Deloitte.

Identity Governance and Administration
Catalyst for compliance, efficiency and strategy

Lessons learned from Danish IGA Study 2015

Identity and Access Management – the analysis

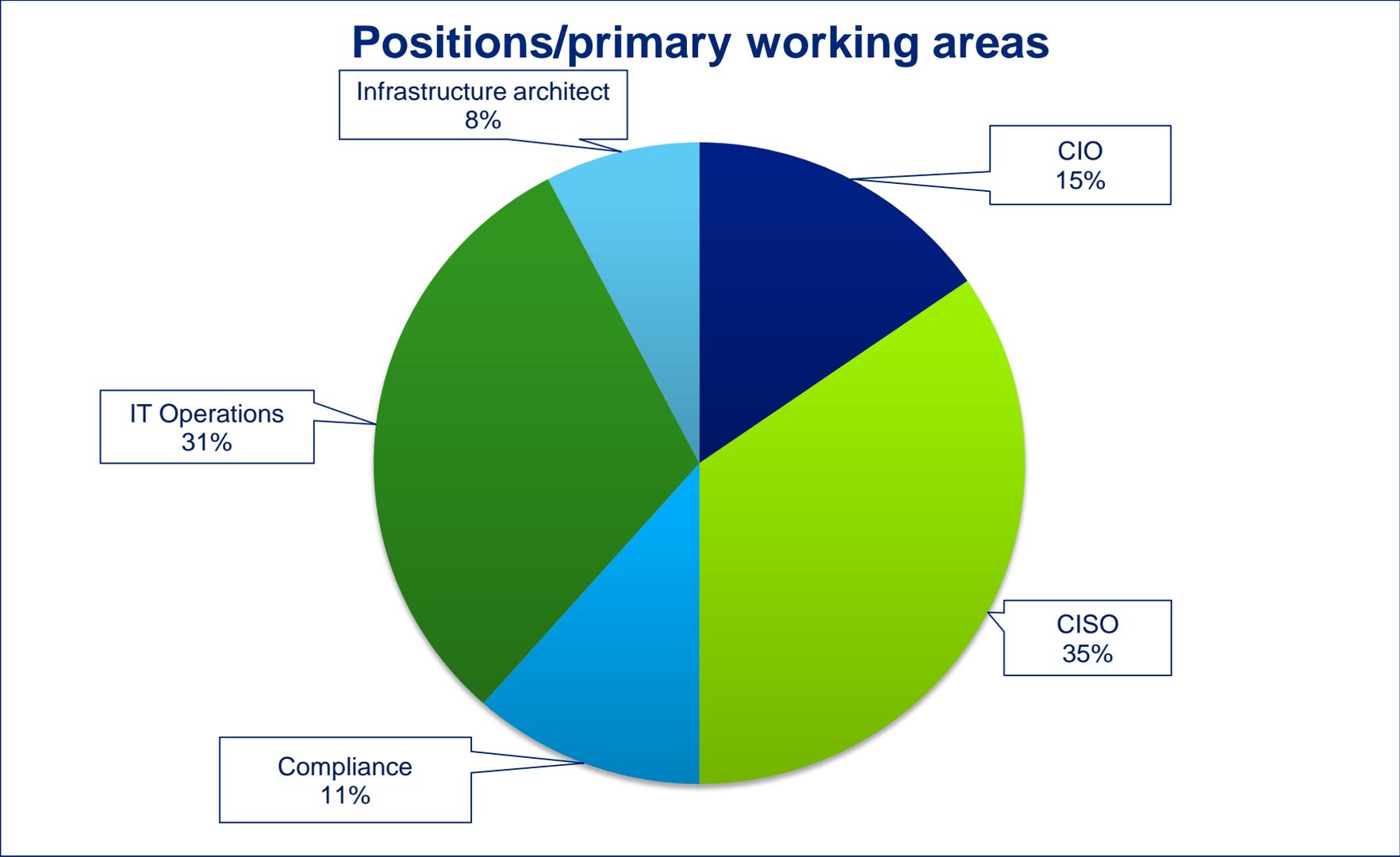| Increased Security	Increased Compliance	Increased Efficiency	Increased Satisfaction

Deloitte and Oracle decided to conduct a small IAM survey in Denmark encompassing 23 organisations, to map out how the above drivers weighed in compared to each other for:
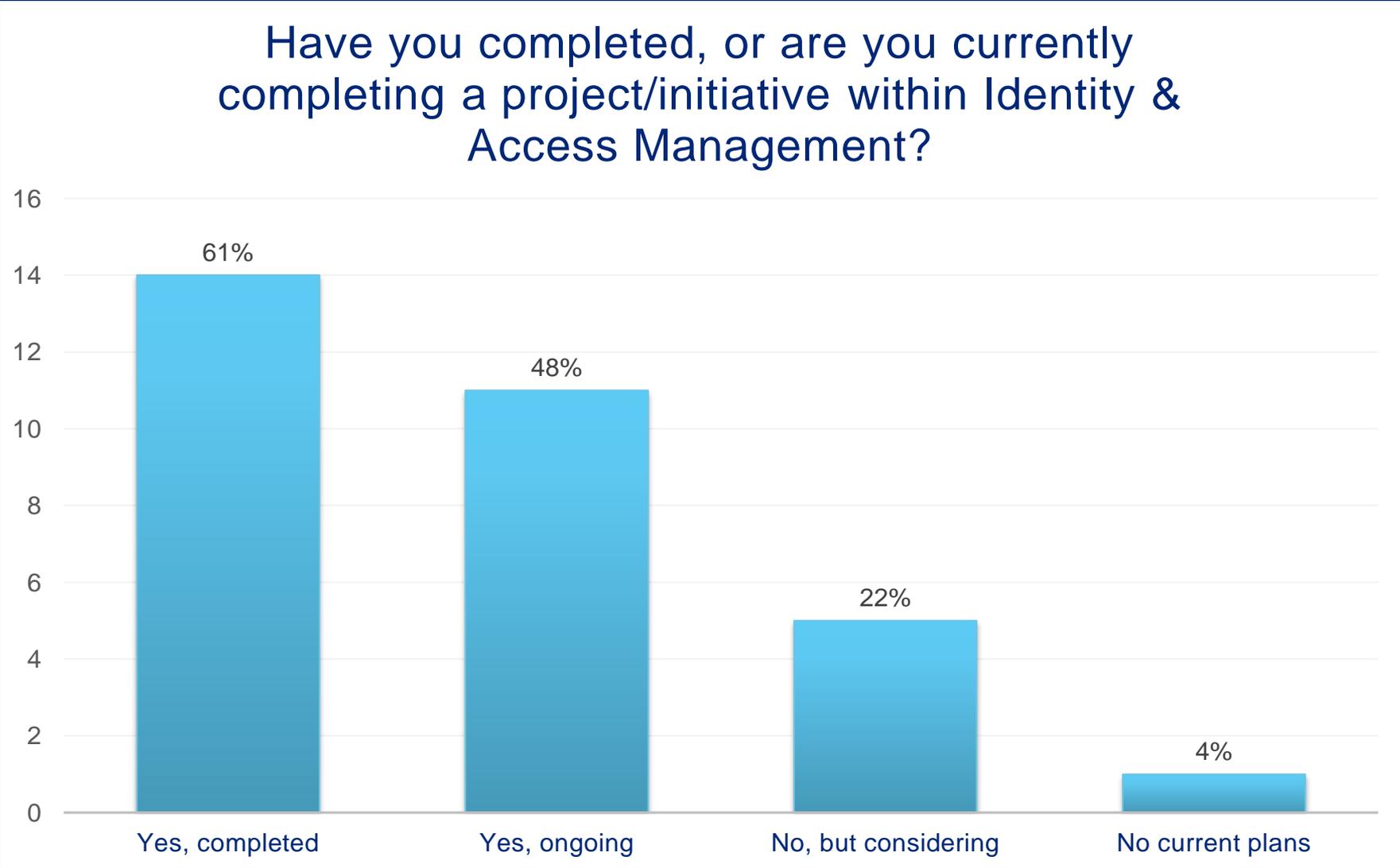
- the initiation of an IAM project, and

- how the organisations assessed the achieved results.

and to obtain facts about IAM implementation efforts in general.
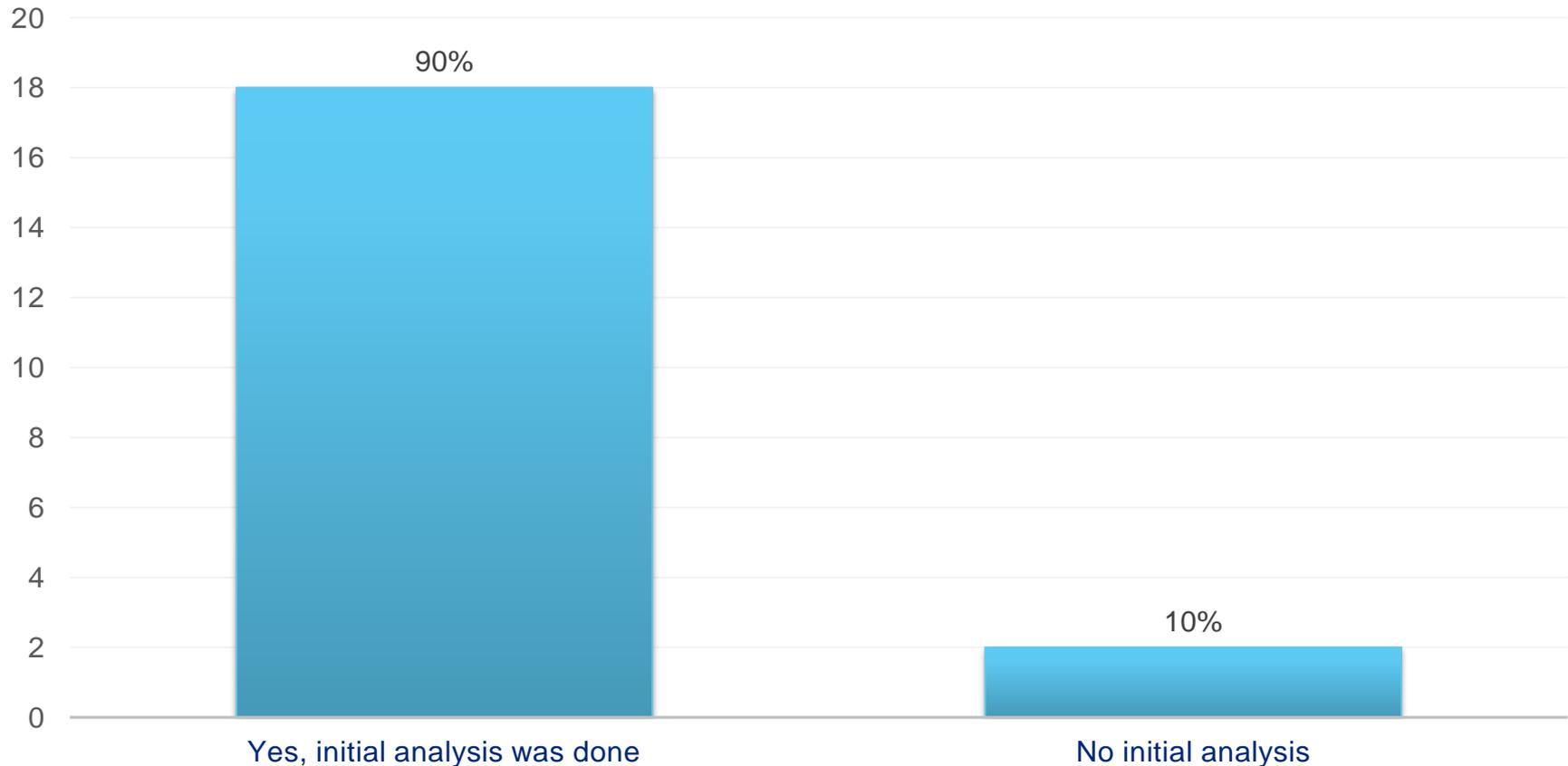
We asked, or were directed to:

Positions/primary working areas

- Infrastructure architect 8%
- CIO 15%
- CISO 35%
- Compliance 11%
- IT Operations 31%

Project status

Have you completed, or are you currently completing a project/initiative within Identity & Access Management?
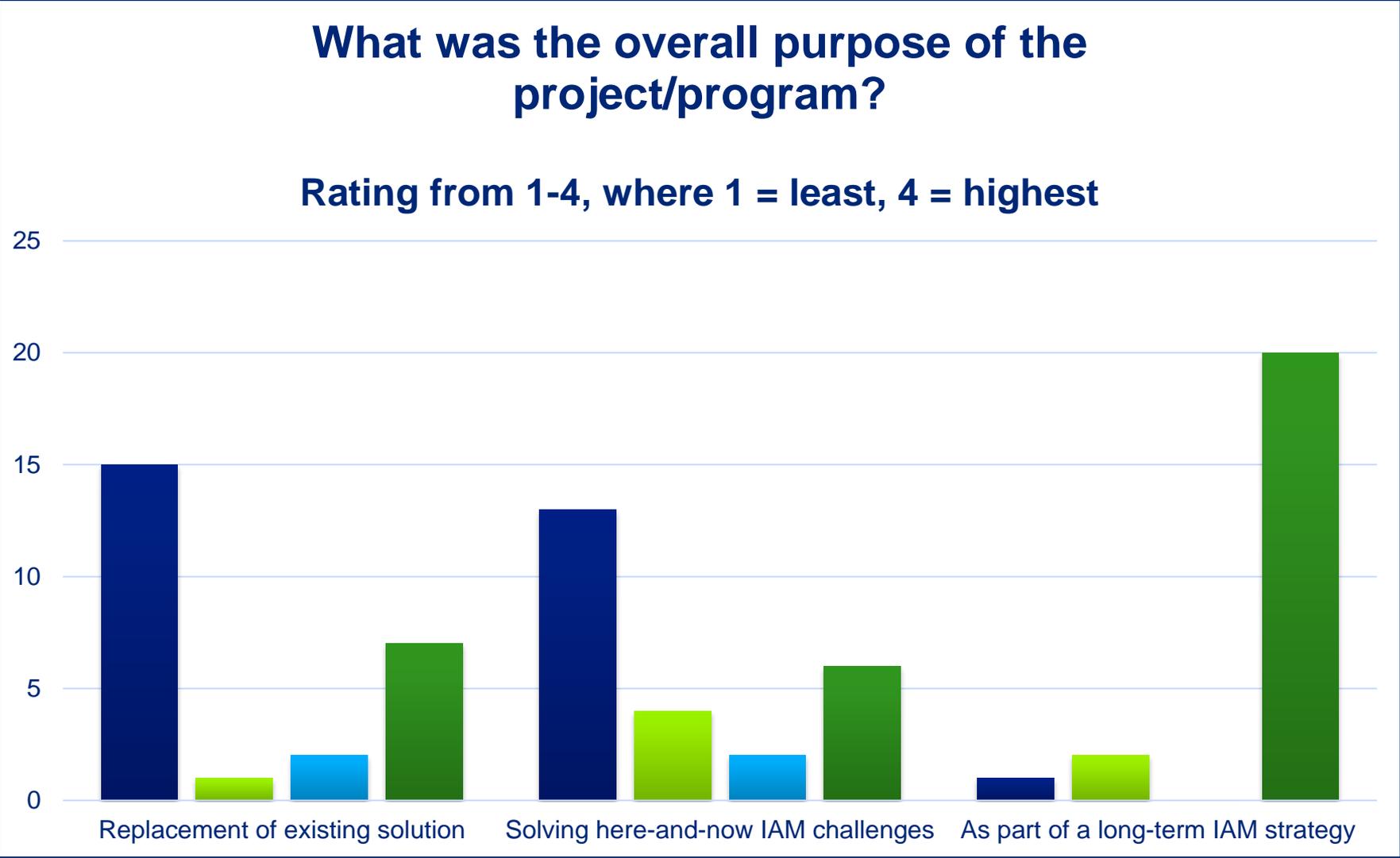
Initial analysis
(respondents with completed or ongoing project)

Did you complete an initial analysis of challenges related to identity management (current state, roadmap etc)?


- Yes, initial analysis was done: 90% (18)
- No initial analysis: 10% (2)

Project purpose

What was the overall purpose of the project/program?

Rating from 1-4, where 1 = least, 4 = highest

Replacement of existing solution | Solving here-and-now IAM challenges | As part of a long-term IAM strategy

Business unit participation

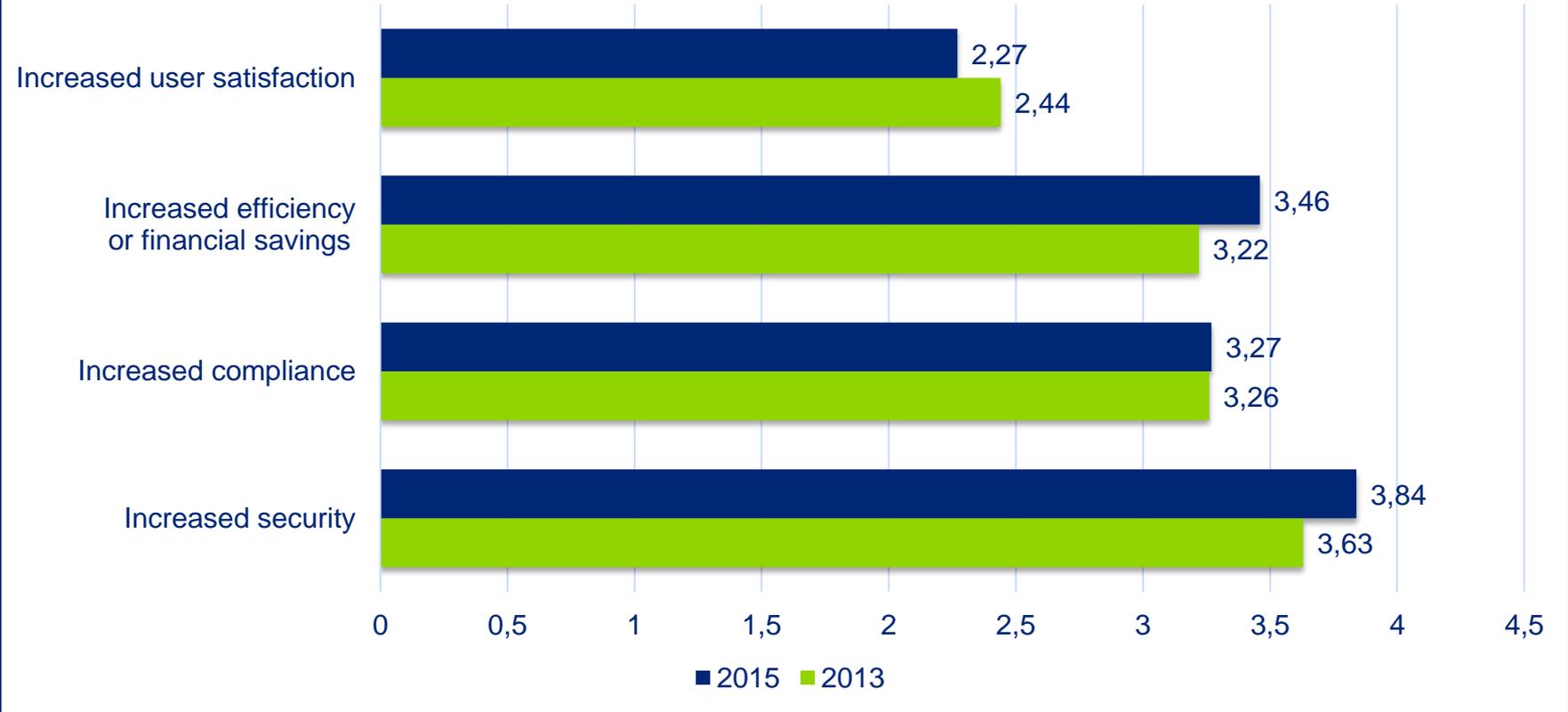**To what degree was the project anchored in IT vs. the business?**

Rating from 1-4, where 1 = least, 4 = highest
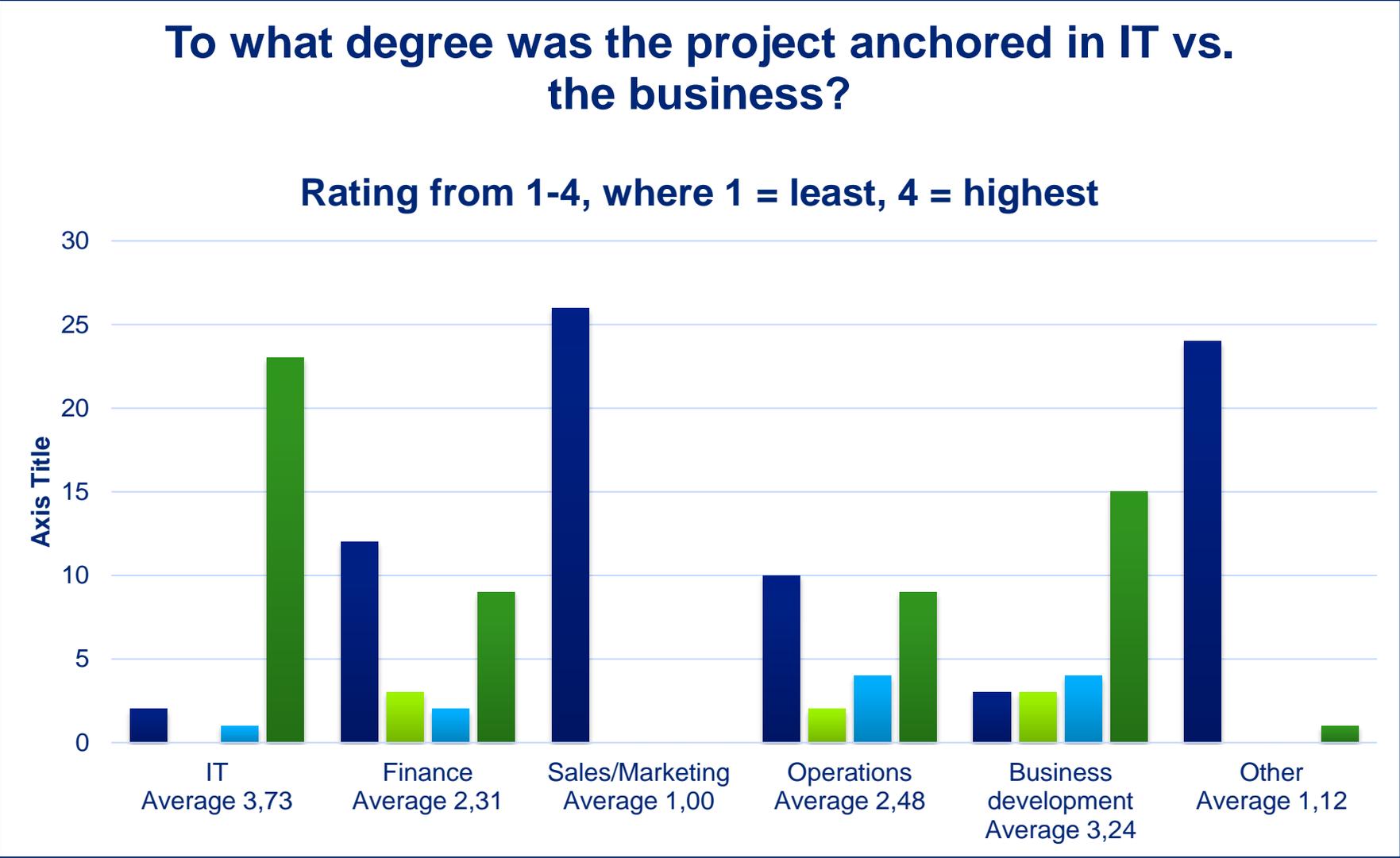
Success criteria in relation with the start-up

What were the weighing of the following success criteria in relation with the start-up of the project?
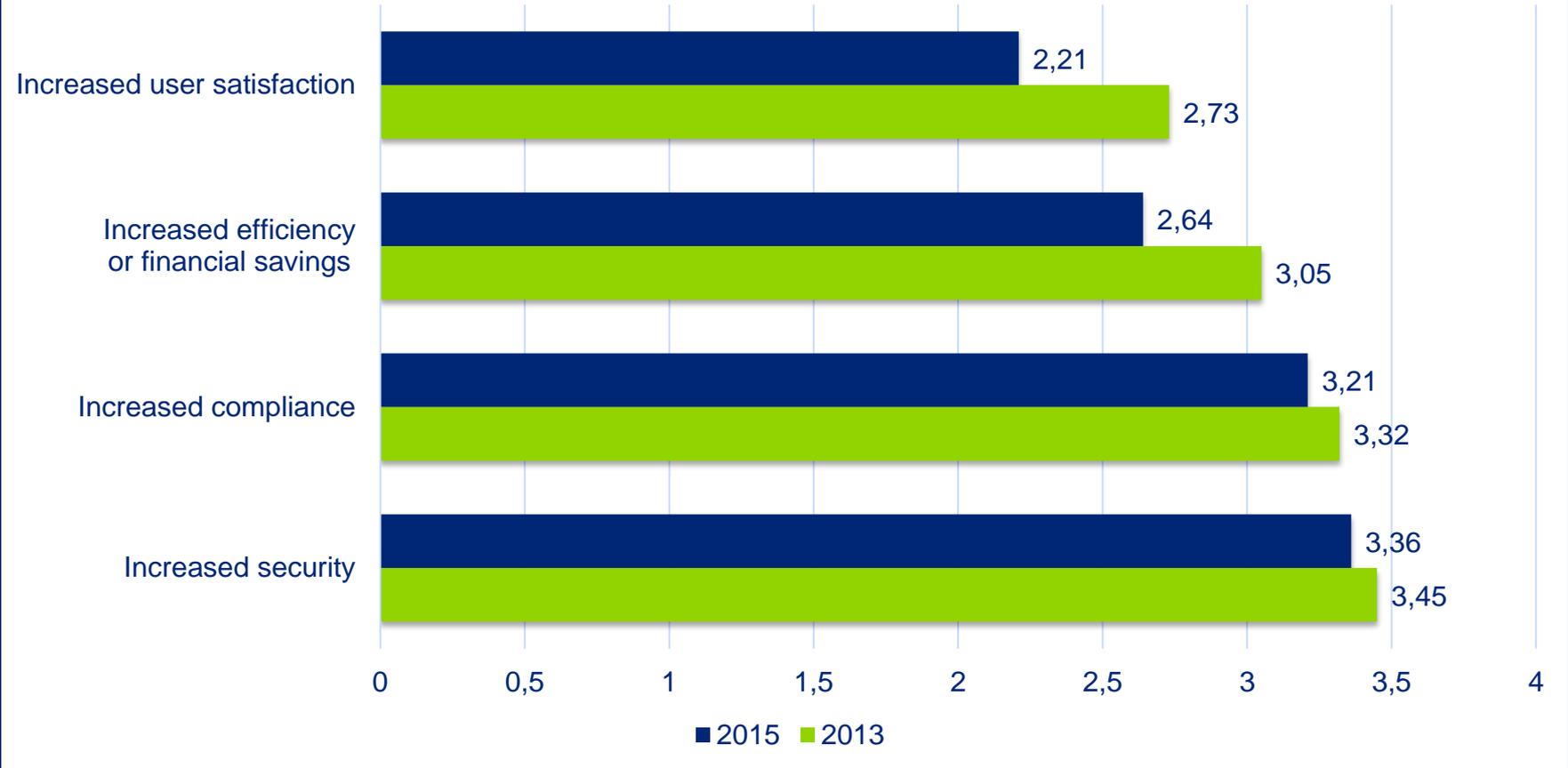
Rating from 1-4, where 1 = least, 4 = highest

Criteria	2015	2013
Increased user satisfaction	2,27	2,44
Increased efficiency or financial savings	3,46	3,22
Increased compliance	3,27	3,26
Increased security	3,84	3,63

■ 2015 ■ 2013

Success criteria in relation with the results

To what extent did you achieve to meet the success factors?
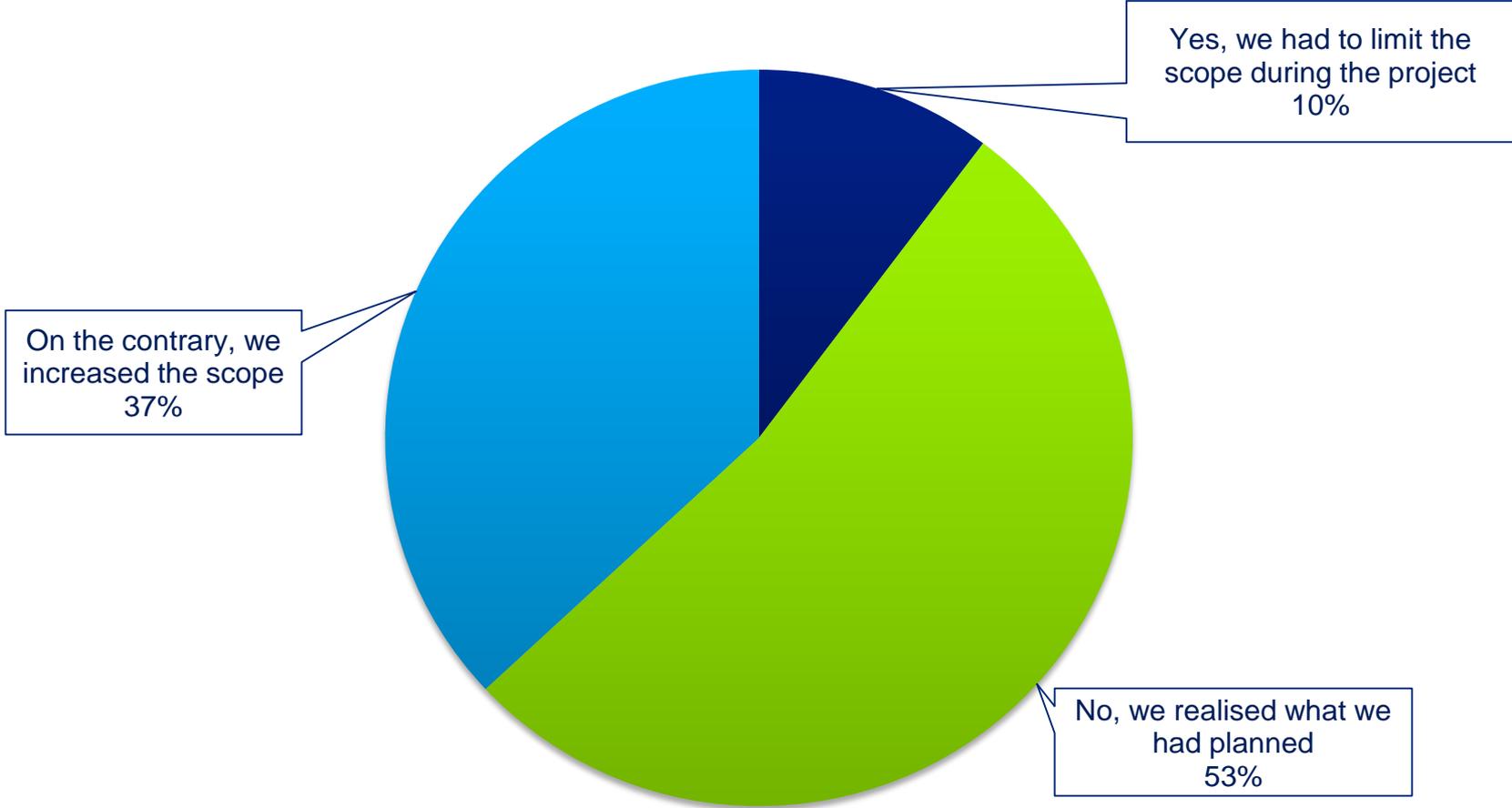
Rating from 1-4, where 1 = least, 4 = highest

Success factor	2015	2013
Increased user satisfaction	2,21	2,73
Increased efficiency or financial savings	2,64	3,05
Increased compliance	3,21	3,32
Increased security	3,36	3,45

2015 2013

Overview – initiation criteria vs. realised

Factor		Year	Initiation	Trend	Realised	Difference
	Increased Security	2015	3,84	⬆	3,36	⬇
		2013	3,63		3,45	⬇
	Increased Compliance	2015	3,27	⬅	3,21	⬇
		2013	3,26		3,32	⬆
	Increased Efficiency	2015	3,46	⬆	2,64	⬇
		2013	3,22		3,05	⬇
	Increased Satisfaction	2015	2,27	⬇	2,21	⬇
		2013	2,44		2,73	⬆

Level of ambition

Were you too ambitious?

Yes, we had to limit the scope during the project
10%

On the contrary, we increased the scope
37%

No, we realised what we had planned
53%

Size of the project/program

What economical size does the initiative have?

Below 500 TDKK

500-2.000 TDKK

2.000-5.000 TDKK

5.000-10.000 TDKK

More than 10.000 TDKK
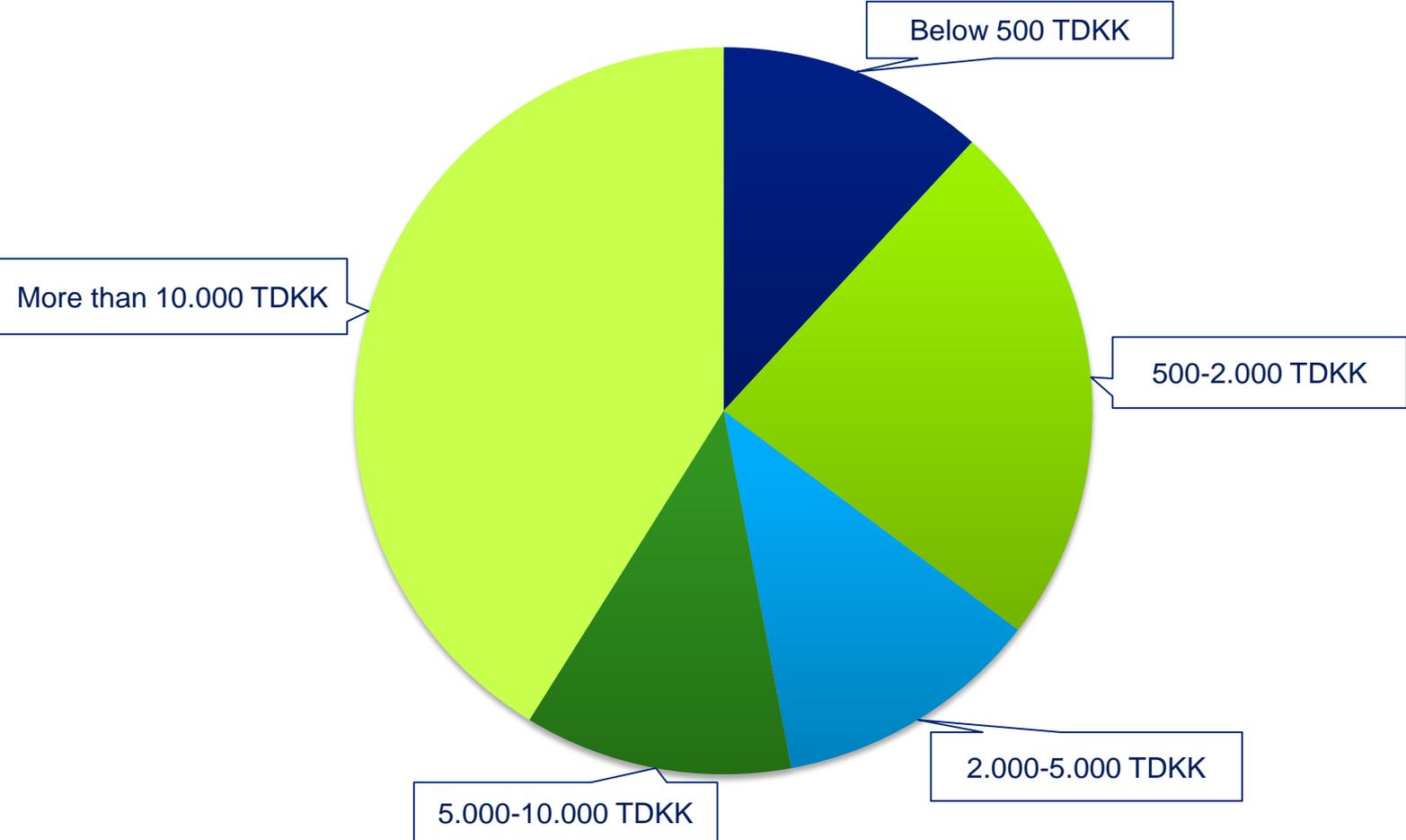
Management of project financials

How well did you manage to keep the budget?

- Delivered under the budget 4%
- Do not know
- Delivered on budget 44%
- No delivery/closed down 4%
- Delivered 21-30% over budget 0%
- Delivered 10-20% over budget 0%
- Delivered less than 10% over budget 4%
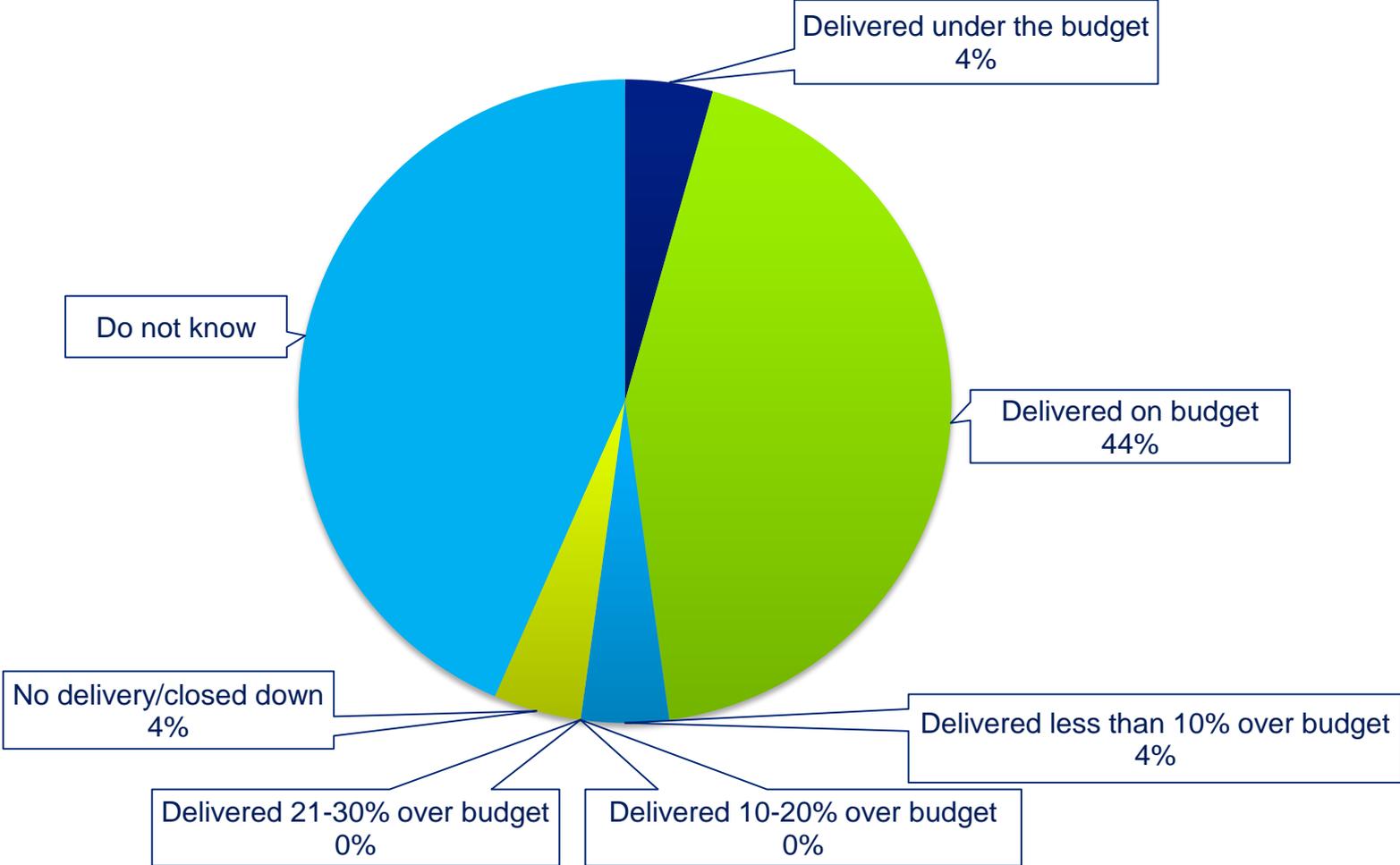
Planned project period

What was the planned project period length?

Less than 3 months
0%

3-6 months
14%

7-12 months
27%

More than 12 months
59%
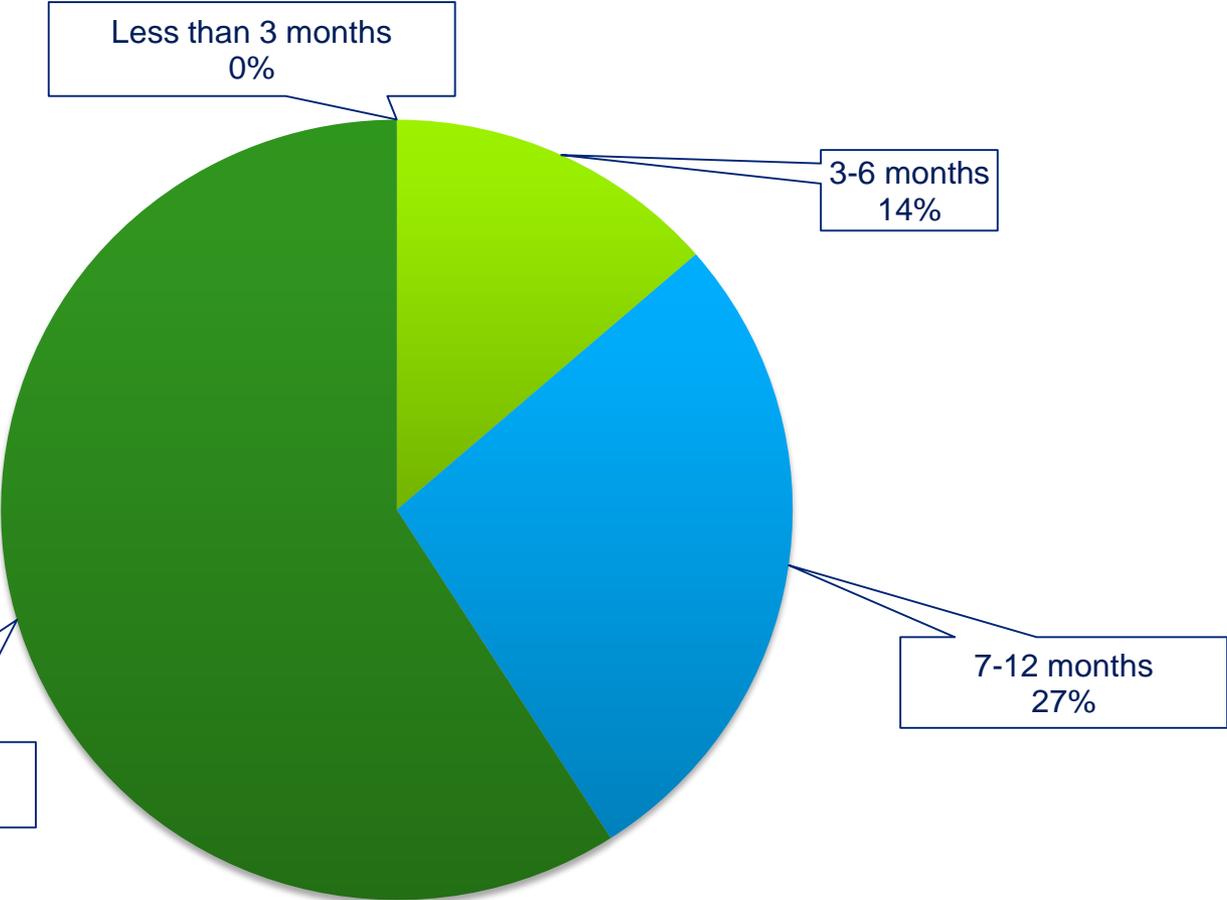
Project realisation vs. plan

How well did you manage to keep the timeline?

Delivered ahead of schedule
0%

Not finalised/closed
down
41%

Delivered on schedule
41%

Delivered more than 6 months late
12%

Delivered less than 2 months late
6%

Delivered 5-6 months late
0%

Delivered 2-4 months late
0%
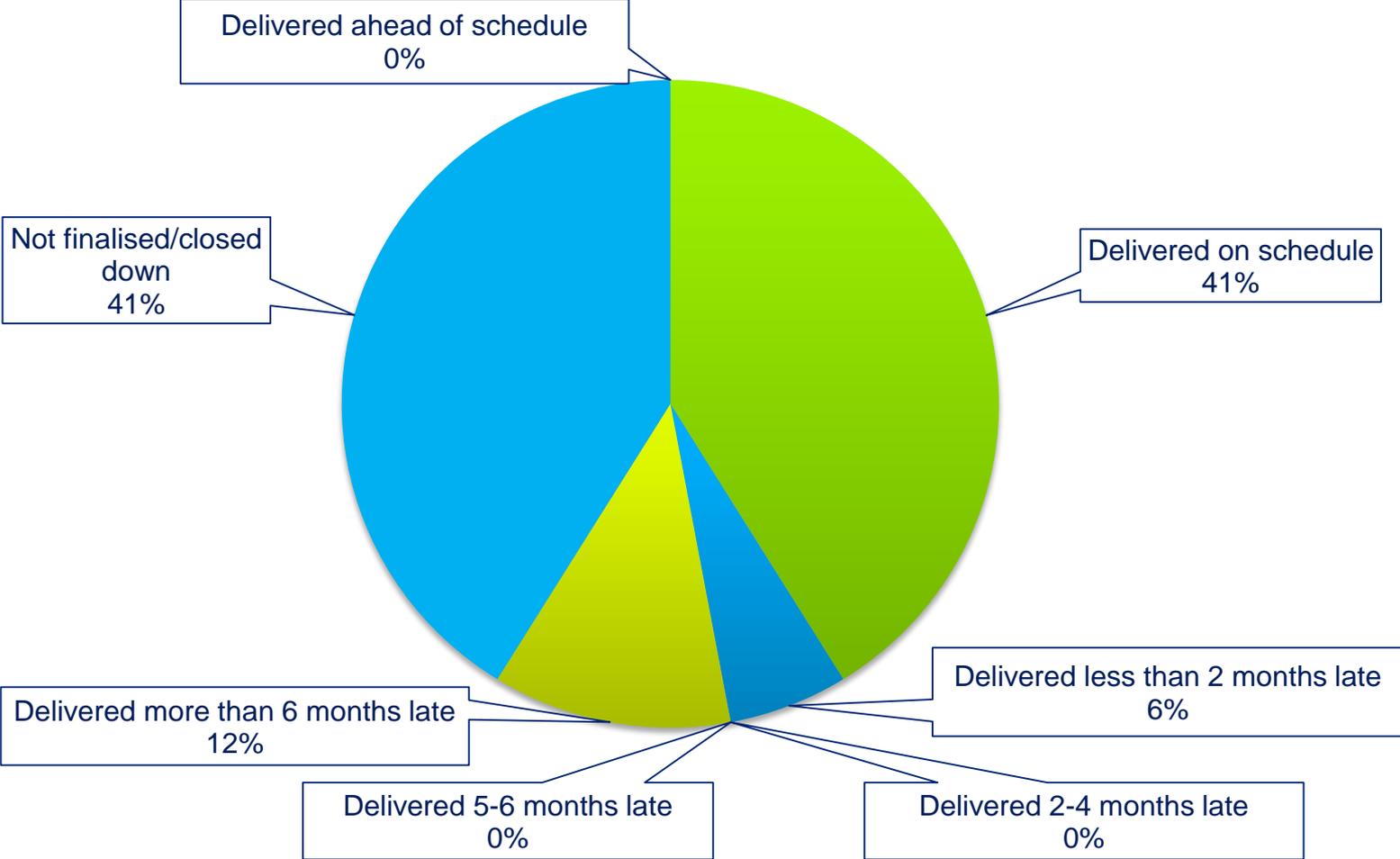
Management of the IAM solution

Who performs the daily management of the IAM solution?

Cloud solution
4%

Managed by
outsourcing partner
22%

Managed internally
74%

Project status

Was the most important driver for the project internal or external?
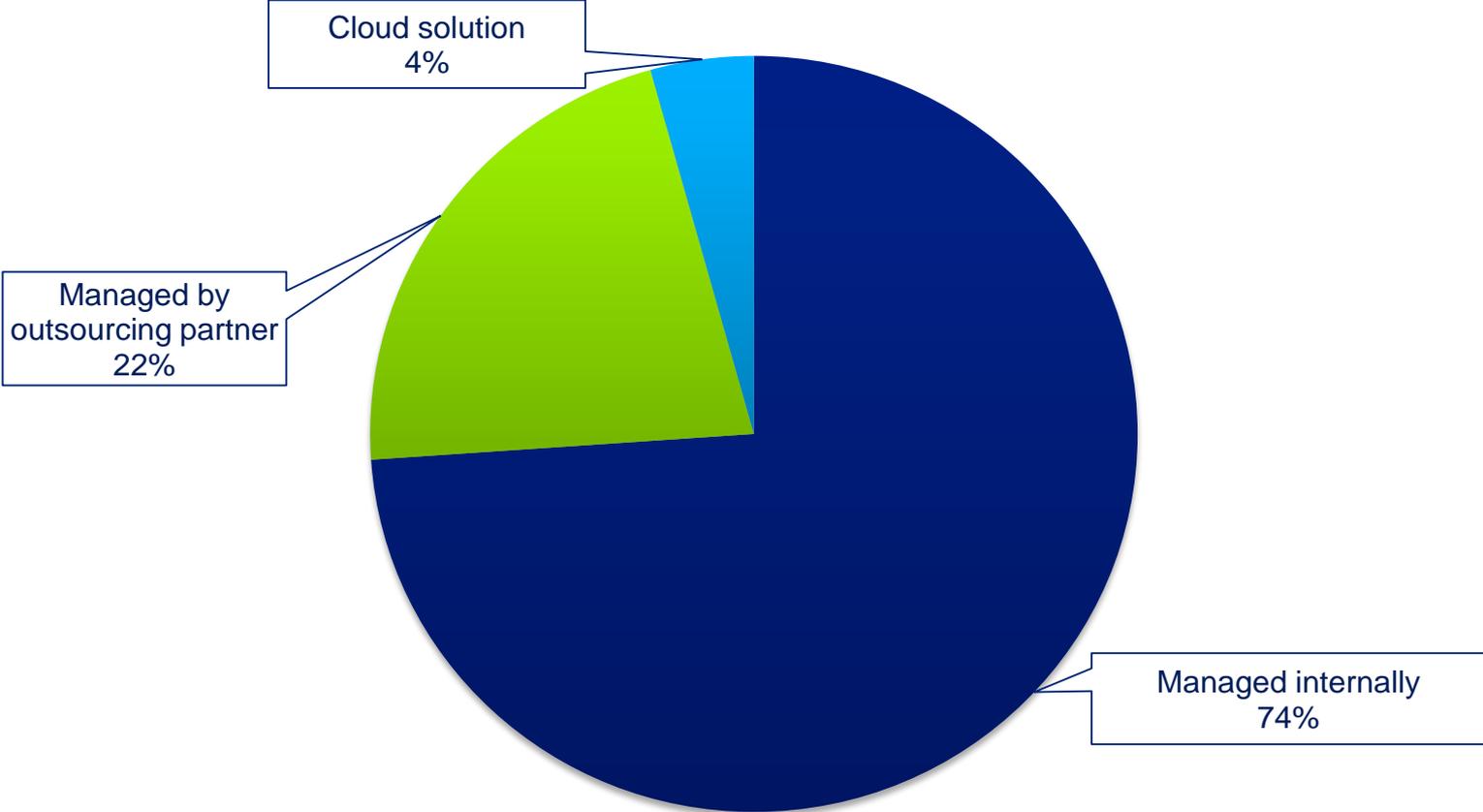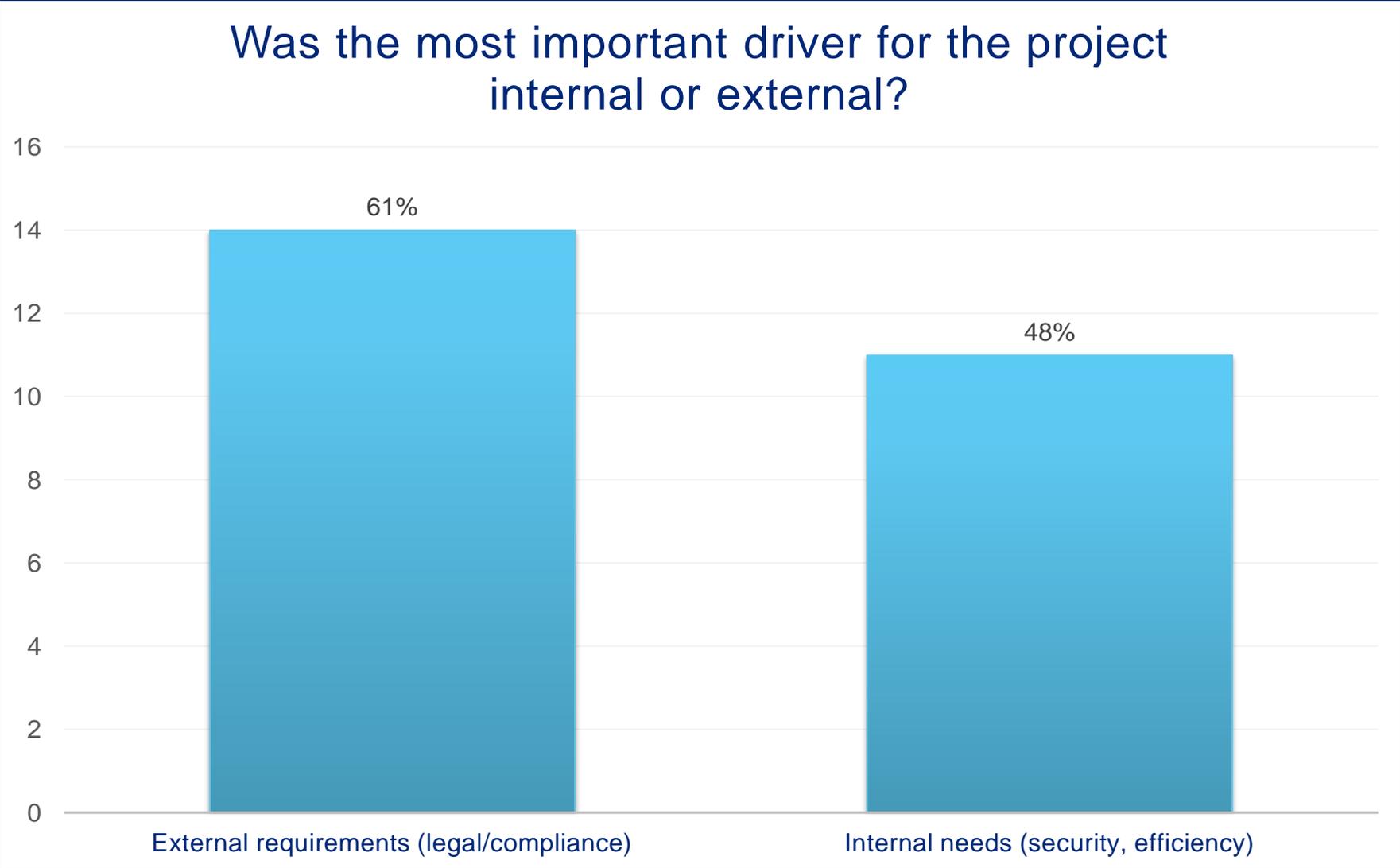
What would you do differently?

- We have been good and thorough this time, compared to last. The scope and extension has been properly explained to management.
- To do it right going forward, do not create / develop own systems, as it is very extensive and there is no possibility to add new features.
- More of the operating departments into the project from the start. The complexity of the project and organizational changes are difficult to calculate when the majority is outsourced
- Should probably have made a whole roadmap over eight years, instead of a small project where you take small chunks of time.
- Take more solid decisions at the start and run entirely by them; there has been too much discussion. It may be that it costs more initially, but that is offset in the end.
- The platform that was chosen has not been scalable according to the number of users who are managed.
- It has gone from some systems that were running on the mainframe to SOA Architectural features / platforms. That should have been done from the start.
- We underestimated how big the project was, which extended it by one month.

Conclusion

IAM is on the agenda of almost all the companies – only 4% are not currently considering IAM.

For approximately 1/3 of the respondents, the replacement of a current solution was an important driver.

The focus on gaining increased efficiency and on improving the level of security has increased, while the focus on compliance remains relatively high, but unchanged.

User satisfaction remains to be a factor of relatively low importance to the projects.

The negative gap between expectations and results has increased.

Only a minor part uses outsourcing/cloud solutions, about 75% of IAM solutions are managed internally.

Predictions…

Gartner, January 2015
Magic Quadrant for Identity Governance and Administration

By 2018, 40% of IGA vendors will provide preconfigured business process frameworks to ease deployment for small to midsize organizations, up from less than 10% today.

Traditional enterprise operational and business needs, anchored by effective risk management and regulatory compliance practices, continue to drive IAM/IAG programs.

In 2015, however, Gartner finds the most significant impacts on IAM stem from Digital Business combined with the Nexus of Forces in social, mobile, cloud and information – and the rise of the IoT. In other words:

- IAM is mission-critical for business leaders, security and risk professionals and IT staff. IAM leaders must align IAM initiatives with the organization's security, applications, data, and digital business strategies — above all.
- With the advent of digital business, it becomes even more important that IAM initiatives across the organization are united within a single program
- IAM leaders must be wary of overly complex or overly ambitious IAM projects - focus must be on simple, effective and scalable approaches to IAM.

Gartner: Agenda Overview for Identity and Access Management, 2015

Emphasis on **total cost of ownership** as a selection criterion has continued. This drives adoption of "good enough" solutions from smaller vendors inside and outside the Magic Quadrant. This is also putting pressure on sales to offer competitive pricing and discounts, rather than value-based pricing.

By 2018, 30% of organizations will have replaced more than 50% of manual access certification and request approvals by automated intelligent policies driven by analytics.

- By year-end 2016, the Internet of Things will drive device and user relationship requirements in 20% of new identity and access management implementations.
- By 2017, enterprise mobility management integration will be a critical identity and access management requirement for 40% of buyers, up from fewer than 5% today.
- By 2020, 60% of organizations will use active social identity proofing and let consumers bring in social identities to access risk-appropriate applications.
- By 2020, new biometric methods will displace passwords and fingerprints for access to endpoint devices across 80% of the market.

Gartner Predicts 2015: Identity and Access Management

Deloitte.