

AVOID TROUBLE – USE AN IDENTITY ROADMAP, ARCHITECTURE AND PLANNING FIRST!

Hi,

I'm Guy Huntington, a very experienced identity management consultant. I have a paper on my website "[Why do identity management projects stall, go over budget, under-deliver, cause embarrassment or fail](#)" based on my experiences of rescuing several large Fortune 500 identity projects. You do not need to go down these roads. Your projects can be successful, on time, on budget and have happy users. I can help you.

In 2-6 weeks, I can do a top to bottom analysis of your enterprise and determine your identity needs. This goes far beyond the identity products that vendors are trying to sell you. **Identity management is a process and not a technology.** As my paper documents, getting the business units who own the identities on side is half the battle in constructing a successful identity management program.

I therefore first work across your enterprise to determine what the business needs are and what the benefits will be to the business units. I also then examine your current identity infrastructure (people, processes and technology) and come up with a gap analysis as to what you need.

Next I construct an identity management roadmap for your enterprise. I order the changes you need to make for people, processes and technology such that you can clearly see the requirements, budget estimates, technology and resource requirements.

Often, I will commence the architecture work for identity in your enterprise and then direct you to the next steps in constructing this. Many enterprises I have worked in haven't done this. Instead, they've bought an identity suite product from a vendor and then seek help.

This is akin to buying tools to build your house but not having the architecture, plans and resources identified up front. It is my experience that the cost of an identity management project is between 10-30 times cost of the software. So be warned that the more planning and architecture you can do up front, you reduce the risk of falling into the categories of my paper for failure, over budget etc.

DELIVERABLES FOR A TYPICAL 4-6 WEEK ENGAGEMENT

1. I will prove a formal interim report at the end of the second week. The report will outline my discovery including:
 - a. Identity type definitions
 - b. Identity data schemas from the existing authoritative sources
 - c. Identity unique identifiers if they exist
 - d. High level existing identity business processes for creating, modifying terminating and archiving identities in the authoritative sources.
 - e. Physical security – depending on the outcome of any meetings you set up for me with the folks handling physical security, I will document whatever I uncover here.
 - f. SOA – I will document any SOA findings I have uncovered.
 - g. Authentication types – I will document any authentication methods that are currently existing in your enterprise today
 - h. High level enterprise risk analysis – I will then take this information with you and begin to prepare a authentication risk chart where we match authentication strength against enterprise risk.
 - i. Identity regulatory compliance – I will note all regulatory compliance requirements and identify any areas where I believe that can be streamlined to reduce costs and improve ease of use.
 - j. High level authorization requirement
 - k. High level audit and regulatory compliance audit requirements for identities. NOTE: I will not provide documentation for all application and network audit requirements as this is a large project in itself.
 - l. Infrastructure review: I will document my findings re network, server, application, SOA and security infrastructure including people, processes and technology. NOTE: This will not be a comprehensive review because I won't have enough time. However, based on my extensive experience in this area, I will note any area where I feel management requires more attention.
 - m. High level security review – I will not any areas where I feel the security might have flaws. NOTE: This will not be a formal security review. I will however make notes, based on my discovery, on areas where I recommend that management take a greater interest.
 - n. Management reports: I will document important existing management reports pertaining to identities. I will also note areas where I would recommend changes.
2. At the end of four to six weeks I will provide a written report containing the high level identity roadmap. In addition to providing more information, as described above in the interim report, I will include the following:
 - a. Recommendations for budget and times implementation. This will include a swim lane report outlining the proposed identity management implementation with budgetary costs. I will also ensure that the recommendations include ongoing maintenance costs as well as proposing any reorgs or personnel costs where I deem them required or suggestible. This way you can take advantage of my experience and not get caught out with any unforeseen major costs down the road.
 - b. Software and implementation vendor recommendations – I will prepare a set of recommendations for both software and implementation vendors.

WHY DOES THIS TAKE BETWEEN 2-6 WEEKS?

I need access to many different people in your enterprise across many different business units. Getting me in the door to interview and educate your business unit folks on identity usually takes time. Additionally, I also need to do some deep dives into your existing infrastructure. This also takes time.

If your enterprise is small, then I can normally get things done in 2-3 weeks. Medium to large enterprises take 4-6 weeks.

WHAT VENDORS DO YOU LIKE WORKING WITH?

I am vendor agnostic. The toolkit is only a fraction of what goes into an identity management project. My first goal upon landing in your enterprise is to rise above what I call "vendor-land" and see what your identity requirements are. To be successful mid and long term requires you having an identity architecture which is vendor independent. Once you have this, then you can consider the vendors.

WHAT IF WE ALREADY HAVE VENDOR'S PRODUCTS LIKE IBM, ORACLE, NOVELL, SUN, ETC.?

I will take this into consideration of my identity roadmap. I always try and leverage your existing investments wherever possible.

DO YOU DO IMPLEMENTATIONS?

I have lead many identity implementation teams. However, I normally don't do implementations. I can and usually will make recommendations in the reports I prepare on implementation requirements. If asked, I can also recommend implementation vendors on-shore and off-shore.

WHAT IF WE WANT TO CHANGE OUR IDENTITY INFRASTRUCTURE?

I can help by examining what you want to do and see if there are any potential problems with your existing planning.

WHY NOT HIRE ONE OF THE BIG 4 CONSULTING FIRMS TO DO THIS?

They are only as good as the person who walks in the door to do the work. All too often my customers have found that the senior Big 4 partner makes a great sales pitch and then in the door walk junior people who are what I call "tehnoids". These are people who have been trained on one or two identity suites, done 1-2 installations in a limited manner and have not lived through many experiences such as mine. **The end result is a product focused analysis instead of focusing on people, processes and then technology. This leads to major problems down the road as my paper illustrates.** My approach is based on my many years of hands on experience rescuing identity projects from stem to stern.

Further, the consulting firms are all looking at you the way a hungry shark looks at a school of fish (i.e. they see you as an on-going billable account). I however am only there to give you the best advice and then leave you with a plan and a complete understanding of your requirements, budgets, process changes and personnel required. I can help contain the billing that the big four will do for you in an implementation.