

IAM: Identity services at scale

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**DEVOPS
ENTERPRISE
SUMMIT**

AN  REVOLUTION EVENT

Shorter wait
times for
consumers



Automated
deploys and
testing



Organised for
flow of value

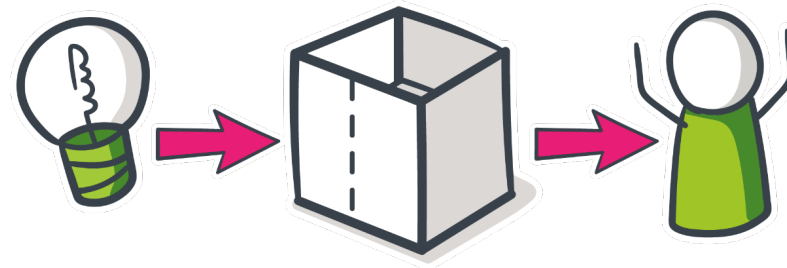


Improved
feedback
loops



IAM self-service unlocks productivity & value

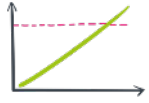
Automation and operating model transformation enables self-service to the identity services platform, contributing to making NatWest a simpler, safer & smarter relationship bank in a digital world.



Background

- Servicing over 3m customers and 25k colleagues using new and existing NatWest banks products, services and technology, in a secure and simple way.
- To use our services each application team required manual onboarding
- Every application/technology team treated as a project led by the IAM team of specialists
- Constraint delivering innovative identity services to keep up with technology enhancements
- Running on legacy and slow performing infrastructure

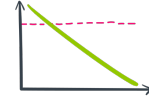




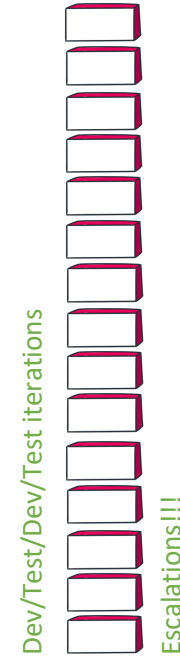
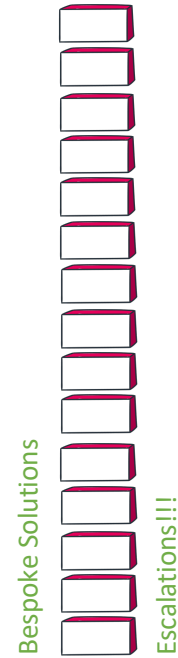
New Demand:
25+/m
Backlog: +80



Status?
Schedule?
Effort?



Delivered:
c.3/m



Backlog

Handoff



Assess



Dev



Test

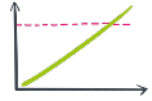


Release



Operate

Lead Time: 90 Days, Effort: 20+ Days, Cost: £15k-£30k



New Demand:
25+/m
Backlog: +5



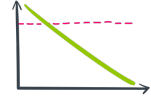
Dashboards



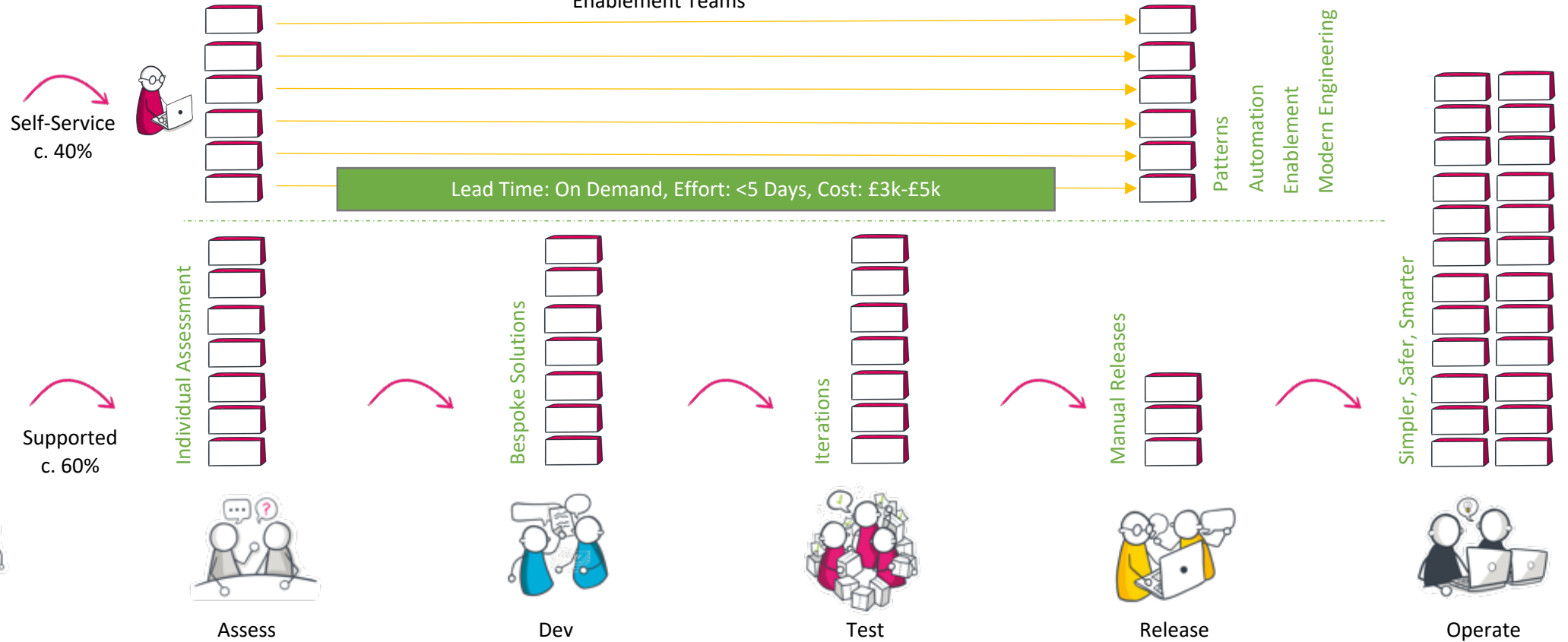
Enablement Teams



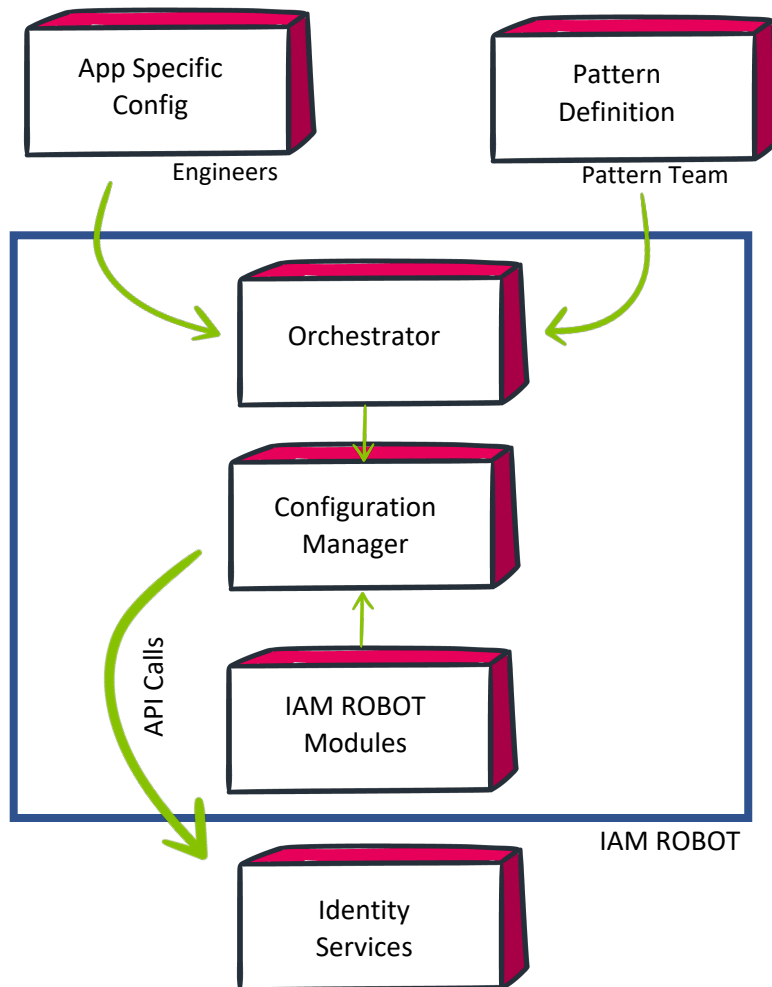
Experimentation



Delivered:
20+/m



Solution: IAM ROBOT



Principles Applied

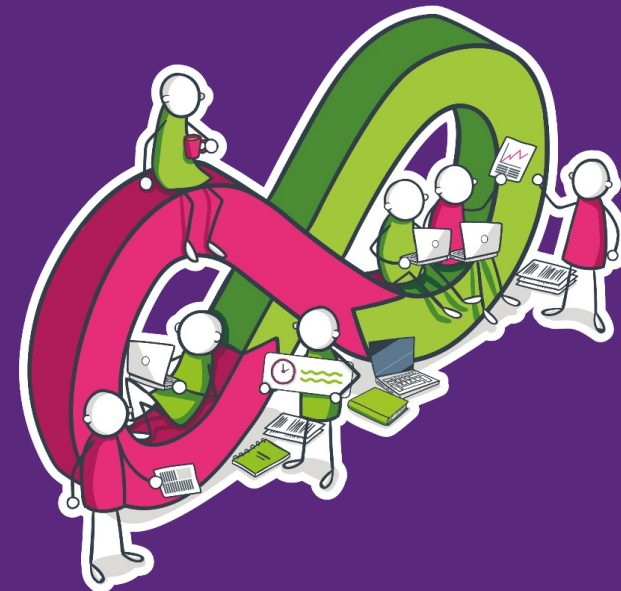
- DevOps and Theory of Constraints
- Standardised Patterns
- Configuration is declaratively defined
- Configuration is idempotently applied
- Input is validated early and continuously



Solution: Culture



- Transitioned to a product-based operating model - an adoption approach more suited to the new technology and practices
- Fostering a culture of process improvement, transitioning to infinite product delivery mindset.
- Metrics Driven decision making



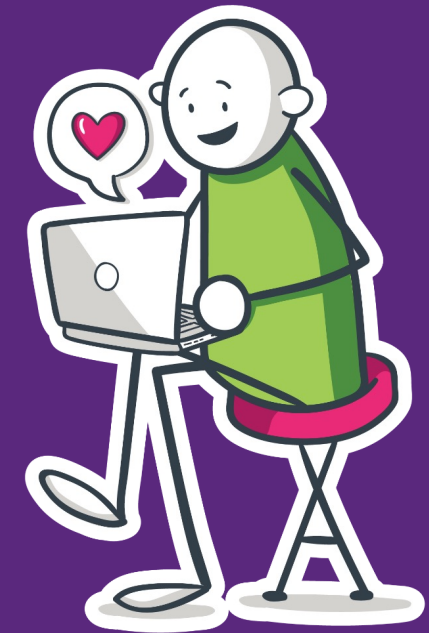
Impact

- **Simple** - Standardized & predictable onboarding journeys for consumers
- **Safer** - True self service with removal of dependencies to deliver value for our customers
- **Smart** - Greater innovation ensuring a safer banking environment for our customer.



Benefits & Value

- | | |
|--------------------|---|
| Inclusive | <ul style="list-style-type: none">• Consumers in control of delivery release train• Reduced reliance on SME knowledge• Better engineering working environment |
| Curious | <ul style="list-style-type: none">• Keeping pace with the innovation and change of their consumers.• Foster innovation & process improvement• Test and learn, fail early and safely to improve innovation |
| Robust | <ul style="list-style-type: none">• Improved service offering• Greater resilience |
| Sustainable | <ul style="list-style-type: none">• Reduced operating and delivery cost• Greater throughput and concurrency of applications onboarding at the same time.• Controlled and immutable deployments in all environments |
| Ambitious | <ul style="list-style-type: none">• 90% self service for identity services capability• 0 downtime deployments• 5 day average wait time to onboard |



Key Metrics

70% reduction in IAM effort
for onboarding an application

85% increase in the number of
concurrent users for IAM

150% increase in the
deployments into Production

80% reduction in waiting times
for consumers

65% increase in customer &
employee satisfaction

70% reduction in backlog



Customer & staff Quotes

"We can deliver value to our customer without huge lead times and dependencies"

"Identity services are leading the way to make central technology services self-service"

"We have the autonomy to change and iterate to develop solutions quicker and faster"

"Working environment has improved significantly, seems we are doing less and less fire fighting"

"I receive fewer escalations which enables me to focus on delivering value"



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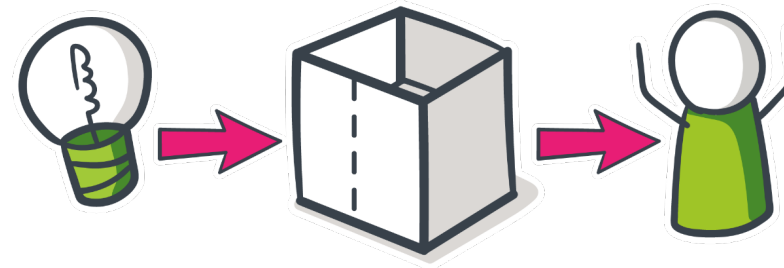
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Help from the Community

Experience of

- Automated self-service journeys in Cloud infrastructure
- Internal organisational cost allocation models
- Influencing mindset at all levels of the organisation



Thank you

Speaker: Sergio Pereira-Lopes, Matt Stokes and Raj Fowler