



A Process Oriented Approach to IT Asset Management

An Executive Whitepaper

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International Association of Information
Technology Asset Managers



Economic change in 2004 has been stimulating, to say the least. Employment figures have been rising, interest rates have finally reversed direction from their historic lows and the GDP has grown moderately. The Department of Commerce reported in January that new orders for manufactured goods, up six of the last seven months, increased \$4.5 billion or 1.2 percent to \$377.4 billion. A December report from the U.S. Department of Labor reported that jobless claims fell again by an unexpected amount.

As the economy continues to show signs of strengthening, it is a reasonable conclusion that the costs of doing business are unlikely to remain at the artificially flat levels we have been experiencing for the last three years. Unlike the irrationally exuberant spending of the 1990's, IT expenditures flat-lined in the early 2000's. With growth again on the increase, demand for IT services will follow. What is likely to be different will be the increase in focus on cost-competitiveness of IT expenditures, and a new level of discipline in managing risk and compliance.

If you aren't already treating IT Asset Management (ITAM) as a core business discipline, the time has never been better. Think about how information technology organizations gained their footing in the 70's and early 80's. What was the motivation for automation then? Was it not to save more money or to increase productivity? To be able to do the same jobs with fewer people? Somewhere along the line, those responsible, then called MIS Managers, lost sight of this as we dumped more and more funding into IT, often without respect for the core needs of the business and alignment with corporate strategy. IT organizations were cost centers and they were not looking for the true savings.

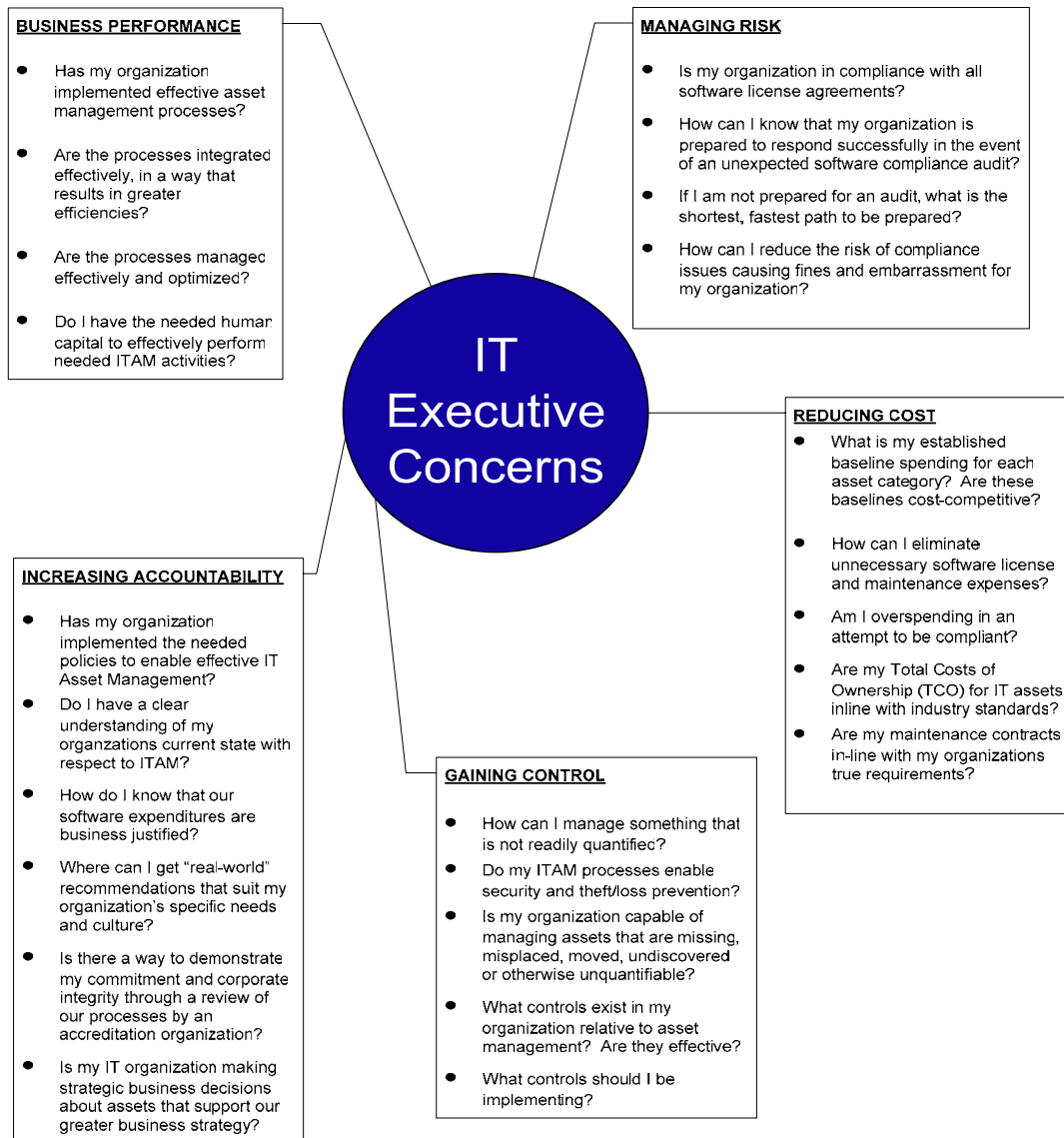
The trends have changed for good.

At IAITAM, we have listened carefully to the feedback from our members and one of the messages we have heard many times is that there is a need for best practice information, more advanced training and a defined growth path for both asset managers and organizations. We have taken this to heart and will be deploying a new IAITAM Best Practice Model (IBPM) during the months ahead. This model has been under development for some time now, but beginning in 2005 we will begin to leverage it so that it is reflected in our new and redesigned training and certification offerings and also through our CAPc providers.

The Economic Benefits of Implementing ITAM Best Practices

Implementing a best practice approach to IT Asset Management (ITAM) can result in significant and very tangible benefits for an organization. The benefits that can be reaped are broad and include operational efficiencies, business performance, soft cost savings, hard cost savings and cost avoidance. Soft savings are more difficult to estimate accurately, but this does not mean that they are any less real. It is important to note that real, quantifiable results can be realized very quickly by implementing the right efforts in a planned sequence.

In order to identify specific benefits, it is helpful to consider the business challenges facing most of our organizations. The following is a summary of common and current IT executive concerns as they relate to ITAM. These are general and really reflect the overall concerns of running IT as a business – Risk, Cost, Performance, Control and Accountability.



- Software license management cost savings can come from avoidance of overspending through monitoring of software utilization. Software sitting in inventory and from equipment being disposed of can be redeployed to avoid additional spending.
- A significant savings can be realized through consolidation and optimization of the procurement process for software. Although typically considered soft costs, the reduction in effort brought about by streamlining requisition, receiving and identification functions is real.
- Cost avoidance represents savings or avoided spending resulting from fines and penalties that result from a forced compliance event. In estimating these costs it is important to consider the factors such as hand reconciliation during a forced audit and downtime for end-users.



- Optimizing asset tracking, repeatable processes and consolidation of systems can result in savings due to greater simplicity in reporting and tracking and reduced efforts to manage inventory.

Accountability

Can you view baseline IT spending in your organization today by asset category? It's estimated that 70% of software licenses are not negotiated, but simply accepted. Through improved vendor management and vendor consolidation, gains can be made. In addition to training for and standardizing on a negotiating process, you should be leveraging your organization's standard terms and conditions for software during each new acquisition. Effectively managing maintenance and support agreements as a part of this process is critical.

Risk

Among the factors that should be proactively dealt with in terms of reducing risk are:

- Defining the terms of compliance in every contract
- Preventing loss of reputation
- Responding to audits
- Accurate reporting
- Liability for assets acquired during mergers and acquisitions
- Privacy
- Disposal reporting
- Environmental regulations

Business Performance

Implementing integrated processes for IT Asset Management should result in additional synergies that impact many other aspects of IT. For instance, most organizations are very concerned about configuration management. Using an asset management repository as a baseline for the assets to be controlled is an excellent start. Integration between the repository and configuration management applications will result in changes to the asset baseline automatically being picked up.

Security continues to be one of the hottest concerns in IT. Implementation of Identity and Access Management solutions should be tied to known asset inventories, people and locations.

Other operational efficiencies can also be gained. Integration of asset repository information with a help desk can result in increased performance of problem identification and problem management functions. Longer term savings may be found where transactions are streamlined. As an example, if request-procurement-deployment cycle of IT software and hardware is optimized, it may be possible to conduct these activities with reduced head count.

A Process Driven Approach

Process is the underpinning of a service management model for IT Asset Management. Successful organizations reduce risk and manage the Total Cost of Ownership (TCO) of assets by implementing processes as a proactive program of ITAM best practices. This must be managed as a program of specific initiatives, process development and measurable objectives that result in increasing levels of organizational maturity in managing the asset lifecycle.



It is an adage that “the qualities of results are often only as good as the processes that are used to produce them”

Implementation of processes requires discipline, time and support from the top down. Process improvement relies on coordinating both the human and technological components of infrastructure. Process must address both people and the underlying technology.

A key operative is the statement: *A Program of Specific Initiatives*. It is IAITAM's experience that asset management practices and processes should be managed as a phased implementation and ongoing operational program, prioritized based on the needs of the business. Whether the program management function will be conducted by the Asset Manager alone, an Asset Management Team or perhaps integrated with another part of the organization will depend on the size and maturity of each enterprise.

Defining a Best Practice Model for IT Asset Management

IAITAM has developed a Best Practice Model (IBPM) for Asset Management. The model is based upon a number of process areas (PA).

A Process Area is a set of related practices that together represent an organizations ability to perform within a specific discipline. IAITAM has defined these process areas as those bearing a significant level of repeatability within organizations. For the most part these Process Areas are specific to ITAM functions. There are some, however, that will overlap into broader disciplines such as Project Management and Policy Management.

IBPM Process Areas	
Asset Discovery and Identification	Compliance Management
Communication and Education	Disposal
Documentation Management	Financial IT Asset Management
IT Asset Lifecycle Management	Legislation
IT Acquisition	Program Management
Policy Management	Vendor Management
Project Management	

Within each PA, specific model attributes are identified. Each organization differs from the next and may require different processes that are not defined within IBPM. By looking at the specific attributes within your own organization, it is possible to develop a set of strengths and weakness within each Process Area.

For instance an *objective* of the *Documentation Management* process area is as follows: “License Compliance is Assured in a way that proof of ownership can be demonstrated; and proof of ownership can be correlated with a specific license at a specific physical location or end-user, so that: Litigation is avoided; Cost of non-compliance is reduced; and, risk of negative publicity is reduced.”

Given specific goal statements, an organization can then assess whether they are meeting the goal, working towards being able to meet the goal, or possibly not coming close to meeting the goal.



It is important to point out that the IBPM does not define processes, *per se*. This must be performed by the organization. Rather, the attributes defined for each process area are intended to provide a framework to the organization which can be used in order to quantify and improve. Equally important is to avoid the notion that a process area is equivalent to a functional organization. A given process area may define functions, goals and capabilities that are performed by one individual performing in a given role, or many individuals in different organizations.

Objectives Objectives are tangible goals that move the organization closer to a desired state.

Commitments Commitments represent actions taken by the organization to ensure that program activities are enabled and supported. Typical commitments include executive sponsorship, resource allocations, funding approvals and development of policies.

Capabilities Capabilities describe both human and technological conditions that must be met for the organization to perform competently within a given discipline. An example of a human capability would be "Asset Manager recruiting and training is based upon specified skills, knowledge, and experience." A technological example of a capability would be; "The discovery process is implemented with toolset(s) that meet the software inventory scanning criteria for all specific operating systems in use".

Activities Activities are specific actions that are taken to achieve a particular work product or outcome. Activities involve people acting in specified roles and following procedures or specific process steps. Performance of an activity can involve developing plans, doing work, tracking progress and making decisions.

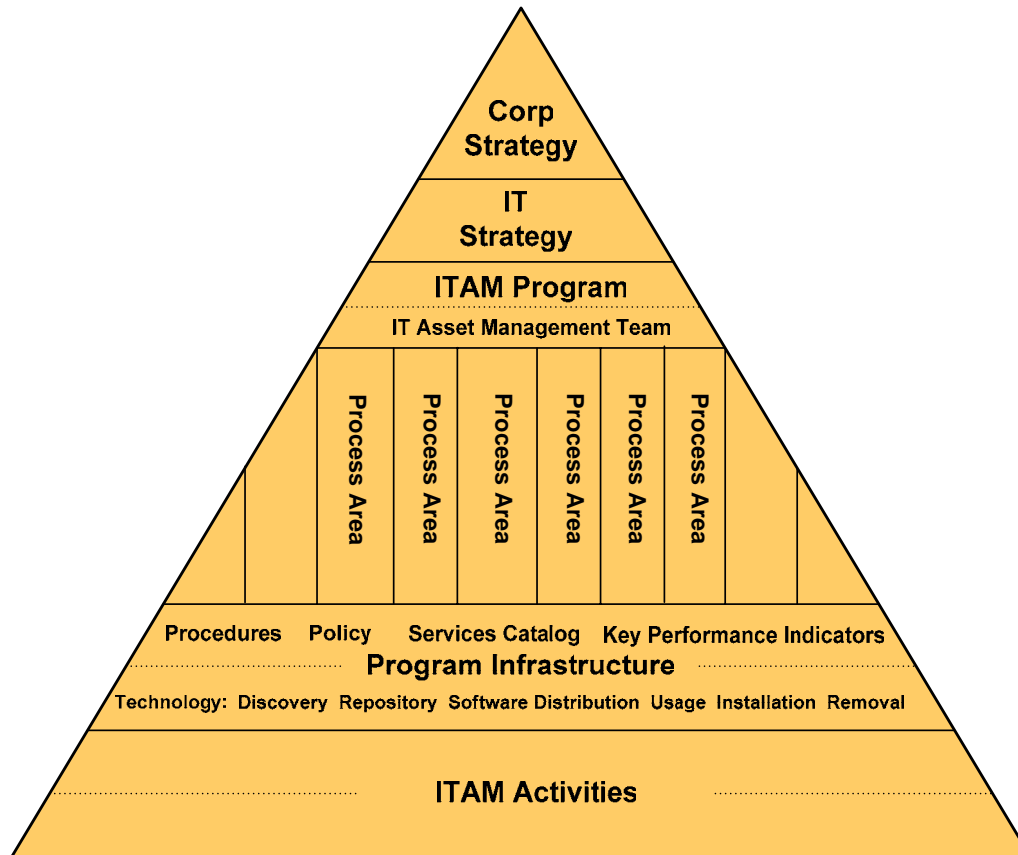
Measurements A measurement is a quantitative indication of progress, status or outcome as related to the ITAM discipline. Measurements that indicate positive business performance are often referred to as Key Performance Indicators (KPIs).

Verifications Verification describes measures that are taken to ensure a particular discipline is functioning as designed. Verification also confirms that activities are being performed in compliance with the processes that have been developed. Verification should be supported through periodic management review.

An organization may choose to define additional attributes for a given process area as an aid to helping teams perform better. Examples of these attributes could be: Roles, standardized deliverables, techniques, sample reports, etc.



IAITAM Best Practice Model Process Areas



Program Management As we described earlier, the ITAM program consists of specific staged initiatives prioritized to meet the needs of the organization. The purpose of defining an ITAM Program is to encapsulate and define the overall strategy, mission, objectives, measurements and prioritization of IT Asset Management efforts within an organization.

The function of the program manager is to ensure that all efforts necessary to accomplish the mission are subdivided into specific initiatives, or projects, and that these are monitored and controlled through the Portfolio Management for Projects sub-process. Further, the Program Manager works to ensure that appropriate resources and commitments are gained from various organizations across the enterprise, to ensure that teamwork is developed.

Typically the IT Asset Management program will require participation from the following organizations: Corporate Communications, Facilities, Human Resources, Information Technology, Legal, Procurement and Executive Management, as appropriate.



The Program Management process defines staffing, support roles, relationships and teamwork necessary to ensure that ITAM functions are coordinated and not managed within “silos”. It is within this framework that initiatives are identified, business cases are developed and executive support is gained. The Program Management function also provides an important output via the communication and education process area, so that new initiatives, successes and requirements are communicated to various target groups.

ITAM program management addresses the following sub-processes: Program Initiation, Current State Evaluation and Discovery, Process Management, Portfolio Management for Projects, Manage Strategic Needs and Reporting.



Process Area

Project Management Project Management discipline is well defined by many authorities and ITAM efforts do not place any unique requirements on the well-known and time-honored practices for project managers. What IAITAM recommends is that every initiative or implementation be defined, organized, managed and concluded by following a formalized approach to project management. As stated above, the Program Management process area identifies the need and once this has received prioritization, the expectation is that an experience project manager and team will carry out the effort.



Process Area

Policy Management Clearly defined and understood policies are a critical success factor for and are the underpinning of any successful asset management program. IAITAM has identified over thirty policy areas that should be addressed in the majority of organizations. Once defined, the policies must be visible and employees must understand what is required and why it is beneficial for the organization.

Policies are ineffective if they are not enforced. Therefore part of the transformation that must take place is that policies are uniformly enforced and non-compliance results in consistent demonstrable actions. This will ultimately lead to reduced risk of non-compliance and better protection of both the individual and the company. Strategies for gaining voluntary compliance are also an important aspect of a successful policy management approach.

Lastly, policies must be reviewed and updated periodically in order to take advantage of new industry practices, technological advances and in order to address new compliance requirements.



Process Area

Asset Discovery and Compliance Management The Compliance Management Process Area is the focal point for risk avoidance and audit response. As part of this PA, the organization prepares to respond, responds to compliance events, performs periodic internal asset discoveries and ultimately settles non-compliance matters.

Sub-processes:

- Compliance Event Management
- Respond to Compliance Events
- Conduct Initial Discovery
- Conduct Proactive Discovery
- Negotiate Settlements



Process Area

Asset Identification The Asset Identification Process Area encompasses the activities that uniquely identify and validate the physical presence of assets. Asset Identification begins when an asset is first introduced into the environment and thus is a key enabler of many related activities in the Software Lifecycle, Hardware Lifecycle, IT Acquisition and Documentation Management Process Areas.



Process Area

Communication and Education Deployment of best practices for IT Asset Management will involve many people up to and including the entire organization when it comes to awareness and understanding of policy. IT Asset Management processes generally encompass more than a single department or type of professional within the organization, escalating the need for a common vocabulary and set of experiences on which to build cooperation. The Communication and Education disciplines are key elements to that success.

Proactive change management requires planning and communicating for change followed by the necessary training to ensure that adoption is successful and that employees truly understand how to use the new processes to help them perform.

Creating an education plan and communication that addresses both appropriate delivery mechanisms as well as identifying functional objectives by role. Some of the most important considerations in this discipline are:

- Communication and Education mechanisms that can enable and verify employee awareness, especially with respect to policy and compliance.
- Well-timed communications as an enabler for change management
- Education just-in-time to support technology rollouts. It is essential to achieving ROI for the Asset Manager and other key technical specialists to receive training on technical implementation and end-user functions of Asset Management toolsets.
- Ongoing education and certification for IT Asset Managers.



Process Area

Disposal The Disposal Process Area defines process and procedures for removing assets from your environment. A mature disposal process will allow your enterprise to avoid costly storage of unused assets, mitigate risk associated with disposal, reallocation of software, security of information maintained before the disposal process, while increasing return on investment.



Process Area

Documentation Management The Document Management Process Area encompasses management of all IT asset related documents throughout most of their life-cycle, from acquisition onward. This discipline includes management of contracts, proof of purchases, and all software licenses including certificates of authenticity (COAs). Specific outcomes of a fully implemented document management discipline include:

- Asset information is maintained in a centralized repository
- License compliance is assured
- Terms and conditions are defined and understood
- The organization can recover from a disaster and continue its business
- Contract Terms and Conditions are broken down and accessible online.
- Vendor information is cataloged and tied to each class of asset



By implementing the Documentation Management Process Area fully, the organization will accrue the following benefits: Optimized financial controls, license compliance assured, accurate records are available for audits on short notice, software license quantities can be monitored and matched to the required number of users and information about the configuration of every computing device is available for disaster recovery.

Process Area

Financial IT Asset Management The Financial IT Asset Management process area is a key part of not only your asset management program but will affect departments across your corporate enterprise. Financial IT Asset Management is the backbone to savings within your IT Asset Management program from budgeting to invoice reconciliation.

Financial IT Asset Management includes many operationally recurring functions: budgeting, fixed asset reconciliation, chargeback, invoice reconciliation, forecasting, financial audit preparation and billing.

In addition to these, the Financial IT Asset Management discipline must support a strategic view of IT spending by building a portfolio management perspective. IT spending must support the overall growth and goal achievement of the enterprise and should be optimized as such. This process area requires that baselines are developed for each asset category and then continually reviewed for both cost-competitiveness and strategic fit.

Process Area

IT Asset Lifecycle Management This Process area encompasses both the software and hardware disciplines as well as integration with those processes responsible for IMAC. The Hardware Lifecycle Management processes are the lynch pin of successful IT asset management as the functions in this area involve the movement of the physical asset during the life time use of the asset in the classic "birth to death" scenario. Success elements focus on the development of efficient processes that are centralized, standardized and reliably repeatable. The discipline requires evaluation of both integration and automation as ways to eliminate inefficiencies. Also required is the rigorous self-examination of all processes and decisions on a regular basis in order to maintain healthy and growing processes that fit the growth and goals of the organization. Hardware lifecycle management provides both cost savings and increased accuracy, providing the necessary elements for activities such as:

- Catalog and standards development
- IT strategic planning and implementation of technology refreshes
- Maintenance and service strategies
- Service Management approach for IT operations
- Fixed Asset reporting
- Taxation implications for sales tax and property tax
- Regulatory compliance that is based on accurate and timely inventory

It is in the software lifecycle management processes where the rubber meets the road in terms of automating, integrating, centralizing and standardizing processes so that they are optimized to meet the twin goals of cost savings and accountability for compliance. Unlike hardware lifecycle management, this discipline has the added risks of dealing with nonphysical assets that indeed still move and have uniqueness and value associated with that uniqueness.



The technical issues of patch management and version control are important aspects for software management. Following the same “birth to death” view as hardware lifecycle management, the discipline has many of the same programs as hardware, requiring process evaluation and re-engineering, catalog, standards development, maintenance and service strategies.

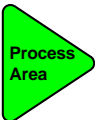
Compliance is a major driver for software management and the lifecycle processes are the underpinnings of a successful software compliance program. The reduction of overall software licensing and support costs are the most significant cost benefits that result from implementing these disciplines.

Key processes for software lifecycle management include:

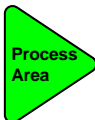
- Standards and services catalog development
- Application inventory management
- Patch management
- Packaging and software distribution
- Software de-installation
- Usage monitoring

IMAC is an acronym for Installs, Moves, Adds and Changes. The IMAC processes encompass a set of procedures that are followed for every managed asset. A coordinated IMAC process is integrated with the service desk, configuration management and release management functions. When hardware and software changes are requested or as new devices enter the environment, changes are requested, tracked and updated with a workflow mechanism that results in a complete record of the change being recorded in the Asset Repository and/or change management database (CMDB). Successful implementation of this discipline results in the following benefits:

- Allows tracking of costs to a cost center and better budgeting, chargeback;
- Provides better understanding of the service utilized and the resultant costs;
- Provides evaluation data for maintenance agreements, types of equipment, etc.;
- Increased accuracy on all asset statistics, resulting in increased compliance;
- Ability to measure service levels for IMAC performance.



IT Acquisition The IT Acquisition Process Area will empower your IT asset program to function in an effective manner while acquiring all IT Assets needed. A mature IT Acquisition Process Area includes the following functional areas: a formalized product review and selection process, IT Asset request, IT Asset Approvals, Requirements and Selection Criteria development and Asset Record Creation.



Legislation The purpose of the Legislation Process Area is to maintain awareness of legislation that may introduce change to the processes and legitimate use of IT assets within the organization to meet goals external to that organization. This process area includes development of proactive legislative awareness and an impact analysis for the organization that provides an understanding of non-compliance threats, and recommendations for avoidance.



Organizations with a legislative review process will proactively prepare by modifying processes, add reporting functionality or some other change that can lessen the potentially negative impact to the organization. Preparatory actions will also include potential benefit analysis from compliance and the comparison of solutions from a cost perspective. Those organizations without legislative programs are doomed to reactive activities that force realignment of priorities to the detriment of the organization and at great expense. These organizations are also subject to improper response based on incorrectly publicized or understood proposed legislation.

The legislative discipline must include analysis of the public impact and the coordination with entities outside of the organization including the media. The core of this process is periodic review and examination of risk based upon changes. From a strategic negotiation standpoint, important outputs of this process are the standard terms and conditions provided to the IT Acquisition Process Area.



Process
Area

Vendor Management The Vendor Management Process Area addresses the level of discipline employed in communicating, leveraging and negotiating with your vendors. Strategies for success include:

- Implementing a Vendor Management Office (VMO) capability
- Assigning vendor managers internally
- Following a documented communication protocol
- Building a library of best practices for agreements and negotiations.
- Developing business strategies for lease versus buy, outsource versus retain
- Initiating global application or vendor consolidations

Benefits Gained by Assessing Your Organization

Assessments can be likened to looking in the mirror. If you were to ask the question: "What level of understanding does your organization have of its current state with respect to ITAM?", who would answer? Would the answer vary depending on who was asked? In order to advance in this critical area, it is essential to prioritize your efforts. By understanding the current state of the organization, you will be able to then define the efforts needed to bridge the gap from current to the defined vision of best practice.



CAPc Certification

The Compliance Audit Process Certification (CAPc) is designed to provide guidance for organizations embarking on a path to improving their IT Asset Management practices and capabilities. CAPc is about guiding your organization to implement the right disciplines in a prioritized, program driven manner. A CAPc rating is achieved by conducting a software compliance process assessment for your organizations ITAM initiatives. Specific criteria that map to the IAITAM Best Practice Model are then evaluated in each of the areas. Based on the collective review of these criteria and evaluation results, IAITAM issues a certification for the level of maturity attained.

CAPc™	1	2	3	4	5
Certification Level	Chaos	Bronze	Silver	Gold	Platinum
Policy		P	✓	✓	✓
Certified Asset Managers		P	1	1	2
Executive Sponsorship		✓	✓	✓	✓
Program Management		P	I	I	✓
Change Management		P	I	✓	✓
Compliance Management		P	I	✓	✓
Documentation Management		P	I	✓	✓
Discovery Tool		P	✓	✓	✓
Removal Tool		P	✓	✓	✓
Software Metering		P	✓	✓	✓
Energy Conservation			✓	✓	✓
ITAM Processes Proactive			P	I	✓
Audit Response Team			P	✓	✓
Asset Repository			P	I	✓
Disposal		P	I	I	✓
Vendor Management					✓
Financial ITAM Charge Back					✓
Coordinated IMACS					✓
Business Continuity					✓
Contract Management					✓
Cost Reduction Program		P	I	✓	✓

Legend	
P	Planning stage complete
I	Implementation approved and ongoing
✓	Implementation completed and operational
1-2	Number of certified asset managers



IAITAM has formalized arrangements with select IAITAM Provider Members to conduct *Software Compliance Process Assessments* for their customers. The findings of these assessments are then submitted to IAITAM for independent review and certification.

IAITAM trains and certifies the IT Asset Management profession, including service providers. Working in conjunction with software companies, providers of services and its own direct and extensive experience, IAITAM has developed the roadmap reflected in the IBPM. Emphasis is placed on accomplishing the goal of building a successful software management practice for the client that both maintains compliance and generates savings.

- Have met all IAITAM certification requirements and have extensive field experience.
- Have been trained and certified to implement and administrate asset management tools.
- Are monitored by IAITAM asset management experts to assure continued quality of service

What You Can Expect from a Software Compliance Process Assessment?

An IAITAM Certified CAPc Provider performs an assessment that evaluates all aspects of your Software Asset Management practices and delivers specific recommendations on how your organization can become an industry leader in software management, exemplified by the Certification by IAITAM of your company's software practices.

Assessments include:

- Analysis of existing environment focusing on policies, processes, procedures and systems
- Gap analysis of current practices
- Development and delivery of specific recommendations that close the gaps while maximizing current processes and tools
- External validation of the recommendations by IAITAM

Deliverables:

Your CAPc Provider will provide the following deliverables in connection with the assessment:

- Project initiation workshop onsite
- Project plan
- Periodic project briefings during the onsite review portion of the Assessment
- Schedule quarterly reviews for compliance and asset management review.
- Compliance Audit Process Assessment for IAITAM review
- Final assessment report, including: A summary of the detailed findings and recommendations; a process maturity rating for each process area; and a cost savings analysis.
- Onsite presentation and discussion of the report and recommendations
- If CAPc certification is attained, IAITAM CAPc Certification materials including: IAITAM CAPc Seal of Approval Plaque, IAITAM CAPc Certification Letter; IAITAM website certification visibility, if desired and a press release, also if desired.



In Summary

- IT organizations will experience increasing demand for services in 2005 as the economy heats up. And, they will continue to be expected to provide their services at increasing levels of efficiency and lower costs. A mature ITAM program will be one of the most powerful weapons in your arsenal for managing cost.
- Manage your ITAM initiatives as a coordinated program of prioritized efforts. The ITAM Program should be carefully defined to ensure the best fit within existing organizational management processes and structure. ITAM initiatives should be aligned and prioritized in order to maximize positive impact on enterprise strategy and overall profitability drivers, not simply cost reduction.
- Focus on outcomes of each initiative first and then apply a process oriented approach to implementation. Apply technology wisely and do not confuse the tools with the solution.
- Align your ITAM strategy to the overall information technology needs of your organization. Seek ways to offer business performance gains for the corporation as a whole and balance this by providing tangible cost-savings. Your ITAM program should be dynamic and adaptive to changing corporate and technological requirements. Regular communication and senior management involvement is a must.
- If you are just getting started, seek expert guidance and develop an objective, fact-based business case up-front. Prioritize your proposed plans based on achieving the biggest gains and/or addressing the most compelling risks first.
- IT Asset Management requires cooperation, coordination and a serious look at how to make the organization run more smoothly. Ultimately, IT assets and services provide the enabling infrastructure required to operate a competitive enterprise. Organizations that postpone deploying proactive IT Asset Management will bear the brunt of inefficiency, unnecessary expense and undue risk.



About IAITAM

IAITAM™, an independent consumer membership organization of technology software and hardware asset managers, is devoted to professional growth and optimizing corporate information technology investments. IAITAM goals include creating a common understanding of the benefits, pitfalls and best practices for both software and hardware asset management. To accomplish this goal, the association serves the professionals performing these duties and the corporations that are astutely pursuing the cost savings and risk reduction that can be found through IT asset management.

IAITAM has been an industry resource since 2002. IAITAM focuses on providing guidance, knowledge and advisory services requested by IT Asset Managers who recognize the need for a centralized organization devoted to educating and codifying information within the IT Hardware & Software Asset Management fields. IAITAM services include:

- Advanced training programs, offering formal certification and professional recognition;
- Easy access to vendor neutral answers and product reviews;
- Providing a secure area for peer to peer discussions;
- Guiding IT Executive management to an understanding of the benefits of IT asset management practices and of the qualified IT asset manager;
- Pushing the envelope on what practices work, where the savings are and the choices that lead to compliance
- Assistance with Best Practices
- Evaluating impact of current legislative trends
- Knowledge exchange through conferences and the Information Technology Asset Knowledge (ITAK) magazine.

To inquire on how your organization can become CAPc certified, contact IAITAM at capc@iaitam.org.



www.iaitam.org