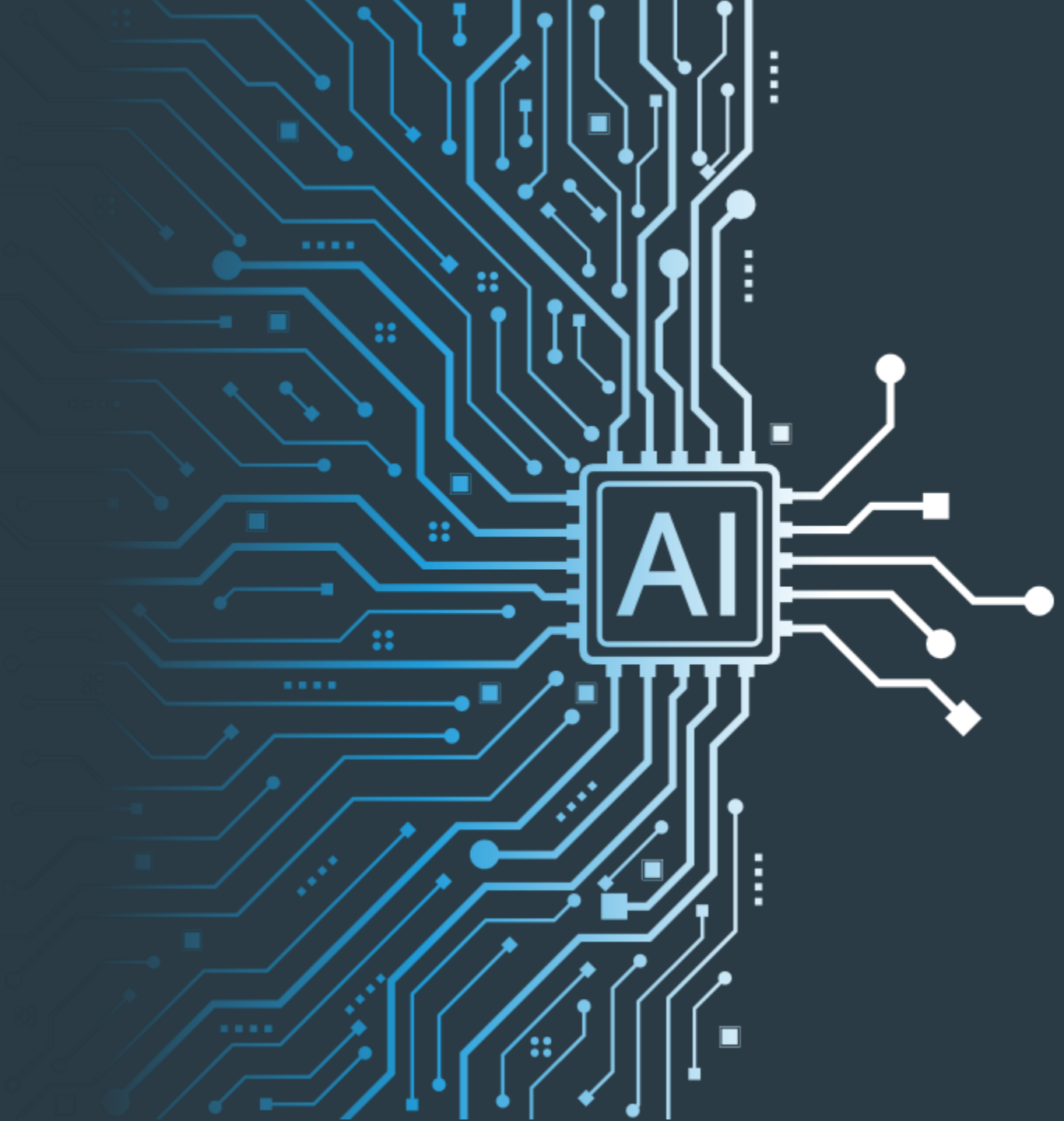

ITAM FORUM

AI and ITAM

State of Play 2024

A report by the ITAM Forum's
AI Working Group

Published March 2025

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Executive Summary

In early 2024, the ITAM Forum and General Interfaces conducted a global survey targeting ITAM practitioners, executives, and stakeholders to explore the growing influence of AI on the ITAM industry. With more than 80 responses from 22 countries, the survey revealed key insights into the adoption, challenges, and future outlook of AI in ITAM.

Key findings include:

- **Accelerated AI Adoption:** Small and medium enterprises (SMEs) have spearheaded the adoption of generative AI (GenAI), significantly advancing AI integration into businesses during 2024.
- **Strategic Uncertainty:** Despite the rapid pace of AI innovation, many organisations lack clarity on long-term AI strategies. The top challenges hindering broader AI integration include: insufficient trust in AI systems, a shortage of skilled personnel, and high costs.
- **Limited Cost Governance:** AI cost management is a blind spot for many organisations. Few have established AI-specific procurement policies or governance frameworks. Alarmingly, more than one-third of respondents admitted to not knowing who within their organisation is responsible for managing AI costs.

Only **3%** of respondents have a defined AI strategy and implementation plan.

41% lack an AI strategy entirely.

33% of respondents admitted to not knowing who within their organisation is responsible for managing AI costs.

Executive Summary

70% believe AI will enhance the quality of ITAM processes.

56% believe it will improve the efficiency of ITAM processes.

A significant **68%** of respondents have not received any formal or on-the-job AI training.

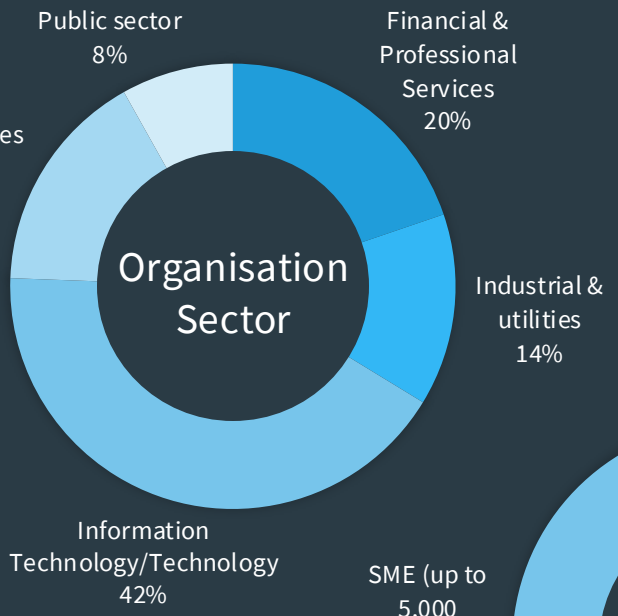
- **Positive Feedback from Early Adopters:** While uncertainty about AI's broader impact on the ITAM industry persists, initial experiences among early adopters indicate generally positive outcomes.
- **Industry Transformation:** Respondents widely believe AI adoption will reshape the ITAM workforce, automating entry-level roles and facilitating in-sourcing of ITAM functions. These changes are anticipated to enhance the overall efficiency and effectiveness of the industry.

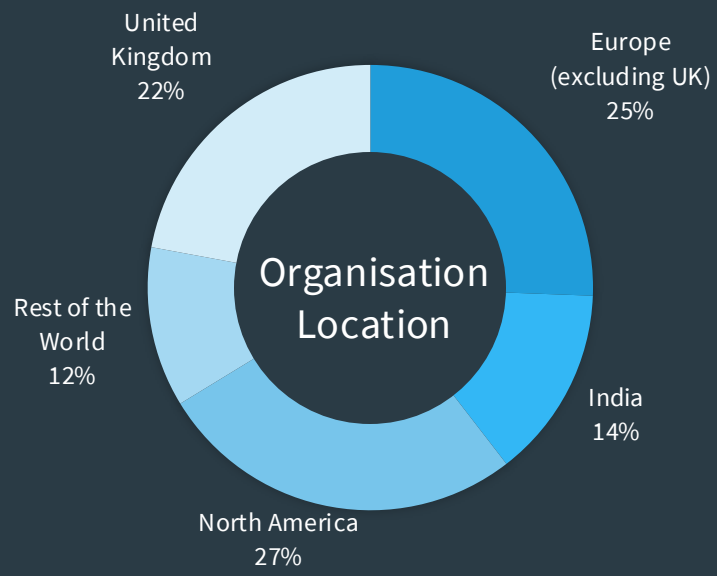
Conclusion

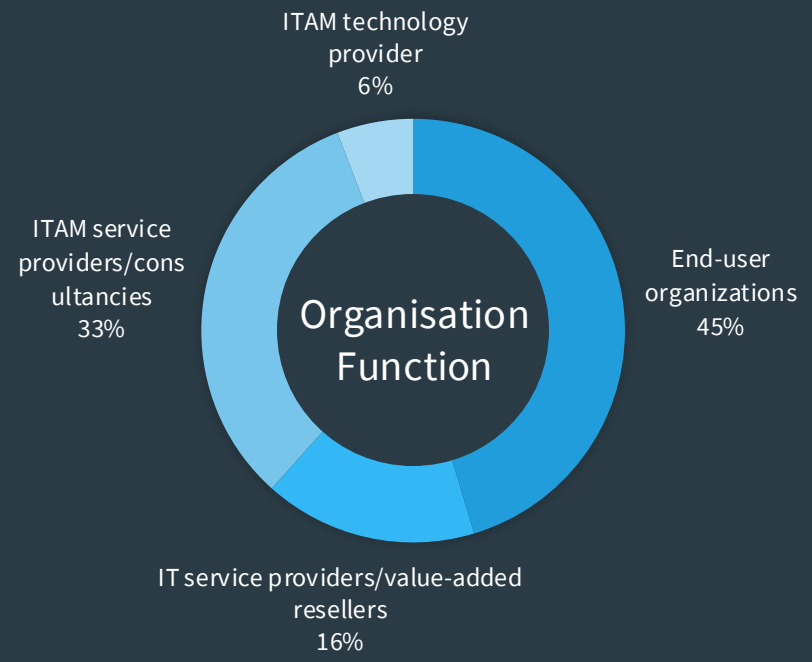
The survey underscores a dual reality: while AI adoption in ITAM is advancing at an unprecedented pace, a significant gap remains in strategic planning and governance. For the ITAM industry to fully capitalise on AI's potential, organisations must address challenges related to trust, skills, and cost governance.

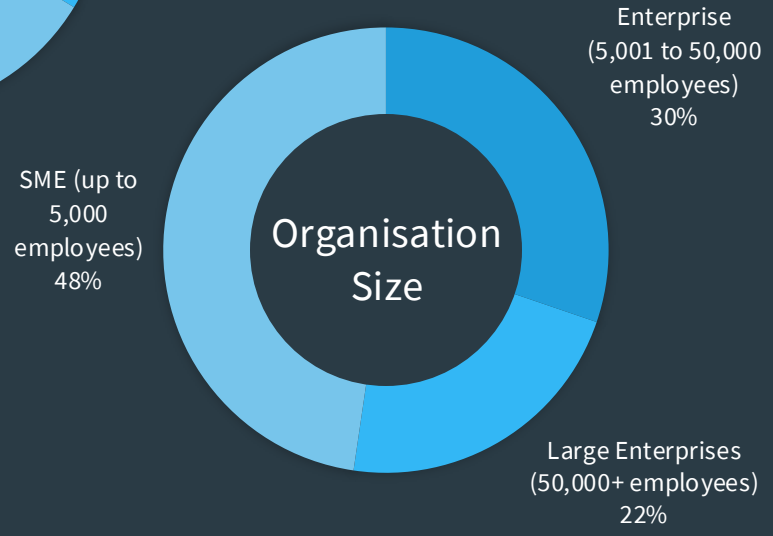
Early signs of AI's impact—streamlined operations, increased in-sourcing, and improved efficiency—are promising. Moving forward, proactive investment in AI-specific strategies and governance will be crucial to unlocking sustainable, long-term value for the ITAM industry.

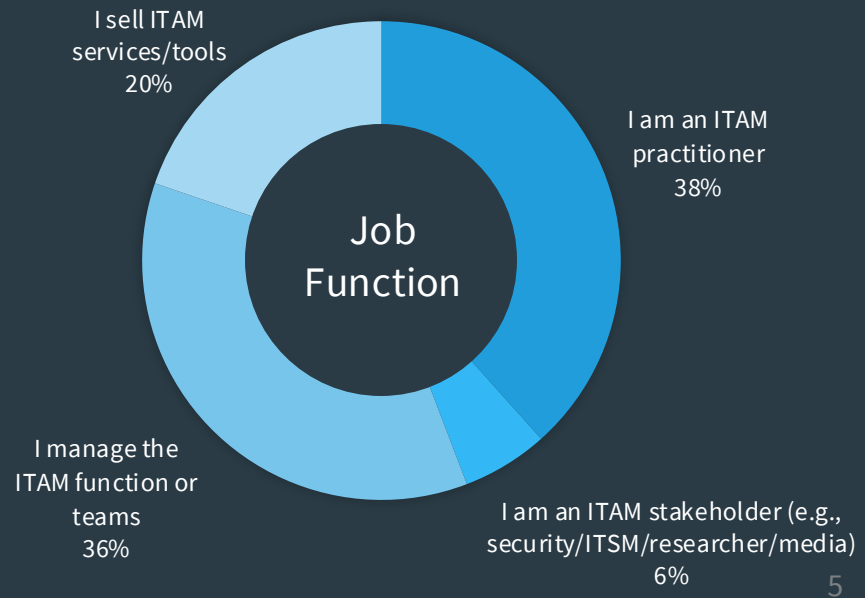
Survey Demographics

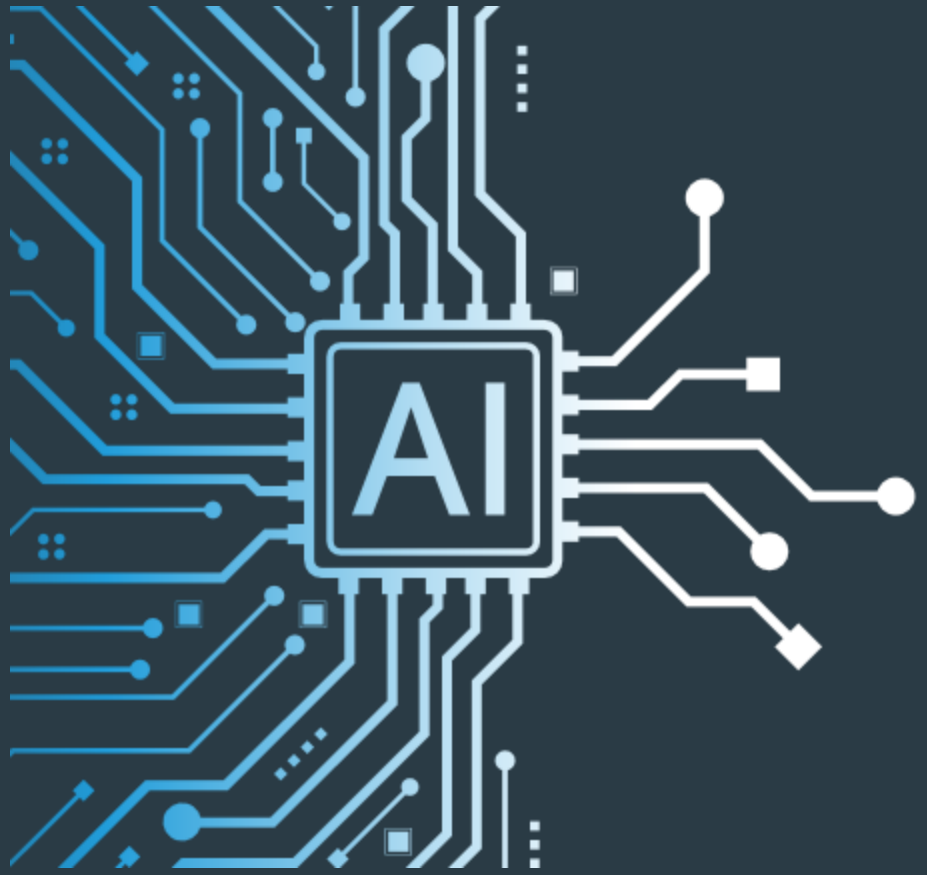












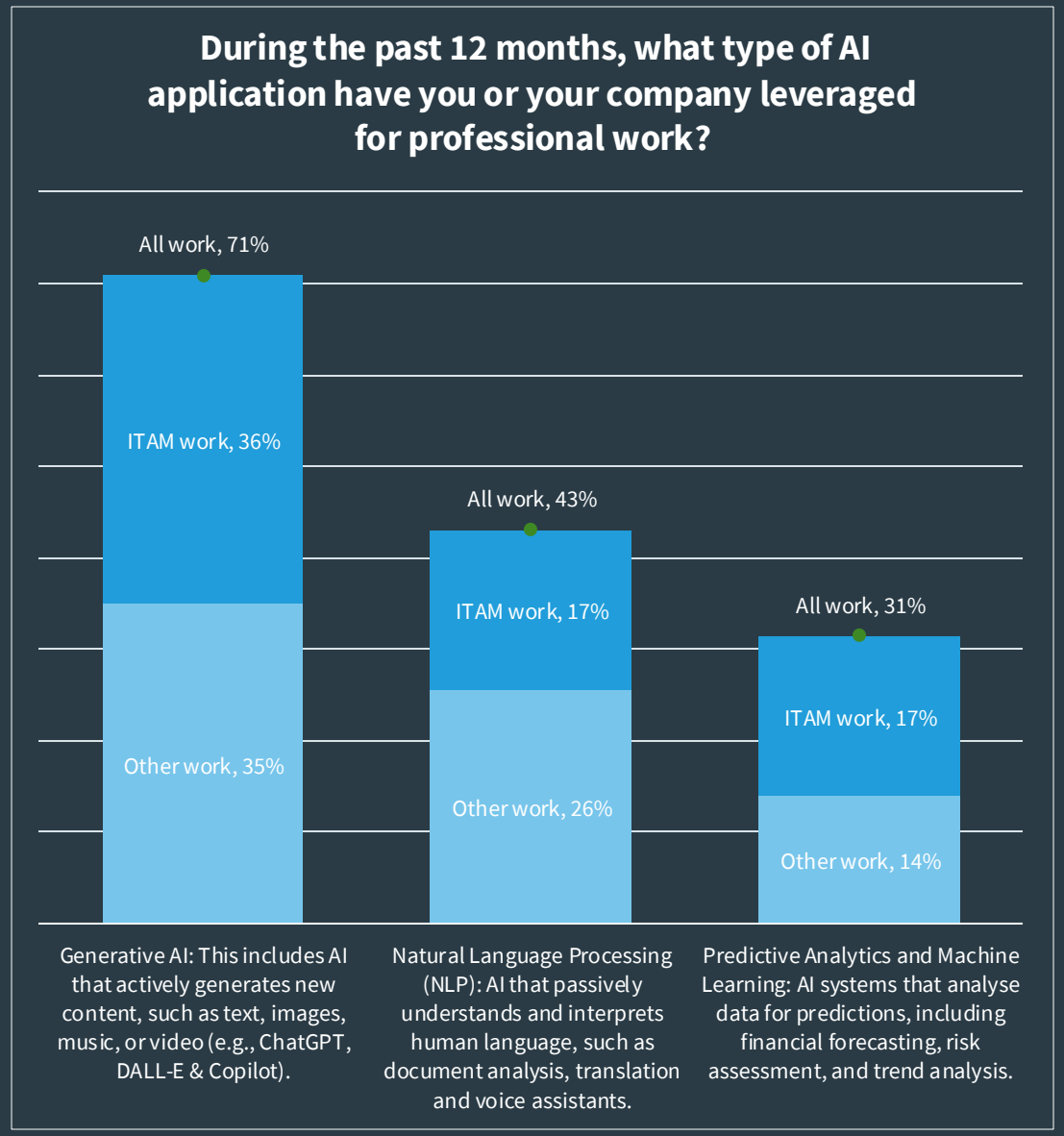
AI Adoption Overview

GenAI has taken the lead, surpassing expectations; However, adoption rates vary significantly between regions and industries.

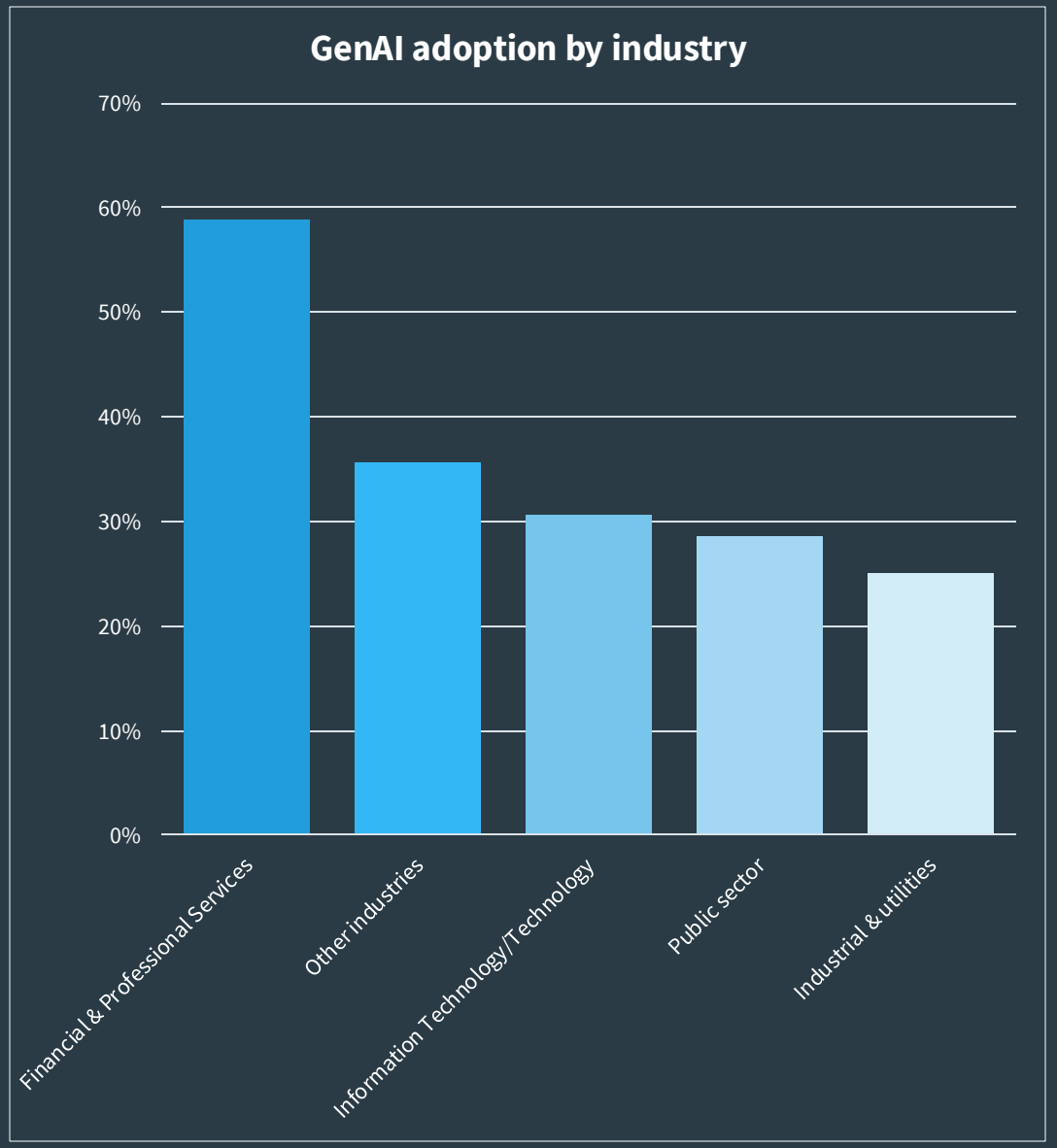
The breakout year of GenAI for work?

Generative AI has become the most accessible AI type, with more than two-thirds of respondents using it professionally. This more than doubles the use of traditional AI models.

More than one-third of respondents reported that during the past 12 months, they have used GenAI for ITAM work.

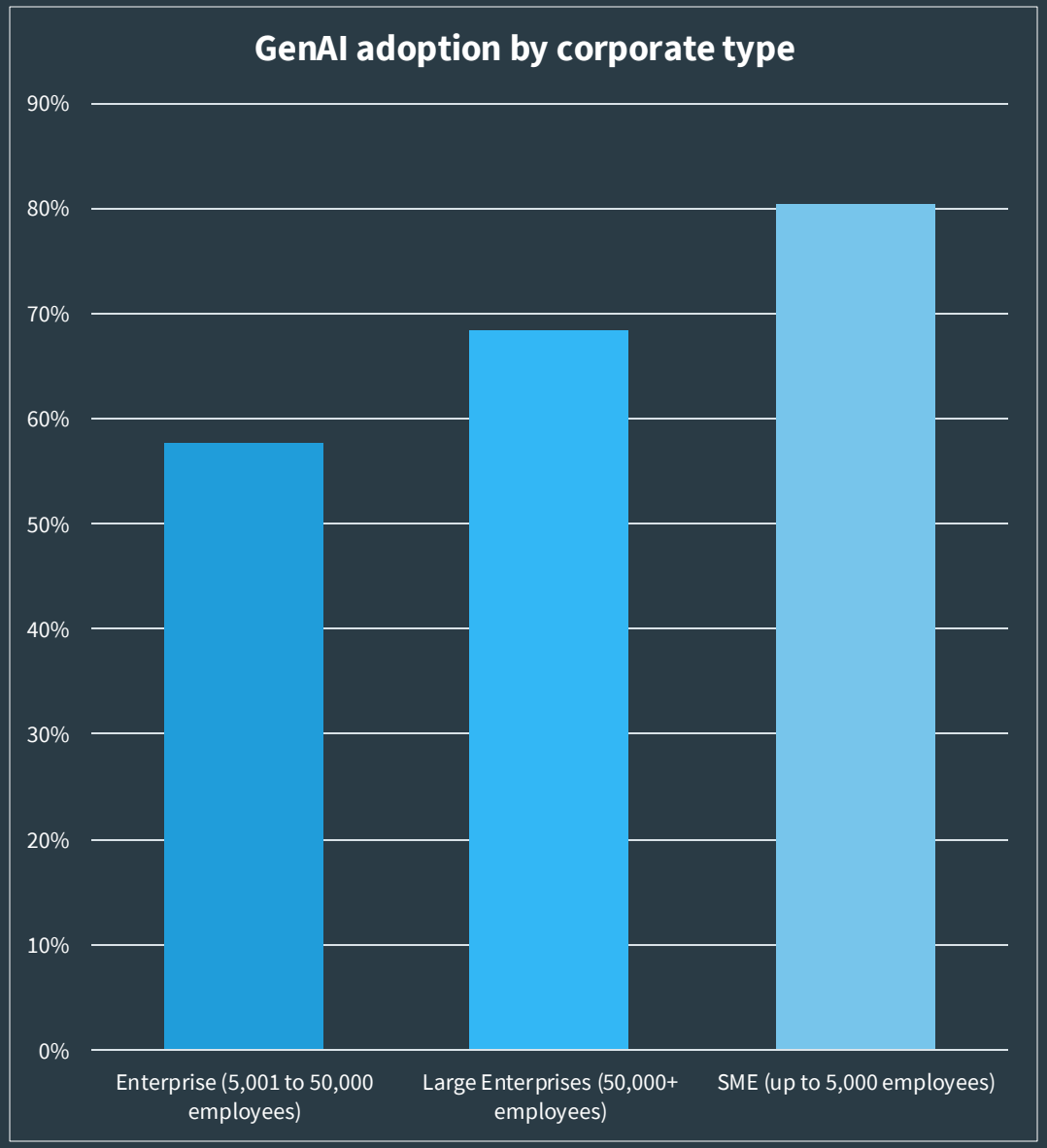


Financial and professional services lead in GenAI adoption, nearly doubling the rate seen in the public sector.

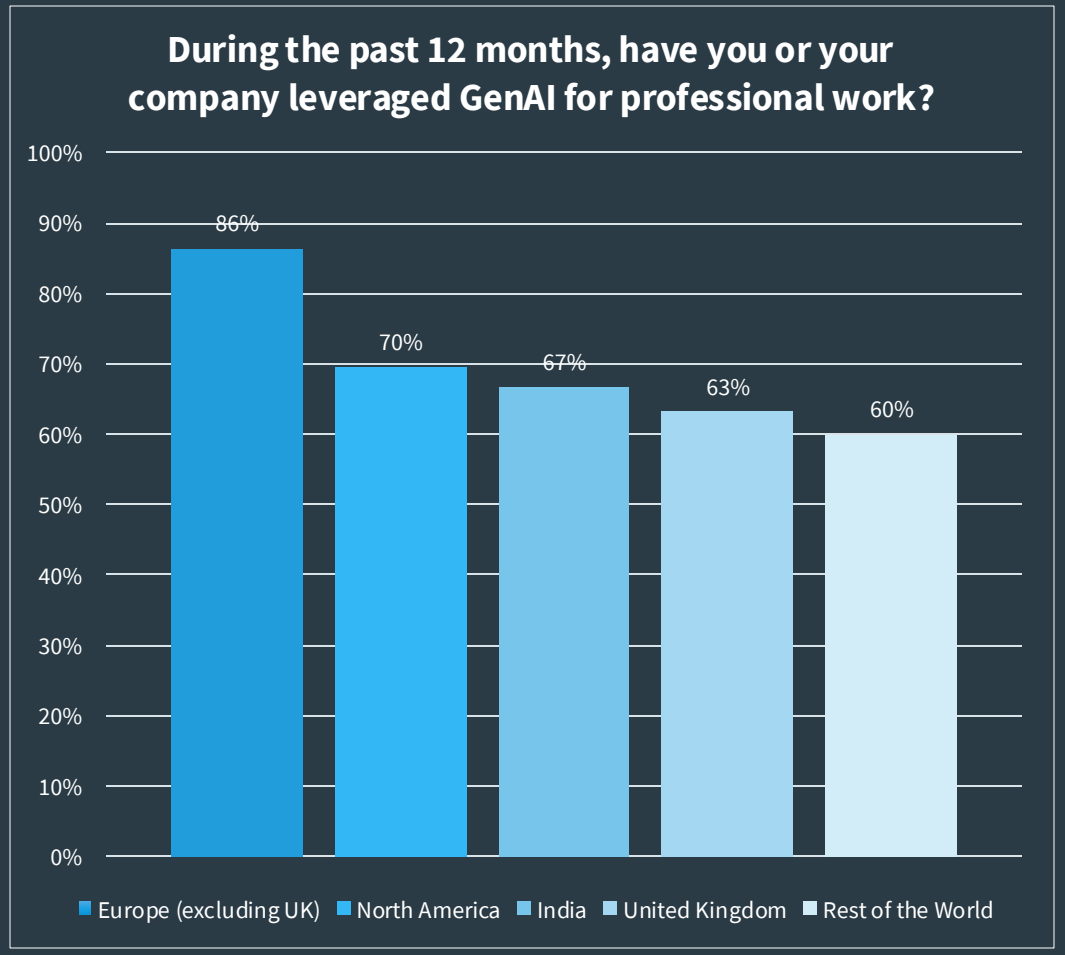


A ‘leveling up’ opportunity for the SMEs?

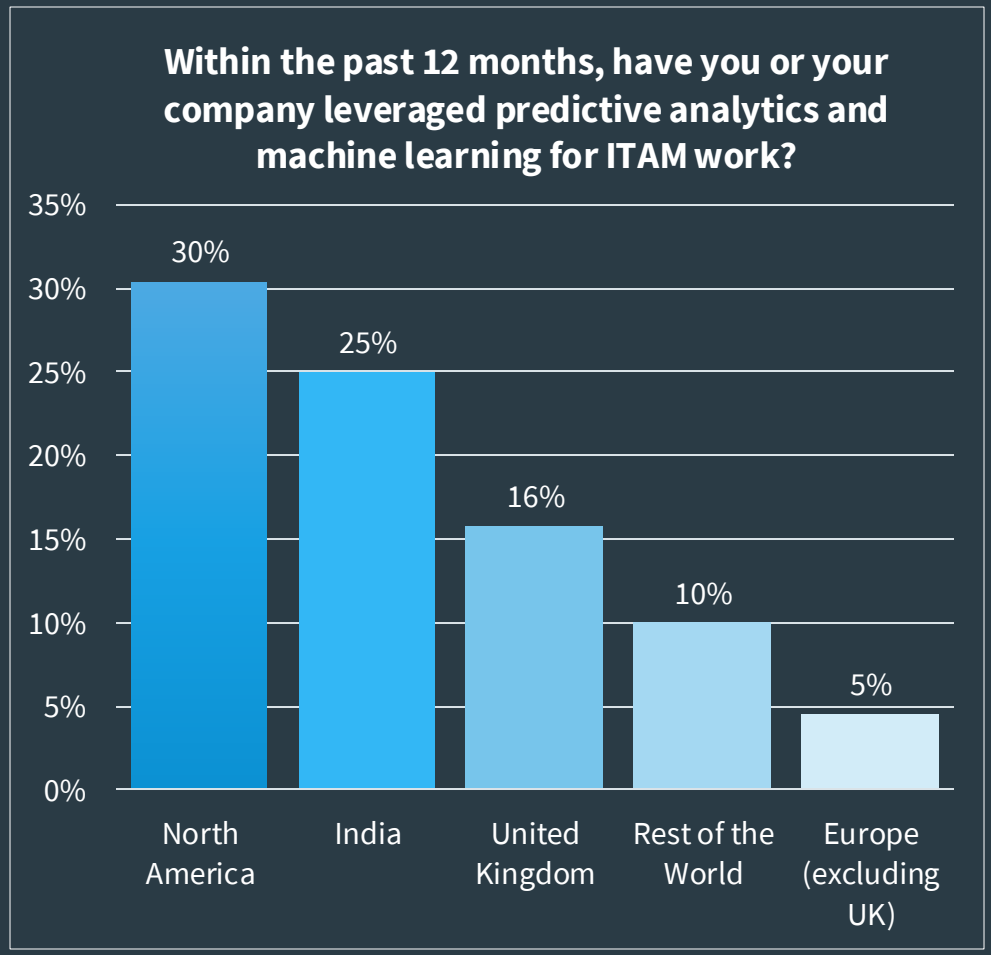
What about the lagging middle? SMEs adopt GenAI more quickly than large enterprises. Companies with 5,000 to 50,000 staff lag, likely because they share the risk appetite of larger enterprises but lack similar resources.

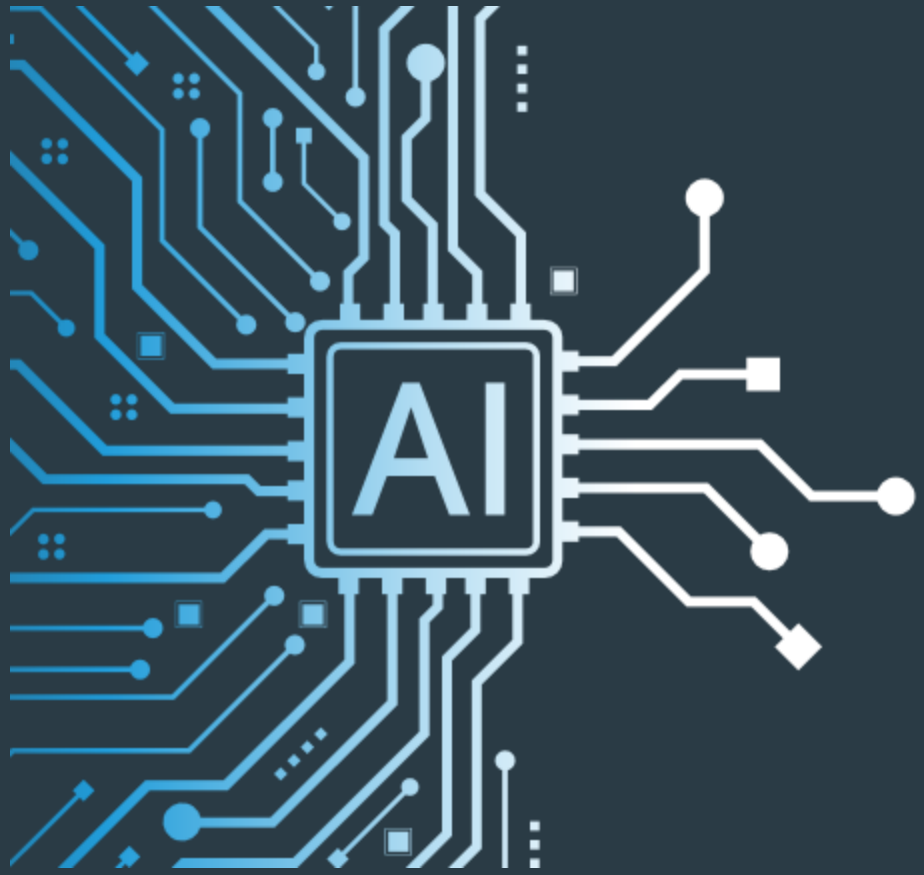


Europe leads GenAI for work experimentation.



The USA and India lead in applying 'Classical AI' in ITAM.



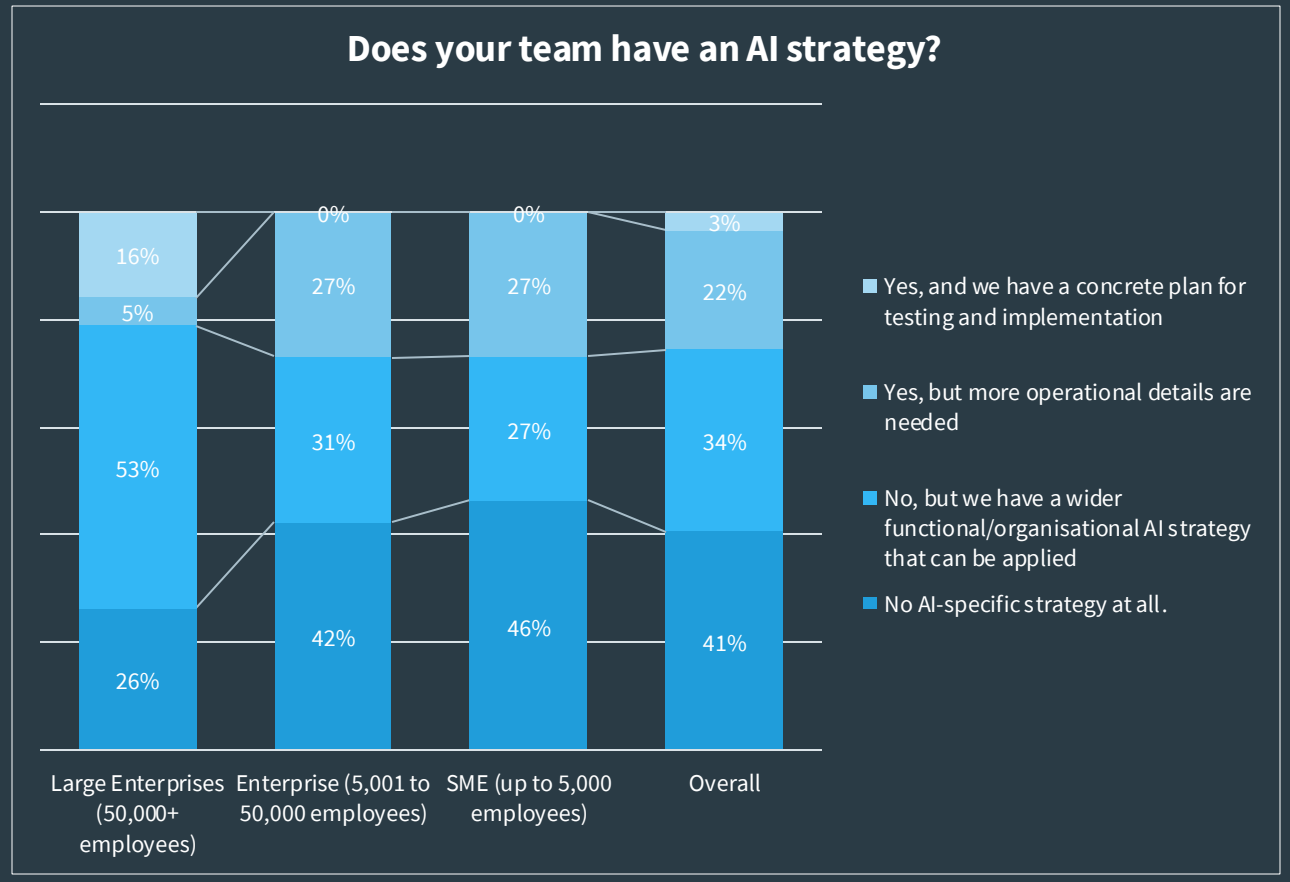


Main Barriers Against Adoption

A mere 3% of organisations have an AI strategy backed by a concrete plan for testing and implementation.

Key barriers include: lack of trust, budget, expertise, and organisational readiness. The notable absence of training investment (68% have received none) likely contributes to the expertise shortfall.

Strategic Uncertainty



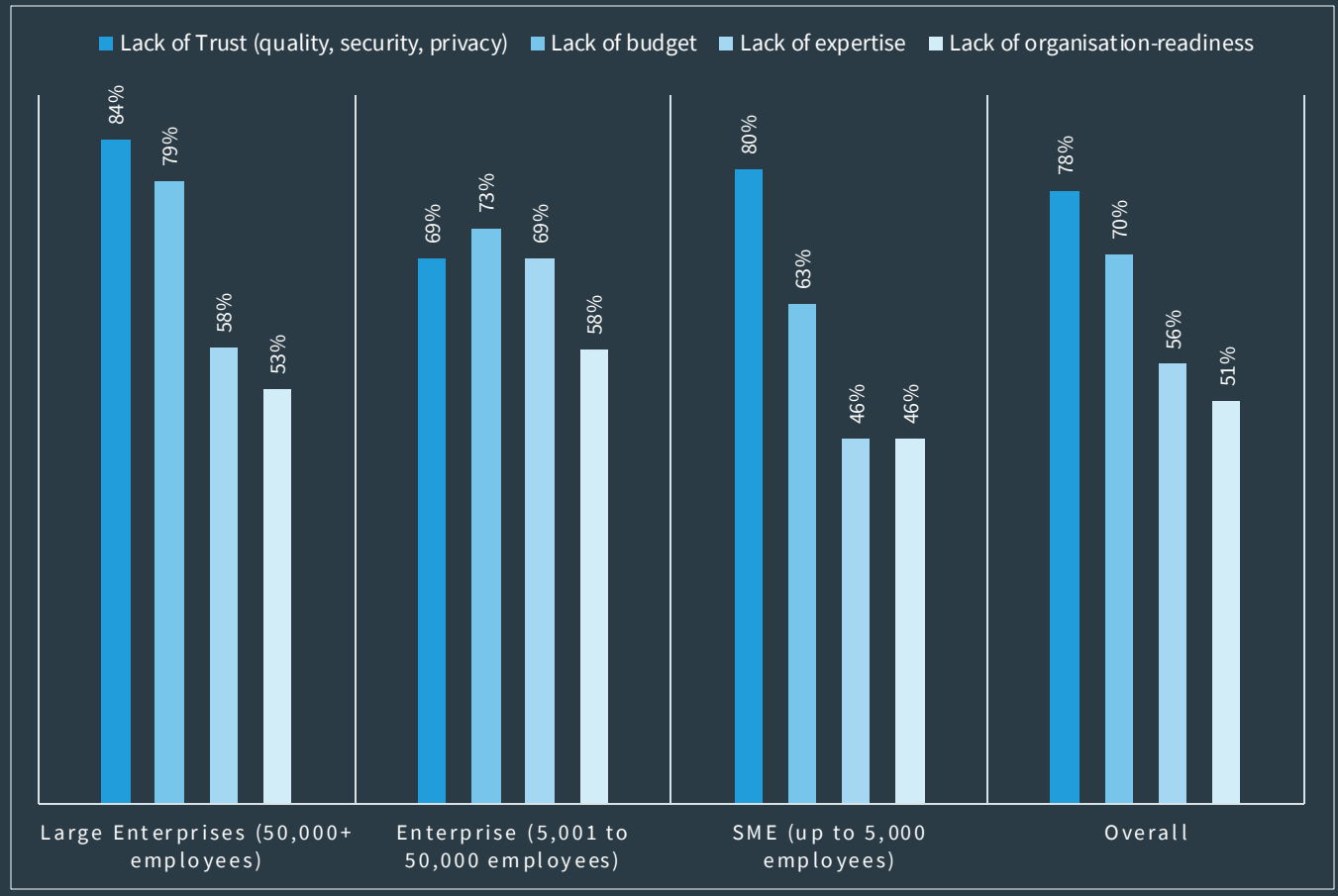
Only 3% of respondents have a defined AI strategy and implementation plan, while 41% lack an AI strategy entirely.

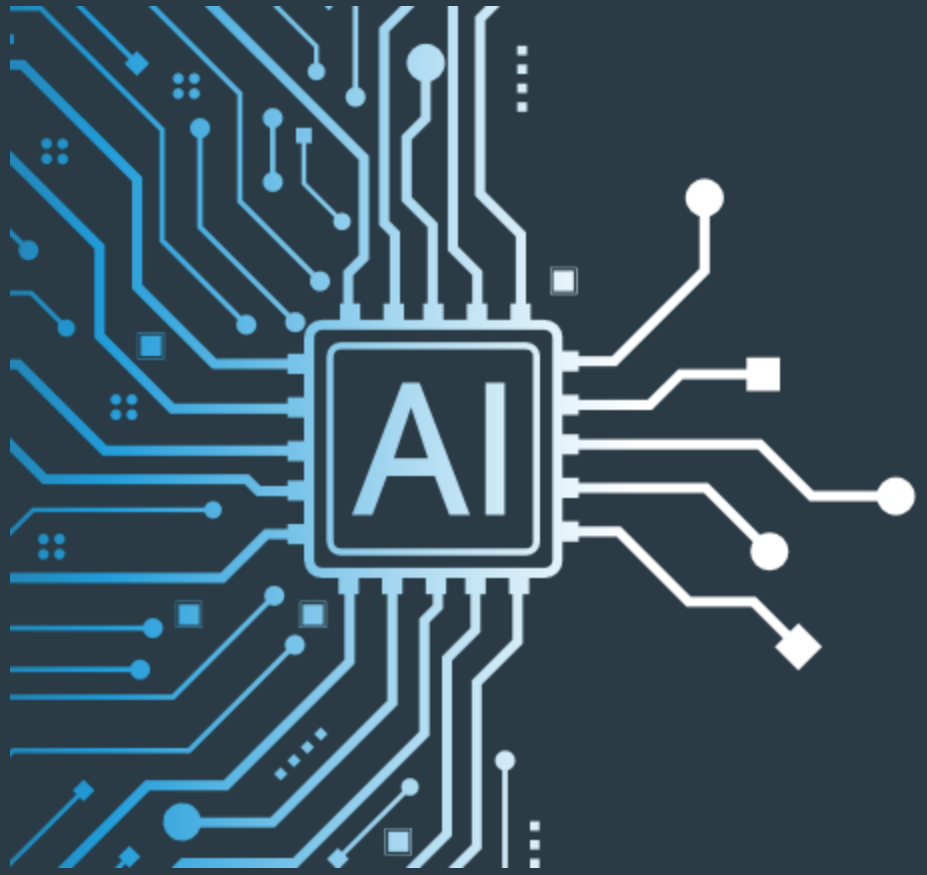
Larger organisations are less likely to be without an AI strategy, suggesting a potential AI divide.

Key Challenges

The main barriers to AI adoption are lack of trust, budget, expertise, and organisational readiness.

The most common barrier for enterprises (5k-50k employees) is budget constraints, which aligns with the observed slower adoption rates.





AI Sourcing and Cost Governance

Cost governance is low on AI governance's radar, and as a result, most organisations do not have an AI-specific procurement policy or cost management methods.

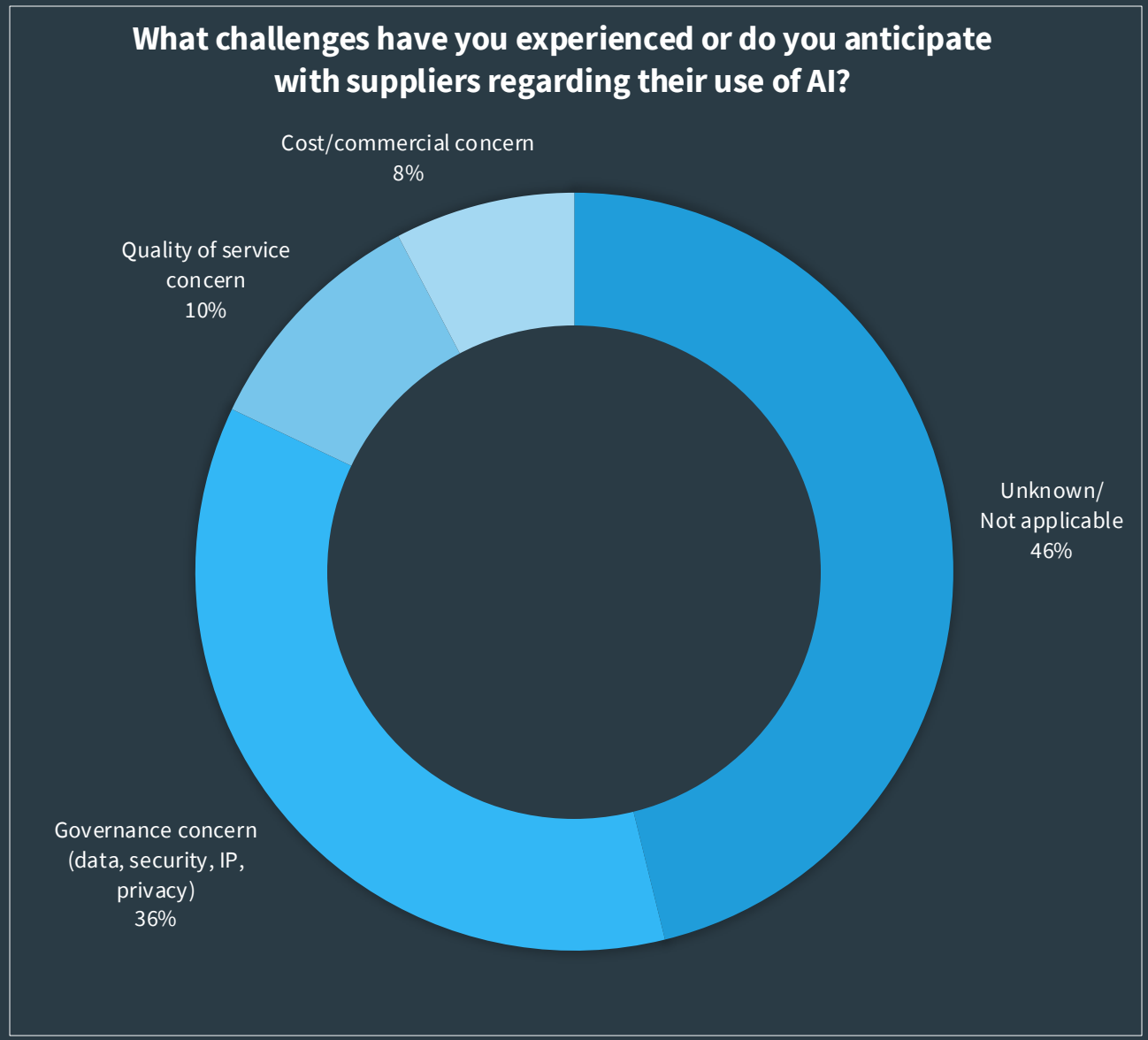
More than 1/3 don't even know who should be managing the cost of AI.

Data from end-user respondents only

Cost is the least known governance concern for AI.

Nearly half of respondents (46%) have not encountered or do not anticipate challenges due to their suppliers adopting AI.

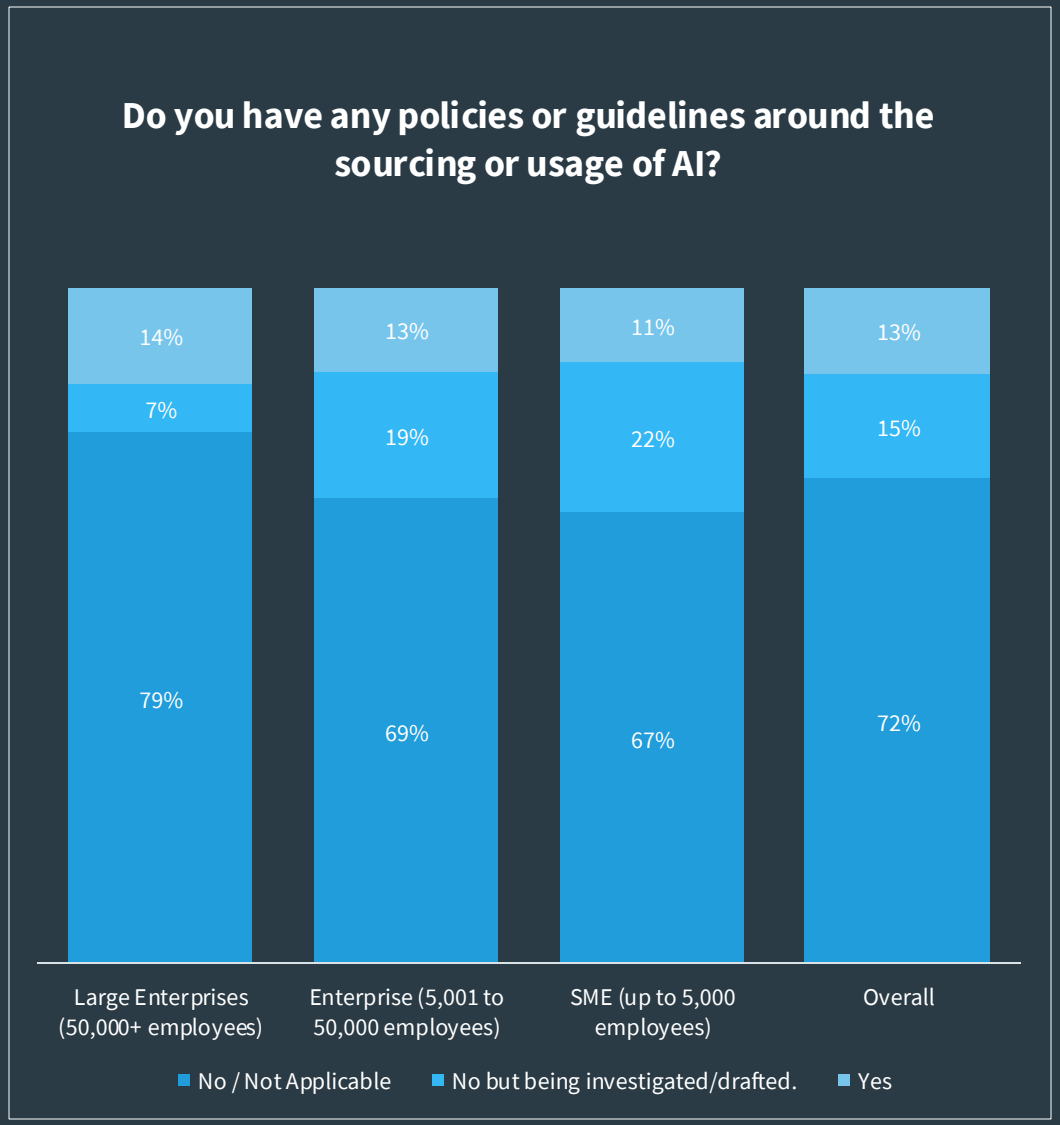
For those who have, governance issues are the primary concern (36%) followed by service quality (10%). Only 8% of the respondents highlighted ‘cost’ as a concern.



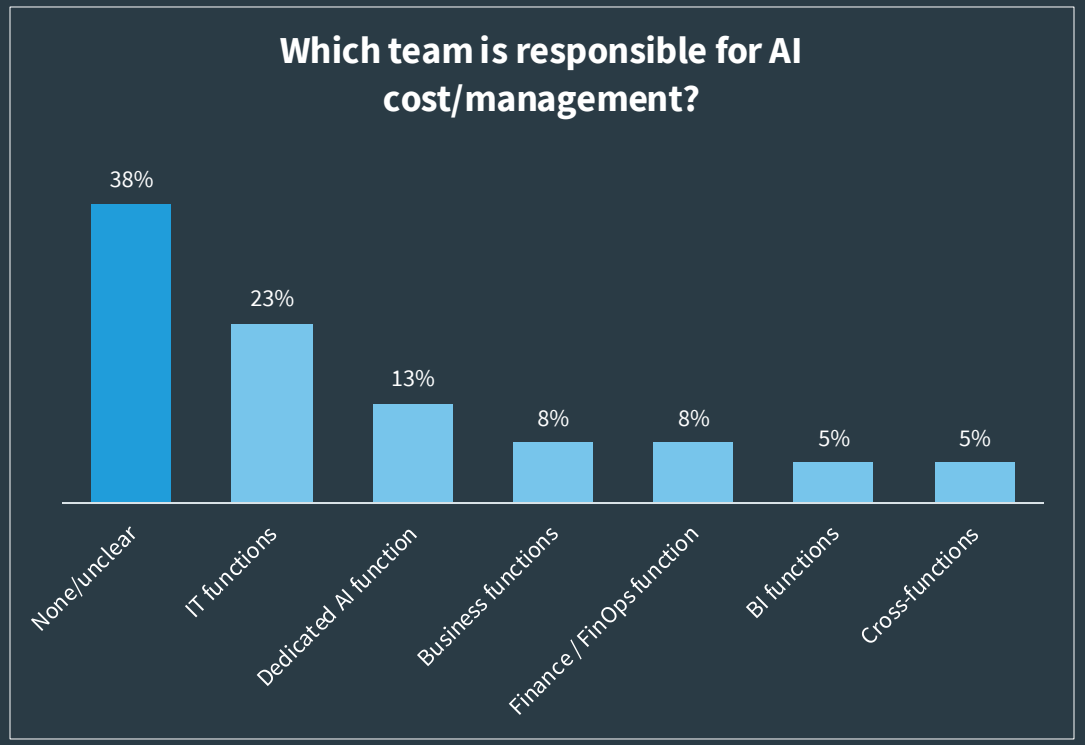
General lack of AI sourcing and adoption policy.

About three-quarters of respondents lack AI sourcing and usage policies and have no plans to develop them.

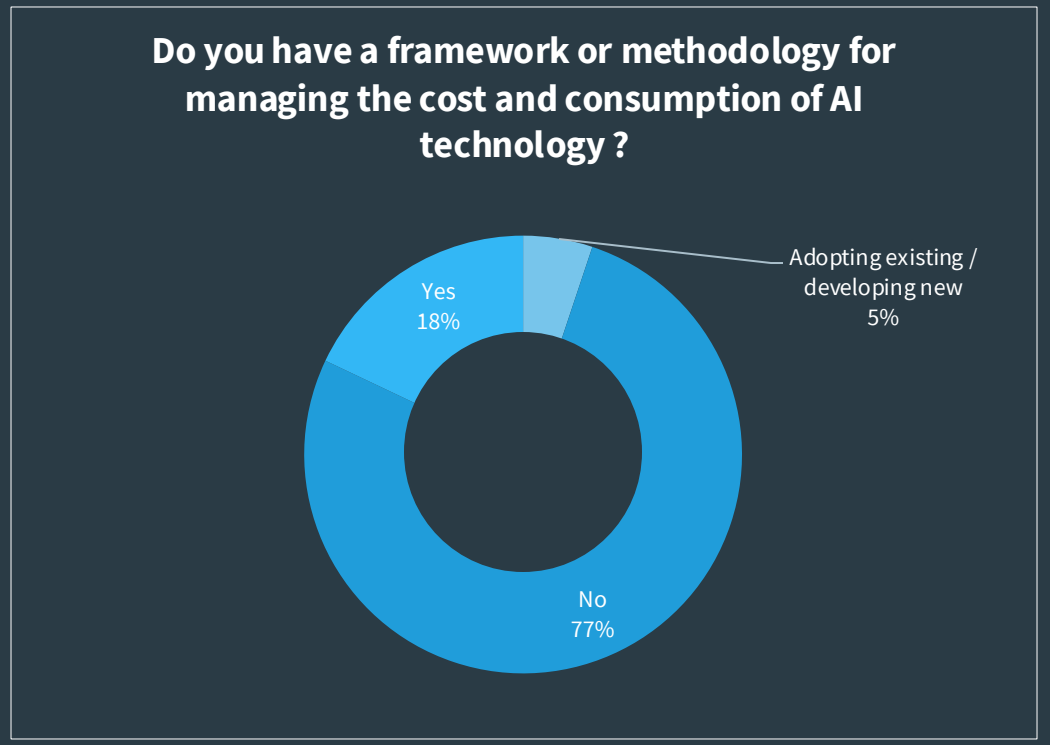
Only 13% have such policies, with another 15% in the process of developing them.



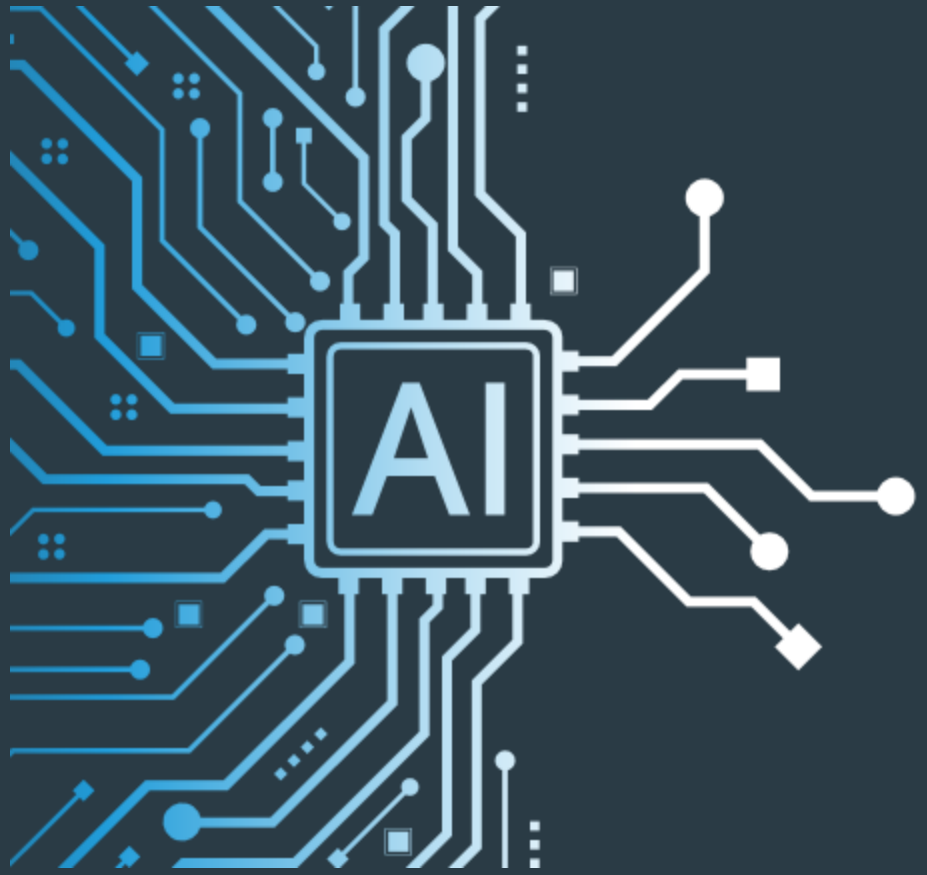
Who should govern AI cost and how?



More than one-third (38%) lack a dedicated team for AI cost management.



More than three-quarters (77%) lack a method to manage AI cost and consumption.



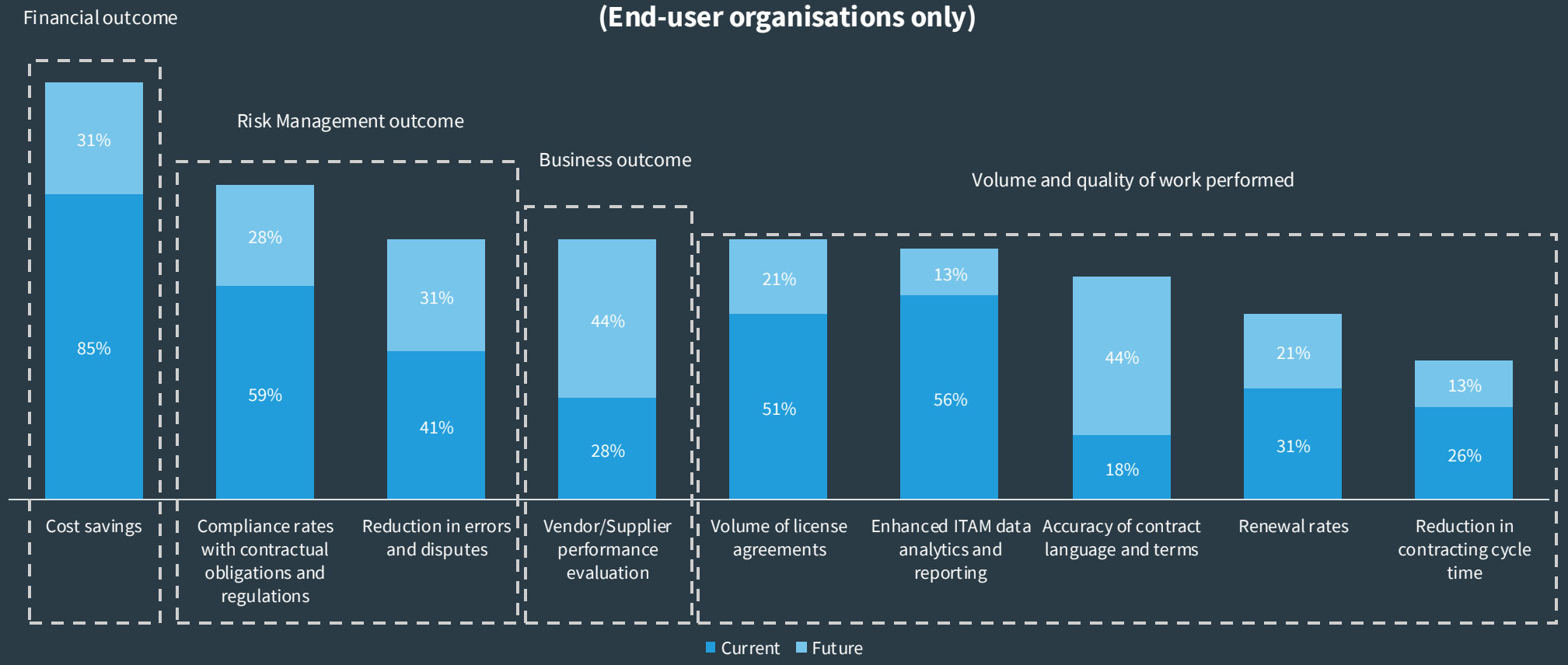
AI & IT Asset Management

AI’s impact on ITAM metrics, processes, and overall industry sentiment and dynamics.

Evolving ITAM Metrics

When combining votes on current and desired metrics, all outcome-based metrics have received equal or more votes than the volume or quality-based metrics. In addition, the average vote share of the desired, outcome-based metrics (33.5%) is approximately 1.5x the desired, volume/quantity-based metrics (22.4%).

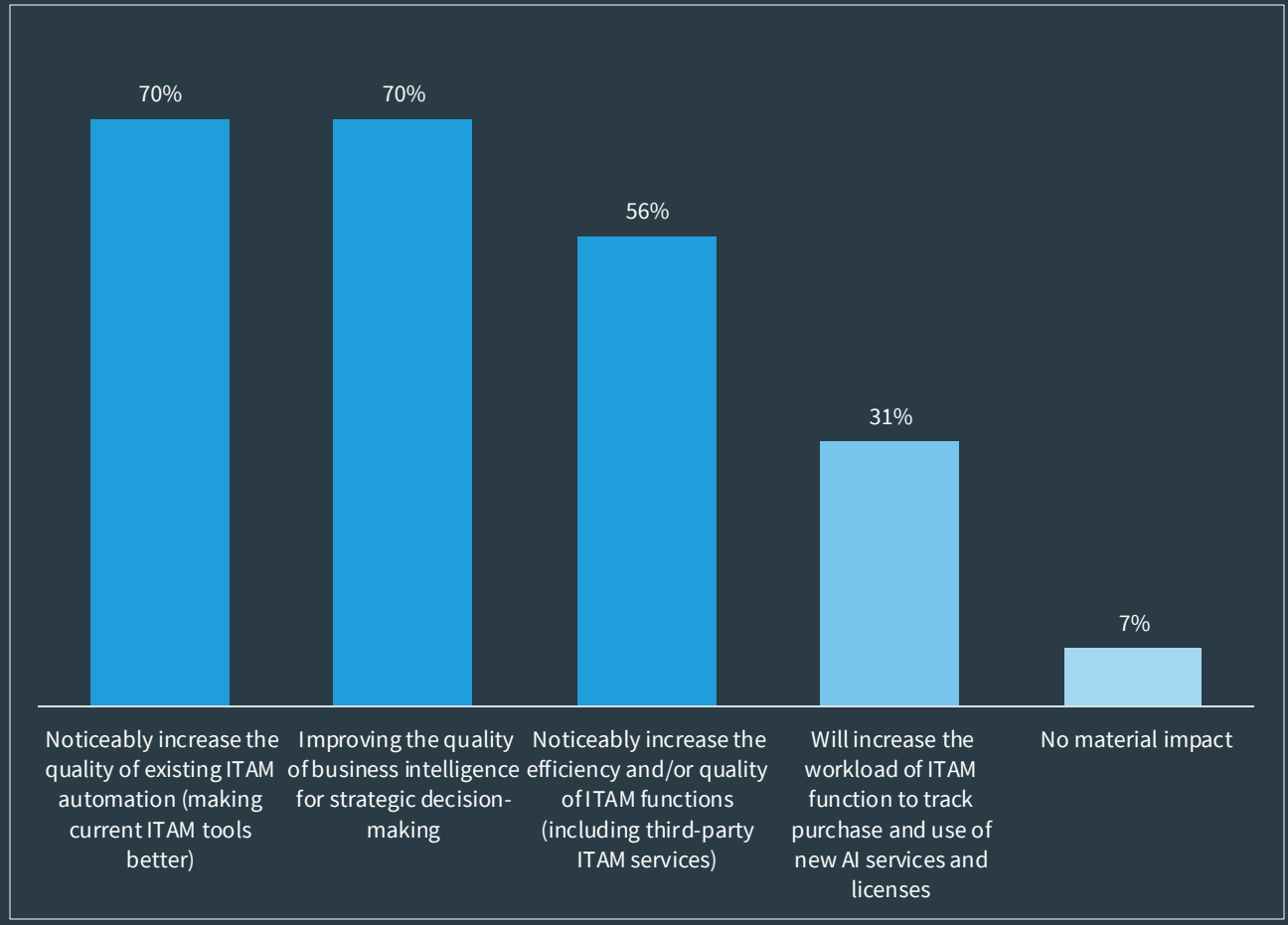
ITAM metrics currently used and additional metrics you hope to introduce (End-user organisations only)



We believe AI will most likely improve the quality of – and efficiency in delivering – ITAM metrics.

The majority (70%) believe AI will enhance the quality and 56% believe it will improve the efficiency of ITAM processes.

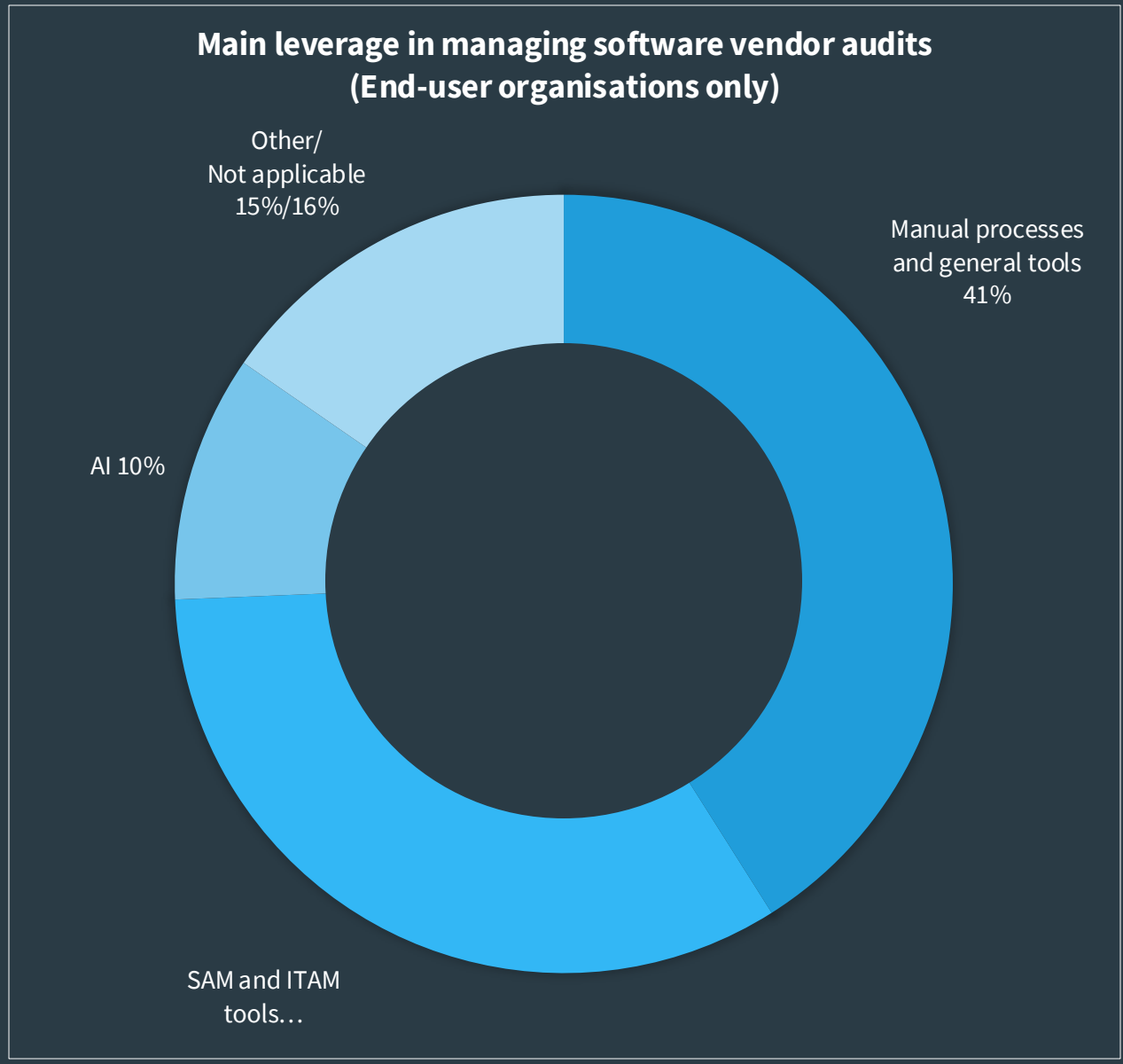
About a third (31%) anticipate an increase in ITAM workload due to additional AI tracking requirements.



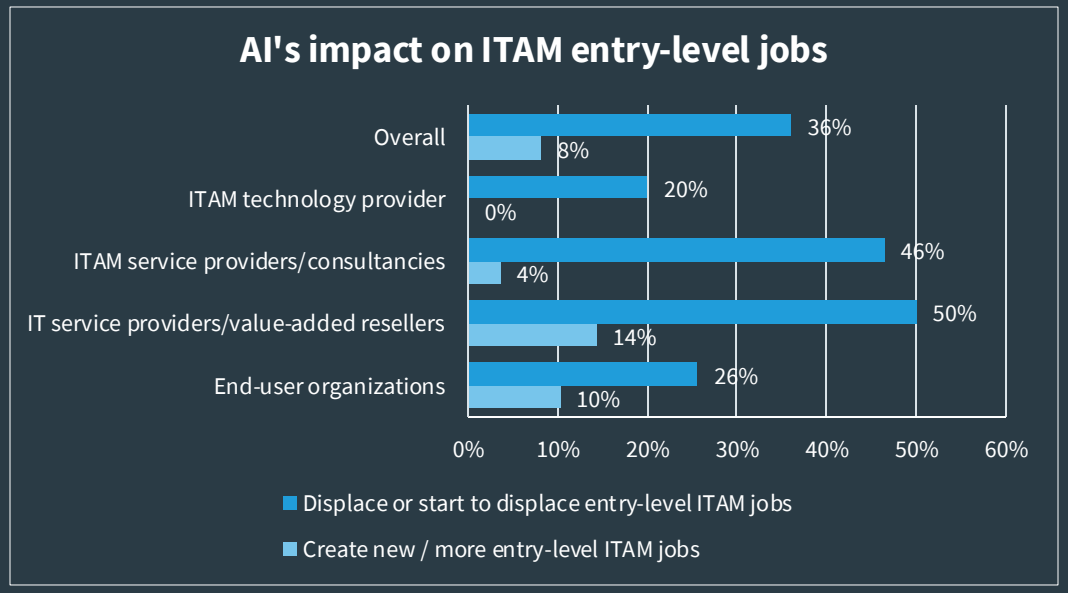
But, we don't trust AI or tools enough to manage vendor audits.

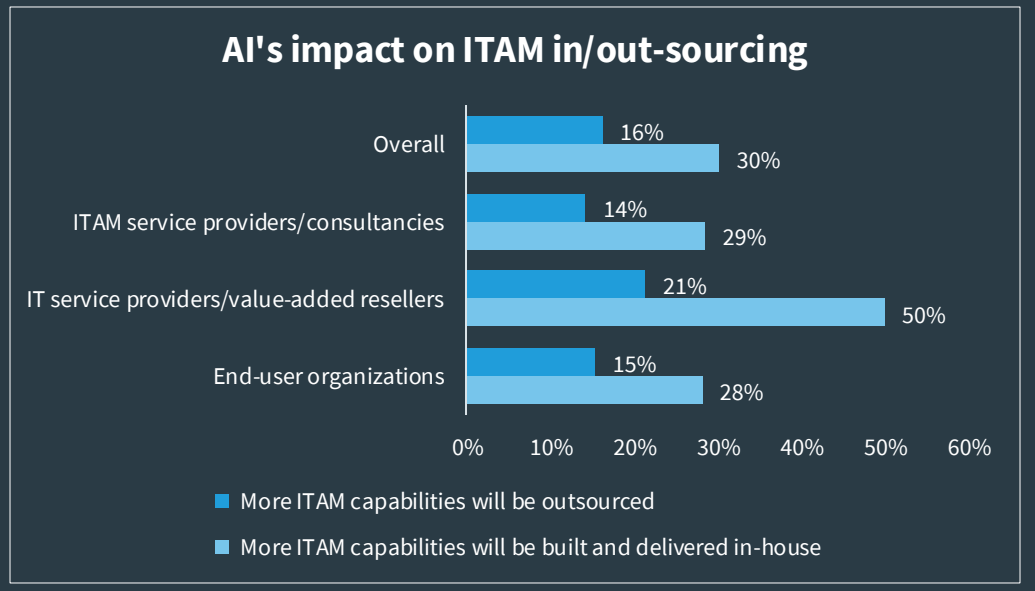
Manual processes and generic tools remain the most common methods for managing software vendor audits, used by 41% of respondents.

However, 10% have begun exploring AI to aid in managing audits.



AI will shift-up and shift-in ITAM jobs.



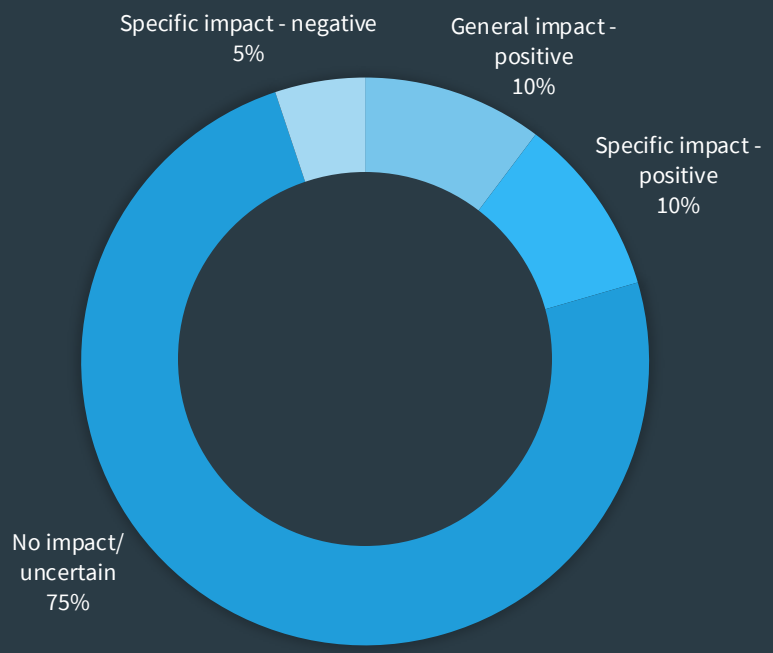


AI is four times more likely to replace entry-level ITAM jobs than to create them especially in ITAM service providers where this ratio exceeds tenfold.

AI is twice as likely to lead to insourcing of ITAM processes rather than outsourcing. Interestingly, outsourcers themselves tend to agree with this assessment (29% vs 14%).

AI sentiment at personal, team, and industry level

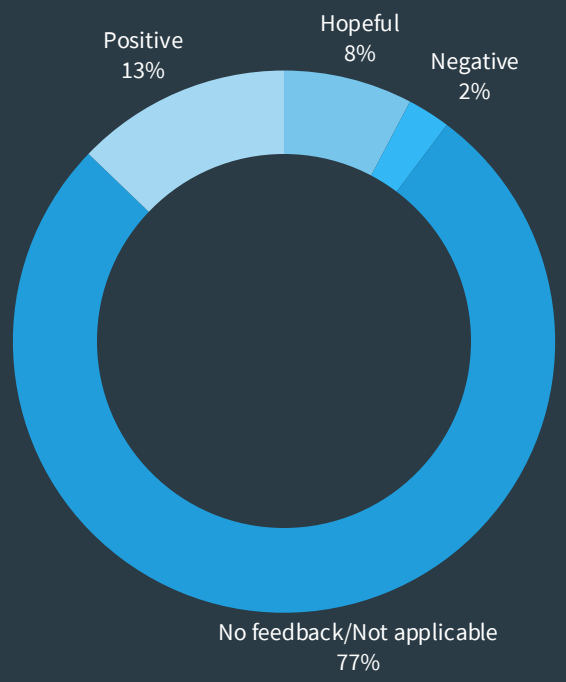
How have you been impacted by AI (with suppliers, working practices, technology use…)?



Positive feedback on AI adoption outnumbers negative feedback by approximately 4:1 (20% vs. 5%).

86% of respondents are unsure of the impact from their suppliers' AI adoption either due to non-adoption by the supplier or unnoticeable effects.

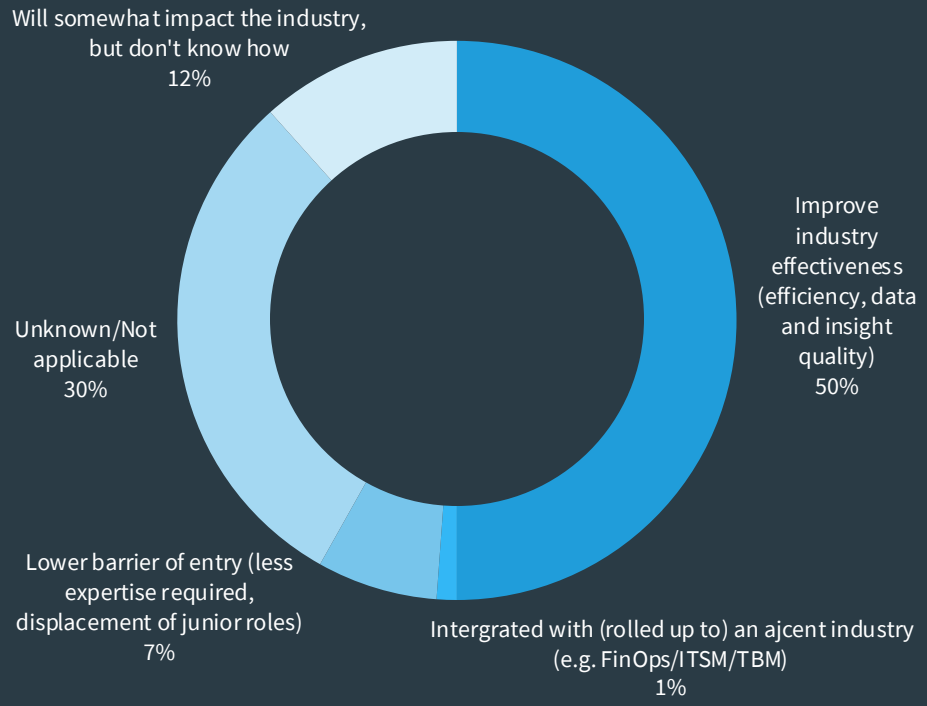
Feedback from employees or stakeholders on the perception of using AI within the ITAM team



77% of respondents haven't yet provided feedback on using AI within ITAM.

Of those who have, 21% express positive or hopeful sentiments, while only 2% report negative experiences.

How do you see the ITAM industry changing as a result of AI?



Half of respondents believe AI positively impacts the ITAM industry and will enhance its effectiveness. Meanwhile, 42% are uncertain, and 8% hold somewhat negative views.

Conclusion

The findings presented in this report paint a compelling picture of AI's transformative potential within the ITAM industry. While adoption is gaining momentum, driven by generative AI and early adopters, the journey toward widespread integration is still in its infancy. Key challenges such as strategic uncertainty, trust, skill shortages, and cost governance underscore the need for proactive efforts by organisations to address these barriers.

AI's impact on ITAM is multifaceted, offering opportunities to enhance efficiency, quality, and effectiveness while reshaping workforce dynamics by automating repetitive tasks and enabling in-sourcing of critical processes. However, this transformation also highlights the pressing need for clear governance frameworks, robust cost management strategies, and workforce upskilling to build trust and maximise AI's benefits.

As we look to the future, the ITAM industry must prioritise investment in AI-specific strategies, foster collaboration across stakeholders, and ensure equitable access to resources and expertise. By doing so, the industry can harness AI's full potential to drive innovation, streamline operations, and elevate its overall impact.

The ITAM Forum and General Interfaces remain committed to supporting the industry on this journey, facilitating ongoing dialogue and championing best practices that ensure AI adoption delivers sustainable, long-term value for all.

Eric Chiu

Eric is the Managing Partner at General Interfaces, a tech advisory firm and think tank based in London and Hong Kong. Previously, he founded FisherITS, a risk consultancy, and OpenSAM, an IT Asset Intelligence SaaS platform. During 2022, both businesses were acquired by Anglepoint (part of Crayon Group (CRAYN.OL)).

Eric represents the UK on the ISO 19770 working group for IT Asset Management, was a founding committee member of the ITAM Forum, and has advised CESI (China Electronics Standardisation Institute) on ITAM.

Eric earned a MBA from the London Business School (U.K.), studied Artificial Intelligence at the UCLA Anderson School of Management (U.S.A.), and earned a Doctor of Philosophy (AI Safety Researcher) from the University of Warwick (U.K.).

Martin Thompson

Martin is the founder of the ITAM Forum, a global membership organisation for ITAM professionals. He is also the founder of the ITAM Review and LISA, which in 2024, were acquired by the ITAM Forum. Martin leads initiatives to advance the IT Asset Management profession and to raise awareness for the value ITAM delivers.

Recently, he founded 3hrs.ai, which aims to educate and inspire entrepreneurs, business leaders, and change makers to seize the opportunities AI offers while navigating its challenges. 3hrs.ai demystifies AI, showing how it can drive real business outcomes, enhance productivity, and free us to focus on what matters most.

Martin earned a BA (honours) from the University of Bedfordshire (U.K.

ITAM FORUM

About the ITAM Forum

The ITAM Forum is a global trade body for the advancement of the IT Asset Management industry. We are a not-for-profit membership organisation, led by ITAM professionals for ITAM professionals. Our members are passionate about IT Asset Management and the business value it brings to companies regardless of size and industry.

The ITAM Forum has two primary objectives:

1. To elevate the position of ITAM by sharing knowledge and best practices that focus on business value and aid to grow the profession.
2. To create – and be a caretaker of – the new ISO 19770-1 standard certification program so organisations can demonstrate the quality of their ITAM practices.