

SAM Operating Model & Governance Design

Programs don't fail on tooling — they fail on governance

Undefined operating models, no unified steering function, roles assumed rather than assigned, processes that live in people's heads — in our experience these, not tools, are why SAM programs stall. **Killarney Consulting designs the operating model that makes software asset management stick:** who decides, who executes, who is accountable, and how the whole thing is measured — matched to how your organization actually runs, centralized or federated.

WHEN TO CALL US

- No steering function sets SAM objectives, policies, and KPIs — so every business unit does it differently
- Responsibility for software assets is spread across teams with no RACI and no single owner of the license position
- Strong tooling is undermined by unreliable data and processes executed on tacit knowledge
- A federated or multi-brand structure has outgrown the traditional centralized SAM model
- You're standing up a SAM function from scratch and want it designed right the first time

HOW THE WORK RUNS

- 1 Ground.** Review current governance, roles, and process reality against contractual and regulatory requirements. 1–2 weeks
 - 2 Design.** Three-tier governance model — strategic steering, central SAM function, business-unit roles — with decision rights and RACI. 2–3 weeks
 - 3 Operationalize.** Level 1–2 process architecture, service model, KPI framework, staffing structures, and an implementation plan. 1–3 weeks
- ✓ Designs are validated in working sessions with your stakeholders — so the model is adopted, not just documented.

WHAT YOU RECEIVE

Governance charters

Executive steering committee and working group charters — membership, mandate, cadence, and decision rights.

Operating model blueprint

Three-tier target model with service catalogue — including SAM-as-a-Service designs for federated groups.

RACI & role definitions

Accountability across IT, procurement, finance, security, and the business — through the full software lifecycle.

KPI framework & implementation plan

Metrics that flow up, policy that flows down, and a staged plan (with staffing options) to stand the model up.

REPRESENTATIVE OUTCOMES

Ground-up

SAM function designed for a Fortune 250 utility — governance, RACI, process architecture, and roadmap

SAMaaS

service-catalogue operating model designed for a multi-brand international banking group

Board-level

recognition of SAM ownership — accountability anchored where it can actually enforce policy

Typical engagement: 4–8 weeks · standalone, or as Phase 2 of a full strategy & roadmap engagement