



ASML

Case Study:

From ITAM to On-Product: ASML's Journey with ITAM solutions

Building an On-Product Software Asset Management Framework for Compliance and Efficiency

ASML is one of the world's leading technology companies and a key driver of the semiconductor industry. With its advanced lithography systems, ASML enables chip manufacturers to produce ever smaller, faster, and more energy-efficient microchips.

As part of this mission, **ASML** integrates a wide range of software assets into its products. These 3rd party (embedded) software products is what is referred to as 'on-product software'. Managing these assets effectively is crucial for:

- Ensuring trustworthy data sources such as the software Bill of Material and Software Catalog
- Compliance with licensing, export control, and emerging regulatory requirements such as the Cyber Resilience Act (CRA), that will be applicable to all manufacturers of products with digital elements

- Operational efficiency in onboarding and maintaining software across a growing portfolio of complex products
- Risk reduction in terms of legal, financial, and security exposure

The Challenge

Recognizing the importance of a mature IT Asset Management (ITAM) capability for its on-product software, ASML partnered with ITAM solutions to design, implement, and mature a sustainable on-product ITAM framework. Traditional IT asset management frameworks are designed for IT environments (servers, workstations, infrastructure). However, ASML faced a unique challenge: adapting ITAM practices to on-product software.

Key challenges included:

- **Tailoring ITAM processes:** Existing IT best practices were a starting point but needed adaptation to fit ASML's complex on-product environment. E.g., more thorough request for software process.
- **Scalability:** ASML needed to onboard multiple products while ensuring processes could scale without increasing manual workload.
- **Compliance pressure:** License compliance, export control, and emerging regulations like the CRA required new processes and reporting.
- **Audit readiness:** Transparency and reliable reporting across all on-product software were essential for audits and internal governance.
- **Cross-functional collaboration:** started out with R&D and Procurement, but now also collaborating with Legal, Security, Finance, and Customer Support.

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We created an asset management environment inspired by IT practices but tailored for on-product software. This required building processes and tools that not only manage compliance but also add quality and efficiency to our commercial software bill of materials.

— Pascal Tsimperidis

Competence owner 3rd party on-product software

The Approach

ASML and ITAM solutions jointly adopted an agile, iterative approach to build and mature on-product ITAM.

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Co-Creation of Processes

The partnership began with defining and refining processes for on-product software management:

- Mapping existing IT asset management processes
- Identifying where adaptations were needed for on-product scenarios
- Documenting processes for license compliance, export control, and CRA readiness
- Clarifying ownership and responsibilities across ASML teams



It's a continuous learning trajectory: we start high-level, drill down into processes, identify gaps, and clarify tasks with process owners. This ensures we're not just documenting but embedding responsibilities — Pascal Tsimperidis

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Tooling & Automation

To support these processes, ITAM solutions helped design and optimize the tooling environment:

- Leveraging ITSM Tool for automation of recurring compliance tasks
- Building dashboards to track product onboarding status, compliance coverage, and risk exposure
- Automating reporting to reduce manual workload and increase reliability

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Collaboration & Governance

Cross-team collaboration was central to success:

- ITAM solutions experts integrated closely with ASML's Global Software Asset Management and competence teams
- Expanded the network and increased recognition of the importance of managing 3rd party on-product software.
- Regular alignment meetings ensured issues were escalated promptly and solved efficiently
- Joint proof-of-concepts allowed solutions to be tested and matured step by step



ITAM solutions' consultants step in, add value, and show ownership of the challenges we face. Their energetic and proactive way of working ensures smooth progress and a positive project experience — Pascal Tsimperidis

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Focus on Risk & Compliance

The ITAM framework prioritized high-risk areas first:

- Onboarding products with the most complex and expensive license contracts
- Applying the 80/20 rule ensured that we first covered the software products with the biggest impact on ASML as a company. Taking into account the extent of the product used, as well as the related financial impact
- Ensuring compliance processes covered license and export control before extending toward CRA requirements
- Establishing dashboards for management oversight and audit readiness

The Results

The ASML–ITAM solutions partnership has already delivered significant outcomes:

- **Collaboration:** cross-team collaboration with multiple departments led to a company-wide recognition on the criticality of managing ASML's software assets, specifically related to on-product usage.
- **Onboarding coverage:** 80% of ASML products' software bill of materials are already included in the ITAM framework, with a target to complete the remaining 20% by the end of 2025.
- **Risk reduction:** By focusing on high-value and high-risk licenses first, the majority of compliance risk is already mitigated.
- **Improved efficiency:** Automation in ITSM Tool has reduced manual tasks, freeing time for higher-value compliance activities.
- **Audit readiness:** Dashboards provide clear visibility into onboarding status, compliance coverage, and escalation needs.
- **Collaboration culture:** The partnership between ASML and ITAM solutions established a foundation of trust, responsiveness, and ownership.

Pascal Tsimperidis summarized the progress:

With 80% of our products covered, the majority of risk is mitigated. Once we complete the remaining 20%, we will have a solid foundation not only for license and export control but also for future CRA compliance.

The Partnership Experience

When asked about his experience working with ITAM solutions, Pascal emphasized:

- **Energetic** – The ITAM solutions team brings drive and commitment.
- **Proactive** – Anticipating challenges and proposing solutions before they escalate.
- **Collaborative** – Working side by side with ASML teams for shared success.



The way they step in and add value makes a real difference. It's important to have a nice project experience, and ITAM solutions ensures that.

Future Outlook

The roadmap for ASML's ITAM journey is clear:

- **2025:** Complete onboarding of 100% of ASML's products' software bill of materials, ensuring full coverage for license and export control compliance.
- **2026:** Shift focus toward Cyber Resilience Act compliance, building on the ITAM foundation already in place.
- **Beyond 2026:** Continue automating processes, refining dashboards, and reducing manual workload for ongoing compliance and scalability.

Pascal Tsimperidis explained the shift:

Looking ahead to 2026 and 2027, the project focus will gradually move from license compliance to CRA compliance. That doesn't mean license compliance is less important, it means we have built the foundation, and now we can expand our focus.



Conclusion

Through a close and proactive partnership with ITAM solutions, ASML has successfully designed and implemented an on-product ITAM framework that:

- **Ensures license and export control compliance**
- **Reduces legal, financial, and operational risk**
- **Improves efficiency and scalability through automation**
- **Provides a strong foundation for future compliance challenges, including CRA**

The collaboration demonstrates how ITAM solutions brings expertise, energy, and ownership to complex ITAM challenges, helping organizations like ASML safeguard compliance, improve efficiency, and prepare for the future.

About us

ITAM solutions is a data company that aims to help its clients to grow in the field of IT & Software Asset Management (ITAM) and that proactively provides advice to various departments within a company.

ITAM solutions is independent of software providers, which enables the company able to provide its clients with completely objective and honest advice. In this way, ITAM solutions brings people, processes and technology together.