



# Software Investment Managed Service

A ground-breaking service for  
procurement, IT and SAM teams



## SAM must evolve.

The software world has fundamentally changed. Cloud-first strategies, AI-driven tooling, agile delivery, and app / SaaS sprawl have transformed how software is procured, deployed, and consumed.

Many SAM teams have struggled to keep pace, even with market-leading tools. This is because the scale and speed of change has outgrown traditional approaches. And yet it is the crucial data insights held by SAM teams that enable:

- procurement to make smarter buying decisions
- IT teams to get visibility, control and reduced risk
- and finance teams to avoid and reduce costs.

When that data is fragmented or backward-looking, the same questions surface again and again:

- Why have software costs escalated so quickly?
- Why are we paying for tech that isn't being used?
- Why did we invest in this solution if it isn't delivering value?
- Why are we now facing audit exposure?

SAM teams and their wider organisations, need more than legacy ELP reports and reactive analysis. They need:

- a single, trusted view of the entire software estate
- reduced operational burden, freeing SAM to focus on strategic outcomes
- continuous insight across SaaS, traditional and tail-spend software
- greater confidence in commercial and technology decisions

**Software must be managed not as an asset, but as an investment.**

## Livingstone's Software Investment Managed Service

Livingstone's new Software Investment Managed Service drives maximum return on your IT investment, making every license count.

Traditional Software Asset Management		Software Investment Management
Assets that are tracked	→	Investments that deliver returns
Partial coverage of top vendors	→	Full estate coverage (SaaS, traditional, tail-spend)
Conflicting views, multiple spreadsheets, time lost to reconciliation and firefighting	→	A curated, single source of truth - available when it's needed
Unreliable data and complexity leading to poor decisions	→	Confident decisions informed by trusted data and expert insight
Point-in-time compliance and licence right-sizing	→	Continuous adoption, optimisation and value realisation
Procurement as a cost-cutting function	→	Procurement as a value creator



# How the Software Investment Managed Service works

A dedicated Software Investment Service Lead acts as an extension of your team throughout the life of the contract.

## Step 1

### A personalised optimisation & risk roadmap, built from continuous discovery

We build an initial discovery layer across your software and cloud estate - normalising inventory, contracts and business context - to identify where the greatest savings and risk-reduction opportunities exist. This starts with a **complimentary discovery consultation and roadmap** and continues to mature throughout the life of the service.

## Step 2

### Continuous data ingestion in Acuity

Our in-house Acuity platform continuously ingests and normalises software, cloud, hardware, contract and user data, creating a living single source of truth that improves over time and breaks down data silos.

## Step 3

### Human experts continuously analyse and action opportunities

Your dedicated service lead and specialist consultants continuously pull opportunities from the discovery layer and prioritise them across three optimisation streams:

- Strategic vendors (traditional SAM and audit-risk focus)
- Subscriptions & cloud (ongoing usage, optimisation and trend management)
- Renewals & tail-spend (commercially-focused renewal dossiers for procurement)

Effort is dynamically allocated to the software that matters most, when it matters most.

## Step 4

### Continuous optimisation, savings and risk reduction

As your estate, priorities and business strategy evolve, we continuously adjust focus - swapping opportunities, publishers and value streams in and out, increasing or decreasing intensity, and ensuring value is realised rather than just identified.

## Optional services, activated where deeper value or maturity uplift is required

### Optional

### Transformation Service

Mature people, process and technology to ensure optimisation is sustainable

### Optional

### Mega-vendor contract optimisation & negotiation

Specialist commercial support for high-value renewals.

### Optional

### Audit defense

Targeted support where audit risk materialises.

### Optional

### FinOps, GreenOps & Cloud Cost Optimisation

Ongoing optimisation of cloud spend, performance and environmental impact.

# Details of the deliverables by software type

We don't take a blanket approach. Our methodology adapts based on risk, value and effort, depending on the type of software being managed.



## Traditional software

Think Microsoft, Oracle, IBM, SAP. These **strategic vendors** come with complex licensing, high audit risk, and hybrid deployments.

We focus on compliance, audit readiness, and risk mitigation. When cost savings are possible, we help you seize them, but this is about protecting your organisation.

### What you get:

- Entitlement and inventory reviews
- Effective Licence Position (ELP) where valuable
- Risk identification, mitigation guidance, and ongoing risk removal tracking and reporting
- Optimisation advice based on product use rights, architecture configuration, consolidation opportunities, and company and publisher roadmap
- Ongoing optimisation tracking and reporting



## Cloud-native software

**SaaS-first** vendors like Salesforce, ServiceNow, Adobe, and more. SaaS-first are usually able to be measured via a publisher provided portal. These typically carry lower audit risk, but significantly higher potential for cost leakage.

Our service zeroes in on usage data to right-size renewals, eliminate shelfware, and improve licensing decisions.

### What you get:

- Usage monitoring (via portal, or API)
- BOM (bill of materials) optimisation for renewals
- Underused licence detection
- License right-sizing



## Tailspend software

The long tail of smaller or niche software vendors. This is a world of lots of contracts, little spend, and it's often overlooked or not given the specific focus it requires.

We help you get visibility and control over your tailspend without wasting time on heavyweight analysis where it's not needed.

### What you get:

- Renewal calendar and contract clause visibility
- Entitlement collation
- Quick digital surveys to assess real need
- A supplier dossier for procurement. Renewal guidance is based on Livingstone publisher intelligence and your business needs

# Why Livingstone?

## Our difference

- **We work with your SAM tool.** No matter your current SAM tooling or maturity, we'll make your data work for you
- **Our Acuity platform** has been built by our team from the ground up to enable software investment management at scale
- **We have hyperflex contracts.** This means we will adjust our areas of focus if you want to pivot your priorities or if we agree there are better optimisation opportunities
- **We span all software types,** putting the right amount of attention on the right software at the right time.
- **We proactively drive commercial outcomes,** rather than backward-looking reports that don't effect change.

## Benefits you can expect

- **Cost savings** across your software estate
- **Risk identification and mitigation** guidance for high-exposure vendors
- Fewer unused licences and **better renewal control**
- A clear, **prioritized view** of where to focus
- **Greater trust** in your data and tooling
- **More value** from your existing investments
- A **more mature SAM** function that is better integrated with procurement, finance and IT

## Real results

- **A global medical technology** moved to Livingstone's Software Investment Managed Service, transforming 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.
- **A global technology organisation** lacked visibility and control of its highly decentralised, indirect software purchasing outside of its top vendors. Livingstone **identified 90–100 optimisation opportunities** across the remaining software vendors and supported **\$82m in finance-recognised savings in a single fiscal year.**



An Acuity-powered service

## Ready to make your software investments count?

Talk to us to discover how Livingstone's Software Investment Managed Service boosts savings and reduces risk across your entire software portfolio.

Get in touch.

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 **livingstone**