

Controlling user information

Realising the business benefits of **Identity Management**

Mark Locke
Security Practice Head

Marian McCarthy
Senior Business Analyst

1 Introduction	2
2 What is the problem?	2
3 The problem in Fujitsu	2

4 The solution in Fujitsu	3
5 Business benefits	3
6 Conclusion	5

Realising the business benefits...

People are one of the largest assets within most organisations, but the value of this asset is often not fully recognised.

Typically, people within an organisation are given access to multiple applications and different elements of their personal details will be recorded in different applications.

However, the administration costs alone of managing access to the company IT systems can be extremely expensive.

This paper describes Identity Management and how it addresses the issues associated with managing people data. Our own company is used as an example of its application, where it has contributed a quantified annual return on investment of over £2.5m.

The paper concludes with a view of the some of the new opportunities within business that can be built upon the solid foundation of effective Identity Management.

What is the problem

In any organisation today there are a number of key challenges in achieving competitive advantage or, in government terms, “best value”. One major challenge is ensuring that the resources (in the widest sense of the term) available within the organisation are fully exploited. It can be expressed in terms of statements such as:

- We don't know what we know
 - Our people have expertise we don't use
- Our information is spread across multiple systems
 - We can never find anything easily
- We need to work in flexible teams
 - Break out of silos, project based teams, work closer with partners
- We need to find new ways of working
 - Faster, cheaper, more innovative
- We need to learn from past experience
 - Stop repeating mistakes and re-inventing wheels.

One of the keys to addressing this challenge is the management of people information within IT systems - Identity Management can also answer some of the issues of IT Security, Knowledge and Systems Management and facilitates the management of change within the organisation.

The problem in Fujitsu

Fujitsu's own problems in this area were manifested as:

- Numerous business applications needing people data
- Each application getting people data from different sources, often by manual input
- Each application needing significant administration effort to manage the people data, or the work was not done so the data was completely unreliable
- No confidence that the data in one application was accurate or the same as in another application, but...
 - ... applications are integrated so synchronisation of data is essential to the integrity of outputs.

... of Identity Management

Exactly the same problems were also arising within the corporate IT infrastructure systems in NT domains, mail and telephony systems and remote access.

Investigation revealed that in a three month period, across a population of approximately 12,000 people, there were nearly 40,000 changes made in the source systems, to the data held about those people. The cost of then applying those changes to each consuming system added up to a very significant administration cost. Cutting that cost became an obvious benefit to target.

The solution in Fujitsu

Fujitsu created a 'People Enterprise Reference Service' (People ERS) - a common central store of people information.

This holds information about anyone working in Fujitsu, identifying each person accurately and uniquely by a 'personal number' that applies on a company wide basis.

This central store is then mandated as the source for all people information for Fujitsu's infrastructure and applications.

The challenges

Many of the challenges faced by Fujitsu are typical of most organisations. We found that identification of clear business wins was the only way to successfully implement an Identity Management system.

The issues we came across included:

- Corporate buy-in and mandate - identifying the right business sponsor and working out how to articulate the clear business value
- No clear ownership of people data - and some reluctance by individuals or departments within the organisation to take ownership

- Not everyone working in Fujitsu is employed by Fujitsu - therefore there is a requirement to capture everyone at their point of entry into the Fujitsu community, whether employee or 'visitor'
- Defining workable processes - to ensure that a unique identifier (the personal number in Fujitsu) is allocated for everyone, whether employee or 'visitor'
- Managing joiners and leavers - adding people to and removing people from the People Enterprise Reference Service in a timely manner, to ensure that the downstream systems are always up to date
- Retrofitting unique IDs - for people who have already got system accesses but cannot be identified!

Business benefits

When defining the business benefits your starting point should be clearly understood. This may sound obvious, but data integrity, for instance, takes time. It is not something that is achieved on day one, but rather it increases as the exceptions are trapped and rectified as they pass through the Identity Management system.

The data cleansing process is iterative and lengthy, but is worth significant investment to achieve the massive improvement in data integrity. This in turn builds confidence in the applications integrity for the end users and significantly reduces administration costs on each application.

It is also critical to realise that the issues of People Data Management can be huge and organisations may struggle to tackle the problem effectively.

The key, therefore, is always to start small with clearly identifiable wins and use the Identity Management system as the catalyst for greater change.

Realising the business benefits...

Expected benefits

What benefits would you expect to see?

Much depends on your specific circumstances, but most organisations would see savings if the following were to be achieved:

- Know who everyone is in the organisation
 - More effective communication across the organisation
- Accurate and consistent people data in all systems
 - Confidence in the integrity of the data across systems and reduction in costs from rework in each system due to inaccurate data
- Single source of data input/storage
 - Lower maintenance costs in each application
- Consistency of data across many applications
 - Real business integration
- People only get access to those systems they need
 - Tighter control of access to corporate resources - critical business data, assets...

Perhaps an even more important benefit is that consistent and secure People Data Management enables the creation of new applications such as:

- Employee self-service
 - Converting tasks into do-it-yourself activities which previously had to be under tight control to avoid misuse and abuse
- Skills and competency management systems
 - Accurate, consistent data leads to greater use and trust in systems that are usually notorious for their inaccuracy
 - Optimisation of the 'people resource'
- Self select employee benefits
 - Flexibility in employee benefits systems can involve too high a workload on an HR department unless safe and secure systems can take some of the work.

Quantifiable benefits for Fujitsu

Fujitsu has been able to measure some of the benefits from our own use of People Data Management:

- Tight joiner/leaver processes enabled large numbers (approximately 15% of total corporate email and NT accounts) to be deleted because the account owners had actually left the company
 - Increased security; decreased management overheads on mail and NT systems
- During the initial implementation of a new financial system, data for approximately 3,000 people was loaded and maintained manually. This took four, full time people and still the data was often incorrect
 - A feed from the People ERS was implemented and now the finance system has a regular and automated people data feed, providing accurate data; one person now monitors this feed as part of their daily routine, ensuring accurate and reliable data at less than 25% of the manual cost.
 - The financial system has been rolled out across a much wider user base, with minimal incremental cost from the addition of more people onto the system
- Easy (web based) access to viewing people data for carrying out manual processes e.g. verification of person details, management of people in different organisational units
 - Further scope for automation of people data input to applications with associated cost savings. Fujitsu has already implemented employee self-service across most of its organisation and 19,000 employees
- Ten to fifteen key corporate systems now all working from same people data
 - Each time another application connects to the People ERS an immediate administration cost saving accrues, as changes made in the source data automatically flow through to the consuming applications, doing away with the need for manual updates.

... of Identity Management

- Timely alerts tracking staff movements so that all downstream systems are made aware of changes
 - Fewer unforeseen problems related to people data with associated reduction in 'fixing' maintenance costs
- New joiners get IT equipment, NT and e-mail set up in advance of their arrival
 - New joiners can start being productive from "Day 1", rather than having to wait to get essential tools for the job
- Asset management system uses people data as a key input to tracking and management (and costs) of kit as people move around the organisation
 - Accurate cost and depreciation management has enabled re-use of assets saving thousands of pounds.

The cost saving accruing from the implementation of the People ERS, particularly in the area of administration costs, has produced a Return on Investment of £2.5m per annum.

Conclusion

Managing both user access to IT systems and identification of people within business applications is an essential activity that can be very time consuming.

Very often the different IT systems and applications are managed by different groups with different standards. This can multiply the administration effort each time a person's details need to be amended.

People Data Management forms the basis for reducing those costs and for speeding up the associated processes. But most of all it ensures that you maximise the value that your people can add to your business, while also resolving some of the potential security issues that can arise when people leave your company.

An Identity Management system also enables an organisation to improve the services it provides to its employees in terms of both scope and responsiveness. Potential improvements range from employee self-service through flexible or à la carte employee benefits schemes to skills and competency management systems. Even more seemingly prosaic functionality such as employee surveys, electronic submission of expense claims and internal orders for basic necessities such as stationery are practical, time saving improvements.

All these are concrete examples of applications that can generate considerable cost saving and contribute significantly to employee satisfaction. But, perhaps more importantly, they are facilities expected of a leading business and modern employer.

FUJITSU SERVICES

Observatory House, Windsor Road, Slough, Berks SL1 2EY
Tel: +44 (0) 870 242 7998 Fax +44 (0) 870 242 4445
email: askfujitsu@services.fujitsu.com Web address: services.fujitsu.com