



Lessons from 500 Business Cases

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LET'S TALK!

What's the state of ITAM in 2022?
Understand the why and how...
Building the case...
What about doing nothing?...
Tell the story...




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Business Value Advisors – What We Do

- Identify the **business value** of ITAM based on our real-world experiences
- Connect the business value of ITAM capabilities to **strategic priorities**
- Help customers build ITAM programs that deliver **real business outcomes**
- Work with customers to help **justify investment** in their programs



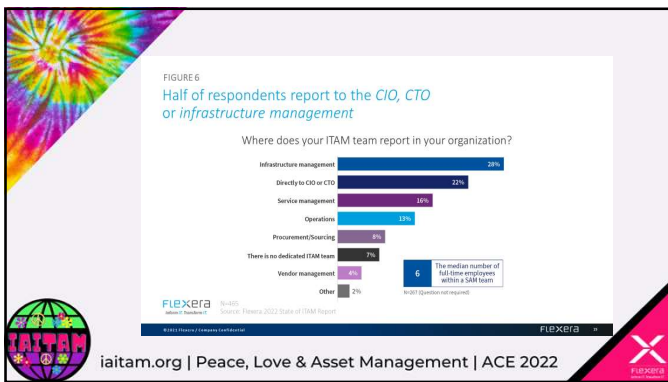
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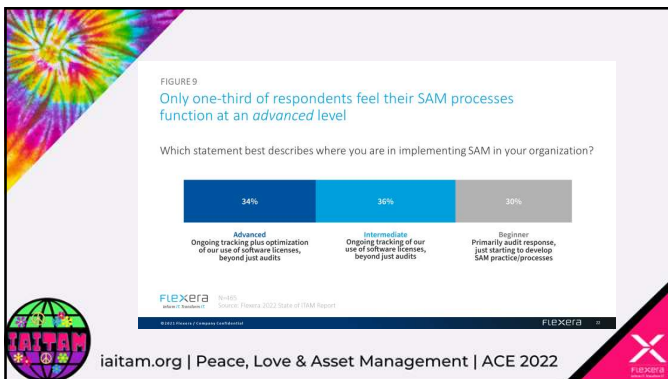
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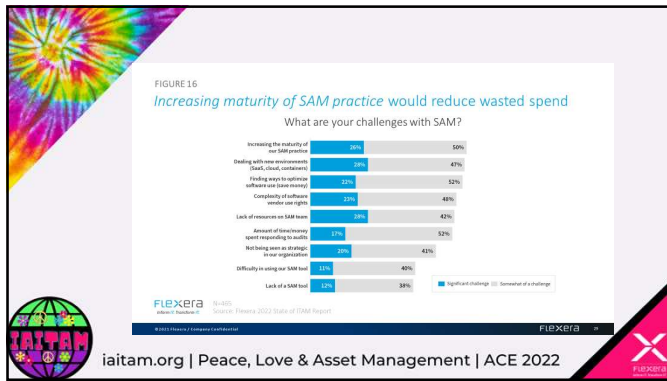
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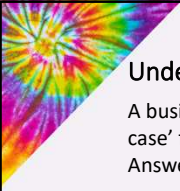
Understand the Why and How...

*"Well, now give me money
(that's what I want)
Whole lot of money
(that's what I want)"*

The Beatles (1963). Money (That's What I Want). [With The Beatles]. Parlophone

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Understand the Why and How

A business case is a story that needs to show a 'credible case' for change ...How?
Answer the following questions....


- What are the key strategic goals for the company?
- How will this investment impact those goals?
- What executive pain will this investment help alleviate?



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Understand the Why and How


You need to know your internal process....

- Are investment reviews done annually? Quarterly?
- When could my pitch be presented?
- Who has the final say? (CIO, CFO, a committee?)


Find some winning business cases (and a mentor!) that you can pattern your case on



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Understand the Why and How


DON'T make the following assumptions...

- Leadership is aware of the problem..
- Leadership understands the alternatives..
- Leadership understands the cost of status quo..
- Leadership has a sense of urgency..


Clarifying these assumptions will provide a framework to the story...



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Understand the Why and How

Have a solid understanding of the key stakeholders –
Remember - It's not about YOUR pain!

- Who has influence?
- Who stands to benefit? Who stands to **lose**??
- Who controls the resources impacted?
- Where are the specialist skills needed?
- Who controls change management in the org?



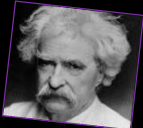

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Building the case...


"Figures don't lie, but liars' figure"
Mark Twain

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Building the case...


ITAM programs/investments tend focus on these three areas..

- Reducing the software/subscription cost curve..
- Establishing proactive governance around risk..
- Leveraging technology to free up resourcing

But what about increasing revenue?, faster decision making? And other items outside the box?



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Building the case...

Provide Evidence of the problem...

Enterprise Software Supplier Audits: 2017-2019

Example: timeline of vendor audit settlements

Microsoft Project Professional (880,199 desktops)

Example: specific overspend examples

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Building the case...

Show the pain of the same...

<GOV'T AGENCY>'s Key Software License Business Challenges

Challenge #1
Vendor Negotiations

It is difficult to effectively negotiate follow on contracts without accurate visibility of software assets and support purchased from vendors. <GOV'T AGENCY> often relies on vendors to provide asset count which requires verification through time consuming manual research.

Challenge #2
Identification of Software Efficiencies

Without the ability to determine software reuse opportunities, it's difficult to implement cost avoidance measures or devise ways to reduce software maintenance spend.

Challenge #3
Forecasting Future Software Expenditures

Without the ability to actively monitor software license/subscription expenditures, it is difficult to forecast the need for additional resources. It also puts the <GOV'T AGENCY> at risk for unbudgeted "year up" expenses.

These challenges make it difficult to comply with <REGULATION 1 AND 2>, and FITARA and MEGABYTE Acts

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Building the case...

Show examples of potential benefits...

	2022	2023	2024	Total
Current MS spend	\$3.9M	\$3.9M	\$3.9M	\$11.7M
Cost takeout target w/ Flexera	5%	3%	3%	
Annual MS spend w/ Flexera	\$3.7M	\$3.6M	\$3.5M	\$10.8M
Savings vs. current state	\$196K	\$307K	\$416K	\$919K

Benefit summary for Acme Company

Organizational Impact

- \$1,744,000,000 Annual Revenue
- \$400,000,000 Annual IT Budget
- \$60,000,000 Average Annual Software Spend
- 6,500 employees


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What about doing nothing?...

*"If you choose not to decide,
you still have made a choice"*

Rush, (1980), *Freewill*, [Permanent Waves], Mercury Records



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Why do we do nothing?


Natural selection rewards the cautious

- Don't run with scissors
- Be ready for everything on an exam

• Humans are the one species that with the ability to make rational decisions

• This combination may lead to an over-reliance on preparedness ,obsessing over every detail, resulting in overwhelm and simply not making any decision

• As "failed" buying efforts multiply, confidence in other purchases that do happen seems to erode



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Broader implications of doing nothing

Inaction is a step backwards, resulting in...

- Loss of talent
- Shrinking market share
- Corporate extinction

"Doing something costs something. Doing nothing costs something. And, quite often, doing nothing costs a lot more"



Ben Feldman

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What we hear....

- "We can't justify the investment"
- "We need to do more research, need more information"
- "It's not a priority for us right now"
- "It's not broke, so why fix it?"
- "We're in a holding pattern, not ready to decide yet."
- "The timing isn't right."
- "We've always done it this way, why change?"
- "We've tried this already and failed"

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What it really means?....

"We can't justify the investment"	Likely no or weak business case
"We need to do more research, need more information"	Analysis paralysis No one willing to put their neck on the line
"It's not a priority for us right now"	Lack of willingness to stand up for the investment
"It's not broke, so why fix it?"	Potentially a risk averse, non-confrontational stakeholder
"We're in a holding pattern, not ready to decide yet."	Vendor differentiation not aligned to key business outcomes desired
"The timing isn't right."	Business case not tied to key corporate initiatives and priorities
"We've always done it this way, why change?"	Perceived pain of the same not greater than the pain of change
"We've tried this already and failed"	Lack of defined program goals; no value capture metrics; lack of executive support

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Calculate the cost of doing nothing....

Cost of Doing Nothing

Assumes 3% annual SW spend growth in current state and 4% annual savings with Pioneers.

5-year Cost of Doing Nothing: **\$27M**

■ Total 5-year SW Spend (Do Nothing): \$234M
■ Total 5-year SW Spend (4% annual savings): \$207M

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Tell the story...

"This is Major Tom to Ground Control / I'm stepping through the door / And I'm floating in a most peculiar way / And the stars look very different today."

David Bowie (1969). *Space Oddity*. [David Bowie] Philips





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Tell the story..

Why stories? Stories tend to engage leadership

IT and ITAM have more credibility since the pandemic

What story type resonate in your company?
Pick one and try it, multiple versions per stakeholder may be needed



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Tell the story..

Avoid the alignment problem – How can you help?


Leave something to the imagination

Balance between Words vs. Numbers

"Be the memorable 15 minutes"



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Things to remember...

- Know the *business*
- Know what has worked
- Know the **VALUE**
- Socialize and Practice!



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Questions?





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Thanks for attending!

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Replay our other sessions from this week:

"The Value of ITAM Isn't What You Think It Is..."
– Dan Anderson

"Drive Toward Program Adoption, Maturity, Relevance"
– Walter Darrough



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References

[Flexera Essential Reports: State of ITAM - 2022](#)

[Flexera Essential Reports: State of the Cloud – 2022](#)

[The Art of the One-Page Strategy: Inspire with Stories](#)

[How to Write a Great Business Case](#)

[No Decision should rarely be a surprise](#)

[Cost of no decision is greater than you think..](#)



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