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Global medical technology organisation turns SAM into a strategic capability

Executive Summary

A global medical technology organisation was operating with a traditional SAM model that gave insights but failed to consistently drive action. Moving to **Livingstone's Software Investment Managed Service** it transformed SAM into a strategic control function rather than a reporting exercise. Within the first six months, the service identified **$23m in risk**, with **$13m of that mitigated**, **$450k in realised savings**, and a measurable uplift in SAM maturity with a clear path to enterprise-wide coverage.

The Challenge

Our client operates across multiple regions with tens of thousands of employees, managing highly regulated manufacturing environments with rapidly evolving technology estates.

It faced:

- **Rising cost** pressure across manufacturing, supply chain, and IT
- **Increased regulatory scrutiny**, where operational surprises carry real risk
- **Ongoing mergers**, acquisitions, and divestitures, adding constant change to systems, contracts, and vendors
- **Vendor pricing volatility**, particularly from large strategic software publishers
- A growing **need to centralise control** while still supporting local operational teams

Software Asset Management was already in place, supported by a managed service. On paper, it looked solid: regular Effective Licence Positions (ELPs), reports delivered to stakeholders, and compliance visibility across a large portion of the organisation.

But value wasn't fully being realised.

Insights were being produced, but actions weren't consistently executed. Risk was identified but not always reduced. And while around 75% of the organisation sat under central SAM governance, the remaining 25% — including manufacturing plants and specialist environments — remained decentralised, creating cost leakage and governance exposure.

As the organisation's internal SAM team evolved, so did their expectations. They wanted more than reports. They wanted momentum, ownership, and outcomes. **So we shifted the conversation.**

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The Solution

Rather than layering on more tooling or more reports, Livingstone started by stepping back.

We spoke to many stakeholders across various departments within the organisation including procurement, cyber, infrastructure and more, to get a **comprehensive view of organisational challenges and goals**.

Next, we performed a **SAM Maturity Assessment** to provide an objective benchmark across people, processes, governance, and execution. This gave the organisation:

- A shared understanding of where SAM really stood
- A practical roadmap to improve maturity without over-engineering
- A way to track progress over time, not just activity

Together, we redesigned the engagement around a **Software Investment Management (SIM) model**, one focused on outcomes, not outputs.

FAST FACTS

Size:	~70k employees
Sector:	Medical tech
Location:	Global
Service:	Software Investment Managed Service
Savings:	$450k
Risk Mitigated:	$13M

What We Delivered

Livingstone now supports the organisation through a broad, integrated SIM service, aligned to how the business operates.

1 **Traditional SAM with ownership, not just insight**

We continue to deliver ELPs across major strategic vendors, but with a critical difference:

- Livingstone owns the follow-up actions, not just the findings
- We actively chase remediation, support internal teams, and track closure
- Risk reduction is measured and reported, not assumed

We deliver continuous SAM support to product owners, extending beyond ELP activities. This has transformed ELPs from static snapshots into engines for continuous improvement.

2 **Dynamic SaaS management across six key platforms**

SaaS management required increased attention, not because it was unmanaged, but to ensure continued control and prevent incremental inefficiencies from accumulating. We now provide:

- Monthly monitoring of six major SaaS portals
- Exception-based reporting to highlight duplication, misallocation, and high-watermark risk
- Clear remediation actions passed to the client's operational partner for execution

The impact extends beyond immediate clean-up, preventing inadvertent increases to long-term minimum commitments.

3 **Ongoing discovery with proactive, curiosity-led SAM**

Not all value sits neatly in a contract renewal. Through our Discovery service spanning all vendors including tail spend, Livingstone actively hunts for:

- Emerging vendor licensing changes
- End-of-life and metric shifts
- Unseen risks created by organisational change
- Opportunities triggered by acquisitions or separations

By operating with full SAM oversight (not just renewals) this approach enables rapid triage of risks and opportunities, and progresses targeted actions that deliver measurable value.

4 **Laying the foundation for scale with ServiceNow SAM Pro**

To support future growth and centralisation, Livingstone:

- Project manages the ServiceNow SAM Pro implementation
- Designs and documents processes and workflows
- Prepares the platform for BAU ownership once live

SAM Pro allows the SAM team to work more efficiently, automate key processes, and gain immediate access to data and insights. It increases overall visibility and control across the SAM environment along with the ability to scale as the scope of the team expands.

Outcomes Achieved

In under a year, the shift to Software Investment Management has delivered tangible results:

- **$13m in software risk mitigated**, with a further $10m currently under active management
- **$450k in hard savings** achieved through remediation and optimisation
- **20 high-risk actions closed**, with clear accountability for those still open
- **Eight ELPs delivered**, with more scheduled as part of a rolling optimisation programme
- **SAM maturity improved by 16%** within the first six months, with a **target of a 54% improvement by the end of the first year.**
- Stronger alignment between SAM, procurement, and IT leadership, enabling longer-term planning rather than short-term firefighting

Perhaps most importantly, the organisation now has confidence in its direction.

Instead of reacting to audits, renewals, or structural change, the SAM function is steadily becoming a control point for cost, risk, and governance, exactly what the business needs in an increasingly challenging business environment.

Explore Software Investment Management

Book an exploratory call and let Livingstone help you redefine SAM.

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