

• From Software Cost Control to Cost Reduction: The Power of Usage Tracking

with Sassafras K2 - KeyAuditor & KeyServer

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- **Jenny Hartfelder**

About the Presenter:

Jenny Hartfelder, CITAM and ITIL V3 Foundations certified, has served at Bob Jones University since 2003 with experience ranging from software licensing and IT budgets to asset management and business processes. She launched the University's SAM program, establishing compliance and yielding significant savings in licensing costs, and led the IT Service Alignment project to streamline their service request and fulfillment processes.

Jenny is uniquely qualified for her most recent position as BJU Press Research and Development Business Analyst which allows her to implement the principles of ITAM in a new field.

- **Joe Smith**

About the Presenter:

Joe Smith is the Software Licensing & Asset Manager at the University of Wisconsin-Milwaukee. He holds a BA in Comparative Literature and Philosophy, a Master's Degree in English, and he holds certifications from the Software & Information Industry Association (SIIA) for "Certified Software Manager" (CSM) and "Advanced Software Manager" (ASM).

Joe didn't plan to become an IT Asset Manager for a living, but since joining UW-Milwaukee in March 2000 he has steadily integrated important core plans, processes and infrastructure from the ground up for centralized desktop IT Asset Management (ITAM). The demonstrable annual savings produced by ITAM efforts at UW-Milwaukee is over \$600,000.

- **John Tomeny**

About the Presenter:

Mr. Tomeny represents Sassafras Software, the publisher of K2 - KeyAuditor & KeyServer, a software asset management (SAM) tool that has been continuously published by Sassafras Software since 1989. Mr. Tomeny is a sixteen-year veteran of the SAM industry. During his tenure at Sassafras Software he has served as lead technical support engineer, supporting early innovators of SAM tools and processes through the 1990's.

Today, in addition to other duties, John serves as chief IT Asset Management (ITAM) consultant and trainer to Sassafras's North American customer base. In this capacity, John provides one-on-one training services for hundreds of SAM practitioners and he occasionally organizes and presents half-day and full-day training programs focused on license compliance management.

Mr. Tomeny is a contributing author for SAM and software licensing topics to ITAK Magazine published by the International IT Asset Managers Association (IAITAM). He is a highly esteemed recipient of the "IAITAM Fellow" designation and the IBSMA "2007 SAM Practitioner of the Year" award.

He is an itSMF Delegate to ISO/IEC Working Group 21 (WG21) for Software Asset Management and the Convener of the ISO/IEC 19770-3 Working Group. John is a principal author of the ISO/IEC 19770-2 Software Identification Tag standard and the ISO/IEC 19770-3 Software Entitlement Tag standard.

In the 1990's, John coauthored the concurrent-use licensing language first used by Adobe Systems for its volume licensing programs. He was a contributing author to the SIIA's former "Self Audit Guide" used by corporate and educational organizations worldwide to achieve software license compliance.

He is an active member of the International Association of Information Technology Asset Managers (IAITAM), the Software & Information Industry Association (SIIA), the IT Service Management Forum (itSMF), a founding member of the International Business Software Managers Association (IBSMA), chairman of the IBSMA Software Licensing Practices Committee when it drafted a preliminary work for an international Software Use Entitlement standard, and a member of the SIIA Postsecondary Advisory Council.

As a leader in licensing technology, Mr. Tomeny actively promotes the dialog between software licensing administrators, software publishers, and license service providers. Mr. Tomeny has presented software licensing issues by invitation for discussion at many industry forums including Gartner Group's Software Asset Management Special Interest Group (SWAMI), the US National School Board's Association (NSBA), the Japan Personal-Computer Software Association (JPSA), the Japanese Ministry of International Trade and Industry (MITI), Goldsmiths - University of London, the Academic Applications Forum - United Kingdom, the US Department of Defense (DOD) Software Product Manager's Team, the DOD IT Asset Management Integrated Product Team, Macworld IT Management Conference, SIIA, IBSMA, IAITAM and numerous other forums.

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- **The Economical Benefits of Integrating License Management Services with SAM**

- ***Session Overview***

While many IT Asset Managers (ITAM's) use SAM practices for compliance management, others achieve cost reduction and operational efficiency through the integration of Software License Management Services into their SAM programs. But let's define Software License Management Services: tracking software usage, collecting utilization metrics to determine true licensing level requirements, and then licensing at required levels to eliminate over-spending. In short, optimizing SAM.

This dual-case study demonstrates how two savvy ITAM's accomplish the twin objectives of compliance to reduce legal exposure and cost-reduction to eliminate over-spending. Software auditing alone never provides the full picture necessary for effective compliance management, cost reduction, and appropriate software spending. Participants will learn how to integrate usage tracking and license management services with auditing to satisfy software publisher demands while simultaneously achieving organizational goals for cost reduction.

Bob Jones University has saved hundreds of thousands of dollars through effective use of concurrent licensing and software management. A Business Software Alliance (BSA) "Grace Campaign" sweep just over five years ago encouraged IT management at Bob Jones University to quickly evolve their SAM practices, which were developed practically from scratch in record time.

University of Wisconsin-Milwaukee accumulated a ridiculous, but real, savings of over \$2 million on campus-wide enterprise licenses during the course of a sometimes difficult seven-year migration. Along the way, the UWM has also accomplished compliance with each of its 118 centrally managed licenses.

Other corporate case study examples will be cited from Martin/Williams Advertising, United Airlines, the British Broadcasting Corp, and other organizations.

- ***Key Issues***

- Reaching and maintaining software license compliance.
- Controlling software costs.
- Optimizing software costs - beyond cost control to optimized cost reduction.

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- **The Working Environments: the issues to be addressed at BJU and UWM...**

- ***BJU - Establish and maintain software license compliance***

Do you remember the BSA Grace Campaigns? They would sweep through an area, dropping letters on the desks of key officials in area businesses warning them that "Now is the time to get legal" and providing a one month period in which to rectify compliance discrepancies.

October 2002, a BSA Grace Campaign swept through Greenville, SC. It left behind the standard warning letter on the desk of Marvin Reem, Director of Information Technologies at Bob Jones University. Prior to that time, software management had been a bit haphazard, so determining whether the University was in compliance was rather difficult. Although the University wanted to be in compliance, a staff already stretched thin had placed active license management on the back burner. That December, with the problem at the forefront of his mind, Marvin hired Jenny Hartfelder to "manage software licenses" although she knew next to nothing about it. Both thought things would be pretty well buttoned up in about six months. How little they knew!

- ***The Issues to be addressed at BJU***

BJU Goal - Compliance

- No proactive software management
- Semi-accurate spreadsheets
- Overstuffed filing cabinets
- Non-normalized IT purchasing database
- "Centralized" purchasing with many mavericks

- ***UWM- Obtain Educational and Volume Discounts***

UW-Milwaukee began a slow, uphill climb toward sane software management practices in 2001. The IT group incrementally weaved a solid web of centralized software license procurement, resale, distribution, financial planning and compliance oversight into the fabric of a large, highly decentralized organization. As with many higher-ed institutions, they had a history of entrenched territorialism (fiefdoms), especially in money and IT matters.

But despite the existence of fiefdoms, by 2008 UWM increased their enterprise-level managed software licenses from six licensed applications to 118 applications licensed and distributed by the Software Licensing & Asset Management department [a.k.a. SLAM, by design].

And with K2 - KeyAuditor & KeyServer now on over 7,000 PCs and Macs, they actually know what else is out there and are able to continue educating the UWM community on their compliance responsibilities and seize cost-cutting opportunities as they become evident.

- ***The Issues to be addressed at UWM***

UW-Milwaukee Goal - Cost Savings

- Widely disseminated buying practices
 - Box purchases everywhere
 - Multiple department/small unit licenses
 - A few identified, others anecdotal, more assumed
 - No central campus records
 - Widespread EULA ignorance, indifference or denial
- A vast unknown
 - So many papers, so few useful records
 - Only six known campus-wide licenses, but no records for three of them
 - Unknown organizational purchasing practices
 - No auditing or licensing practices
- Financial & organizational limitations
 - No budget
 - No authority
 - No management directives
 - No experience
- "Competing bands of rabid, territorial cats"

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- The Processes & Solutions

- **BJU: Three Simple Steps - focused first on compliance**

A very simple goal has guided BJU's SAM program: cost-effectively establish and maintenance software license compliance. However, in early 2003, Software Asset Management was still a relatively new discipline, and finding information about it from anyone other than the BSA was challenging.

However, one vendor's white paper presented three simple, straightforward steps which became the foundation of the University's SAM program:

- Determine how many licenses have been purchased
- Determine how many licenses have been installed
- Rectify any discrepancies

1 Audit and manage purchases

The majority of BJU's purchase records were stored in a database (albeit non-normalized) and the licensing documents had been somewhat organized in two rather overfull filing cabinets. However, determining what was owned for any given software application was still time consuming at best.

To gain efficiency, the SAM department created "SofTrak," an internal database which stored all of the licensing documentation with links to the PO information. From that point forward, all new software purchases were documented there. Previous purchases were documented over a couple summers by assistants who combed through the filing cabinets and added the old licenses to SofTrak.

Additionally, all annual maintenance information was collected over a period of one year as renewals came in. The SAM department began contacting end users to determine where annual maintenance was actually needed and being used.

Finally, RequestIT was implemented to provide a centralized portal for order requests.

- Create "SofTrak"
- Document new/historical purchases
- Manage annual maintenance
- Implement RequestIT portal

2 Audit installations

- Campus-wide computer inventory

After determining how many licenses had been purchased, the next step was determining how many were installed. Initially, BJU's audit information consisted of a collection of semi-accurate spreadsheets, technician word of mouth, and sketchy reports. The SAM department began by conducting a complete computer inventory in order to establish how many computers were owned.

- Implement Sassafras K2

Initial software audits were begun with tools already on hand. Unfortunately, the PC tool required intense data scrubbing and the "solution" for the Macs was not working at all; therefore, the SAM department began looking for a new approach.

A multi-month evaluation of Sassafras K2 confirmed they met BJU's basic requirements in addition to providing unparalleled customer service:

- Multi-Platform – audits both Windows and Macintosh clients
- Basic auditing and reporting functionality
- Data transparency– quickly and easily obtain necessary information, either from built in reports or back end data connections.

Ironically, the piece which has made Sassafras K2 most valuable to BJU is one they weren't looking for:

- Software Usage Metering – how often, where, and by whom is software being used

3 Reconcile the differences

With tools and processes in place, the SAM department began auditing and establishing compliance with the various software applications. Obviously they discovered discrepancies, and they either uninstalled the licenses or purchased more to cover the installations.

Bob Jones University had two areas of low-hanging fruit allowing them to achieve significant cost-savings: annual maintenance and concurrent licensing.

The University's IT Administration department is currently implementing IT Service Alignment to improve customer service and delivery rates. They have nearly completed the tool selection process and anticipate implementing by January 2009.

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- Reallocate abandoned licenses
- Uninstall unused licenses
- Purchase additional licenses
- **UWM: Many not-so-simple Steps - focused first on cost savings**
 - UWM - Control costs, identify what's installed, establish compliance
 - Keep it simple. Let's save some money.
 - Start a business, basically
 - Leverage previously unrealized purchasing power.
 - Establish reliable, efficient service.
 - Bundle auditing and distribution control with software resold to campus.
 - Learn the license types.
 - Buy the most appropriate, cost-effective licenses.
 - Oh, yeah... Aim for compliance.
 - In the absence of sticks, use carrots.
 - Offer best price & service: When departments buy from us, they do the right thing without knowing it.
 - Centralize compliance incrementally
 - Shift "responsibility" from everybody (thus, nobody) to (gulp) me.
- **Summary of SAM Benefits**
 - **Efficient Software Management**
 - Few things are more frustrating than not knowing what is installed on your computers. A good tool such as Sassafras K2 alleviates much of that frustration by providing accurate software audits.
 - **Improved Customer Support**
 - **More Effective Processes**
 - **Optimized SAM Improves Financial Benefits**
 - **IT Department has greater Organizational Value**
- **Efficient Software Management**
 - **Facilitates efficient software distribution**
 - **Discovers and prevents unauthorized software installations**
 - "Hey, I have this great software at home which makes those newsletters a snap . . . I'll bring it in for you tomorrow." Hmmm . . . ever heard something like that before? Unauthorized employee installations can be hard to spot, but a solid software management program will give you the ability to do so much more easily. As well as provide when that software was installed.
 - **Simplifies software license management**
 - **Facilitates accurate software audits**
- **Improved Customer Support**
 - **Standardizes software offerings**
 - **Reduces support costs**
 - **Improves customer service**
 - **Protects reputation**
- **More Effective Processes**
 - **Creates knowledge of available, shared resources**
 - **Eliminates redundant actions and duplicate purchases**
 - **Opens organizational communication (in general terms, good ripple affect)**
 - **Facilitates cross-department decision making**

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- **Significant Savings from *Optimized SAM**

Optimized SAM = Usage Tracking & Utilization Metrics. The benefits listed here are unattainable without reporting utilization metrics.

With an eight-year history of managing, reporting, and analyzing their software usage with K2 - KeyAuditor & KeyServer, the University of Wisconsin-Milwaukee has been able to amass significant savings in their software budgets.

The savings that UWM experienced falls into three categories: 1. Concurrent use licensing: \$1,539,317, 2. Volume purchase licensing: \$478,248, and 3. Products with built-in license management: \$142,485. K2 was used to identify over-licensing or inefficient resource allocation in all three categories. Even in the case of products with their own built-in license management, KeyServer's sophisticated deployment and usage tracking proved indispensable for achieving significant cost savings.

They started by managing software licensing for a limited number of products on 1,000 computers in 2001. Gradually they expanded their scope both with managed products and with numbers of computers to eventually reach a broad range of software products on 7,500 computers in 2008.

Return on Investment: K2 - KeyAuditor & KeyServer									
University of Wisconsin									
Migrating from 1,000 computers in 2001 to 7,500 computers in 2008.									
Software Products	2001	2002	2003	2004	2005	2006	2007	2008	Totals
Concurrent Use License Savings									
Adobe (Faculty/Staff)	\$65,000		\$32,764	\$35,346	\$41,984	\$46,342	\$42,362	\$45,000 ¹	\$308,798
Adobe (Student Labs)		\$112,334		\$167,420		\$237,234		\$318,579	\$835,567 ²
Adobe Maintenance				\$33,646		\$38,230		\$80,000 ¹	\$151,876
Non-Adobe Software		\$4,568	\$26,350	\$19,040	\$49,980	\$31,435	\$69,380	\$42,323	\$243,076
Savings from K2 managing Concurrent Use Licensing									\$1,539,317
Volume/Per-seat License Savings									
All products, this group	\$31,400		\$78,456	\$41,000	\$117,024	\$41,088	\$114,872	\$54,408	\$478,248
Savings from K2 tracking/reporting per-seat Licensing									\$478,248
FlexLM Licensing & Proprietary License Managers									
Maple		\$4,860	\$5,760	\$5,760	\$6,984	\$6,984	\$7,200	\$7,200	\$44,748
Mathematica	\$5,400	\$5,400	\$5,400	\$6,800	\$6,800	\$6,800	\$8,640	\$8,640	\$53,880
MatLab				\$2,750	\$4,250	\$3,500	\$6,825	\$11,200	\$28,525
Other Software		\$2,330	\$690	\$2,380	\$3,068	\$1,912	\$3,288	\$1,664	\$15,332
Savings from K2 tracking/reporting Proprietary Licensing									\$142,485
Total Savings from K2 tracking or managing Licensing									\$2,160,050
Sassafras K2 costs	-\$15,600	-\$2,333	-\$12,333	-\$9,633	-\$22,491	-\$27,101	-\$24,400	-\$28,205	-\$142,096
Total Investment in K2 - KeyAuditor & KeyServer									-\$142,096
Total Return on Investment - Eight years of using K2 - KeyAuditor & KeyServer									+\$2,017,954

Notes: ¹ These two items are 2008 projections. ² Cost for this line was not budgeted. This represents software support that would not have been possible without K2.

- **Choosing appropriate licensing**

You can not know which licensing option is most appropriate for your organization unless you can report on and analyze your usage. Audit reports are simply inadequate for this purpose, as having a software product installed is not an indicator of requirement.

- **Reclaiming & redeploying abandoned software**

When a request comes in for a new software installation, prior to purchasing a license, our standard procedure is to run a quick audit on that application in order to determine if any licenses are available.

If no licenses appear to be readily available, look to see if some of the installed licenses have been left unused for a while. When you see an application which hasn't been launched in over six months, chances are that the user will be willing to have that application uninstalled, and you can then reallocate that license to someone who actually needs it.

- **Reducing Annual Maintenance fees**

BJU sometimes takes it for granted now, but before their SAM program, they had little understanding of the costs for annual software maintenance. How well do you understand yours? The University had no clear information to determine what they were paying maintenance for or how much it was costing them. Therefore, over the course of a year, the SAM department documented every maintenance invoice received, standardized all of the contact information, and began checking with end users before paying.

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They have saved costs by eliminating maintenance on unnecessary applications and by keeping up with the maintenance where they receive the benefits of upgrades on critical applications.

In addition, the reporting benefits are huge when it comes to budgeting and financial audits. They can obtain accurate numbers with just a few clicks which previously required multiple days of effort.

- **Purchasing for true requirements**

Accurate software usage reports allow you to make informed decisions about whether to upgrade given applications or renew annual maintenance. They also give you solid footing to stand on when you need to explain to a department why they don't need an extra 15 licenses for the given application under discussion.

- **Utilizing Concurrent Licensing**

Although most are familiar with the term, just to clarify, concurrent licensing generally allows installation software on an unlimited number of machines, provided software metering is employed to limit the number of machines using it at any one time.

Implementing concurrent licensing has been by far, the greatest source of hard-dollar cost savings for both BJU and UW-Milwaukee. Sassafras K2 provides exceptional software metering features and usage reporting, allowing companies to take advantage of concurrent licensing for applications which do not provide an integrated license manager.

A number of software vendors offer concurrent licensing to those customers who have the ability to meter it themselves with a tool such as Sassafras K2 or Microsoft SMS. Adobe is a key example of this trend, but so are many engineering software publishers in the commercial markets. Prior to implementing K2, BJU and UW-Milwaukee were unable to take advantage of such licensing.

Although most companies which offer concurrency as a commercial option also provide a license manager, very few license managers provide usage data. Without accurate usage data, it's very difficult to establish how many licenses are actually needed, and as availability is often a high-priority, companies will probably end up over-buying licenses.

KeyConfigure will run "histogram" reports which show the peak usage for each day over a certain period of time allowing them to accurately determine how many licenses are really needed in comparison to the number a department "thinks" they need.

Usage data also provides visibility into usage trends—whether usage is increasing or decreasing. Such information obviously makes a major impact on purchasing decisions. It can also help SAM administrators evaluate whether concurrent or single-use licenses will be the most cost effective option.

People often tend to be skeptical when someone says they've saved large amounts of money. The following chart demonstrates that for 3,500 computers, BJU saved over \$154,000 between August 2004 and May 2008. Soft-dollar cost savings in reduced labor far outweigh even that number.

There is an important difference between the way BJU has reported their savings here and the way UWM reported their savings earlier. UWM displays continuing year by year savings on reduced annual maintenance contracts while BJU declares annual maintenance contract savings only for one year and does not claim the savings for subsequent years.

K2 - KeyAuditor & KeyServer	
Bob Jones University	
<i>3,500 computers – from 2005 to 2008</i>	
Sassafras K2 Investment	
Initial K2 Purchase	\$34,000
Annual Upgrade Subscription	\$6,120
Number of Years	4
Total Upgrade Subscription	\$24,480
Total Investment	\$58,480
Software License Savings	
Adobe Software	\$113,406
Non-Adobe Software	\$41,181
Total Savings	\$154,587
Return on Investment	
Software License Savings	\$154,587
Sassafras K2 Investment	\$58,480
Sassafras K2 Total Return on Investment	\$96,107
Sassafras K2 ROI (per year)	\$24,027

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Although concurrent licensing tends to be more available for educational institutions, it's a licensing option worth pursuing if you can demonstrate that your installation needs exceed your concurrent usage.

- ***Specific Benefits of Concurrent Licensing***
 - **Cost savings!**

As demonstrated, concurrent licensing can provide significant savings over single-user licensing. However, exercise caution, because a concurrent license will generally be about 25% more than its single-user counterpart, so concurrent licensing will not be appropriate for all situations.
 - **Efficient Utilization**

Concurrent licensing allows you to provide the software to everyone who may have even occasional need for using it, rather than requiring those people to get by without it or use it from a secondary workstation. However, you are still paying only the number of people using it at any one point in time.
 - **Mitigates Compliance risk**

Provided that you can demonstrate you're effectively metering the licenses, you will never be asked to audit the number of machines on which you have the software installed.
 - **Simplified License Management**

It is significantly simpler to manage concurrent licenses from one central point, such as the administrative portal for Sassafras K2, rather than having to think about each machine on an individual level.
- **IT Department has greater Organizational Value**
 - ***Impresses management***
 - ***Encourages compliance***
 - ***Frees up funds for investment in more complete IT architecture***

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- **Corporate Examples**

Case studies available at <http://www.sassafras.com>

- **Martin/Williams Advertising**

Software licensing costs and annual maintenance renewals were out of control. Martin/Williams needed to improve management of their Microsoft Enterprise Agreement and other licensing contracts. Illegal peer-to-peer downloads were threatening the security of their network, and corporate computing standards needed to be actively managed to improve the efficiency of their design teams.

- Annual licensing fees out of control.

Martin/Williams maintains a Microsoft Enterprise Agreement for volume licensing. They “true-up” their licensing annually with Microsoft by running reports of all the computers that have Microsoft products loaded and report their findings to Microsoft. Microsoft then determines their licensing costs for the next year based on installed copies. The flaw in the process was that they could not identify abandoned copies of the software in order to uninstall them and remove them from their list.

- Licensing costs under control with K2

All of the M/W computers are now supported by K2. Licensing administrator, Libby Lester explained: “Before we started using K2, our annual numbers were just a guess. Now, with K2’s reports, we save money. We can track usage and determine which programs are actually being used at each computer. If someone has licensed software installed that they never use, we reclaim it and repurpose its license to others who will use it, rather than buying more licenses unnecessarily.”

- Managing corporate computing standards.

The success of software migration plans, as with any corporate computing standard, requires monitoring by plan administrators. Says Libby: “We established a corporate standard for all of our design projects to be produced with Adobe InDesign. While we do have both Quark XPress and Adobe InDesign installed, we monitor the usage of each program with K2 to ensure the success of our designers’ migration to InDesign.”

- Sample Cost Savings: Microsoft Office 2004

280 computers

Only 197 computers touched it in one year

(148 Windows computers & 49 Macintosh computers)

Purchased 200 licenses

Set “Node-locked” (per-CPU) licensing to “200”

Savings: ~\$14,320 (80 licenses x ~\$179/each)

- **United Airlines**

- Creative buying: Model the license first, then negotiate.

United Airlines provides a great example of creative thinking on the part of their SAM practitioners and software buyers in how they negotiate for software purchases in their maintenance division. For targeted application purchases, the maintenance group’s Licensing Administrator refuses to discuss pricing with a software company until he has thoroughly discussed, and gained agreement on, the definition of usage. He explains how their end-users needed to use the software; what sorts of accessibility and flexibility they needed to be able to move about the maintenance floor, at different computers, to complete their tasks and he works with an ISV to develop an agreement as to how the ISV will license the software to the airline. In short, he negotiates usage models - not pricing.

Once the licensing terms are in place, he passes the contract on to the purchasing staff to negotiate price with the vendor. He told me once that “We don’t talk money until we agree on how we need the licensing to work in our environment. Then we throw it over the wall to the technical purchasing group to settle pricing with the vendor.” So, he would clearly define requirements and then let the buyers negotiate value. It may be surprising to you how many major ISV’s have agreed to negotiated licensing models over the years. But they can’t tell you who they are because, like most custom license agreements, they contain clauses that forbid public disclosure of the deal.

You may not have the luxury of time to negotiate all of your contracts this way. And you may not even have the purchasing clout with ISVs to get their attention at such a level of negotiation. But you should not simply give up on licensing model negotiations. There is an important principal at work here that must always be kept in mind: Licensing is a feature. It has a certain value. And just like any other feature of a software product, you need the licensing feature to work correctly for your requirements.

Further, if you negotiate price only, and never gain control of the terms of licensing, you leave the door open for the ISV to radically change the value/cost ratio by shifting the licensing terms beneath your feet while you are locked into a pricing plan that has lost its value.

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- **British Broadcasting Corp (BBC)**

In 2002, the BBC received a mandate from its Board of Governors to cut their operating costs to avoid steep increases in its subscriber fees. The computing services team immediately engaged in a series of in-depth product evaluations of numerous software auditing products. During their tests, KeyServer stood out as the most robust Enterprise-level tool.

- **BBC's Mandate: Cut operating costs.**

With 27,000 computers to manage throughout the United Kingdom, it would be no trivial task to deploy and configure their computers to audit usage and manage software license compliance.

KeyServer's ability to integrate with existing IT tools, its support for MSI installers, its low traffic volume, and in their words: "the only tool that could offer real-time software license compliance at an enterprise level" made it a perfect match for BBC's needs.

- **Early and Lasting Success**

Right from the start, KeyServer identified large numbers of installed software products that were not being used. One software product was installed and licensed on over 3,000 computers, but was only used on 300.

KeyServer identified many products that were either under-licensed or over-licensed and was instrumental in getting the BBC on-track with software licensing purchases.

- **"Surprise" benefit: Real-time license compliance at the enterprise level**

A "surprise" benefit that KeyServer offered was its ability to deny access to unauthorized programs. BBC was able to put a stop to controversial peer-to-peer file transfers and identify employees who were attempting to run unauthorized programs like Kazaa.

- **Integration with other tools**

BBC conducts weekly audits of every PC (27,000 in all) in Wales, Scotland, and England, and integrates KeyServer's reports with Altiris data to produce consolidated deployment and usage reports. They also integrate KeyServer with Active Directory for end-point authentication, and they cross-reference KeyServer data with their in-house software purchasing system for more accurate purchasing control.

- **Cost-controlling Empowerment**

In the final analysis, KeyServer helped to reduce the BBC's software asset management workload from dozens of people scattered in different departments to two full-time positions in their IT department. KeyServer empowered BBC to be more effective at negotiations with software vendors, and it helped to fulfill the Board of Governors' mandate to cut operating costs.

In one administrator's words, they "went from chaos to proper management".

- **Reference Materials for Further Study**

- **Sassafras SAM White Papers and Best Practice Guides**

- <http://www.sassafras.com/sam/>

- **ISO/IEC 19770-3 Software Entitlement Tag standard - Home Page**

- <http://www.samstandards.com/>