

Agenda

1	Maturity of IAM
2	IAM Process Model
3	Highlights survey
4	Summary



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Maturity of IAM

- Where are we today with Identity & Access Management?
 - Status?
 - What went well?
 - What can be improved?
 - Future?
- Is it possible to do a maturity assessment?





Maturity of IAM

KPMG's IAM Maturity Model:

- follows existing standards like CMMI and Cobit.
- provides independent assessment criteria.
- can be used to measure where the organisation is, to efficiently decide where to go and for measuring progress against the goal.

Characteristics	Maturity Level
5 Processes are improved constantly and have reached a good practice level. IT is used integrated for workflow automation and provides tools for the improvement of quality and effectiveness.	Optimised
4 The management monitors the adherence to the processes and take measures, if processes are not effective. Tools are used in the main areas.	Managed
3 Processes are documented and standardized. Processes are to be observed, however deviations are probably not recognized.	Defined
2 Same tasks are similarly solved by different persons. Responsibility and knowledge remains with a single person. Errors are likely.	Repeatable
1 Ad hoc processes. Success depends on the authority and the commitment of individual employees.	Ad Hoc

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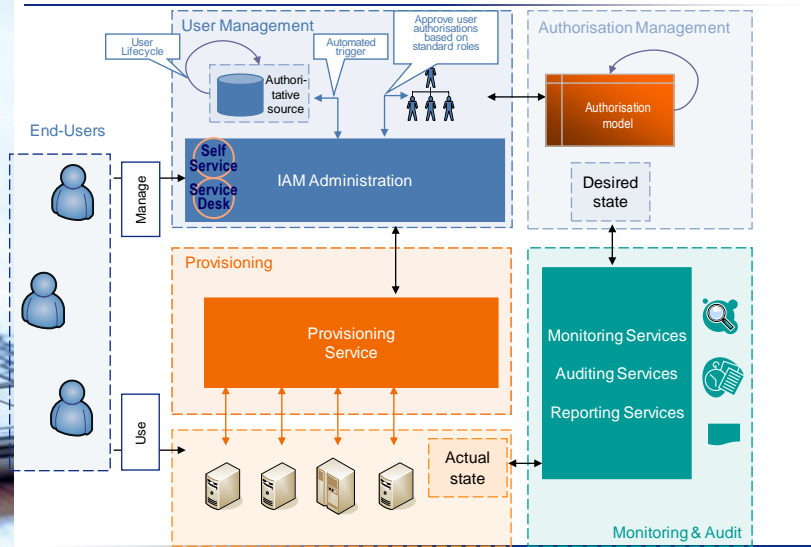
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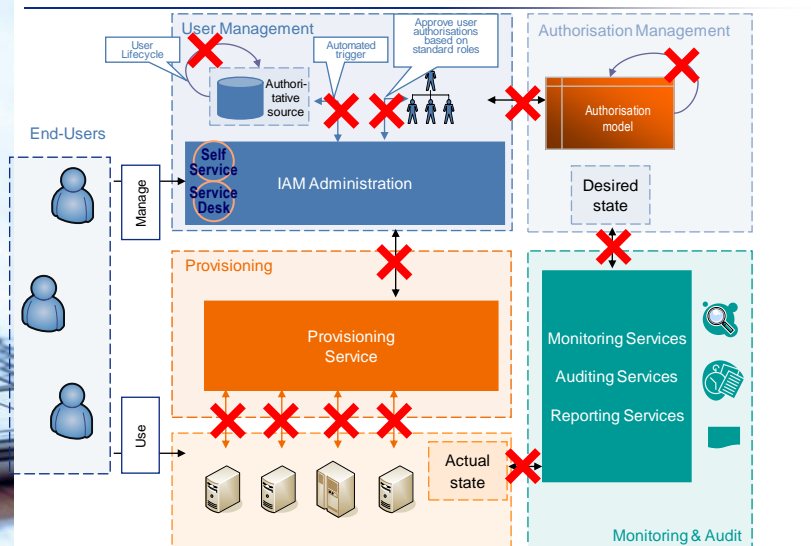
IAM Process Model (simplified)



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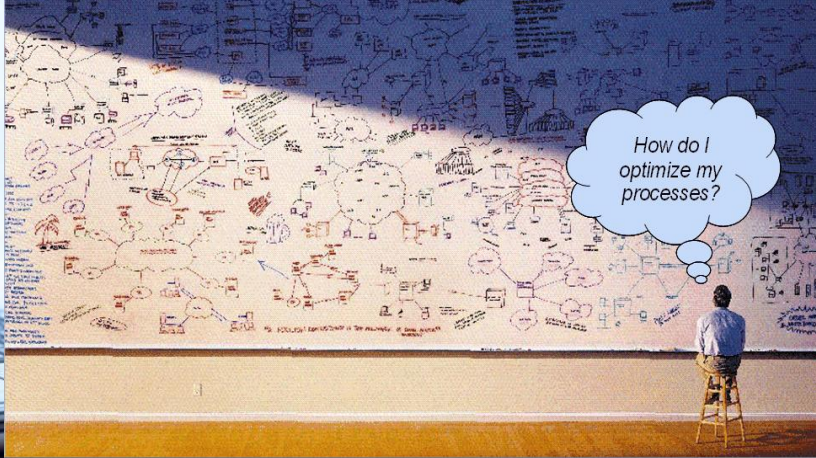
Problems in IAM Process Model



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IAM is an integration and change question



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Highlights of the survey

Gain insight into status and maturity of IAM in European organisations

- Current status of IAM in general and IAM projects
- Drivers for and expected benefits of IAM
- Satisfaction with IAM project
- Maturity of IAM
 - Mapped to COBIT maturity levels

Overall goal: based on this insight to contribute to your decision making process for identity and access management

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Participants

- 235 respondents from organisations located in 21 European countries
- Among the respondents where a wide range of organisational representatives, from CEOs and CIOs to security officers and heads of internal audit
- Participants from organisations of different sizes and different sectors

Total respondents	235
Geographical region	
North (UK, Scandinavia and Baltic's)	17%
East (Poland, Hungary, Czech Republic, Romania and Slovakia)	11%
South (Italy, Spain and Portugal)	15%
West (Benelux, Germany, Switzerland and Austria)	57%
Total	100%
Size of organisation (users)	
Fewer than 5,000	59%
5,000 up to 10,000	14%
More than 10,000	27%
Total	100%
Sector of organisation	
Consumer Markets (CM)	13%
Financial Services (FS)	41%
Industrial Markets (IM)	20%
Information, Communication and Entertainment (ICE)	11%
Infrastructure, Government & Healthcare (IGH)	15%
Total	100%

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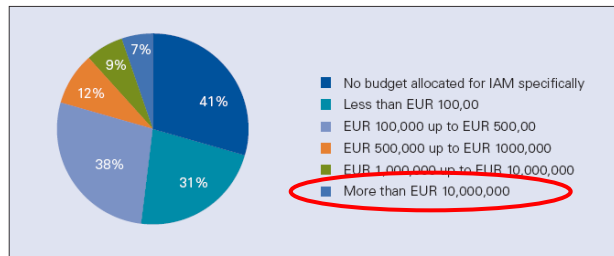
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Current status and IAM projects

- All participants started one or more IAM projects in the last three years
- Two-thirds of participants have separate IAM budgets
- Financial sector has highest budgets, government lowest budgets

Size of IAM project budgets



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KPMG's view

- IAM is of concern to all organisations regardless of the sector they operate in or the country where they are based
- Financial Services sector → **“early adopter”**
 - Banking regulations (e.g. Basel II)
 - Corporate governance legislation (e.g. SOx)
- Infrastructure, Government and Healthcare sector → **“late adopter”**
 - Least mature IAM projects
 - Lack of notable compliance obligations

*All respondent initiated an IAM journey,
IAM is here to stay!*

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Strategy

- 58% of the participants have IAM related strategy at executive board level
- IT professionals mostly responsible for the development of the strategy

IAM Strategy Responsibility



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KPMG's view

- Develop a **clear** IAM strategy:
 - covering IAM and all underlying processes
 - deriving from the organisation's strategy (IT related and other)
- IAM projects should not only focus on technological aspects but also on business related aspects

Key factor for successful IAM projects is involvement and commitment of the appropriate stakeholders

Majority of IAM projects appear to be driven by IT stakeholders

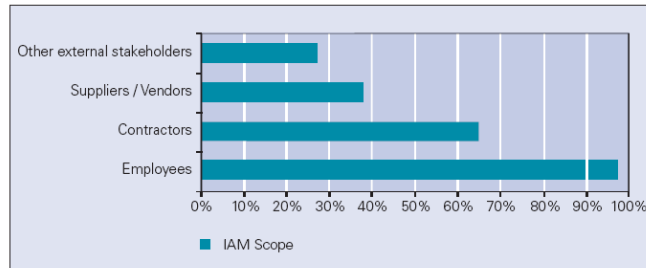
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Scope of IAM projects

- IAM projects focus on employees/contractors and internal systems/ information
- Federated Identity Management, the cross-boundary connection of IAM environments with business partners, is not yet broadly used



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KPMG's view

- Develop an IAM roadmap setting out the **foundation** for an IAM environment
 - Implement a central & integrated IAM system
 - Address the organisational aspects of IAM
 - Policies and procedures are a **KEY** element
- Technically oriented means are more often used to achieve project goals than IAM means that are business-oriented

*Most projects are focused on employees and contractors.
The main reason appears to be the obligation
to comply with internal and external regulations*

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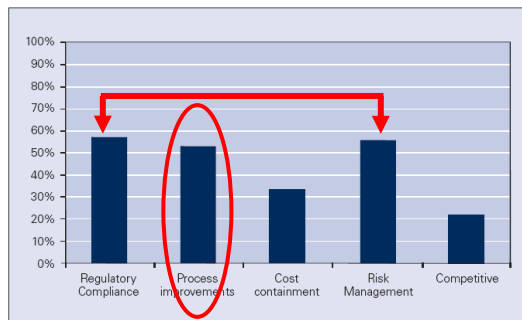
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Drivers & benefits

- Significant benefits are expected for regulatory compliance and risk management especially in Financial Services sector and Information, Communication & Entertainment sector
- Significant benefits for process improvements in Infrastructure, Government and Healthcare sector

Expected significant benefits



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KPMG's view

- Many organisations will not engage in IAM unless there is an external force driving them to manage “access to programs and data”
- Organisations will seek process improvement in order to achieve sustainable compliance as well as to achieve operational excellence by automation
- Only a limited number of organisations view enterprise-wide IAM as a competitive advantage

Cost containment and competitive advantages are seen as the least important drivers of IAM. Improving compliance and reducing risk are the main driver behind IAM projects

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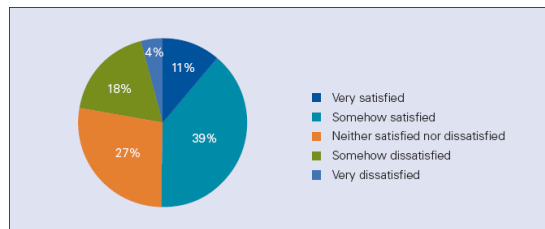
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Satisfaction

- More than half of the IAM projects did not achieve the intended goal
- There is a clear gap between expected and actual benefits of IAM projects
- Most organisations lack insight into the benefits of IAM projects

Satisfaction with project outcome



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KPMG's view

- Organisations expect to gain most from IAM in terms of insight into:
 - who is able to access what information
 - what the recipient does after gaining access
- IAM is seen as a detective control mechanism rather than as a preventive control mechanism
- Many organisations do not regard cost containment as their prominent driving factor for IAM

A confirmed strategy, business case and expectations management is essential for a successful IAM project

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Project failures

- The biggest challenge for a successful IAM project are not the technical issues
- The main cause of project failures is that the business is not ready

Causes for project failures



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KPMG's view

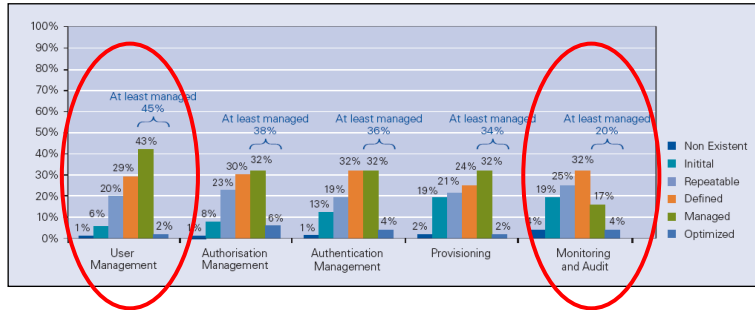
- The aim of IAM is to resolve **business issues!**
- To prevent IAM project failures the following project approach is recommended:
 - Define the aim of the project and set realistic goals
 - Cover the business aspects as well as the technical aspects of IAM
 - Strive to be efficient and pragmatic
 - Aim for a structural solution to avoid the need for a yearly comparison between IST and SOLL
 - Seek to produce timely results

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Maturity

- Overall, many participants rated their maturity of IAM below “managed”
- User management is the most mature IAM process
- Monitoring & audit is the least mature IAM process

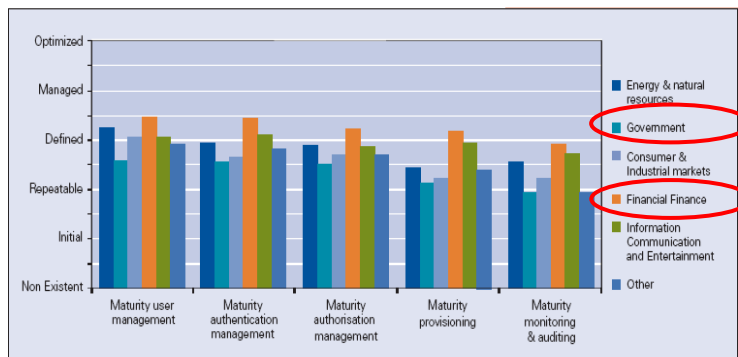


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Maturity

- Maturity per Line of Business



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KPMG's view

- Most organisations can increase the maturity of IAM by improving the efficiency of IAM processes through automation
- Main focus on the realisation of an integrated IAM system (in which all users are generally managed)
- Clear division between organisations that need to comply with laws & regulations (SOx, Basel II) and organisations which are not affected by such regulations.

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Recap of main findings

- Identity and access management is here to stay!
- The main drivers for identity and access management projects are improving compliance, reducing risk and increasing business value (process improvement)
- There are gaps between expected and realized benefits from identity and access management projects
- Identity and access management is getting mature. Within many organisations the identity and access management processes have been standardised and documented, and their proper execution can be controlled on the basis of the documentation



IAM is becoming mature!

Characteristics	Maturity Level
5 Processes are improved constantly and have reached a good practice level. IT is used integrated for workflow automation and provides tools for the improvement of quality and effectiveness.	Optimised
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1 Ad hoc processes. Success depends on the authority and the commitment of individual employees.	Ad Hoc

A blue circle labeled "Current state" with an arrow pointing to the "Defined" maturity level (row 3).



Thanks for your attention!



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