

# BT Identity Management Quick Start Service

The BT Identity Management Quick Start service enables organisations to rapidly assess their Identity Management (IdM) implementation's effectiveness, prioritise and structure potential improvement areas and review associated costs and business benefits.

By using a unique IdM Capability Maturity Modelling approach, organisations can benchmark themselves against current industry averages, best practice and required target status. This approach provides a structure for progressing with future IdM initiatives in a holistic manner that helps reduce business risk.



# About the BT Identity Management Quick Start service

## The importance of Identity Management

'Identity' is a central enabling principle for all organisations, enabling individuals to meaningfully and securely connect to, and use, resources. Existing boundaries for where individuals and resources physically reside are disappearing. We are seeing the development of a new digital networked economy, with identity at its very core.

IdM is a combination of processes and technologies, enabling the effective creation, management and exploitation of identity information. Organisations have increasing demands for effective IdM, not only to support architectural changes sweeping their wider environments, but due to new legislation and to satisfy increased public awareness. Increased requirements are being placed on an organisation's IdM infrastructure. Largely this is coming from initiatives to: improve customer and supplier relations, strengthen security, increase organisational agility and reduce IT costs. For these reasons, many organisations are placing IdM initiatives towards the top of their priorities for IT investment over the next few years.

- Identity theft costs the UK more than £1.7bn per year
- It is the fastest growing fraud at 44% compound growth (APACS)
- IdM technologies are growing by 35% per year
- Protection of information assets is the priority for 77% of businesses

Source: Home Office, APACS, BT Forrester Survey 2006

## Improving Identity Management

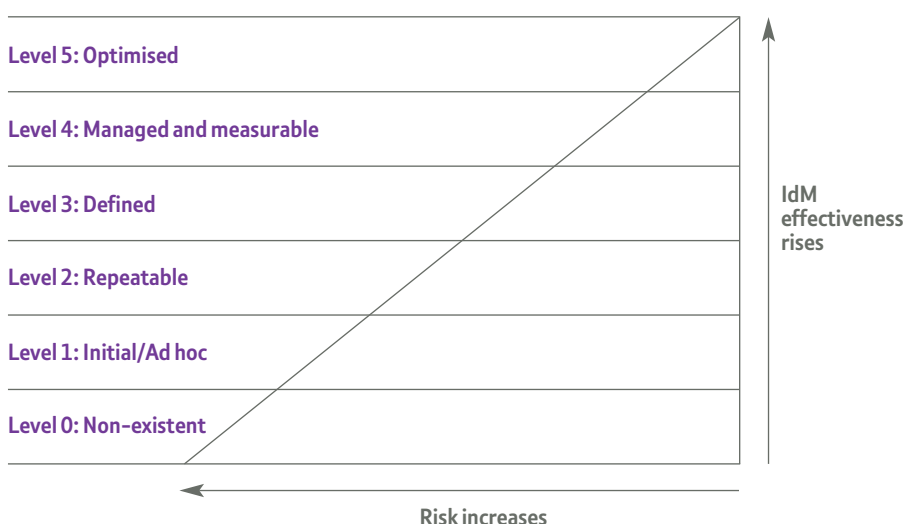
Recently there has been an increase in the awareness of IdM's importance. However, there is still a lack of agreed architectural standards and best practices for organisations to base their IdM initiatives on. This, and the continuing pace of IdM product development in the marketplace, can easily lead to inefficient implementations.

The BT IdM Quick Start service is a unique method for rapidly assessing the state of IdM within your organisation. Rather than performing a general IdM review, or focusing on compliance gaps and weaknesses, the BT IdM Quick Start process identifies and documents opportunities for improvement. Your performance is then benchmarked against other organisations and best practices.

The BT IdM Quick Start utilises a structured approach that reviews your IdM implementation across more than 200 control areas, so you can:

- Understand the risks involved in your current IdM implementation
- Provide a high-level overview of your IdM implementation's strengths and weaknesses to prioritise areas for improvement
- Compare your IdM implementation against recognised standards and best practices – including IdM elements e.g. ISO27001, CobiT, ISF Security Healthcheck
- Benchmark your IdM implementation against set industry averages
- Measure the improvement of your IdM implementation over time

## The IdM Capability Maturity Model



# The process

## Status checklist

Begin your Quick Start service by completing a simple checklist regarding your current IdM status. This checklist enables you and your BT Account Manager to discuss, at a high level, where your issues may lie. From there we can establish the most appropriate starting point for the remainder of the Quick Start service.

The checklist does not require technical input and should be completed by a senior member of staff who is aware of your current IdM status.

There are two levels of Quick Start now possible. Although both are based on the same BT IdM Maturity Model for reviewing IdM effectiveness in your organisation, these differ in the level of detail that are covered and the purpose of the engagement. The most appropriate level should be decided following a review of your requirements in the checklist review with your BT Account Manager

## Level one: Quick Start Workshop

A high-level engagement, culminating in a one-day workshop between key IdM stakeholders and experienced BT IdM Consultants.

**Step one:** A questionnaire is submitted to the customer to understand business drivers and determine a high-level IdM Maturity indicator assessment across 29 different control areas. An additional IdM cost/benefit questionnaire is also submitted, if relevant. These are then completed and returned to BT.

**Step two:** BT prepares a structured workshop session based around the questionnaire's responses. This is tailored to the customer organisation and the issues highlighted in the questionnaire.

**Step three:** BT facilitates a workshop to review the priority areas identified through the questionnaire. The event will typically be attended by senior members of staff, and aims to enable participants to reach a common understanding of the current issues and opportunities, why these exist and explore approaches that can be taken to improve organisational effectiveness through IdM.

## Level two: Quick Start Assessment

An IdM Quick Start Assessment will typically take place over a three-week period. This will establish a much greater understanding of the IdM maturity of your organisation and opportunities for improving IdM effectiveness.

### Step one: Planning

A kick-off audio meeting is held to agree the basic engagement structure, stakeholders required and meetings schedule.

### Step two: Initial Situation Analysis

Establish a general understanding of the organisation's IdM architecture and known issues, requirements etc. This is done through structured meetings (utilising high-level review tools) and review of documentation.

### Step three: Conduct Assessment

First run-through of the IdM Maturity Model in a workshop environment. Capture issues, perform an impact analysis and create an initial assessment of the desired state, based on business requirements. Develop initial recommendations.

### Step four: Establish Recommendations

Conduct additional investigations and undertake a further workshop to complete the assessment. Following this, findings are reviewed and recommendations agreed with the client core team.

### Step five: Present Findings

The summary findings and recommendations for improvement are issued and discussed in a final executive presentation



# The outcome

Identity Management within any organisation is dependent upon the:

- People, policies and processes involved in running the IdM implementation
- Technologies (e.g. the systems and applications) comprising the IdM architecture
- Identity information running through the infrastructure

The BT IdM Maturity Model is built around these 'axes'. If any of these axes is weak, the overall IdM implementation will perform poorly.

The BT IdM Maturity Model is then further broken into the following IdM components:

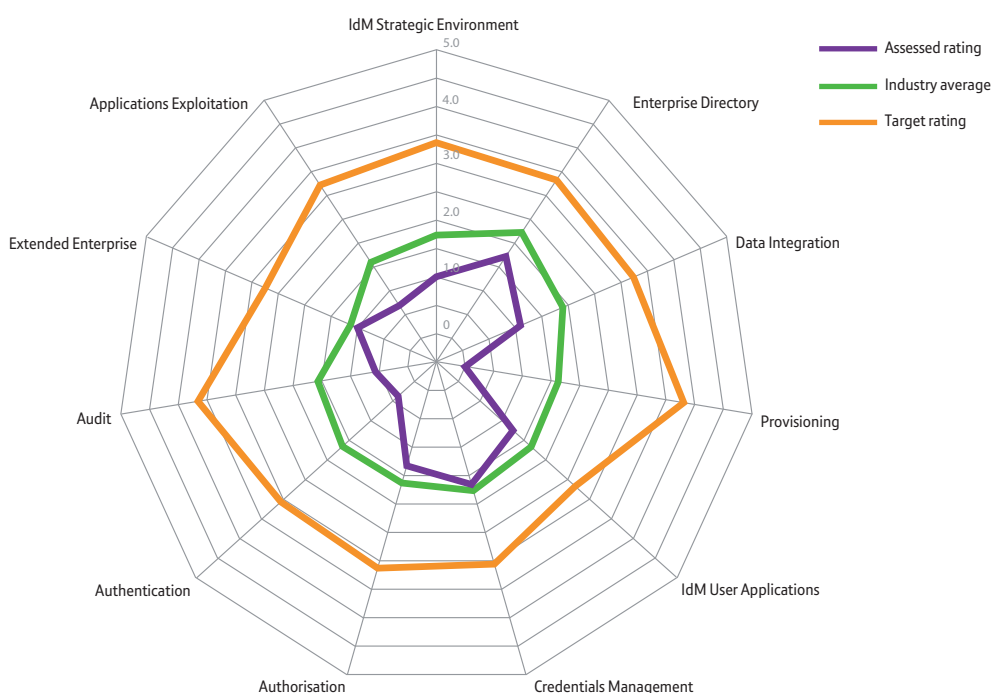
- IdM Strategic Environment – a higher level collection of policies and processes, essential for the effective inter-working of the specific areas
- User Management – the collection of technologies and processes that enable identity creation, maintenance and distribution in a consistent and auditable manner. This is subdivided into a further five components

- Authentication – the collection of technologies and processes used to determine a user's identity
- Authorisation – establishing a user is authorised to perform the proposed action
- Audit – reviewing and ensuring all operations involving identity are properly and securely undertaken, according to company policy and external legislation
- Extended Enterprise – working with business partners and internal separate organisations in an 'extended enterprise' e.g. through Federated IdM
- Application Exploitation - how effectively the business applications and other services are exploiting the IdM infrastructure.

As part of a Quick Start Assessment, an IdM Maturity Rating is established for each of the IdM components and axes. Similarly, an indicator assessment is established during a Quick Start Workshop. An organisation can then compare the effectiveness of its IdM implementation against where it wants to be, industry averages and external standards.

Having gone through the Quick Start service, you will be in a position to better understand the risks involved in your IdM strategy and current implementation. You will also more clearly identify and prioritise areas of improvement and associated benefits. From this, a business case can be built for presentation to stakeholders and budget holders to secure further investment for specific IdM initiatives. And finally, it will give you the framework on which to base a holistic IdM programme aligned with business priorities, for which improvement can be measured over time.

## Example of IdM maturity model overall ratings



# Status checklist

The following questions are geared to indicate the most effective starting point for a BT IdM Quick Start engagement with your organisation. Please answer 'Yes', 'Partially' and 'No'. The relevant box should be completed and you can then total your answers in the summary section to give an indication of current status.

## 1. Organisational awareness and commitment

Is there a formal owner of IdM within your organisation?

Yes  Partially  No

Is there recognition across Senior Management and wider stakeholders of the need for and value of IdM?

Yes  Partially  No

Is there an awareness across Senior Management of the impact of any current issues being faced in the IdM area, and the need to resolve these issues?

Yes  Partially  No

Is there an IdM strategy and IdM policies that are well defined and followed across the organisation?

Yes  Partially  No

## 2. Current IdM effectiveness

Are you measuring your IdM effectiveness against industry standards and best practices?

Yes  Partially  No

Are regulatory and internal compliance requirements from Group Risk or Group Audit being fully met?

Yes  Partially  No

Are your vital information assets being adequately secured?

Yes  Partially  No

Are users being efficiently and effectively provided and removed with access according to business needs?

Yes  Partially  No

Are users able to simply access applications, that are personalised for their needs?

Yes  Partially  No

Are help desks working efficiently, for example with a small number of password related calls?

Yes  Partially  No

Are you working effectively with business partners and contractors, exploiting the new digital networked economy?

Yes  Partially  No

Is your internal IdM infrastructure enabling new applications to be developed rapidly to meet new business opportunities?

Yes  Partially  No

## 3. Current and planned IdM initiatives

Are business and functional requirements that drive IdM initiatives well understood? How are these requirements being established and managed?

Yes  Partially  No

Is there a signed-onto business case for IdM, agreed across the organisation?

Yes  Partially  No

Are IdM initiatives being formally prioritised and co-ordinated, to achieve the greatest immediate and long term business benefits?

Yes  Partially  No

Is there a clear roadmap agreed across the organisation for improving and exploiting IdM, with measurable milestones in place?

Yes  Partially  No

Is there an established IdM programme across the organisation, with appropriate governance and being measured for success? Or are you trying to establish such a programme?

Yes  Partially  No

4. Summary			
	Yes	Partially	No
1 - Organisational awareness and commitment			
2 - Current IdM effectiveness			
3 - Current and planned IdM initiatives			

## Why BT?

BT's IdM Quick Start service is the only comprehensive IdM effectiveness benchmark available in the market today. The process reflects BT's unique experience, built up over many years with major private and public sector organisations such as VISA, AXA Insurance and the UK MoD. The established method and tools enable rapid assessment in very short timescales, minimising the impact on our customers.

This experience is augmented by one of the industry's largest partner programmes (more than 90 partners globally) and by acting as a leading player in global IdM research (eg. leading the European Commission GUIDE project).

BT's own best practices and investment in this intellectual property have provided internal savings of more than £88m per year within BT. Our customers have also saved up to an estimated £12m per year, as the direct result of our efforts.

## About the BT Quick Start Series

BT's Quick Starts are concise, service-led engagements focused on key services and technologies that are of critical importance to organisations within the digital networked economy. These services and technologies combine to form a wider infrastructure model, each representing significant advances and long-term efficiency for the organisations deploying them.

The Quick Starts can be used as an integral part of an organisation's roadmap along their development journey. BT Quick Starts enable customers to assess, test, plan and establish the validity of each service or technology in manageable parts. Each Quick Start is formed using defined stages with clear outcomes and will provide the necessary information not only for the technical aspects of deployment, but also for the commercial justification of infrastructure or network changes.

## What next?

We can take you through the benefits and implications that would directly affect your organisation. In addition, we can help to build tangible examples that are more valuable to your business stakeholders.

Contact your BT Account Manager to arrange a meeting and discuss collaborative working in more detail.

## Offices worldwide

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