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WEBINAR

THE FAST TRACK TO OPTIMIZED OPERATIONS WITH IAM- AS-A-SERVICE



MATTHIAS REINWARTH
DIRECTOR PRACTICE IAM
KUPPINGERCOLE ANALYSTS



SWAPNIL MEHTA
GM IDENTITY, ACCESS & PRIVACY
PERSISTENT SYSTEMS

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Identity Governance & Administration and Next Generation Access

Sep 15, 2020 10:00 am – 4:00 pm CEST



IGA Solutions for ServiceNow Infrastructures

Oct 01, 2020 | 10:00 am – 4:00 pm CEST



Customer Technology World 2020

Oct 20 -22, 2020 12:00 – 6:00 pm CEST

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We are recording the webinar. The podcast will be made available short-term. We also will provide the slide decks for download.

QUESTIONS AND ANSWERS

There will be a Q&A session by the end of the webinar. You can enter questions at any time using the GoToWebinar control panel.





AGENDA / CONTENT

01

**MATTHIAS REINWARTH, DIRECTOR PRACTICE IAM,
KUPPINGERCOLE**

Why do IAM projects typically underperform and why does this hamper a company's overall digital transformation?

02

**SWAPNIL MEHTA, GENERAL MANAGER IDENTITY, ACCESS &
PRIVACY, PERSISTENT SYSTEMS**

Meeting the IAM requirements of the Digital Transformation through process automation while optimizing costs with 24x7 hosted IAM service.

03

QUESTIONS & ANSWERS

Providing answers to your questions.



Changed role of IAM

More important, closer to the business

- Fast onboarding
- Trustworthy identification
- Strong authentication
- The necessary rights for every employee at any time
- Enabling as much self-service and automation as possible
- Full support of all relevant systems
- Transparency and insight into users and authorizations
- Documentation and evidence of compliance
- Necessary level of security across all systems

Not always possible, not always understood

- „We are not a software company!“
- “We are not a security company!“
- „We cannot afford a big IT team!“
- „You just can’t find the right people to hire...“
- “Our focus is on our core business, IT/IAM/security is only a tool!“

Common symptoms of IAM & IAG diseases

Why IAM projects frequently fail – symptoms and the “disease” behind

USER COMPLAINTS

For IAM, the reasons commonly are Access Request, e.g. finding and understanding entitlements, and Access Review, with complex recertification campaigns.

MANUAL WORK

Commonly, the reasons are a lack of connected systems, or a lack of automation in audit and review, resulting in complex manual recertification.

LENGTHY PROCESSES

Many businesses have some of the IAM processes implemented, but with a lack of process definition and documentation, resulting in “bumpy” processes.

ESCALATIONS

This is the other side of user complaints and manual work. People just don’t execute the tasks, until an escalation happens. Make life simple for the users.

AUDIT FINDINGS

Audit findings are a consequence of gaps in implementing Access Governance the right way. However, it is not about just being compliant, but delivering to the business.

PROJECT FAILURE

There is still a significant number of IAM & IAG projects failing – too complex, not well-planned, wrong approaches that don’t fit the organization.



Digital transformation

Challenge for medium-sized companies

7

More users

Partners, external parties, customers, interested parties, systems and devices

7

More services

Dynamic expansion of your own IT, use of the cloud as a platform, software as a service

7

More data

Employee data, context data, customer data, intellectual property, financial data, shared data

7

More responsibilities

Minimum principle, separation of functions, governance, duties of proof, necessary certifications, and much more

Legacy IAM

Changing requirements, digital services & operational efficiency

Particularly organizations that recognized the essential role of Identity and Access Management for administration efficiency, cybersecurity and governance at a very early stage are now facing pivotal challenges.

1

**High operations effort
and cost**

4

**Digital services and
business requirements**

2

Customizing

5

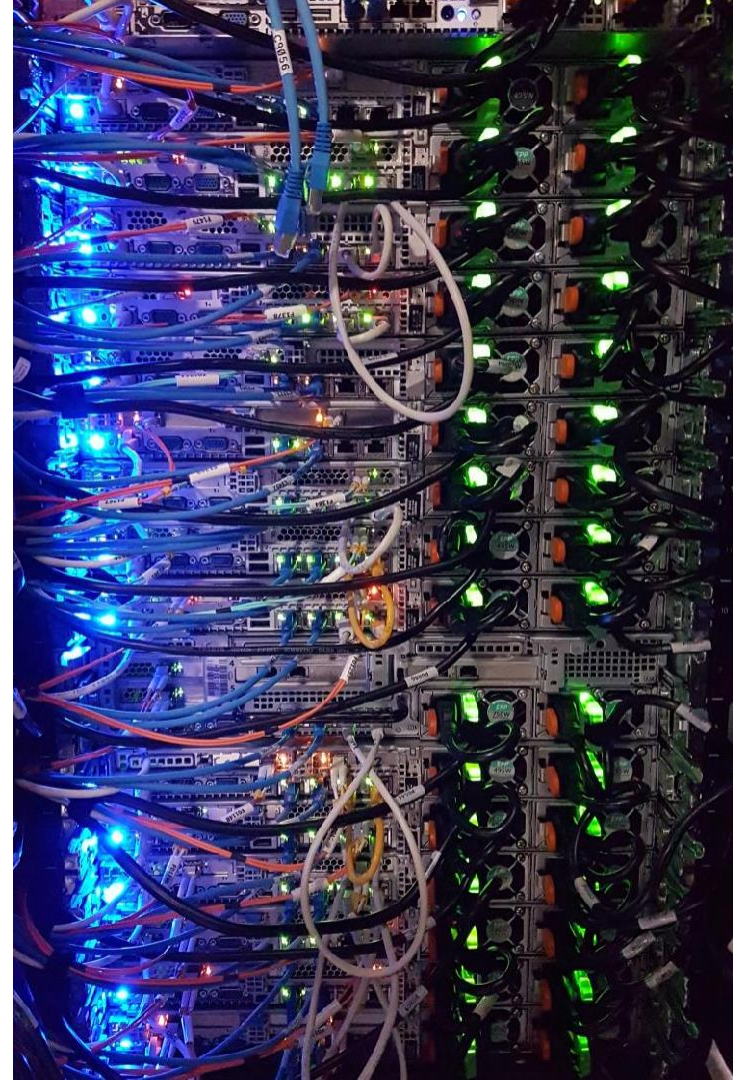
**Compliance and
governance**

3

**Software upgrades and
patches**

6

Skills gap



Operating IAM in global environments

Traditional IAM deployments reach their limits especially in international / global organizations.

01

CONSISTENT TECHNOLOGY

If there are various technology stacks in different locations, it will be hard to impossible to deliver good IAM services.

02

CONSISTENT PROCESSES

While there are regional and local specifics, processes must work well across the entire organization – just think about relocation.

03

IDENTITY INFORMATION QUALITY

Inconsistencies in the way IAM is done leads to massive problems and cost, because it will result in inconsistent identity data that must be fixed manually.

04

MULTI LANGUAGE SUPPORT

Global organizations will need support for local languages, at least for the major regions.

05

CONSISTENT OPERATING MODEL

The operating model must be consistent as well, to ensure proper operations of the entire IAM, 7x24.

06

REGIONAL/LOCAL SPECIFICS

While consistency is key, there must be defined room for regional and local specifics, from language to processes and regulatory requirements.

07

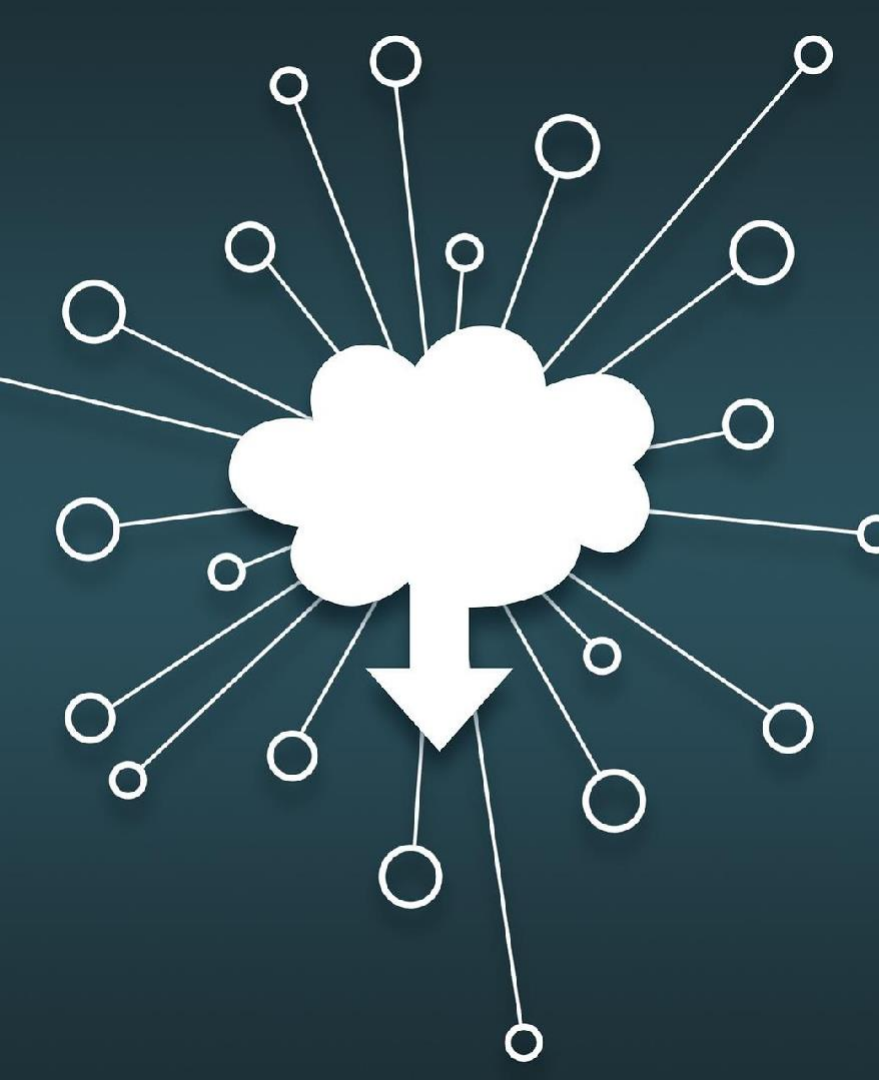
COST EFFICIENCY

Inconsistent IAM and multiple IAM systems cause massive cost in both operating the IAM and in the manual labor caused by inconsistencies.

08

REGULATORY COMPLIANCE

Finally, IAM must meet the regulatory and other compliance requirements, across the entire organization.



Adapting IAM...

...to modern architecture and deployment scenarios



Hybrid architectures in a platform world

Infrastructure as a Service (IaaS, e.g. AWS, Microsoft Azure, Serverless)



More and different identities

Customers, edge computing, partners, devices, contractors, software and services, and much more.



Everything as a Service

Digital transformation is changing enterprise IT, driving the as a service model, where everything in the IT world can be provided and consumed from the cloud.



Increasing adoption

Clear trend visible

- An increasing number of organizations plan to move towards IAM services provided as a service.
- They want to benefit from solutions that already have successfully implemented workflows and automation based on broad experiences in organizations.

Use & adaptation of existing expertise

- Improved safety
- Reduced design and implementation costs
- Improved efficiency
- Ensure compliance.
- Optimized business processes
- Reduced implementation time



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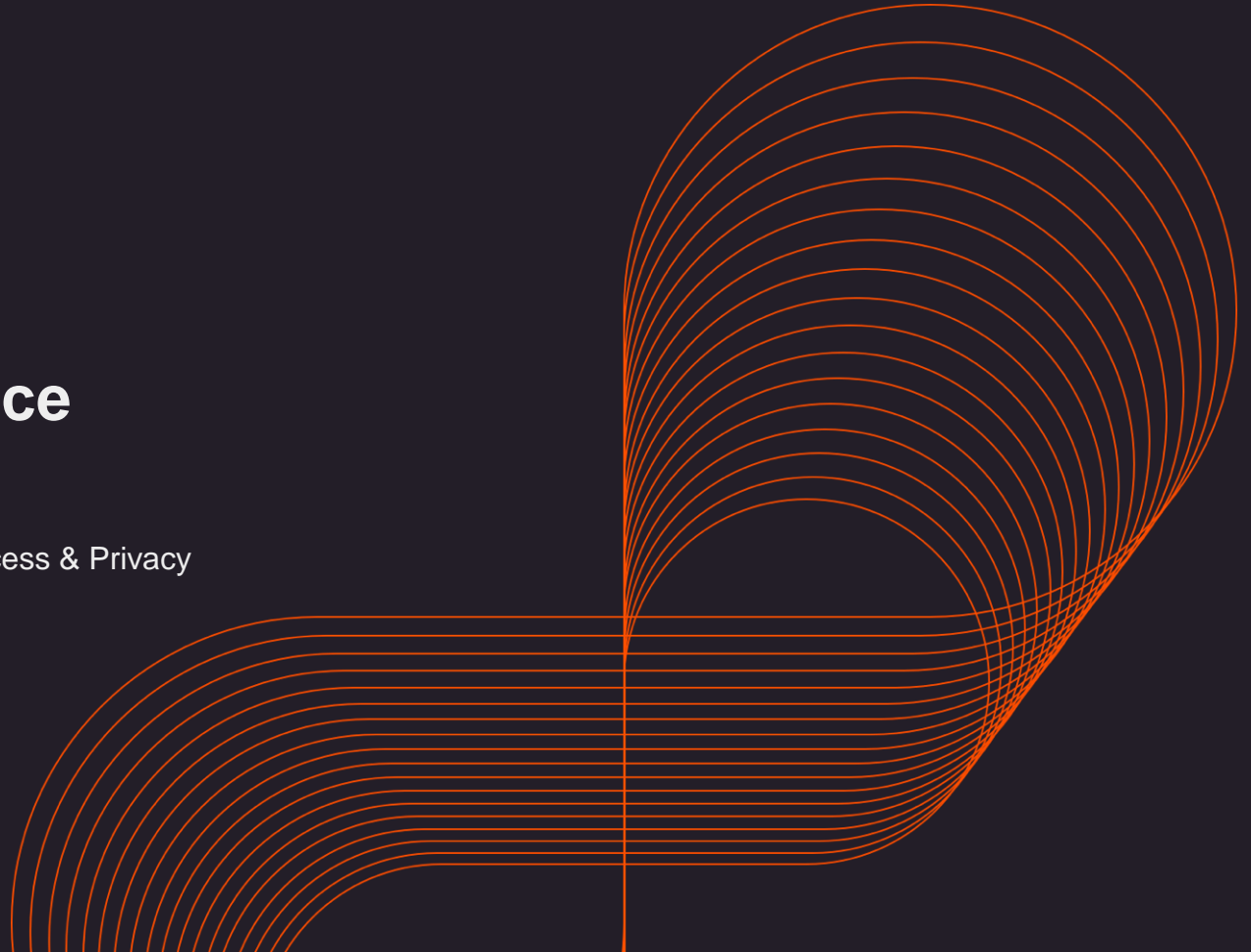
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Webinar

IAM as a Service

Swapnil Mehta

General Manager, Identity, Access & Privacy

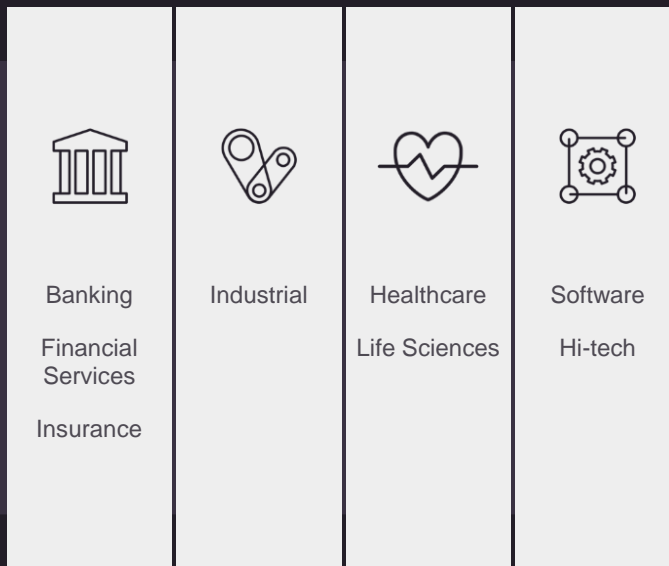


We are a **global solutions** company delivering **digital business acceleration** and **enterprise modernization** for businesses across industries and geographies.

Industry Expertise & Solutions

Service Lines

Digital Business Strategy
Digital Product Engineering
CX Innovation & Optimization
Data-Driven Business & Intelligence
Identity, Access & Privacy
Core IT Modernization



Outcomes

Accelerate

Time to Market

Enable

Business Agility

Unlock

Growth

Maximize

Value Creation

Drive

Enterprise Simplification

Persistent Overview

About Persistent

Boutique mindset focused on enterprise clients moving to the cloud.

Diverse, open and innovative business partner ecosystem for maximum flexibility.

30-year legacy of leadership in software engineering and digital transformation.

Trusted security and dedication to data privacy across our enterprise.

350+

Services Clients Annually

10,600

Industry and Tech Experts

20

Countries

\$500M

Revenue

Our Identity, Access and Privacy Solutions and Clients

Team of 250+

Advisory

Implementation

Managed Services

Offerings and Solutions

IAM Modernization

Identity Automation

Identity Governance

Actionable Privacy

Bringing Solutions to Life through our Digital Mosaic

Accelerate Core IT Modernization with Identity-Centric Security Framework					Business Agility with Identity-Centric Security Framework		
Risk Management	Regulatory Compliance	Omni-Channel Secure Access Mgmt.	Fraud/Breach Prevention	Enhanced CX/EX	Identity Lifecycle Management	Operational Efficiency	Collaboration
Security Building Block							
Identity Store		Authentication & Authorization			Identity Governance		
Identity Persistence	Identity Virtualization	Authentication	MFA/Biometrics	Federated SSO	Provisioning/De-provisioning	Approval Workflows	
Identity Aggregation	Identity Correlation/Linking	SSO	Coarse-grained Authorization	Risk Based AuthN/AuthZ	Role/Entitlement Management	Privileged Access Management	
Sovereign Identity		API Security	Fine-grained Authorization	Continuous Authentication	Self-Service (Access Request/Approval)	Delegated Administration	
Network		Data			Access Certification	Password Policy Management	
NAC	End Point Security	Encryption	Masking	Filtering	Consent Management	SOD	
Common Services							
Logging	Audit	Reports/Dashboards	Analytics AI/ML	Monitoring	DevSecOps		

Representative Clients & Strategic Relationships

Walgreens

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ORACLE

Ping

Remediant

ValidSoft

BeyondTrust

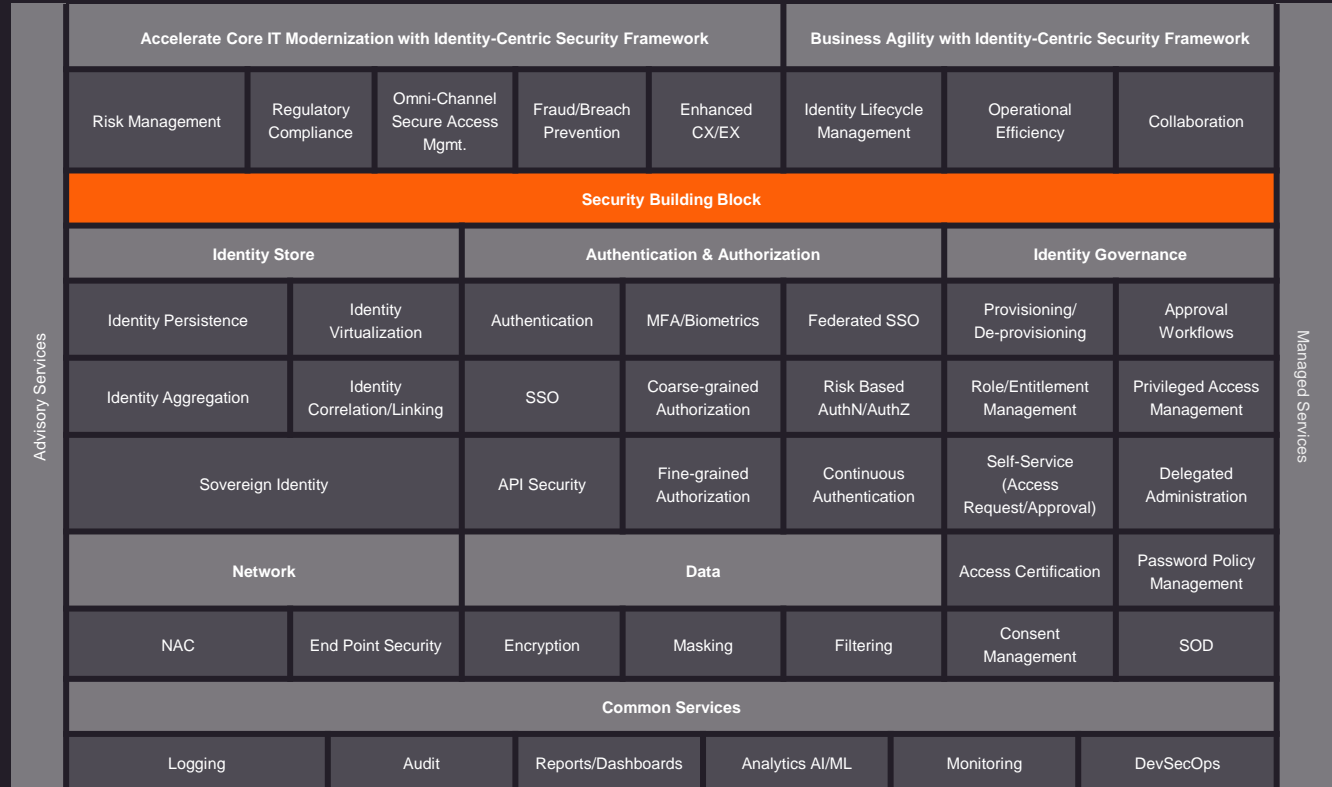
SailPoint

exabeam

Our Systematic Approach to Solutioning the Industries most Complex Challenges

Identity, Access and Privacy Digital Mosaic

A digital mosaic of identity centric security framework to enhance and secure digital experiences across applications, hosting models, and endpoints



Live Poll Question:

What does your enterprise think of your IAM program? (Multiple choice)

- a. It's just security!
- b. One of our key focus areas
- c. It helps our users to be highly productive
- d. It is a business enabler
- e. None of the above

**Digital transformation
demands IAM platforms
to be agile, secure and
efficient.**

**Managing IAM with
increasing complexity,
emerging trends and
skill gap is challenging.**

Challenges in Managing Identity Services

Complexity

Too many components, multiple failure points, difficult to monitor, difficult to enhance

Lack of Automation

IAM platform management is mostly manual, time- consuming and repetitive

Strategy and Execution

Many IAM operations need strategies for simplification and agility to meet changing business landscape

Move to the Cloud

With increased cloud adoption, organizations are looking for Identity services that can support and secure hybrid on-prem/cloud infrastructure and services

Key Aspects to IAM as a Service Offering ...



Components of a Managed IAM Services

- \ Monitoring and maintaining uptime SLA of IAM Services
- \ Troubleshooting and fixing issues per SLA
- \ Patching/Minor Enhancements to Identity services
- \ Application Onboarding/Integration to IGA or Access services
- \ Managed Access Certifications
- \ Continuous Compliance: User privilege reviews, DevOps integration, Cloud Access Reviews etc.

Benefits of a IAM as a Service

1

Reduce TCO by up to 50%

- Reduce staffing and training cost
- Reduce Infrastructure costs

2

Access to Unique Expertise

- Solve complex security issues
- Reduce downtime and risk

3

Automation

- Automated detection & resolution = ↓ Downtime
- Process Automation = ↑ Productivity ↑ 2x Speed

4

Action-oriented insights

- Reduce alert fatigue
- Improve detection with AI/ML aspects

5

Scalability

- Improve operational efficiency

6

Responsive to Business needs

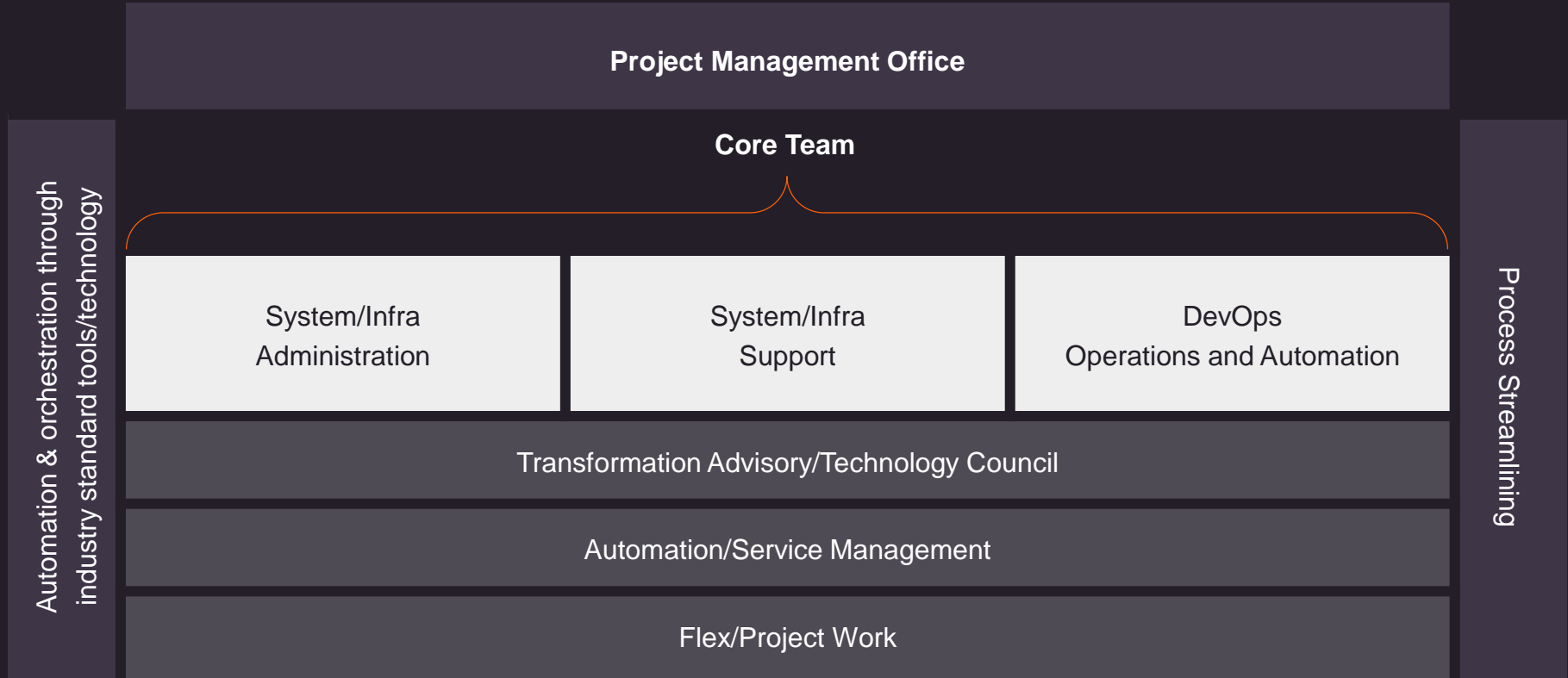
- Maximize business agility, managing SLA performance

Our IAM as a Service Offerings Framework

Deep-dive: Managed Identity Services



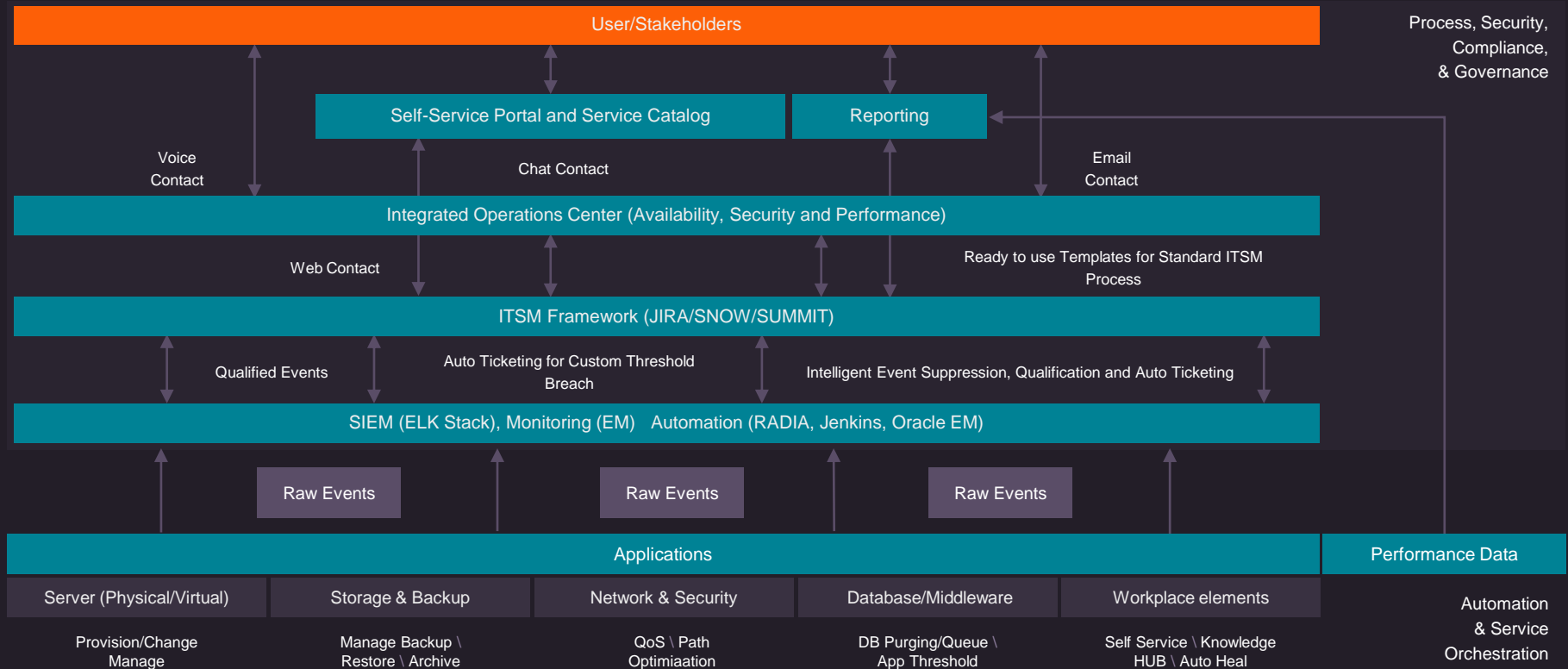
Our IAM as a Service Offerings Tenets



Sample Execution Model — Realizing Strategic Value



Target Reference Architecture — Tools



Transformation to the Ultimate “New” Managed Services Model

Maturity Model	1: Initial	2: Managed	3: Defined	4: Measured	5: Optimised
People	<ul style="list-style-type: none"> Ad-hoc communication and coordination Silos still in place 	<ul style="list-style-type: none"> Managed communication Shared decision making Ad-hoc collaboration Specialized people Some knowledge of Agile 	<ul style="list-style-type: none"> Shared accountability Dev and ops teams inside release trains Some cross-functionality Agile disposition expressed 	<ul style="list-style-type: none"> Collaboration as culture Integration roles between dev and ops standard Cross functionality prevalent Lean-Agile mindset prevalent Agile mindset prevalent 	<ul style="list-style-type: none"> Optimized for DevOps Shared ops teams, formal knowledge sharing and individual empowerment High cross functionality Lean agile leaders with a collaborative mindset
Process	<ul style="list-style-type: none"> Uncontrolled or reactive processes predominantly waterfall 	<ul style="list-style-type: none"> Unstandardized processes Dev and Ops processes separately owned and managed Partial agile adoption and iterative practices 	<ul style="list-style-type: none"> Processes standardized Common KPIs Agile and Kanban in dev and ops 	<ul style="list-style-type: none"> Visibility and predictability of entire processes Continuous practices in a DevOps pipeline Lean-Agile approach scaled across the enterprise 	<ul style="list-style-type: none"> Process risk and cost optimization Highly optimized processes Continuous assessment Impacts optimization Agile\Lean drives process optimization
Technology	<ul style="list-style-type: none"> Little or no automation 	<ul style="list-style-type: none"> Siloed automation for dev and ops tools and practices No central infrastructure Some collaborative tools 	<ul style="list-style-type: none"> Centrally automated and integrated infrastructure as a code exists Managed tests environment Collaborative tools standardized 	<ul style="list-style-type: none"> Automated metrics collected and analyzed against business goals Automated prod releases Automated reuse and remediation Infrastructure as a code e2e 	<ul style="list-style-type: none"> Self-service automation for all infrastructure Analytics enables self and remediation DevOps pipelines are deployable and integrated across the organization

Why Persistent?

Deep domain expertise from over 300+ identity engagements and strong relations and knowledge of leading vendors in IAM to provide advisory for IAM modernization and other identity centric offerings.

IP led offerings to jumpstart IAM modernization to **reduce effort** and **accelerate time** by **2X**.

Strong cross-functional capabilities in data analytics, cloud to bring comprehensive identity centric offerings related to privacy, compliance and identity modernization.

See Beyond, Rise Above

We enable our clients achieve operational efficiency while lowering risk.

SLA driven operational excellence for security

Skills and expertise to ensure seamless and risk-aware transition

Increased Automation and improved maturity on security services

Optimize budgets and operational efforts with IAM as-a-service

<https://www.persistent.com/services/identity-access-and-privacy/>

Live Poll Question:

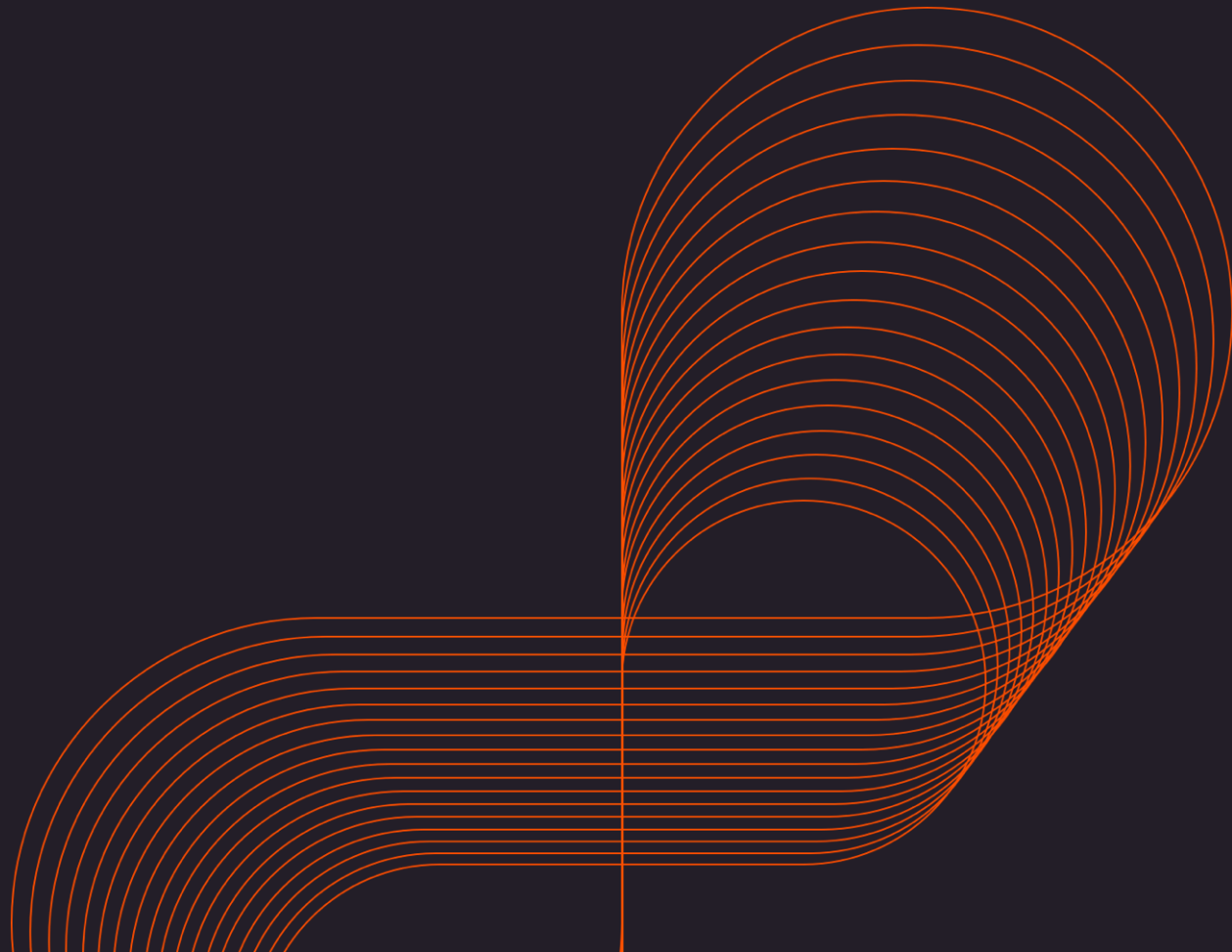
Now that you understand IAM as a Service better, which key areas can benefit your enterprise? (Multiple choice)

- a. Align faster to the business needs
- b. Faster IAM deployments with pre-built integrations
- c. Gain operational efficiencies with process automation
- d. Improve overall ROI on IAM program
- e. None of the above



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Thank you!

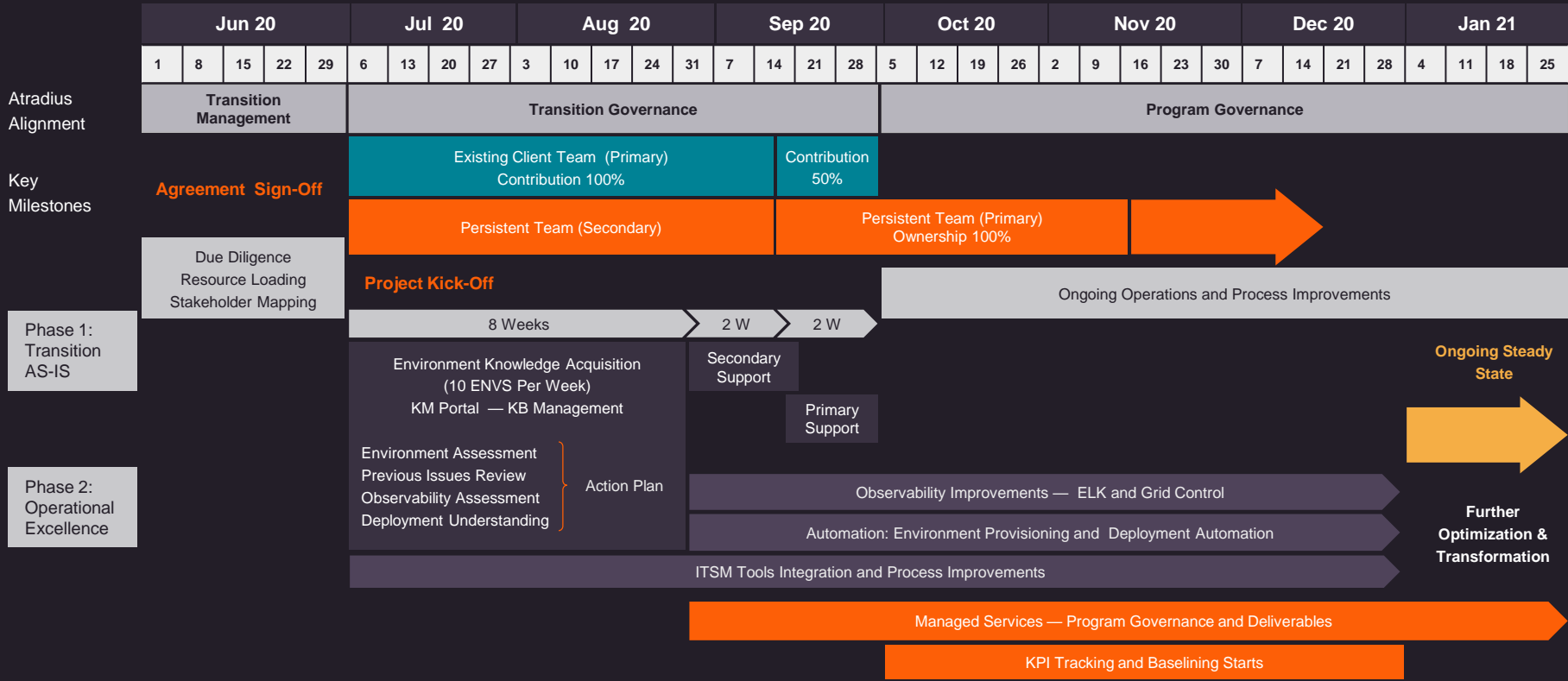


Appendix Section

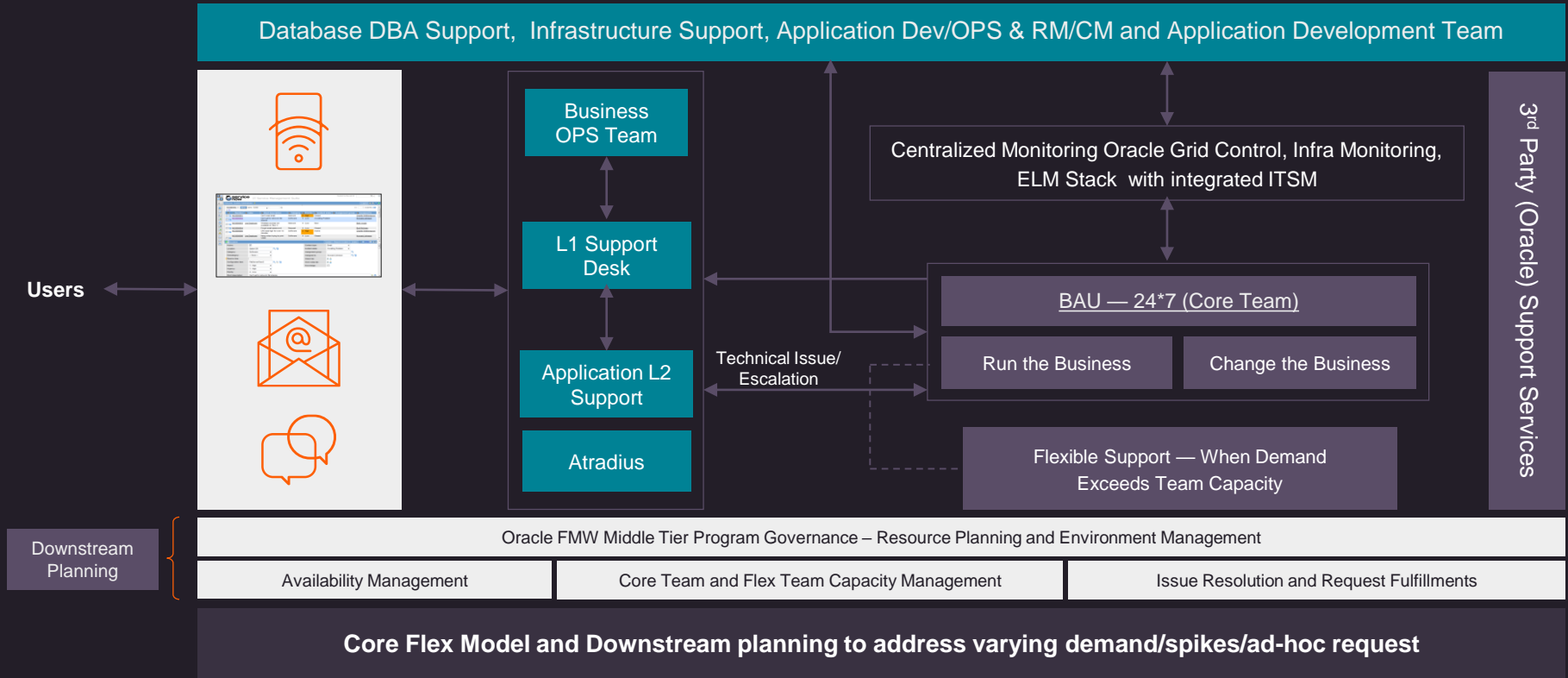


IAM as a Service: Persistent's Operating Models

Sample Proposed Transition and Program Management Timeline



Target Operating Model — People



Support Request Landscape

Typical Support Requests

Resolve Queries	Set Access and Permissions	Data Setup, Upload and Archival	Monitor Jobs and Infrastructure (Licenses, Storage etc.)	Manage Environments
Support Ad hoc Requests	Resolve Application Issues	Plan and Carryout Improvements	Manage Production Releases	Maintain Documentation and Run Book

Classification of Support Tickets Based on Severity

Critical	High	Medium	Low
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Classification of Support Tickets Based on Nature of Request

Queries
Tasks
Issues
Improvements

Typical Middle Tier Support Metrics

Priority Level	% Met Target	Time to Acknowledge (TTA)	Time to Respond (TTR)	Targeted Time to Fix (TTF)*
Critical	95%	15 minutes	1 hour	Gold Tier I Application MT — 2 hours Silver Tier II Application MT — 8 hours Bronze Tier III Application MT — 30 hours
Major	90%	30 minutes	4 hours	Best efforts — Implementation fix will be scheduled as soon as prudent
Minor	80%	4 hours	1 business day	Best efforts — Implementation fix will be scheduled as soon as prudent

Process	Metrics	Tracking
Incident Management	Resolution SLA	Ticketing Tool
	Response SLA	Ticketing Tool
	Average Handling Time	Ticketing Tool
	Application Availability	Web Metrics etc.
	Reopen Rate	Ticketing Tool
Problem Management (N/A)	No of Escalations/Month	Ticketing Tool
	RCA Timeline	Ticketing Tool

Most important metrics, we are going to track:

Issues resolved using run books

=> Target 80% – 100%

% of teams bandwidth spent between RTB and CTB

=> Target 30% – 40%

RACI — Responsibility Matrix

R: Responsible A: Accountable C: Consulted I: Informed

Activity	Document/Deliverable	Persistent	Atradius
Transition Facilitation	Enablement and support	C, I	R, A
Transition Execution	Transition Plan	R, A	C, I
Infrastructure Setup	Space, Network, Endpoints	R, A	R, I
Define Success Criteria (KPIs/SLAs)	Baseline	R, A	C, I
Program Governance (Demand/Change/Risk/Quality Management, Scheduling and Audit)	Program Plan	R, A	C, I
Weekly/Fortnightly/Monthly/Quarterly Reporting	Periodic Project Reports, Dashboard	R, A	I
Delivery Processes		R, A	C, I

Governance and Communication Model

Forum	Client Team	Frequency	Persistent Team	Agenda
Executive Steering Committee/Quarter Business Review	Executive Management/CIO Program Sponsor		Executive Director & President	Relationship <ul style="list-style-type: none"> Quarterly Meeting Strategic Program Direction Governance Risk Mitigation Roadmap Discussion
Program Steering Group/Monthly Business Review	Program Sponsor Business Head		Region Head Head — Infrastructure and Managed Services Persistent Advisory Team	Program <ul style="list-style-type: none"> Monthly Governance Meeting Contract Management Risk Management
Project Meeting/Weekly Status Review	Program Manager Project Team, Leads		Program Manager Client Partner SMEs	Project operations <ul style="list-style-type: none"> Cadence Calls (daily/weekly) Weekly Status Updates and Reviews Status Reports on <ul style="list-style-type: none"> Project Timeline SLA Metrics Risk and Issues Dependencies
Daily Connect (Optional)	Technical Leads		Technical Leads	
		D W M Q	D: Daily W: Weekly	M: Monthly Q: Quarterly

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03

EXECUTIVE VIEW: Persistent Systems Unity IGA

04

LEADERSHIP COMPASS: Access Governance & Intelligence

05

LEADERSHIP COMPASS: Identity Governance & Administration (IGA)

06

ARCHITECTURE BLUEPRINT: Identity and Access Management

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