Case Summary: Govern Building Business Capability (IAM)

BIS, llc

The Challenge

Governance and Build Business Capability (BBC) disciplines are essential for success solving large complex business problems. A $50B technology conglomerate had an initiative to build Identity and Access Management (IAM) as a capability to secure its business enterprise resources. These are digital assets across its global domain (over $100M in asset value – not including IP) that are used for sales, to support Business Partners, to deliver to Customers, and support enterprise operations. The scope of impact was over 75K employees, over 50K Channel Partners, and over 10K application resources. The capability development team was multi-national with various challenges regarding language, culture, and time-zones. The business function prioritized to pilot the IAM capability was the largest organization in the company. Executives across business functions were not aligned. Cross-functional teams were not aligned. Key standards organizations (i.e. Security Trust – Privacy, SOX Compliance, etc.) were not aligned. The leaders of departments within the pilot organization were not well informed of the initiative nor did employees and Business Partners really know what to expect. The initiative was well over a year late and costs were still increasing.

Many businesses understand that important work-efforts need a Project Manager to be successful. However, a common mistake is rationalizing that big work-efforts only require more seasoned Project Managers. That was in part true for this major work-effort across three (3) countries that involve multiple areas of subject-matter-expertise (SME) and several business areas. However, contention with peers “at every level” (due to the priorities of business functions) had undermined decision-making and progress.

These challenges are not problems solved by Project Managers. BIS was engaged for consulting expertise to provide program leadership and to apply key business disciplines needed to appropriate this initiative. Working with the leadership team, we commenced to establish a governance framework to get the initiative back on track to drive the business outcomes that justified years of multi-million-dollar investments into IAM innovations. The IAM Platform would reduce admin headcount for thousands of applications/resources and possibly become a revenue generator.

The Solution

We met with executives and stakeholders to understand the business challenges from the point of view. We also gained their commitment to participate on a governance committee and their support as advocates within their functional areas. We established a regular global video conference as a forum for executive communication of progress, issue resolutions, and risk mitigations as well as to negotiate conflicts and resource needs (only executives could resolve).

The initial steps to establish Governance were

- Engaging a broad audience of stakeholders for input to clarity key needs and expectations
- Apolitically assessing the dichotomies in stakeholder objectives and rescoping the core capabilities of IAM
- Mapping milestones and deliverables to goals and objectives to create a roadmap to govern to success

The key elements of our communication strategy were

- Creating an internal portal to provide organizations information about the IAM initiative and what to expect
- Direct communication to key roles (i.e. Process Owners, Resource Owners, etc.) for migration planning
- Engaging Change Managers to create training materials (e.g. manuals, videos, etc.) for employees and Partners

It was imperative to align the initiative with key corporate governance bodies to provide input to IAM Product Management regarding inherent subject-matter: compliance for audits, conformance to the Security by Design (SBD) principles, Data Privacy and Protection (DPP) regulations (e.g. GDPR, etc.), Corporate Legal for language and DPP concerns, etc. This technology industry leader had strategic purpose in the rigorous requirements to produce a high-integrity and commercially amenable native-cloud IAM platform solution.

We designed employee support and customer support programs to provide 24x7 platform support for operations and platform updates/releases. Information/Data from operations, support, and Customer feedback was used to produce analysis for committees to govern IAM Product Management. Refer to Customer Satisfaction (CSAT) Management.

The IAM pilot on-boarding of over 700 enterprise applications and an additional ~350 resources was successful. It provided experience for corporate deployments and enhancing IAM platform features for the onboarding of 3.1M Users (employees, Channel Partners, and Customers). That increased to successfully support 11.1M Users in Year 1. Governance and Build Business Capability requires relative SME, business experience, and intangible problem-solving capabilities that Business Leaders search for. At BIS, our Consultants help Business Leaders “build a better business”!

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