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Wavestone Insight Day 2024

CISO: is Digital Identity your topic?

April 2024

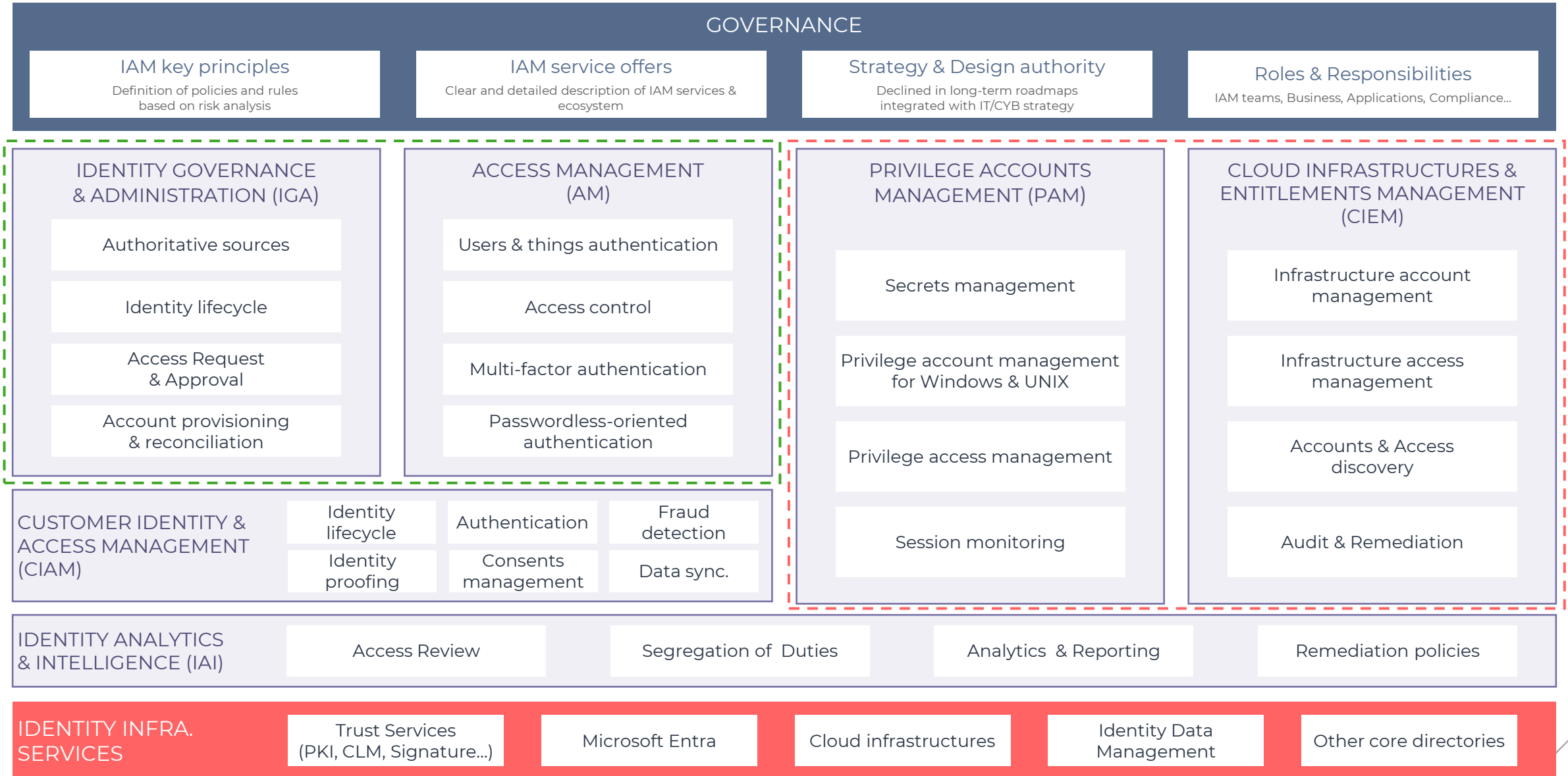


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Digital Identity landscape in a nutshell



The mic is yours!

Is Digital Identity your responsibility...?

... wished or by default?

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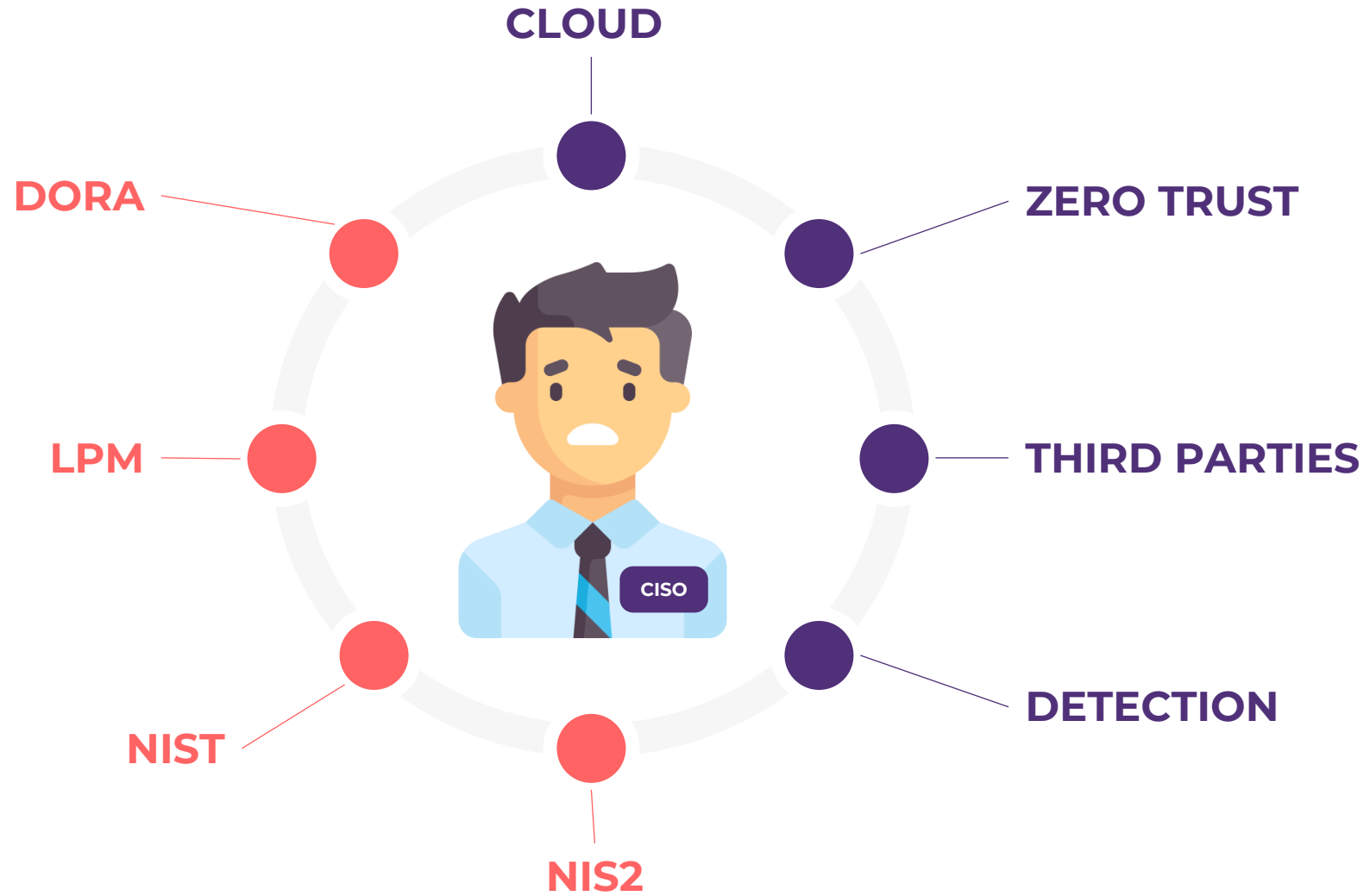
PART 1

THE UGLY DUCKLING?

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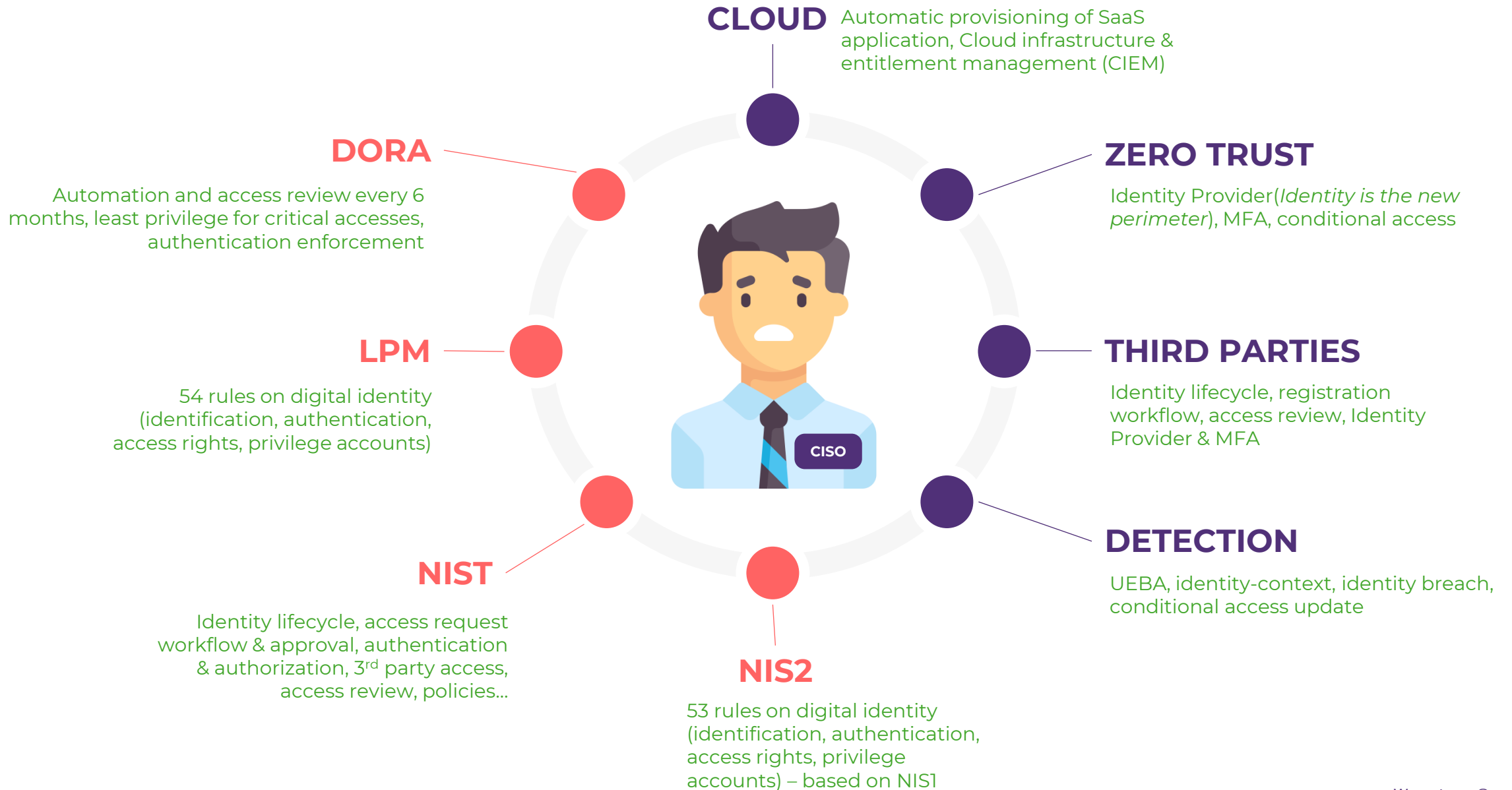
You are drowned between regulations and transformation...

- Regulations / framework
- Company transformation



... that includes IAM controls and tools to cope with

- Regulations / framework
 - Company transformation
- How digital identity helps*




You do know the importance of Digital Identity

2nd 

Consequence
of attacks
(identity theft)

93% 

companies
place MFA as
#1 protection

8% 

increase of
investments
on IAM

76%

companies
launched a
Zero Trust
project

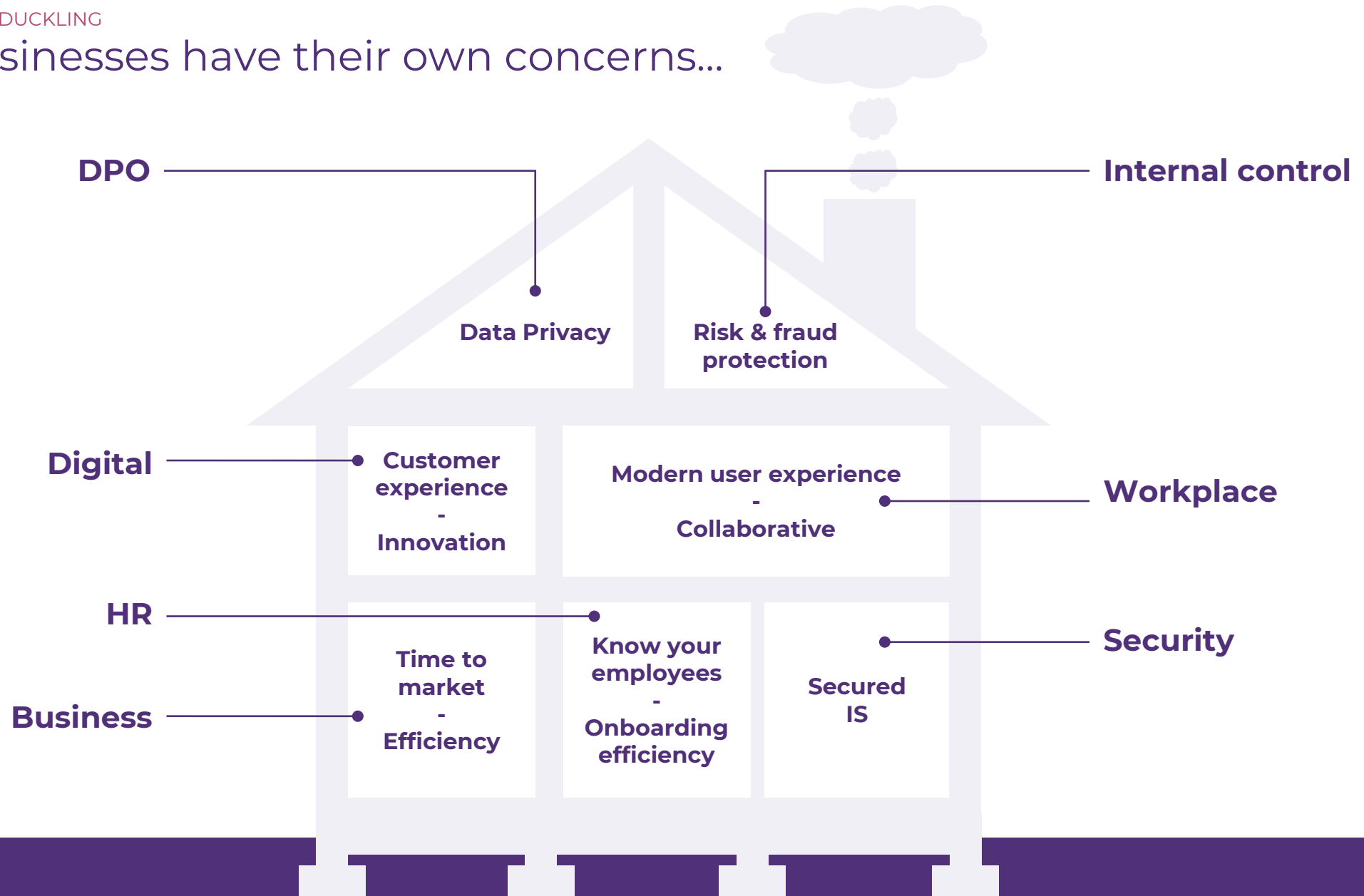
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But if you work alone it generally leads to a failure...

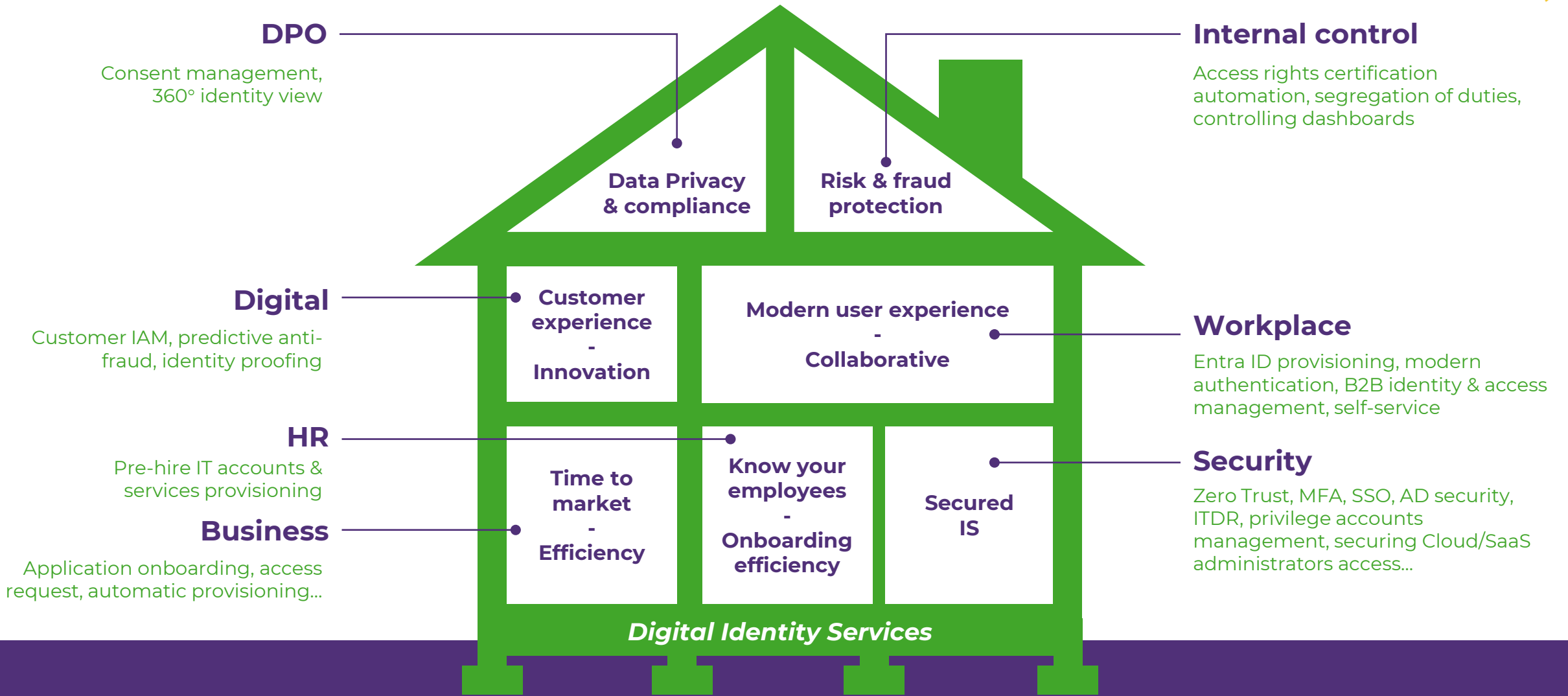
- Tool rejection from businesses and/or users
- Low level of vision on user impacts
- Inefficient processes / solution not built with an end-to-end approach



Every businesses have their own concerns...



... for which Digital Identity is a key success factor



Digital Identity is the **foundation** to meet businesses expectations!



*It's rather easy to highlight a lack of
Digital Identity...*

*... but it's **harder to
take responsibility for it***

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PART 2

HOW TO MAKE DIGITAL IDENTITY THE CISO'S SUCCESS

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How to take control on Digital Identity



Market & communicate on your initiatives

Promote the service offer

Onboard & synchronize

Demonstrate the added value

Clarify roles & responsibilities

Coordinate & focus



Assess
your maturity



Connect
with key stakeholders



Measure
efficiency & value



Organize
the operating model



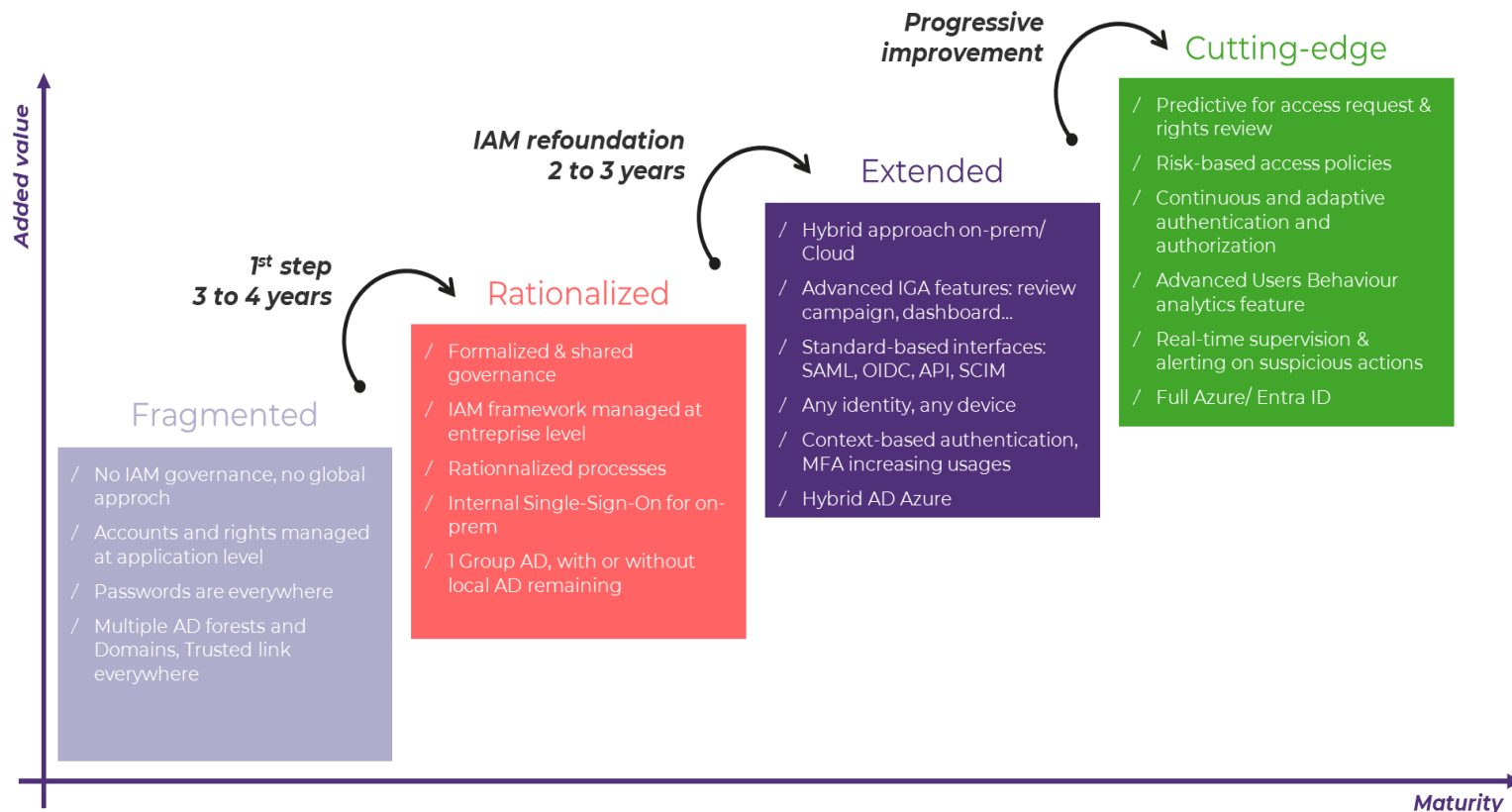
Establish
your team

Assess your maturity

Know your starting point before setting a direction

- / Start with your weaknesses, **define quick wins** and make them your priority
- / **Identify your strengths** and rely on them to accelerate
- / Continuously balance between effort & added value to **settle the good pace**

Examples: do not provision SAP if you don't have a reliable role model, connect with your HR system to improve your data quality and reduce identity management effort



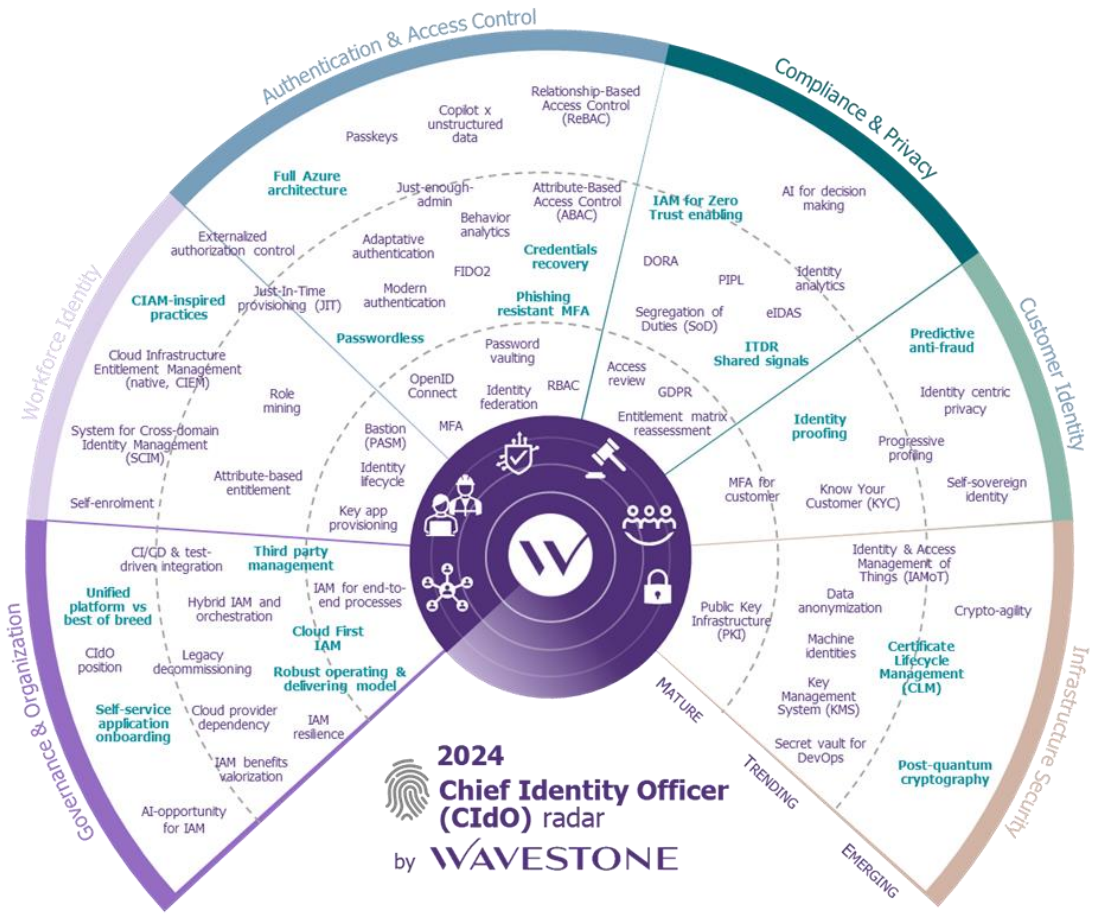
Market trends

Fragmented	Rationalized	Extended	Cutting-edge
10%	45%	40%	<5%

Most common issues

Heterogenous authorization model	Poor data quality	B2B access management	Non-human identities management
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Assess your maturity



Wavestone IAM maturity assessment tool



GOVERNANCE			
IAM key principles Definition of policies and rules based on risk analysis	IAM service offers Clear and detailed description of IAM services & ecosystem	Strategy & Design authority Declined in long-term roadmaps integrated with IT/CYB strategy	Roles & Responsibilities IAM teams, Business, Applications, Compliance...
IDENTITY GOVERNANCE & ADMINISTRATION (IGA) Authoritative sources Identity lifecycle Access Request & Approval Account provisioning & reconciliation	ACCESS MANAGEMENT (AM) Users & things authentication Access control Multi-factor authentication Passwordless-oriented authentication	PRIVILEGE ACCOUNTS MANAGEMENT (PAM) Secrets management Privilege account management for Windows & UNIX Privilege access management Session monitoring	CLOUD INFRASTRUCTURES & ENTITLEMENTS MANAGEMENT (CIEM) Infrastructure account management Infrastructure access management Accounts & Access discovery Audit & Remediation
CUSTOMER IDENTITY & ACCESS MANAGEMENT (CIAM)	Identity lifecycle Authentication Identity proofing Consents management	Fraud detection Data sync.	
IDENTITY & ACCESS INTELLIGENCE (IAI)	Access Review	Segregation of Duties	Analytics & Reporting
Infrastructure services	Trust Services (PKI, CLM, Signature...)	Active Directory	Azure Active Directory
			Other core directories

Want to explore in-depth the priorities and dynamics for IAM?

Want to understand how this works?

Connect with your key stakeholders

Why to connect with stakeholders...

- / Digital Identity **concerns all your companies entities**
- / You **do NOT have to work alone**, it is the guarantee of a mid term failure
- / The historical enemy of Digital Identity is the **miscommunication**

How to connect with stakeholders...

- / Build a **sounding board**
- / Meet them at least 2x / year
- / Focus on their issues & needs
- / “Use” them to challenge your roadmap
- / Arbitrate on priorities, budget and responsibilities

Ideal sounding board



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Feedbacks

Do not wait for formal meeting to give them visibility on your progress

Adopt an animation method to **encourage ideas** (lunch, survey, brainstorming)

Celebrate each win!

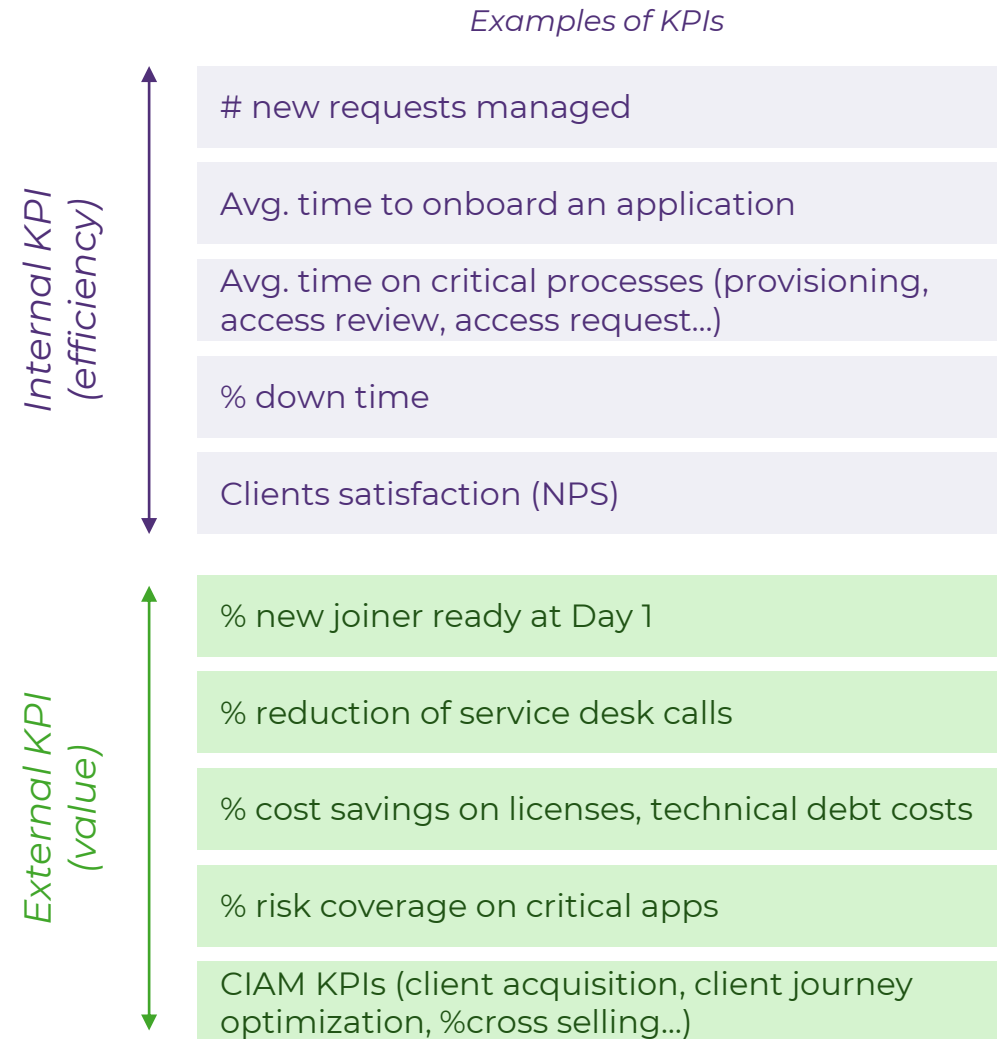
Measure efficiency & value

Challenge 1 – efficiency (& quality)

- / **Responsible:** Chief Identity Officer
- / **Goal:** ensure the services reliability and efficiency, proactively react in case of issue to keep a high level of QoS
- / **How:** internal KPIs
- / **Target:** CISO

Challenge 2 – value

- / **Responsible:** CISO
- / **Goal:** justify the investment done on Digital Identity by showing how it helps the whole company, bring added value and allow to reduce risks & make cost savings
- / **How:** external KPIs
- / **Target:** sounding board & upper



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Feedbacks

**Check the balance
between BUILD & RUN**
to ensure you still bring
added value

**Automate & centralize
dashboards** with existing
security tools (ex: SPLUNK)

**Show the actions taken
thanks to your KPIs**

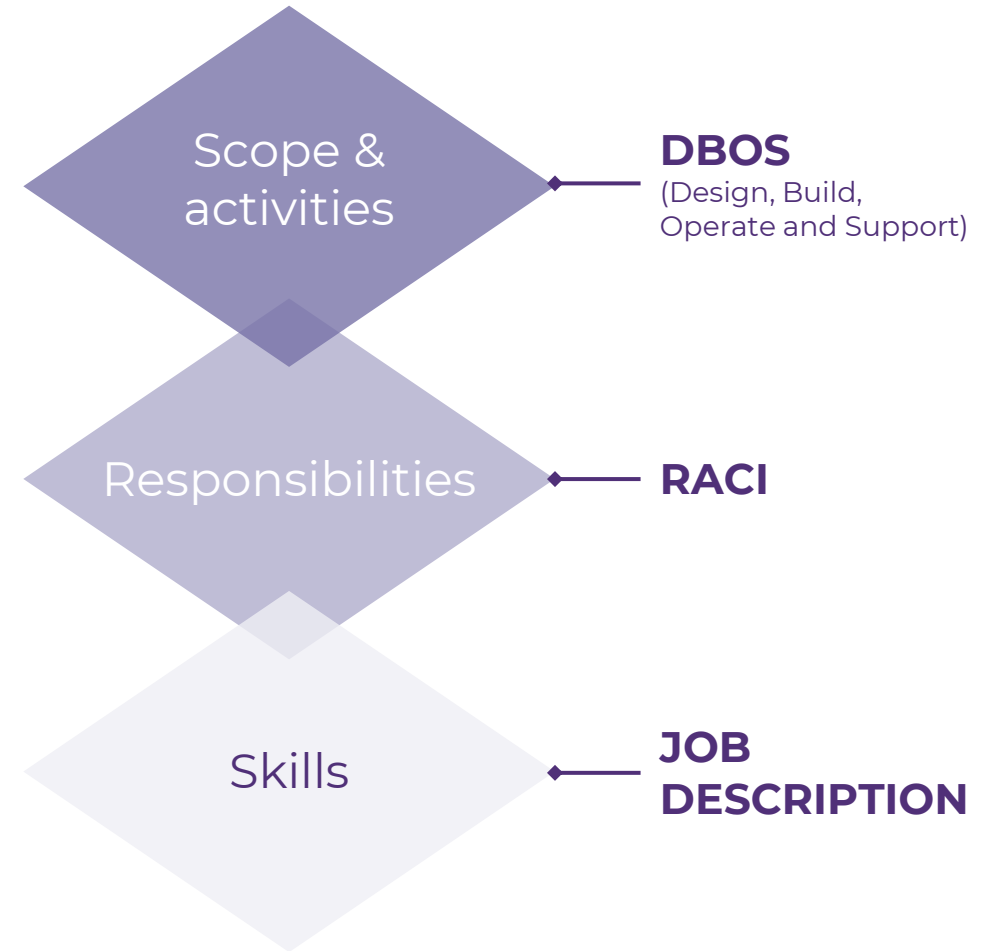
Organize the operating model

Why defining a TOM...

- / A Target Operating Model (TOM) is a singular, holistic, and shared representation of an organizational target
- / It illustrates the implementation and changes required by the organization to execute its vision and strategy
- / It must be used for:
 - > Building **consensus among stakeholders** and communicating changes
 - > Coordinating and overseeing **design and building activities**
 - > Achieving **strategic objectives**

... especially for Digital Identity

- / **Intersection of 3 major issues:** cybersecurity, business, user experience
- / Multiple teams or departments may be involved, and **conflicts may arise**
- / Need to define an organization that will **best orchestrate the activities**



Governance

- / Mutualization already initiated around IGA/AM
- / Mutualization still lagging on PAM, accelerate with Cloud initiatives

Organization type

- / Product-oriented organization (bringing together BUILD & RUN)
- / Ops teams dedicated to products in case of outsourcing

Reporting organization

- / No strong trend: 50% cyber, 50% departments responsible for transformation...
- / ... sometimes on GRC sides

Organize the operating model

DBOS example

D: DESIGN **B**: BUILD

O: OPERATE (all)

S: SUPPORT

O_i: OPERATE INFRA

O_s: OPERATE SERVICE

Responsible

Involved / Informed

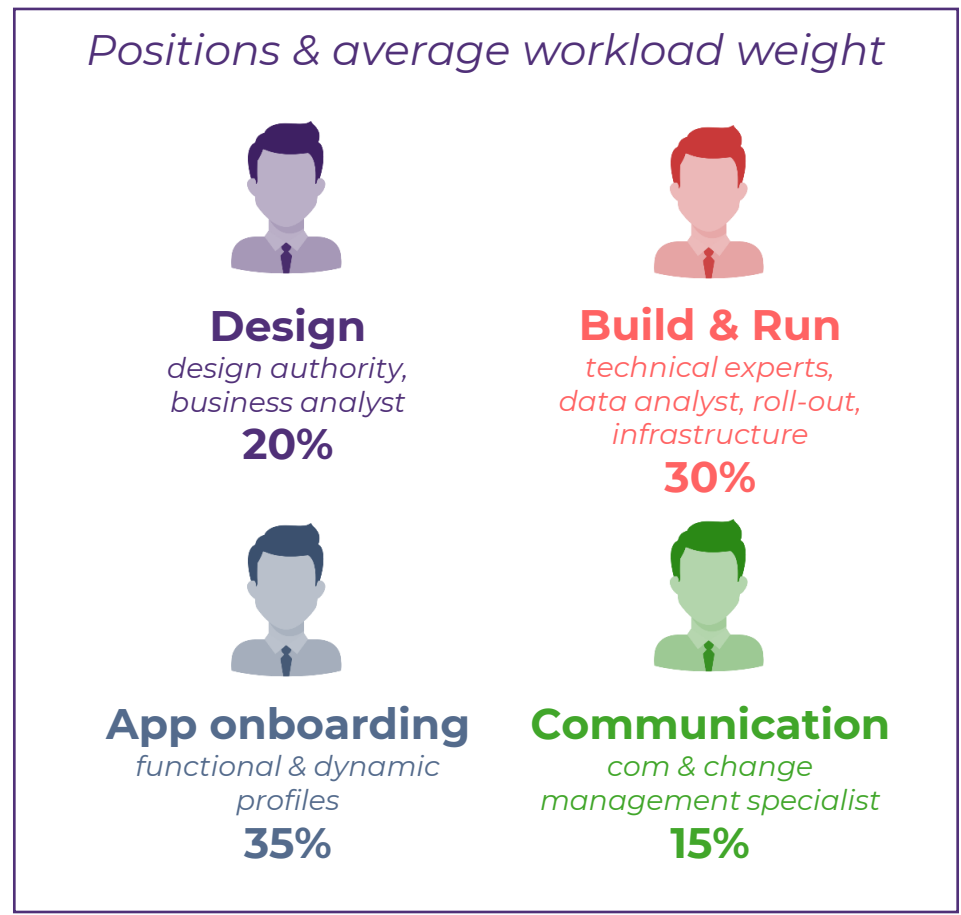
Could be delegated to external resources

		Digital Identity	Cloud	SecOps	IT Ops	Digital Wkp.
IGA	Identity Governance & Administration	D B O _s S			O _i	
AM	Access Management	D O _s			O _i	D B O _s S
IAI	Identity & Access Intelligence	D B O _s S			O _i	
PAM	Privilege Account Management	D B O _s S	D		S O _i	
AD	Entra ID	D	D		S	D B O S
CIEM	Cloud Infra & Entitlements Mgt	D B	D		D B O S	

Establish your team

How to proceed...

- / **Nominate a Chief Identity Officer** at the top of the team
- / **Build the core service offer**
- / **Refine the positions** to support the core service offer to avoid the siloed effect (do not have a product-driven organization)
- / **Define the operational steering committees** to continuously check the progress



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Feedbacks

Service offer must include:
 Start with the basis: IGA, AM, IAI capabilities
Extend, when operational: PAM
 Do not include: CIAM (generally managed by Digital team, but you must have a look on it)

Add a continuous data quality check activity in your BUILD & RUN positions

App onboarding team must be driven with an **ambitious roadmap** + must **promote the overall service offer**

Communication is a must have!

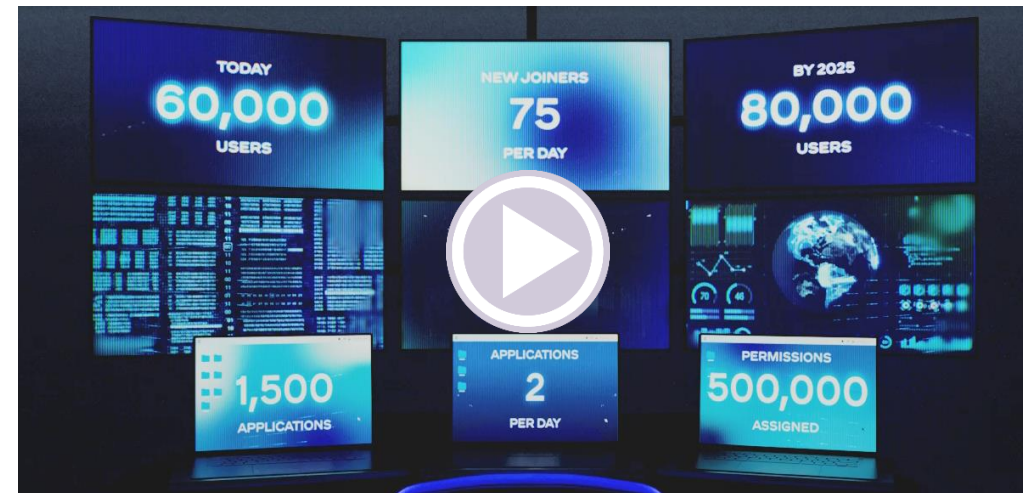
Market & communicate on your initiatives

Why are marketing & communication important...

- / Because Digital Identity services impacts your employees, your partners, your customers
- / Because communicating is mandatory to improve the services adoption
- / Because what is non visible won't change

How to proceed...

- / Define your **communication & change organization** (ex: local ambassadors)
- / Identify your personae and realize an **impacts map**
- / Build your **communication strategy**, personalized by personae
- / Frame and build **innovative communication & change tools** (short advertisement video, corners on sites, games, "IAM months"...)
- / **Measure** your communication efficiency



KEY TAKEAWAYS

Digital Identity must be **conceived through a holistic approach** rather than a series of tactical opportunities

Digital Identity serves all businesses in the organization, though the **lack of it will be your responsibility**

Digital Identity must **take its place at C-level** and it is your duty to make it happen

