CASE STUDY

Global Enterprise Secures $91.9M in a Major Renewal Transformation

Strategic Renewal & Negotiation Advisory

Executive Summary

A global regulated enterprise turned a complex, high pressure software renewal into long term price certainty, lower risk and a stronger technology investment model. The organisation faced material vendor price pressure and had limited natural renewal leverage because its software estate was already highly mature.

By aligning executive stakeholders and running a disruptive Bill of Materials (BoM) strategy, the client secured **$91.9M** in total commercial value, moving from a reactive renewal event to a proactively managed investment decision.

FAST FACTS

Client
Global regulated enterprise

Estate Size
84k+ users

Sector
Regulated environment

Service
Renewal & Negotiation Advisory

Commercial Value
$91.9M

Price Certainty
5 years

The Challenge

The client ran a highly mature software estate across a global, regulated environment with more than 84k users. Because the deployment was already well established, natural renewal leverage was low, which limited the value of standard negotiation tactics.

At the same time the enterprise faced steep upward budget pressure driven by several factors:

- Material vendor price increases across the stack
- Removal of legacy programme discounts
- Accelerating internal demand for new, advanced technology

Managing a combined Enterprise Agreement, cloud consumption and a complex support stack left the organisation exposed. It needed a credible negotiation position that protected innovation capacity while avoiding the risk of buying software it would never use.

The Solution

The response focused on strict negotiation control, built on executive alignment and a narrative grounded in data. At its core was a dual Bill of Materials model that separated immediate negotiation leverage from realistic internal deployment risk.

The team modelled aggressive but realistic scenarios using a disruptive challenge BoM to shift pressure back onto the vendor, alongside a deployable premium BoM designed for final execution. This brought user persona mapping, contractual price protections, cloud commitment options and support economics together into a single executive narrative. That level of preparation gave the client the confidence to resist passive renewal terms and challenge vendor assumptions directly.

Method: The 5 Stage Commercial Control Framework

The transformation was delivered through a structured, five stage operating model.

01

Establish the control point

Baselined the current estate, exit pricing, contract protections and forecast financial pressure.

02

Challenge demand

Separated genuine operational need from inherited consumption, unused software and optimistic vendor assumptions.

03

Create negotiation leverage

Deployed disruptive BoM scenarios to condition the vendor and surface hidden commercial options.

04

Optimise the executable BoM

Translated the strategy into deployable product, volume and persona choices.

05

Lock and govern

Secured final terms and set a framework to manage consumption, commitments and mid term contract changes on an ongoing basis.

Impact & Results

The strategy delivered a materially stronger commercial position without forcing unnecessary software consumption or compromising innovation capacity across advanced workspace and cloud infrastructure.

Outcome	Result	What it means
Commercial Value	**$91.9M secured**	Material negotiated value against list price
Blended Discount	**26.3% final**	An improvement of 4.5 points versus exit pricing
Renewal Pricing	**$9.4M p.a.**	Incremental gains beyond protected pricing
Optimisation	**$13.2M reduction**	Direct savings from control point analysis
Cloud Commitment	**$230M structured**	Large scale commitment tied to stronger FinOps governance
Price Certainty	**5 year term**	Long term budget predictability and risk reduction

Conclusion

> The breakthrough came not from a single discount request but from creating complete commercial control. By connecting evidence, credible alternatives and a defensible technology demand model, the client challenged vendor pricing and volume assumptions head on. The project closed with a clear roadmap covering licence management, cloud commitment tracking and mega vendor optimisation, giving the enterprise an ongoing runway for commercial control.

Ready to turn vendor renewal pressure into complete commercial control?

Talk to our independent advisory team to baseline your estate, build credible technology demand models and unlock hidden value in your enterprise agreements.

Contact us today

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