



SEPT 22 - 24, 2026 | NAIROBI, KENYA

Standardizing Access Across B2B Services



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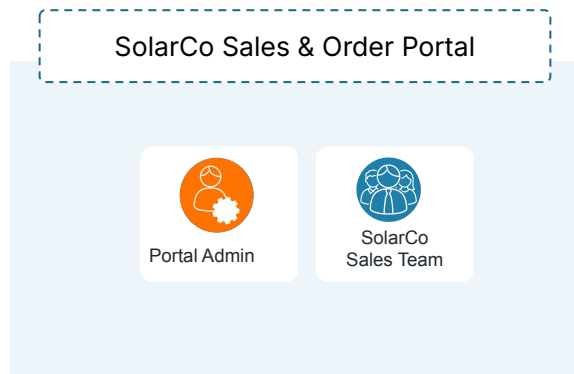
Director & Head of Engineering - IAM



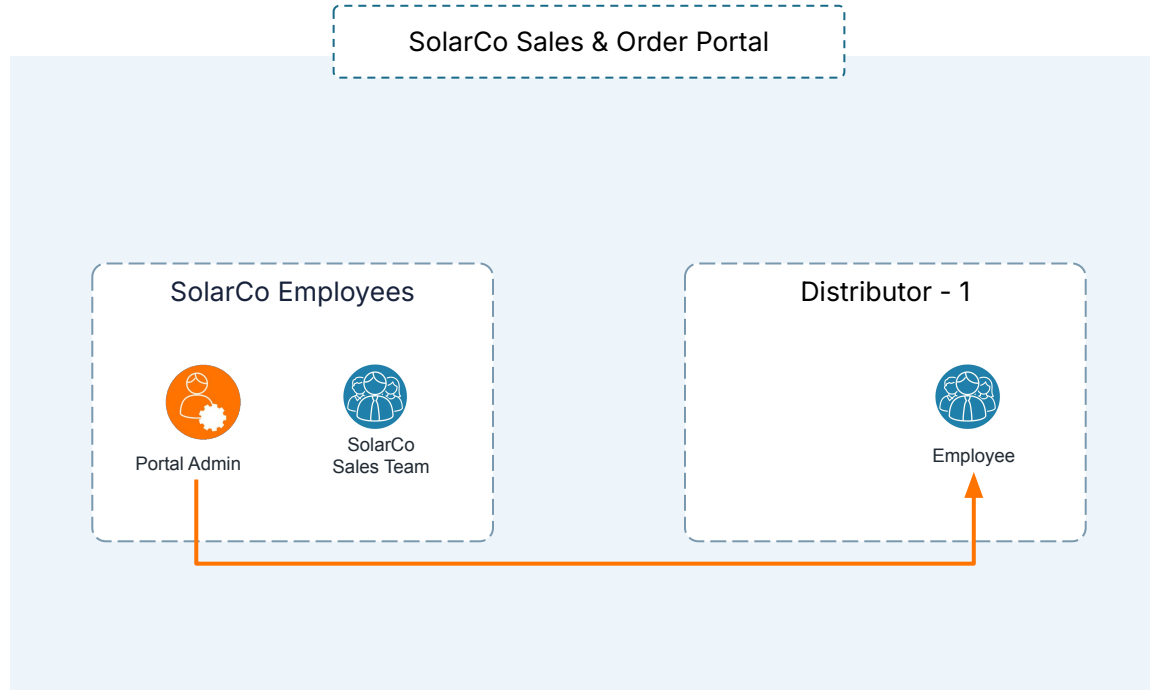
Let's build SolarCo

From Direct Sales to a Distributor Network

Phase 1: SolarCo starts with direct sales



Phase 2: SolarCo expands through distributors



Two questions, opposite ends of the same gap

THE BUSINESS SIDE

**A new distributor signs today.
How long until their people are working?**

THE RISK SIDE

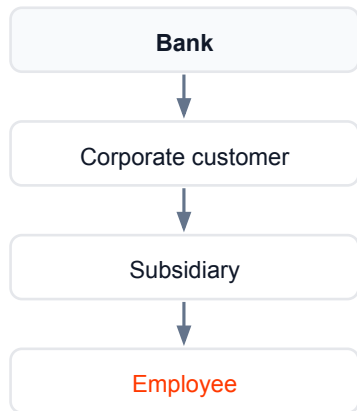
**Someone at that distributor leaves next month.
How long until their access is gone?**

One missing capability, two consequences. One costs revenue. The other costs trust.

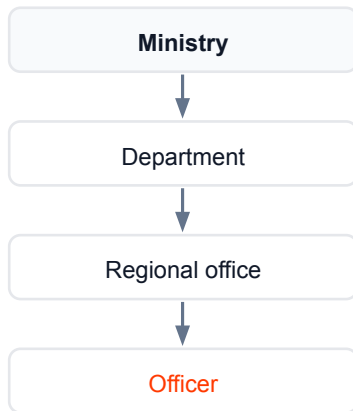


You may already have a B2B IAM problem

BANKING / FINTECH



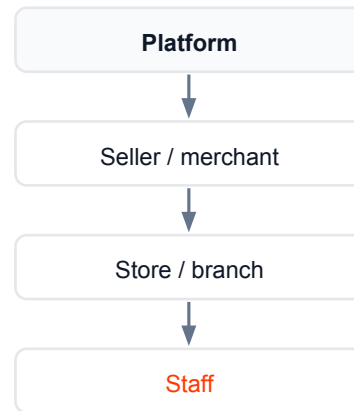
GOVERNMENT / PUBLIC SECTOR



TELCO / MOBILE MONEY



MARKETPLACE / PLATFORM



The terminology changes by sector. The identity pattern does not, whether you are serving external organizations or modelling your own organization



What changes when the entity is an organization?

Customer / Workforce IAM

User

Role

App

Identity answers:

Who is this user?

B2B IAM

User

Organization

Relationship

Role

App

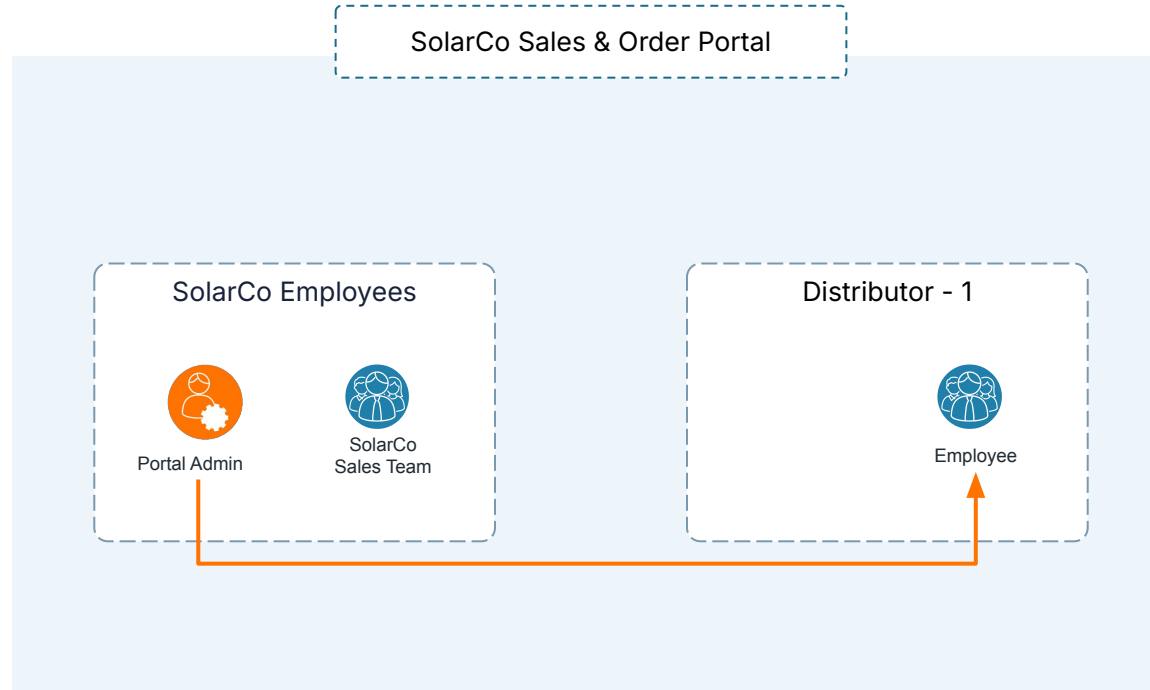
Identity now answers:

Who is the user, which organization do they represent, and what can they do on that organization's behalf?

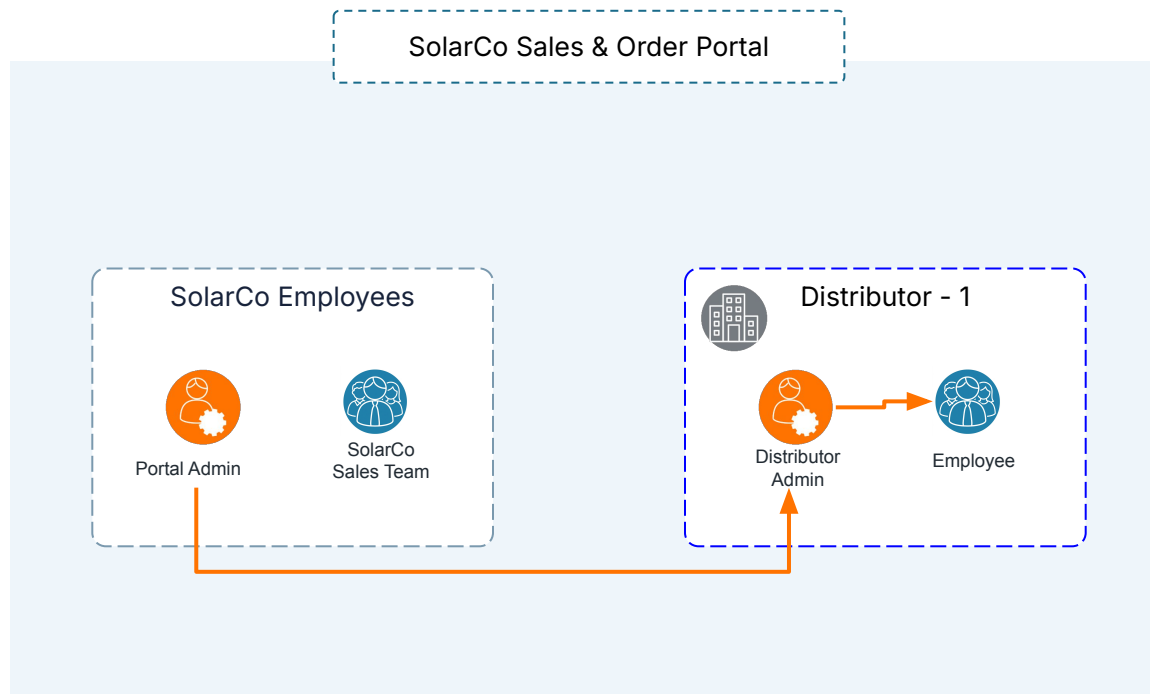
In B2B, the thing you onboard is an organization, not just a person



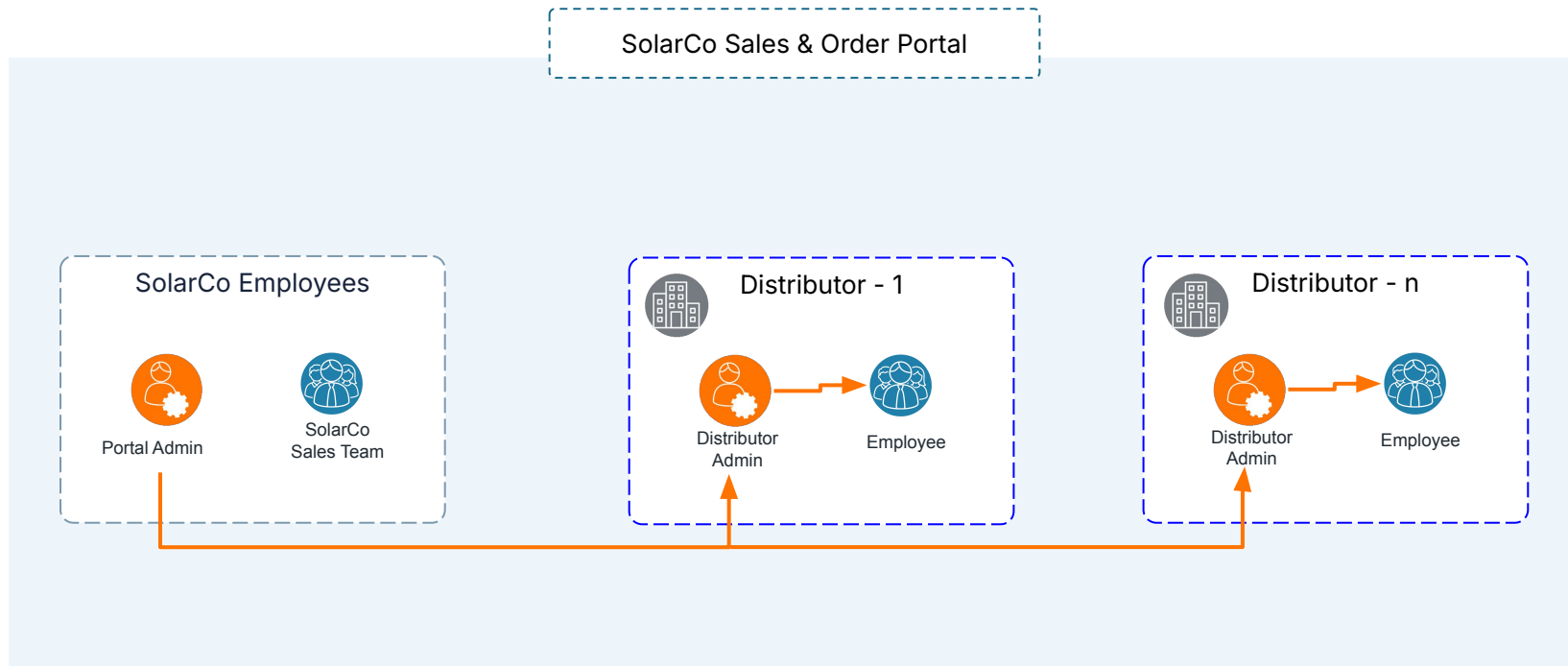
Let SolarCo become a B2B service



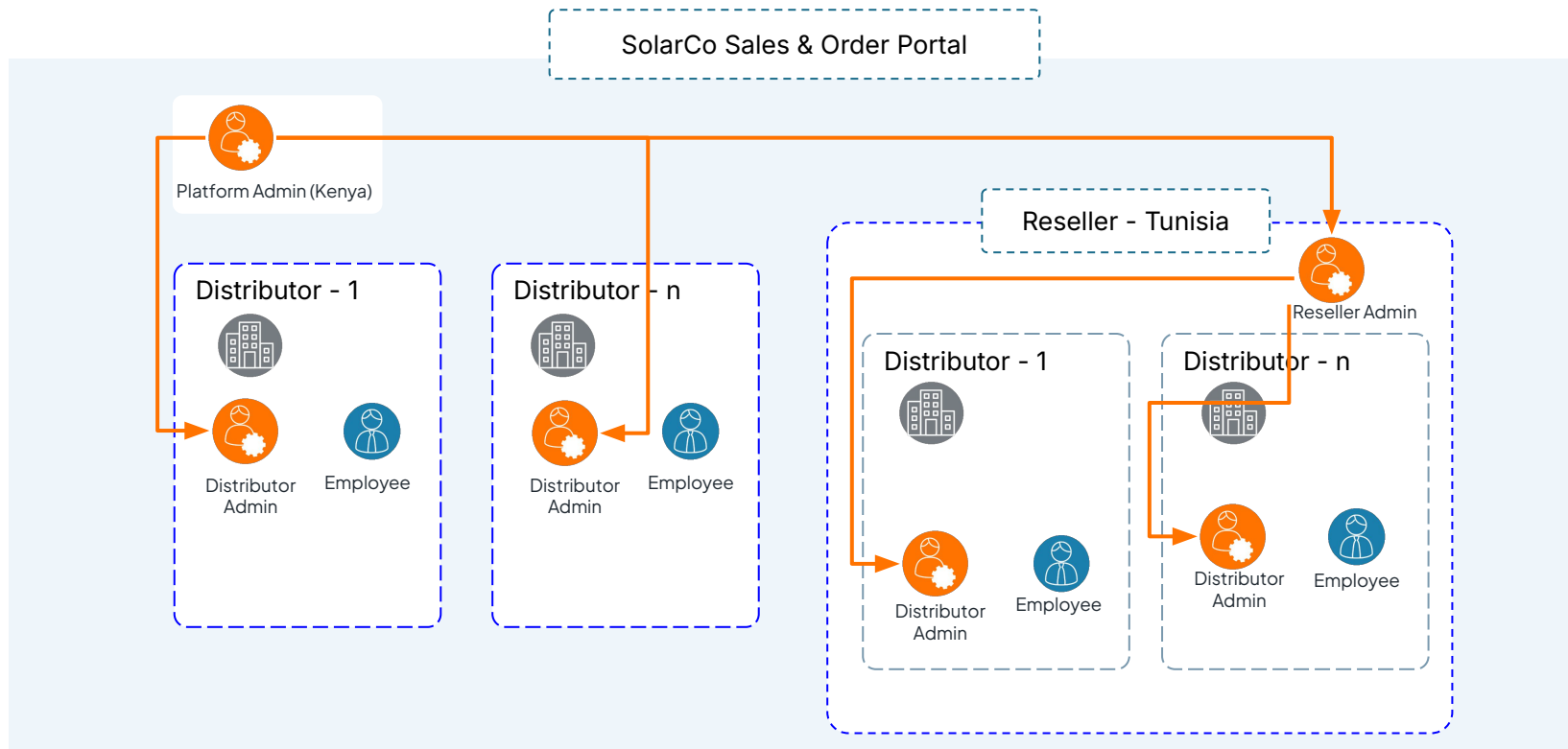
Let SolarCo become a B2B service



One portal, many business customers



One portal, many business customers



B2B IAM in one sentence

Manage identity in the context of the organization a person represents.

01

IDENTITY

Who is the person?

02

ORGANIZATION

Whom do they represent?

03

RELATIONSHIP

How is that organization
connected to you?

04

DELEGATION

What can they do on their
organization's behalf?

B2B IAM = Identity + Organization + Relationship + Delegated authority



Africa's economy is becoming ecosystem-driven

Services increasingly connect governments, businesses, partners, merchants and platforms, not only individual users.

44 million

Formal SMMEs across Africa - more than 90% of registered businesses

\$240B → \$290B

Mobile technologies and services contribution to Africa's economy, 2025 – 2030

The next layer of growth is interoperable digital ecosystems: organizations, delegated users, partners, APIs and agents



The B2B IAM capability map

Six capabilities. Four of them are the ones most of us get wrong before we get them right.

● Organization model and relationships

NEXT

Organizations, subsidiaries, hierarchies

● Organization onboarding and lifecycle

Invite, self-service, provision, suspend, offboard

● Delegated administration

NEXT

Let organization admins manage their own domain

● Resource and access sharing

NEXT

Users, applications, roles, policies

● Per-organization identity and experience

NEXT

Bring-your-own IdP, SSO, MFA, branding, journeys

● Audits and insights

Audit trail and cross-organization insight



LESSON ONE

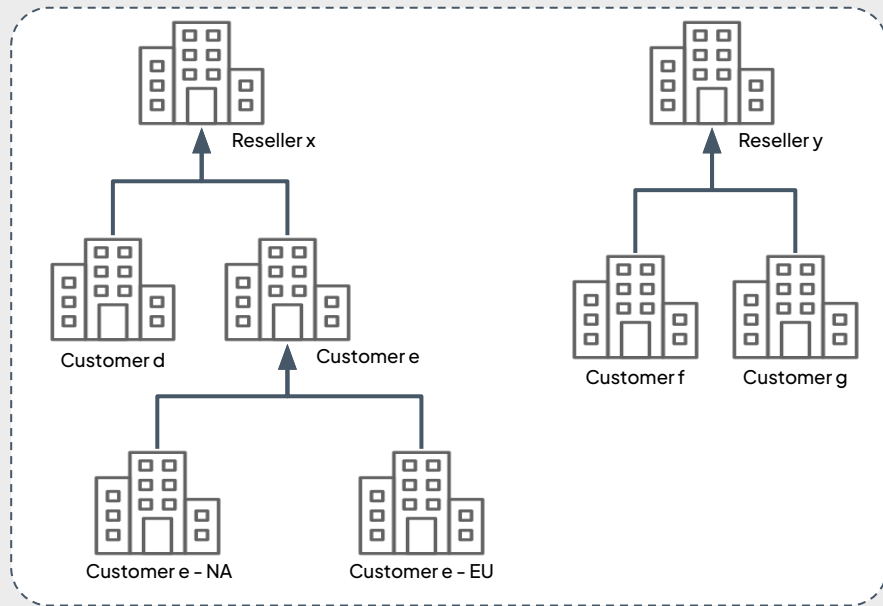
The organization has to be a first-class object

WHAT WE TRIED FIRST

Treat the organization as an attribute, a group naming convention, or one realm per customer.

WHAT WE LEARNED

It holds until the first customer says “we have three subsidiaries and two of them have branches.” Then every query, every policy and every admin screen needs rewriting.



LESSON TWO

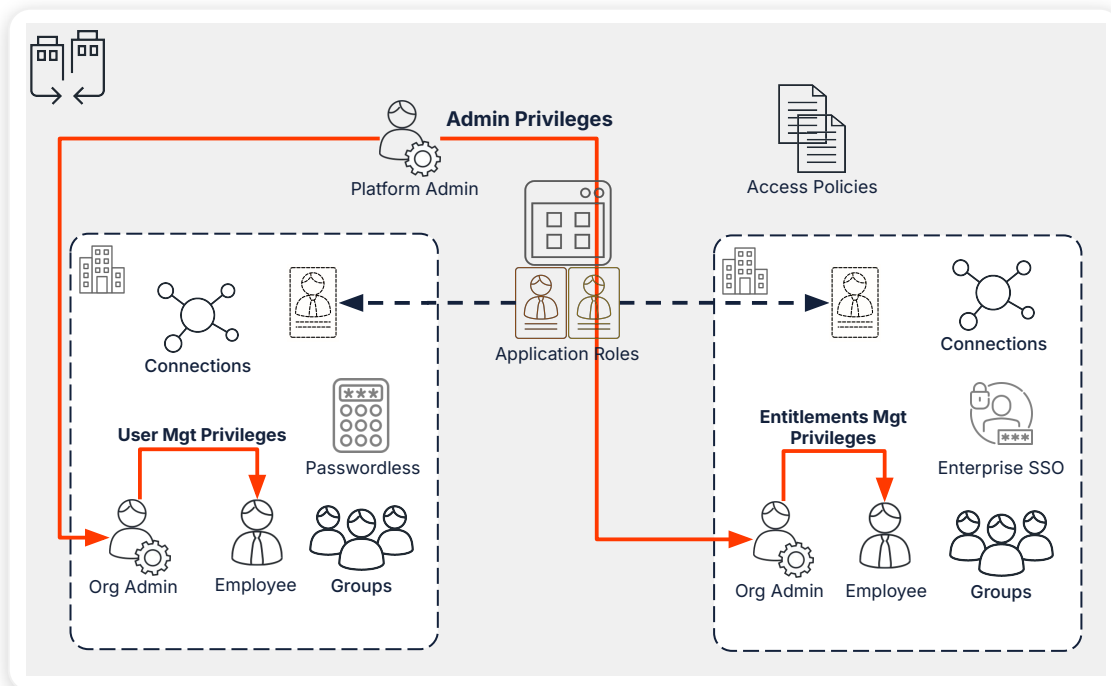
Delegated administration is asked for last, but missed first

WHAT WE TRIED FIRST

Your team administers every external user. It feels safer, and for the first two organizations it genuinely is.

WHAT WE LEARNED

Delegated administration is almost never in the first requirements document, and almost always the first thing that breaks at scale. The partner's own admin has context your service desk never will.



LESSON THREE

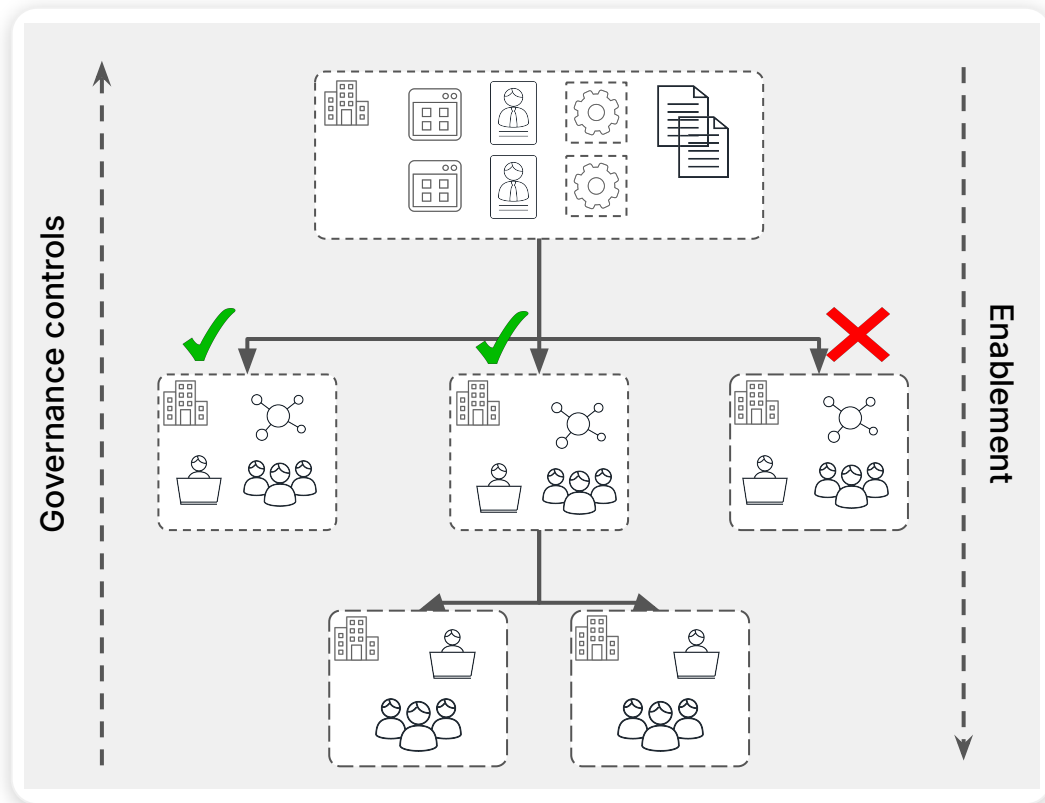
Centralized governance, decentralized enablement

WHAT WE TRIED FIRST

Define the application, its roles and its API scopes again inside every organization, a private copy per partner, maintained by whoever onboarded them.

WHAT WE LEARNED

Copies drift. Define it once at the root, share it down to the organizations entitled to it, then let each organization decide who within it gets to use it.



LESSON FOUR

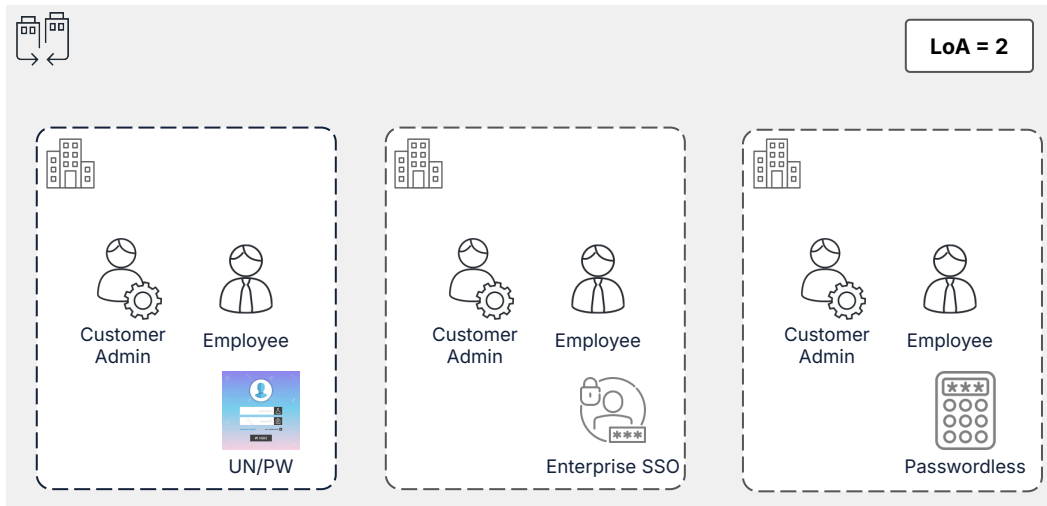
Every organization eventually wants to log in its own way

WHAT WE TRIED FIRST

One login experience for everyone. Add an enterprise connection per customer when somebody asks.

WHAT WE LEARNED

"When somebody asks" becomes a deployment, then a queue, then a blocker on enterprise deals. Per-organization identity has to become configuration the customer can control.



Standardize once, not once per service

Each new service inherits the organizations, the administrators and the boundaries that already exist.

THE ORGANIZATIONS

Distributor A

Own corporate login

Corporate customer B

National digital ID

Licensed partner C

Provider-managed login

ONE IDENTITY LAYER

Organization model

Organization onboarding & lifecycle

Delegated administration

Per-organization identity and experience

Resource and access sharing

Audits & insights

EVERY B2B SERVICE

Partner ordering portal

Dealer mobile app

Corporate banking channel

Open API gateway



In B2B, “build or buy” is the wrong question

IN B2C THE CHOICE IS BINARY

Write it yourself, or adopt an identity provider

Either way, what you choose has what you need on day one. It is genuinely a decision about buying software.

IN B2B YOU ALREADY HAVE ONE

Does your identity platform understand organizations?

“Build” does not mean building login. It means building the organization layer on primitives designed only for users.

Where do the organization constructs live: inside your identity platform, or scattered across your services?



Where do the organization constructs live?

CAPABILITY	WITHOUT NATIVE B2B IAM	WITH NATIVE B2B IAM
Organization model	A group naming convention, a custom claim, or one realm per partner, plus tooling to keep hundreds in sync	Organizations and sub-organizations as first-class objects
Onboarding & lifecycle	A custom invitation flow, and a suspend path you hope reaches every system	Self-service onboarding; suspend the org, its users follow
Delegated administration	A custom admin portal, and the scoping logic that stops partner A's admin seeing partner B	Built in, within limits you configure
Resource and access sharing	Organization checks in every service, because the token carries no organization context	Organization context in the token; one policy
Per-org identity	Manual connection configuration per partner, often a deployment each time	Self-service identity provider, per organization
Audits & insights	Application logs from several services, stitched together after the fact	Centralized audit trail and cross-organization insights



Business Wallets carry verifiable organizational trust

Portable, cryptographically verifiable evidence can help establish:

- 01 **ORGANIZATION IDENTITY**
Which organization is this?
- 02 **REPRESENTATIVE RELATIONSHIP**
Does this person represent it?
- 03 **BUSINESS AUTHORITY**
What can they do on its behalf?



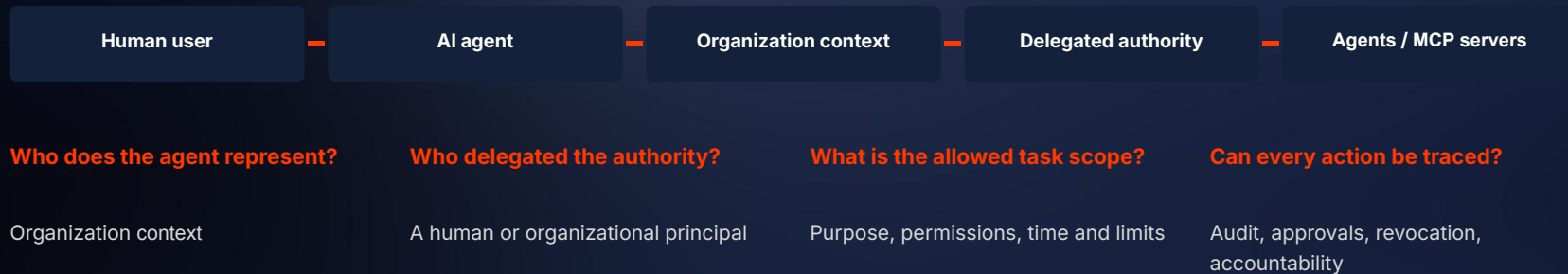
Trust can travel across organizational boundaries

Identity + Organization + Relationship + Delegated authority + Accountability



B2B IAM is also a foundation for agentic experiences

An employee may delegate work to an AI agent acting for the same organization. The identity questions get sharper, not softer.



B2B IAM concepts do not disappear in the agentic era. Organization context and delegated authority matter more, not less.



B2B IAM is becoming a distinct identity discipline

In 2026, Gartner assessed 23 vendors in its first dedicated B2B IAM Leadership Compass.



Overall

LEADER

Product

LEADER

Innovation

LEADER

Market

LEADER

**WSO2 was named a leader
in all four dimensions.**

Source: Gartner Analysts, B2B IAM Platforms Leadership Compass 2026.



Three ideas to take away

01

When the customer is an organization, identity needs organization context.

The unit is the organization, not just the person.

02

B2B IAM is more than login.

Organization onboarding, delegation, federation, authorization and governance all matter.

03

Standardize reusable identity capabilities.

Keep your engineering focus on what actually differentiates your business.

AND THE QUESTION YOU NOW KNOW HOW TO ASK

Who is the user?



Who do they represent?



What can they do on its behalf?





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Thank You!



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