

```
(r = t.apply(e[i], n), r === !1) break
if (a) {
  ; o > i; i++
  if (r = t.call(e[i], i, e[i]), r === !1) break

(i in e)
if (r = t.call(e[i], i, e[i]), r === !1) break;
e
b.call("\uffff\u00a0") ? function(e) {
null == e ? b.call(e)
n(e) {
null == e ? "" : (e + "").replace(C, "")

function(e, t) {
  t || [];
null != e && (n(Object(e)) ? x.merge(n, "string" == typeof e ? [e] : e) : h
ction(e, t, n) {
  null == e || n(e, t)
```

“Practical Implementation of Software Asset Management (SAM)”

Agenda

-
- An understanding of the principles of SAM
 - How does SAM fit into Service Management
 - Assessing the starting point in your company.
 - How to move forward



License Management

The ability to manage licenses and to ensure that each product is compliant with vendor licensing terms and conditions.

- Installed software
- Deployment type (Citrix, virtual, roaming profile)
- Client access / user licences
- Computing platform configurations
- Metering
- Contractual / but no cost (i.e. freeware)



Example – How Many Licences needed

- Visio is licenced per seat
- 1000 PCs in total
- 500 of the PCs have terminal services client installed
- 3 approved Visio users (via terminal services)
- Only one user has actually used Visio

Answers

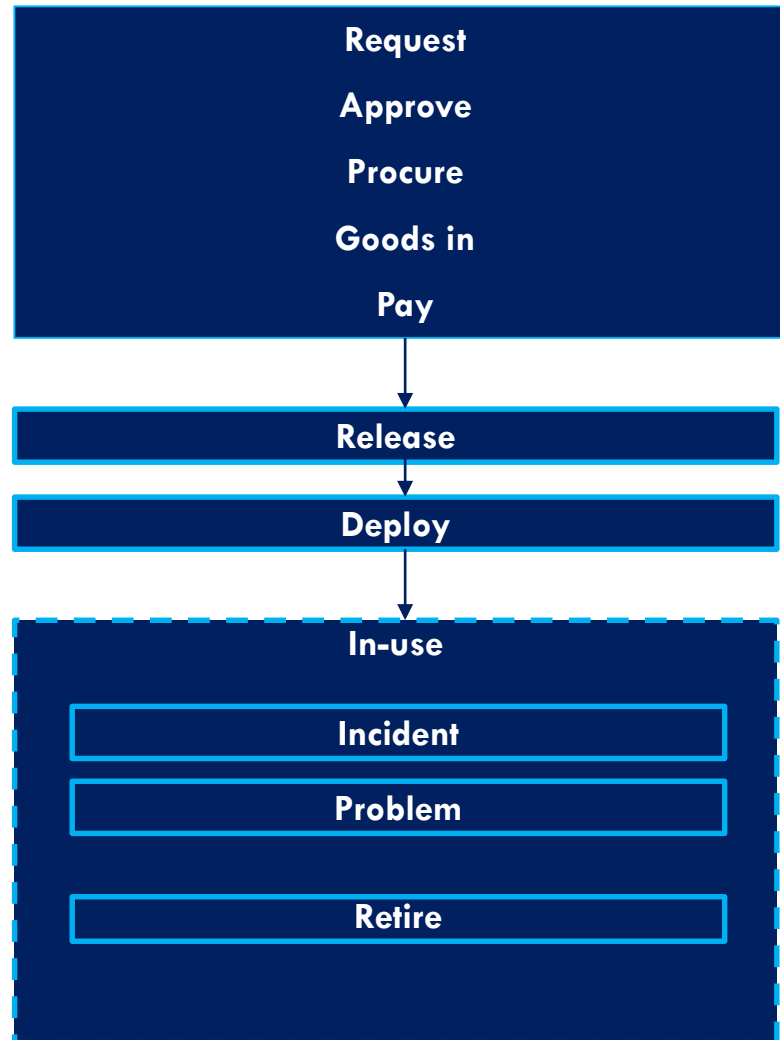
1 = 1 licence

2 = 3 licences

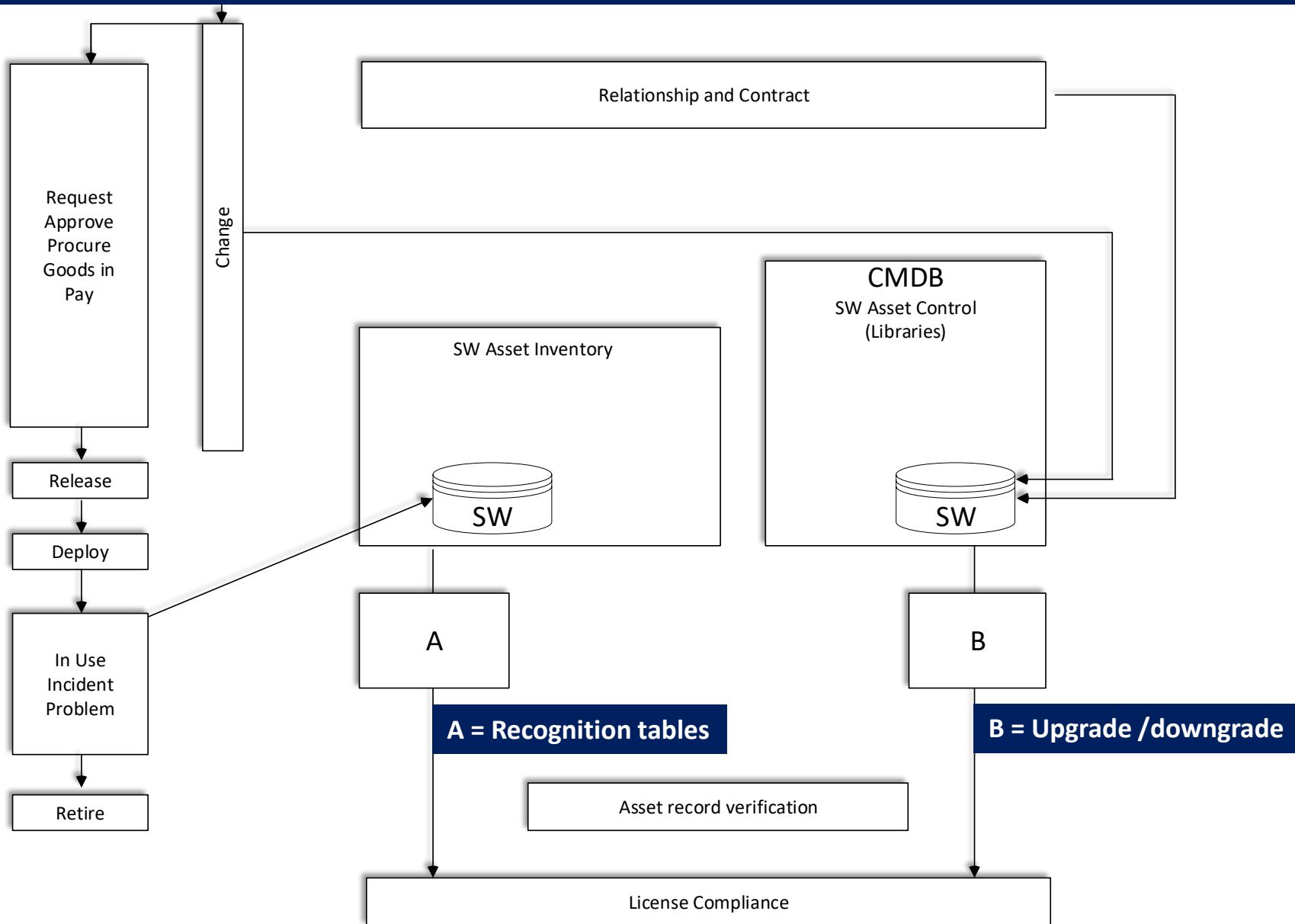
3 = 500 licences

4 = 1000 licences

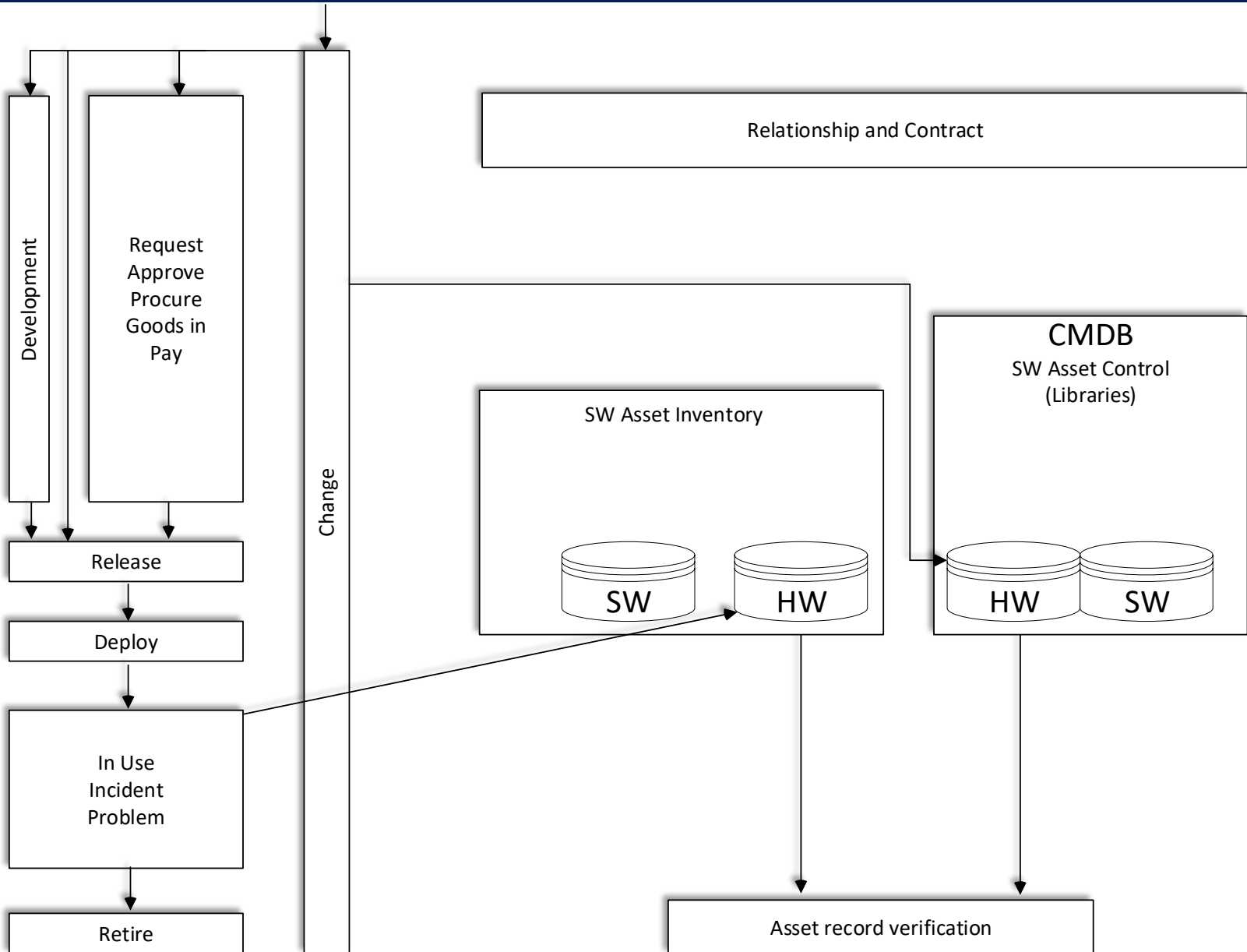
Asset Lifecycle



License Management



Asset tracking – hardware



So what is SAM?

SAM is the effective management, control and protection of software assets within an organisation and the effective management, control and protection of information about related assets which are needed in order to manage software assets.

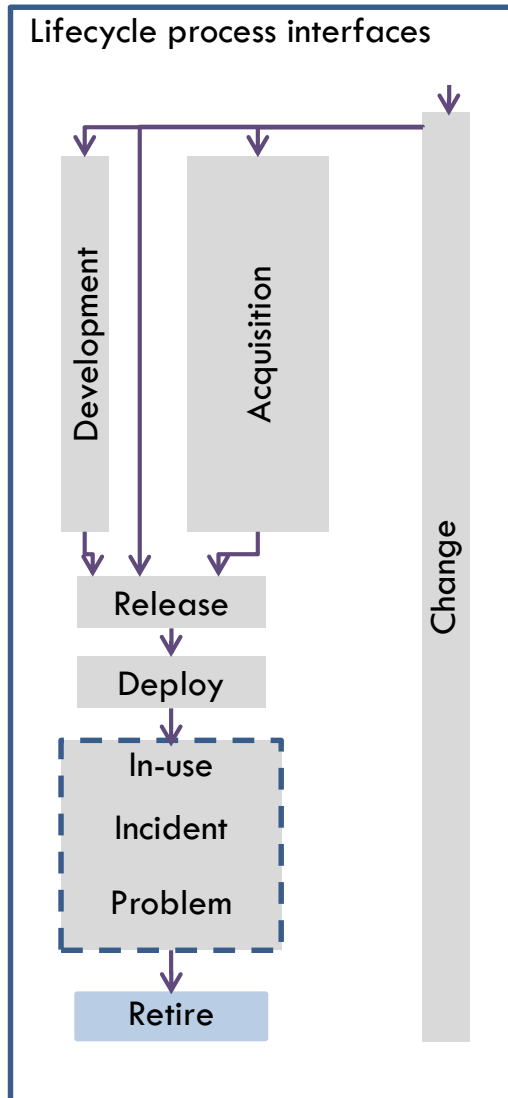
It is not just License management!

You may be forced to do SAM for :

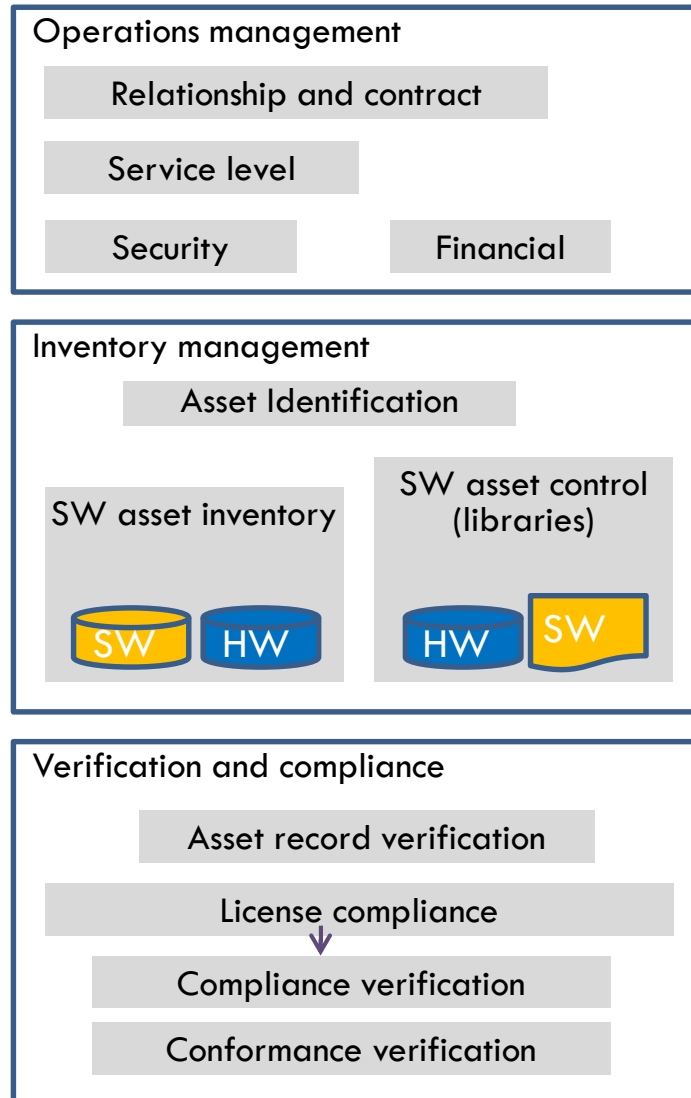
- Risk management
 - Brand image (Vendor audits)
 - Penalties / fines
- Cost savings and avoidance
 - Efficient contracts /
 - Efficient software use (re-harvesting)
 - Use of outsource partners
- Gaps in process and control have been made visible
 - Internal / external audits, excess costs
 - Loss of data or assets

SAM – ISO/IEC19770-1:2006

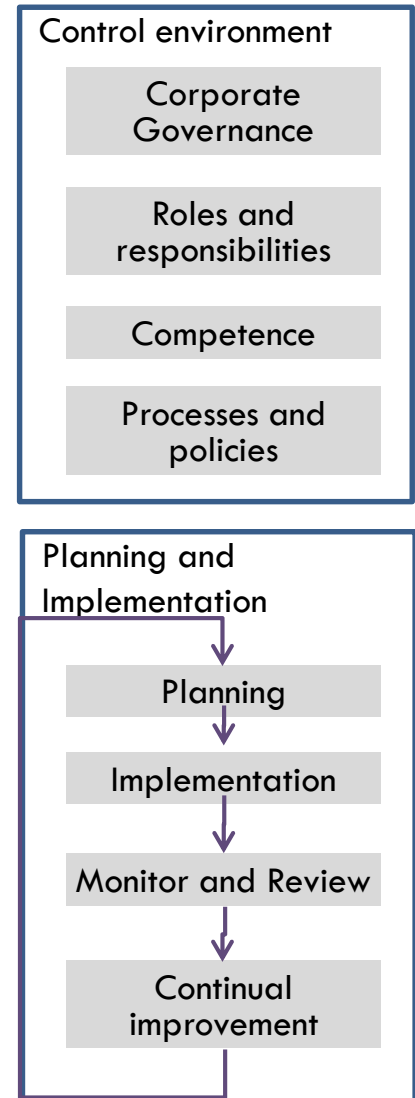
Lifecycle



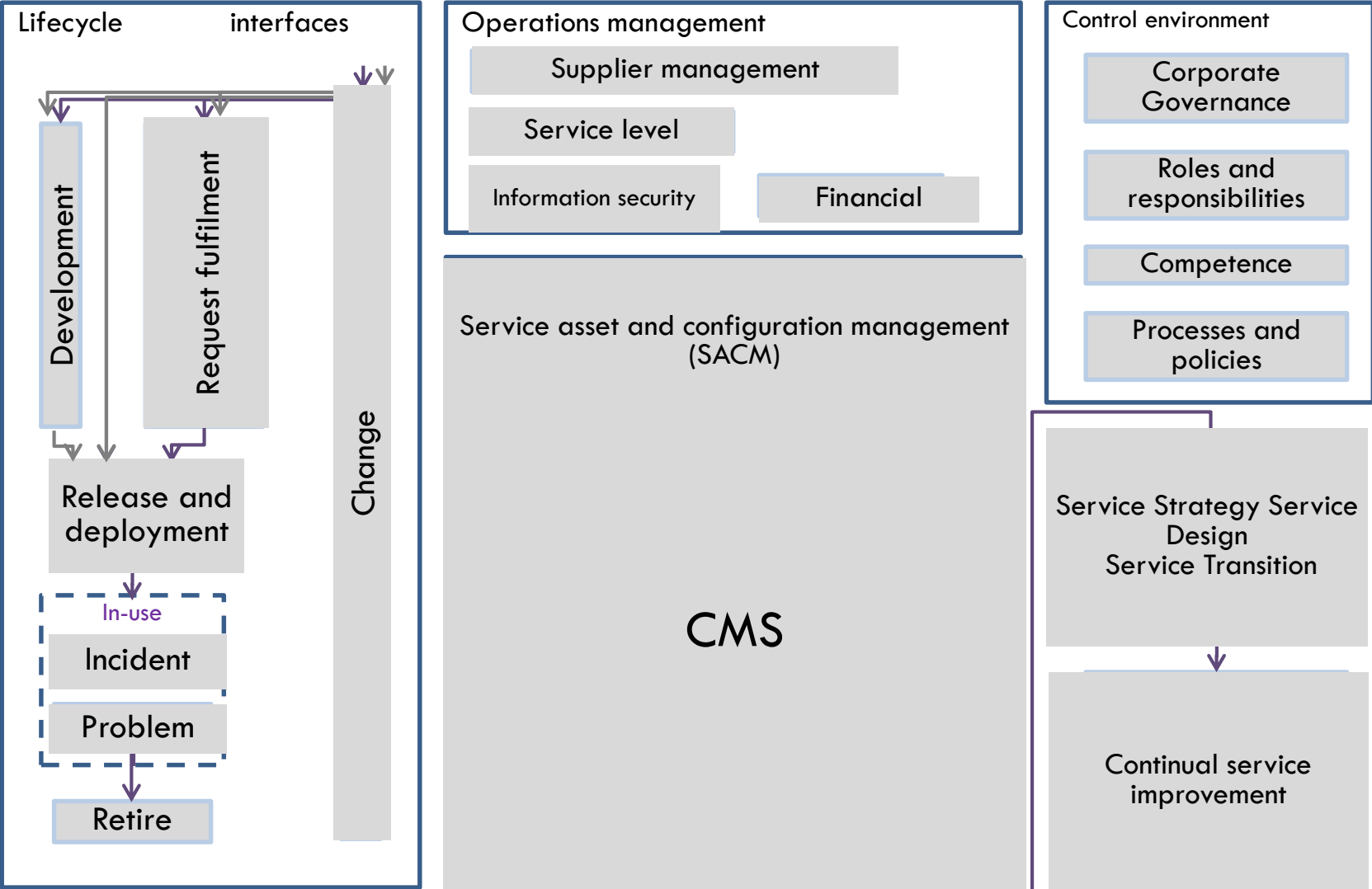
Core SAM processes



Organisational processes



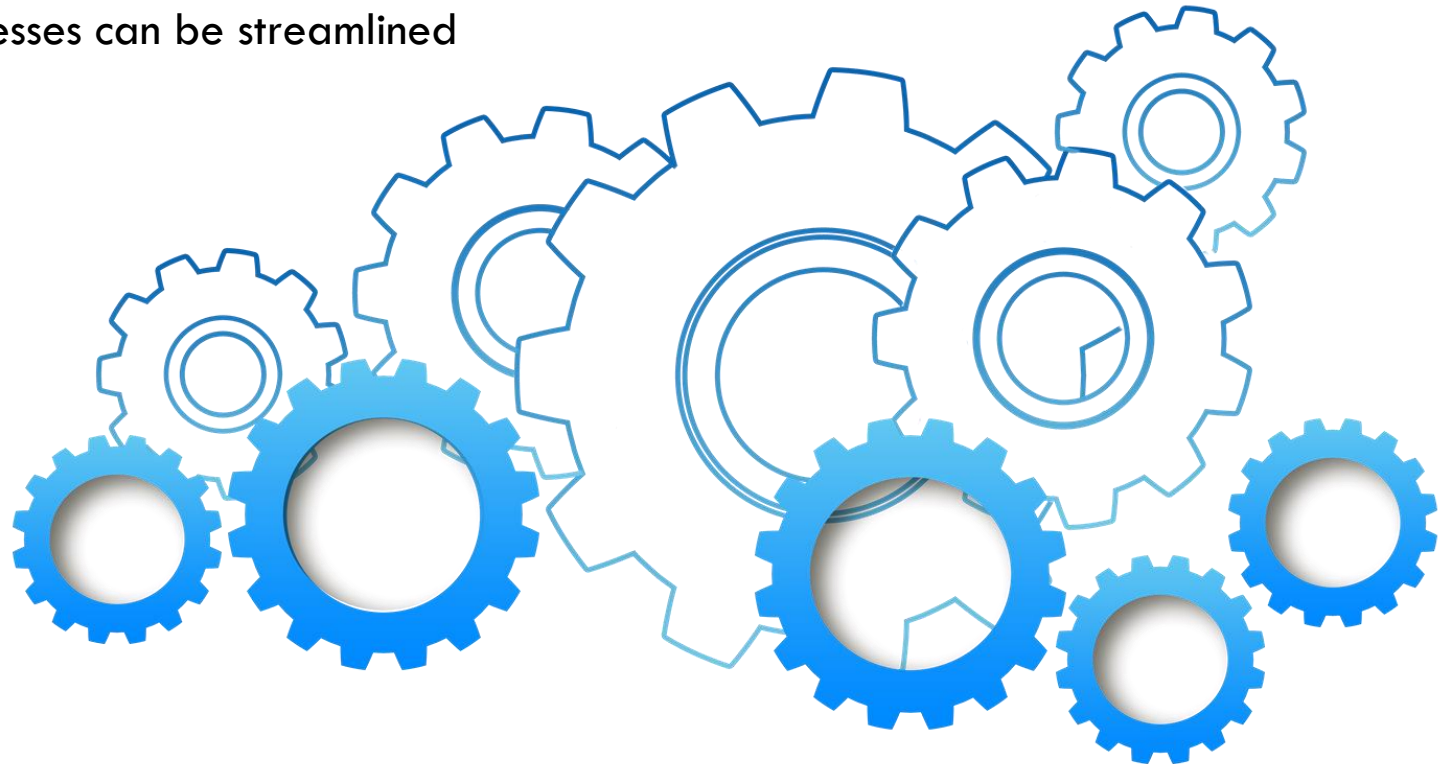
SAM and ITIL Processes



SAM and Service Management

Why not combine SAM processes within our ITIL service management processes?

- Avoids duplication of workload
- Reduces duplication of data
- Change processes can be streamlined



ITIL V3 Lifecycle and SAM

Service Design

- Service Catalogue Management
- Information Security Management

Example

- The Solution
- The initiation of the project
- Selection of suppliers
- Procurement costs

Service Strategy

- Service Strategy

Example

- Cloud
- Sourcing
- Outsourcing
- Virtual Applications.

Service Transition

- Change Management
- Service Asset and Configuration Mgt.
- Release and Deployment
- Knowledge Management

Example

- Vendor agreements
- The end of the project

Service Operation

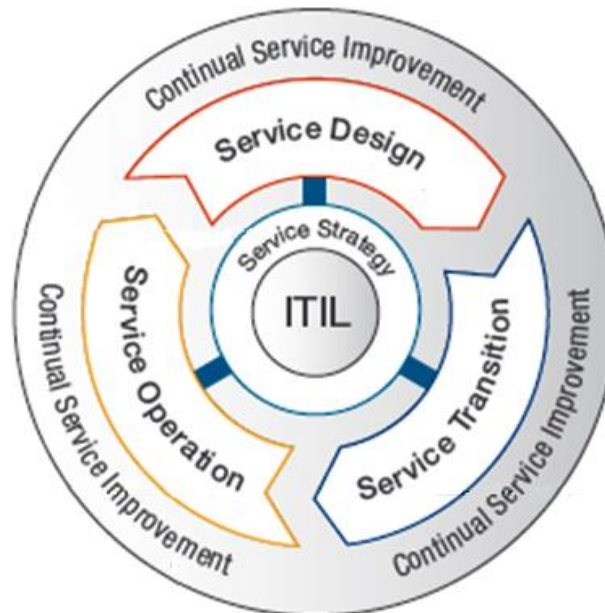
- Request Fulfilment

Example

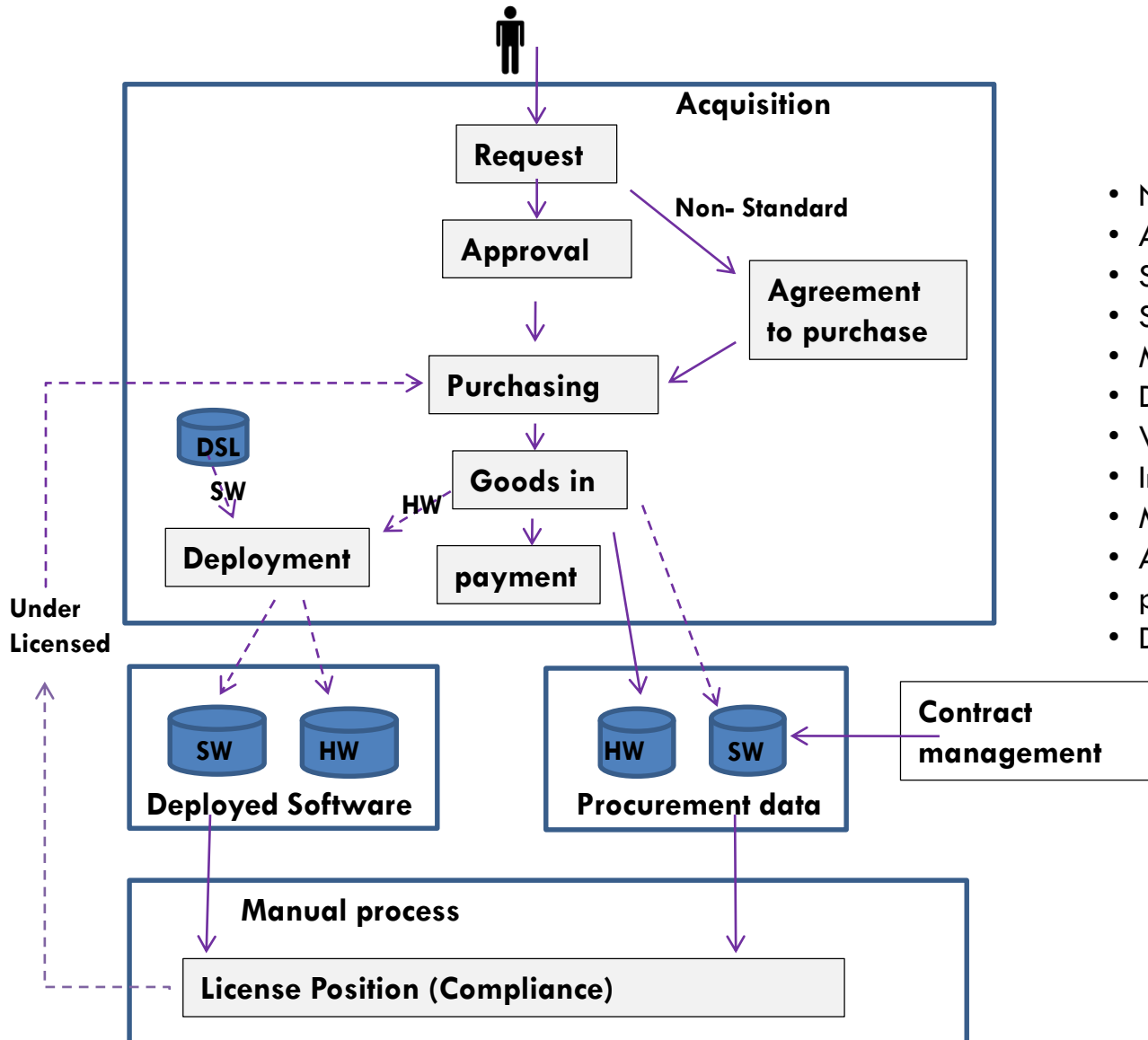
- Asset lifecycle
- Procurements

Continual Service Improvement

- On going improvement



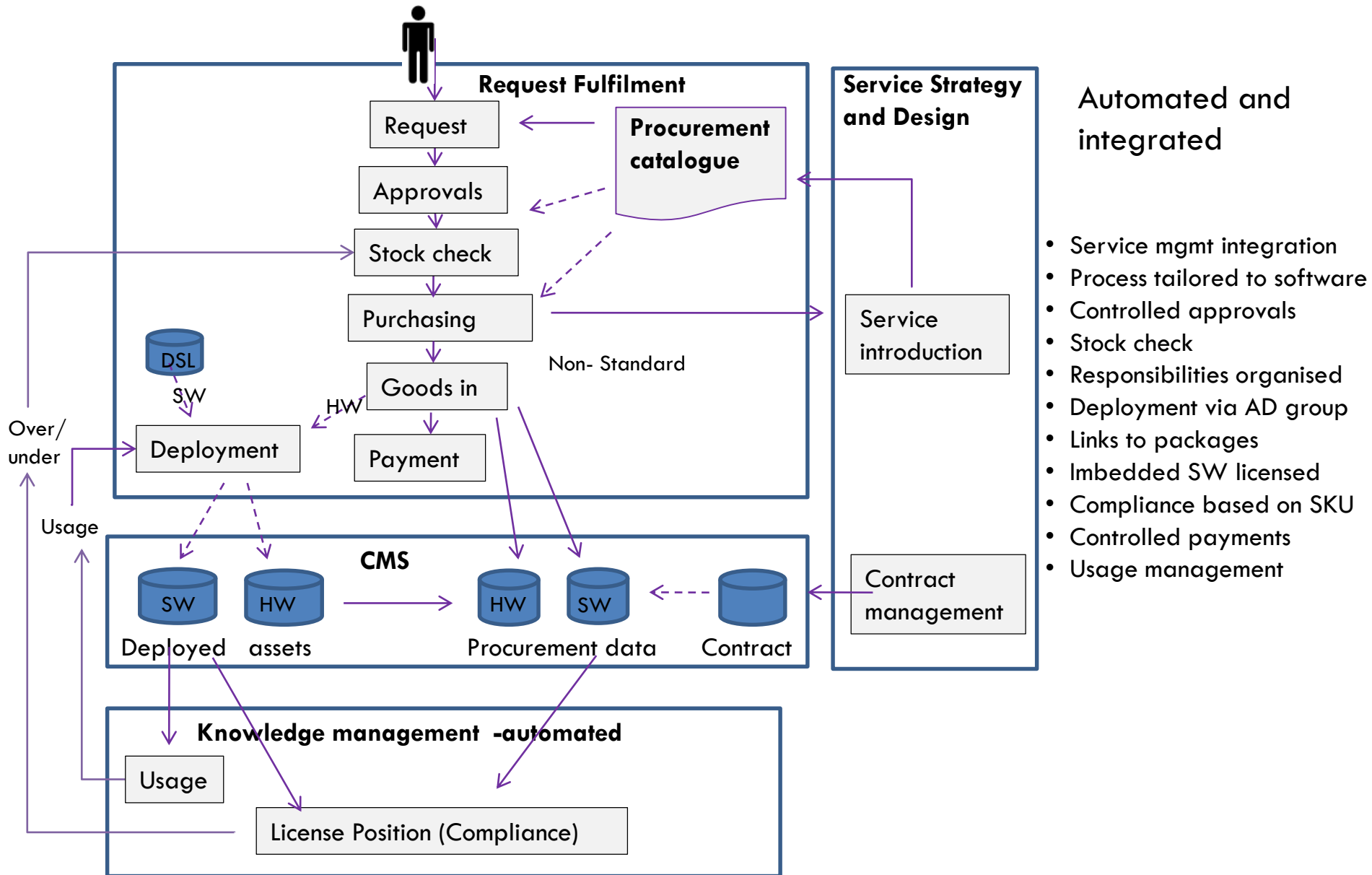
Typical Inefficient SAM Processes



No links with service management

- No stock check
- Approvals go straight to purchasing
- SAM manager makes all decisions
- Strategy is not considered
- Media gets lost
- Deployment process not integrated
- Wrong packages used for deployment
- Imbedded software not authorised
- Manual compliance process
- All SW uses the same process
- poor software payment authorisation
- DSL (DML) likely to be uncontrolled

SAM Within Service Management



The First Step - Assessment

Few understand SAM, the changes involved and resources required, so risk of failure is high.

- Identify available data, accuracy and gaps
- Highlight process gaps which impact beyond SAM
- Identify benefits / links to operational activities

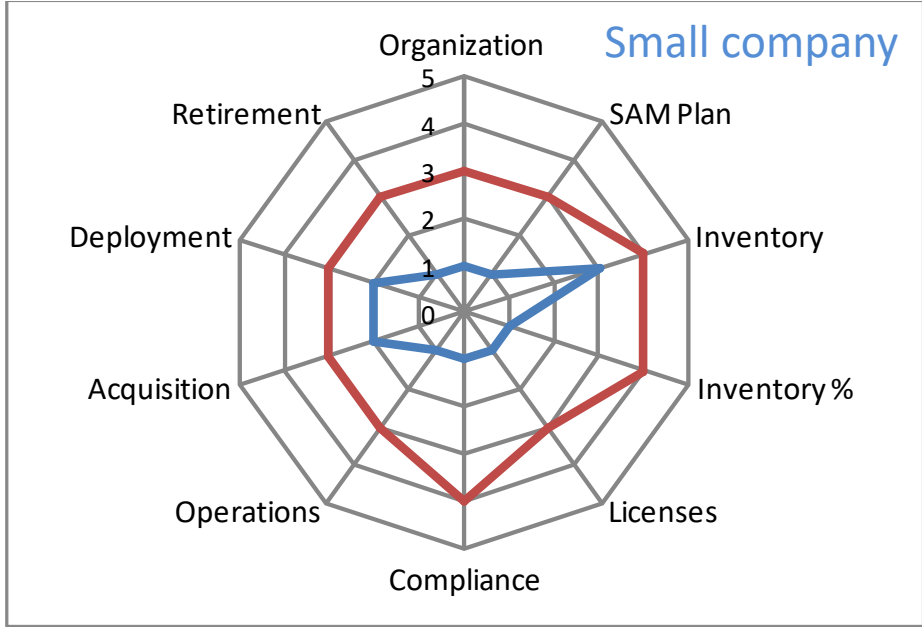
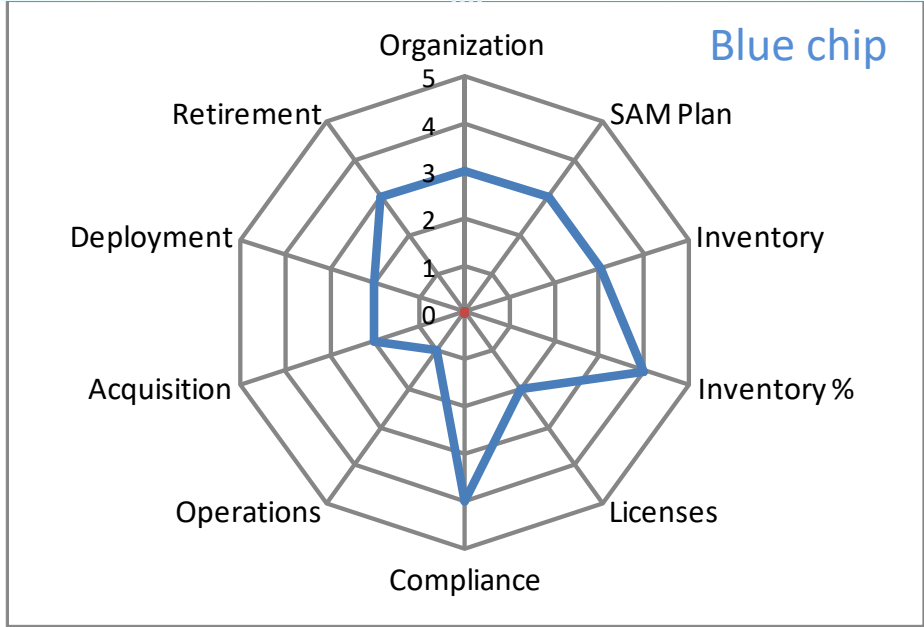
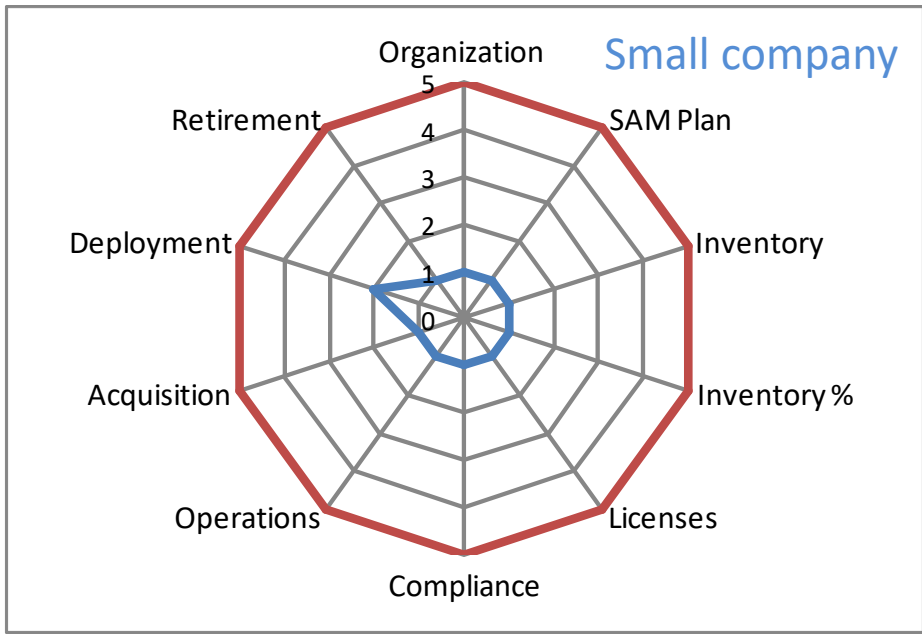
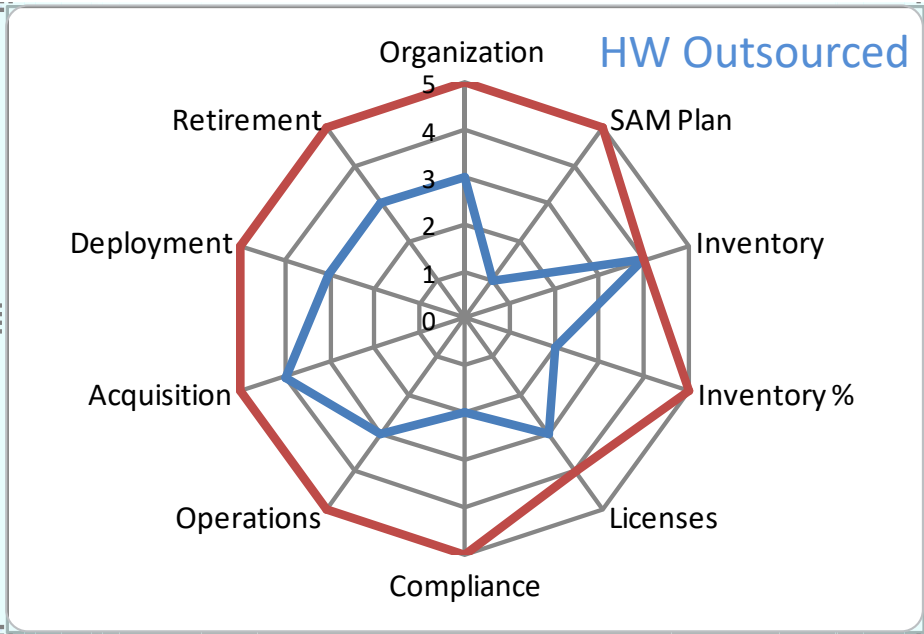
Using a maturity model to communicate the current position and issues is good practice



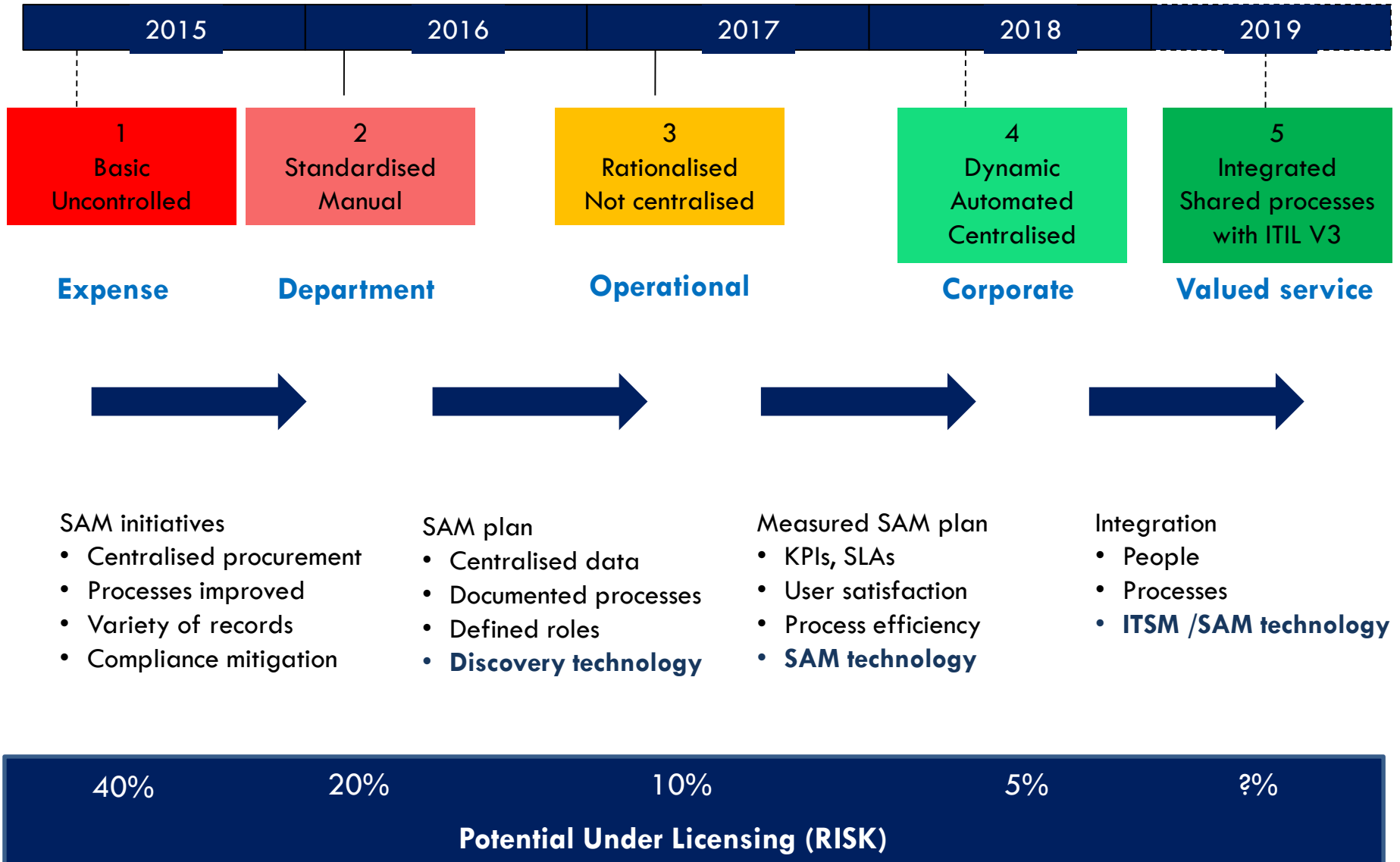
Maturity Model (SOM) - KPIs

Basic 1	Standardized 2	Rationalised 3	Dynamic 4	ITIL Integrated 5
Assets are basically uncontrolled	Assets are controlled with manual processes	Assets are actively controlled but not fully centralised	Asset management fully automated and centralised	Asset management integrated with ITIL
<p>No policies</p> <p>No SAM owners or accountability</p> <p>No electronic records available</p> <p>No technology</p>	<p>Limited policies</p> <p>Senior execs informal</p> <p>Some electronic records</p> <p>Low coverage and inaccurate technology</p>	<p>Published policies</p> <p>Senior exec responsive</p> <p>Various electronic formats</p> <p>Partial centralised technology</p>	<p>Enforced policies</p> <p>Senior exec highly involved</p> <p>Single electronic format</p> <p>Technology has full coverage and is trusted</p>	<p>Integrated policies</p> <p>Senior exec accountable</p> <p>SAM integrated with Config. MGMT</p> <p>Technology fully integrated</p>

Example maturity results



Typical company - SAM journey



SAM Side Effects

- Know where every computing device is
- Understand its hardware / software configuration
- Can reduce the cost and time of changes
 - Provisioning, transformation, projects
- Re-use hardware and software assets
- Raise commercial awareness within IT teams
- Easier negotiations with vendors and auditors



Moving Forward

SAM relies on information management

- Hardware assets and build
- Software installed
- Deployment methods
- Licences and commercial contracts
- Roles and responsibilities
- Work flow processes

Plus you have other factors!

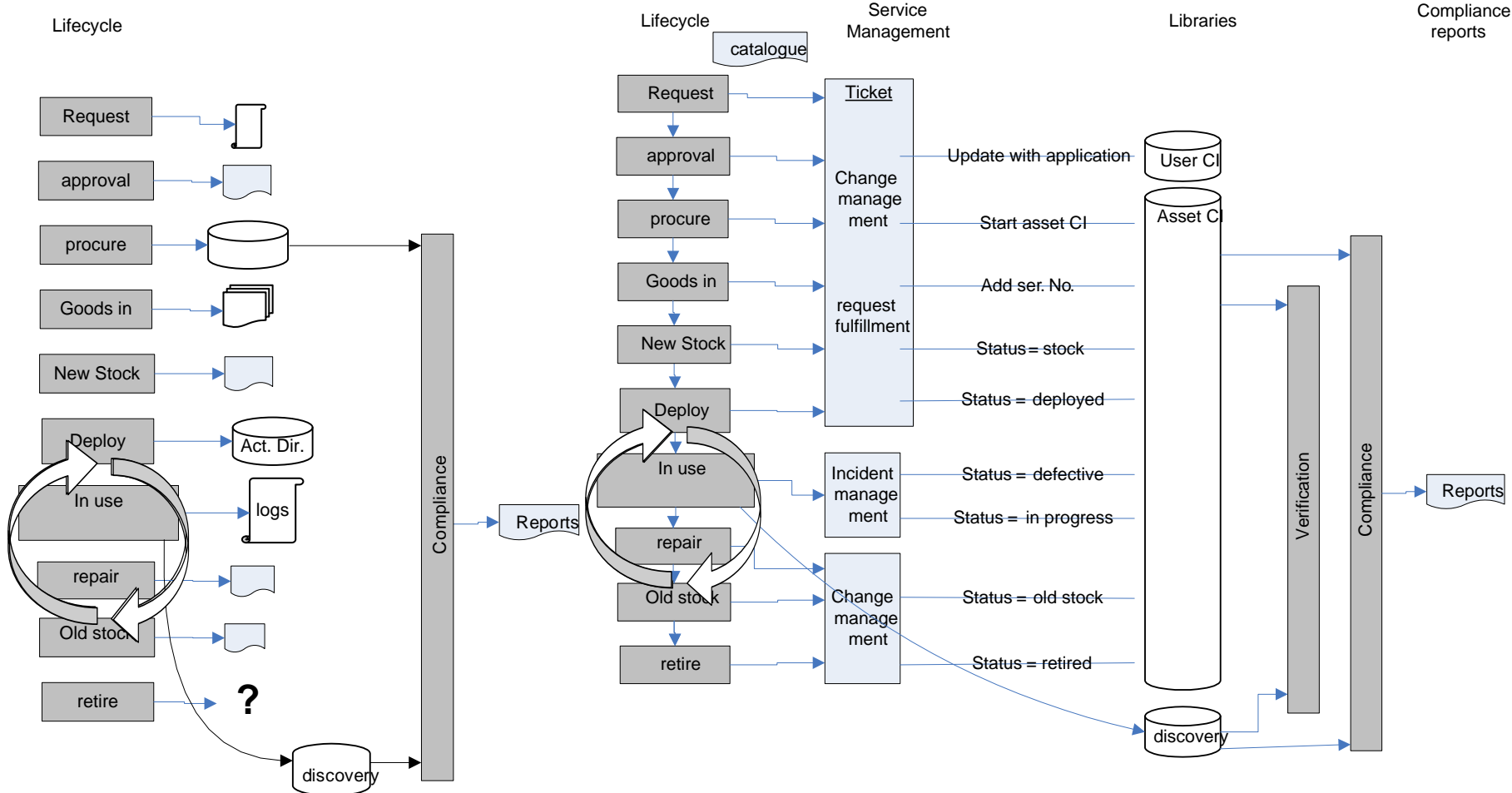
Culture, legacy, organisational barriers



Collecting Information

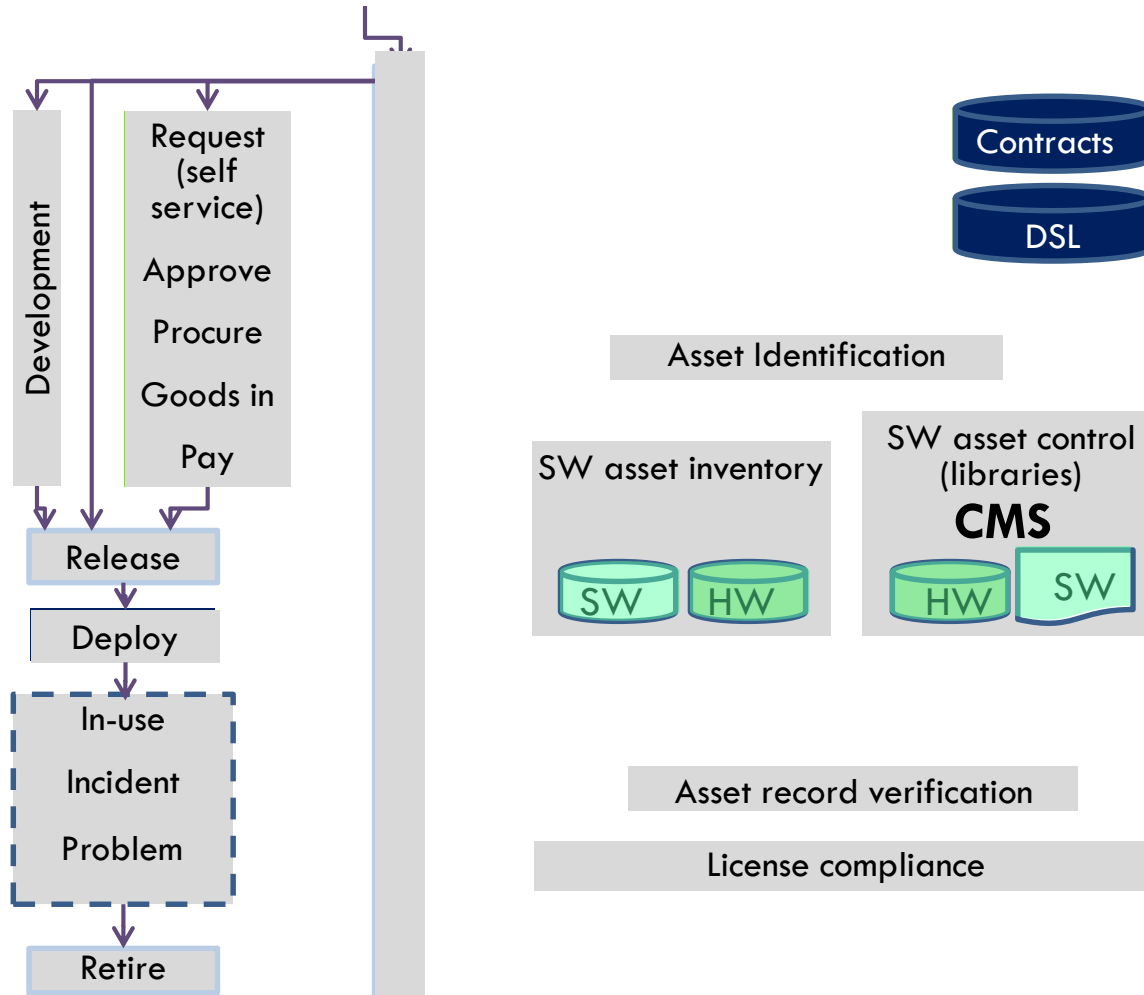
Typical lifecycle with inconsistent records and poor workflow

Improved lifecycle using service management (and workflow) with consistent record collection



Processes and Technology Map

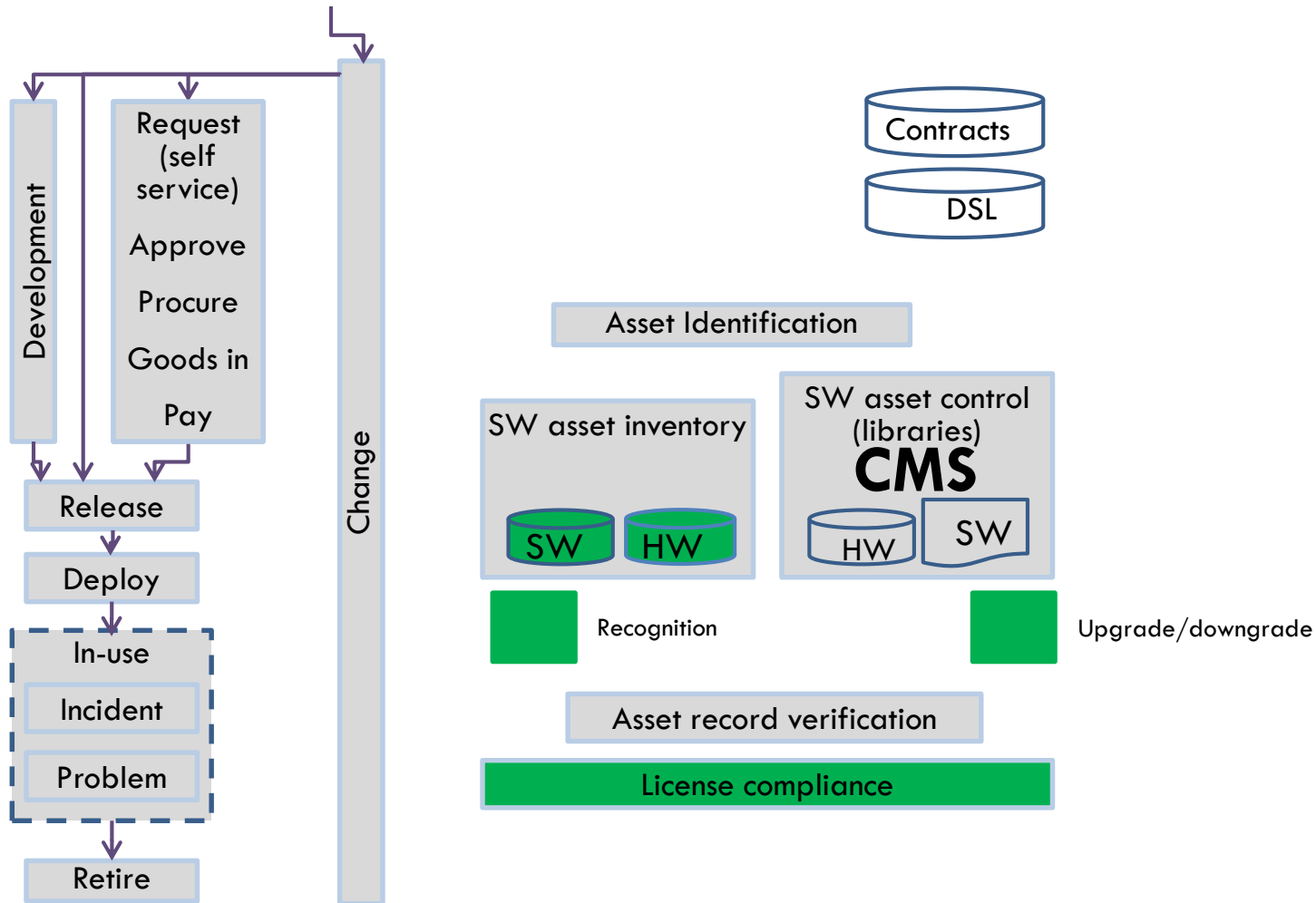
Which processes or technology are you missing?



Item	Status
Software catalogue	?
Self service	
Procurement	Y
Hardware estate	?
Contracts	Y
Licence data	?
DSL	N
Discovery data	N
Incident/problem	
Change/configuration	Y
Release	
Verification	N
Compliance recognition	?
Compliance - up/down grades	
Workflow	
Deployment methods	?

Processes and Technology Map

What does a particular toolset do?



Small or Large Companies

Small companies

- Single decision point
- Out of the box integrated technology



Larger companies

- Project based decisions
- Siloed teams with individual best of breed technologies and toolsets
- Use of partners / outsourcers



To Summarise

- SAM is continuous, not a one off
- Implementing SAM gives many benefits to projects and operations processes
- Management support is vital
 - Communicate the assessment to all
 - Give feedback on quick wins
 - Measure progress and communicate success
- Avoid the embarrassment of corporate action

