



## **SAM Rescue Kit**

**Software Asset Management: An essential survival guide for software audits**

**A discussion paper from Numara Software**

# Introduction

This guide, authored by Numara Software, the global leaders in service and asset management software, explains how organisations in effective management of their software environment can reduce costs and avoid the risk of an unwanted audit letter from a software supplier. Today's software suppliers are stepping up monitoring the license compliance of their existing client base. A lack of control on your IT assets can lead to both under and over-licensing of software. Indeed, 60 percent of companies are under-licensed and 40 percent are over-licensed. Whichever way you look at it, when companies are demanding certainty in expense control, and want no nasty licensing surprises and the budgetary concern that brings, effective software asset management (SAM) is the way forward.

But more than that having a well-functioning, seamless asset management system in place acts as an early warning system to give an organisation cost control and provides a solid foundation to keep that infrastructure ticking over efficiently and effectively.

Think of this guide as your SAM survival kit. Adopt its conclusions and keep it handy – you never know when you might need it.

# Contents

- [1. Introduction](#)
- [2. Day of Reckoning](#)
- [3. On the Paper Trail](#)
- [4. Key Steps for SAM Success](#)
- [5. SAM Recommendations](#)
- [6. Regaining Control](#)
- [Addendum - Your Licence Handbook](#)

## 1. Introduction

**Some days, do you feel like you need eyes in the back of your head?**

Imagine this scenario. You receive a letter out of the blue from a software vendor which calls into question your licence compliance. It may well have originally been sent in error to another part of the organisation and comes to you belatedly second-hand. It doesn't matter. The upshot is that as an organisation you are quickly going to have to deal with the fallout from the letter for the organisation. And the clock will be ticking.

Executive management will need to be informed; the legal department must become involved; and IT will probably come to a standstill in order to validate licence compliance, and prove you are properly licensed. There is one small consolation: when it comes to audits, you're in good company. According to the IDC research group, 52 percent of companies have been subject to a vendor audit or review in the past 12 months, while 23 per cent have been subject to three audits or more.

It is only by taking control of your software and managing your assets that you can avoid the significant disruption to your business and damage to your reputation that could result from a vendor audit. You can also mitigate the risk of a fine, settlement charges and potential prosecution associated with using unlicensed software.

The reality is that for smart companies, compliance and Software Asset Management (SAM) have become watchwords for keeping costs in check. Effective SAM helps you recognise what you've got, where it's running, where it can best be utilised, what overlap you have, and what's needed in terms of licensing documentation. And what these smart companies have done really well is get executive buy-in very early on in the process, making sure that SAM is on the boardroom agenda as well as a priority for the IT department.

It is worth saying at this point that in order to deliver robust cost control you need to have a laser-like focus on a number of key areas: service processes, managing your assets, automating asset configuration and the maintenance and security of those assets which includes patch management. By improving the processes around IT, the organisation can begin to improve the availability, reliability and management of mission critical IT services as well as better the traditionally difficult task of managing upgrades, patches and updates in a heterogeneous environment.

Having complete understanding and control of your assets is at the heart of effective service management. You need to know where your assets are and who has them. So your asset management solution should automatically discover and capture your assets, show their location and provide assignment information across the entire organisation as well as control configuration, security threats and reduce the risks, costs and hassle associated with patch management. Good, accurate asset data underpins the increasingly tight integration between asset management and service management. Good service management and strong asset management go hand in hand.

Remember, organisations own IT assets for the service they deliver rather than for their own intrinsic value. Service management encompasses all the processes and procedures used to ensure that IT services are delivered effectively – and that includes the IT assets.

Effective SAM is about determining where you are today, and then getting it right and managing the IT environment on a regular basis. What SAM does is improve all-round visibility. Most organisations can save up to 30 percent of their IT costs through effective inventory and software management. That helps reduce your total cost of ownership, enables you to take control of your IT environment, improve efficiency and ultimately, reduces your risk.

## 2. Day of Reckoning

*“70 percent of organisations have a 30 per cent discrepancy between estimated inventory and their actual inventory. Gartner goes on to suggest that accurate inventory can reduce helpdesk problems by as much as 50 percent.”*

(Source: Gartner Research)

Software audits can be very stressful for any company. Get one vendor chasing you for an audit, and you may find word gets around, and you'll have a number of others looking to ask the same compliance questions. One organisation found that unwanted software, a failure in its software discovery tool and then a need to establish its compliance position left its day-to-day operation paralysed as firstly compliance audit letters had to be verified, then company lawyers had to be informed and finally board level executives had to be briefed on the potential financial risk to the company of a hard line audit and subsequent license reconciliation mandate. At the same time, staff were chasing around trying to confirm the company's licensing position. Development came to a halt and customer service was compromised.

One of the first problems that an organisation may find when it receives a compliance request is to understand to whom the letter was sent and on what terms it was issued. Initial contact may be in the form of an audit questionnaire, or it could be a letter from the Business Software Alliance headed, “Just 15 days to ensure that your company is NOT using illegal software”. One such letter begins:

“You may recall that we wrote to you asking you to check to see if all your company's software as properly licensed. This is a one-off opportunity for you to review your company's software (including operating systems, applications and fonts) to ensure that it is fully licensed, so you can protect your business from the consequences of software piracy.”

Typically, the letter goes on: “You have until (date) to take advantage of the BSA's 30-day legalisation period to ensure all your software is fully licensed and legal.”

Make no mistake software vendors are looking to maximise their revenues from existing customers. Companies in receipt of such an audit letter above should acknowledge receipt, speak to their legal team or supportive organisations and then look at how you can go about proving your state of compliance.

In writing back to your software publisher, it is worth being helpful and amenable, saying you are happy to see them regarding their request, while asking for answers to some of the following questions:

- What applications or versions (Standard or Pro) is the publisher looking for?
- What access might they need?
- How would an audit be conducted?
- Would the publisher need to load an audit tool on the network?
- Will they conduct a manual walk around audit?
- Who will conduct the audit?
- What resources or amount of your time will the audit take?

It is also worth considering the bigger picture. If your company has merged or been taken over with a subsequent name change, will that affect your licensing terms? Organisations should always check their license agreements to see if they will allow novation, i.e. the substitution of an original party to a contract with a new party, or substitution of an original contract with a new contract. These checks should be part of the 'due diligence' and it may be that you can trace details of licensing or entitlement from here.



Any assumption that licensing will be 'OK' in the result of any merger & acquisition activity could be an expensive mistake. On the other hand, it could be expensive anyway. For example, a company that was acquired found to its shock that a clause in its software license determined that it should pay €200,000 to continue to use the software license. Had the company discovered that through the due diligence process it may have been able to find a way of reducing this cost.

### Key Points:

- If you receive a request for an audit, be helpful and amenable, while trying to get more information about what is required and try to minimise the effect on your business.
- Tell executive management and your legal team about an audit.
- If you are involved in merger & acquisition activity, consider the software licensing implications of what you are buying

The Abu Dhabi Investment Authority (ADIA) invests oil revenues for Abu Dhabi and manages funds worth more than \$875bn. The company has 2,400 workstations and servers and was using solutions from software vendors CA and Nessus. The decision was taken to gain better control of the management and security of the organisation's IT infrastructure and Numara Asset Management products were chosen as the suite of choice to deliver this, particularly in the areas of configuration management, security and vulnerability audits. ADIA chose Numara Asset Management because it offered 3 very tightly integrated products which all shared one single database, with ease of use and scalability being key buying factors. The overall project was delivered in just 10 days and today the IT department pushes out at least 60 patches a week, runs a weekly network vulnerability scan and deploys new software applications twice a week.

(Source: Abu Dhabi Investment Authority)

## 3. On the Paper Trail

Vendors need proof of payment for software, so it is worth looking at your maintenance contracts for proof of payment. If a publisher is accepting payment for maintenance and support on a product, it cannot realistically argue that you don't have a 'legal right to use it'.

As you are trying to build a picture of your proof of entitlement, the more items you have, the better that picture will be. Logistically, most organisations will look towards a paid, detailed invoice (publisher, application and version) which provides a number of easily cross-referenced items, e.g. invoice number and payment number etc. In this situation, due to the cross-referenced items, it would be difficult for a publisher to dispute your right to use.

If you have full packaged products, you should be able to produce:

- All physical media supplied when you bought the software, such as the CD-ROM and the accompanying paper documents.
- The End - User License Agreement (EULA), if supplied as a hard copy.

- The Certificate of Authenticity (COA ) from the box.
- Your invoice, which should list the software title and full details of what was supplied, as well as the stock-keeping unit number.

For pre-installed software (OEM licenses), you should be able to produce:

- The paper documents.
- The End - User License Agreement (EULA), if supplied on paper.
- Either The Certificate of Authenticity (COA) on the PC chassis, the manual covers, the original CDs (or their accompanying documents) or as separate COA documents.
- Your invoice, which should list the software title and full details of what was supplied, and the stock-keeping unit number.

For volume licenses, you should be able to produce:

- The license agreement.
- The license confirmation document.
- Your original invoice, with details what software you ordered.

Just consider, the intelligence for determining a software audit against a company could well come from a member of staff that the organisation made redundant last week and who walked out of the door with a folder containing all your licensing documentation.

If you still can't find the documentation, think back to your last office relocation. People relocating offices throw away valuable information. Thousands of pounds worth of information gets lost in an office move, and much of that information could be just what you need to prove your software licensing. So next time you move offices, check what's in those seemingly ancient folders.

#### Key Points:

- You must be able to provide documentary evidence of your software purchases and your license entitlement.
- Remember disaffected staff who leave companies have in the past been sources of evidence for authorities, highlighting under-licensed companies. Are you at risk?
- Office relocation can see folders of licensing documentation carelessly discarded
- Know the right type of licensing for your company.
- Volume licensing and select agreements can help manage cash flow.

French Chemical Group Arkema has offices in 40 countries with 12,500 workstations and servers. Dissatisfied with its existing management tool, Arkema investigated a number of solutions before opting for Numara Software's Desktop Management and Patch Management solutions. As a result the organisation now has knowledge and full control of its IT environment. Since opting for Numara Asset Management, Arkema has successfully deployed over 500 new software packages across the business, and has secured the IT infrastructure, which has resulted in happy and satisfied end users.

(Source: French Chemical Group Arkema)

## 4. Key Steps for SAM Success

*"As organisations look for cost-effective approaches to improve service levels and gain visibility and control over assets, the convergence of ITAM and ITSM disciplines is becoming more prevalent. IT departments need integrated solutions that not only give them a total picture of their assets and service lifecycles, but also reduce the cost and complexity of managing those lifecycles."*

(Source: Matt Dircks, VP Product Strategy, Numara Software)

You could take a chance and hope that a software audit won't come your way. But make no mistake, a software audit for which an organisation is unprepared can be a catastrophic event, creating havoc and necessitating the use of an expensive external consultant from a specialist organisation to help reconcile your licensing position. That will involve cleaning and interpreting data from license management tools to help the company gain control.

The costs involved in such an occurrence can be significant, such as the cost of key staff or management's time which could be put to better use, as they have had to be pulled off other IT and business projects to solve the software licensing headache.

Think it can't happen to you? Think again. Companies whose software assets are not up-to-date risk finding disaffected employees with nothing to lose tipping off software vendors that their previous company is extensively running unlicensed software. Indeed the reality is that organisations who fail to keep on top of their software assets often find themselves paying time and time again for software licenses they had and didn't need to buy.

#### Getting Executive Visibility

The smart way of avoiding a software audit is to implement effective Software Asset Management (SAM). The problem is that many organisations still have only a basic understanding of their software estate. 80 percent of companies have got some basic SAM practices in place. In many cases, SAM as a job role is not present in organisations, and there is a lack of authority and executive sponsorship.

However, the sheer complexity of today's operating environment that now has to encompass technology developments such as virtualisation and Software as a Service (SaaS) as well as an array of new different payment models means organisations are now having to get to grips putting effective SAM measures in place, especially when they may have to deal with up to 150 different vendors, and in many cases learn on the job.

The starting point is to get SAM onto the boardroom agenda. Some argue that you achieve that not by peddling fear but by identifying financial savings from eliminating redundant licenses or software that you don't really need. For example, why license Acrobat when all you need is Acrobat Reader and a word processor's PDF converter? How many software licenses for employees who may have left the company have been recycled or 'banked' for future use? And how many of your employees really need an expensive license for Microsoft Project?

The good news is that with cost control on the agenda, executives are now taking a closer look at software budgets, and are demanding to see Return on Investment (ROI) on software that is bought or developed.

An effective SAM programme is vital for the legal and operational performance of an organisation and good practice in SAM brings significant benefits in the areas of risk management, cost control and competitive advantage.

It has been suggested that SAM is all about ensuring the provision of the right IT applications to the right people, at the right time and at the right cost. Or to put it another way, "Know just what you have."

Getting executive support for SAM is critical; you need to have the Board involved. In order to gain senior management support, consider three key criteria:

- Do your homework and understand the business challenges faced by senior management.
- Work with them to resolve these business challenges.
- Show the short-term and long-term cost analysis and other ROI.

#### The road to a more effective & secure IT environment

Now that you have started to more effectively manage your assets you might want to consider how you can control and manage other aspects of your software estate. An accepted rule of thumb is that most IT departments spent 80 percent of their budget on routine maintenance of their day to day operations, leaving only a fifth of their IT spend available for adding value and delivering innovation to the business. A good example is that constantly changing technology and business needs make keeping computers configured correctly a time consuming and expensive process. By automating asset configuration and having a tool that enables you to quickly and reliably install or remove software applications, application upgrades, systems and security configurations, and operating systems will in the long run save you time and money.

At the same time you might want to take action and step up your approach to risk management because security threats to your applications and operating systems have never been more pervasive. Ensuring your organisation's computers are properly patched and up to date with newly released patches from a growing list of vendors is time consuming and difficult, yet missteps and delays in the patch process can be extremely costly to the business. Since 90 percent of attacks exploit security holes for which patches have been issued, implementing a comprehensive patch management solution immediately reduces both costs and security risk.

#### Other practical routes to adopt

You would be well-advised to follow tried and tested routes to effective SAM. One is the International Software Asset Management standard, ISO/IEC 19770-1:2006 and another is the FAST Programme for Software Compliance (FSSC-1:2007)

#### ISO/IEC 19770-1:2006

The International standard ISO/IEC 19770-1:2006 has been developed to enable an organisation to prove that it is performing software asset management to a standard sufficient to satisfy corporate governance requirements and ensure effective support for IT service management overall. ISO/IEC 19770-1:2006 is intended to align closely to, and to support, ISO/IEC 20000, which is the IT service management standard. Good practice in SAM should result in several benefits, and certifiable good practice should allow management and other organisations to place reliance on the adequacy of these processes. The expected benefits should be achieved with a high degree of confidence:

SAM should facilitate the management of business risks, cost control and give competitive advantages. The aim of the standard is to help you achieve good practice and manage your software more efficiently so that management and other organisations can be confident of the quality and adequacy of your processes.

ISO/IEC 19770-1 is not a standard for software licensing compliance. Although software licensing compliance is included, this is just one element of overall SAM. The objective of SAM is to get full control of all aspects of software and related IT assets, and licensing is just one of them. ISO/IEC 19770-1 also gives an organisation ongoing control – not just a point-in-time snapshot which is typical of many licensing compliance exercises.

#### FAST Standard for Software Compliance (FSSC-1:2007)

The FAST Standard for Software Compliance (FSSC-1:2007) is a private Standard developed in conjunction with the British Standards Institution (BSI) and was first launched in 2004. The Standard helps organisations address the compliance and legality of software licensing and achieve excellence in software and IT management. The FSSC-1:2007 consists



of a series of consultations, training and on-site assessments which are regularly refreshed and updated and the Standard is recognised as a 'mark of excellence' in software compliance.

#### Key Points:

- Success with SAM is all about thinking about it on a daily basis and beyond - to three months, six months, three years and more.
- SAM must be recognised and supported at Board level as a key initiative. A standalone IT or finance-led project is rarely successful. It should be steering group or committee-led with the participation of Business Managers and Directors.
- SAM is not a one-off hit, but an ongoing change in behaviour.
- Think more holistically about SAM to cover other ongoing maintenance areas such as security including Patch and Deploy Management in order to control costs

## Ten Good Reasons for Implementing SAM

### 1. Eliminate Waste and Redundancy

Thorough software reconciliation, one important step in any good SAM plan, will show software that's not being used but is still being maintained. That software can then be removed and used elsewhere along with its associated license.

### 2. Liability

A proper SAM program limits your legal liability due to poor licensing practices and helps prevent any potential damage to your reputation that could arise from a lawsuit.

### 3. Better Price Points

SAM will improve relations with your software resellers and give you an advantage in future negotiations. A better knowledge of your software needs can enable you to buy in volume and let you take advantage of the price benefits associated with bulk purchases.

### 4. Smoother Operations

Your entire organisation runs better with SAM. SAM lets you focus on running your business and takes your mind off things like unsupported programs, viruses and security problems stemming from a lack of patches or updates.

### 5. Better Market Position

Up-to-date licensing and an extensive, comprehensive media library can result in faster, easier mergers and acquisitions. SAM also gives you a faster time-to-market with streamlined software functionality and a thorough knowledge of your existing database.

### 6. Financial Security

A good SAM program gives you financial security from unexpected licensing costs as well as providing tax benefits associated with software depreciation.

### 7. Volume Discounts

SAM gives you a better understanding of how many and what types of licenses are needed. Should you buy on a per-person, per-PC basis, or look into volume license acquisition? Your SAM plan will tell you exactly what you need and save you money when it comes to purchasing your licenses.

### 8. Every Employee Benefits

Software that functions as it should and is trouble free will result in better overall employee morale. A centralised SAM program will also cut down on individual training for managers and lower the costs associated with it.

### 9. Future Benefits

SAM gives you better insight into your future software needs. Instead of buying all the newest software and updates available, you'll be able to decide exactly what software is needed and when you'll need it. With SAM you can plan for your future software needs now. This can also help you when deciding if new hardware is needed as well.

### 10. Corporate Governance

There are two basic steps towards ensuring good corporate governance: identifying the risks, and controlling and mitigating these risks. SAM can help you identify and control your software



## 5. Top Tips for IT chiefs to manage license audits:

*“This past year, organisations with robust IT asset management processes were able to contribute significant cost savings to the bottom line performance.”*

(Source: Gartner Research)

With vendor audits on the rise, IT leaders are keen to make sure that any demands are fair and that they are managed efficiently and effectively.

IT Directors and CIOs from over 20 large businesses recently met with the Corporate IT Forum to share their tips and experiences around this topic. At the event, participants shared valuable information around a range of issues such as which suppliers audit the most (and the least), what tactics to watch out for, what contract clauses to use, what asset management tools are commonly used and what internal process to have in place.

One IT Project Manager taking part said: “2009 will be an interesting year. We’ve already been tapped on the shoulder from a few companies providing a heads up that audits will most likely occur this year.” Another IT Contracts Manager said: “The word will get out if a company is ‘caught’ being out of compliance during an audit - this will most likely drive other suppliers to their doorstep. It’s inevitable as the software business becomes more difficult that more of this will happen.”

Many of the IT Directors taking part in the workshop also said that popular ‘triggers’ for audit requests were when a well publicised merger, acquisition or disposal had occurred, when there had been a change of account manager or where there was a lack of spend with a particular vendor. Others stressed the importance of ensuring that SAM was perceived by the business as a ‘formal’ project and that it must have senior management sponsorship.

## Top Tips for IT chiefs to manage license audits:

- Centralise all audit requests and set up a SAM team to handle all requests.
- Realise that there are few quick wins when it comes to software recognition tools.
- There is no short cut to fully understanding each vendor’s license model.
- Always challenge a vendor’s ‘right to audit’ and explain your process (assuming it is robust) as this can deter requests.
- Challenge the assumptions a supplier makes about your IT estate.
- Don’t release information unless it comes through the SAM team first.
- Treat a software audit with the same rigour as a financial audit.
- Do not give auditors first-hand access to data - produce data yourself and supply to them.
- Calculate worst case scenario spreadsheets prior to an audit request.
- Remember that whilst suppliers often understand their current licensing model, they are often less sure about older ones.

## 6. Regaining Control

*“Organisations can save time and budget by integrating ITAM processes and technologies with traditional IT service desk functions such as incident and problem management.”*

(Source: IDC Research)

With more than 55,000 customer sites worldwide, Numara Software is a global leader in delivering practical, flexible solutions that allow IT departments to improve service to end users. Our integrated IT Service Management and IT Asset Management software platforms enable organisations to efficiently automate a wide variety of IT related tasks and processes using interoperable solutions from a single, proven vendor.

Numara Asset Management platform employs a single, unified platform that eliminates the need for expensive combinations of disparate products. By leveraging the Power of One – i.e. one console, one agent, one database, one set of rules and reporting engine – the products that operate on the platform work seamlessly together to eliminate the costs and complexity of managing hardware and software assets.

The platform comprises of a family of eight software products - inventory management, software deployment, patch management, remote control, power management, vulnerability, compliance and device management. Effective SAM includes all of these disciplines and one is no more important than the other.



At Numara Software, we believe that IT Asset Management and IT Service Management are inextricably linked; you can't really effectively do one without the other. In today's time-pressed world, visibility of what's on your network is critical; and knowing what you have in your estate is key to answering any incident, problem or change issue.

Asset management solutions that tell you 'where it is' and 'who has it' significantly reduce the guesswork. IT service management then completes the whole picture in helping organisations regain control of their costs and know that they are unlikely to face any budgetary surprises.

And that is where this Guide will help, enabling organisations facing the prospect of vendor audits to get to grips with understanding SAM - and make it work for them.

## Addendum - Your License Handbook

Software licensing is horribly confusing, and trying to get to the bottom of it can be like trying to become a specialist in quantum physics. Suffice to say there is a range of different license types dependent on how you're buying your software, whether you're buying as an individual or as a business, and the volume of software you're buying. These examples are not intended to be comprehensive or cover all types of licensing, but give a few definitions to terms.

### Volume Licensing

Simply stated, volume licensing of software makes it easier and more affordable to run software on multiple computers within a single purchasing organisation. By acquiring software licenses you only pay for the software license. Boxed software, on the other hand, includes media (the CD-ROM or DVD), a user's guide and other packaging items. Eliminating these physical costs and purchasing in volume often reduces cost, provides more customised purchasing options and improved software management.

### Enterprise Agreement

An Enterprise Agreement can help organisations minimise the complexity and costs of meeting their software needs. With an Enterprise Agreement IT infrastructures can adapt and grow with organisations' evolving needs.

### OEM License

An "OEM" license is a license distributed by an Original Equipment Manufacturer, or an "OEM." OEM Versions of software are provided by the software vendors to manufacturers for mass distribution on new hardware. This software may not be sold independently." There's often nothing different between an OEM version of Windows and its retail counterpart, though a hardware manufacturer will customise the operating system to install drives for their specific hardware, and display their logo on boot-up.

### Certificates of Authenticity

A Certificate of Authenticity (COA) is a label that helps you identify genuine software. Without it, you will not have a legal license to run the software. A COA is not a software license – it is a visual identifier that assists in determining whether or not the software you are running is genuine. A COA should never be purchased by itself without the software it authenticates.

### Open License

Open Licenses are available to qualifying commercial, academic (Open License for Academic), charity (Open License for Charities) and government (Open License for Government) organisations. Open License is a good choice for organisations that want to acquire at least five licenses with one license agreement for all orders; prefer to pay as they go; appreciate the advantages of Volume Licensing, such as downgrade rights and easier license management; and do not mind paying up front for their software licenses.

### Select License

This is typically a longer-term agreement ideal for organisations with more than 250 PCs and features fixed price banding based on what organisations forecast they will buy over the term of the agreement. The ability to opt to pay for software as they go or spread payments with Software Assurance, can help organisations manage their cash flow.

### Software-as-a-Service (SaaS)

SaaS offers the prospect a revolution in software licensing, because you don't need to worry about the licensing. Traditionally, the user purchases a software package and license by paying a one-time fee. SaaS, on the other hand, does not have licenses. Rather than a single fee, payment for the use of software is through subscription. Users' access to and use of the software ends when they stop paying subscription fees.



## Numara Software Global Offices

### North America

Corporate headquarters  
Numara Software  
2202 North West Shore Blvd. Suite 650  
Tampa, FL 33607

Tel: 813-227-4500  
Fax: 813-227-4501  
[www.numarasoftware.com](http://www.numarasoftware.com)

### United Kingdom

EMEA Headquarters and UK Corporate Sales  
Numara Software  
Davidson House  
Forbury Square  
Reading  
RG1 3EU United Kingdom

Tel Sales: +44 (0)118 900 0908  
[info@numarasoftware.co.uk](mailto:info@numarasoftware.co.uk)  
[www.numarasoftware.co.uk](http://www.numarasoftware.co.uk)

UK Support and Numara Track-It! Sales  
The Innovation Centre  
Longbridge Technology Centre  
1 Devon Way  
Birmingham  
B31 2TS United Kingdom

Tel Sales: 0800 195 2373  
Tel Support: 0800 195 6339  
Fax: 0800 195 2385  
[info@numarasoftware.co.uk](mailto:info@numarasoftware.co.uk)  
[www.numarasoftware.co.uk](http://www.numarasoftware.co.uk)

### Asia Pacific

Australia  
Numara Software  
Darling Park, Tower 2  
201 Sussex Street  
Level 20  
Sydney NSW 2000 Australia

Tel Sales: +61 (2) 9006 1607  
Fax: +61 (2) 9006 1010  
[info@numarasoftware.com.au](mailto:info@numarasoftware.com.au)  
[www.numarasoftware.com.au](http://www.numarasoftware.com.au)

### Central Europe

Germany  
Numara Software GmbH  
Erzbergerstr. 19,  
68165 Mannheim

Tel: +49 (0)621 58679 660  
Fax: +49 (0)621 58679 669  
[info@numarasoftware.de](mailto:info@numarasoftware.de)  
[www.numarasoftware.de](http://www.numarasoftware.de)

Austria  
Numara Software GmbH  
Erzbergerstr. 19,  
68165 Mannheim

Tel: +49 (0)621 58679 660  
Fax: +49 (0)621 58679 669  
[info@numarasoftware.de](mailto:info@numarasoftware.de)  
[www.numarasoftware.de](http://www.numarasoftware.de)

Switzerland  
Numara Software GmbH  
Erzbergerstr. 19,  
68165 Mannheim

Tel: +49 (0)621 58679 660  
Fax: +49 (0)621 58679 669  
[info@numarasoftware.de](mailto:info@numarasoftware.de)  
[www.numarasoftware.de](http://www.numarasoftware.de)

Czech Republic  
Numara Software Central Europe  
Kapuzinka 16  
CZ-772 00 Olomouc

Tel: +420 587 2090 14  
[www.numarasoftware.cz](http://www.numarasoftware.cz)

### Northern Europe

Nordic Headquarters - Norway  
Numara Software Nordic  
Luramyrveien 29  
4313 Sandnes

Tel: (+47) 4580 9000  
Fax: (+47) 4525 6748  
[info@numarasoftware.no](mailto:info@numarasoftware.no)  
[www.numarasoftware.no](http://www.numarasoftware.no)

### Southern Europe

France  
Numara Software France  
Immeuble Booster  
2 rue du Rapporteur  
BP 59169 St Ouen l'Ae - 95075 CERGY

Tel: 0 810 202 272 (N° Azur)  
Fax: 0 810 005 190 (N° Azur)  
[info@numarasoftware.fr](mailto:info@numarasoftware.fr)  
[www.numarasoftware.fr](http://www.numarasoftware.fr)

Spain  
Numara Software Spain  
Avda Juan Carlos I N° 40 2° B  
28400 Collado Villalba  
Madrid

Tel: (+34) 902 107 794  
Fax: (+34) 91 851 2265  
[info@numarasoftware.es](mailto:info@numarasoftware.es)  
[www.numarasoftware.es](http://www.numarasoftware.es)

### Africa

South Africa  
Numara Software South Africa  
Suite A5 Waverley Court  
Kotzee Road  
Mowbray 7700

Tel: 0860 686 272 [0860 NUMARA]  
Fax: +27 (0) 21 447 6652  
[sales@numarasoftware.co.za](mailto:sales@numarasoftware.co.za)