

Case Study - Software Investment Management

Global technology organisation saves millions on tail spend

Executive Summary

A global technology organisation lacked visibility and control of its highly decentralised, indirect software purchasing outside of its top vendors, which make up 20% of its spend. With a bespoke Software Investment Management approach, Livingstone identified 90–100 optimisation opportunities across the remaining software vendors and supported \$82m in finance-recognised savings in a single fiscal year.

The Challenge

A global technology organisation with one of the largest and most complex indirect software estates in the world, spends billions annually on software that supports its internal operations.

This customer faced a very specific set of challenges:

- **Extreme decentralisation**, with purchasing spread across business units, geographies, and leadership teams
- **Highly complex vendor relationships**, that limited traditional negotiation levers
- **Thousands of individual purchase orders**, many small in isolation but material in aggregate
- **Limited visibility** into what was being bought, by whom, and why, beyond high-level financial reporting

- **No realistic path to meaningful savings** through traditional top-tier vendor negotiations alone

While Effective Licence Positions (ELPs) were valuable for understanding compliance and entitlement, they could not address the real problem: **software spend sprawl across publishers, contracts, and stakeholders.**

The organisation needed a way to understand, influence, and reshape software spend behaviour at scale.

The Solution

Livingstone recognised early that a traditional managed SAM model would not deliver meaningful outcomes in this environment. Instead, we designed a bespoke Software Investment Management approach, focused on:

- spend intelligence rather than usage alone,
- commercial structure rather than entitlement reconciliation,
- and forward-looking decision support rather than point-in-time reporting.

This engagement blends elements of SAM, procurement strategy, contract intelligence, and financial analysis, all underpinned by deep vendor expertise.

What We Delivered

1 Multi-year spend intelligence across the entire software estate

Rather than starting with tools or audits, Livingstone began with enterprise-wide spend analysis, extracting multiple years of purchasing data from the customer's internal financial systems. This provided:

- a consolidated view of every software purchase order,
- visibility into spend ownership and organisational sprawl,
- and the ability to analyse software investment patterns at scale.

Spend thresholds were deliberately set high (multi-million-dollar aggregates) to focus effort where outcomes would matter.

FAST FACTS

Size:	~85k employees
Sector:	Technology
Location:	Global
Service:	Software Investment Managed Service
Savings:	\$82M

2 Advanced contract intelligence at industrial scale

Livingstone supported the implementation and refinement of a contract intelligence capability, enabling:

- ingestion of large volumes of software contracts and purchase documents,
- extraction of unit pricing, discount structures, products, and quantities,
- and reconciliation of contractual detail against financial and stakeholder data.

Crucially, Livingstone didn't just use the technology; we made the data usable, refining models, correcting errors, and validating outputs so insights could be trusted. This provided analysis that was previously impossible at speed or scale

3 Opportunity identification across the long tail

We used a set of commercial indicators, including:

- spend concentration,
- purchase order volume,
- business unit sprawl,
- and renewal cadence

This identified 90–100 optimisation opportunities in a single fiscal year, each tied to a specific publisher.

For each target, we produced structured reporting that:

- consolidated all related contracts and purchase orders,
- highlighted pricing and commercial inconsistencies,
- and revealed where consolidation or renegotiation was viable.

4 Intent-led optimisation and validation

To avoid theoretical savings, Livingstone helped design and run stakeholder intent surveys, capturing real plans to:

- decommission software,
- consolidate contracts,
- migrate to alternatives,
- or replace competitive tools with internal solutions.

Critically, these intentions were:

- validated directly with owners,
- tracked quarter by quarter,
- and converted into confirmed reductions in future software spend.

This ensured savings were credible, measurable, and owned by the business.

5 Strategic optimisation beyond publishers

As the engagement matured, Livingstone expanded analysis into:

- competitive and redundant software, including opportunities to replace third-party tools with internal platforms,
- and reseller optimisation, identifying fragmented purchasing routes and unnecessary margin leakage.

In one example alone, replacing a widely used collaboration platform with an internally owned alternative represented tens of millions in potential savings.

Outcomes Achieved

Over a single fiscal year, Livingstone's work:

- Identified and supported **\$82m in realised savings**, formally recognised by the customer through an internal finance impact award
- **Surfaced 90–100 optimisation targets** across non-strategic and mid-tier publishers
- Enabled large-scale decommissioning of unused software, **removing millions from future run-rate spend**
- Delivered a **repeatable framework** for ongoing spend governance, not just one-off clean-up
- Embedded Livingstone as a trusted extension of the customer's internal teams, influencing decisions at senior levels

This work fundamentally reshaped how software investment decisions are made across the enterprise.

Got a meaty Software Investment Management challenge?

Livingstone can work with your team – no matter the size or scale of issue – to find a solution that delivers commercial impact. Get in touch.

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