



André Deville

Les 10 règles de base à intégrer pour un déploiement réussi d'une stratégie de Gestion des Identités et des Accès



Introduction

IAM Projects

- We are witnessing a significant increase of IAM activities in France
- This presentation is aimed at sharing our field experience, derived from having installed our Tivoli Identity Manager & Tivoli Access Manager solutions to more than 2,500 customers worldwide

Putting the Cart ahead of the Horses

Numerous examples of war stories

- Project initiated without a clear vision, or a clear understanding from executive management
- More Roles than Employees
- Theoretical Approach (Top Down)
- IAM / User Provisioning Technologies selected on the wrong requirements
 - *“Largest Shelfware nowadays”*
- Scope too large or scope creep
- Too much promised, too little delivered
- Project Priority Reshuffling



Example - Role Based Access Control / User Provisioning

Growing Regional Bank

RBAC project initiated by IT

After much efforts, Roles structure finally established

Role-based User Provisioning deployed on a majority of systems

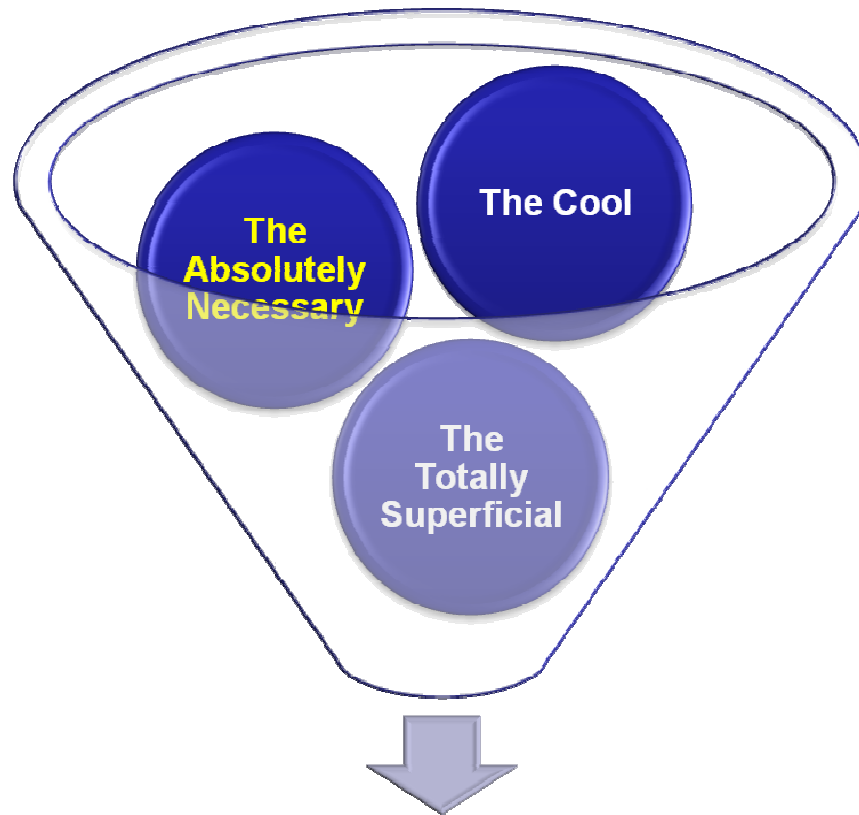
EXCEPT *“the main legacy system”*

- The most important system of all, where it is known that the existing directory is in a very poor shape
- Owing to historical reasons, users given more privileges than required
- Nobody dares to touch the system, perceived as mission critical

Good to know

- The bank suffered a major information leak, generating hundreds of significant incidents country-wide
- Regulators are stepping in

Identifying the Requirements



Requirements



Motivations for IAM



Need a consistent way to manage user changes (e.g. password resets and account information) in a wide variety of systems and applications

Need to administer growing user populations and complexity of user life-cycle management

Need to reduce the growing number of administrators and training requirements

Need to reduce the overall cost per transaction of user administration

Motivations for IAM



Need self-care, and automated workflow for B2B, or internal employees

Have failed a security audit or had a security breach

Need to meet service level agreements that require users to be provisioned quickly (i.e. must provision a user in 10 minutes instead of 2-3 days)

Have trouble identifying “orphan” accounts (i.e. not sure who a specific account belongs to)

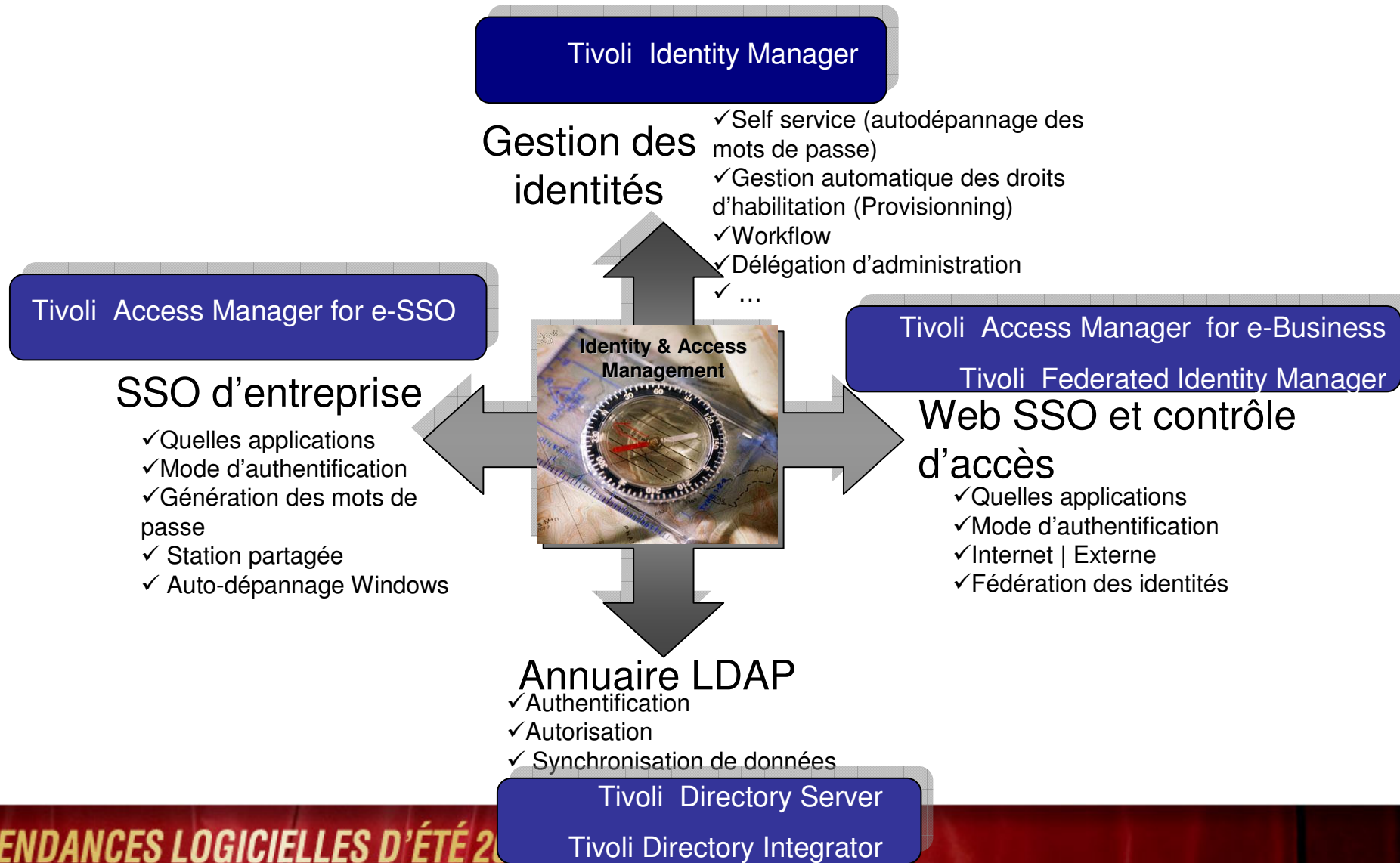
Customers who have difficulty “deprovisioning” users (i.e. removing a user’s access when the user leaves the organization)

Project Scope and Duration

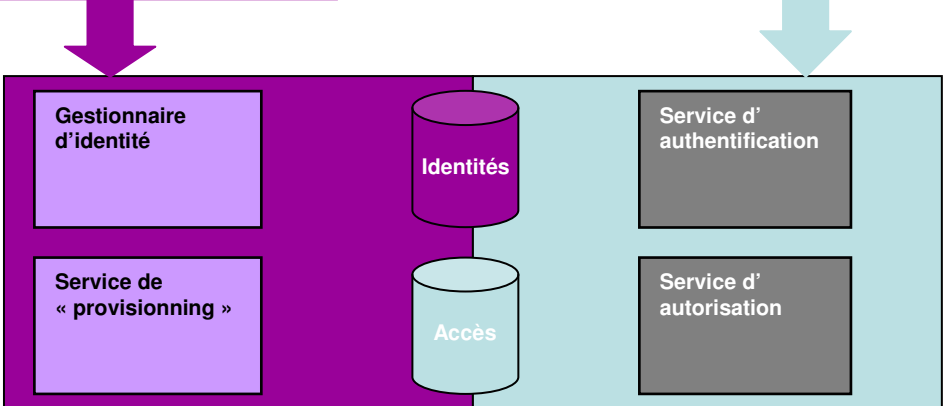
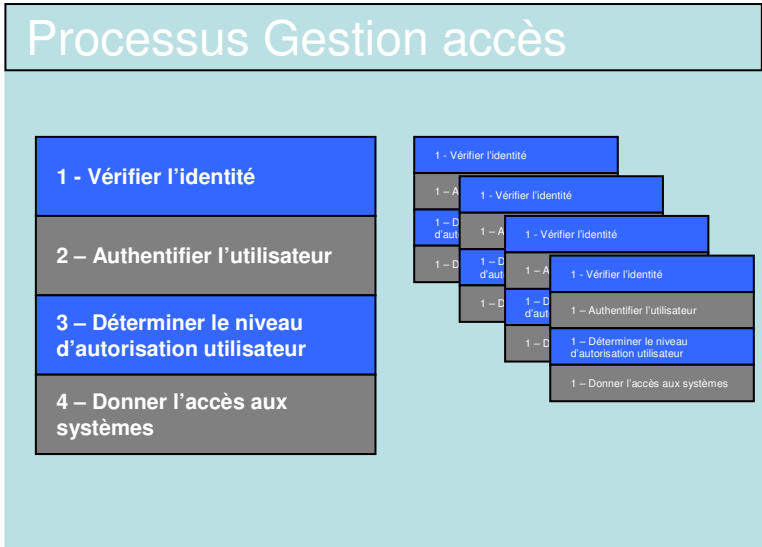
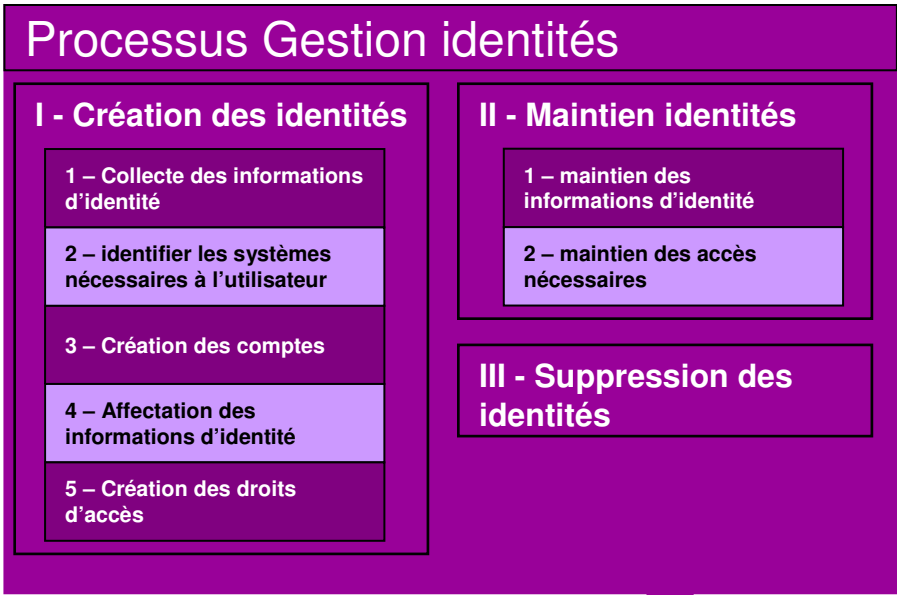
Project Scope

- Deployment of proper Identity Management is usually a component of a much larger corporate role review
- It is essential to ensure that everybody is clearly informed on the bigger picture, vision and project duration
- Business Owners will have to be often reminded on why they are on that journey

Démarrer dans quelle(s) direction(s) ?



Rappel sur les processus de gestion des identités & accès



Corporate Executive Sponsorship, and adequate follow-ups

Executive Sponsorship

- IAM projects generally involve a redesign of identities with strategic implications at the corporate level, and since overall IAM/RBAC projects can be significant in terms of resources and duration, it is critical to seek corporate executive sponsorship to the project
- To remain effective sponsors, corporate executives need to be communicated business goals and receive business reports regarding project's progress – it is not unheard of to have corporate executives to cease sponsoring projects over time for lack of proper visibility of the business goals

Monitoring and Measurement

Measurement

- Deployment of IAM should be associated with addressing business requirements
- It is critical for the IAM project and business owners to agree on the metrics to be achieved, and to deploy monitoring tools/technologies to evaluate the effectiveness of the IAM project
 - What is the effectiveness level of IAM technology to address specific business requirements?
 - E.g. Since IAM deployment, HelpDesk cost decreased by a factor of 60%, reported customer satisfaction increased by a factor of 30%...

Bringing an experienced team to the project

Experience

- Since IAM projects are quite sensitive and integrate business and technology in an intricate ways, it is critical for the steering committee to bring in a qualified team, with experience in BOTH business and technological aspects.
- IAM deployment perceived as a technology project, and consequently staffed, alienate the business side and severely increase the potential for failure or excessive delivery delays

Establish Business Needs

Business Needs

- Establish the business needs precisely and ensure proper communication to all stakeholders
- Over time, the project's interest will decline and it is critical to ensure that stakeholders retain a clear understanding on the motivations for the projects as well as the final benefits

Pareto Principle

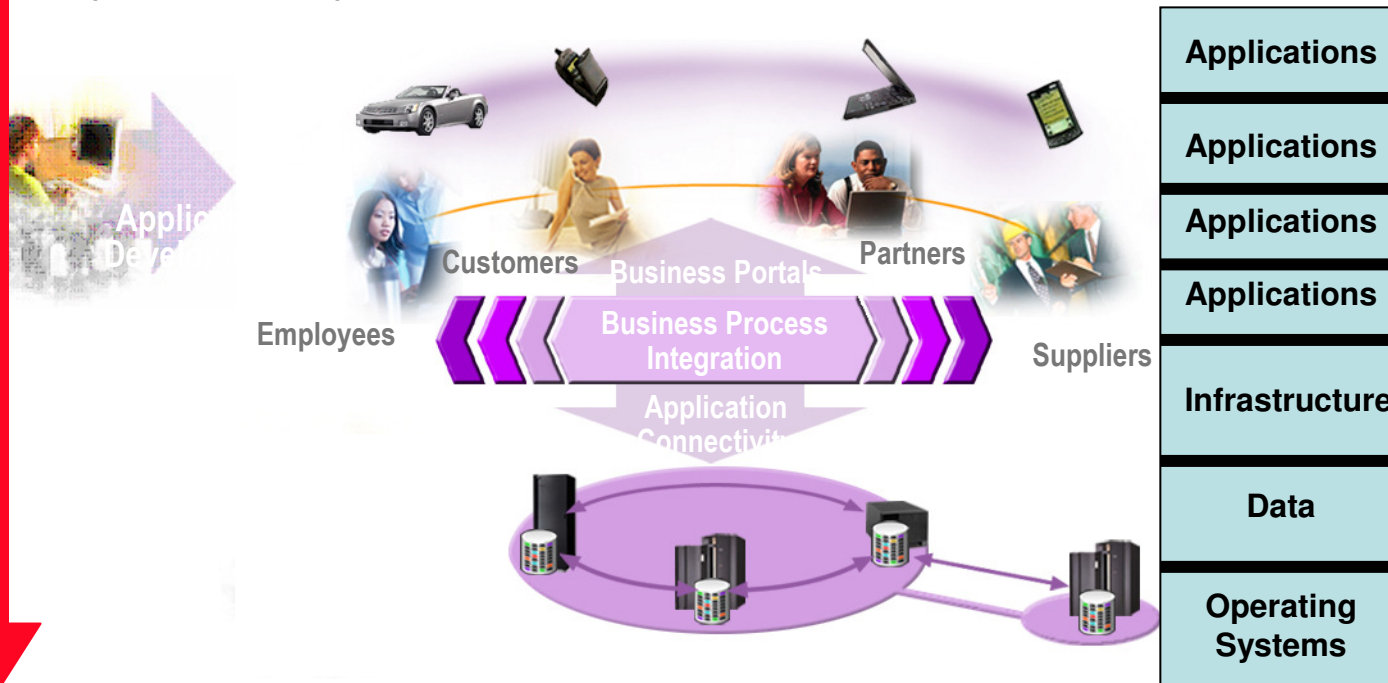
80/20 Rules

- Once the organization embarks in an IAM project, it is often tempting to expand the scope and attempt to address the enterprise identity and access management at once, rather than a step by step approach
- The corollary to this approach is that the project team will probably spend a large amount of time (sometimes nearly infinite) to attempt to finalize the ultimate IAM approach, top down, to address all the enterprise components
- Experience is indicative that this type of approach is very often doomed and poised to fail
- Successful project, usually, tend to have a more segmented approach, and focus on addressing the most obvious problems first (80/20 rule)

Démarche – recherche de ROI

Déploiement “Top Down”

Couverture tactique, livrables restreints, ROI tardif, faible visibilité, coûts de déploiement supérieurs



Déploiement “Bottom Up”

Large couverture, des livrables bien définis, ROI rapide, forte visibilité, fort impact

Focus on Business Roles rather than IT Roles

Business Roles

- IAM projects are usually part of a Role Based Access Control (RBAC) project.
- The success of the RBAC project (or lack of) will greatly impact the success of the IAM project
- Experience very clearly indicate that RBAC project, to be successful, need to focus on Business Roles rather than IT roles

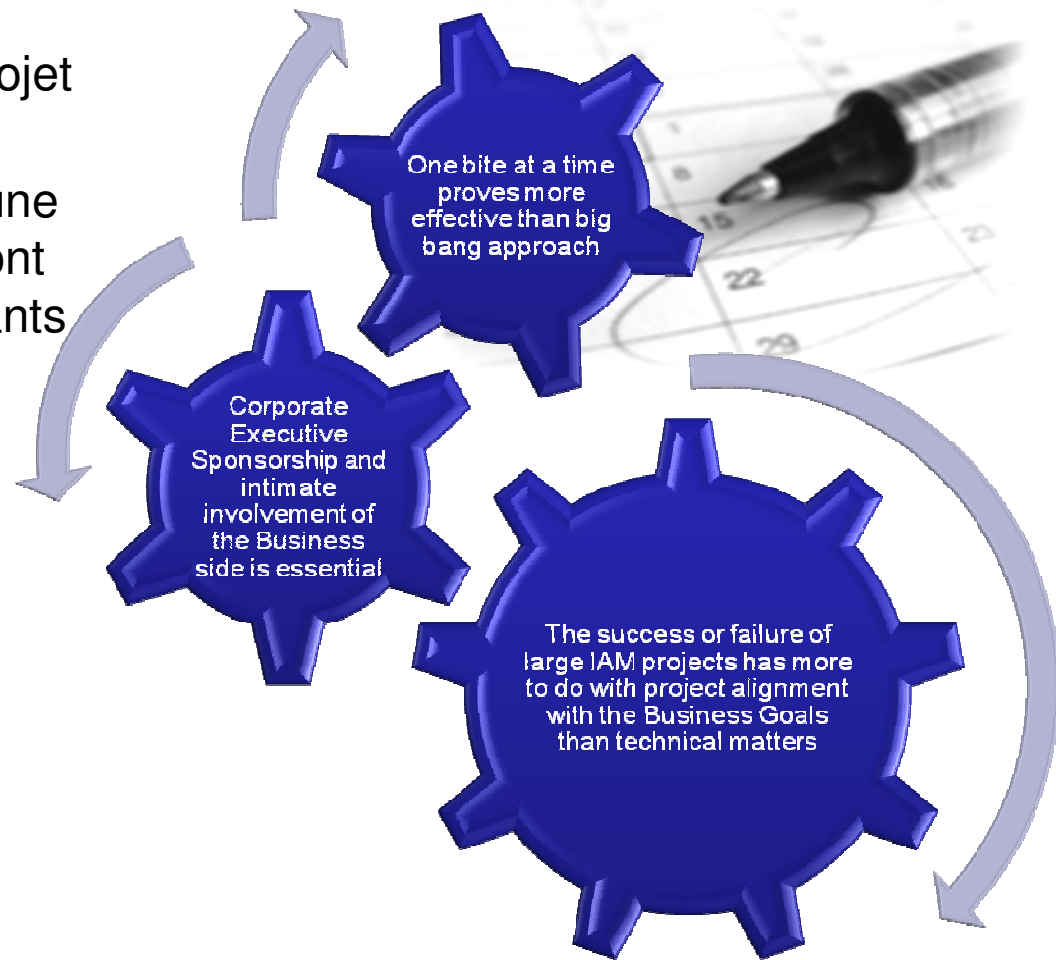
The project **MUST** include relevant Business Units as well as IT

Business Project

- IAM are very often deployed to address business problems
- To ensure that the Business Side is a critical stakeholder to the IAM project will greatly increase the chances for the project to be successful
- IAM requirements must be formulated in business terms, with clear measurements as goals

Conclusions

- ❖ Sponsor direction générale,
- ❖ Promouvoir le ROI sur le projet , en plus de la sécurité
- ❖ Créer une adhésion commune en faisant participer en amont du projet les futurs participants de la solution
- ❖ Communication interne (gestion du changement) et régulière
- ❖ Définir un schéma directeur avec plan projet et accompagnement
- ❖ Méthodologie et approche pragmatique



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Questions ??

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Tivoli Security