



2026 software licensing landscape

SHI's guide to help procurement, ITAM, and SAM leaders identify and leverage cost optimization and modernization opportunities.



What's new? Why does it matter?

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Executive Summary

The 2025–2026 licensing cycle represents a significant inflection point for enterprise software procurement. Three major trends are emerging across the software landscape:

- The systematic elimination of perpetual ownership.
- The removal of legacy volume discounts.
- The enforcement of subscription-only commercial models, permanently shifting IT budgets from capex to opex.

At the same time, major software publishers are seizing the opportunity to monetize artificial intelligence as a new licensing layer. These changes complicate budget calculations. Consumption-based pricing introduces unpredictable cost escalation risks — and publishers are employing tactics like SKU retirement, tool depreciation, and steep price increases to push organizations into these new models.

So, how can cost-conscious organizations equip their teams with the right tools without ballooning their budgets?

Our research indicates that the organizations best equipped to navigate this challenging landscape are those that adopt proactive software asset management (SAM) practices, including:

- Right-sizing licenses before renewals.
- Conducting independent audits of entitlements and consumption.
- Establishing AI governance frameworks.
- Timing renewals to capitalize on currency realignment windows.

This report provides the detailed insights required to transform these licensing headwinds into opportunities for structured cost optimization and digital modernization.



Amazon Web Services (AWS)

Like many other vendors/hyperscalers, AWS's pricing is also being impacted by the exploding demand for AI infrastructure. While pricing for most services remains steady, we are seeing areas where AWS has been forced to increase costs, in some cases, for the first time.

Therefore, it's more important than ever for organizations to firm up their approach to lifecycle management, and workload rationalization, to ensure they continue to maximize the cost efficiencies the cloud can provide.

What's New

Global memory shortage

In response to skyrocketing DDR4 and DDR5 prices, AWS was forced to increase the cost of ML Capacity Blocks across every region increase on all ML-class Capacity Blocks across every region.

Database Savings Plans

Effective December 2, 2025, AWS introduced a commitment-based flexible pricing model that reduces database costs up to 35% (maximum possible benefit).

Marketplace SaaS Hosting Rules

As of May 1, 2025, non-AWS SaaS no longer counts toward PPA/EDP retirement.

Delayed Modernization Has a Cost

Clients still running workloads on EOL/EOS database products are increasingly challenged with 'extended support' costs. While these extended support costs have always existed, we're seeing this be an increased burden for those organizations already saddled with tech debt.

AI Cost Governance

While many organizations are quickly adopting AWS AI services, like Bedrock, they are also struggling to determine the best ways to allocate those costs to different business units. Not all services can be attributed to Cost Allocation Tags (for now), which makes internal governance more critical than ever.

Why does it matter

GPU Supply Constraints Could Continue Impacting Price Volatility

GPU scarcity could continue to force hyperscalers to increase pricing on other services in the future, which could further compound the issue of runaway AI costs.

The Best Time to Invest in Modernization Was Yesterday. The Second Best Time is Today

Beyond the business headwind of running legacy database products/support, there is now an ever increasing 'trailing cost' associated with these workloads. Running EOL databases could lead to five-figure annual penalties per instance and 20-35% daily overspend.

IaaS BYOL Complexity Continues to Grow

These recent updates to Microsoft SPLA licensing rules now further increases the complexity of managing IaaS licensing agreements. To mitigate potential audit exposure, this is why it's more important than ever to leverage a partner such as SHI, with experience managing such complexity.

Networking Costs Are Hard to Predict & Manage

The variability of NAT Gateway and other data transfer costs are making accurate cost forecasting even harder to perform reliably. Reassessing your architecture, ensuring that it can handle large increases/decreases in traffic efficiently, based on internal or external customer use, is critical.

Recommendations

✔ Database Standardization & Modernization

Take the time today to build a modernization roadmap for any EOS databases, and work to leverage open-source wherever possible. Leverage the newly released Database Savings Plans to realize new cost savings today, while not being 'locked into' these legacy/closed-source database engines.

✔ Mandate VPC endpoints

Review all VPC configurations to ensure S3 and DynamoDB traffic is not being processed through NAT Gateways.

✔ Enforce AL2023 migration

Ensure that your organization is not exposed to any potential outages, related to the deprecation of AL2.

✔ Review Marketplace SaaS

Ensure that as you continue to leverage AWS Marketplace to retire your Private Pricing Agreement commitments, you're aware of the 'Deployed on AWS' requirement & that your specific product SKUs qualify. SHI's AWS Resource teams can help you with this effort.

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Learn more about our partnership with AWS.

VISIT

Google Cloud Platform (GCP)

Google Cloud's 2026 pricing and billing updates raise network unit costs, accelerate billing for AI services, and tighten savings accounting. Treating these as routine FinOps cleanup risks run-rate increases and weaker renewal leverage.

What's New

Egress repricing

Effective May 1, 2026, Interconnect/peering egress rates increase to \$0.08/GB in North America, raising the penalty for DTO and cross-region patterns.

CUD math changes

Effective January 21, 2026, multi-price CUDs move from credit-style savings to discounted-rate billing, requiring updates to savings, chargeback, and forecast logic.

AI pilots become billable workloads

Effective January 28, 2026, Vertex AI Agent Engine is billable without enforced tags or budgets. Agent usage becomes the fastest-growing, least-attributed line item to consider.

Observability costs spike

Effective October 2, 2025, the Cloud Monitoring API shifts to per-time-series pricing, pressuring platform teams running high-cardinality, programmatic telemetry.

Managed ingestion cost changes

Effective September 25, 2025, BigQuery Data Transfer Service may add recurring charges to connector-based ELT schedules previously treated as flat run-rates.

Why does it matter

Unanticipated cloud run-rate jumps

Spend can rise with no new projects as network and telemetry repricing hits existing traffic/monitoring patterns.

Savings narratives can break at the executive level

Misreporting CUD savings can misstate savings/ variance KPIs in finance and steering committees.

AI becomes a budget wildcard

Without attribution and approval gates, experimentation turns into production spend with no clear owner.

Renewals start from a worse baseline

Higher embedded unit costs reduce procurement leverage and options in EDP/commit discussions.

Recommendations

- ✓ **Baseline top cost drivers before budgets lock**
Rank projects by egress SKUs, time-series volume, and Vertex usage. Reforecast using the new rates and billing models.
- ✓ **Fix CUD governance and reporting**
Update chargeback/showback and savings KPIs for discounted-rate billing. Document the method for renewals.
- ✓ **Prevent silent growth with guardrail mandates**
Enforce tags, budgets, and alerts for Vertex AI, reduce high-cardinality telemetry, and prioritize DTO reduction.
- ✓ **Build a negotiation fact base**
Package top SKUs, owners, and a right-sizing plan so EDP/commit decisions follow measured baselines.

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Your FinOps data will never be perfect. Start anyway

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IBM

IBM's 2025–2026 "Great Realignment" pushes subscription-first licensing, tighter IPAA v12 compliance, and higher renewal costs via Global Price Harmonization (GPH). Near-term impact centers on the January 1, 2026 pivot for IBM i licensing and a broad end-of-support wave across core middleware.

What's New

Global Price Harmonization

Effective January 1, 2026, most hardware and software SKUs see an average 6% price increase.

IBM i licensing becomes a subscription

Effective January 1, 2026, IBM retires IBM i perpetual licenses for new Power10/Power11 purchases; Power11 has no perpetual option.

IPAA v12 compliance

Customers must now produce an Annual Compliance Report (ACR) within 30 days of request. S&S reductions require a 30-day prior verification. Manual adjustments to ILMT/IBM License Service outputs are prohibited.

Middleware EOS wave

Effective September 30, 2025, IBM MQ 9.2.x and Db2 Base Edition 11.5.x are EOS. Cognos Analytics 11.2.x will reach EOS on April 30, 2026.

Infrastructure forcing events

IBM Cloud "Classic" Reserved Virtual Servers reach EOS on March 31, 2026, accelerating migration to VPC-based environments.

Why does it matter

Inaction locks you into a higher run-rate

Shifts in pricing and IBM i licensing can permanently raise opex. Early action preserves options, including timing, conversion pricing, and price protections.

Compliance costs are spiking

Under IPAA v12, weak ILMT/IBM License Service data can trigger "full capacity" exposure, with penalties up to 800%.

Missed lifecycle deadlines turn upgrades into emergencies

EOS Classic Reserved Virtual Servers, MQ, Db2, and Cognos Analytics increase security and outage risks and compress modernization timelines.

Recommendations

- ✓ **Baseline entitlements and retooling**
Validate ILMT/IBM License Service health and reconcile deployments to entitlements before any IPAA v12 reporting request.
- ✓ **Visualize your new run-rate**
Quantify how GPH and the IBM i shift impact your renewals, upgrades, and planned hardware refresh.
- ✓ **Build an EOS calendar**
Inventory versions and prioritize upgrades to avoid unsupported operations.
- ✓ **Negotiate for flexibility**
Seek price protections and renewal guardrails. Validate any "conversion pricing" assumptions before committing.

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Our IBM ILMT Health Check can help improve license compliance and reporting accuracy.

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Microsoft

Microsoft is tightening subscription economics under NCE, removing legacy EA discounts, and raising suite prices – creating a compounding cost-and-risk cycle. Key anchors are the October 14, 2025 EOS for Windows 10 and Office 2016/2019 and the July 1, 2026 Microsoft 365 pricing reset.

What's New

M365 E7

Available May 1, 2026, this new tier bundles M365 E5 Foundation, M365 Copilot, Entra Suite, and Agent 365 at \$99 per user per month.

M365 price hikes

Effective July 1, 2026, list prices increase for M365 E3 by 8.3%, E5 by 5.3%, F1 by 33.3%, and F3 by 25%.

Standalone product price increases

Effective April 1, 2025, Teams Phone Standard, Power BI Pro, and Power BI Premium monthly subscription costs increase.

NCE monthly billing surcharge

As of April 1, 2025, a 5% premium applies to annual subscriptions paid monthly.

EA waterfall discount is gone

Effective November 1, 2025, volume discounts for online services end, pushing customers toward Level A pricing regardless of seat count.

Critical EOS dates

Effective October 14, 2025, Windows 10 and Office 2016/2019 are EOS. Windows 10 ESU pricing starts at \$61 per device for Year 1, doubling annually to \$244 for Year 3.

Why does it matter

Costs can quickly compound

NCE payment premiums, discount removals, and suite price hikes can establish a higher run-rate for 12-36 months at renewal.

Failure to upgrade can create spiraling costs

Using EOS versions of Windows and Office can trigger escalating per-device ESU fees that crowd out migration funding.

Over-licensing can become permanent spend

With EA discount tiers removed, SKU mix, timing, and contract structure matter more than ever.

Blind M365 bundling could lead to double paying

July 2026 M365 changes can create overlap with third-party security or analytics tools (unless rationalized before renewal).

Recommendations

- ✔ **Assess renewal exposure**
Model renewals under Level A pricing and quantify the impact of NCE payment premiums, EA discount removal, and M365 price increases.
- ✔ **Right-size SKU assignments**
Shift from blanket E3/E5 to role-based profiles and remove inactive or underutilized users before renewal.
- ✔ **Plan your Windows migration**
Inventory Windows 10 populations and decide whether to accelerate upgrades or use ESU as a short-term bridge.
- ✔ **Optimize term and payment structure**
Where possible, pay annually for subscriptions to avoid the 5% monthly-billing premium.

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WEBINAR

Watch this webinar to learn what M365 E7 means and how to align licensing, security, and AI for a competitive edge.

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Microsoft Azure

Azure's 2025–2026 customer impact is driven by modernization by enforcement. Microsoft is retiring legacy options and requiring stronger governance for cost controls. This creates less flexibility for legacy architectures and more pressure to standardize on current services, managed disks, and disciplined management practices.

What's New

Basic SKU retirements

Effective September 30, 2025, Microsoft no longer supports Basic Public IP and Load Balancer and may reprice them to Standard rates.

Changes to Default Outbound Access

New virtual machines (VMs) no longer have automatic access to outbound internet. You must explicitly provide egress (e.g., NAT Gateway or firewall patterns).

Unmanaged Disks retirement

Effective March 31, 2026, VMs using unmanaged disks will stop and not restart.

Application Gateway v1 SKUs retirement

Effective April 28, 2026, v1 (Standard/WAF) is fully retired with no auto-upgrade.

Removal of egress fee

Organizations no longer face a fee when leaving Azure completely and meeting stated requirements (support request, migrate within 60 days, cancel associated subscriptions).

Why does it matter

Retired services can break workloads

Service retirements have hard stop dates and no automatic remediation-threatening disruptions for organizations that fail to migrate.

New outbound rules affect disaster recovery (DR) assumptions

During a recovery event, new VM builds can fail without explicit design and testing of outbound access.

Exit economics are conditional

The egress waiver applies only to a complete Azure exit with specific steps and timelines.

Basic migrations can increase run-rates

Moving from Basic to Standard tiers and adopting explicit egress patterns typically increases baseline network spend.

Recommendations

- Build a retirement calendar**
Inventory Basic SKUs, unmanaged disks, and Application Gateway v1 and prioritize migrations, modeling the predicted cost impacts before renewals lock.
- Validate outbound connectivity patterns**
Standardize your egress design and test VM creation so DR procedures don't depend on deprecated defaults.

Oracle

Oracle’s roadmap is forcing clearer “stay current or pay” decisions across Database and Java. The near-term risks are support cliffs (19c/21c), tighter support exclusions (FIPS/Java 8), and rising audit pressure — all while Oracle pushes cloud-first commercial models and bring-your-own-license (BYOL) rules that can multiply licensing exposure.

What’s New

Database support timelines

Oracle has extended the 21c Premier Support period until July 31, 2027. For 19c Premier Support, the new end date is now December 31, 2029. The new end date for Extended Support for Oracle Database 19c is now December 31, 2032 - an extension from the previously announced end date of April 30, 2027.

19c patching model shift

Oracle is aligning 19c to Monthly Recommended Patches (MRPs) and will not provide Release Update Revisions (RURs) for versions 19.17.0 and above.

Database documentation

As of November 7, 2025, support documentation references Oracle AI Database 26ai, reflecting the product’s 2024 rebrand.

19c compliance events

Effective September 21, 2026, 19c crypto moves to the FIPS 140-2 historical list and, starting May 1, 2027, support excludes certain Java 8 third-party software and FIPS 140-2 compliance support.

Java licensing and “no-fee” windows

Java SE Universal Subscription is per-employee. Oracle JDK 21 (NFTC) is free through September 2026 and, upon release, Oracle JDK 25 (NFTC) will be free through September 2028.

Why does it matter

Java is a cost multiplier

Without careful planning, per-employee licensing can raise run-rate and increase audit sensitivity.

Be aware of compliance changes

FIPS 140-2 and Java 8 support exclusions can turn a “supported” database into a compliance problem, regardless of what you pay for support.

Support changes impact costs

Moving from Premier Support to Paid Extended Support shifts patching, risk posture, and maintenance cost while compressing upgrade timelines.

Cloud/BYOL assumptions can be wrong

Oracle’s “hard partition” stance means some virtualization and public cloud patterns may require licensing underlying host capacity — creating large, unbudgeted exposure.

Recommendations

- Reduce Java exposure**
 Run discovery, separate NFTC use from subscription use, and standardize approved JDK versions before renewal.
- Model BYOL/ULA risks before cloud migrations**
 Validate architectures against Oracle partitioning policy and confirm 23ai options are contract-covered before deployment.
- Align upgrades to key deadlines**
 Prepare for 19c’s 2026 and 2027 patching and compliance shifts as well as the 2026 FIPS exclusion.
- Harden your operations**
 Operationalize MRPs and control unlicensed Options & Management Packs with evidence. Don’t assume RURs beyond 19.17.0+.

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SAP

The SAP ecosystem is shifting from on-prem ECC entitlement management to cloud-first models shaped by RISE with SAP, Clean Core, and tighter license governance. Prepare for key maintenance cliffs and Compatibility Pack sunsets.

What's New

S/4HANA maintenance cliffs

Effective December 31, 2025, SAP is ending Extended Maintenance for S/4HANA 1709/1809/1909 and Mainstream Support for S/4HANA 2020.

Compatibility Pack expiration

Effective May 31, 2026, use rights end for classic ECC functionality in on-prem S/4HANA. Cloud ERP Private Edition extends Compatibility Pack rights to December 31, 2030.

ECC mainstream maintenance ends

SAP ECC 6.0 EHP 6-8 reaches EOS on December 31, 2027. Optional extended support carries a 2% fee until 2030.

New FUE rules

SAP has codified its audit practices into a licensing schema, making it imperative you adhere to FUE authorized access rules.

Private cloud changes

Effective July, 2025, Joule, SAP Datasphere, and Sustainability add-ons are unbundled from Cloud ERP Private Edition. At the end of 2026, SAP will accelerate the shift from SAP Solution Manager to SAP Cloud ALM.

Why does it matter

Support deadlines weaken your leverage

Once you're inside CSM/extended support, timelines and pricing become vendor-controlled. Upgrades increase in cost and priority.

Losing Compatibility Packs can force critical changes

Losing classic ECC rights can require the redesign of critical processes, custom code, and integrations.

FUE can conflate overprovisioning costs

Because charges follow user access, role design and over-provisioned authorizations become the largest controllable cost driver.

Be careful not to under-scope cloud quotes

Services once bundled under Cloud ERP Private Edition are now separate subscriptions, creating unexpected costs for unprepared organizations.

Recommendations

- ☑ **Right-size FUE before any contract conversion**
Perform a cleanup of user roles and authorizations to remediate over-provisioned access.
- ☑ **Negotiate around ERP changes**
Leverage SAP's new bundle as an opportunity to demand a bill of materials (BOM) and price protection or introductory credits to offset the loss of unbundled features.
- ☑ **Evaluate maintenance alternatives**
Avoid the restricted support and associated risks of Customer-Specific Maintenance by researching third-party support providers or SAP's Safekeeper service.

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HEALTH CHECK

Our licensing experts can help optimize your SAP licensing environment, starting with a simple health check.

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ServiceNow®

ServiceNow is transitioning from workflow automation to an AI-driven operating model built around agentic AI and tighter platform governance. 2026 brings a new country-based release naming cycle and higher licensing complexity as generative AI and consumption pricing become default commercial levers.

What's New

Country-based release naming

Starting January 2026, country-based naming begins with Australia. Brazil arrives in the third quarter of 2026.

Agentic AI and Control Tower

AI Agent Studio and Control Tower are shifting from "assist" to autonomous execution across 2025 and 2026.

Now Assist packaging

ServiceNow's generative AI tool requires Pro or Enterprise tiers, along with the Pro Plus or Enterprise Plus add-on.

Legacy Workflow Engine

As of Zurich and beyond, legacy workflows are maintenance-only. New instances do not ship legacy workflows by default. New automation is expected in Flow Designer.

Store app entitlement changes

Starting in early 2026, the Store app requires a one-time terms and conditions acceptance. ServiceNow's 2026 fiscal year introduces more consumption-based AI pricing tied to task completion.

Why does it matter

Renewals face growing complexity

One-to-one comparisons between tiers and services are harder as generative AI access becomes tied to tier upgrades and add-ons.

Variable AI costs

Consumption-based pricing can create unbudgeted overages unless you measure adoption and control workflow design.

AI governance is a must

Without centralized controls (e.g., Control Tower) for agentic AI, you face growing risk and compliance exposures.

Recommendations

- ✔ **Operationalize the "true-up" process**
Use the Upgrade Console to compare installed Store app versions against family release packages. Defer updates unless there is a critical business need.
- ✔ **Centralize AI governance**
Implement the AI Control Tower to better manage expanded delegated authority, especially if you are in a regulated industry.
- ✔ **Prepare for implementation overhead**
Budget for a total cost of ownership (TCO) that is 3-to-5 times the licensing fee.
- ✔ **Conduct a license and role audit**
Identify underutilized "Fulfiller" and "Business Stakeholder" licenses. Reclassify users to the free "Requestor" role if applicable.

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Unlock the full value of ServiceNow SAM with SHI's ISO-based SAMPro Assessment.

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ASSESSMENT

Uncover hidden inefficiencies and maximize your ServiceNow investment with our Process Maturity Assessment.

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VMware by Broadcom

VMware by Broadcom's ecosystem is shifting from perpetual ownership to subscription-only, bundle-first purchasing. They have restructured their partner program and consolidated their legacy catalog, reducing over 160 products into four primary bundles: VMware Cloud Foundation (VCF), vSphere Foundation (VVF), vSphere Standard (VVS), and vSphere Enterprise Plus (VSEP). Throughout this commercial transition, Broadcom continues to invest meaningfully in the platform, most notably with NVMe Memory Tiering in VCF 9.

What's New

The end of perpetual licensing

As of February 1, 2024, VMware only offers subscription licensing. They have terminated Perpetual and Support & Subscription (SnS) renewals.

Simplified portfolio

Across late 2023 and early 2024, more than 160 SKUs collapsed into four primary bundles: VCF, VVF, VVS, and VSEP.

Per-core licensing

As of February 1, 2024, VMware bases licensing on physical cores, with a 16-core minimum per CPU.

vSAN metric shifts

Effective February 1, 2024, vSAN moved from per-CPU to per-TiB. Bundled entitlements include 1 TiB/core for VCF and 250 GiB/core for VVF.

VCSP program restructuring

As of October 31, 2025, VMware has ended the "White Label" model. Only Pinnacle and Premier VCSPs can host VMware environments or offer license portability.

Why does it matter

Watch for bundle-induced shelfware

Retired standalone SKUs and bundle-first packaging can lead to paying for unused NSX/Aria/vSAN capabilities.

Rising compliance scrutiny

VCSP changes and stricter reporting expectations increase the penalty for weak inventory and entitlement evidence.

Core minimums create a cost floor

Under-provisioning is no longer a cost-cutter as core density and host design become new priorities.

Multi-year TCO may shift upward

The move from perpetual to subscription licensing shifts budgets from capex to opex.

Recommendations

- ✓ **Modernize your infrastructure prior to renewal**
Retire underutilized hardware and consolidate VMs onto fewer, more powerful processors to reduce per-core subscription fees. Optimize infrastructure via NVMe Memory Tiering and VM consolidation to help offset new opex costs.
- ✓ **Align workloads to bundles**
Avoid paying for unused capabilities by validating whether each environment needs VCF or fits VVF.
- ✓ **Engage authorized partners**
Work with a Broadcom Pinnacle/Premier partner and be ready to provide server, socket, and core counts for accurate quotes.

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WEBINAR

Watch this webinar to dissect the business impact of Broadcom's sweeping VCSP changes.

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Here's why VMware customers love partnering with SHI (we bet you will, too)

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SHI Recommended Approach to Spend Optimization

This approach aligns to how organizations make technology decisions in practice. The focus is to establish visibility first, prioritize where action is required, and then translate insight into a structured, governed 18-month program.

1 Establish a Complete View of Technology Spend (Foundation)

The starting point is building a comprehensive, cross-publisher view of all technology spend. This includes consolidating contracts, entitlements, and renewal timelines across key vendors including Microsoft, Oracle, SAP, VMware, IBM, ServiceNow as well as cloud and “tail” spend.

The goal is to normalize this into a single financial and operational view that provides clarity on total spend, upcoming commitments, and areas of duplication or fragmentation.

Outcome: A clear, enterprise-wide baseline that leadership can trust.

2 Prioritize Vendor Focus

Rather than attempting to optimize the entire estate, the next step is to identify Priority 1 vendors. These are typically the 3–5 vendors that represent the highest concentration of spend, the most complex licensing environments, or the greatest exposure due to upcoming renewals or audit activity with upcoming renewals allowing for renegotiation.

Outcome: Clear focus on the areas where decisions will deliver the greatest financial and risk impact.

3 Build Visibility into Usage and Risk

For each Priority 1 vendor, the first priority is establishing true visibility into usage. This includes identifying underutilized software, overutilized environments, and misalignment between contracted entitlements and actual demand. It also includes quantifying audit exposure and compliance risk.

A critical component is building a “fiscal cliff” view—outlining what happens if no action is taken, including the financial, contractual, and operational impacts over time.

Outcome: A quantified fact base that replaces assumptions with decision-grade insight.

4 Executive Buy-In

Once the data is established, the focus shifts to framing the problem in a way that brings the right stakeholders together to act.

This is where analysis is translated into a clear decision conversation. The emphasis is on defining what decision needs to be made, what happens if no action is taken, and who needs to be involved.

This approach aligns to SHI’s Executive translation model by leading with a recommendation, clearly stating tradeoffs, and connecting outcomes to business priorities.

Outcome: Alignment across IT, Finance, Procurement, and business stakeholders on both the problem and the required action.

5 Develop an 18-Month Strategic Playbook with Governance

The final step is converting decisions into a structured execution plan. This includes an 18-month roadmap covering immediate actions, mid-term optimization efforts, and long-term transformation initiatives across the technology portfolio.

A critical component is establishing a governance model, including executive-level cadence, defined ownership, and KPIs aligned to cost, utilization, risk, and business outcomes.

Outcome: A sustained, governed approach to spend optimization rather than a one-time recommendation set.

Reach out to SHI to see how we bring this to life.

