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	SAM Throughout Organization	but SAM roles & responsibilities not defined	Direct SAM responsibility is identified throughout organization	Each functional group actively manages SAM	in job descriptions across organization
	SAM Improvement Plan	No SAM development or communication plan	SAM plan is defined and approved	SAM Improvement is demonstrated	SAM goals part of executive scorecard; reviewed regularly
	Hardware & Software Inventory	No centralized inventory or < 68% assets in central inventory	> 68% - 95% of assets in inventory	> 95% - 98% of assets in Inventory	> 99% of assets in inventory
	Accuracy of Inventory	Manual inventory; no discovery tools	Inventory sources reconciled annually	Inventory sources reconciled quarterly	Dynamic discovery tools provide near real-time deployment details
	License Entitlement Records	Procurement manages contracts; not accessed by IT managers	Complete entitlement records exist across organization	Entitlement records reconciled with vendor records	SAM entitlement system interfaces with vendor entitlement to track usage
	Periodic Evaluations	IT operations managed on ad-hoc basis	Annual sign-off on SAM reports	Quarterly sign-off on SAM reports	System reconciliations and ITAM report available on demand
	SAM Operations Mgmt & Interfaces	SAM not considered part of MBiA risk plan and company integration	Operations manages separate asset inventories	Operations manages associated asset inventory	All business units follow the same strategy, process & technology for SAM
	Acquisition Processes	Assets purchased on a per project basis; without a review of current availability	Software purchases use approved vendors	Software purchases based on deployment/entitlement reconciliation	All purchases are made using a pre-defined asset catalog: based on metered usage
	Deployment Processes	Assets deployed by end- users in distributed locations; no centralized IT	Only approved software is deployed	Software deployment reports are accessible to stakeholders	Software is dynamically available to users on demand
	Retirement Processes	Software is retired with hardware and is not harvested or reassigned	Unused software is harvested (where the license allows) and tracked within a centrally controlled inventory	Centrally controlled inventory of harvested licenses is maintained & available for reuse. Deployment & license records are updated	Automated process w/ centralized control & tracking of all installed software, harvest options, internal reassignment and disposal
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Software Pre-approval (Governance) Process (SLA 2 weeks)



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