

# Making the Business Case for Secure Identity Management

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## Why are we here?

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How can I discuss identity management challenges and benefits in a non-technical manner?



How can I tie technology to business needs?



How can I justify the investment in a solution?

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## What are your experiences with SIM?

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None?

In process of implementing?

Already implemented?

What have been your experiences?

Do you have any tips to share?



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## The problem seems simple ... at first

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We all have too many user IDs and passwords to maintain.

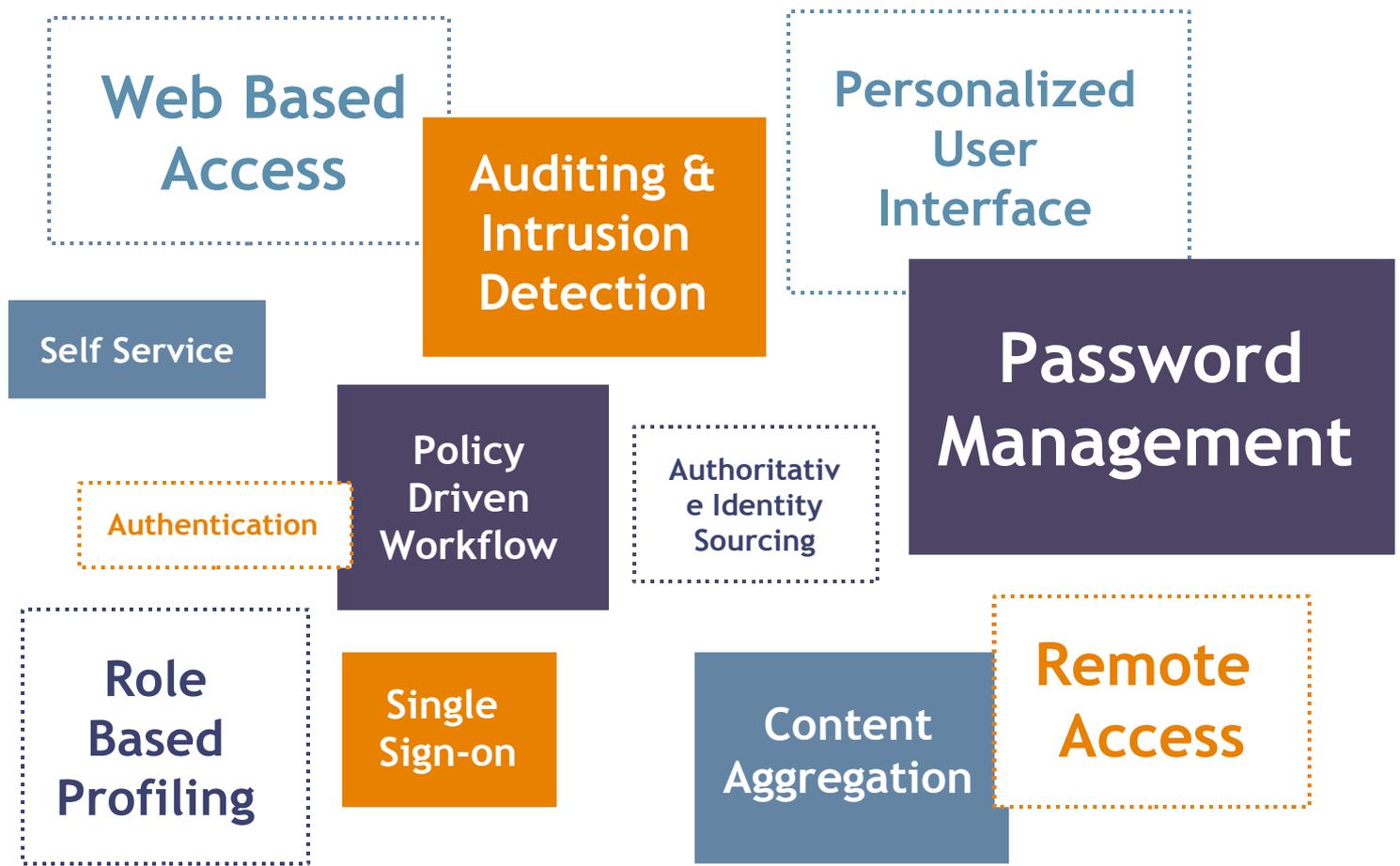
If it is a pain for admins, imagine the problem for our clients. And vice versa.



Isn't there a better way to balance security and usability?

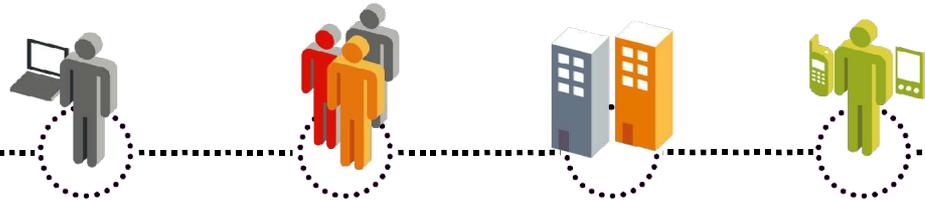
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## But it quickly gets complicated



# So it's important to boil the problem down to the basics

Communities of Users



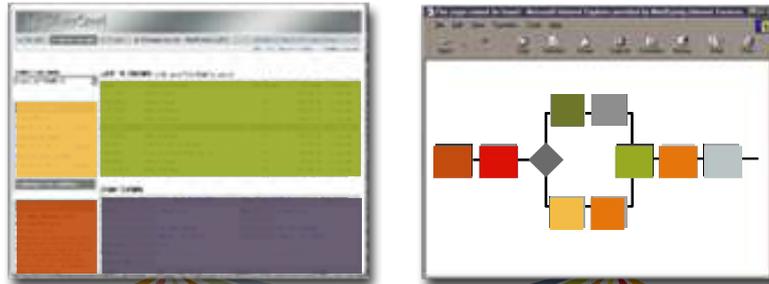
Employees

Partners

B2B

Customers

What types of identities matter to your enterprise?



What types of systems or resources should they have access to?

Existing Systems



Network

Collaboration

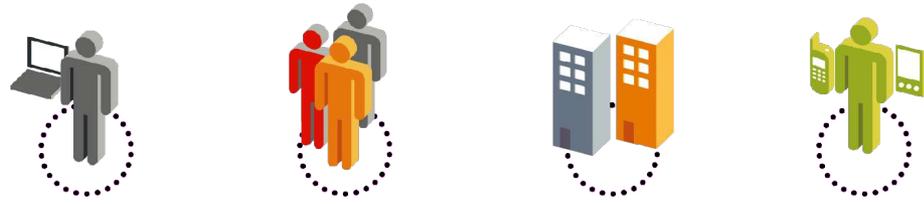
Docs/Content

Utilities

Transactions

Packages

# If the business can agree on policies, IT can automate much of the job



1. How much security does each resource need?
2. Who should have access to each resource?
3. What processes will we use to grant and revoke access privileges?
4. What password policies will satisfy our security requirements?
5. Who will be responsible for tracking and enforcing compliance?



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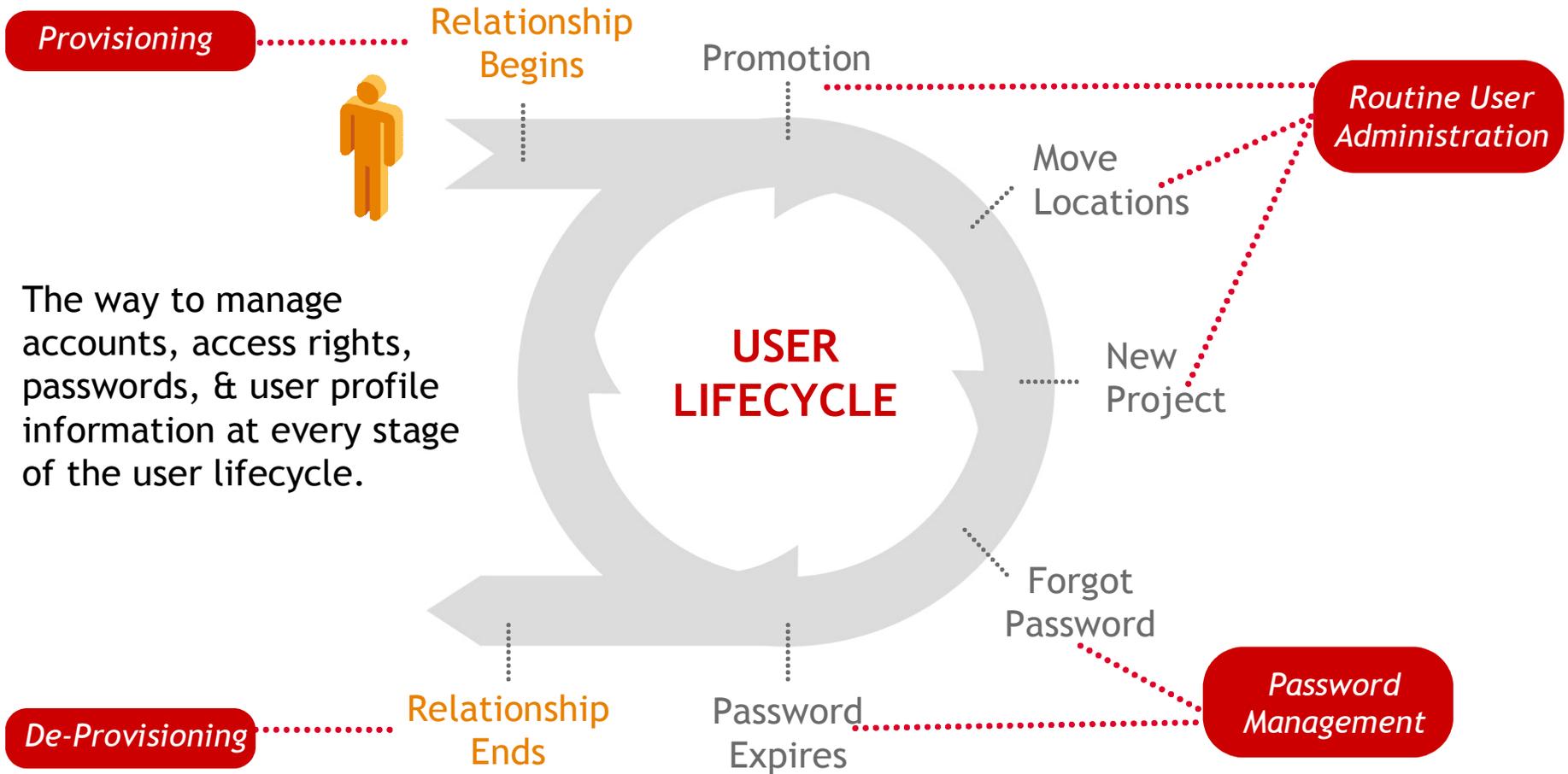
## Policies establish who will receive access to which resources

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New employees receive access and resources quickly & automatically, based on roles & responsibilities

# A user lifecycle view of secure identity management

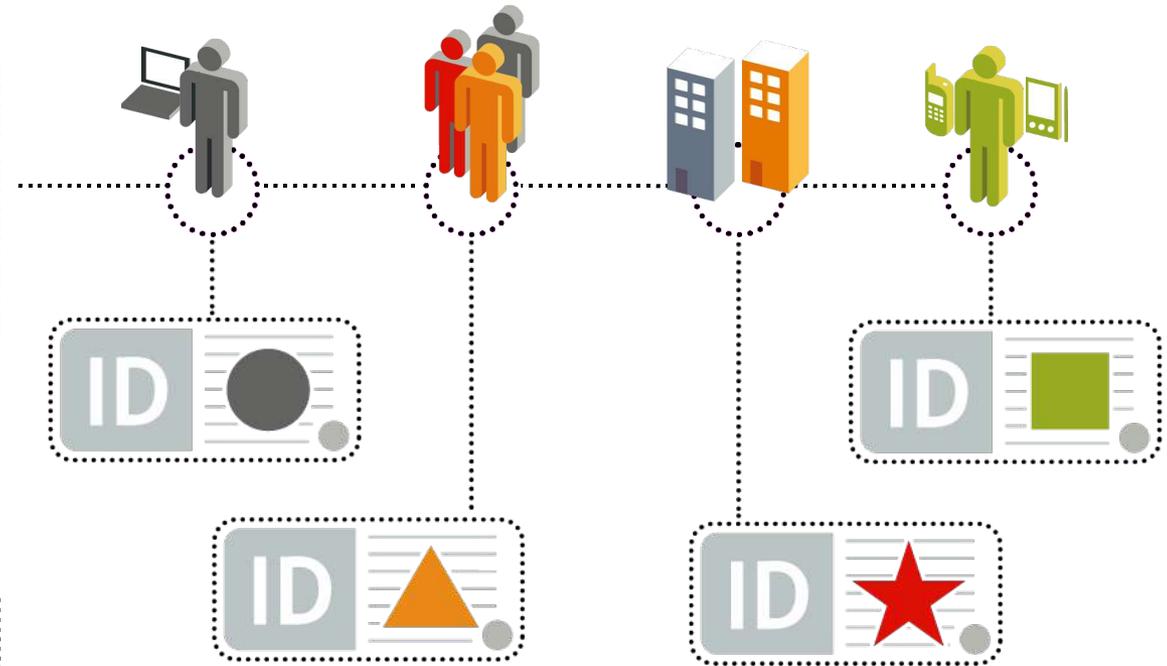


The way to manage accounts, access rights, passwords, & user profile information at every stage of the user lifecycle.

# Access policies based on roles simplify administration

*“It took me over six weeks to  
get all the required access  
privileges”*

*“I didn’t know what I needed  
or who to ask”*



**Who are you?**

**What is your role?**

**What do you need access to?**

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## Policies also determine when access privileges should be revoked

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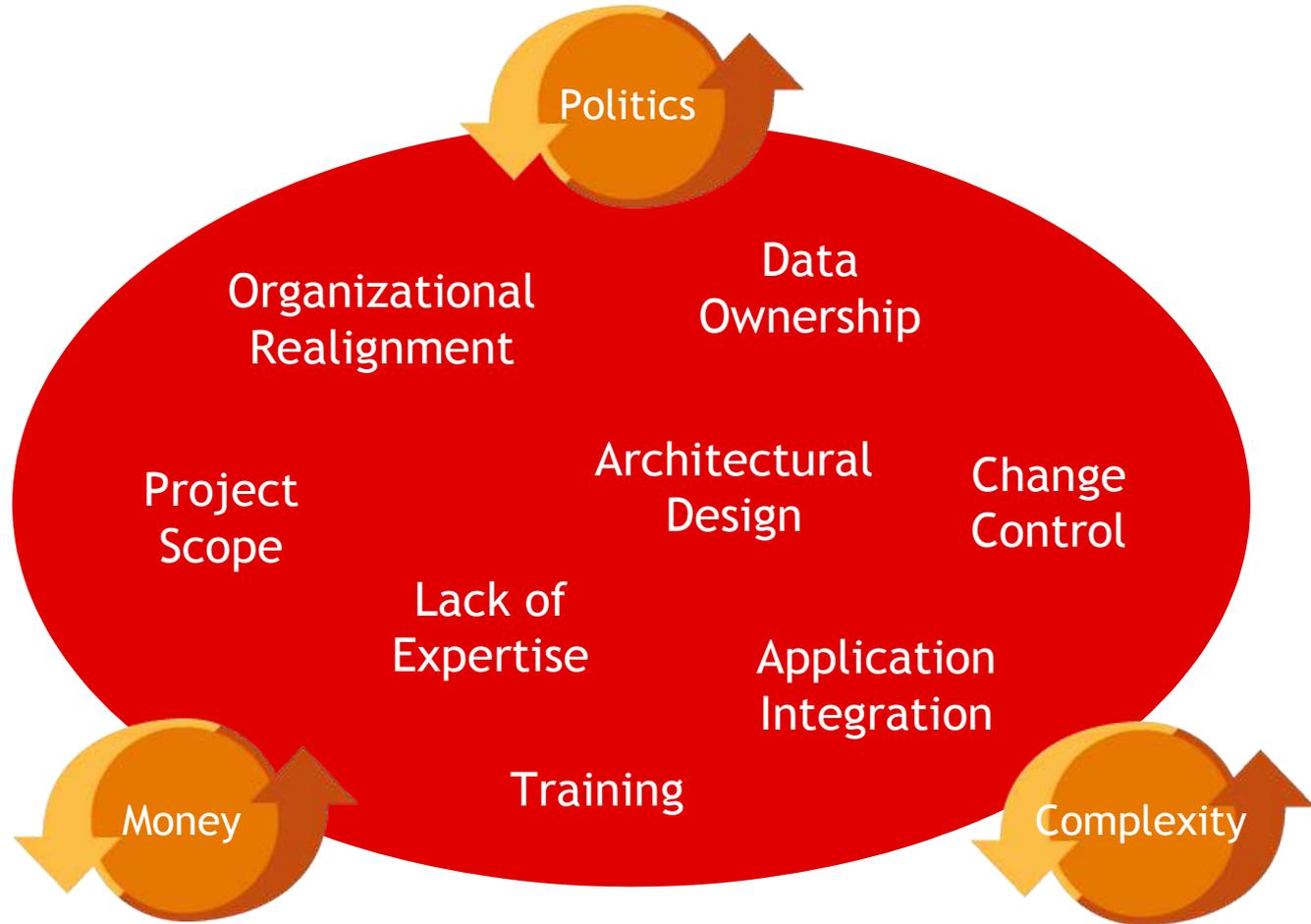


New employees receive access and resources quickly & automatically, based on roles & responsibilities

Terminated employees have access revoked completely & immediately across all systems

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## Common challenges to successful Secure Identity Management



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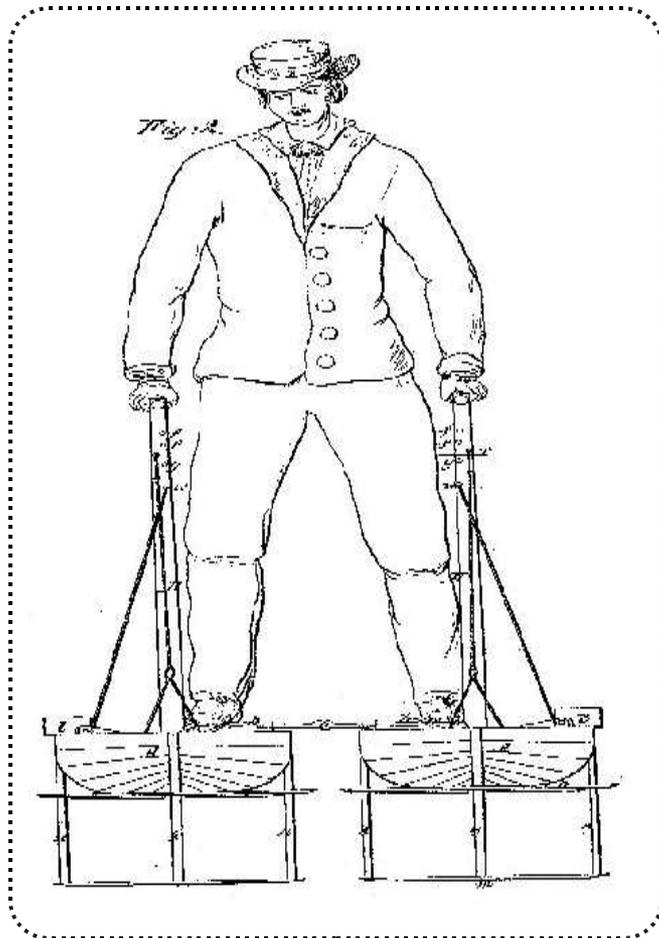


How can I tie technology to business needs?



How can I justify the investment in a solution?

# “A new and useful contrivance for Traveling on Water”



## Life Raft

H. R. Rowlands

Patented Dec. 28, 1858

The operator standing in the steps c, c, belays taut the forward float lines and slackens the after ones; then, taking hold of the stanchions H, H, he advances one foot forward similar to the action in walking, the water forcing open the after floats, a short pause then ensues, and the float falls by its own weight to its first position thereby preventing a retrograde motion in the same manner. To back water, the after floats are raised and the forward floats are lowered.

# IT wants to be ready to respond to changing business requirements

## Regulations

Sarbanes-Oxley Act (US)  
Data Protection Directive (EU)  
The Spam Act (Aus)  
etc.

## Product & Business Model Innovation

iPod.  
10,000 songs  
in your pocket.

For Mac and Windows.



## Competition

### Dow Jones Business News

Target widened its lead in rock-bottom toy pricing over the past two weeks...

The inability of Toys 'R' Us to compete with Target's and Wal-Mart's prices has hit sales and profits badly, Goldman Sachs analyst noted...

## Mergers & Divestitures

BUSINESS/FINANCIAL DESK | November 25, 2003, Tuesday  
**Time Warner Sells Music Unit for \$2.6 Billion**

# Organizations need the agility to respond to several major change drivers at once



# We don't want to spend too much...

## Or too little

### Business drivers & response patterns



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## Secure Identity Management solves an important business problem...

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It provides the means to:

- Cost-effectively deliver real-time, role-based resources
- To a distributed workforce, partners, and customers
- From any location, wired or wireless
- While keeping systems safe

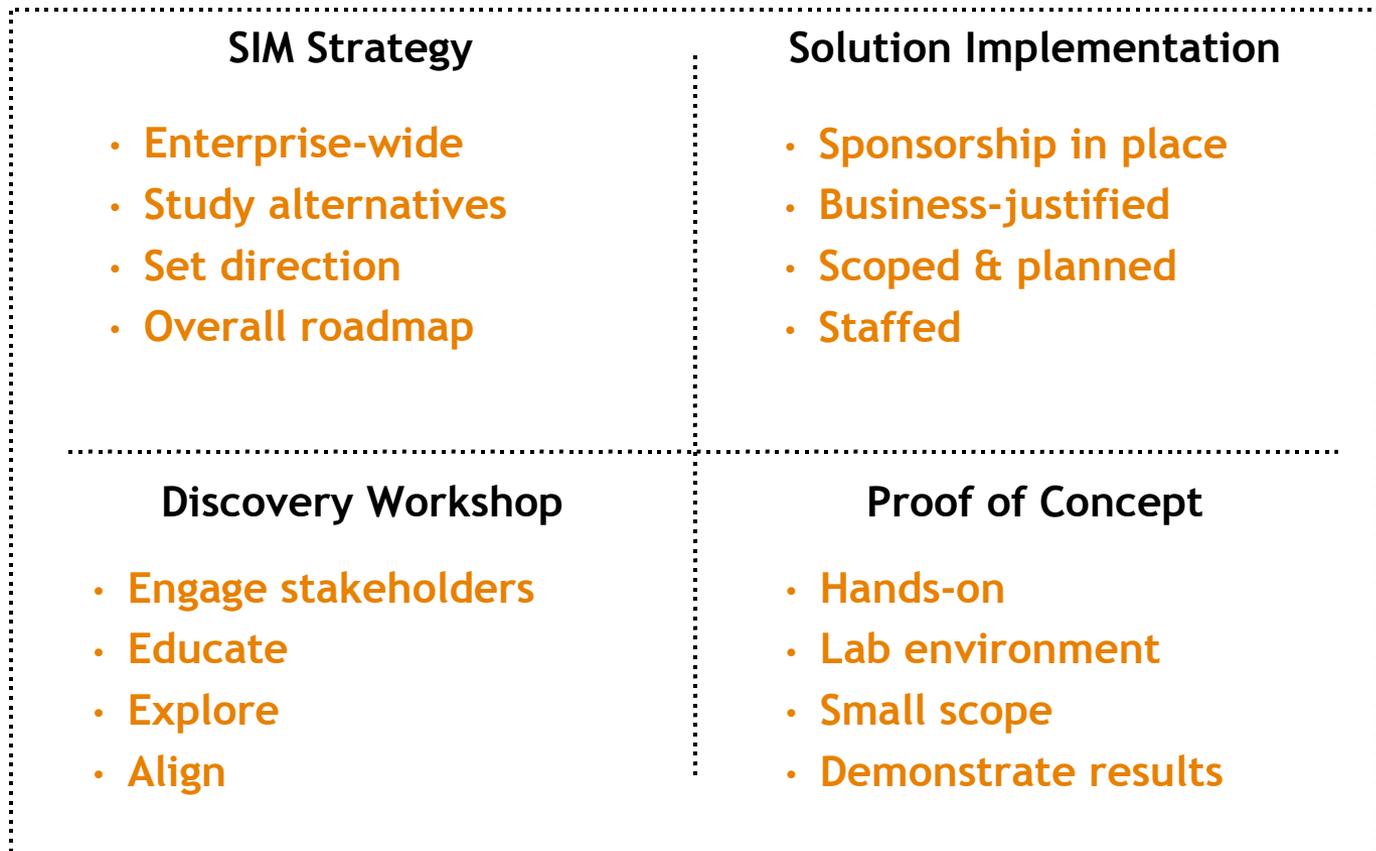
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## We're not just proposing technology The solution has five dimensions

	Where is the enterprise going? .....
<b>Strategy</b>	What are the relevant business goals & initiatives? .....
	How are business plans and technology strategy coordinated? .....
<b>Organizations &amp; Processes</b>	How is the enterprise organized? .....
	What are the main business processes? .....
	How could these processes be improved? .....
<b>Technology</b>	What are the relevant technical requirements & constraints? .....
	What is the current technical & application environment? .....
<b>People &amp; Change Management</b>	Is there effective sponsorship for addressing these issues? .....
	What are the potential barriers to acceptance of solutions to these issues? .....
<b>Project Management &amp; Governance</b>	How do you coordinate programs and projects across functional areas? .....
	What other initiatives or major changes may affect your plans? .....

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## Let's find the starting point that fits our needs



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## A CFO's perspective

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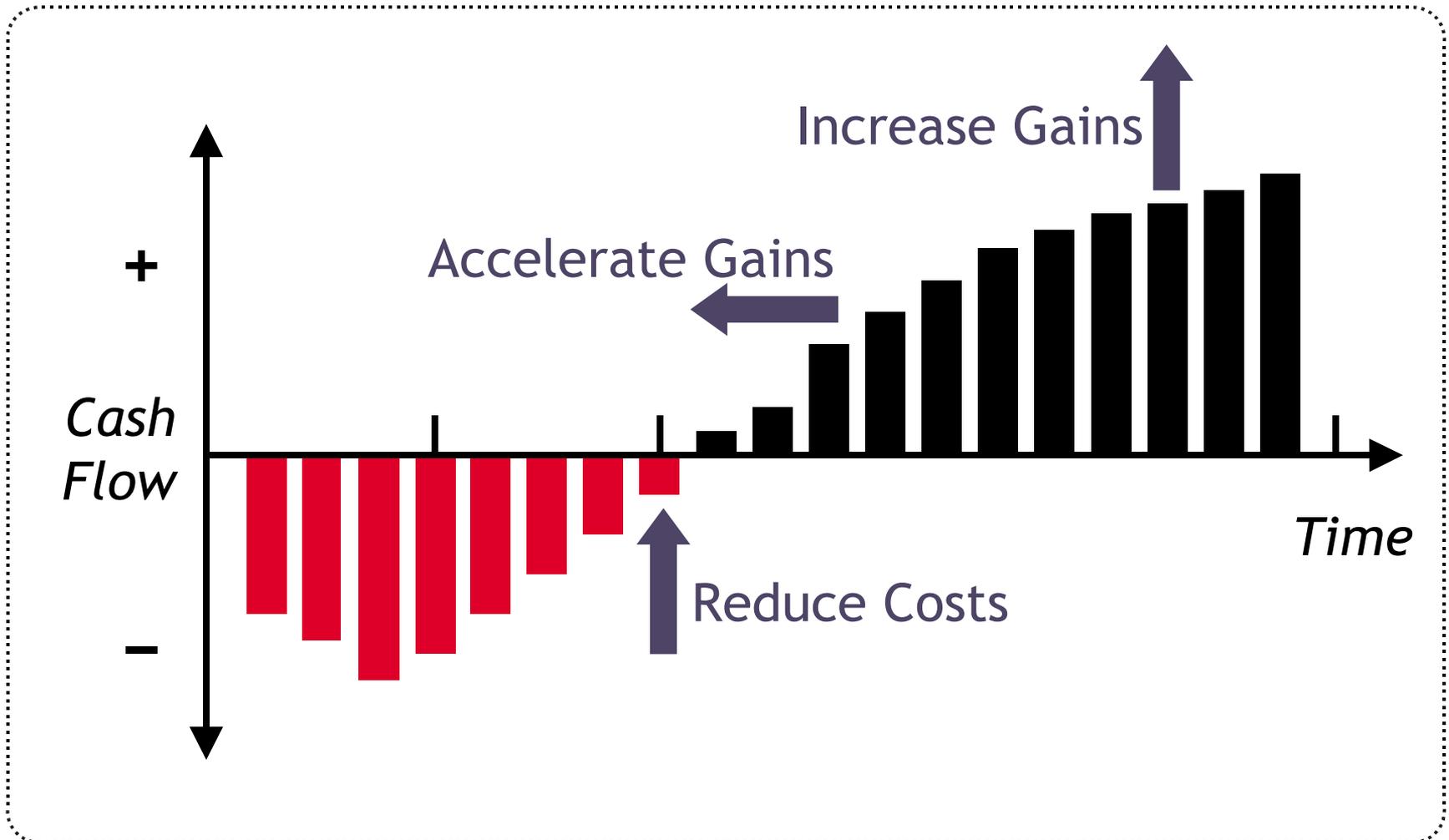
A business case should answer the question:

“What are the likely financial and other business consequences if we take this or that action or decision?”

Why do business cases fail?

- The business case developers don't understand what the decision-makers expect
- The business case lacks credibility
- It just isn't compelling enough in relation to other investments the organization is considering

# “Show me predicted investments and returns over time”



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## “Avoid these common mistakes”

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### Flawed methods

“The choice of cost and benefit items was biased.”

“Too much credit was given to soft benefits.”

“The data are incorrect, out of date, or incomplete.”

“The financial assumptions were unrealistic.”

### Faulty analysis

“The benefit stream needs a longer ramp up or learning curve”

“Not enough weight was given to risk factors”

“The projected gains are too optimistic”

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## “Can you speak my language?”

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- Estimated annual benefits
- Recurring costs
- = Earnings Before Interest, Taxes, Depreciation, Amortization (EBITDA)
- Depreciation
- = Earnings Before Interest, Taxes (EBIT)
- Taxes on EBIT
- = EBIT Adjusted for Taxes
- + Depreciation
- Capital One-Time Costs
- = Net After Tax Cash Flow
- + Previous Net After Tax Cash Flows
- = Cumulative After Tax Cash Flows

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- x Discount Factor
- = Cumulative Discounted Cash Flow

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## Investigate business cases for various scenarios

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There are several ways to address the identity management problem:

Single Signon

What do these mean?

Password Management

How do they help?

Identity Integration

What are the concerns?

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## How do you start the process?

### Determine Current State

What are the systems that require identities?

What technologies are currently in use in the organization?

What are the current “pain points”?

What are the current processes?

Who are the stakeholders?

What departments will be involved?

What is the current relationship between IT and clients?

What is the current financial state of your organization?



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## How do you cost-justify the project?

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Identify current costs

Identify costs to implement SIM

What are benefits and cost reductions/avoidances?

What is the bottom line?



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## What are the current costs?

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Hardware

Software

Procedures

Productivity lost

Personnel time



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## What are the costs to implement SIM?

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Software  
Hardware  
Services  
Training  
Internal resources



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## What are cost reductions/avoidances?

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Procedures

Productivity



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## What is the bottom line?

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Automating processes will save time, making employees more self-sufficient in relation to account maintenance.

System administrators can shift focus from mundane tasks to the more forward-thinking tasks of how to use technology to improve the business.

Your results may vary.



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## How do you obtain funding?

Departmental approvals

“Check-signers” Approvals

Budget Planning

Determine Financial ratios (“alphabet soup”)

Review/Interview Success Stories

Creative Thinking



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## Feedback: How ready are you...

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To help your organization figure out and agree on its needs and priorities for secure identity management solutions.

- To explain identity management challenges and benefits in a non-technical manner?
- To tie technology to business needs?
- To justify the investment in a solution?

# Related Sessions

- IO145: Building Intelligent Enterprises with Novell's Identity Driven Computing
- IO154: Novell Nsure Identity Manager 2 Overview and Futures
- IO256: Best Practices for Implementing Role-Based Identity Management
- TUT165: Identity-Driven Computing: Enabling Greater Business Value and Flexibility
- TUT370: Architecting the Identity Services Foundation

...And many more; see the session listing for others!



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