

ITAM Reimagined in a Hybrid World





Introducing the Hybrid World: Same IT Goals, New Pace

For a long time, the term “hybrid” had a very specific meaning when it came to enterprise technology. But now many areas of our everyday lives, from socializing to schooling, are being reimagined through hybrid models.

The world has changed permanently, and the need to embrace hybrid has impacted our workplaces too. Here are just a few examples of hybrids becoming mainstream within organizations around the world:

- Hybrid work (including distributed workforces, contractors and third-party vendors)
- Hybrid cloud infrastructures
- Hardware and software
- IT departments and business units
- OPEX (operating expenses) and CAPEX (capital expenditures)
- Subscription and perpetual licensing models

But these hybrid forms aren’t new. The events of 2020 haven’t changed the fundamental goals of IT. Rather, they have rapidly accelerated pre-existing trends. As Microsoft CEO Satya Nadella put it back in April 2020, “We’ve seen two years’ worth of digital transformation in two months.”

So, what does this mean for IT asset management (ITAM) practitioners? In this evolving landscape, IT priorities are focused on enabling new ways of working while driving growth initiatives, including that ever-important goal of supporting digital transformation. Whether you work in software asset management (SAM), SaaS management, SAP administration, cloud, or a combination of the above, your understanding of the overarching technology environment and how it provides value is more vital than ever to help support your business through these changing models of work.

ITAM practitioners’ work now involves facilitating the ways of working that have accelerated in recent times, enabling people to do their jobs as effectively as possible – while ensuring the correct guardrails and governance are in place to manage any risks. This is in addition to continuing to play a pivotal role in supporting business growth by optimizing IT spend, managing and safeguarding company assets, and/or enabling workplace efficiencies.

Let’s look at the two key areas where hybrid is presenting opportunities and challenges for ITAM practitioners.





Hybrid Working

Our recent survey of 400 IT leaders found that 92% were moving or had already moved to a hybrid work model. But as each organization's culture, business models and technology investments vary, IT may be facing significant challenges in supporting or transitioning to it.

Enabling a successful hybrid work environment involves creating a seamless technology experience for employees who go between working in the office and remotely, at any given time. This could mean such unique challenges as troubleshooting a network issue at the organizational HQ while simultaneously solving connectivity issues for remote employees. Due to the fluid nature of how employees might need to go between office and remote settings, IT teams could also face issues such as maintaining and optimizing IT costs, reining in shadow IT and managing cybersecurity threats beyond the workplace perimeter.

Due to the greater use of IT resources and a surge in department-led technology purchasing, it's safe to say that hybrid work has increased the burden on IT. 84% of IT leaders [surveyed by Snow](#) expect additional funding to support new ways of working; when asked what they would spend that extra budget on, 37% said more IT staff. With these levels of demand, IT teams – and ITAM practitioners specifically – look primed to play an even more important role in their organizations' futures.



Hybrid IT Environment

Hybrid work poses key challenges for IT. But with the right approach, it can empower a more open, connected and collaborative future.

Managing hybrid cloud and SaaS deployments, for example, has only become more complex with the rise of distributed work. Sprawl is a major concern, with practitioners having to manage a more diverse range of SaaS and cloud applications while integrating them with their on-premises environments. And, the widespread prioritization of cloud is leading practitioners to re-imagine traditionally on-premises solutions like SAP.

Amidst these challenges, ITAM practitioners who need to support continued business growth in a hybrid world must reimagine how they approach three of their key areas of focus:

- **VISIBILITY** – achieving a holistic view of data and applications across the on-premises data center, cloud and SaaS environments, including seeing where spend is happening
- **OPERATIONAL EFFICIENCY** – leveraging key technologies like automation and self-service IT to enable more seamless working for yourself and IT end users
- **GOVERNANCE** – ensuring you retain the control needed to manage risk and cost without obstructing those ways of working that have accelerated in recent times

Reimagining these core focal areas will help ITAM practitioners working in (or with) the following spaces, all of which are being impacted by hybrid: software management, SaaS, cloud, and SAP licensing.

We will now go through these spaces one by one, considering how you can enhance your visibility, operational efficiency and governance across each to better meet the demands of your hybrid environment.

Chapter 1 | SAM

Supporting Growth and Managing Risk for Better Software Management

Today, the transition of new ways of working along with the acceleration of SaaS and cloud adoption means ITAM and SAM practitioners are looking beyond just managing the technology estate. New areas of support have emerged that require an understanding of:

- The ways people want to work across dispersed and/or multiple locations, with an increased reliance on tools and services like VPN
- How teams are now buying and accessing software
- What the increasing technological autonomy of different business units looks like
- How to incorporate new technologies like artificial intelligence (AI) and automation into best practices around managing costs and minimizing risks

In order to adapt to these new requirements, ITAM and SAM teams may find themselves homing in on two specific areas:



1: Facilitating Organizational Growth in a Hybrid World

As a practitioner, enabling business units to access technology when they need it (often to the degree of anticipating their requirements in advance) is paramount. Today, to support a distributed workforce, previous roadblocks, such as policies preventing the provisioning of certain types of software for select groups, need to be reconsidered. Business units and remote users must be provided with general guardrails on software usage so that they are empowered, not prohibited, to make effective decisions in a hybrid environment.

Practitioners also now need to integrate the broader range of different tools being used by workers to support seamless productivity across the board.

2: Managing the Risks Associated with Hybrid Complexity

Of course, enabling people across the enterprise to do their jobs as effectively as possible is a top priority. But, this doesn't mean you should sacrifice your organization's security to do so. Understanding what data is being handled, where it resides, who has access to it and who is liable if there is an incident, is one of the most complex parts of managing technology in a hybrid world. Without full oversight of the greater range of technologies in use, there are risks present to compliance, security and cost.

Another risk vector is complexity itself. The more technologies you have, the more resources are required to manage them, so the interoperability of integrated tools must be as robust as possible to prevent ongoing system failures.

The two ITAM demands above are not fundamentally opposed. They can be brought together with a solution that reimagines visibility, governance and operational efficiency within the hybrid enterprise.

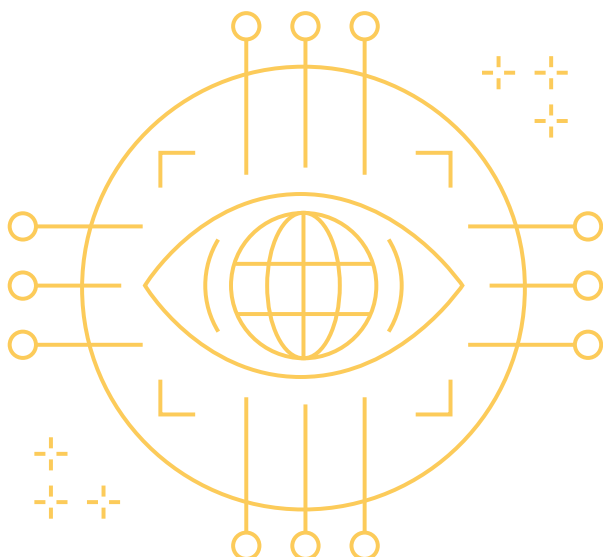


Visibility

Having a holistic view of the technologies in operation and their usage has become even more critical for today's ITAM/SAM practitioners. This view encompasses insight into the SaaS applications and public cloud environments that are becoming more prevalent in the enterprise. This means going beyond the traditional desktop-focused view of visibility.

The growth of SaaS application usage in the hybrid world is a great example of why this expanded definition of visibility is important ([and one which we will discuss in more detail in the next chapter](#)). Without comprehensive visibility, blindspots will continue to linger.

A comprehensive solution needs to provide detailed technology usage visibility across on-premises environments and public, hybrid or multi-cloud. A consolidated view of cost and usage, combined with the ability to drill down by business unit or environment, will unlock the granular level of insight it takes to make effective, confident decisions around cost and risk management. For example, considered, flexible cost allocation that reflects business strategy can be achieved with visibility across all systems, providing insights into who is consuming what and how much that consumption costs.



Operational Efficiency

The complexity of hybrid infrastructure could exacerbate the issues of long provisioning times and inefficient processes. This will inevitably lead to a slower time to market. Both consequences are at odds with the demands for speed and agility in a hybrid world.

The increase of hybrid IT can also complicate issues of license management. The discovery of cloud environments need for careful consideration of subscription vs. perpetual models and the complexity of those usage-based license models, can all result in overspend if not managed carefully.

Operational efficiency can be enhanced even when up against the demands of hybrid infrastructure and hybrid working. Automation can allow you to streamline such key processes as the joiner-mover-leaver process and IT help desk support (for example, automatic discovery of hundreds of thousands of applications can populate the Configuration Management Database or CMDB).

Through the provision of accurate, normalized information, you can ensure each user has the correct license for their needs and identify the most cost-effective licensing options. Setting up software and application catalogs where employees can select items they need on-demand can create guardrails for governance while also offering the efficiency benefits of self-service enablement.

With comprehensive visibility and automation capabilities at hand, you can fully support the new ways employees are working across the enterprise while effectively managing risk.



Governance

Risk containment is still an essential part of software asset management. But now, it requires effective governance of a much broader spectrum of users, data, technologies and applications.

Let's look at two types of compliance as examples of where governance create complexity:

- **Achieving effective license positioning.**

The traditional focus on vendor audit compliance has been augmented by the increased challenges around meeting internal license compliance with the rise of business unit autonomy.

- **Meeting global and regional regulations.**

Many organizations are now held to a higher standard when it comes to managing and protecting personally identifiable information due to regulations such as GDPR (General Data Protection Regulation), CCPA (Consumer Privacy Act) or FedRAMP (The Federal Risk and Authorization Management Program). Compliance with these regulations requires the capability to know where your customer data is, which individuals are accessing it, and how it's being used. This can be a complex set of requirements to meet with business unit autonomy and the proliferation of unknown tools or applications in use.

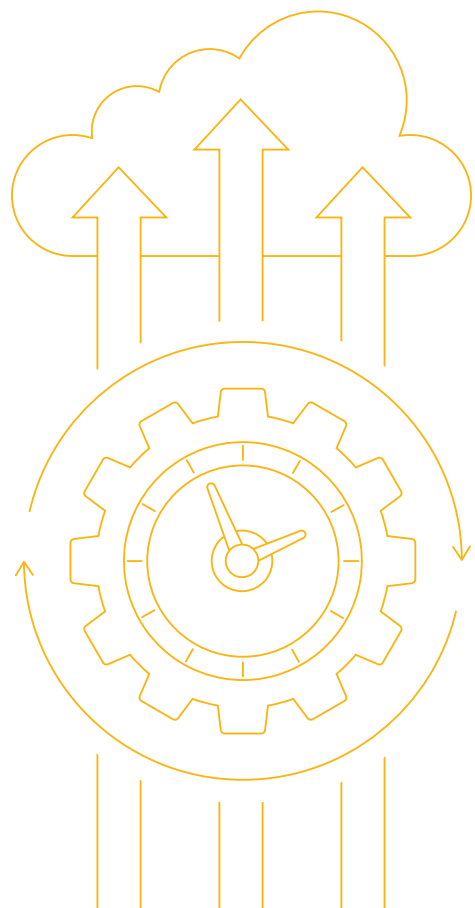
Being in the dark on access and usage poses inevitable risks to security. However, any governance measure must be balanced with the need to creating enablement. ITAM teams should focus on building guardrails not gates.

This is an area where visibility is again crucial. With a comprehensive, consolidated view of data and usage across on-premises and cloud environments, you can respond effectively to both internal and external compliance needs, highlight potential security risks or vulnerabilities before they become an issue and identify compliance issues prior to audits or contract renewals. Developing guardrails is equally important for application usage. Improve risk management without becoming a roadblock by working closely with distinct business units and remote employees to offer specific guidance or understand needs related to technology resources.

Click below for a deeper dive into the positive changes that can be made with software asset management, or to book a demo.

"As a SAM solution you can't go far wrong! Since its implementation we have been able to right the wrongs of the past and gain full control over our software licensing. Furthermore we have used Snow to provide more dynamic real-time reporting around our most valuable assets."

Dan Acton, IT Site Support Manager, ao.com



Snow SAM

Chapter 2 | SaaS

Embedding SaaS into Your SAM/ITAM Practice

According to IDC, spending on SaaS applications has continued to rise, hitting \$148 billion in 2020 as many organizations accelerated their digital transformation. SaaS is quickly becoming one of the larger areas of IT spend, especially when looking at the amount divided amongst public cloud services. Due to the ease of scale and accessibility, many organizations are re-evaluating their on-premises investments to see how to diversify their environments with SaaS (and cloud services).

For many end users, the differences in management challenges between on-premises and SaaS largely don't factor into their consideration of what tools they use. The good news is that many traditional software vendors like Microsoft and SAP provide hybrid versions of their technologies. This can create an opportunity to buy or add what you need while taking advantage of your current investments. However, you'll need to cover both sides of the hybrid equation to conduct effective negotiations for vendor management and renewal.

What are the key issues to consider when it comes to enabling SaaS into your successful SAM/ITAM practice while supporting your distributed workforce?

Navigating the Consumption Model

On-premises applications are typically licensed based on factors that are tangible and relatively steady, like the number of devices or users. Contracts are fixed and you buy what you think you need. With the consumption-based model of SaaS applications, it may be harder to manage usage and, therefore, you may be left facing an unwanted and out-of-scope bill. Rather than a point-in-time event, managing SaaS spend needs to be an ongoing activity integrated into your policies and procedures.

The Risk of Shadow IT

Applications slip through the cracks because, in many cases, it's easy to purchase and use them without IT's involvement. When app procurement goes through the proper channels, the IT team has visibility to ensure they are secure. But when employees or business units decide to use free SaaS applications, they're likely not getting the CISO's stamp of approval and end up as a blindspot in IT's technology estate.

The negative consequences range from potential data breaches, regulatory compliance issues and unexpected subscription renewals, among others.

SaaS Sprawl

Many organizations adopt SaaS because it enables employees to find and use the tools they require to get their jobs done quickly. But without a central repository of what is in use across the business, application sprawl can become problematic for those involved in managing, securing and re-newing these applications. As a practitioner, you want to be able to consolidate the number of application types or reduce the overall number of vendors to the best of your ability.

To navigate these SaaS-specific concerns and set yourself up for success in hybrid IT environments, are there adjustments you can make to your policies and procedures now to support operational efficiency and governance? If so, the first step to creating change is gaining visibility.

Developing Effective Hybrid SAM Policies (On-premises and SaaS)

Solve Risk and Cost Optimization Challenges with Visibility



Immediate need to maximize value for top vendors especially at time of renewal



Application catalog is out of control. Known redundancies due to lack of visibility



Requirement for budget predictability due to overages



Risk of unknown causing concern



Visibility to application usage against licenses allocated, duplicated licenses and opportunities for rightsizing license types



Application visibility in use across the organization. Summarized by application type to identify rationalization targets



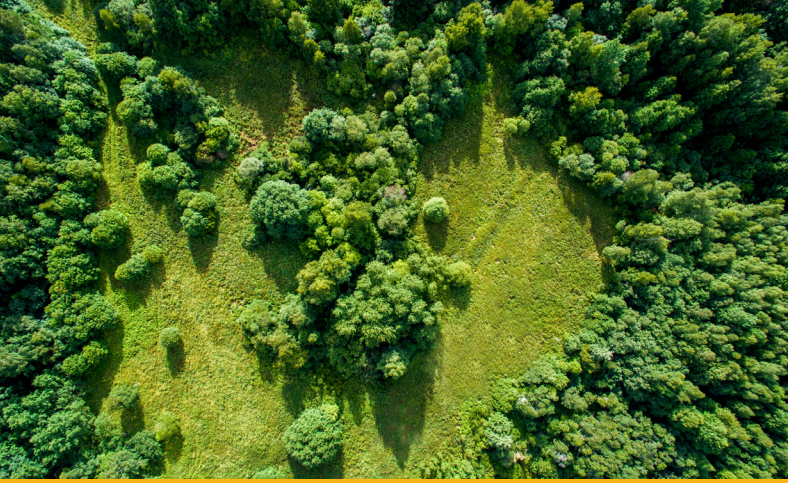
Comparison of application usage with license allocation



Visibility of authorized licensed and free applications

"We like the out-of-the-box functionalities of Snow but what clinched it for us was Snow's management of the relationship."

Katherine Brough,
Software Asset Management Project Lead,
Imperial Brands



Visibility

As the above challenges make clear, it's very easy for business units and end-users to procure and consume SaaS technologies without IT's awareness. This makes it difficult to gain an accurate picture of the applications in your environment, including who is using them and for what purposes. Without visibility, the potential risk for the organization increases. A lack of visibility also increases the likelihood of insecure passwords, confidential or sensitive data being mishandled, or even unused or redundant accounts that can create additional burdens on ITAM/SAM practitioners. Gaining complete visibility of applications throughout the organization enables you to focus your efforts by identifying areas of biggest spend, the potential risks and upcoming renewal schedules.

Operational Efficiency

A lack of visibility will always affect efficiency. Let's take SaaS license management as an example. Not understanding how applications are used in an organization's environment inevitably makes it impossible to find opportunities for optimization.

SaaS sprawl also impacts efficiency. Having too many redundant applications or the same apps used by multiple divisions means that buying power is not consolidated and discounts are missed. A perfect example of this currently is the proliferation of file-sharing and collaboration tools within enterprises due to the shift to hybrid working.

With comprehensive visibility in place, enabling a strong application rationalization process helps keep SaaS sprawl to a minimum. If cost optimization is the highest priority, consider a solution that:

- Identifies redundant applications and streamlines the number of vendors and apps in use
- Pinpoints unused licenses or licenses that can be rightsized
- Provides continuous monitoring of subscription usage

For an extra layer of efficiency, using an automated all-in-one tool that can manage on-premises applications and SaaS applications to prepare for renewal conversations will save valuable time to focus on other priorities.

Governance

It's not hard to connect the dots from visibility to governance. When SaaS usage is unknown and unapproved, it cannot be effectively managed. The clearest and most concerning implications are for cost, security and compliance. Some organizations scan computers for installed software use or review invoice data, but those scans may not identify all of the SaaS applications in an environment. Not being able to track unauthorized SaaS leaves the organization open to risk.

Gaining visibility of all SaaS and on-premises applications in the enterprise allows you to identify key patterns in usage and focus on key areas to implement appropriate policies. For example, IT can use this knowledge to talk to business units about their SaaS purchasing decisions, then use this insight into the needs of the (distributed) workplace to update their list of approved SaaS apps.

A solution that enables automated provisioning will allow you both to set policies and ensure they are being met by end users. It takes that initial visibility to its logical conclusion, giving you the constant stream of information needed to make the best business IT decisions and show your value to the organization.

Click below for a deeper dive into the positive changes that can be made with automated SaaS management, or to book a demo.

[Snow SaaS](#)

Chapter 3 | CMP

Simplifying Cloud Management in a Hybrid World

Managing multiple public and private cloud infrastructure platforms isn't just about handling resources. It's about providing consistent, reliable ways for employees to access the resources they need, when they need them – especially now that employees can work from anywhere.

The traditional challenges associated with hybrid cloud management now sit alongside new ones posed by the need to enable hybrid working. In 2020, the abrupt transition to remote working meant employees couldn't access resources, including infrastructure, the way they used to. Businesses had to determine how to enable workers to access on-premises resources from anywhere, which led to the adoption of new technologies and tooling and access methods, as well as investment in VPNs and connectivity tools. Seemingly overnight, the number of technology providers used by organizations multiplied.

Now, the normalization of hybrid working has made this the new reality. But how can you support the seamless provisioning of cloud resources from anywhere while keeping control of an increasingly complex hybrid environment? A comprehensive solution must once again address pain points around visibility, operational efficiency and governance.

Visibility

Supporting the shift to hybrid work has required the adoption of additional tools and cloud platforms. This has amplified the challenges of gaining visibility into spend and usage across hybrid cloud environments, with the clear picture needed being scattered across multiple sources. A single pane of glass solution that puts all hybrid cloud assets in one place can provide visibility and peace of mind to help you optimize spend and usage.

Operational Efficiency

Employees require easy access to the resources they need when they need them due to the demands of distributed work. However, this could potentially create long provisioning times.

Hybrid work has driven the rise of asynchronous working, meaning that different employees may operate on different timetables. For IT, this means it is likely that users will request resources when nobody on the IT team is there to manually respond. Without automated self-service provisioning, this forces the user to wait and manually respond to their request, slowing them down. And with IT staff bogged down with cumbersome, manual approvals, there is little time left to focus on driving strategic work.

Levelling up operational efficiency means giving employees the access they need, when they need it, through the transformation of business and IT processes to suit the hybrid landscape. This is achievable with a robust combination of self-service IT and automation.

A self-service delivery model provides the consistent, predictable delivery of IT services across the hybrid cloud infrastructure through standardized and automated processes.

Self-service IT:

- Turns your internal IT team into an MSP, brokering cloud access to provide a consistent experience across platforms.
- Enables asynchronous working models, allowing employees to access the resources they need, when they need them.

Automation of everything from IT processes to staff onboarding enhances efficiency across the IT environment, and beyond. This has particular advantages for hybrid working, with seamless remote employee onboarding being just one example.



Governance

Many organizations adopted public cloud rapidly to help address the challenges of a distributed workforce. This left little time to implement a consistent way of controlling access to, and usage of, IT resources across public and private clouds. The consequences of this oversight can include lack of compliance with regional labor and privacy laws, resource sprawl in both public and private clouds, overspend on unused resources and poor virtual machine (VM) performance.

A strong usage governance solution must enable hybrid and asynchronous working without any loss of control. It should allow ITAM practitioners to work with the cloud management team to develop policies that ensure compliance and leverage policy-based automation to keep control of access.

One of the easiest ways for ITAM practitioners to add value is by collecting and sharing normalized cloud asset data to provide IT leaders with complete visibility into cloud usage.

IT leaders can analyze the data with internal departments and identify which cloud systems are being used in the organization, non-standardization, security concerns, waste or other IT operational issues. With visibility into cloud usage, SAM professionals can then expand their partnerships to unlock more value with advanced cloud management platform features like automated provisioning and self-service.

Managing the increasing complexity of hybrid cloud in a manner that facilitates seamless hybrid working is now the requirement for cloud practitioners. The right solution allows you to achieve visibility of all hybrid assets to optimize spend and usage, operational efficiency via self-service IT and automation, and governance that enables hybrid and asynchronous working across the organization.

Click below for a for a deeper dive into the positive changes that can be made with cloud management, or to book a demo.

"To future-proof our IT needs and offer scalable, self-service provisioning and multi-tenant IaaS for our cloud customers, Snow was the clear choice."

Lenny Chesal, CMO Host.net



Snow CMP

Chapter 4 | SAP

Navigating Changes, Challenges and Opportunities in SAP License Management

For many organizations, SAP has long been at the core of everyday operations. This familiarity has led to a reliance on SAP but also a kind of complacency. Enterprises aren't thinking about what they can do to run SAP more efficiently or cost-effectively. They just need it to keep working for them day by day.

Now, the evolving hybrid landscape is forcing that attitude to change. SAP Business Suite 7 core applications are going off mainline support in 2027. SAP users must either transition to SAP's latest ERP system, S/4HANA, move to a different ERP vendor, or outsource support and maintenance to a specialist provider. S/4HANA is available as both on-premises and a cloud platform, but with accelerating trends towards digital transformation in full swing, SAP is explicitly encouraging S/4HANA Cloud adoption through RISE with SAP, their business-as-a-transformation offering.

"Snow has been an outstanding partner to Bridgestone. They are here for us, and want us to succeed in the SAM space... Snow License Manager has proven to be as fantastic as we'd hoped. Snow Optimizer for SAP® Software has given us unprecedented visibility into our SAP environment, and our SAP security team is actually planning on using it for administrative tasks they have historically had to do system by system."

SAM Specialist, Bridgestone

Moving to S/4HANA Cloud presents SAP and ITAM administrators with the valuable opportunity to optimize costs and identify shelfware as part of their transition to a hybrid environment. The insights and savings gained can be used in contract negotiations with SAP. For example, you want to make sure you only buy the licenses you need for your new system, as S/4HANA licenses are typically more expensive. But this requires visibility of the entire, complex SAP landscape and that transparency is notoriously difficult to achieve.

Leveraging this opportunity also requires having complete control over the other pain points of managing organizational SAP usage. The shift to hybrid working has increased the challenges of identifying indirect and digital access to the SAP core and managing the associated risks. There is also the issue of correctly reporting your organization's SAP license compliance through the annual License Administration Workbench (LAW) submission – a difficult prospect when you are unable to match contract entitlements to actual usage and have multiple systems in the estate.

Managing these processes as best as possible will allow you to focus on getting the best fit for your organization's migration to S/4HANA or any other SAP strategic projects. But getting there requires a solution that gives you complete visibility, allows you to deliver operational efficiency and enables governance of the SAP environment.





Visibility

Without full visibility of licensing usage across the organization, you are at risk of overspending on:

- Managing the transition to S/4HANA
- Unnecessary additional licenses
- Unbudgeted costs arising from the annual LAW submission
- Choosing the incorrect license metric for indirect/digital access

A comprehensive solution for SAP license management must provide a single system of record for all license relevant data, including contracts and entitlements. This will enable you to understand which new S/4HANA licenses are required based on previous usage, identify the correct number of Full Use Equivalent (FUE) licenses when adopting RISE with SAP and identify the available shelfware to use in contract negotiations. It will also facilitate the optimized user licenses and managed engine licenses that showcase the value of any SAP practitioner.

Operational Efficiency

SAP license management has traditionally seemed to be at odds with operational efficiency. Handling the annual LAW submission has involved extracting information from multiple systems and consolidating it manually – with results that are often out of date before the mammoth task is complete. Consequently, SAP licenses have gone unmanaged without available resources. In short, SAP administration has required a lot of manual work that could be better spent on strategic initiatives to facilitate business growth in the new hybrid world.

With the right solution, you can automate the internal yearly system measurements, reducing the time it takes to produce the LAW submission from months to hours. Manual work can also be minimized by defining rulesets to automate license management while repeatable processes can ensure compliance is continually maintained. This combination of features frees you up to support the strategic projects that matter.

Governance

Many of the issues outlined above also highlight the challenge of maintaining governance with SAP license management. Difficulties controlling user licensing and failures to ensure the correct roles and authorizations are assigned can have negative consequences for governance. For example, imagine the risk posed by a user setting themselves up as a supplier, raising a purchase order and then paying themselves.

You may also be finding it difficult to control the impact of employees taking on new roles or leaving in the new hybrid environment. Having the ability to check role usage and assign roles and authorizations to users and, conversely, to remove all roles and authorizations and deactivate users when applicable, can have a huge impact on improved governance.

The hybrid world is triggering significant changes in how SAP systems are being delivered, including the transition to S/4HANA Cloud. By taking full advantage of this opportunity, you can prove your ability to adapt to meet the demands and opportunities of hybrid. Traditional pain points of SAP license management such as manually navigating the LAW submission and controlling user licensing can be combatted with a solution that enhances visibility, operational efficiency and governance for today's landscape.

Click below for a deeper dive into the positive changes that can be made with SAP, or to book a demo.

Snow SAP



To meet the demands and reap the possibilities of the new ways of working, ITAM practitioners should consider leveraging a comprehensive solution that enables complete visibility and comprehensive management of the hybrid IT environment.

Snow's technology intelligence platform provides a unified view of on-premises, SaaS and cloud assets, providing ITAM teams with the ability to enhance operational efficiency and governance.

Realize your value by leveraging Snow's self-service and automation capabilities to support your organization's growth and enable end-users to work the way they want, when they want and where they want.

Snow is your most trusted source of software data, bringing the power of normalized, augmented and real-time asset data to your ITSM platform. Integrating with systems including BMC, ServiceNow, TOPdesk and Cherwell to make your CMDB automated, current, accurate and complete provides the depth and breadth you need to manage increasing IT complexities and empower the rest of your business.

For a consolidated view on how our solutions support visibility, operational efficiency and governance across each of the four ITAM solution visit: ITAM Reimagined: <https://www.snowsoftware.com/engage/itam-reimagined>

See how the Snow platform provides complete insight and governance over all your technology.

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info@snowsoftware.com

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Snow Software is changing the way organizations understand and manage their technology consumption. Our technology intelligence platform provides comprehensive visibility and contextual insight across software, SaaS, hardware and cloud. With Snow, IT leaders can effectively optimize resources, enhance performance and enable operational agility in a hybrid world. To learn more, visit www.snowsoftware.com.