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CASE STUDY

Pharma Manufacturer Uncovers €18M in Oracle Licensing Risk

Effective Licence Position & Compliance Service

€18M in risk identified and remediated

Executive Summary

A global pharmaceutical manufacturer was preparing for a major ERP consolidation and needed clarity on its Oracle licensing position before committing further capital. Livingstone's Effective Licence Position (ELP) engagement uncovered €18M of compliance exposure across the Database and Middleware estates, and converted that risk into a fully remediated, audit ready position.

The Challenge

A leading European pharmaceutical manufacturer with operations across 30 countries had grown rapidly through acquisition, leaving its Oracle estate fragmented across multiple legacy entitlement records and deployment tools.

With a global ERP consolidation programme approved by the board, the organisation needed an accurate, defensible view of its Oracle licence position before the next phase of investment was signed off. Internal teams suspected under licensing in several business units but lacked the time, tooling and Oracle specific expertise to quantify it with confidence.

FAST FACTS

CLIENT
Global Pharmaceutical Manufacturer

SIZE
45,000 employees

SECTOR
Pharmaceuticals & Life Sciences

LOCATION
Europe

SERVICE
ELP & Compliance

SAVINGS
€18M risk identified and remediated

The Solution

Livingstone deployed a dedicated Oracle licensing team to build a full Effective Licence Position across Database, Middleware and applications, reconciling entitlement records against deployment data pulled from the client's discovery tooling and Livingstone's own data validation routines.

An Initial Investment Assessment ran in parallel to flag the licensing implications of the planned ERP consolidation before any new commitments were made, preventing the client from compounding existing exposure. Where gaps were identified, Livingstone worked with the client's procurement and legal teams to develop a phased remediation plan that prioritised the highest risk products and negotiated favourable terms for any required true up.

The Outcome

The ELP exercise identified €18M of unbudgeted compliance exposure concentrated in three business units. Livingstone's remediation plan resolved the position through a combination of licence reharvesting, deployment changes and a targeted true up, avoiding an estimated €11M of unnecessary spend versus the vendor's initial proposal.

Key Success Factors

- Independent, vendor agnostic validation of entitlement and deployment data across a fragmented multi entity estate
- Early engagement ahead of the ERP consolidation programme, preventing risk from compounding
- A phased, risk prioritised remediation plan that balanced compliance with budget reality

Conclusion

> Livingstone's ELP methodology gave the client board level confidence in its Oracle position for the first time in over five years, and a repeatable process to maintain that confidence as the ERP programme progresses.

Want to uncover hidden value in your software estate?

Get in touch with Livingstone to see how our independent advisory services can help you achieve similar results.

Contact us today

e info@livingstone-tech.com
w livingstone-tech.com

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