IAITAM ACE 2025
ITAM - Another Brick In The Wall

How to Sell Your ITAM Program to Executives

Michael Swanson
President

ITAM - ANOTHER BRICK IN THE WALL

IAITAM · '25 ACE

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President

ISAM

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- Over 30 years in developing SAM solutions for hundreds of organizations worldwide.
- 39 years in selling ideas to corporate executives

About ISAM

- Independent, tool agnostic consulting company
  - Audit Defense
  - SAM Maturity
  - Negotiation Support
  - Compliance Support
- 28 years of happy clients
  - Federal, State, Commercial
  - Some for 25 consecutive years

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3

Speaker Background

1. Career began in corporate finance
   - Created demand forecasting methodology for airline industry
   - Developed P&L methodology for $1b LOB
2. Developed first Software Enterprise License Agreements for many major software vendors
3. Introduced ELAs to many Fortune 100 companies and large government agencies

Keys to selling ITAM

1. Define the product
2. Bring solutions, not problems
3. Speak their language

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Define the Product

Describe the destination

- Every good idea will get pushback
- People will focus on danger signs
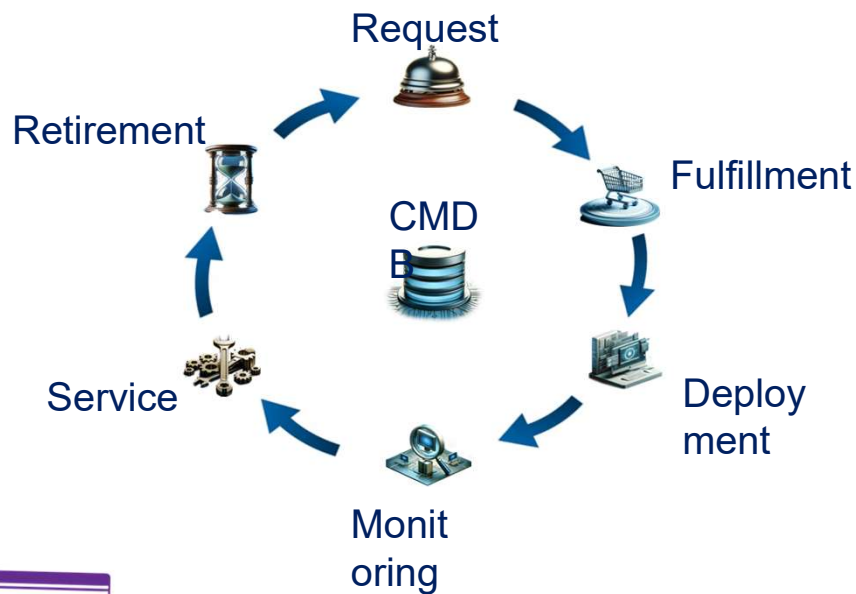

Show a Positive Outcome

- Executives will expect an adventure
- Executives want to see a rainbow

Define the Product (ITAM Solution)

ITAM Lifecycle

Request
Retirement
CMDB
Fulfillment
Service
Deployment
Monitoring

What part of an ITAM Solution are you trying to build?

- Tools
- Data
- Processes
- Staffing

How is it supporting the ITAM lifecycle?

Provide Background to the Product

- What is the Problem/Challenge?
    - Peel back the problem (onion)
    - Different problem
        Are their other challenges or opportunities embedded?

- Who does the problem affect?
    How are they affected?
    - Financial
    - Customer Service
    - Operations

- Where did the problem come from?
    Internal process gaps, external factors (e.g. software audits)

- Did the problem evolve or was it by choice?
    - Solution different based on origin of problem

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Key to Remember

ITAM solution needs to be
- ✓ Business driven
- ✓ Financially justified

I believe that if you show people the problems and you show them the solutions they will be moved to act.

Bill Gates

www.thequotes.in

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Present Solution to Executive

Pointers

- Executives have
  - Very short attention span
  - Don't like surprises
    - e.g. software audit
  - Always looking for
    - Financial return
      - ROI / IRR / Payback
    - Risk
      - Impact on customer service
      - Potential disruption/impact on operations

Design a Solution that includes

➢ Cost/Benefit Analysis
- Know costs of
  - Do nothing
    - Provide sufficient financial analysis
  - Proposed solution
    - List multiple alternatives (with **LOTS** of financial analysis)
      » Show ROI of each alternative
      » Show payback (how long to recover investment)
      » Show Low/Medium/High probability alternatives
- Identify all possible risks
  - Operations
  - Financial
  - Legal
  - Human Resources

Build a Team to Support the ITAM Solution

- Identify team members who can help build a solution
  - Look for team members:
    - From various departments
      - you want diverse perspectives and skills
    - Have personal benefit from the acceptance and execution of a solution
    - Influential and respected
    - Can contribute to the solution
    - Can help execute the solution

  - Keep team between 3-5 people
    - Can have more supporting team members, but core team should be limited in size

Keys to selling ITAM

1. Define the product

2. Bring solutions, not problems

3. Speak their language

Learn to speak the language of Executives

- There are about 7,000 languages in the world

- Your language influences your world view and how you interpret the world
  - Is the future in front or behind?
    "The best is ahead, the worst behind."

- A picture of you giving a gift to a friend
  - Are they on your left or right?

- How do you give someone your business card
  - One or two hands?

Your message will make you stand out.

When you Communicate the Solution

➢ Know your Audience (executive)

- What is their title
- What is their responsibility
- What is their concern
- What problem are they trying to solve

➢ Depending if they're the CFO, CIO, CTO, CISO, CPO

 - their concerns are different, and they look at problems differently

Know Your Audience

"Come help me tell and craft the story of your value"

- State CIO -

What do Executives Want?

1. Solutions not Problems

   General Colin Powell at White House meeting with President Reagan

2. Cost of action vs. cost of no action

   Financial

   Human Resources

   Legal

   Political

3. Employee who believes in themselves and idea

Present Solution to Executive

Pointers

- Keep the message simple and high level
  - have all the details & back-up available, should the executive request it

- Present yourself as the expert
  - Be prepared
  - Be confident of your recommendation
  - Let the executive believe you are qualified to give the recommendation

Understand the Context of the Message

If an executive tells you "Sure"

–

What did they mean?

繁體 Trad ↔ 简体 Simp	English
施氏食獅史	**Story of Shi Eating the Lions**
1 石室詩士施氏,	A poet named Shi lived in a stone room,
2 嗜獅, 誓食十獅.	fond of lions, he swore that he would eat ten lions.
3 氏時時適市視獅。	He constantly went to the market to look for ten lions.
4 十時, 適十獅適市。	At ten o'clock, ten lions came to the market
5 是時, 適施氏適是市。	and Shi went to the market.
6 氏視是十獅, 恃矢勢,	Looking at the ten lions, he relied on his arrows
7 使是十獅逝世。	to cause the ten lions to pass away.
8 氏拾是十獅屍, 適石室。	Shi picked up the corpses of the ten lions and took them to his stone room.
9 石室濕, 氏使侍拭石室。	The stone room was damp. Shi ordered a servant to wipe the stone room.
10 石室拭, 氏始試食十獅屍。	As the stone den was being wiped, Shi began to try to eat the meat of the ten lions.
11 食時, 始識十獅屍,	At the time of the meal, he began to realize that the ten lion corpses
12 實十石獅屍.	were in fact were ten stone lions.
13 試釋是事.	Try to explain this matter.

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Understand the Context of the Message

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Final Thoughts

✓ Find a Mentor

✓ Be a Mentor

✓ Surround yourself with people of different

- Backgrounds
- Ideas
- Skills
- Capabilities

✓ Always look for areas of improvement

✓ Communicate regularly your successes

Make your Executive look good

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Connect with Me!

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