

Peter Pfeifer

Independent Senior & Principal Advisory

Identity Security & Access Management · Enterprise Architecture · Program Leadership · Vendor-Neutral Strategy · Executive Advisory & Communication

I help large organisations — primarily banks, insurers and regulated enterprises — design, reform and run their Identity Security domain. Not as a product implementer, but as an independent consultant, architect and program advisor who understands the regulatory environment as well as the technical reality.

30 years in IT · 20 years in IT Security · 10 years in Identity Security

I have spent most of my career on the client side — inside the bank. Not as a vendor, not as a systems integrator, but as an in-house expert directly responsible for the design, development and operation of the Identity Security domain, and equally for establishing core capabilities in Enterprise Architecture and Operational Excellence — all within the highly complex environment of a major banking group.

I know what these problems look like from inside a large organisation: under pressure from audit, the regulator, the board, the business and the IT team at the same time. I have real-world experience — both positive and negative — driving change through enterprise environments. I have worked on both the local bank side and the group headquarters side, so I understand the political dimension of leading complex change across a corporate group.

Geographic exposure: AT · SK · CZ · RO · HR · RS · HU · PL

Four competencies that rarely come together in one person

My profile is the intersection of four areas. Each one has standalone value — but it is the combination that makes my offering distinctive and that delivers the greatest value to clients in complex transformation situations.

Identity Security

[Identity Fabric](#) · [Identity & Access Management](#) · [Identity Governance & Administration](#)

Identity is the central element of an organisation's security architecture. Identity Fabric, as a broader concept of the Identity and Access Management domain, covers the full context — from the user, through processes and data, IGA, IdP and PAM, all the way to the target systems that deliver real business value to internal or external customers. This is the perspective I bring to every engagement.

Typical scenarios I will cover for you:

- **Identity domain architecture** — I will analyse the current state, define the target state, resolve dependencies and constraints across all layers of the identity domain, design the integration strategy and the federated model for groups and holdings. I will deliver a vendor-neutral architecture proposal as a basis for decision-making.
- **Programs and platforms** — I will design how to build and operationalise enterprise solutions in the identity domain: identity and entitlement lifecycle, role model and role management, policies, certification campaigns, provisioning, recertification, the IGA platform itself or other components of the IAM domain.
- **Vendor-neutral strategy** — I will prepare an objective product comparison, walk you through the RFP and PoC process, deliver a build vs. buy analysis, and design integration models and recommendations grounded in your organisation's criteria.
- **Regulatory context** — I will translate the requirements of NIS2, DORA, the ECB, national regulators and internal audit standards into concrete steps in the IAM domain. I will help mitigate existing audit findings and — ideally — prevent regulatory non-compliance in the first place.

Reference experience: I designed the consolidation of the IGA domain at the largest banking group in CEE — defining the target architecture and driving the transformation program. I successfully rolled out IGA platforms in 3 banks of the group, and currently operate the IGA platform across 5 banks in total. Within the group-wide IGA, I built a dedicated identity layer and designed a federated group IGA architecture. I owned the in-house development of the IGA platform — from the product roadmap through to operational rollout and support. I built a highly skilled and effective cross-functional agile team.

Enterprise Architecture

[EA framework](#) · [Target Architecture](#) · [Architecture Governance](#) · [Business — IT alignment](#)

Enterprise Architecture is the organisation's ability to effectively connect business strategy with IT reality — a tool that enables consistent, transparent decision-making with a horizon longer than the next quarter. In regulated organisations, EA is also a prerequisite for passing audits and for sustainable compliance.

I take a pragmatic approach to EA — not framework for the sake of framework, but the kind of structure and tooling that genuinely helps the organisation make better decisions. I use TOGAF and ArchiMate as working tools, not as religion.

Typical scenarios I will cover for you:

- **Establishing the EA practice** — I will introduce EA as a capability in your organisation. I will define the EA framework and tailor it to your needs, define the roles and processes, and set up collaboration between business and IT and across the other architectural domains (solution, security, data, technology).
- **Target and domain architecture** — I will lead you through the process of defining the overall target architecture or, more often, the domain architecture — from business processes through data and applications to technical architecture, always linked to business strategy.
- **Architecture governance** — I will design and stand up the architecture board, define architecture principles and standards, decision processes for new initiatives and exception handling. The goal is governance that decides quickly and transparently — not one that blocks and slows things down.
- **Strategic business — IT alignment** — I will translate business strategy into an IT roadmap, deliver capability mapping and cost-benefit analyses for architectural decisions, help prioritise investments and prepare communication for the board and senior leadership.

Reference experience: I established Enterprise Architecture as a core capability at the largest bank in Slovakia — I introduced the EA framework, defined the target architecture and applied the EA approach across all of the bank's other capabilities, where EA served as the common language between business and IT. I founded the enterprise architects' community in Slovakia. I am co-author of the EA vision and framework for the public administration of the Slovak Republic, including the rollout, piloting and architecture governance at the Ministry of Finance of the Slovak Republic.

IT Operational Excellence

[Operational Processes](#) · [Incident Management](#) · [Crisis Communication](#)

I will help you introduce and/or optimise operational processes with a focus on incident prevention and effective resolution, including communication patterns for crisis communication with both internal and external customers. I will align the operational context with business priorities.

Reference experience: Following the core banking migration program, I was part of the team that defined and rolled out IT Operational Excellence at the largest bank in Slovakia — I co-implemented operational processes focused on incident prevention and effective resolution, as well as the communication patterns for crisis communication with internal and external customers.

Program & Project Delivery

[Transformation Programs](#) · [Crisis Management](#) · [Board-level Communication](#)

I will lead you through complex transformation programs in regulated enterprise environments. I will take care of crisis management, stakeholder management, decision-making under pressure and communication towards the board and the regulator.

Reference experience: I demonstrated organisational and technical leadership during the complex core banking replacement program at the largest bank in Slovakia. I took the project over in its most critical phase as a crisis manager and successfully implemented performance management and tuning across the entire application portfolio — not only the core banking system but also the surrounding legacy applications. I also brought to a successful close three complex IGA platform rollout projects at banks in the CEE region.

How I help

Most security-related programs are not born from positive motivation. They are born from a crisis — an audit, regulatory pressure, an incident, or the failure of a previous project. In that situation you need someone who can analyse a complex problem, design a way forward and communicate it clearly at every level. Below are the typical situations in which clients come to me, and the form in which I can help.

PROBLEM

Audit findings without a clear way forward

Internal audit or the regulator has identified material weaknesses in the IAM/IGA domain. The organisation has a list of findings and a remediation deadline, but no clear view of what exactly to do, in what order and at what cost.

HOW I HELP

Audit-driven Remediation

I will analyse and prioritise the findings, design a remediation plan and oversee delivery. I speak both auditor and IT — I will translate between the two worlds and keep the program on track against the regulatory deadline.

PROBLEM

An IGA program that doesn't work as it should

The organisation has invested in an IGA platform, but the outcomes are not where they should be. Certification campaigns are manual, role management is chaos, provisioning has gaps. The system runs, but governance does not.

HOW I HELP

Identity Fabric Readiness Assessment

I will deliver a structured assessment of the current state. The output will be a gap report with prioritised findings, a risk map and a roadmap with effort and cost estimates. Delivered in 3–6 weeks. It serves as the basis for investment decisions and as input for regulatory communication.

PROBLEM**No target state — everyone pulls in a different direction**

IT security, IT operations, compliance, the business — each has a different view of what IAM should solve and on what horizon. What is missing is the architectural vision that ties it all together and that holds up before the board and the auditor alike. In a group context, every entity has its own view of the target state.

HOW I HELP**Architecture & Strategy**

I will design the target state architecture — vendor-neutral, grounded in your requirements and the regulatory context. I will prepare the integration strategy, migration plan and governance model. The output will hold up before the board and the auditor.

PROBLEM**Vendor selection without an objective comparison**

The organisation is choosing between IGA vendors based on demos and marketing materials. No one internally has the capacity to do an objective comparison — what the product actually does, what will need to be customised, where the pain point will be in two years.

HOW I HELP**Vendor-Neutral Selection Support**

I will prepare the RFP and scoring criteria, walk you through the PoC oversight and deliver a build vs. buy analysis. No partner agreements with vendors, no placement fees — my recommendation is driven solely by your interest.

PROBLEM**Regulatory deadline with unclear IAM impact**

NIS2, DORA, regulator requirements are clear in their demands but not in their implementation detail. What exactly needs to change in IAM processes and systems for the organisation to pass the audit? Who can assess that on both sides of the table — regulatory and technical?

HOW I HELP**Regulatory Impact Assessment**

I will translate regulatory requirements into concrete implementation steps in the IAM domain. I will identify gaps, prioritise them and design a remediation plan framed so that it holds up before the regulator — not just before the IT team.

PROBLEM

An IGA program without an experienced leader

The organisation has a technical team but lacks program leadership — someone who can manage stakeholders, communicate with the board, make the right calls under pressure and keep the program on track.

HOW I HELP

Fractional Program Leadership

I will take on a senior advisory or program lead role for your running IGA transformation program. I will handle stakeholder management, escalations, architectural decisions and board-level reporting. This is typically a longer-term retainer engagement. An external fractional program lead is faster and cheaper than hiring.

Additional service — Executive Briefings. I will prepare targeted briefings for the board, the CISO and senior leadership. No vendor pitches, no PowerPoint noise — a real understanding of where the organisation stands, what the actual risks are and what the options look like. The kind of input every CEO, COO, CSO or CISO needs in order to make an informed decision.

Why me, and not someone else

- **I have spent my entire career on the client side.** I have never worked for a vendor or a systems integrator. I have no reason to recommend a particular product — I will recommend what genuinely solves your situation.
- **I am architect and program leader in one person.** Most consultants are one or the other. Architects design an elegant target state but cannot run a program. Program managers deliver a project but lack the depth for architectural decisions. I combine both.
- **I know the difference between theory and the reality of a large financial conglomerate.** I have built and operated an IGA program for 50,000+ identities across 5 countries. I know where commercial products fall short, what needs to be customised and where the hidden costs sit that the vendor will not mention.
- **Regulatory context is not a foreign language to me.** NIS2, DORA, the ECB, FMA, ČNB, NBS and the internal audit standards of large financial groups — I have worked in this environment for 10 years. I frame solutions so that they hold up before the regulator, not just before the IT team.
- **I communicate across levels.** I speak with executive management and with technical experts alike. Cross-organisational buy-in matters as much as technical correctness — without it, even the best architecture will not get through.
- **I am independent — no conflicts of interest.** No partner agreements with vendors. No placement fees. My only interest is the outcome for the client.

Who I work with

Sector	Primarily: banking, insurance, financial groups — regulated environments are my home turf. Also: large regulated organisations in other sectors — energy, telco, government.
Size	Enterprise — organisations with 5,000+ employees, with an existing IAM/IGA program or a clear intent to build one.
Region	AT · CZ/SK · DE · HR/SI/RS · RO · HU · PL
Ideal situation	Post-audit, pre vendor selection, mid-transformation, or anywhere an Identity Fabric / IGA program needs an independent perspective and experienced leadership. Where EA is not working or is missing entirely, where digital transformation is a must, or where you need to clearly define the target architecture.

Contact



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