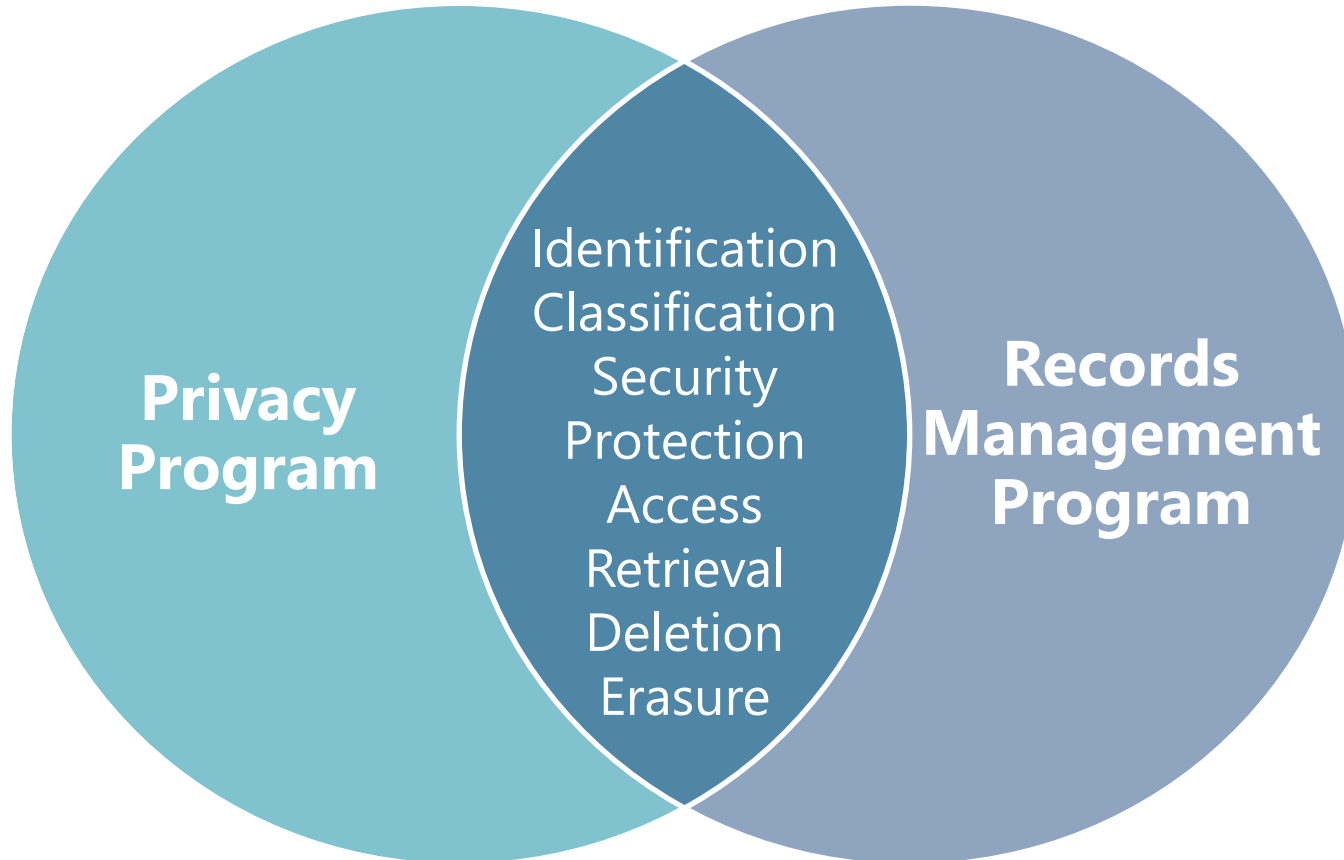
 Microsoft 365



Finance employee drags and drops email records from inbox into appropriate Microsoft 365 Managed Email Folder

# Consider Merging Records & Privacy Functions

## Shared Information Management Objectives



# Present a List of Ways to Save Money

## Attack Offsite Records Storage

- Most paper records are copies of information sourced digitally.
- Offsite record storage vendors have built an “easy in/hard to remove” lock-in business model.
- Monthly storage fees are being eclipsed by retrieval, handling, minimum service charges.
- Due to industry consolidation, many large organizations have multiple, separate agreements for different locations with the same vendor.
- Offsite record remediation and cost recovery represents the biggest program cost saving.

## Don't Rent Your Records Schedule, Own It

### Renting a Schedule

#### Pros

- ✓ Faster development time

#### Cons

- × More expensive
- × More difficult to automate
- × Difficult to customize
- × Still requires validation
- × Ongoing subscription

### Owning a Schedule

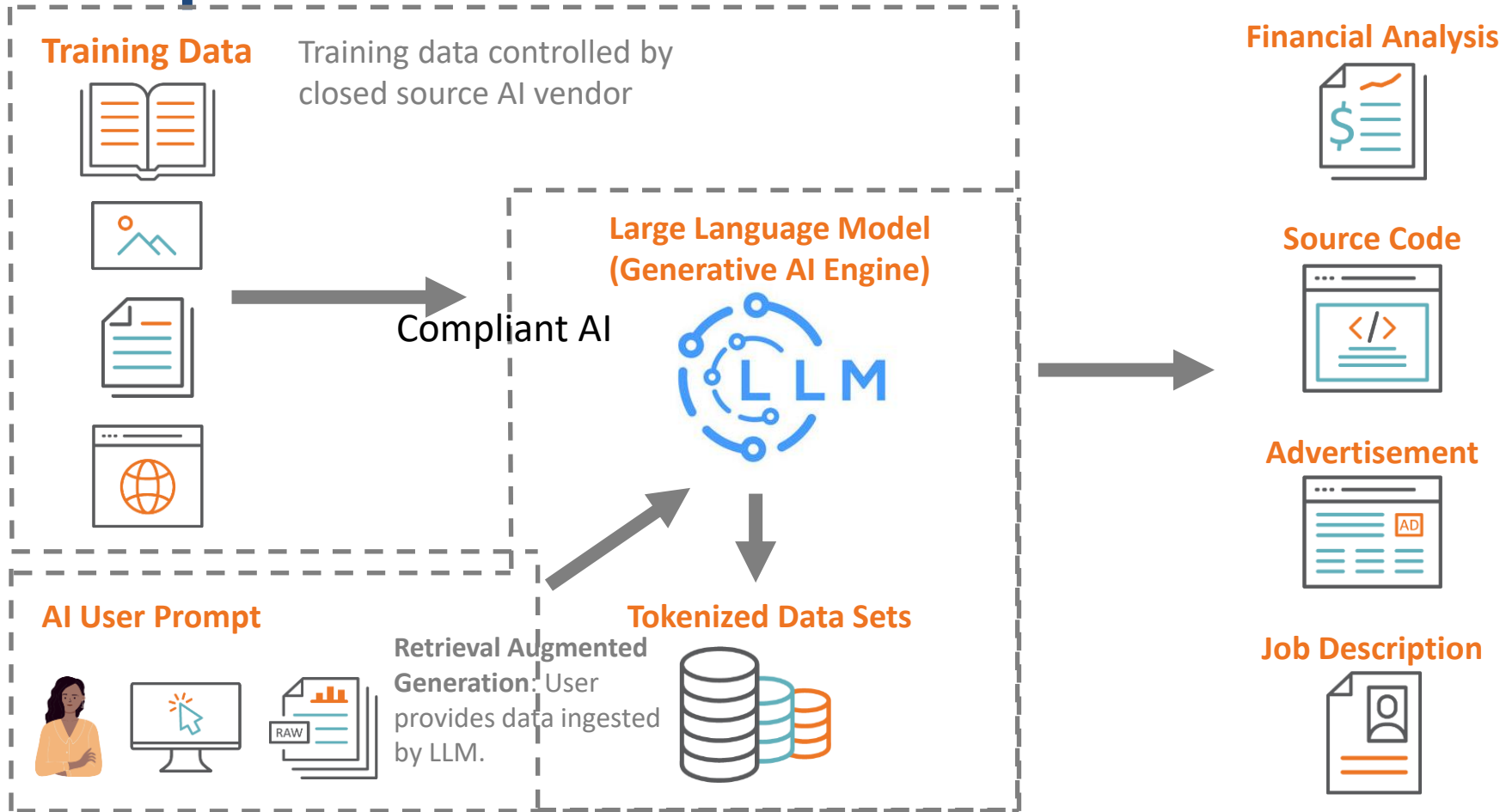
#### Pros

- ✓ Easier to automate
- ✓ Easier to integrate with privacy, eDiscovery, etc.
- ✓ Easier to follow
- ✓ Less expensive

#### Cons

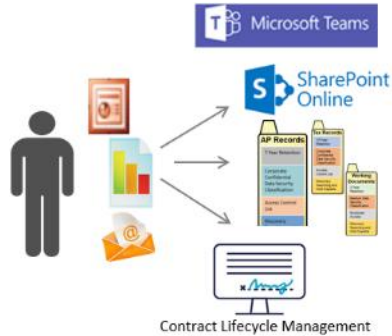
- × More effort to develop

# Show How Information Governance Drives the Compliant Use of Generative AI



# Demonstrate How Your Proposed Program is “Doable”

## A Day in the Life of a More Mature Program



For any given user, each document lives in only one of four or five places and only in those places



It’s easier for users to search, version, collaborate and share information, increasing productivity

Record Retention Policy	Privacy and Security Policy	Legal Hold Policy	Access Policy
Reference	Highly Confidential	Frequent Discovery	Enterprise Reference
Time-based	Confidential	Medium Discovery	Division Share
Event-based	PII, IP, PFI, PCI	Low Discovery	Group Share
Working Documents	Internal	Seldom Discovery	Personal Working Doc
Transitory	Public		

Retention, access, security, privacy rules are automatically applied



Legal holds, discovery, subject access requests done with little or no user involvement



Storing and classifying records and documents takes less than 5 seconds



The system automatically deletes older, expired, unneeded documents.

# Bring in an Outside View



# How is Pitching to Senior Executives Different?

## Limited Time



## Simplify Down to Key Issues

What?

Why?

When?

How and How Much?

## Focus on Business Impact

~~Policies  
Features  
Technologies  
Processes~~

Risk and Impacts  
Op. Ex., Cap. Ex.  
Headcount  
Ownership  
Productivity Requirements

## Conversation vs. Presentation

We did a number of interviews..

Next steps include...

Here's what we found

When are you going to tell us...

What is the impact if we delay?

How are we different?

# Have a Strategy

Step 1: Find the Organizational Pain

Step 1: Create a Vision and a Plan

Step 2: Engage Stakeholders

Step 3: Conduct a Virtual Seminar

Step 4: Present Your Plan

Step 1: Request to Start the First Tranche

Step 2: Show Some Quick Wins

# Virtual In-House Information Governance Seminar

## 60 minutes, including interactive discussion



This seminar is purely informational and is not a “marketing” presentation for Contoural or its services.

Grappling with how to compliantly retain, manage, and delete e-mail, files, other electronic information, or large stores of paper records? **Learn best practices and strategies for helping your organization manage information—live—from an industry expert.**

- Presented by nationally recognized industry thought leader Mark Diamond, CEO of Contoural, the largest independent provider of strategic information governance services.
- Recommended for those in legal, privacy, IT, risk and audit, compliance, records management, finance, HR, and other business units.
- Complimentary.

# About Contoural

**Largest independent provider of Information Governance, AI Governance and Privacy consulting services including records and information management, litigation readiness and control of sensitive information consulting services.**

**Independent** Contoural does not sell any products, provide document storage services or offer “reactive”, matter-specific discovery services.

**Cross Functional** Our engagements incorporate a combination of legal, compliance, records management, information technology, security and change management best practices.

**Flexible** Contoural services can be tailored either for some part of a specific project or an entire enterprise-wide program.

**Experienced** Contoural has served more than 30% of the Fortune 500, numerous mid-sized companies, non-profits, Federal agencies, as well as public sector entities. Our consultants average more than 24 years of experience in their respective field.

**Real Impact** Contoural services provide measurable impact on real-world business need.

## Consulting Services Include

- Records Retention  
Schedule/Data Retention  
Policy Development
- Assessment and Roadmap
- Privacy Program Development
- Data Placement Strategy and  
Rollout Structured Data  
Retention and Remediation  
Strategy
- Employee Behavior Change  
Management and Training
- Fractional Privacy Manager

# Upcoming Webinars



## Creating a Modern, Compliant and Easier-to-Execute Records Retention Schedule

February 12, 2025

Retention policies must evolve from a “check-the-box” task into a strategic policy that drives compliance, eliminates conflicts, and enhances productivity.



## Using M365 to Create a Personal Data Inventory

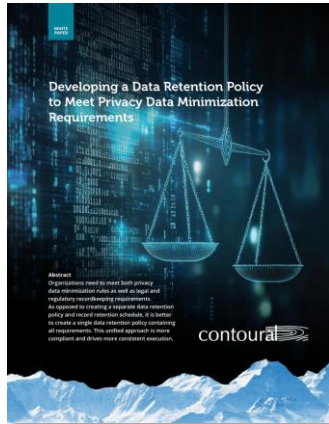
March 12, 2025

Rather than investing in expensive and complex tools, organizations can take a more practical, scalable, and compliant approach by leveraging Microsoft 365 to manage personal data inventories more effectively.

# White Papers

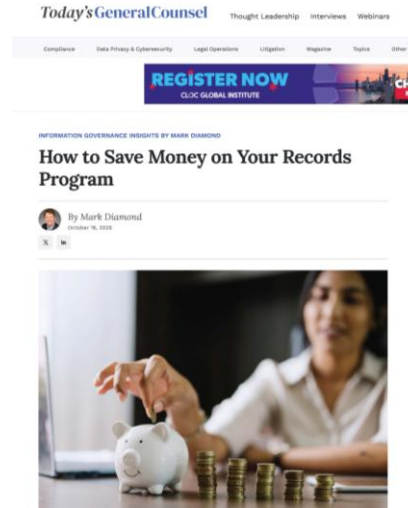


**White Paper:** Creating a Modern, Compliant, and Easier-to-Execute Records Retention Schedule



**White Paper:** Developing a Data Retention Policy to Meet Privacy Data Minimization Requirements

# Featured Article



**"How to Save Money on your Records Program."**  
*Today's General Counsel,*  
October 16, 2025.

# Additional Content

Visit [www.contoural.com](http://www.contoural.com) for more resources on:

- Creating and executing a records retention policy and schedule
- AI Governance
- Meeting Privacy Data Minimization Requirements
- Deleting Emails and Files Quickly and Defensibly
- Utilizing Microsoft 365 for information governance

... *and more.*

# Thank you!

# Q&A



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