

BSA SAM ADVANTAGE  
GUIDE FOR SAM-ADOPTING ORGANIZATIONS



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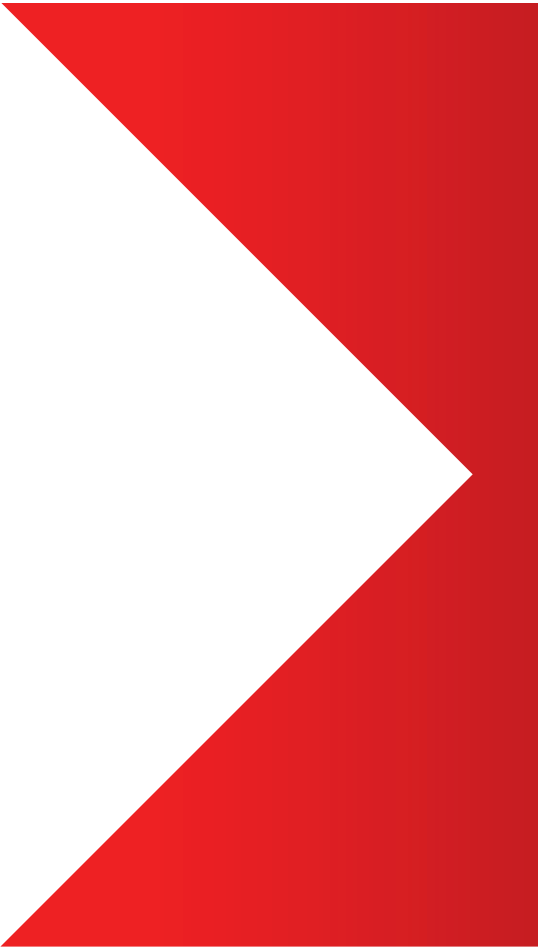
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## INTRODUCTION: THE NEED FOR BSA SAM ADVANTAGE

Most organizations around the world recognize the problems associated with illegal software usage and many are playing a proactive role in implementing Software Asset Management (SAM) processes—not just to ensure compliance, but also to help manage security risks and profit from the productivity and financial benefits associated with an efficient and well managed software environment.

However, implementing an effective SAM strategy can be a daunting task. The SAM industry is still in its infancy and every company, vendor, and SAM practitioner has a slightly different understanding and interpretation of what SAM means and entails. Furthermore, there is a variety of SAM services on offer with no standardised methodology for SAM implementations, no reference models or benchmarks for measuring success, and no accreditation for recognizing professionalism.

The Business Software Alliance (BSA), the world's leading software industry association, recognizes these issues and is launching BSA SAM Advantage.

### BSA SAM ADVANTAGE IS DIFFERENT.

BSA SAM Advantage is a unique initiative that uses an entirely different approach to develop the SAM industry and ensure truly effective SAM practice. BSA SAM Advantage is the only initiative sponsored by a not-for-profit association, endorsed by many of the world's leading software companies, delivered by professional partners, resellers and practitioners, and guided by the world's standards-making body, ISO. SAM Advantage is geared to help those wanting to achieve lasting SAM with an easy to follow, digestible, framework to achieve conformance with the ISO standard for SAM.



## WHAT IS SAM? WHY DO ORGANIZATIONS ADOPT IT?

SAM is a business practice that involves managing and optimizing the purchase, deployment, maintenance, utilization, and disposal of all software within an organization. Consisting of proven policies and processes, SAM is the best way to drive adoption of best-in-class software management practices so that organizations of all sizes worldwide can realize the full potential of—and value from—their software investments. SAM is actually one facet of the broader business discipline of IT asset management, which includes overseeing both software and hardware that comprise an organization's computers and network.

Organizations adopt SAM for several reasons, but according to an ISO survey carried out in May 2008<sup>1</sup>, the principle drivers are to control licence compliance, ensure on-going software cost-efficiency, and meet IT governance requirements. Crucially, SAM also enables you to give your users the exact software systems, applications and services they need in order to be the most productive, and ensures you're

not over-paying for the software being used, or paying for software that's not actually in use. SAM has been proved to deliver major cost savings in almost every organization: industry analysts<sup>2</sup> estimate savings from SAM to be 30% in the first year alone, with ongoing 5-10% annual cost savings in subsequent years.

*SAM is the best way to drive adoption of best-in-class software management practices so that organizations of all sizes worldwide can realize the full potential of their software investments.*

SAM can also help companies of all sizes become better-managed businesses, meeting IT governance requirements, obtaining the most value from the software needed to grow and compete, and assisting in avoiding security, financial, and legal risks.

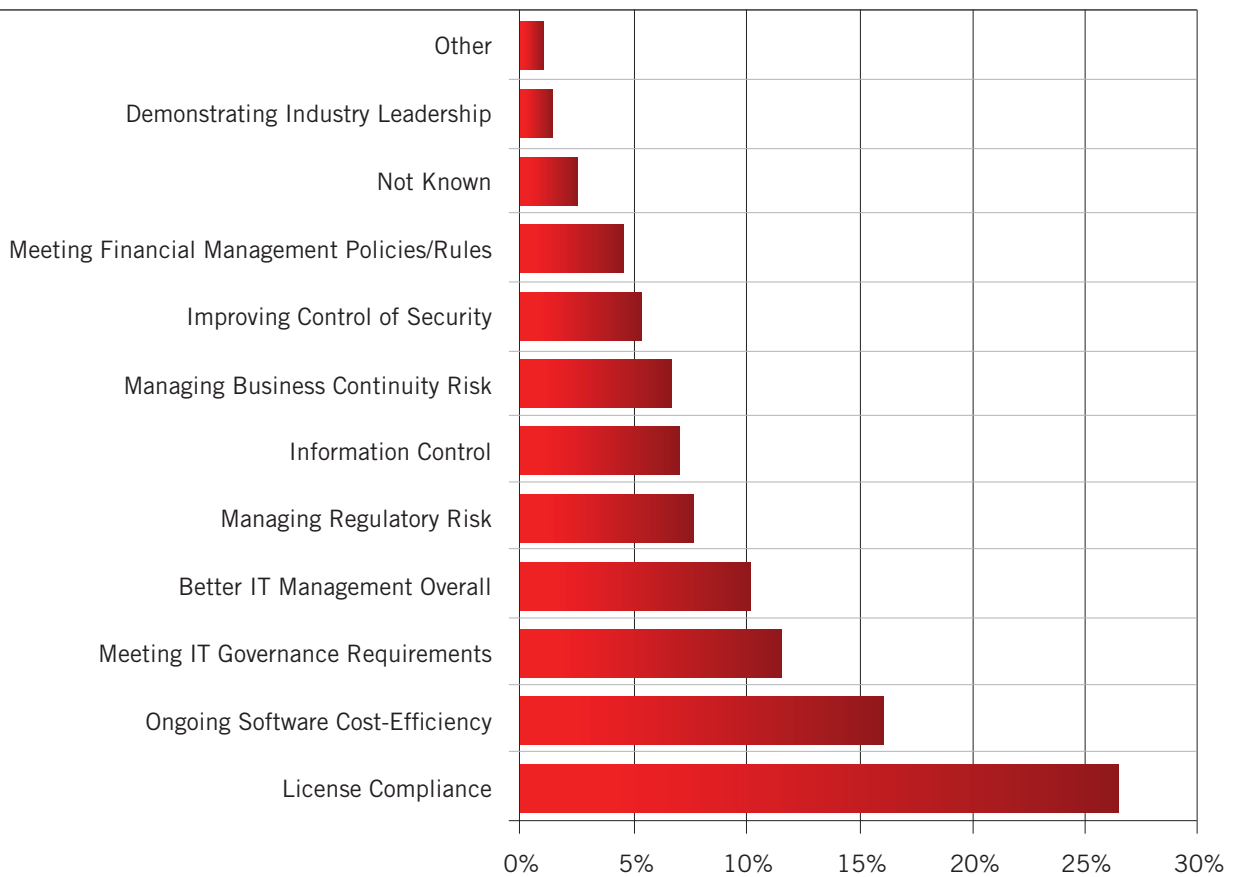
1. Source: ISO/SC7 Market Needs Study, May 2008

2. Source: "IT Asset Management: Moving to Higher Ground," Frances O'Brien, Gartner ITAM Conference 2003



### WHY DO END USERS IMPLEMENT SAM?

Source: ISO/SC7 Market Needs Study, May 2008



## WHY HAS SAM NOT BEEN WIDELY ADOPTED?

Despite software having a direct impact on the performance of a business, software asset management (SAM) is still in its infancy. The structured management of software within an organization first started to emerge in the mid- to late-1980s as desktop PCs rocketed in popularity, but it is only in the past five or so years that SAM as a discipline has taken shape. Whereas companies are experienced at dealing with compliance in other areas such as health and safety or financial reporting, software asset management processes are far more diverse and usually a product of a complex history and a revolving set of practices.

The management of a company's software estate is not a straight-forward process. Changes in the software industry and the manner in which software is deployed—such as virtualisation, multi-core computing and open source—combined with ever more diverse company structures are making controlling software assets even more challenging.





## WHY HAVE COMPANIES STRUGGLED WITH SAM TO DATE?

While many companies have embraced SAM and strive to achieve excellence in SAM processes and implementations, in many cases efforts can be focused on periodic audits, meaning problems are often only found after they have been present for some time. A large percentage of organizations still view SAM as a one-off project, either performed internally or by an external body. Disparate and inconsistent approaches

Furthermore, external consultants may be inclined to implement unique one-off programs, and there has been very little in terms of reference models or benchmarks for reviewing the quality of any third-party SAM service.

While implementing inventory software or commissioning an audit certainly represents a positive step in taking control of your

*Software Asset Management is a complete, ongoing process, which requires commitment and the allocation of dedicated resources – both technology and people.*

to SAM within some companies have meant they're often recreating the wheel, with no dedicated, recorded SAM program in place.

Often, knowledge about SAM is split across different departments: effective training programs are needed to educate employees on the requirements of the SAM program, and it can be difficult to find the qualified engineers or managers who fully understand the requirements of a SAM program.

software estate, Software Asset Management is a complete, ongoing process, which requires commitment and the allocation of dedicated resources—both technology and people.

A standard was recently created by the ISO, aiming to represent an all encompassing set of policies and processes that can be implemented into a SAM program. The arrival of the ISO/IEC 19770-1 SAM standard means, for the first time, businesses can work confidently toward, one global standard.



## WHY IS BSA SAM ADVANTAGE DIFFERENT?

BSA SAM Advantage is the first independent, global Software Asset Management program and has been created to help make license compliance a long-term, strategic process. BSA SAM Advantage helps you achieve better operational efficiency, improved information control and enhanced risk management through a robust, internationally acknowledged SAM implementation framework.

elements of the standard are applicable to which types of business. That's why we've created BSA SAM Advantage as a four-tier framework, so there is recognition for businesses at every stage. The BSA has worked closely with the International Organization for Standardization (ISO)—including licensing of BSA-developed intellectual property—to ensure that the program provides a clear route toward the standard.

*BSA SAM Advantage helps you achieve better operational efficiency, improved information control and enhanced risk management through a robust, internationally acknowledged SAM implementation framework.*

The framework is designed to be flexible, enabling companies of all sizes and industries to work toward a clear and measurable route to comprehensive SAM adoption through best-in-class training and resources.

It has sometimes been said that for many companies—particularly SMBs—adoption of the full ISO/IEC 19770-1 SAM standard is too complicated, and often unnecessary. The standard doesn't specify how to implement the processes, how to prioritize the implementation, or which

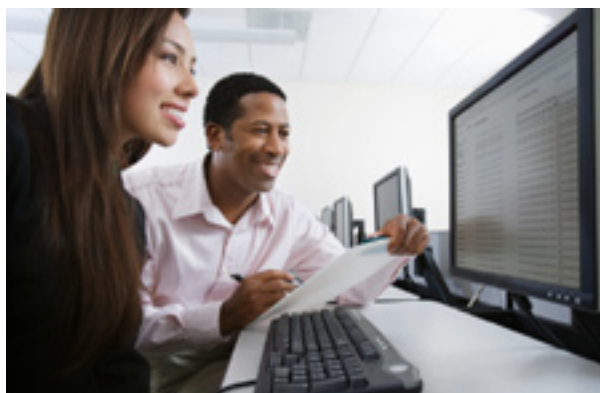
While supported and recognized by many of the world's leading software vendors, the program has been developed by the Business Software Alliance. This makes it the only globally available approach created by an independent, not-for-profit entity. As the world's leading industry software association, BSA's mission is to help all end users, guided by ISO standardization, to ensure optimization of their software assets.



## HOW BSA SAM ADVANTAGE WORKS

Little beats spending time with a professional, trusted advisor to achieve a goal. SAM Advantage works by enabling and accrediting consistent, committed SAM professionals who can help and support clients as they develop successful SAM programmes.

The BSA SAM Advantage materials and training courses, which include best practice workshops and certification options, are intended to be delivered by accredited SAM partners. Our SAM partners are qualified and experienced practitioners, and will work with you to ensure you have the tools, knowledge and support to achieve your SAM goals.



Organizations tend not to become best-in-class smoothly, or in one leap. Instead, they tend to move through natural evolutionary stages, each one a plateau of attainment with key practices mastered. With the tiered approach, the BSA brings you a way of benefiting from best practice in just that way.

Each tier of BSA SAM Advantage represents a tangible, documented recognition of SAM achievement, and the framework is designed to be flexible enough so that SAM partners are able to deliver the content to your particular organization.

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## THE FOUR TIERS OF BSA SAM ADVANTAGE

### **TIER 1: Trustworthy data**

While SAM has many benefits, organizations frequently cite the ability to achieve and show license compliance as the main reason for implementing SAM. Tier 1 focuses on creating a healthy engine-room for SAM. Processes that provide essential SAM data such as software

### **TIER 2: Control Environment**

Having established repeatable trustworthy data processes, organizations will be in a strong position to keep control of current risks and will be able to realize benefits from their current inventory. But what about the management of these processes so they *continue to adapt to new asset requirements*,

*SAM partners are qualified and experienced practitioners, and will work with you to ensure you have the tools, knowledge and support to achieve your SAM goals.*

inventories are usually imperative for organizations to master and get running smoothly, otherwise it can be difficult to set SAM in the right direction—much like a ship unable to steer. Trustworthy data flows help motivate and make a business case for further SAM. The first tier and training resources drill down on what it takes to deliver processes that can be repeated again and again and are properly authenticated to identify exactly which software is currently installed on your network.

and in doing so continue to recognize new risks and causes of risk? Tier 2 is about developing processes that give management proper control and fullest visibility through SAM, while meeting the needs of the business going forward.



**TIER 3: Key Operational Processes**

Some organizations may continue for some time with distinct SAM operations, which remain separate from service management or service-desk initiatives, for example. And while this may suffice for some, others will want to move to the next evolutionary stage, craving greater efficiency from integrating some SAM processes with other operational processes. This is not just about systems, but about integrating the way employees think and work. Tier 3 includes contract management, procurement, deployment, and retirement so they work together

with all necessary SAM procedures and can support the SAM data processes as part of one integrated approach, and deliver real ROI.

**TIER 4: Complete Systems Integration**

This tier includes the remaining best practices needed for full conformance, most notably the requirement for SAM to be incorporated into existing governance processes. Achieving this tier means SAM is fully comprehensive and fully backed by the business, enabling its use as a strategic tool for business transformation.

BSA SAM ADVANTAGE TIER	ATTAINING THIS MEANS...	SAM ADVANTAGE MAKES IT EASIER FOR YOU TO...
<b>Tier 1: Trustworthy Data</b>	Knowing what you've got when needed	<ul style="list-style-type: none"> <li>• Get started easily</li> <li>• Access valuable information</li> <li>• Set a foundation for best practices</li> </ul>
<b>Tier 2: Control Environment</b>	Making SAM managed	<ul style="list-style-type: none"> <li>• Make the business case for continued SAM</li> <li>• Set SMART objectives to achieve SAM goals</li> <li>• Win plan approval</li> </ul>
<b>Tier 3: Key Operational Processes</b>	Integrating SAM so it's instinctive	<ul style="list-style-type: none"> <li>• Deliver year-on-year value</li> <li>• Justify continued investment</li> <li>• Demonstrate continued progress</li> </ul>
<b>Tier 4: Complete Systems Integration</b>	Full ISO Conformance, Lasting benefits	<ul style="list-style-type: none"> <li>• Seek &amp; retain board approval</li> <li>• Sustain ongoing SAM benefits</li> <li>• Show best practice through full certification</li> </ul>



## HOW YOU CAN GET INVOLVED

A client wanting support to achieve the SAM Advantage tiers to best practice can quickly put them on the SAM Advantage roadmap with a business-requirements meeting. SAM partners have been through extensive training to equip them with the knowledge and resource to deliver you with a comprehensive SAM program, to whichever tier is most suitable for your organization.

Your SAM Advantage Partner will work with you using resources such as the Advantage360 dialog to understand current progress, help you set achievable milestones using the tiered approach, target the right tier for your organization, and start identifying how SAM Advantage can help with your business priorities.

## SUMMARY

BSA SAM Advantage is designed to help take you easily and efficiently toward the achievement of a globally recognized license compliance standard while increasing license compliance and decreasing overall IT costs. With its tiered approach there is a stage appropriate to every size and type of business. BSA SAM Advantage supports an on-going business process, not a one-off task. It goes way beyond a software audit by offering the end point of delivering not just compliance but also the management capabilities to help your business and the cultural change required to change the way intellectual property (IP) assets are used.



## FREQUENTLY ASKED QUESTIONS

*Q. Do I have to give out my details in order to use SAM Advantage?*

**A.** No. BSA respects the need for confidentiality. SAM-adopting organizations can use the four tiers, under the agreement with ISO, and a SAM Advantage trained partner—neither of which require registration. The only requirement is you are using it for your own SAM-adoption.

*Q. If I use BSA SAM Advantage, am I being certified?*

**A.** No. Certification is a separate step, based on a formal assessment. SAM Advantage is about training and resources for professional practitioners to support SAM-adopting organizations—it's not about doing a pass/fail test.

*Q. Can I get certification for my SAM?*

**A.** Yes, you can opt for Certification. Certification is one kind of recognition of conformance to a standard—in this case through on-site reviews by an independent third-party assessor. It includes substantive testing of SAM, certifying your conformance against ISO SAM, and carries with it the highest credibility and industry independence. The Certification process usually spans several months and can require investment.

*Q. What kind of certifications are available to me as a BSA SAM Advantage user?*

**A.** If you would like formal industry certification, you should consider independent schemes such as those offered by the itSMF. Through this scheme you can get formal 3rd party certification to each tier of ISO/IEC19770-1:2006. This is an established scheme-owner that provides Certification through independent quality assessors, such as Lloyds Register Quality Assurance. BSA has no formal involvement or business agreements with these bodies.

*Q. Does the BSA plan its own certification?*

**A.** While it will be possible to get BSA recognition of your tier implementation, BSA has no plans to become a SAM Certification Scheme-owner or third-party assessor—our role is to support industry best practice in SAM.

*Q. What other kind of assessments can I use to recognize progress through SAM Advantage?*

**A.** Your SAM Advantage Partner has access to the SAM Advantage Quality Management System (QMS) Assessment and can advise you if this could meet your needs. It provides second-party assessment for each of your tiers once your SAM implementation has been implemented and running for six months. It is not recommended you start with QMS assessment.



## USEFUL LINKS

[www.bsa.org](http://www.bsa.org)

[www.bsa.org/samadvantage](http://www.bsa.org/samadvantage)

[www.iso.org](http://www.iso.org)

[www.19770.org](http://www.19770.org)



**ROBERT HOLLEYMAN**, President and CEO, BSA:

*“BSA SAM Advantage aims to help those who make, sell and use software worldwide to make license compliance a long-term, strategic process for organizations featuring different levels of adoption for different end-user needs. It will provide organizations with a clear route toward license compliance supported by an open, independent and not-for-profit body.”*

**DAVID BICKET**, Convener of the ISO's Working Group for 19770-1:

*“Research we conducted in 2008 revealed that businesses are looking for a staged approach to conformance with the SAM standard. In delivering this, and in providing a clear route towards the standard, I believe the BSA SAM Advantage program is firmly focussed on ensuring meeting the real SAM needs of business.”*

**MICHAEL BEARE**, Director, License Compliance, Microsoft:

*“Current SAM training structures don't take into account the sheer diversity of SAM needs and expectations among businesses. BSA SAM Advantage provides the breadth of resource and the flexibility in their implementation, enabling us to deliver high-value support and standards to steer our customers towards achieving software asset management optimization.”*

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