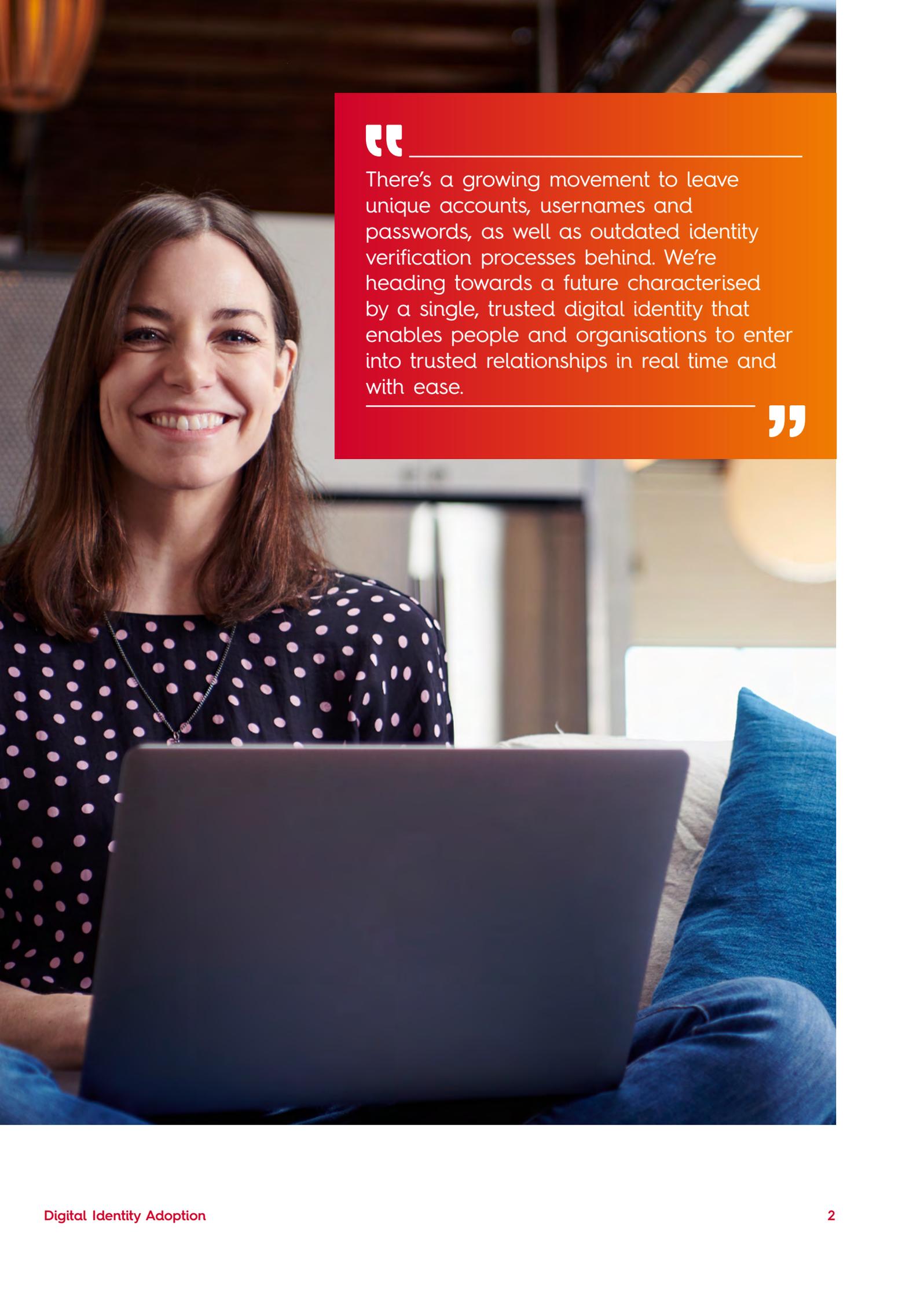


Creating
a roadmap for
successful **Digital
Identity Adoption**



The world is how we shape it

sopra  steria



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There's a growing movement to leave unique accounts, usernames and passwords, as well as outdated identity verification processes behind. We're heading towards a future characterised by a single, trusted digital identity that enables people and organisations to enter into trusted relationships in real time and with ease.

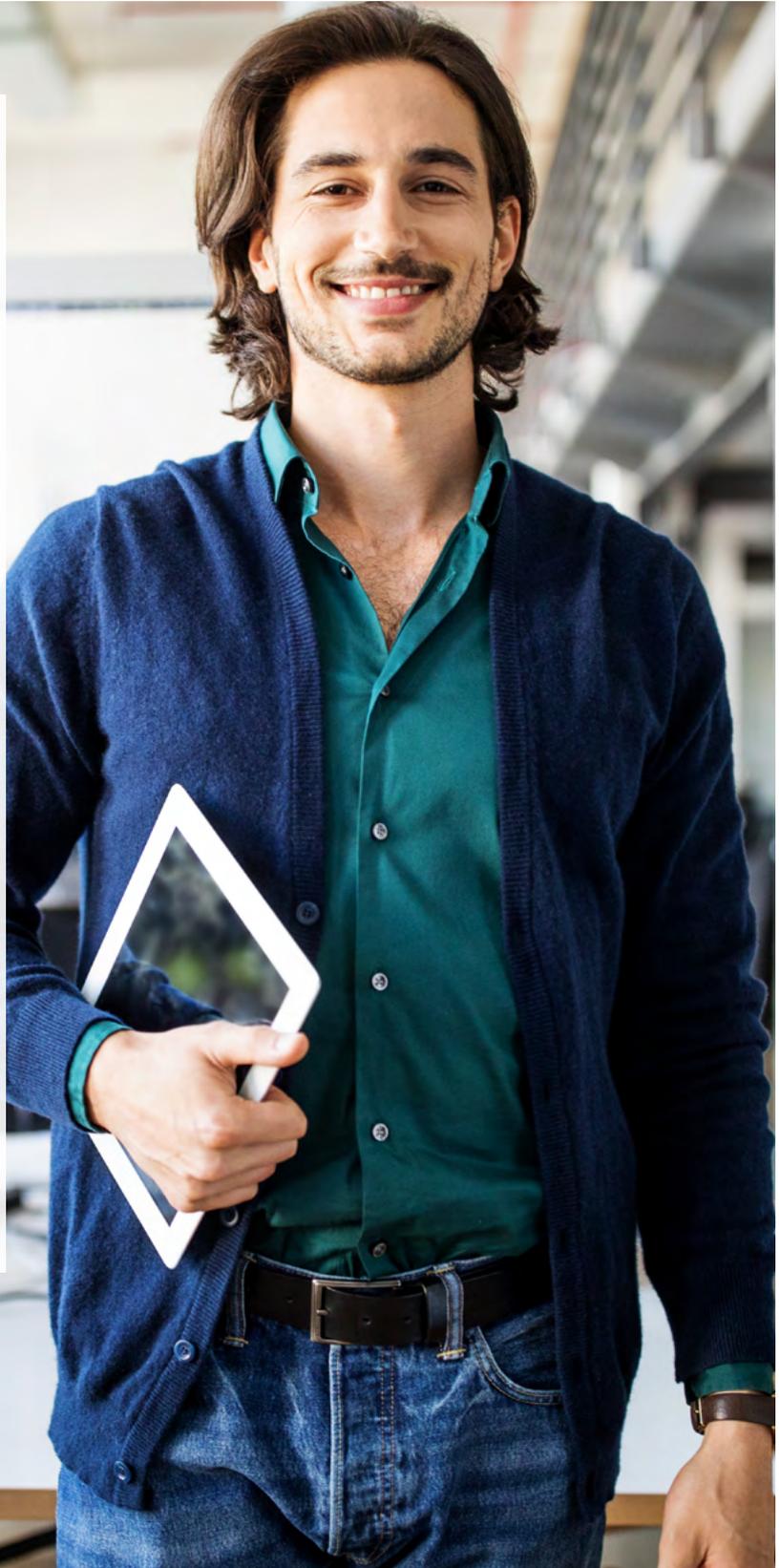
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Introduction

Digital Identity isn't a new concept for most. But in many organisations, a single digital identity that contains both trusted and verifiable information about an entity feels a long way off. As such, a boundaryless identity that can be managed and shared in multiple contexts, allowing seamless access to products and services appears to be an even longer-term vision.

Such a future requires collaboration across both the public and private sector; addressing considerations that span business and technology.

But there are meaningful steps that organisations can take today. Such steps will accelerate this vision for the future that stand to unlock the digital economy.



The evolution of digital identity

When considering identity, we often think of the usernames and passwords which have come to characterise our interactions today.

We create unique representations of ourselves in order to purchase products or to access services and we often perform repeated identity checks in order to prove who we are.

But there's a growing movement to leave unique

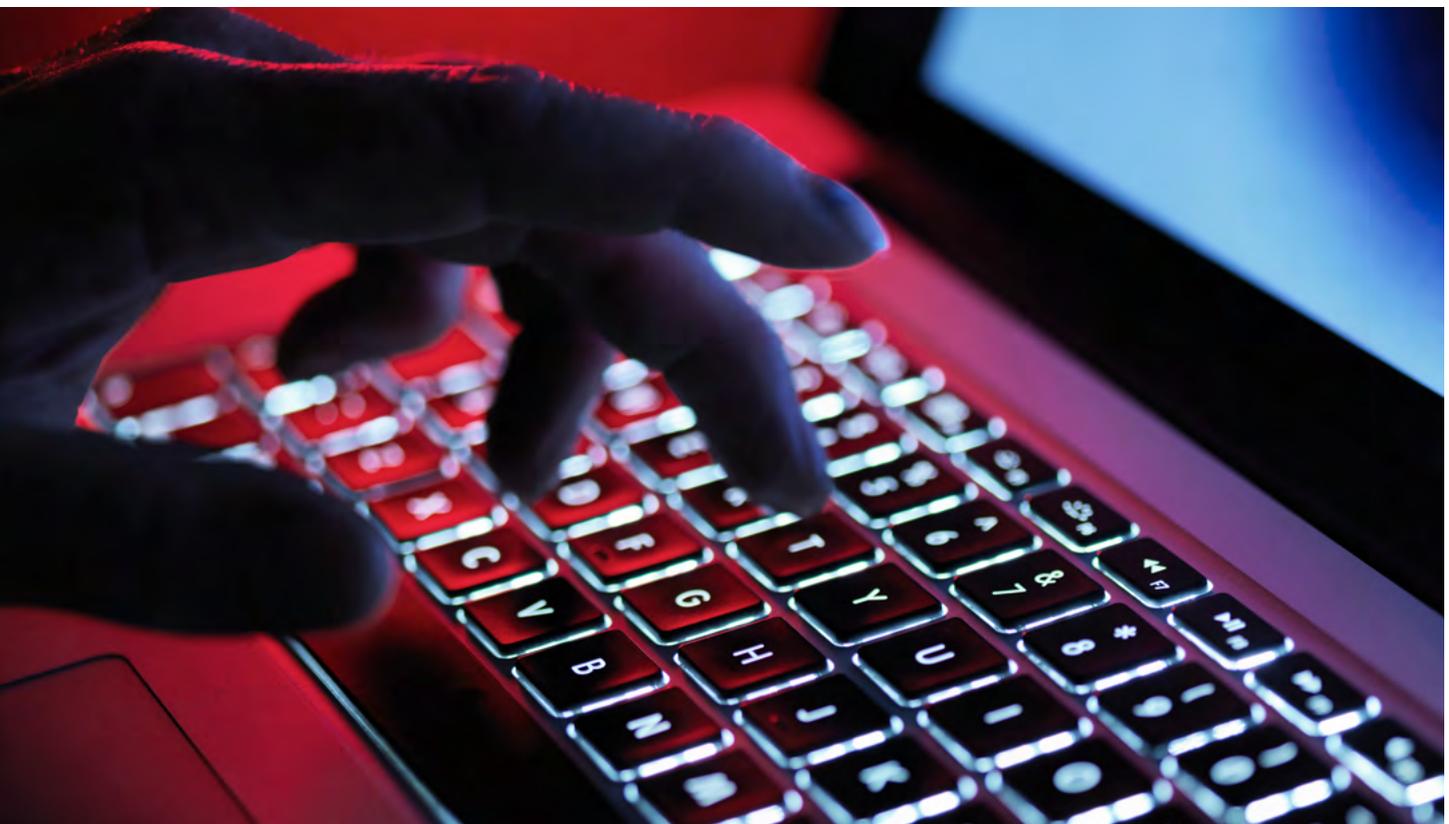
accounts, usernames and passwords, as well as outdated identity verification processes behind. We're heading towards a future characterised by a single, trusted digital identity that enables entities to enter into trusted relationships in real time and with ease.

Fundamentally, digital Identity has the potential to establish trust between real organisations and real people in a digital world.

Whilst the internet permitted the exchange of information,

connecting people and organisations, allowing us to interact in ways never imagined, it's never provided the means to establish digital trust.

This is why identity has been referred to as the missing layer of the internet. And the potential to deliver this missing layer, through connected ecosystems governed by robust frameworks, is an exciting prospect.



In our latest research, seeking to understand market perspectives on the development of Digital Identity Strategy in enterprise, we surveyed 100 technology decision makers. The focus of the survey was to understand the importance of digital identity within the context of business and technology strategy, as well as the challenges that leaders face in realising a future of seamless digital interactions.



So, what have we learnt from our survey of technology decision makers?

Organisations are usually at one of the following stages on a roadmap of digital identity adoption:



Looking in -

Looking at existing processes and service delivery



Looking up -

Leveraging existing processes and service delivery to enable re-use of identity data across the organisation



Looking out -

Working with an external partner to address a specific use case/problem statement that extends beyond the organisational boundary



Looking forwards -

Participating with and coordinating market initiatives to create connected ecosystems

These stages need not be linear, nor are they mutually exclusive. Any organisation can take a different route to adoption. Many organisations start by addressing their internal processes and systems, maximising internal efficiencies before considering identity solutions beyond organisational boundaries. However, there are compelling reasons to consider external collaboration from the

outset, especially where strong interdependencies exist between complementary organisations.

Digital identity should always be considered as part of an ecosystem. This identity ecosystem is often seen as the way forward in supporting those interdependencies, as well as reaping the economies of scale and multiple other benefits of shared identity.

In our survey, an incredible 85% of respondents felt that user-centric ecosystems that enable a user to create, manage and share their own identity is the future of digital services.

The route to full digital identity adoption is influenced by many factors, including:

- Legacy systems
- Culture and history
- Industry
- Risk appetite
- Consumer demand
- Digital maturity

5 recommendations to drive digital identity adoption



1. Understand existing service delivery

Legacy systems are seen as the biggest blocker to the adoption of digital identity. Nearly half of respondents (49%) to our survey included Legacy Systems as one of their top three blockers to developing digital identity services.

Older systems that are siloed and not integrated with others, can prevent the successful sharing of data. They might also have been initially built in a time when user demands were different, and expectations lower.

Legacy systems are not only ingrained in the company's tech stack. They're also ingrained in the hearts and minds of its people. This is why culture has such an impact on an organisation's adoption of digital services.

As with any digital transformation, considering the end-to-end service experience is essential; mapping today's processes and systems, and then ensuring the proposed transformation is broken into modules. This allows for iterative development and testing on specific journey elements or service

components and will help mitigate risk and prove value before broader adoption.

Action:

Ensure you understand your existing service delivery including people, process and systems.



2. Be user-centred

Our survey showed that only 8% of organisations are providing a seamless customer onboarding service, and only 7% are offering a seamless employee onboarding experience. There is a real need to address this, by reducing friction in the onboarding and verification process through a user centred approach. Such an approach should consider end to end service design, focused on user needs within the context of business needs.

In our survey, improved customer experience was selected as one of the top three benefits of digital identity and exactly 50% of respondents included customer experience as one of their key benefits.

So while many organisations aren't yet able to execute on digital service delivery, they recognise the value it can provide.

To create a truly customer centric approach to digital identity, organisations need to consider service design, user experience and importantly, ensure inclusivity. Adopting the principle of data minimisation and only requesting the information required for business and regulatory purposes will ensure improvements. However, it's important to consider there are many who do not possess the identity evidence or foundation documents required to progress through traditional onboarding routes. Indeed, it's estimated that over 6 million of the UK adult population are ID challenged.

As such, alternate methods of identity proofing are required, including the concept of vouching.

Furthermore, organisations should not assume that the user journey is completed on termination of the onboarding process. They should also consider how to enable users to manage and subsequently

re-share their identity credentials.

This will not only improve user experience downstream when accessing additional products and services, but it will also deliver sustainable customer relationships for organisations that can be leveraged to improve service delivery and generate additional revenue.

Action:

Consider end to end user-centred service design, ensuring that everything is built around the needs of the user.

End to End user-centred service design



[Read more about the UK's identity challenge here >](#)

3. Weave identity through both business and technology strategy

According to our survey, only 43% of organisations currently include digital identity in their Digital/Technology strategy, while 14% of organisations make no mention of digital identity in any strategy. This needs to change.

For a long-term strategic approach, digital identity needs to be embedded throughout the organisation. As such, it should be provided with the space it deserves within both business and technology strategy.

Digital Identity is relevant to business strategy because it's the way organisations identify, onboard and engage customers; increasing existing and generating new revenue streams. It is also critical in the robust compliance of regulation and legislation for data capture, management and use.

Digital Identity relates to technology strategy because it underpins trusted digital interactions, including emerging technologies, including data, analytics, biometrics and distributed ledger technology.

Many organisations strive towards a single customer view (SCV), but 37% of respondents to our survey say that they need to ask users to re-input data and re-verify their identity for them to access additional services. With more than a third of organisations unable to offer the seamless reuse of identity across services, the dream of SCV will be out of reach. Empowering the user to manage a persistent digital identity that can be reused not only holds the potential to improve business processing, but will also improve user experience.

Any identity strategy should include reference to customer experience, as well as more traditional features including security. Indeed, according to our research, security is one of the main blockers to adoption, with 35% of leaders including security concerns in their top three challenges. To help reduce those concerns, a holistic approach needs to be taken, with digital identity woven throughout all elements of an organisation's strategy.

That way, the relevant blockers can be identified, and a consistent, coherent approach

defined. With widespread adoption, the organisation can enjoy the economies of scale from digital identity services, getting a faster return on investment and exploiting the full range of benefits.

Action:

Ensure identity is understood throughout your organisation and a single coherent approach is woven throughout business and technology strategy.

Business and Technology Strategy



4. Create a holistic cross-organisation strategy

In our research, we distinguished between internal and external use cases. The distinction being whether an organisation was exploring use cases that affect its employees or its customers.

Our research showed that only 42% of respondents had both internal and external use cases in their digital identity strategy. For those organisations who had included just one type of use case, they slightly favoured external users (29% external compared to 26% internal). There may be more attractive returns available for digital identity use amongst external users and customers. However, excluding one or the other

group prevents access to some of the additional benefits brought by economies of scale.

For a truly holistic approach, organisations should initially develop an understanding of use cases relevant to both employees and customers. From here, refinement can take place to focus on use cases which stand to derive the most value, especially those aligned with organisational priorities.

A digital identity strategy encompassing both internal and external use cases will allow for more in-depth feedback loops, using lessons learnt from both internal and external delivery.

Action:

Consider internal and external use cases equally at the outset and develop a prioritised holistic backlog according to cross organisational strategy.

Cross Organisation Strategy



5. Be part of emerging ecosystems

Access to services is mostly enabled by the creation of identity credentials based on the trust created with a single provider through a proprietary account.

Our vision, however, is to enable a circular identity economy, allowing for the secure management and re-use of trusted identity credentials. And technology leaders agree with us...

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In our survey, an incredible 85% of respondents felt that user-centric ecosystems that enable a user to create, manage and share their own identity is the future of digital services.

Enabling the sharing and reuse of identities offers a great experience for users, creating new revenue streams and simultaneously delivering

new levels of productivity and efficiency for organisations. However, our survey highlighted just how many organisations are right at the start of their journey to be part of an ecosystem. Varied perspectives around data management also emerged.

Despite agreeing with the vision for connected ecosystems, 53% are actively investigating how to empower users to manage their data, whilst 19% have no plans at all to allow identity credentials to be managed by the user.

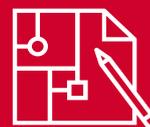
Organisations should understand the DCMS Digital Identity and Attributes Trust Framework and engage with industry bodies seeking to address market problem statements that depend on a single trusted identity. The key here is that organisations engage in a collaborative, as

opposed to a competitive, approach. Moreover, organisations that are complementary to each other build a connected experience around a specific user group, working together to improve business processes.

Action:

Actively engage with complementary organisations to establish collective approaches to address market problem statements.

Relevant Market schemes



In Summary

Our survey has identified a common long-term vision for Digital Identity; one centred around connected ecosystems. However, we must recognise that much needs to be done to enable the boundaryless cross-sector use of a single digital identity. A long road lays ahead and this vision will not be achieved overnight. That said, there are meaningful steps that organisations can take today to move their ambitions, and the market, forwards.

And to that end we have outlined five actionable steps within this paper in response to the insights garnered from our market research.

5 ACTIONS



Ensure you understand your existing service delivery including people, process and systems.

1.



Consider end to end user-centred service design, ensuring that everything is built around the needs of the user.

2.



Ensure identity is understood throughout your organisation and a single coherent approach is woven throughout business and technology strategy.

3.



Consider internal and external use cases equally at the outset and develop a prioritised holistic backlog according to cross organisational strategy.

4.



Actively engage with complementary organisations to establish collective approaches to address market problem statements.

5.

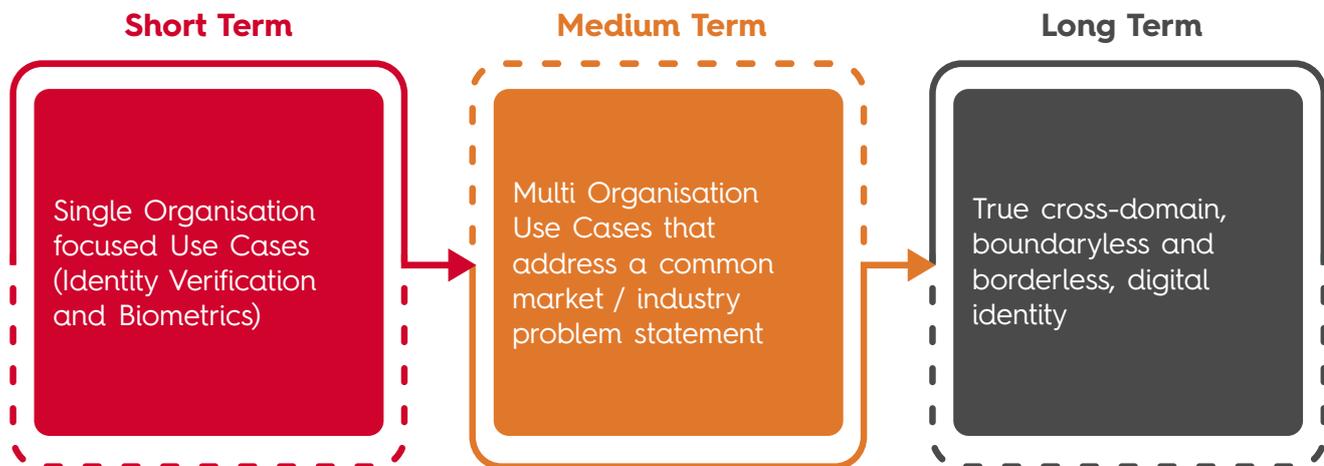
A view of the future

Organisations find themselves on a roadmap of digital identity adoption and service delivery. Based on our research and experience, we therefore have the following view as to how the identity market will evolve...

In the short-term, we'll continue to see a focus on digital identity verification and biometrics, focused on single organisation use cases; delivering better customer access to products and services, and better employee recruitment and onboarding experiences.

In the medium-term, we expect to see re-usable digital identities enabling streamlined access to complementary products and services, facilitated standardised and regulated schemes under recognised governance frameworks.

In the longer term, identities will be used beyond just the one market or scheme, creating a connected ecosystem that allows broader re-use. This is the point at which we will realise our vision of a unique and trusted digital identity that is both boundaryless and borderless, to power the digital economy.



More Information

At Sopra Steria, our vision is to empower everyone to seamlessly create, manage and share a single digital identity, unlocking digital journeys and enabling seamless user experiences, underpinning the effective delivery of digital services.

Our services will help unlock the digital economy through a truly connected society. One that is not dependent on repeated identity checks, but one that allows users to re-use trusted identity data controlled by them.

We are at the forefront of shaping the market approach to delivering digital identity, leading the conversation, creating new technologies and collaborating across sectors to deliver transformative solutions which are evolving in step with the demands of a highly connected world.

We will achieve this and in doing so help customers, organisations and governments to grow a better, more secure digital economy and realise a truly digital and accessible future.

For more information please visit www.soprasteria.co.uk