Session Title:
Our Journey from Unmanaged to Operational Integration

Speaker Name:
Renee Cordova Lottes

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
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LET'S TALK!

- Background
- Lessons Learned
- Tips
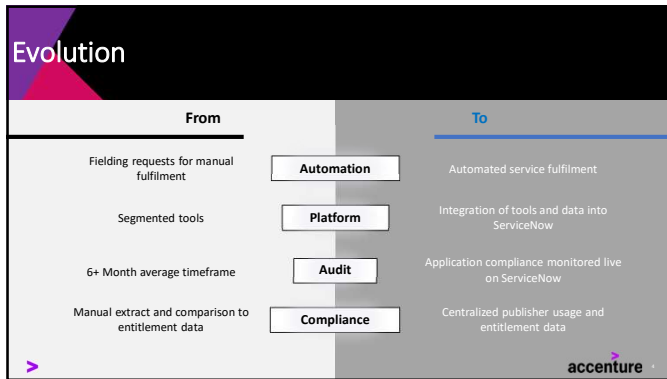- Impact

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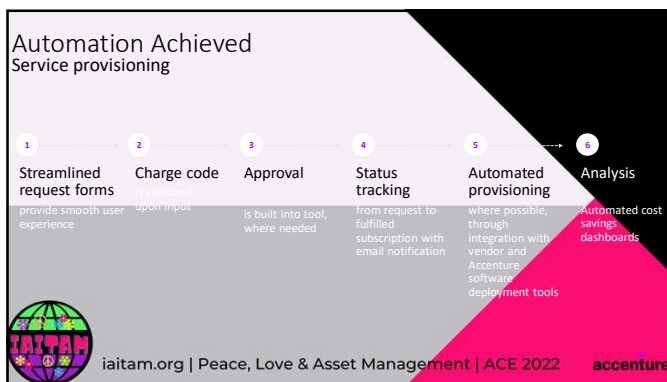
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Background and Roadmap   accenture

2018
- Segmented software request processes
- No centralized governance

2019
- Moved to ServiceNow platform
- Implemented initial software governance
- Workstation foundation established
- Enabled the management of decentralized licenses

2020
- Leveraged ServiceNow to launch software process workflows
- Integration with purchasing systems and software catalog
- Software discovery
- Software request via Accenture Software Catalog
- Procurement channels integrated
- Continued SAM Governance
- End-user license management via Asset Portal

2021
- Implemented surrender license processes
- Identified
  - ability of software owners to manage software licenses via dashboard
  - cost recovery
  - cost savings
- SaaS license management
- True-up support
- License renewal processes
- Contract alignment with purchasing

2022
- Asset intelligence
- Automated reclamation process of underutilized user applications and onboarding of non-supported software
- Adding additional publishers
- Product Owner visibility to compliance
- Expanding license workbench

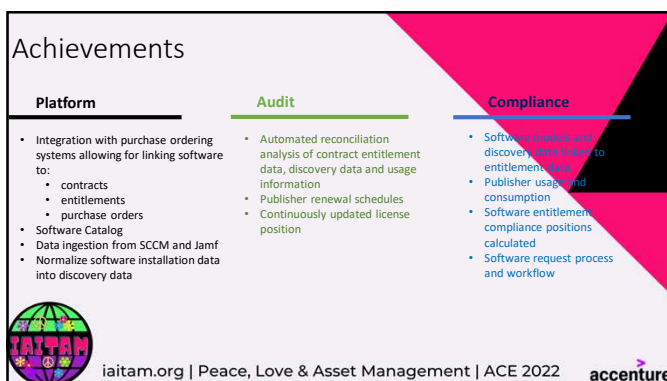iaitam.org | Peace, Love & Asset Management | ACE 2022

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Evolution

From		To
Fielding requests for manual fulfilment	Automation	Automated service fulfilment
Segmented tools	Platform	Integration of tools and data into ServiceNow
6+ Month average timeframe	Audit	Application compliance monitored live on ServiceNow
Manual extract and comparison to entitlement data	Compliance	Centralized publisher usage and entitlement data

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Automation Achieved
Service provisioning

1. Streamlined request forms
provide smooth user experience

2. Charge code
upon input

3. Approval
is built into tool, where needed

4. Status tracking
from request to fulfilled subscription with email notification

5. Automated provisioning
where possible, through integration with vendor and Accenture software deployment tools

6. Analysis
Automated cost savings dashboards

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Achievements

Platform	Audit	Compliance
• Integration with purchase ordering systems allowing for linking software to: • contracts • entitlements • purchase orders • Software Catalog • Data ingestion from SCCM and Jamf • Normalize software installation data into discovery data	• Automated reconciliation analysis of contract entitlement data, discovery data and usage information • Publisher renewal schedules • Continuously updated license position	• Software position and discovery data linked to entitlement data • Publisher usage and consumption • Software entitlement compliance positions calculated • Software request process and workflow

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Lessons Learned

Secure leadership support
Develop relationships with key stakeholders and gain support to ensure success

Choose the right discovery tools
Aim to automate as many processes as possible

Focus on change management
Identify all impacted teams and plan to educate users/stakeholders on the new ways of working

Recognize that every publisher is unique
Not all publishers are the same and need the same management approach; different solutions might be necessary

Understand the licensing evidence
Vendors require different licensing evidence. When purchasing software, obtain written confirmation from the vendor for the proof of license

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Lessons Learned

Gap analysis
Perform full Gap Analysis of existing tools to ensure future implementation will offer complete coverage

Collaboration with Product Owners
Ensure Product Owners understand the value of the tool and when/how to use to maximize the benefits of the tool
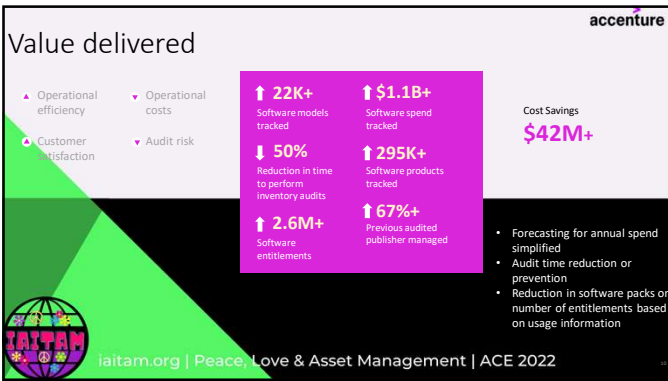
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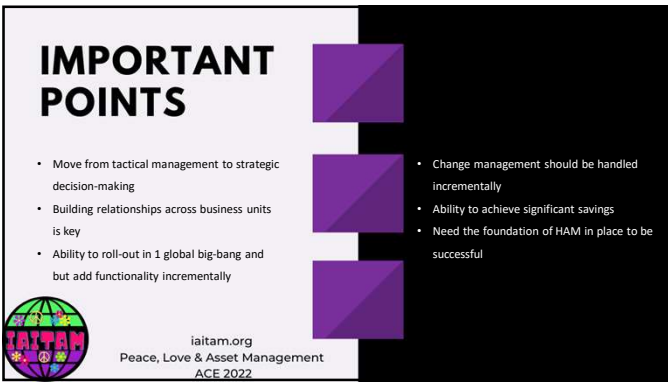
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Organization insights drive our strategy

Early reflections		Late reflections	

Unite the business
Use ServiceNow as pability to unite takeholders across the enterprise
Align leadership steering and support for cross-function process disruption

Plan and adjust actively
- Employ nimble, flexible budgeting and prioritization processes
- Implement agile processes in parallel to, not in lieu of, traditional methods

Set the foundation
- Plan for a single instance
- Evolve upgrade strategies
- Protect cross-organization goals
- Emphasize leadership, vision and governance

Advance migration approach
- Sequence capabilities to accelerate value
- Balance "centralized" and "distributed" development
- Standardize Configuration Management Database

Refresh talent
- Find leaders and partners who can define vision and disrupt isolated thinking
- Reskill resources during transformation projects and legacy system sunsets

Push limits
- Work closely with vendors and partners to drive innovation and performance
- Iterate the IT, service and vendor roadmaps continuously

Continue to evolve
- Ramp up skills through legacy sunsets
- Drive experience as a platform
- Innovate processes
- Fortify operations

Define strategy and roadmap
- Balance near-term goals with transformation outcomes
- Align cross-function sponsorship
- Iterate the ServiceNow roadmap

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Value delivered

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Operational efficiency
Operational costs
Customer satisfaction
Audit risk

22K+
Software models tracked

$1.1B+
Software spend tracked

Cost Savings
$42M+

50%
Reduction in time to perform inventory audits

295K+
Software products tracked

2.6M+
Software entitlements

67%+
Previous audited publisher managed

- Forecasting for annual spend simplified
- Audit time reduction or prevention
- Reduction in software packs or number of entitlements based on usage information

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IMPORTANT POINTS

- Move from tactical management to strategic decision-making
- Building relationships across business units is key
- Ability to roll-out in 1 global big-bang and but add functionality incrementally

- Change management should be handled incrementally
- Ability to achieve significant savings
- Need the foundation of HAM in place to be successful

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12