

Software Asset Management (SAM) Maturity Model

Maturity/ Qualifier	1 Random	2 Repeatable	3 Defined	4 Managed	5 Optimised
Process Definition	Neither defined nor documented SAM processes. SAM tasks, such as installed software data collection, are carried out in an ad-hoc manner.	Basic SAM processes are in place. e.g. procurement procedures to collect and store asset information. Processes are not used by all groups (procurement, finance, IT).	A uniform set of SAM processes are defined for all parties: procurement, finance, IT services and line of business groups. SAM is viewed as a 'whole of enterprise' activity.	Processes exist to ensure recommendations are acted upon. The processes established at level 3 return actionable advice which will see more value extracted from software spend.	Processes include automated SAM analysis. The processes established at level 4 provide ongoing licensing optimisation.
Process integration	None	Licence records and discovery are matched in support of vendor audits.	Close coordination between relevant groups is built into SAM processes.	Processes support a feedback mechanism to the business to enable incremental improvements.	SAM Processes are fully integrated and largely automated throughout the entire software asset lifecycle.
Skills/ Organisation	SAM skills do not exist.	One business group (e.g. procurement or IT) is tasked with SAM.	All relevant groups are involved in SAM discussion: e.g. procurement, finance, IT and business units.	Governance structure is established to coordinate software asset lifecycle.	SAM and services delivery merge.
Tools/ Automation	Fragmented tools.	Licensing records collection, discovery and matching tools in place and configured to support ad hoc requests.	Tools are configured to provide periodic reports.	Analytic tools to assist with periodic licensing procurement and software planning activities.	Highly automated tools provide ongoing licensing optimisation and compliance.
Metrics	Processes metrics not defined or tracked. Large amounts of discovery data collected, but difficult to analyse.	Licensing records and discovery data matched and metrics limited to 'shortfalls' or 'over licensing' reports.	Collection of licence records, installed software data scan, are regularly conducted.	Matching and analysis consider licensing rights, which drives recommendations for compliance and licensing optimisation.	Licensing costs and BAU costs for delivery of software is optimised
Business Impact	Unable to respond adequately or efficiently to audits. 95% chance of being out of compliance.	Able to respond to audits on request. Compliance risks remain at 95%.	SAM is viewed as satisfying the business tactical needs when purchasing software. Compliance risks begin to fall.	SAM provides regular feedback to reduce compliance risks and optimise licensing spend.	SAM is viewed as an enabler of IT delivery and a strategic tool for IT optimisation.