

Rapid IAM Transformations

Can you transform IAM across three countries in six weeks?

IAM CONFERENCE
PRESENTATION

2025

05 FEBRUARY



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This presentation walks you through Salling Group's IAM transformation, highlighting the challenges, strategy, and execution of a high-stakes migration completed in just six weeks. We'll explore the rationale behind key decisions, how we managed risks, and the critical lessons learned. By the end, you'll gain practical insights for navigating IAM transformations in complex environments.

Content List —————>

“

If it ain't broken, don't fix it. But if it's holding up progress, then maybe it is a little broken.

Even if something technically works, it might still need an upgrade if it's standing in the way of innovation or efficiency.

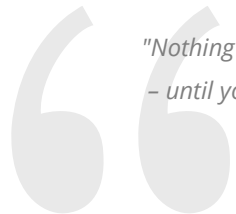


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Executive Summary

Short & Sweet

Successfully executing a rapid IAM transformation, migrating from on-prem to a cloud-based SaaS solution across three countries in just six weeks. The project focused on regulatory compliance, and operational efficiency through a structured yet agile approach - assessing the existing landscape, selecting the right platform, and executing a phased migration while mitigating risks like dependencies and GDPR complexities. The outcome was a modernized IAM framework with streamlined identity management and future-ready scalability. Key lessons include prioritizing data accuracy, avoiding unnecessary customization and ensuring strong stakeholder engagement. Even large-scale IAM migrations can be fast and effective.



*"Nothing is impossible; the word itself says, I'm possible!"
- until you see the deadline." — Audrey Hepburn*



Salling Group

Denmark's Retail Powerhouse

Denmark's largest retail company, operating a diverse portfolio of supermarkets, department stores, and e-commerce platforms across multiple countries. With roots dating back to 1906, the company has grown into a major player in the Scandinavian retail sector, owning well-known brands such as Føtex, Bilka, Netto, and Salling. Beyond grocery and retail, Salling Group is also involved in logistics, digital innovation, and sustainability initiatives, ensuring efficiency and modern solutions for both customers and business partners.



"Change is inevitable. Growth is optional." — John C. Maxwell

02

The background features a blurred image of a modern building with large windows. Overlaid on this are several large, stylized elements: a large white '0' and a large white '2' with a black outline, and several abstract, overlapping shapes in shades of blue and white that resemble stylized numbers or geometric forms.

Current IAM Landscape

The Foundation

Before making any improvements or implementing new Identity and Access Management (IAM) solutions, you need a clear understanding of your existing landscape. This means mapping out user identities, access privileges and integration points across your organization. Are there legacy systems creating security gaps? Are access policies consistent and enforced? Identifying these pain points helps establish a solid baseline for optimization, compliance, and risk mitigation. Without this foundational insight, even the most advanced IAM strategies risk being built on shaky ground.



"To know where you are going, you must understand where you have been." — Unknown

03

GERMANY

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Works Council Consultation:

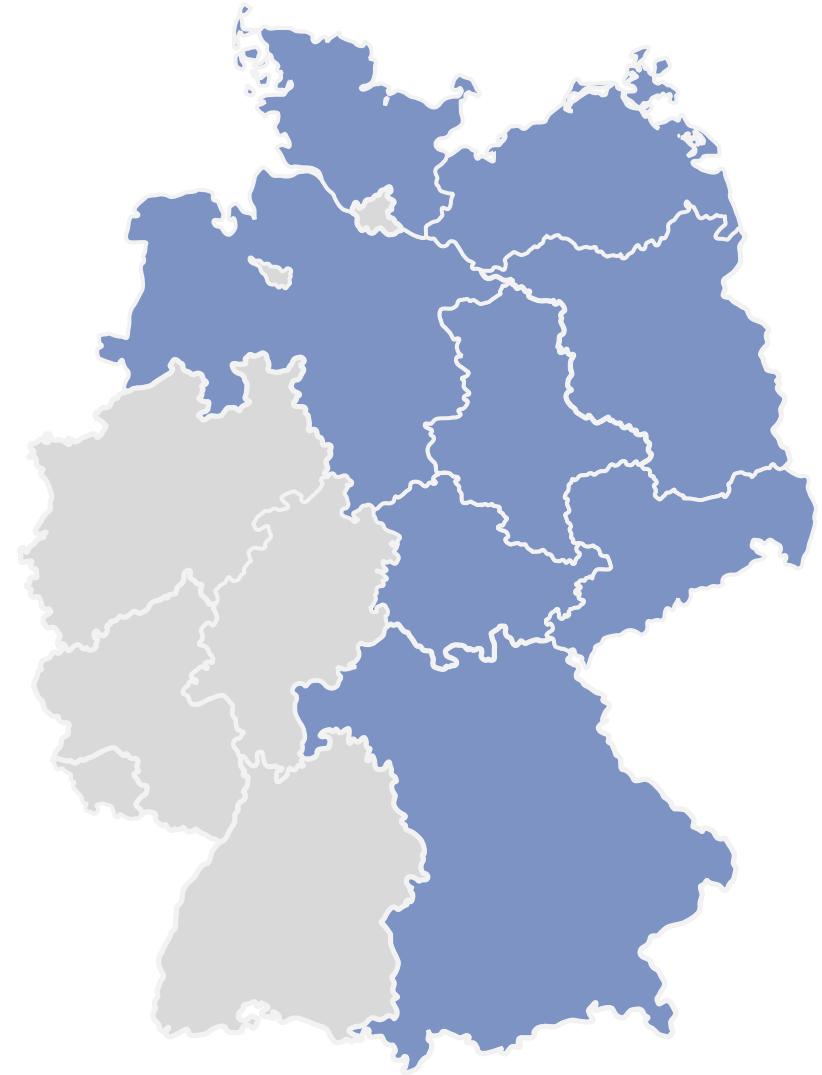
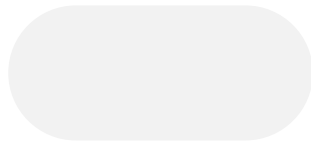
Any initiatives that track or store employee personal data require thorough consultation with the Betriebsrat. Expect more documentation and negotiation when rolling out identity solutions.

Employee Data Processing:

Consent must be explicit and documented, especially for monitoring or analytics. Automated decision-making involving employee data is particularly scrutinized.

Sector-Specific Regulations:

Depending on industry, there may be added obligations (healthcare, finance, etc.). Detailed Data Protection Impact Assessments (DPIAs) could be required.



■ No stores in this region (yet)

Target IAM Platform Analysis

Choosing the Right IAM Platform

Selecting the right Identity and Access Management (IAM) platform is a critical decision that impacts security, user experience, and operational efficiency. The ideal solution should align with your organization's security policies, compliance requirements, and business. Consider factors such as cloud vs. on-premises deployment, integration capabilities with existing systems, scalability, and support. A well-chosen IAM platform enhances user productivity and simplifies identity governance - ensuring the right people have the right access at the right time.



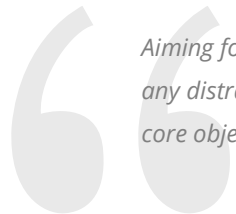
*SaaS IGA delivers agility, scalability, and security
—empowering teams to focus on strategy, not infrastructure.*



Detailed Migration Roadmap

Strategic Approach to IAM Transformation

Migrating to a new Identity and Access Management (IAM) solution is a complex process that requires careful planning to minimize disruptions and risks. A well-structured migration roadmap should outline key phases, including discovery, design, testing, deployment, and post-migration optimization. Start by assessing your current environment, defining clear objectives, and identifying potential challenges such as legacy system dependencies or compliance constraints. Prioritize a phased approach to mitigate risks.



Aiming for a Minimal Viable Product (MVP) or Solution is essential because it strips away any distractions, leaving only the most critical features needed to achieve the project's core objectives.



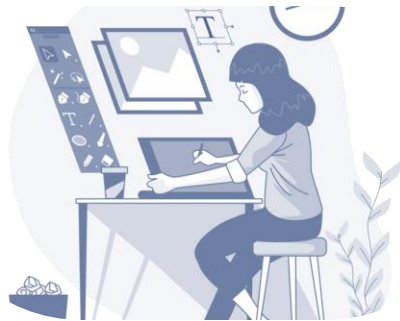
Detailed Migration Roadmap

START

Preparation and Planning

Start with mapping identities, assessing gaps, and ensuring compliance. A clear roadmap with defined milestones, testing phases, and rollback strategies minimizes risks.

Most importantly, effective communication.



Before*



Before*

Design and Architecture

Start by ensuring scalability and seamless integration with existing systems. We must align with business needs, enforce least privilege access, and support future expansion. **Prioritize interoperability, automation, and compliance.**



Week 1+2

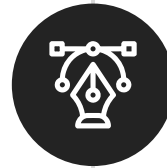


Proof of Concept (PoC)

Validates the feasibility of a product by testing key functionalities in a controlled environment. **Identify potential risks, integration challenges, and performance issues before full deployment.**

Preparation of Production Environment

This phase includes configuring infrastructure, optimizing performance, and validating security controls before go-live. **Rigorous testing, backup strategies, and contingency plans help mitigate risks.**



Week 3



Week 4



Detailed Migration Preparation

A detailed migration plan is essential for a smooth transition, outline timelines, dependencies, and risk mitigation strategies. **Include phased rollouts, rollback procedures, and clear stakeholder responsibilities.**

Phased Migration Execution

Minimize risk by rolling out in controlled stages rather than all at once. This allows for testing and issue resolution at each phase.

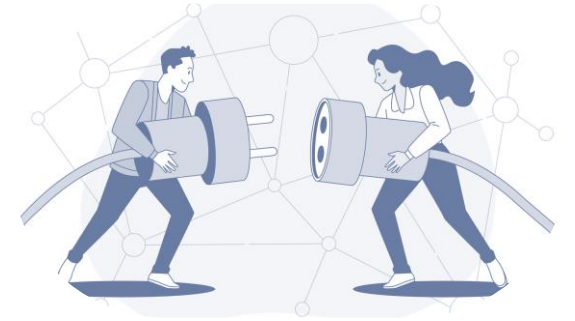
Gradually transition identities and access policies.



Week 6



Week 5



Validation and Optimization

Rigorous testing, user feedback, and fine-tuning help identify and resolve issues. **Continuous monitoring and adjustments ensure a stable, efficient and future-ready environment.**

Pause...

Risk Mitigation Strategies

Proactively Securing Your IAM Journey

Effective risk mitigation is about anticipating potential threats and implementing controls to minimize exposure. This includes enforcing strong authentication mechanisms like Multi-Factor Authentication (MFA), adopting least privilege access principles, and continuously monitoring for suspicious activity. Organizations should also conduct regular audits, ensure compliance with industry regulations, and have a robust incident response plan in place.



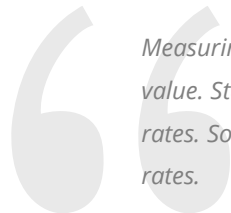
"Testing the undocumented" becomes an exercise in detective work, requiring a mix of intuition, reverse engineering, and meticulous observation to ensure functionality.

A large, stylized number '065' in a dark red color, positioned diagonally across the right side of the slide. The background is a blurred image of a red building with a circular logo featuring a character's face.

Expected Benefits & Outcome

The Payoff of a Strong IAM Strategy

A well-executed strategy delivers significant benefits across security, efficiency, and compliance. Organizations can expect stronger protection against unauthorized access, reduced risk of breaches, and streamlined user authentication. Improved access governance ensures the right people have the right permissions at the right time, reducing operational overhead and enhancing productivity. Additionally, a modern IAM framework supports regulatory compliance, simplifies audits, and enables seamless digital transformation.



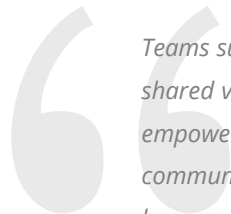
Measuring metrics and impact on project is essential to gauge progress and demonstrate value. Start by tracking core metrics like user provisioning times and request fulfillment rates. Soon you will be tracking access certification completion, and policy compliance rates.

A large, stylized graphic of the letters 'OY' in a bold, sans-serif font. The 'O' is white with a black outline, and the 'Y' is black with a white outline. The graphic is positioned on the right side of the slide, partially overlapping the background image. The background is a blurred image of a restaurant interior with a sign that says 'SHANGHAI BURGERS'.

Long-Term Recommendations

Building a Future-Ready Identity Strategy

A successful strategy doesn't end at implementation - it requires ongoing evaluation and adaptation. Organizations should prioritize monitoring, regular access reviews, and automation to minimize risks and maintain compliance. Embracing a Zero Trust approach, integrating AI-driven threat detection, and preparing for future authentication trends such as passwordless authentication will ensure long-term security and efficiency. Additionally, IAM governance should be an ongoing priority, with clear policies, stakeholder alignment, and regular training to keep users informed.



Teams succeed by balancing clear alignment on goals with adaptability and trust. With a shared vision, cross-functional skills, and focused priorities, each team member is empowered to make decisions and move quickly. Always aim for streamlined communication, brief check-ins, and an environment where ideas flow freely, and failures become learning opportunities.

A large, stylized graphic featuring the numbers '08' in a bold, sans-serif font. The numbers are white with a dark, textured fill. A thick, dark diagonal line runs across the numbers from the top-left to the bottom-right. The background is a blurred image of a crowd of people.

Actionable Insights

Ĕurŭ Ā qéfĀŭ* Ā ěufij

Have clear requirements, evaluate products focusing only on those that align with your goals.

ÀquŭyijĀqijĀrŏqfĀijjui ũy

They will support your goals, provide reliable service, and adapt to your needs as they evolve, they are a crucial part of your growth.

Āyyijŭ hŭjĀqijĀrŏqfĀijjěŭ

Assembling the right team is critical because it's the people, not the plan, that drive a project to success.

ĔiyĀtě ĀŭĀě Āurŭ

It's not about being inflexible; it's about preserving the integrity of the project and delivering quality results on time.



Ĕurŭ Āŭ* yĀulŭeyfij* hfijyij

Knowing your infrastructure inside and out is crucial because it's the backbone of your entire operation.

ĴŭyŭΔijĀěfĀĕh* yěh

Inaccurate data leads to faulty insights, wasted resources, and potential risks.

Aim for minimal viable product

An MVP is about proving value fast while laying a solid foundation for future growth.

Āŭŭ ũ* urĕfijĀjěyŭ Āurĭ Āŭjěyŭ

When stakeholders are kept in the loop, they're more likely to understand the project's progress, limitations, and any pivots, which reduces the chance of surprises or pushback down the line.

Pitfalls to Avoid

Do not customize unless strictly necessary

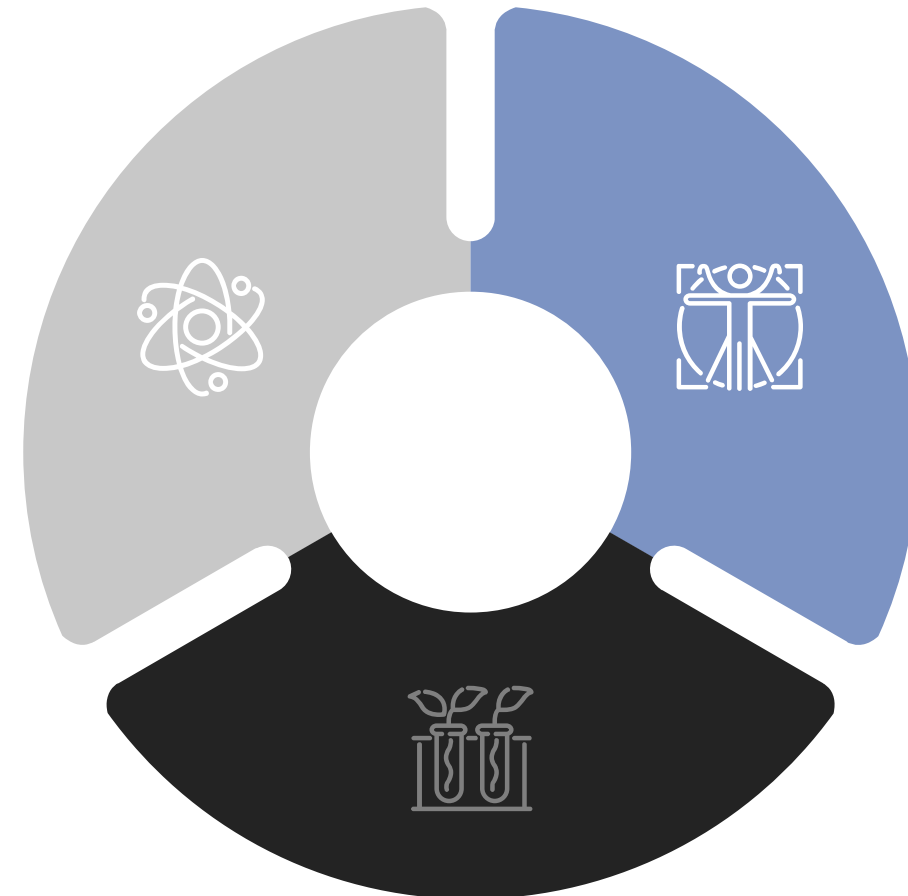
Sticking to the standard version means you benefit from vendor support, documentation, and regular updates without the headache of managing custom code or configurations.

Simple, well-tested approaches are easier to understand, troubleshoot, and maintain, which means fewer moving parts to break or misfire when it matters most.

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Well-trained teams work more efficiently, make fewer mistakes, and can troubleshoot issues independently, saving time and reducing frustration.

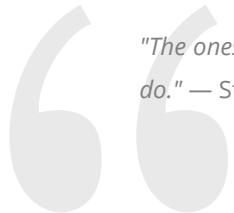
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Questions & Answers

Let's Dive In!

We've covered a lot, but IAM is a constantly evolving space, and every organization faces unique challenges. Now's your chance to ask anything - whether it's about strategy, implementation, real-world pitfalls, or lessons learned. No question is too big or small, so let's have an open discussion and tackle any uncertainties you might have.



"The ones who are crazy enough to think they can change the world are the ones who do." — Steve Jobs

A large, stylized number '09' in a dark blue color, positioned on the right side of the slide. The background features a blurred image of a coffee shop with a 'COFFEE' sign and a diagonal white graphic element.

If you want to connect...



"Identity and Access Management is both a cornerstone and a challenge in today's digital landscape. While the tools and technologies will continue to evolve, the principles of diligence, simplicity, and security remain our true north."

Thank you for joining me on this journey.


Jerome Thorstenson
Identity & Access Management Architect



THANK YOU!

THE END