

IAITAM ACE 2025

ITAM - Another Brick In The Wall

The SAM Maturity Blueprint: Executive Buy-In, Build, Lead, Win

PRESENTED BY: CARLOS ROBLES

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Carlos Robles




7 years as a **Big-4 software auditor**, managing over **1,000 software audits for multiple publishers**

I've seen the **pitfalls of organizations that struggle with SAM**—and what successful companies do differently

Over the past **5 years**, I've shifted to **helping organizations build and mature their SAM programs**

Now, I lead the **Global SAM team at Sandisk**, where I focus on **governance, cost savings, and creating win-win strategies for sustainable SAM success**

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DID YOU KNOW?

75%

Lack of Governance

75% of SAM projects fail due to governance gaps
(Gartner ITAM Report)

53%

Inability to show value


53% of IT teams struggle with visibility into software investments
(Flexera 2024)

\$M


Overreliance on tools

Companies spend millions on SAM tools but lack proper process alignment
(Anglepoint 2023)

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EXECUTIVE BUY-IN

Selling the vision with a compelling business case




BUILD

Structuring a strong SAM team and choosing the right technology



LEAD

Shifting SAM from Compliance Ownership to Governance & Enablement



WIN

Delivering measurable ROI and securing long-term leadership support



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EXECUTIVE BUY-IN

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IS SAM A BUSINESS

The Risk of Doing Nothing	The Payoff of a Mature SAM Program
Companies overspend by 30% on software without SAM oversight (Flexera 2024)	First-year ROI of a SAM program = 3-5X in cost savings
Audit penalties average \$2M per incident (Gartner ITAM Report)	Companies with proactive SAM strategies reduce software costs by 25-40%
IT and Procurement lack visibility into software spend	Data-driven insights help optimize licensing and purchasing

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CREATING BUSINESS VALUE WITH SAM

FINANCIAL BENEFITS

Eliminates waste, optimizes spend, and reduces software costs

OPERATIONAL EFFICIENCY

Cross-collaborates with key stakeholders showcasing optimization opportunities

RISK MANAGEMENT

Proactively protects against audit exposure

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GETTING YOUR SEAT AT THE EXECUTIVE TABLE

Stakeholder	What They Care About	How SAM Aligns
CIO	Digital transformation, IT budget efficiency	Optimizes software investments & reduces unbudgeted costs
CFO	Cost savings, financial risk	3-5X ROI on software investments & audit avoidance
CISO	Compliance & risk reduction	Strengthens IT governance, minimizes non-compliance penalties
Procurement	Vendor negotiations, contract optimization	Ensures best licensing terms & eliminates shelfware

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BUILD YOUR BUSINESS CASE

1

Define the problem – Untracked software spend, audit risk, inefficiencies

2

Align with company priorities – Cost savings, IT efficiency, compliance

3

Present measurable impact – \$X savings, reduced compliance risk, ROI %

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Communicate your ask – Financial backing for team and technology

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SAM SHOULD NOT OWN COMPLIANCE!

Traditional SAM teams **fail** because they **own compliance**

Application owners should **own compliance**, while SAM provides **governance and process**

This works because it **reduces risk**, empowers application owners, & **strengthens SAM's role**

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SHIFTING THE WAY WE LOOK AT SAM & COMPLIANCE

The Problem with Traditional SAM	The New Approach: SAM as Governance
SAM team becomes the scapegoat when compliance fails	Compliance accountability is distributed to application owners
SAM managers get fired after bad audits	SAM provides guidance, process, and support but doesn't own compliance
Compliance is reactive, leading to costly surprises	A proactive "white-glove" audit approach prevents compliance gaps

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CHANGING PERSPECTIVE IS A JOURNEY

INTERNAL AUDITS

Internal "white-glove" compliance audits to assist & educate application owners

COMMUNICATION & EDUCATION

Education campaigns to train application owners on their roles & responsibilities

EXECUTIVE ALIGNMENT


Reinforce that SAM is a governance function, we are not application owners

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CREATING A WINNING ORGANIZATION

Scenario	What Happens Without This Model?	What Happens When Ownership is with App Owner
Audit goes south	SAM is blamed & penalized	SAM leads with best practices and audit strategy. Reviews and controls outgoing data. Mitigating audits are still good results
High Software Renewal	Overpay for unnecessary licenses, SAM is blamed	SAM provides cost-optimized solutions and product alternatives
Budget Discussions	Leadership questions SAM's value	SAM team can provide clear and documented 5X+ ROI



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COMMUNICATE VALUE TRACK ROI

- Document **cost-savings** and **cost avoidance opportunities** on a quarterly basis
- Winning in SAM means **proving your impact in numbers**
- SAM must speak the **language of executives**: communicate your value by showcasing your impact on the bottom line

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FINAL TAKEAWAYS

The best SAM programs are built **with executive buy-in**, a strong team, smart technology, and clear ROI tracking


If you can **prove** your program is **saving millions**, leadership will always **support** it



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Q&A

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