



NOODPAKKET VOOR IT'ERS

Impact Economic Crisis on Identity & Access Management

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Spant! 26 maart 2009

And then there was the CRISIS.....

- **Consequences of the crisis**

- Budget cuts, resulting in reassessing project portfolio
- Search for cost optimization opportunities
- Increased need of adequate risk management, leading to an increase of compliance obligations

- **Most IAM initiatives are currently being reassessed**

- Is there are still a business case / business need ? Or is it changed?
- Does the original approach still meet the requirements of the business?
- Can we cut the budget for IAM or delay the program?
 - Are there different options?
 - Re-scoping of the original scope?
 - From corporate-wide to departmental or application domain specific (i.e. focus on the crown jewels)?



The current economic slow-down requires organizations to reformulate their IAM strategy

Reformulating the IAM strategy requires to focus more on potential cost savings

Direct cost savings

- Operational excellence (see next slides)
 - Business / IT / Audit

Indirect cost savings

- License management
- Limiting costs use of new technologies such SAAS
- Sourcing fee



Costs related to Identity & Access Management

- **Project costs**

- PMO-related, such as project management and quality assurance
- Design, build, integration and test of IAM-environment (including building of connectors)

- **Investments (CAPEX)**

- IAM software & hardware

- **Cost of operations (OPEX)**

- Activities of security administrations (IT)
- Activities related to authorization request process (Business)
- Activities related to authorization definitions (e.g. SoD matrices, business rules, etc)

- **Cost of control (OPEX)**

- Periodical reviews by management and application / business owner (process control costs)
- Periodical audits



In the current climate there is no “one size fits all” - circumstances vary...

Increasing time horizon for planning and choices

Strategic

Examples:

- Outsourcing
- Strategic divestiture
- Location rationalization
- Fundamental shift technology architecture



- Long-term view to generating sustainable performance improvements consistent with strategic goals and long-term value creation.
- Performance improvements may reflect high degree of improvement and shifts of fundamental technology.

Tactical

Examples:

- Discretionary spend reduction
- “De-layering”
- Process optimisation (Lean/6σ)
- Contract renegotiation



- Opportunistic response to improve performance of existing technology function to take account of:
 - Emerging competitive pressures
 - Deteriorating cost control or other margin pressures
 - Stakeholder pressure for short-term performance improvement

Survival

Examples:

- Stopping all non-essential spend
- Sale of assets for cash – technology carve outs
- Rapid cease of non-core services



- Rapid cost reduction to stay in business – speed is of the essence.
- Cash is usually paramount
- Most options 'non-discretionary'
- Immediate divestment or closure of business lines may form part of the approach

Examples of IAM Cost optimization opportunities

| | Project | Investments | Cost of operations | Cost of control |
|-----------|--|---|---|---|
| Strategic | <ul style="list-style-type: none"> Use of well know Methodology / best practices Use of experienced IAM team | <ul style="list-style-type: none"> Consolidation of IAM Platforms (HW / SW) Establish IAM as consolidated onlien service to be used for all key apps | <ul style="list-style-type: none"> Use of Federated Identity management (for business) Role based authorization Automation of Authorization Request Management process | <ul style="list-style-type: none"> Integrate IAM controls with GRC controls |
| Tactical | <ul style="list-style-type: none"> Redefine IAM strategy and focus on key concerns/areas Off shoring development and testing of connectors | <ul style="list-style-type: none"> Align IAM initiatives across organization Renting of / Pay per use for IAM software Use of Open Source products | <ul style="list-style-type: none"> Single Sign On Introduction of Password reset/synchronization Automation of provisioning Off shoring of IdM Services | <ul style="list-style-type: none"> Automating periodical control (attestation) Automating fact-finding audits |
| Survival | <ul style="list-style-type: none"> STOP IAM initiative | <ul style="list-style-type: none"> Sale / lease back Equipment | | |

To conclude

Identity & Access Management is here to stay!

Drivers for Identity & Access Management (compliance, operational excellence and business agility) are still valid

- Research shows that risk management function needs to improve, resulting in more compliance obligations

The “economic crisis” requires organizations to reformulate their Identity & Access Management strategy

- What to do?
- In what order?
- To what extent?
- Within current budget restrictions!



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