



G-Cloud 15

Software Asset Management Services

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Transforming Business using the Cloud

We have worked with many Central and Local Government organisations to support implementation of business objectives using cloud technology. We have significant experience of **optimising cloud consumption / costs, delivering cloud migration** in both a commercial and technically efficient way. We design and implement **FinOps capability** to effectively manage the **Total cost of Ownership (TCO)** of cloud services (IaaS, PaaS, SaaS) and deliver lifecycle cloud asset management.

Enabling business and enterprise transformation through **cloud adoption** is complex and a strategic consideration. **Cloud technology and services** can reduce cost, remove technology bottlenecks, and support business innovation. As a result, for many organisations, adopting **cloud services** is now a question of when and how, rather than if. In practice, this often involves managing **hybrid environments**, where **on-premise, cloud and SaaS services** coexist. Commercial mechanisms from leading suppliers support multiple delivery and use cases that maximise flexibility but increase complexities around cost control.

Opportunities for organisations typically include a combination of one or more of the following:

- Implementing private and or **hybrid cloud** environments for infrastructure and applications
- Smarter use of **public cloud services** to optimise existing business functions
- Using cloud platforms to enable new **digital services** and operating models
- Leveraging existing investment to **optimise costs across hybrid environments**, including taking advantage of **BYOL (Bring Your Own Licence)** models and hybrid use rights
- Reducing cost through **consumption-based pricing models** aligned to **actual usage**
- Improving **cost visibility and flexibility** often leveraging **Cloud Cost Optimisation** and **FinOps** techniques to rapidly scale (up and down) services and costs based on short-term demand rather than waiting for annual or longer contract renewals
- Enabling and consuming **Artificial Intelligence (AI)** capabilities.

Migration to, and optimisation of, **cloud services** must be carefully planned. We understand the business and technical risks that should be considered, understood and mitigated prior to, during and post such a move. These include:

- Alignment of business and technology objectives to ensure the intended benefits of cloud adoption and optimisation are realised

- Availability and reliability of services, and the avoidance of operational disruption that could impact service delivery or public trust
- Decentralised support and operating models, requiring appropriate approaches to **governance** and **operational security** due to the different risk profiles associated with cloud service providers
- **Data handling practices** that reflect how information flows across **on-premise, cloud SaaS and AI environments**
- **Data privacy, Regulatory and Compliance** requirements, including GDPR, and the need to understand where and how data is stored, processed, or moved across **geographic locations** in **cloud environments**
- Use of **Artificial Intelligence (AI)**, associated **Agents** and full **Agentic** capabilities provisioned across cloud environments and Data Factories
- **Future technology trends** and the need to minimise technical debt while supporting long-term transformation.

As organisations adopt **cloud and SaaS services** alongside existing **on-premise systems**, there is an increased need for effective governance of software **usage**, licence compliance, and **cost control** which now requires near **real-time analysis** across **multiple cost metrics** from ‘compute power’ (e.g. Data Scientist use of cloud compute power for complex analysis), reserved instances, marketplace spend, virtual machine sizing, back-up and recovery provisioning, SaaS and browser-based licences, and third party application use rights.

Without appropriate controls, organisations may face unmanaged cloud consumption, **Shadow IT**, **Shadow AI**, **licence compliance risk**, and **unbudgeted spend** across hybrid estates.

We act as a trusted advisor, providing frameworks, experience and practical support to help organisations balance business, technology and risk considerations. We tailor our approach to client circumstances and support organisations:

- As a partner across the full lifecycle, from strategy through to execution and optimisation
- With delivery flexibility from resource augmentation to tailored managed services
- Through developing operating models, end-to-end governance, standards, processes, standard operating procedures and roadmaps

- Developing use cases for, and management of modern working capabilities e.g. monitoring and developing the use of Agents and Agentic AI or implementation of FinOps practices which continue to converge with traditional asset management capabilities
 - With targeted support to address specific business, technology or operational issues encountered during transformation or business as usual operations
 - **Through clear and consistent policies, processes and procedures** for managing software, SaaS and cloud assets, improving governance, accountability and operational consistency.
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Software Asset Management Services

This section describes in more detail the service features and benefits included within this **Lifecycle Software Asset Management (SAM)** service definition document.

Software Asset Management Services Description

We provide **Software Asset Management (SAM)** services to provide effective management, control and protection of **on-premise, cloud, SaaS and virtualised software assets** throughout their lifecycle, from procurement through cost allocation, provisioning, consumption, retirement and disposal.

The objective of our SAM services is to **maintain licence compliance**, enable **licence optimisation**, and control software and cloud spend, while reducing operational, commercial and audit risk. Our services support organisations operating **hybrid estates**, where **on-premise, cloud and SaaS environments** coexist, and where unmanaged usage, **shadow IT, Shadow AI** and **consumption-based pricing models** increase complexity.

We support both **point-in-time assessments** and **ongoing managed services**, to enable organisations to move from reactive compliance activity to sustained optimisation and governance aligned to their strategic plan.

Software Asset Management services	Software Asset Management Benefits
- IT, Software and Hardware Asset Management (ITAM / SAM / HAM) maturity assessment, including progression towards Intelligent Asset Management (IAM) - SAM technology implementation and configuration, including Flexera, Snow and ServiceNow SAMPro - Operating model design and functional integration into ITSM, ITSCM and CMDB - Cost allocation and Cloud / SaaS software provisioning including development and use of AI led automation to manage request fulfilment etc. - FinOps, Unit Economics, Technology Business Management (TBM) taxonomy maturity, implementation and optimisation (Cloud + Labour + Licensing = Total Cost of Ownership / TCO)	- Complete visibility of software assets, usage, costs, contracts and renewals across on-premise, cloud and SaaS environments - Accelerated cloud transformation supported by effective software and licence governance - Audit preparation, defence and optimisation of licence terms and use rights - Ongoing licence compliance and mitigation of compliance and audit risk - Improved commercial outcomes including reduced costs from software contracts due to improved data quality and insight - Identification and delivery of cost savings through licence optimisation and application rationalisation - Improved control of SaaS subscriptions and reduction of shadow IT

- Strategy, operating model roadmap, policy, process, controls and governance design and implementation
- Vendor reconciliation, negotiation and true up across a broad range of software vendors, including Tier 1 publishers such as Microsoft, VMware, SAP, Oracle, IBM and Adobe
- Licence compliance and licence optimisation across on-premise, cloud and SaaS environments leveraging PwC proprietary SAM Technology
- Cloud and SaaS optimisation, including Azure, AWS and GCP, to reduce cost and improve usage transparency
- Application rationalisation to identify duplicated, overlapping or under-utilised software
- Outsourced SAM managed services, provided on an interim or long-term basis
- Transformation support for data centre (DC) exit, legacy estate reduction and transition to cloud
- Identification and management of shadow IT, including shadow AI arising from unmanaged SaaS platforms or end-user tools
- Provision of AI-enabled analysis for contract interpretation, licence terms and software use rights
- AI optimisation and automation to accelerate insight, reconciliation and benefit realisation
- FinOps-aligned cloud cost optimisation, supported by PwC proprietary cloud cost optimisation technology.

- Access to best practice SAM FinOps & Cloud Security processes, controls and governance
- Rapid deployment capability optimising benefit realisation and reducing overhead
- Use of AI and proprietary technologies to speed analysis, optimisation and decision making
- Empower your planners with actionable information
- Enrich existing solutions with advanced analytics and visualisation.

We work across **complex, mixed vendor estates** and are not limited to a predefined set of publishers. This enables consistent **licence compliance, licence optimisation**, governance and cost control across both strategic Tier 1 suppliers and long-tail software portfolios.

1. What is IT / Software Asset Management?

IT Asset Management (**ITAM**) is the infrastructure and processes used to ensure effective management, control and protection of **cloud and on-premise software assets** throughout the lifecycle from procurement to disposal. The goal is to efficiently manage IT expenditure, resource overhead and risks in owning software assets to support the organisation's strategic plan. **ITAM** is closely linked to **FinOps** and **Technology Business Management (TBM)** which provide established frameworks for managing IT spend.

IT asset management is an important part of an organisation's strategy, its function being the **primary point of accountability** for the lifecycle management of information technology assets throughout the organisation.

Poor IT and Software Asset Management impacts operational effectiveness, third party and supplier costs, technology stability and resilience as well as **cyber security, information security, service introduction** and **licence compliance**.

2. What issues are our clients facing?

Organisations face many risks and challenges in relation to IT asset management, especially in relation to shifting infrastructure and services to **cloud, SaaS and virtualised environments**. The world of IT is changing rapidly, and as such, the complexities around **licensing models** and asset management are constantly evolving.

These challenges include **AI, virtualisation, cloud computing, Software-as-a-Service, Platform-as-a-Service** and other services. There can be significant exposure to excess software, unbudgeted spend, and operational costs and risks, as well as emerging risks such as **shadow IT and shadow AI**, where AI-enabled tools or features are used without appropriate visibility or governance

This often results in **non-compliance, security breaches, vendor audits, wasted spend**, or even legal and regulatory investigation, particularly where **uncontrolled SaaS adoption or shadow AI usage** introduces additional data protection, security and licensing risks.

3. Our approach

Organisations can be paying **25–35 percent** too much for software, support and maintenance costs. Significant cost savings and leveraged buying power can result from a successfully executed ITAM programme. Implementation of even small steps can produce immediate returns leading to long-term value for the organisation. The following section outlines our service offering.

Managed Services

An ITAM managed service can alleviate the pressures of resource constraint and lack of specialist knowledge. It also removes the burden and effort of responding to compelling events such as audits or true-ups by proactively providing **ongoing visibility of licence positions** and **licence compliance** for key vendors on a periodic basis.

A typical managed service may include several options and service levels. The components chosen are dependent on business requirements. Examples include:

- **Inventory and Discovery:** We identify the hardware, software, **SaaS and cloud assets** deployed across the estate. Once identified, we ensure assets are tracked and managed throughout their lifecycle
- **Software Compliance:** We identify the deployment of software measured against licence entitlements. This provides an understanding of how key software is used by the organisation and helps identify **licence compliance risks** and governance challenges
- **Software Licence, Cloud Cost Optimisation & FinOps:** We recommend changes to software usage and cloud consumption across all third-party vendors and multi-cloud Hyperscalers (IaaS & PaaS costs) to maximise benefits and minimise cost, including **application rationalisation** and **rightsizing**
- **Management Reporting:** We capture the software environment and provide management reporting on compliance, risk and usage. We assess software licensing for key vendors to identify **non-compliance**. We can work with **any chosen technology**
- **Call-off Services:** Depending on organisational needs, we provide predetermined call-off service days that can be allocated to managed services or used to obtain specialist licensing advice
- **ROI Assessments:** An ROI assessment is a quantifiable discovery exercise designed to assess key ITAM maturity elements, review IT expenditure and identify potential cost savings across on-premise, cloud and SaaS environments. Once identified, this enables development of an informed business case for ITAM investment

- **Maturity Workshops:** Understanding ITAM maturity is the first step in addressing risk and inefficiency. Our maturity assessments review the entire IT function to identify effectiveness in managing IT and software assets and support progression towards Intelligent Asset Management (IAM)
- **IT Cost Management and Reduction: Our ITAM specialists work with stakeholders to identify changes to support organisational objectives. Key components include:**
 - Identifying inefficient or ineffective processes
 - Making and implementing appropriate technology choices
 - Optimising the use of assets, including cloud and SaaS services
 - Using the right resources at the right time.

This also includes support for **cost allocation** of software, **SaaS** and cloud spend across **multiple business units, legal entities and geographic locations**. This enables improved **cost transparency**, supports **budget accountability**, and informs decision-making across complex, federated organisational structures.

Optimisation and Governance

Reconciliation and optimisation extend beyond point-in-time baselines. We take a strategic and ongoing approach to enable **continuous licence compliance** and **licence optimisation**, supported by:

- Licence reconciliation and entitlement validation
- Scenario planning and infrastructure analysis
- **VMware and virtualised estate optimisation**
- Software usage and lifecycle management
- **Application rationalization**
- Deployment visibility and **FinOps-aligned cloud cost optimisation.**

Where applicable, certified baseline assessments can be delivered through defined vendor programmes, such as Oracle vSAM, supporting audit readiness and ongoing licence compliance.

Technology Selection and Implementation

Technology forms a key component of effective ITAM. It automates processes, enables controls such as KPI reporting and renewal management, and improves accuracy and decision making.

We support selection, procurement and implementation of **cloud-based and on-premise SAM technologies**, including Flexera, Snow and ServiceNow SAMPro. We can support the **full procurement-to-implementation lifecycle**, including requirements definition, business case development, market engagement, implementation and programme assurance.

This can include **partner-aligned optimisation and licensing assessments**, such as **AWS-aligned assessments**, where applicable.

Proprietary Technology and Data Analytics

We leverage proprietary and third-party technologies including:

- **PwC CCA**, supporting **cloud cost optimisation** and **True FinOps** across **Azure, AWS and GCP**
- **PwC ACE**, supporting licence allocation, optimisation and management of **licence use rights**, including joiner mover leaver processes
- **PwC Data Workbench**, enabling large-scale data analysis and reporting
- **AI-enabled contract analysis** and **AI optimisation** to accelerate insight and benefit realisation

Process Design, Automation (incl. AI / Agent based) and Re-engineering

Understanding processes is critical to enabling organisations to operate effectively in complex technology environments. We assess and redesign processes to align behaviour, governance, technology and operating models with strategic objectives.

Process re-engineering focuses on changing behaviour, culture, processes and technology to support sustainable improvement.



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