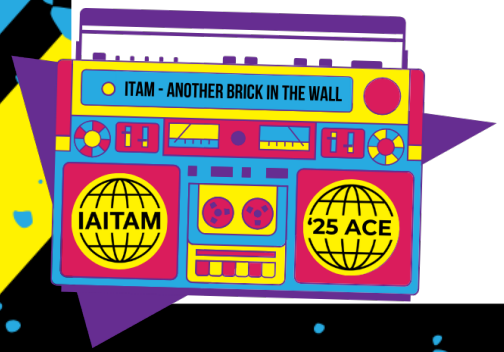
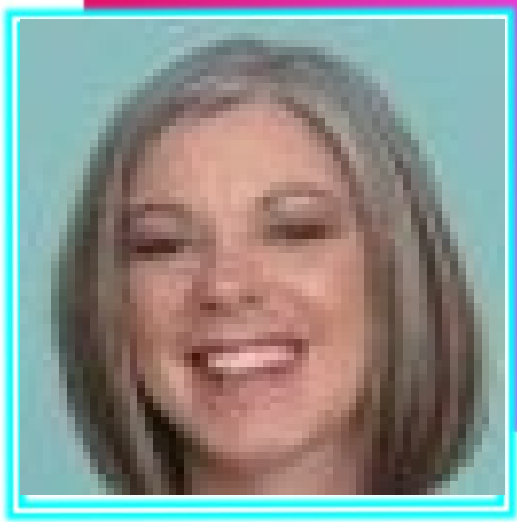
IAITAM ACE 2025

ITAM - Another Brick In The Wall

KAIZEN YOUR SAM PROGRAM

From the Valley of Despair
To Radical Continous Improvements





Patrick Graff
Sr. Service Engineer SAM Manager @ Microsoft
Microsoft Digital

Neva Fay
Service Engineer II
SAM Manager @ Microsoft
Microsoft Digital

Microsoft

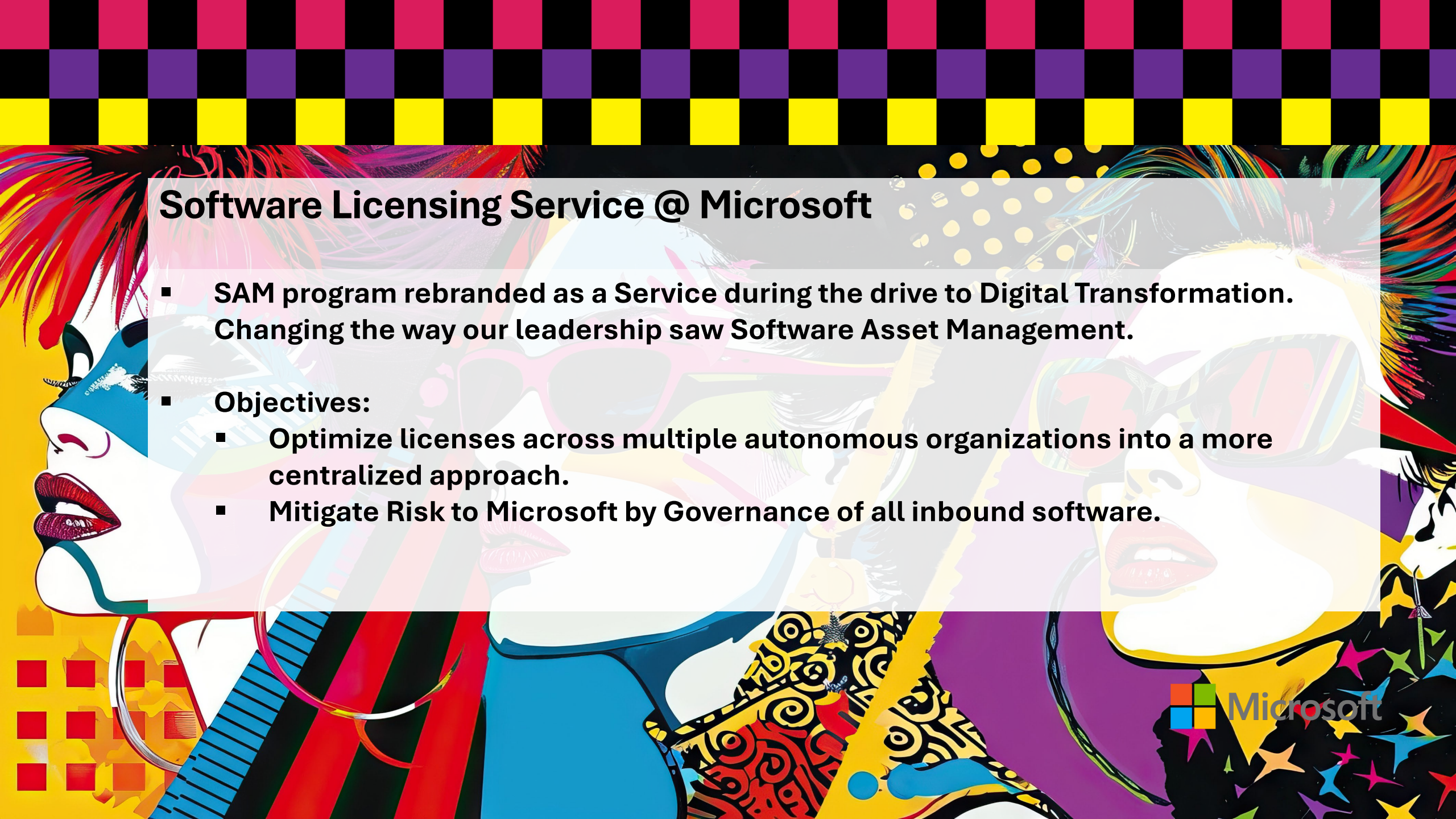
Let’s Talk Fun Facts!

1. What Type of Band do you think Pat played in during the 80?
2. What do you think Pat and Neva’s favorite Movie was?
3. What do you think Pats first computer was in the 80s?
4. What doll do you think was Neva’s favorite in the 80’s
5. What was the phrase to Say?

Software Licensing Service @ Microsoft

- SAM program rebranded as a Service during the drive to Digital Transformation. Changing the way our leadership saw Software Asset Management.

- Objectives:
  - Optimize licenses across multiple autonomous organizations into a more centralized approach.
  - Mitigate Risk to Microsoft by Governance of all inbound software.



What is a Kaizen and how did we apply it to create a Continued Improvement Plan for our SAM Program?

Microsoft

Kaizen – Change for the Better

Dedicated Focus

Eliminate distractions to spark innovation
Shift from endless debates to real action

Collaborative Change

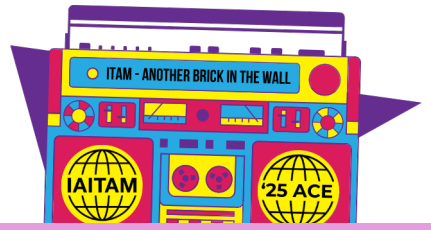
Empower teams to co-create & own
Harness diverse ideas to fuel innovation

Accelerated Pace

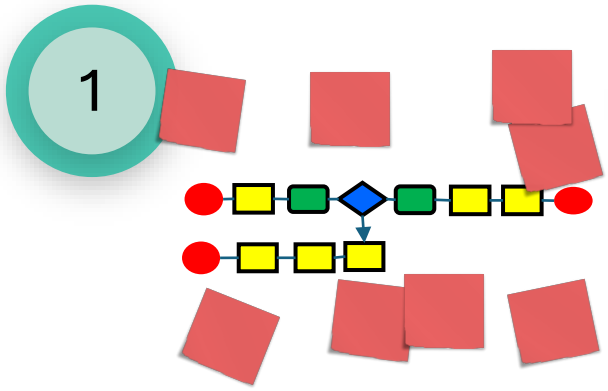
Act swiftly on small, impactful improvements
Drive rapid learning & iteration

Transformative Results

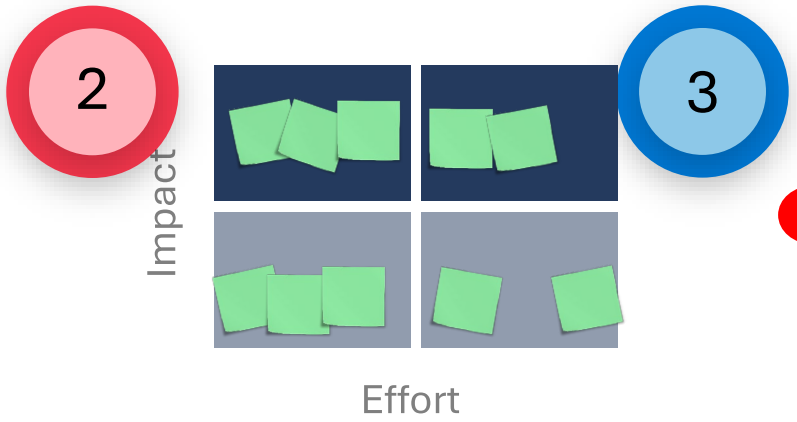
Deliver quantified progress & results
Compound small changes into big results



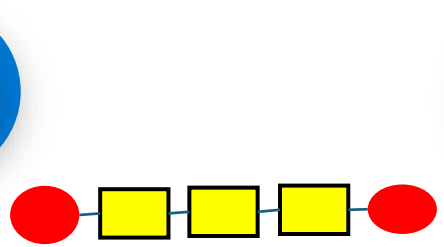
The VSM Journey



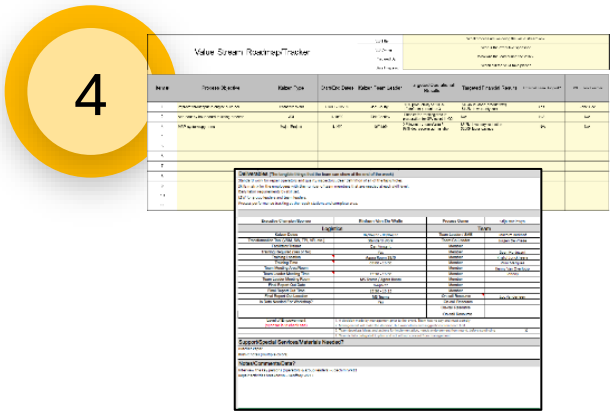
Map Current State and identify wastes and pain points



Identify & Prioritize Improvements based on the impact and effort to implement

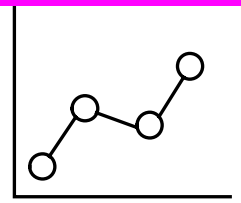


Design Future State to maximize value-added activity and incorporate priority improvements



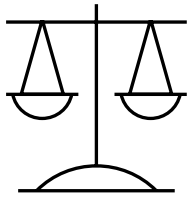
Create Improvement Roadmap that delivers progress at accelerated pace

Kaizen Mindset



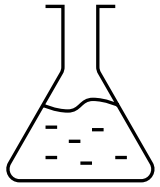
Live our growth mindset

Lean into learning and find a way to deliver breakthrough



No hierarchy here

Your perspective matters. Our best ideas should win no matter where they come from

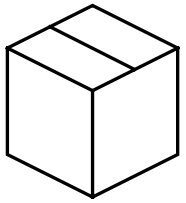


Challenge everything

Ask “why?” until we truly understand the heart of the matter

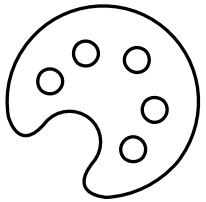
Look for leverage

Prioritize creative, low-cost, and fast-paced solutions



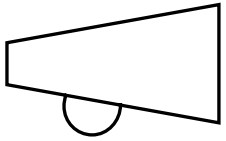
Better > Perfect

Progress today is better than plans that never materialize



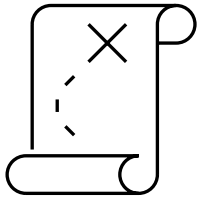
Keep an open mind

Instead of “no, because,” say “yes, and.” Embrace “how might we” for breakthrough



Consult the ICs

Innovation comes from diverse ideas & rapid learning cycles from all involved



Make it real

Plans are only good if implemented, and they only succeed if they are sustained

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Plan Your Week as the Kaizen is Mach 3

TUESDAY

Align Team

Map Current State

Value add/ non-value add inventory

Identify Wastes

THURSDAY

Ideate & Prioritize Improvements

Build Future State

Create Roadmap

Test Future State & Drive Progress

FRIDAY

Finalize Roadmap

Get More Feedback & Progress

Setup Sustainment

Deliver Report Out

Kaizen is change, and change is not easy

← Old way

New way →

Shock & Fear

Anticipation

Denial

CHANGE CURVE

Commitment

Planning & Implementation

Acceptance

Anger & Betrayal

Frustration

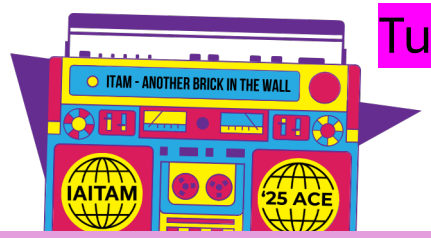
Resistance

Exploration

Tuesday

Thursday

Wednesday Valley of Despair

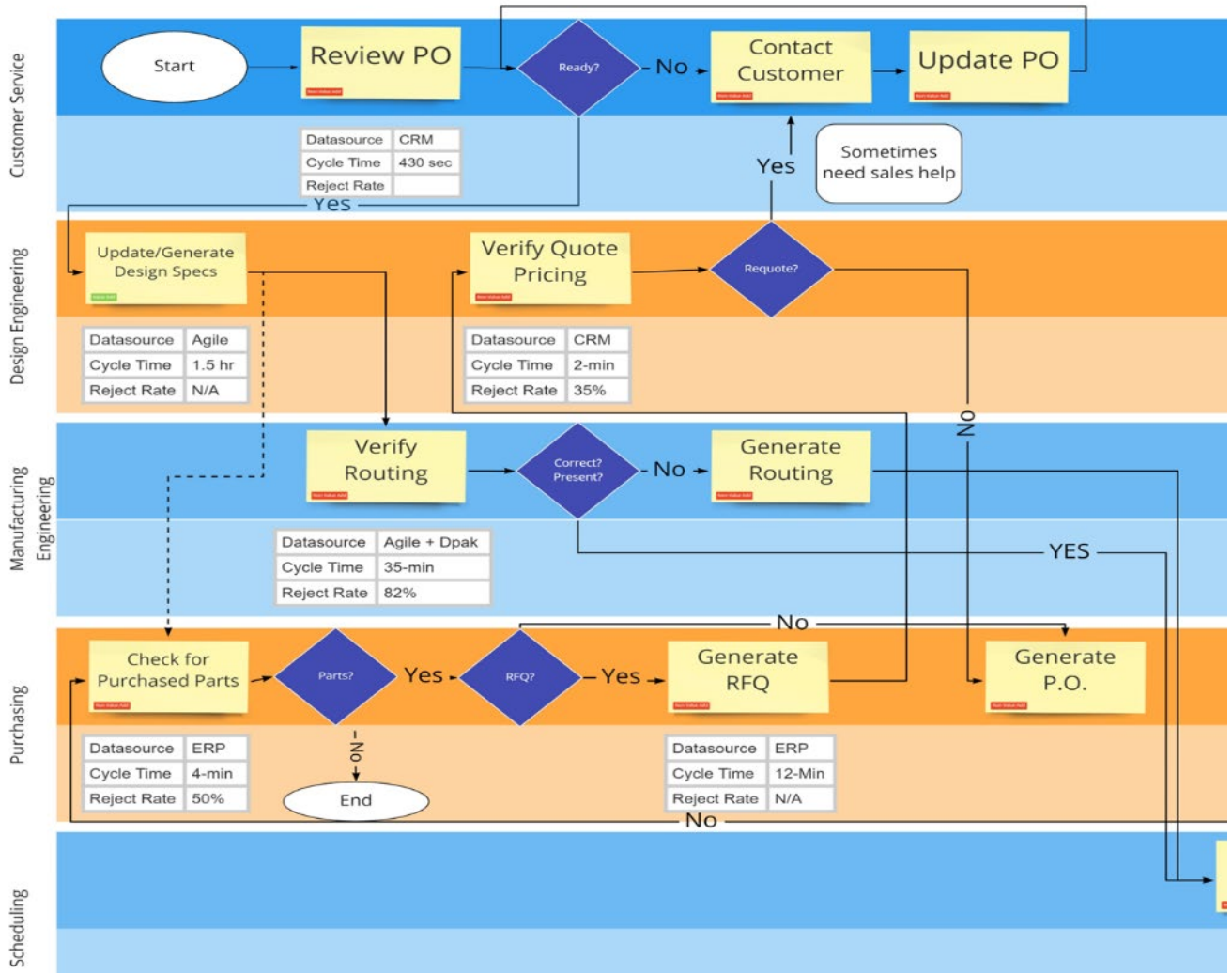


“Improvement usually means doing something that we have never done before”

Shigeo Shingo

VSM is the visual starting point to transform our processes for the better

- **Key Benefits**
- Make waste visible & actionable
- Generate breakthrough solutions
- Align team on our future process
- Create a path to get there with urgency



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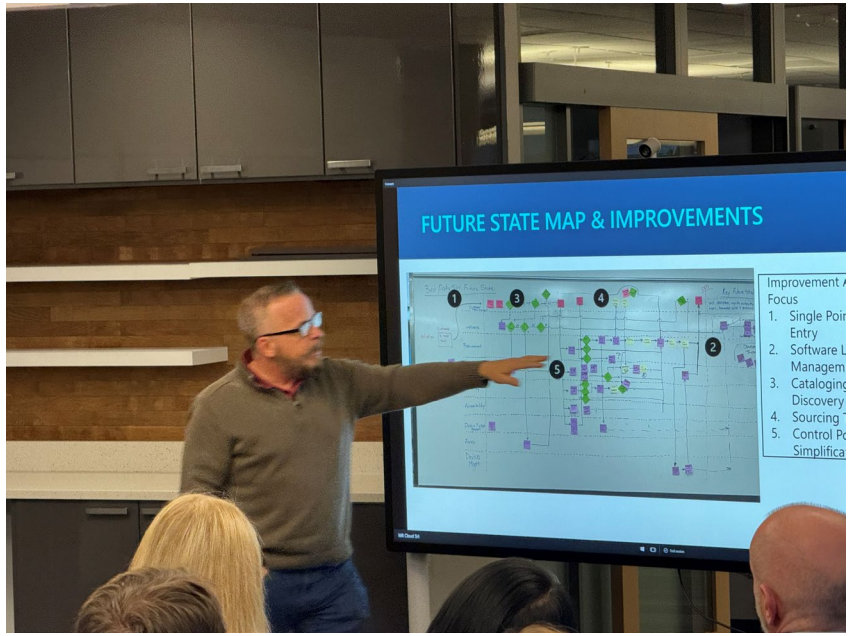
What’s in it for me?

- Opportunity to share learnings, provide constructive feedback and validate proposals
- Opportunity to implement some solutions to current process
- Improved internal communication and alignment
- Removes potential future pain points (proposed solutions)
- **Will make your job easier and ensure successful launch of the process**



Overview

Purpose of the Kaizen Event:

- Microsoft spends nearly $1 Billion on software. Through analysis performed by the security organization, we have detected approximately 415,000 3rd-party applications in use within the environment, including a mixture of free software (drivers, software components, utilities, etc.) and personally-owned software titles. There is a large area of unmanaged Software spend that is actively managed through corporate processes (MSD, Procurement, Security, etc.).

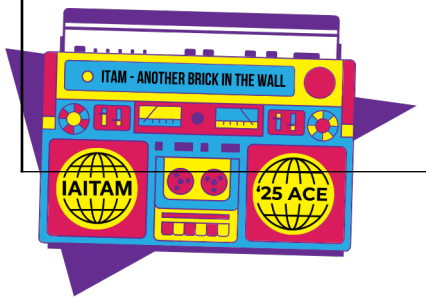
Purpose of Meeting:

- Share with our teammates solutions necessary to achieve our future state and objectives.
- You were chosen to attend this meeting because you are the Customer of this process.

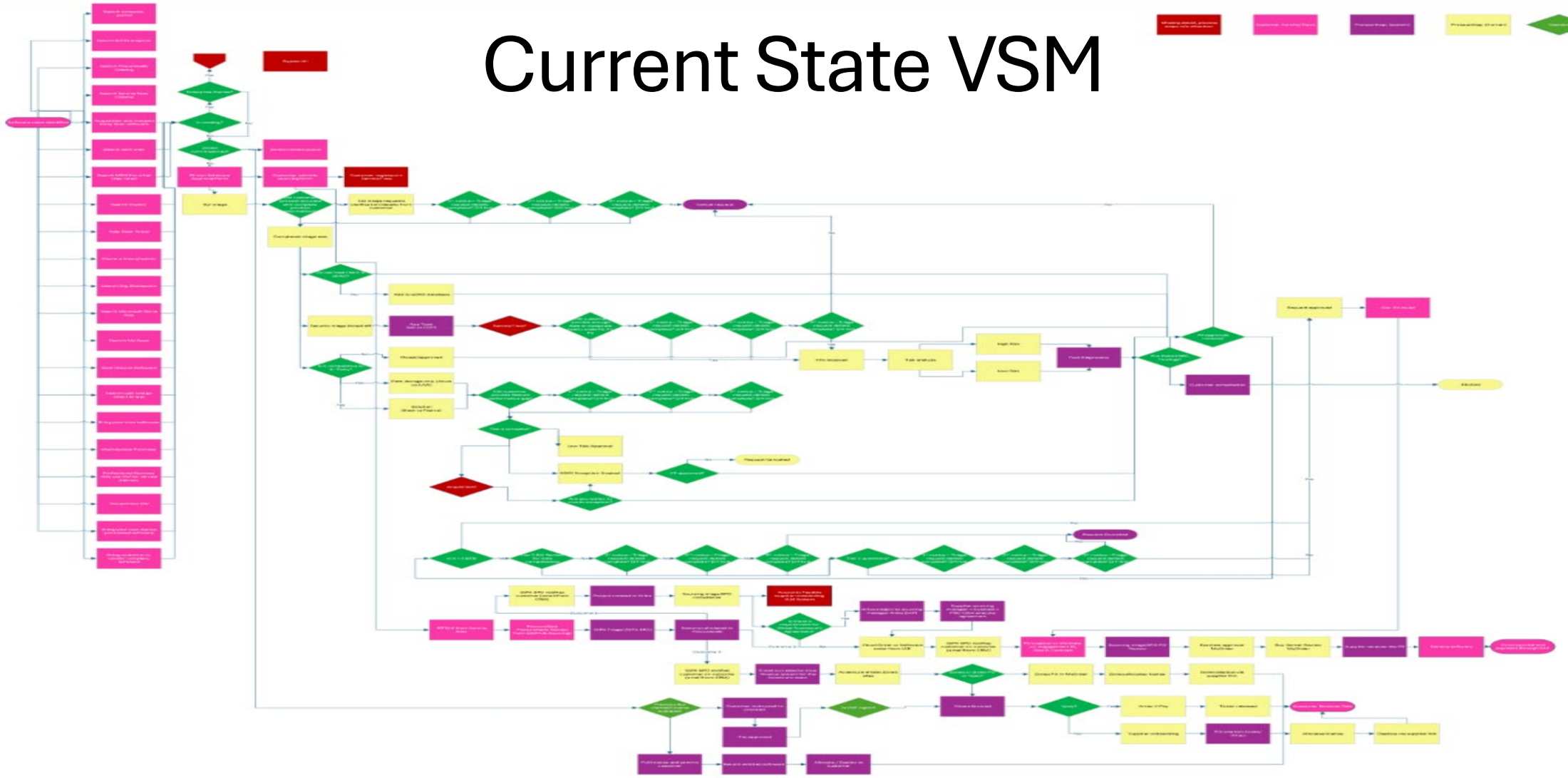
What is your role?

- Validate these solutions
- Provide feedback for further improvement
- Gain buy-in and alignment to solutions
- Request your involvement and support during implementation phase

Problem Statement	Target (Goal)	Actual (Current)
We defined the problem in a format like this of our complete portfolio of software and the governance in managing those solutions across a large organization through the lifecycle.	• Increased Process Management Coverage • Reduced Process Time Goal	• Define the current Process Management Coverage • Current Process Time Goal



Current State VSM

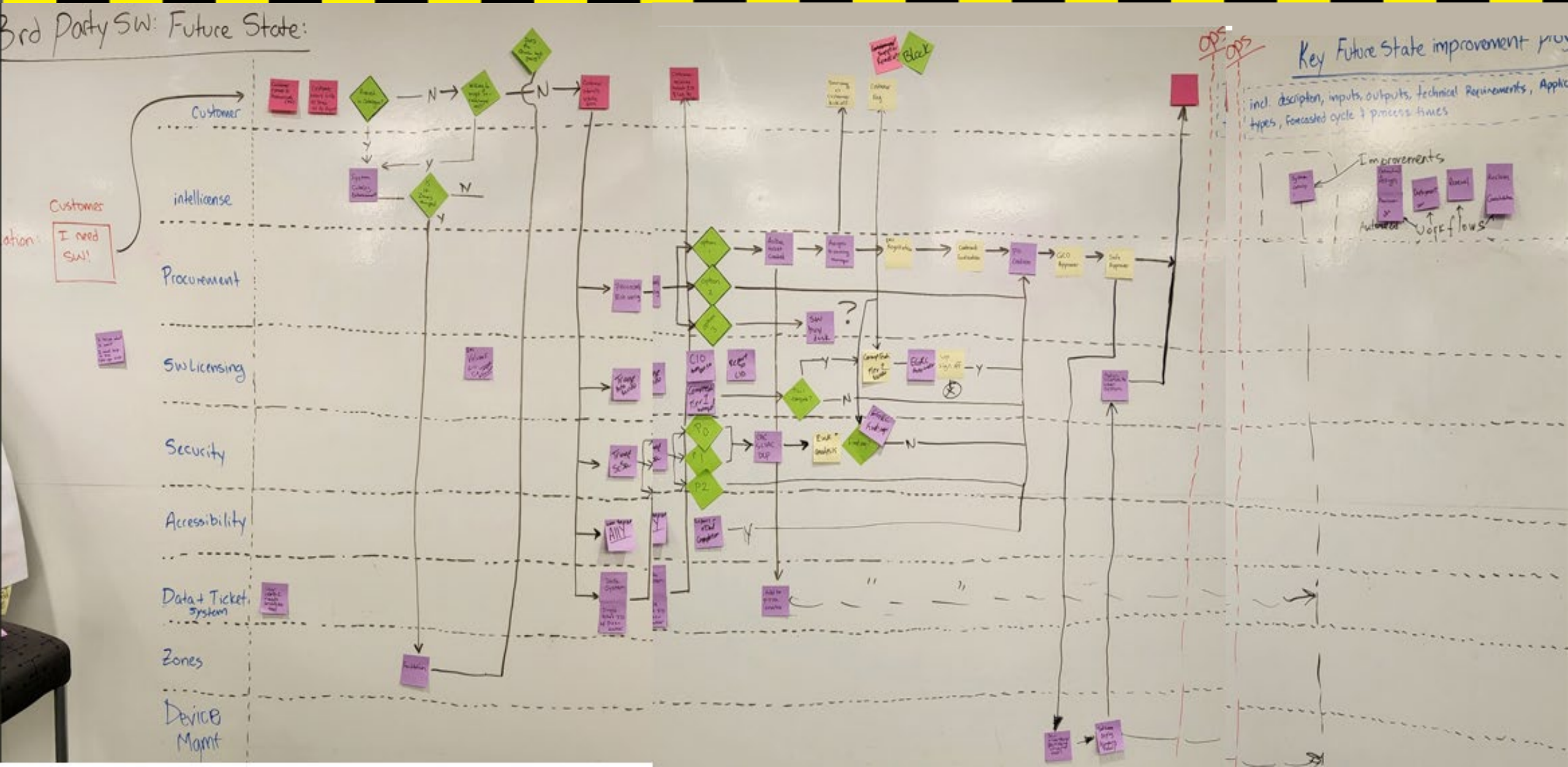


Waste Identification

- Over 60% waste in current state caused by lots of waiting, inconsistency and defects, untapped opportunities for automation and unused creativity, overproduction from duplicative efforts, data integrity, data flow, missing data, overproduction from data validation, disconnected systems, missing or incomplete systems (data system, license management, financial management system)
- Through process redesign and engineering investments, we can simplify and streamline the experience, support simplification, cost savings, risk mitigation

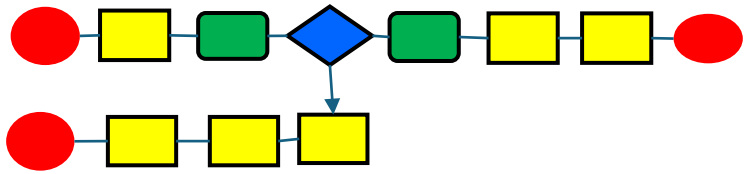
Solutions

- New catalog experience that includes all the software titles commonly used across Microsoft
- >80% of software requests flow through new catalog experience, significantly reducing the need for customers to engage with SW request intake process
- For the exception cases that require intake process, we will have a Single Entry Point/ Single Entry Channel
- New foundational Data & Ticketing system and repository
- Streamlined cross-functional support across E2E intake process
- Full transparency and visibility to ticket status via “pizza tracker”

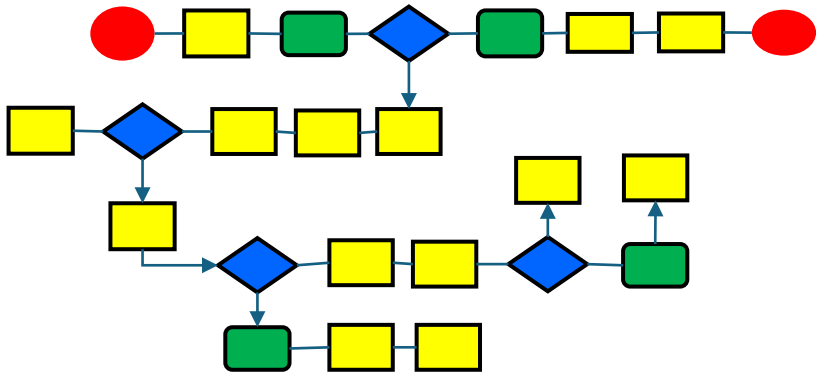

3rd Party SW: Future State:
Customer
intellicense
Procurement
SW Licensing
Security
Accessibility
Data + Ticket System
Zones
Device Mgmt
Customer
I need SW!
Key Future State improvement
incl. description, inputs, outputs, technical Requirements, Applic
types, Forecasted cycle & process times
Improvements
Workflows
Black
OPS
OPS

Without data, all you have is an opinion!

What you **think** the process is:

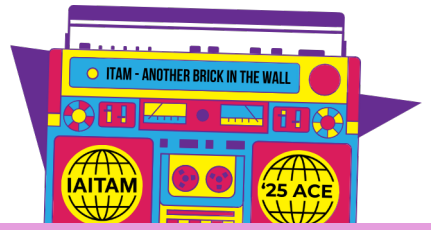


What it **actually** is:



What it **should** be:

Analyze the current state data objectively to establish a factual foundation for designing the future state



Questions

Microsoft

Connect with Me!

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THANK YOU!