



IDENTITY
AND ACCESS
MANAGEMENT
EXPERTS

IAM Maturity Assessment & Strategy

Service Offering

IAM Experts, Adding Value!

2025

5



IAM Experts: Global Reach



About Us

IAM Experts, a leading consultancy firm based in London, is dedicated to provide expertise in Identity Access Management (IAM) to organisations worldwide with an international team of passionate professionals.



Our Vision

Become the leading global player in the Identity Access and Management domain by assisting companies at any stage of their IAM strategies.

Our Mission

Support organisations worldwide in IAM by providing unique consultancy services, customer-centric, and vendor-agnostic guidance for the most suitable solutions to their needs.

Why IAM Experts



Identity Management



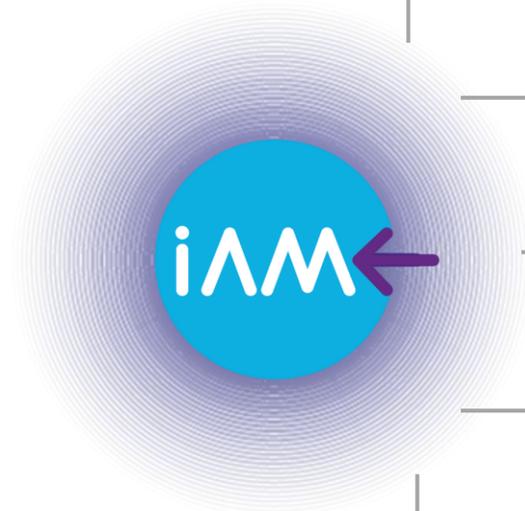
Privileged Access Management



Consumer Identity Access Management



Cloud Infrastructure Services



360+ IAM experts across the globe.

Offices in the UK, France, India, and South Africa.

Vendor agnostic and client-centric.

A quality label and unique methodology that have continuously evolved over 16 years.

150+ projects across Finance, Insurance, Pharmaceutical, Retail, Telecom Industries, and Public Sector, in 22 countries.

Our Core Services



Advisory Services

- Maturity Assessment
- Technical Audit
- Strategy
- Roadmap Definition
- RFI/RFP Lead



Implementation Services

- Program/Project Management
- Target Operating Model definition
- Design & Architecture
- Stakeholder Management
- Solution Implementation
- Application on-boarding
- Custom development



Managed Services

- 24/7 Support
- BaU Platform Administration
- KPI/KRI Reporting Services
- Application on-boarding
- Continuous Training

Our Values



Proven Expertise

We bring decades of experience in IGA, PAM, AM, and CIAM. Clients benefit from the expertise of our specialists, ensuring top-quality deliverables without compromise.



Flexible Approach

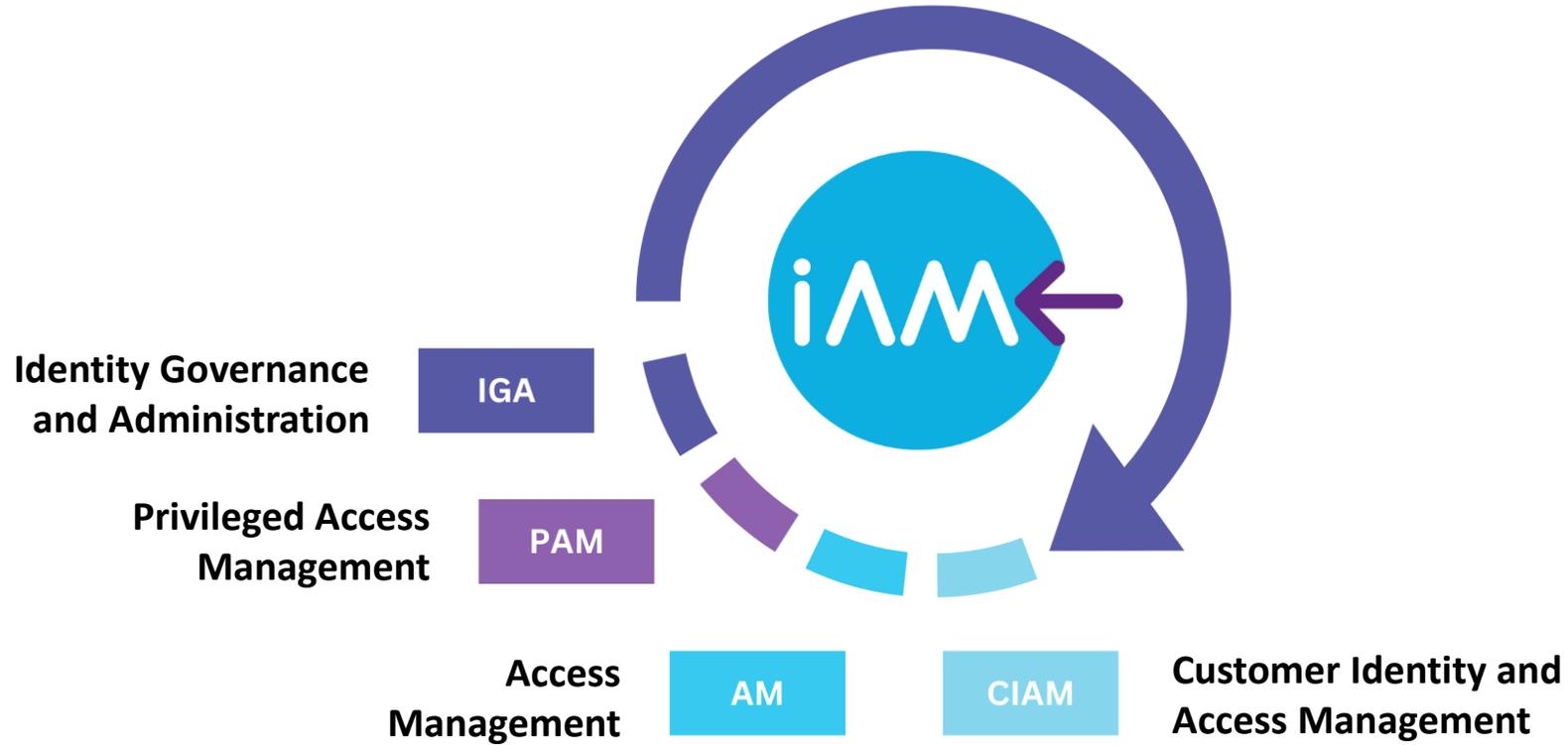
On top of industry trends, we embrace a problem-solving mindset, adapting and innovating to tackle evolving challenges with agility and effectiveness.



Collaboration

Working closely with clients, we address their specific business pain points, delivering tangible results and offering guidance throughout the entire process.

Our Expertise and Partners





Approach & Deliverables

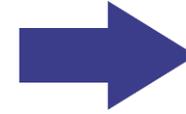
Why an IAM Assessment?

Over the years, our clients have benefited from this IAM Assessment, usually for one of the following reasons:

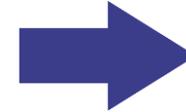
- a) You are about to start your Identity Access Management journey, all vendors are promising you the moon and beyond, you don't know where to start and where to find an agnostic perspective to define vision and roadmap.
- b) You implemented a solution several years ago, people in charge have moved on and the solution is not working as expected. You hesitate between investing further or considering an alternative.
- c) There is a need for Identity Access Management controls however no budget allocated to it. Could you please help us define a short term (1-2 years) strategy using only the in-house technologies and a long-term strategy with potential investments?

Benefits

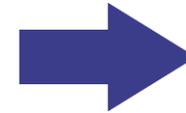
- Establish a problem statement with evidences.
- Define and validate your IAM vision and strategy.
- Elicit a workable Target Operating Model for your IAM framework.
- Compare multiple roadmaps over the next 2 years.
- Convince your management with a compelling business case comparing multiple scenario with cost projections.



Where are we?

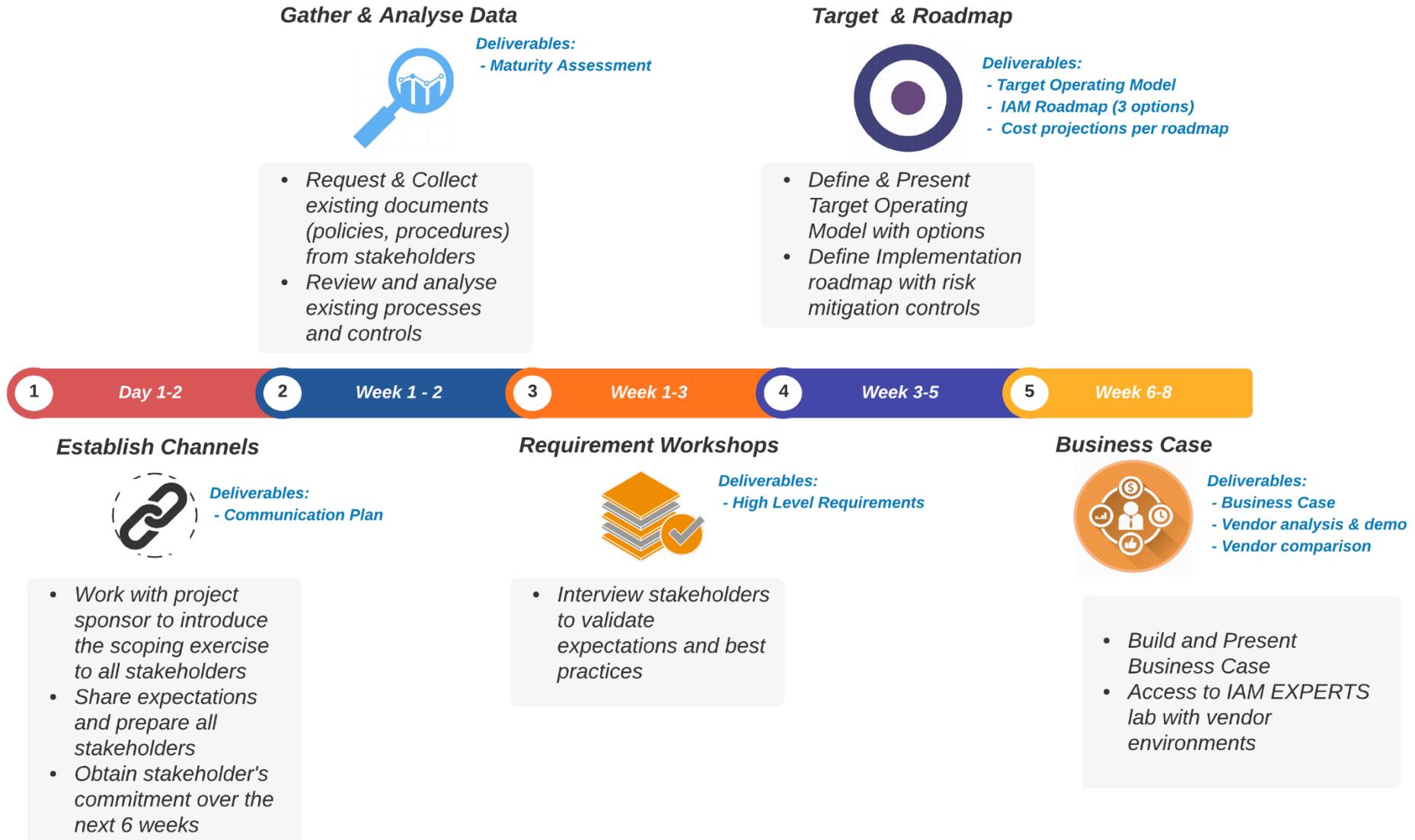


Where do we want to be?



How do we get there?

Scoping your IAM Roadmap: Our Proven Approach



Deliverables (1/3)

Week #	Milestone	Output Description	Client
1	Communication Plan	<ul style="list-style-type: none"> Stakeholder's introduction to the project Validate project governance and communication channels Set expectations with all stakeholders 	<ul style="list-style-type: none"> Participates to the initial presentation Ensures the right people are available
2	Analysis of the existing processes	<ul style="list-style-type: none"> Collect existing documentation Review and Analysis of the existing processes 	<ul style="list-style-type: none"> Provides existing documentation (processes, controls, test scripts, risks, procedures) Participates in workshops and interviews Ensures the right people are available for interviews

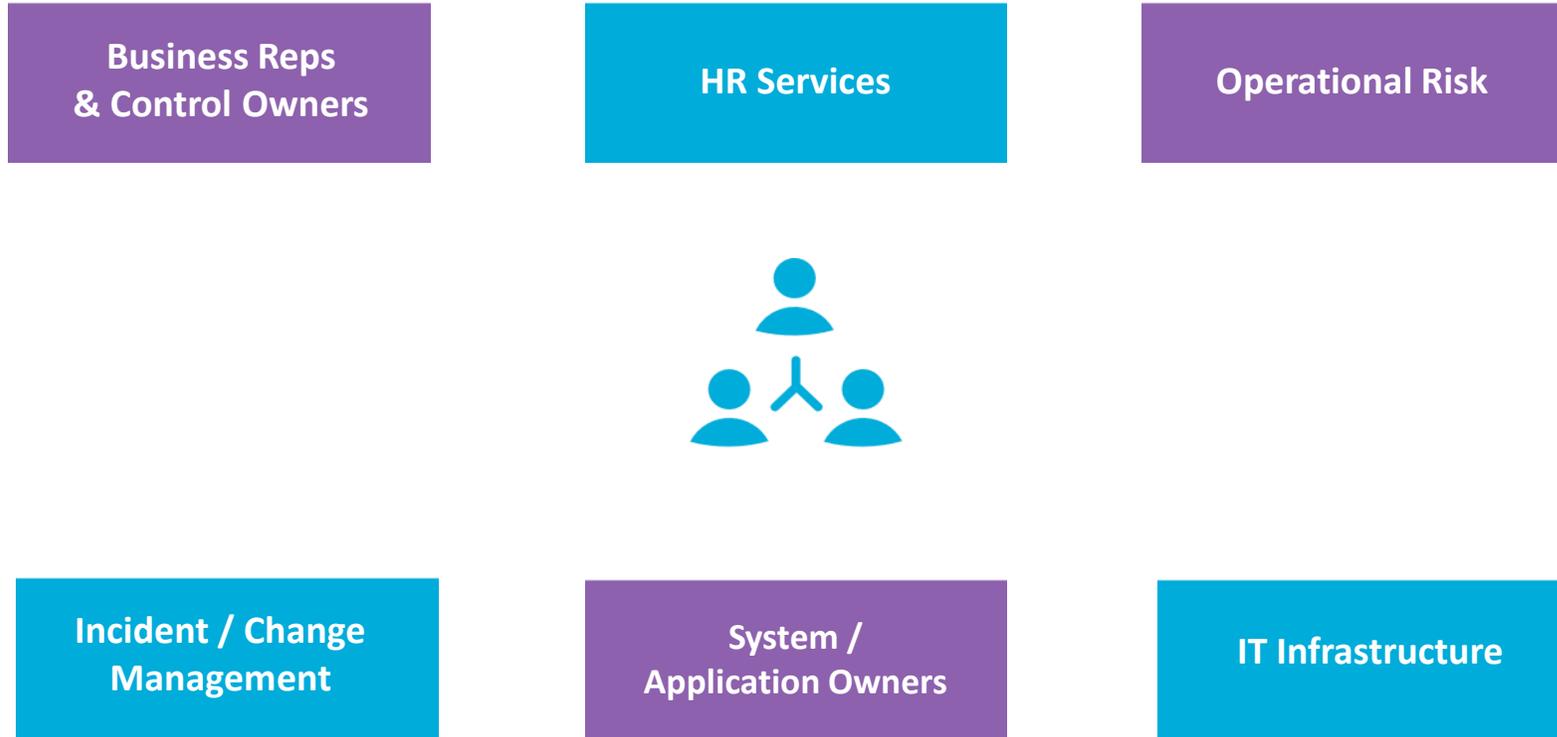
Deliverables (2/3)

Week #	Milestone	Output Description	Client
3	Maturity Assessment  (Maturity Scoring and Assessment for the 6 IAM principles: Governance, Organisation, Vision and Strategy, Processes, Architecture, Business Value)	<ul style="list-style-type: none"> • Inventory of existing processes and associated documentation • Discrepancies between documented process and the reality (current way of working) • Inventory of existing risks and issues • Inventory of existing controls and how they reduce the risks (mitigating factor) • Gap Analysis and Scoring against industry standards and best practices 	<ul style="list-style-type: none"> • Provides existing documentation (processes, controls, test scripts, risks, procedures) • Participates in workshops and interviews • Ensures the right people are available for the interviews • Confirms and Signs off the assessment
3	High Level Requirements 	<ul style="list-style-type: none"> • Documentation of the stakeholder's expectations and requirements • Prioritisation of the requirements 	<ul style="list-style-type: none"> • Participates in workshops and interviews • Ensure the right people are available for interviews • Provide Audit findings • Demonstrate existing issues and failures • Describes key features for the Client • Confirms and Signs off the requirements

Deliverables (3/3)

Week #	Milestone	Output Description	Client
5	Target Operating Model 	<ul style="list-style-type: none"> List of the Target Roles and Responsibilities, signed off by relevant stakeholders (RASCI) List of target processes with a process flow diagrams List of controls with description for each process and the mitigation factor for the associated risks Testing procedures for each control Documented KPI and KRI associated to each control Sign-Off on the above 	<ul style="list-style-type: none"> Participates in workshops and contributes to the review of the proposed Target Model (processes, controls, key risk indicators and test scripts) Provides feedback Ensures the right people are available for workshops and review Each Stakeholder to confirm and Sign Off the Target Operating Model
5	IAM Roadmap 	<ul style="list-style-type: none"> Detailed roadmap with key milestones to implement Target Operating Model processes and controls Documentation of 1-2 roadmap scenarios with pros and cons comparison 	<ul style="list-style-type: none"> Contributes to the review of the proposed Roadmap Ensures the right people are available Confirms and Sign Off the preferred Roadmap
6	High Level Business Case 	<ul style="list-style-type: none"> High Level Project Plan (with financial projections, and resource estimation) of how you will transition towards the agreed Target Model Project Risk Assessment Technology Vendor Recommendations 	<ul style="list-style-type: none"> Participates to Budget Estimation for your internal resources Validates resource commitment and availability

Stakeholders: The Usual Suspects We Talk To



Maturity: How do we measure It?

Our maturity assessment methodology is based on the recognised Gartner IAM Maturity Model.

It enables us to:

- Benchmark your assessment scoring against other companies from your sector of activity
- Provide criteria for achieving each maturity level.
- Indirectly provide a roadmap and high-level requirements for achieving an industry benchmark.

Note: Please refer to [Annex A](#) for a deep dive into the framework.

The Gartner IAM Program Maturity Model					
IAM Program Maturity Level	① Initial	② Developing	③ Defined	④ Managed	⑤ Optimized
Governance	Ad hoc, informal	Subsumed within InfoSec (and InfoSec governance structures)	IAM governance structure defined and accepted	IAM governance structure fulfilled and refined	IAM governance optimization
Organization	Informal, basic roles, responsibilities decentralized	Technical projects sponsored by BUs and CISO; informal inventory of IAM skills	IAM PMO established, IAM roles and training needs defined	IAM PMO active, RACI matrix defined; proactive skill development	Optimal integration with business; skills optimized
Vision and Strategy	Conceptual awareness at best	Certain business drivers identified; tactical priorities set	Business-aligned vision defined; strategic priorities set	IAM vision and strategy continually reviewed to track business strategy	Periodic optimization of vision and strategy
Processes	Ad hoc, informal	Semiformal BU-specific and target-specific processes	Formal processes defined, consistent across BUs and target systems	Formal processes integrated and refined; aligned with business processes	Process optimization
Architecture and Infrastructure Design	Possible use of target-specific productivity tools	Disjoint technical projects; technology redundancy likely	Discrete IAM architecture defined; rationalization and consolidation in hand	IAM architecture refined and aligned with EA	IAM architecture embedded within EA; optimization
Business Value	None measurable	Tactical efficiency and (maybe) effectiveness improvements; low direct value	Sustained, quantifiable improvements tied to GRC imperative; moderate direct value	Sustained, quantifiable contribution to all key business imperatives; high direct value	Business value optimization; transformational direct value
Legacy Program Maturity Level	Blissful Ignorance	Awareness	Corrective		Operational Excellence

BU: business unit; IAM: identity and access management; PMO: program management office; EA: enterprise architecture; RACI: responsible-accountable-consulted-informed; GRC: governance, risk and compliance

Gartner®

Target Operating Model

Our Target Operating Model exercise is based on our documented best practices reviewed and adjusted to your level of maturity specifically for your organisation.

It describes each IAM process, the role of each stakeholder and the indicators (KRIs and KPIs) used to measure operational efficiency.

The TOM (Target Operating Model) defines how your organisation operates into delivering IAM controls.

IDENTITY ACCESS AND PRIVILEGED ACCESS MANAGEMENT TARGET OPERATING MODEL

5.1. Introduction

ITSM (e.g. ServiceNow, JIRA) and IAM solutions provide a global, single user interface for employees to order applications and services. Every active worker within the firm can use these systems to gain access to any applications or services they are entitled to request (as long as the application or service has been onboarded as per section 4. Application On-Boarding). Limitations can be configured around what applications or services people can request access to, or the access levels within those restricted apps, to simplify access request and help enforce the principle of least privilege.

<CLIENT_NAME> wish to use the ITSM system as the single platform for people to raise access requests.

The ITSM system manages the lifecycle of a **user access request** from submission to approval. It provides a catalogue of various applications and services across different systems for the users to request access privileges for.

The IAM solution manages the provisioning of access requests approved and the ITSM system stores all relevant information related to access requests in its scope (decisions taken, by who, when, for which access and who, etc.).

5.2. Process Overview

Each application and service onboarded into the ITSM and IAM solution has an approval as well as provisioning workflow which can be configured as per <CLIENT_NAME>'s requirements. The following high-level diagram depicts a **sample application request workflow**. Then the two subsequent diagrams depict two different approval processes, based on the type of access requested.

Requesting new access

```

graph TD
    subgraph Requestor
        Start([Start]) --> Step1[1. End user requests new access on the ITSM system]
    end
    subgraph ITSM_System
        Step1 --> Step2{2. Access approved?}
        Step2 --> Step3[3. Perform access approval]
        Step3 --> Step4{4. Requester approved?}
        Step4 --> Step5[5. Request IAM system to provision access to target systems]
    end
    subgraph IAM_System
        Step5 --> Step6[6. IAM system notifies requester of provisioning request result]
    end
    Step6 --> End([End])
    
```

Figure 4.2. Request New Access

2. [ITSM system/Team] The system verifies if the request needs to be approved.

3. [ITSM system/Team] If an access request approval is required, the ITSM system spawns the approval task. See sections 4.2a and 4.2b for a description of access approval requests.

4. [ITSM system/Team] The system waits until the request has been rejected or approved by all stakeholders.

5. [ITSM system/Team] If no approval process is required, or all approval steps are approved, all tasks required to complete the provisioning of the request will be generated and assigned to the appropriate team for completion. If the access request is within IAM solution scope, it will trigger the interface with IAM solution to perform the corresponding provisioning operation.

6. [IAM solution/Team] The IAM solution provisions the permissions requested in the adequate target system (e.g. AD, application, etc.). Then send a response to the ITSM system to inform of the status of the request (e.g. pending, provisioned).

7. [ITSM system/Team] The ITSM system notifies the requester of the result of the access request operation.

(Preventative controls are captured under section 13: Preventative Controls)

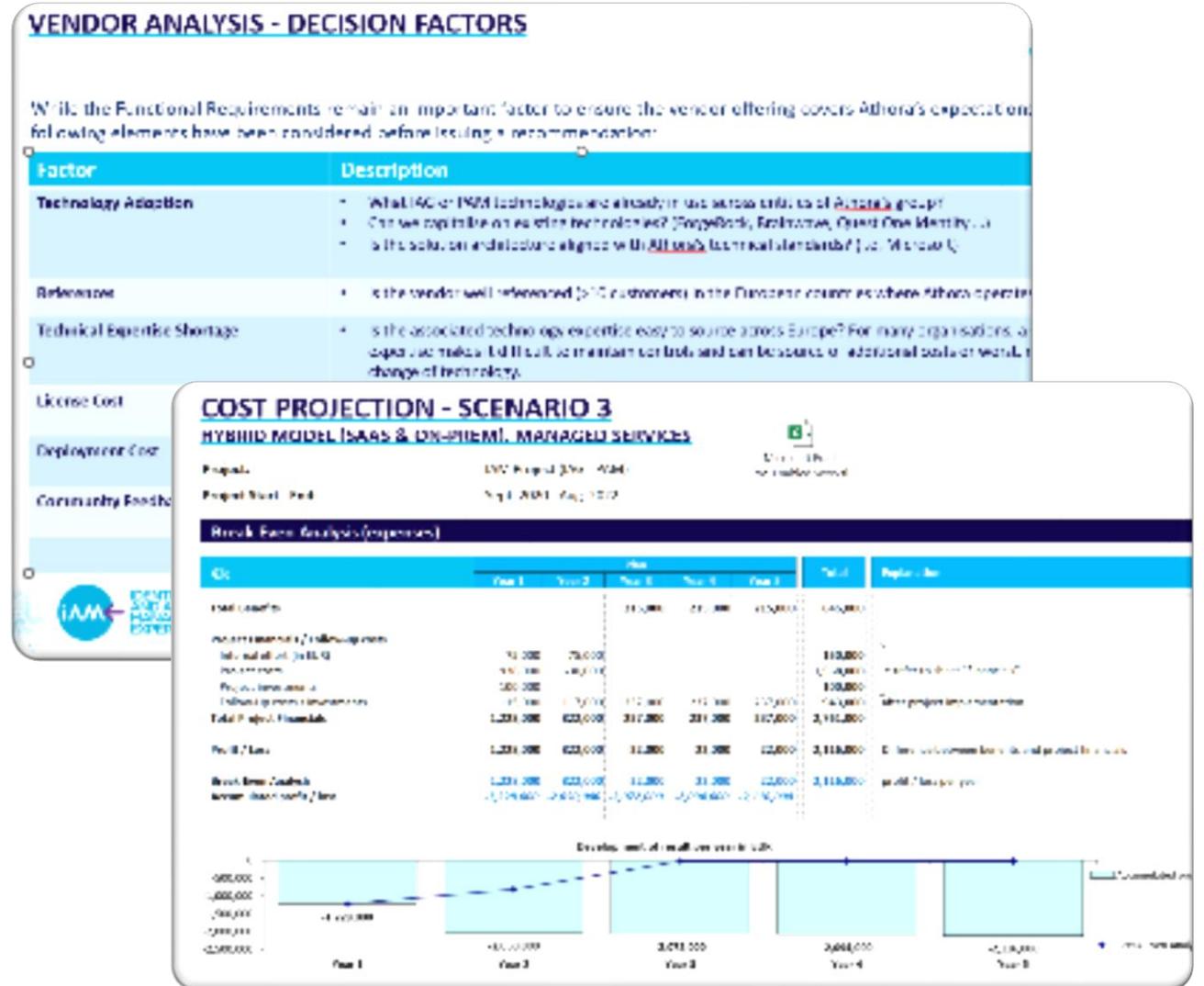
Notes about approval processes:

- Approvals can be in single or multiple levels. They can also be sequential, parallel or a combination of both depending on the workflow design/requirements during the on-boarding.
- The IAM solution is flexible to cater to a variety of approval requirements. For example, a business-critical application can choose to create three levels of approvals to cater for regional and global requirements. On similar lines, approval design can be customized to suit business requirements, while conforming to regulatory baseline requirements.

Business Case

Our Business Case deliverable contains recommendations as well as multiple scenarios designed to meet your requirements.

We provide vendor analysis beyond the usual Gartner magic quadrant as well as cost projections and cost of ownership over 5 years for each scenario.





Project Governance & Delivery Team

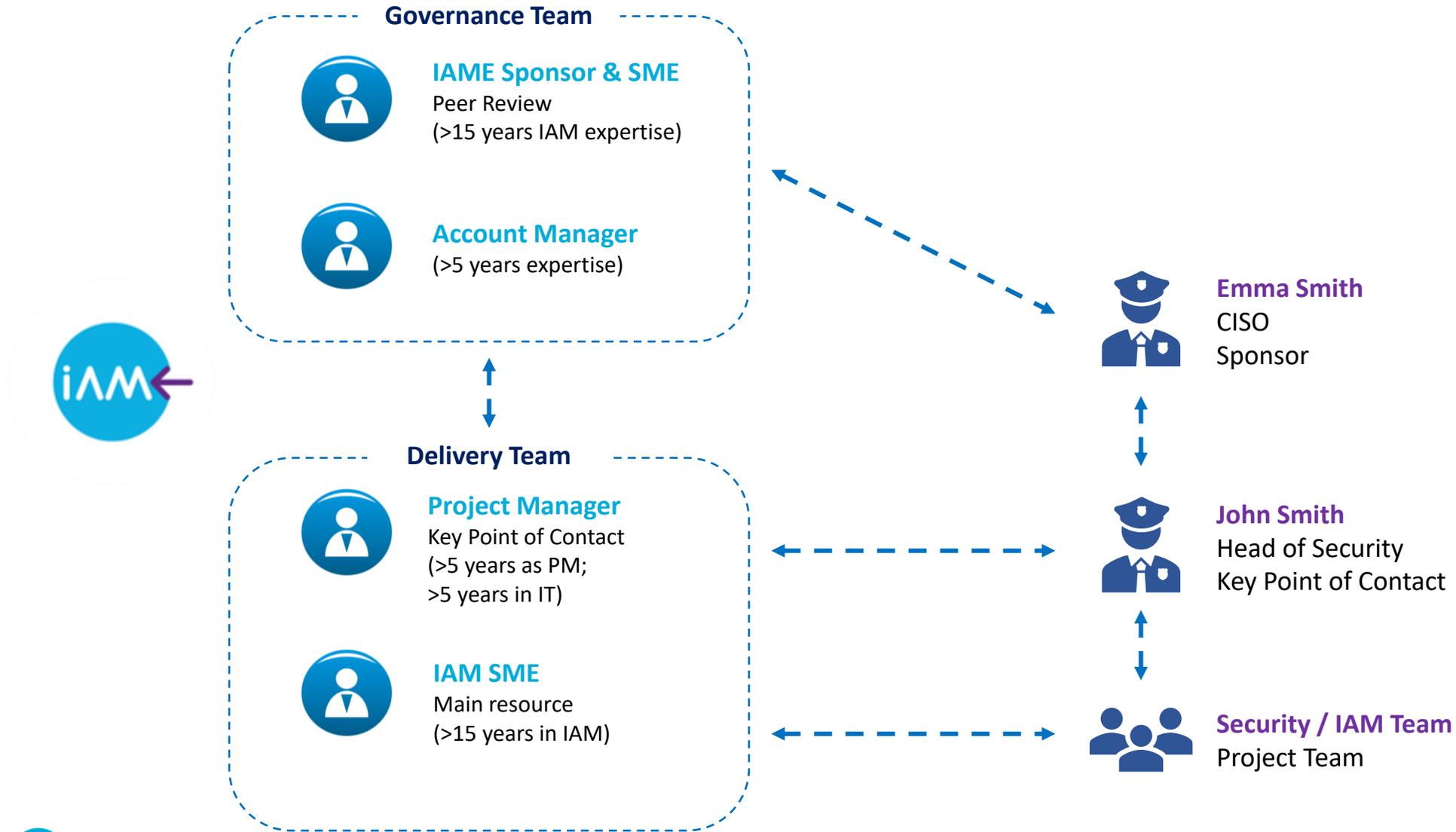
Project Governance

Efficient Communication Plan

Communication type	Description	Frequency	Format	Participants / Distribution	Deliverable
Daily Stand-up	10 minutes meeting outlining the day's key activities and highlight any issues	Daily	Conference call	Project Team	None
Weekly Project Team Meeting	Review of milestones, risks and key activities	Weekly	Conference call	Project Team, Project Sponsor	Weekly report to the team and PMO
Project Governance Meeting	Present metrics, milestones, and overall project status to stakeholders and sponsors	Fortnightly/ Monthly	Conference call	Project Stakeholders and Sponsors	Status and metrics presentation

- **Regular Quality Controls (Peer Review for each deliverables, Practice Lead weekly review)**
- **Weekly Customer Satisfaction review**

Meet your Delivery Team – Example



Contact Us

Anthony Mornet

Founder & CEO

anthony.mornet@iamexperts.org

Christophe Cumenge

Director of Operations

christophe.cumenge@iamexperts.org

Thuy Cory

Head of Account Management & Marketing

thuy.cory@iamexperts.org



www.iamexperts.consulting



UK. France. India. South Africa.



Appendix: Maturity Assessment Framework

Maturity Assessment Model

IAM EXPERTS maturity assessment is led by 1 Subject Matter Expert across 6 topics:

Governance: The governance section looks at whether the IAM initiatives have executive sponsorship, and if there is a formal governance structure in place.

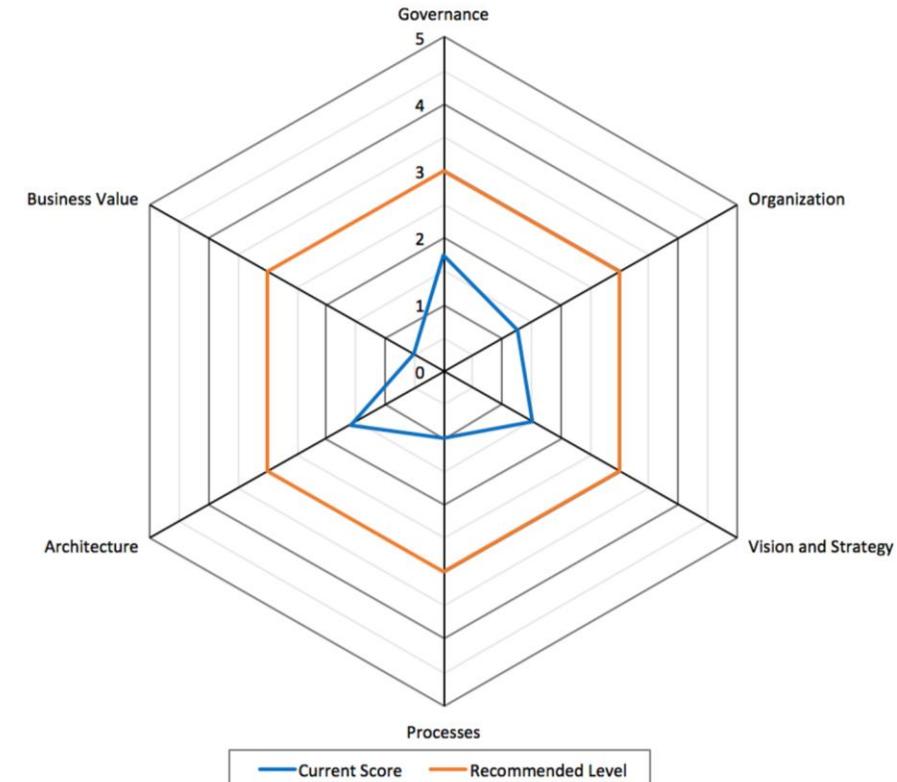
Organisation: The organisation section looks at where there is an organisational structure to manage IAM. We also examine if the roles and responsibilities within IAM are clearly defined and whether the individuals managing these specific areas are being supported and developed.

Vision and Strategy: In this section we examine if there is a clear and defined vision and strategy in place, and if there is a formal planning to achieve the strategy. This would most often be defined as a roadmap.

Processes: This section looks at the existing operating model and the processes that are in place across the organisation relevant to IAM.

Architecture: The architecture section examines how the IAM Architecture and Infrastructure is mapped to the overall Enterprise Architecture and business processes in general. This includes the technologies in place with regards to IAM.

Business Value: In this final section we look at how IAM initiatives contribute to the Business in any way: security, automation, compliance, etc.



A maturity assessment aims to answer the following questions: Where are we? Where do we want to be? How do we get there? During the assessment we work closely with your stakeholders to understand the current environment they work in, their pain points as well as what they aim to improve.

Identity and Access Management Processes

1. Identity Management: profile management & self-services
2. Joiner processes: including 3rd party management
3. Mover processes
4. Leaver processes: including 3rd party management
5. Application On-Boarding
6. Authentication & Authorisation Services
7. Access Recertification Processes
8. Role Management Processes
9. Service Access Request Processes
10. Governance Policy Management processes (include SoD/Toxic Combination)
11. Password Management Processes
12. Privileged Access Management
13. Account Management (non-personal accounts)
14. MI Reporting Services and integration with Risk Management Framework
15. Service Capacity Management and Disaster Recovery

Maturity Assessment: Governance

What?

The governance section looks at whether the IAM initiatives have executive sponsorship, and if there is a formal governance structure in place. IAM should be driven from an executive level, that recognises that IAM requires distinct governance through a steering committee, with contribution from several stakeholders in the Business.

High Level Maturity levels:

1. No understanding of the risks
2. Some level of awareness with limited controls in place
3. Corrective controls and KRIs in place with some level of MI reporting
4. Proactive controls and KRIs are in place with MI reporting integrated to the Operational Risk Framework

Who?

- Information Security
- Internal/External Auditors
- Risk Management
- Legal & Compliance Management

How?

Interview workshops and questionnaires

Maturity Assessment: Organisation

What?

The organisation section looks at where there is an organisational structure to manage IAM. We also examine if the roles and responsibilities within IAM are clearly defined and whether the individuals managing these specific areas are being supported and developed.

High Level Maturity levels:

1. Decentralised approach with local initiatives disjointed from one another
2. Informal agreement and global processes in place, no roles or responsibilities defined
3. IAM PMO established, roles, responsibilities, and skillset management/training in place
4. IAM Program in place with recurring steering committees allowing optimal integration with the Business

Who?

- Information Security (IAM, IAG teams if they exist)
- Information Technology Infrastructure
- Service Management (IT Service Desk, Incident & Change Management)
- Critical Business Applications
- Enterprise Architecture

How?

Interview workshops and questionnaires

Maturity Assessment: Vision and Strategy

What?

In this section we examine if there is a clear and defined vision and strategy in place, and if there is a formal planning to achieve the strategy. This would most often be defined as a roadmap.

High Level Maturity levels:

1. No clear vision, nothing documented
2. Some business drivers identified, and a roadmap defined
3. Roadmap defined with full sign-off and commitment from the Business
4. Continuous Research & Analysis of the IAM trends, fuelling the Roadmap review and in scope of recurrent Business Steerco.

Who?

- Information Security (IAM, IAG teams if they exist)
- Critical Business Applications
- Enterprise Architecture

How?

Interview workshops and questionnaires

Maturity Assessment: Processes

What?

This section looks at the existing operating model and the processes that are in place across the organisation relevant to IAM. This includes existing KPI and KRI and how they are being reported. For more details, please refer to the slide “**Identity and Access Governance (IAG) Processes**”.

High Level Maturity levels:

1. Semi-formal processes specific to each Business Unit
2. Formal processes defined across all Business Units and critical systems
3. Processes are part of a Target Operating Model, linked with Business Enterprise-wide processes, measures with Key Indicators
4. Target Operating Model reviewed and optimised with the Business on regular basis.

Who?

- Information Security (IAM, IAG teams if they exist)
- Information Technology Infrastructure
- Service Management (IT Service Desk, Incident & Change Management)
- Critical Business Applications

How?

Interview workshops and questionnaires

Maturity Assessment: Architecture

What?

The architecture section examines how the IAM Architecture and Infrastructure is mapped to the overall Enterprise Architecture and business processes in general. This includes the technologies in place with regards to IAM.

High Level Maturity levels:

1. Disjointed Technical initiative with technology redundancy
2. IAM Architecture defined without consolidation across all BUs
3. IAM Architecture defined, consolidated, and followed across all BUs
4. IAM Architecture is embedded within Enterprise Architecture and part of regular review and optimisations

Who?

- Information Security (IAM, IAG teams if they exist)
- Information Technology Infrastructure
- Service Management (IT Service Desk, Incident & Change Management)
- Enterprise Architecture

How?

Interview workshops and questionnaires

Maturity Assessment: Business Value

What?

In this final section we look at how IAM initiatives contribute to the business in any way: security, automation, compliance, etc. The assessment looks at quantifying and qualifying the existing controls and the “should-be” controls. This often helps the organisation in building and selling a Business Case in the near future.

High Level Maturity levels:

1. Not Measurable
2. Tactical Efficiency, Tactical Improvements
3. Sustained and Quantifiable Improvements with moderate business value
4. Business Value optimised through constant monitoring and regular optimisations

Who?

- Information Security (IAM, IAG teams if they exist)
- Information Technology Infrastructure
- Service Management (IT Service Desk, Incident & Change Management, EUC)
- Enterprise Architecture
- Risk Management

How?

Interview workshops and questionnaires