



LICENSE MANAGEMENT SERVICES

**ADVICE, SUPPORT AND EXPERT
GUIDANCE FOR MAKING
THE MOST OF YOUR ORACLE
INVESTMENTS**

ORACLE®

**LICENSE MANAGEMENT
SERVICES**



Dear reader

This brochure introduces Oracle License Management Services (LMS), our capabilities, expertise and approach. In addition it highlights our key objective, which is to work with organizations to ensure they are compliant with Oracle licensing models. This is an essential collaboration that provides the clarity our customers need into their licensing structure to make informed decisions concerning their current and future deployments. It's also a vital role for helping ensure financial and legal risks are reduced, and for improving the efficiency and cost-effectiveness of their operations.

Our capabilities and approach are based around three core principles.

The first is **EDUCATE**, and the insights we offer customers on their license grants and policies, best practices including ITIL and ISO Standards, and corporate governance. In sharing this knowledge we bring organizations up to speed on the latest technology capabilities, license and contractual mechanisms that exist across the Oracle technology stack. At the same time, we also look to understand what best practice means to you, and the approaches you have in place.

The second is **EQUIP**, and providing organizations with a unified, consolidated understanding of their deployed inventory. We will also detail your license grants and entitlements, and provide a full reconciliation versus usage records – alongside an explanation of what this means to your business. From this, we can work together to resolve any outstanding issues.

The third is **ENABLE**, and supporting our customers in the self-regulation and monitoring of their Oracle environments. This last principle is the foundation for adopting a truly proactive approach to managing license risk, and it's where our Software Asset Management expertise offers guidance and insights to help you effectively build the Oracle section of your technology infrastructure.

Combining these three principles enables Oracle LMS to act as strategic partners for many of our customers, helping them define and construct dynamic license structures that align seamlessly to their business strategy. To find out how, I would encourage you to read on.

Jonathan Koop
Vice President, Oracle LMS

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INTRODUCING THE LMS STEERING GROUP

LMS Steering Groups bring together Oracle customers to explore the challenges and opportunities associated with license management. Typically attended by senior executives including CFOs, CTOs, and their direct reports, the event is hosted by the Global Vice President of Oracle LMS under Chatham House Rules, and in complete isolation of any ongoing engagement with LMS.

"A forum for thought leadership and best practice..."

Why we run them

There is a general consensus from our customers that managing their complete mix of IT assets, tracking license usage and ensuring compliance, is becoming increasingly complex. Investigating the causes and effects of this complexity, and identifying tried-and-tested solutions, is a core focus for each steering group meeting. For customers the benefits include a forum for debating common challenges, identifying tested solutions and developing peer-level relationships.

Shaping best practice

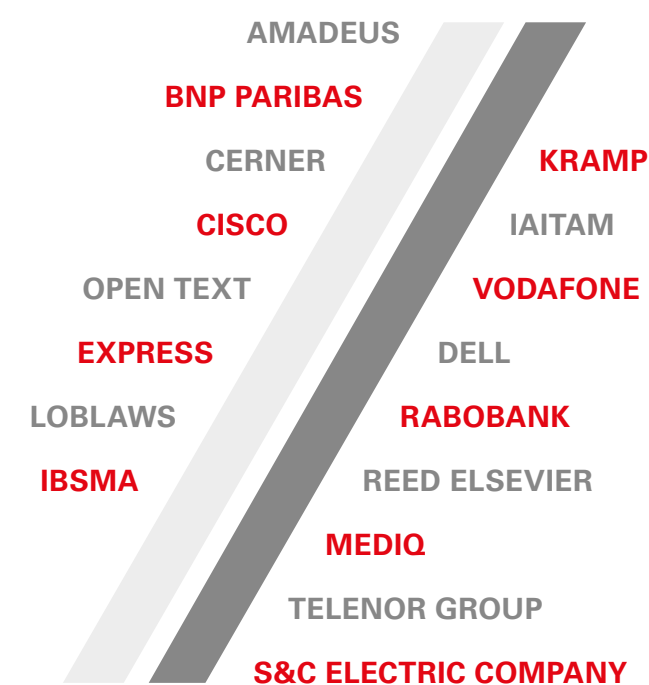
There is a common set of challenges associated with managing IT infrastructures. Understanding how different organizations are successfully navigating these issues is key to creating a successful approach of your own. This is the purpose of the steering group: to collect, explore and share these insights with our customer community.

The value for Oracle LMS

The reason we facilitate the steering group is to encourage two-way dialogue with our customers, both on the issues they're experiencing and the support available from Oracle LMS. In addition, the outputs from the events help shape our strategic approach to engaging and working with customers.

For more information visit oracle.com

Organizations represented at LMS Steering Groups to date include:



THE CHALLENGE OF MANAGING COMPLEXITY

The discussions held during LMS Steering Groups have also led to a range of thought leadership materials that are inspired by the opinions and views of attending members.

Discussing license complexity Oracle OpenWorld

An assessment of the key challenges caused by excessive complexity and their business impact. In particular, the paper focuses on the effects of complexity on budgeting, reporting, planning, migration and stakeholder support, as well as offering insights into how organizations are responding.

Controlling complexity: Five reasons to manage IT assets more strategically Oracle OpenWorld

With technology now indivisible from business strategy, this paper investigates the importance of ensuring every effort is taken to improve the use of IT resources, reduce cost and risk, and put in place the capabilities to overcome any disruption. In addition, the paper assesses the challenge of aligning IT output with business demand, and using these insights to inspire improved technology investment decisions.

A question of risk and reward Utrecht, the Netherlands

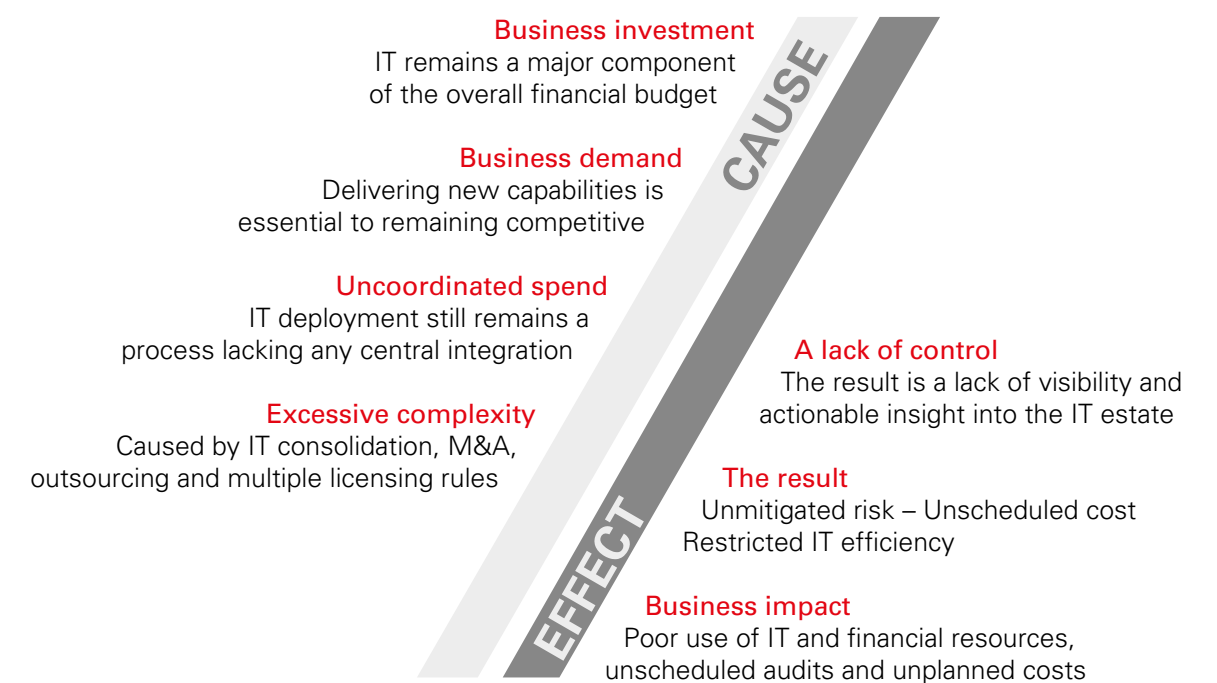
An exploration of the progress being made by organizations striving to move from tactical to strategic license management capabilities – and the structures emerging to support this transformation. The findings also offer opinions on strengthening executive involvement in support of this endeavor.

8-10%
The typical software
component of the
total IT budget*

“For me, the true value of the LMS Steering Group was the over-used phrase of peer-to-peer discussion. By this I mean the satisfaction of sharing the challenges I face on a daily basis, and knowing that I’m not alone!”

Key Findings

What LMS Steering Groups highlight is that the biggest obstacle preventing customers from making the most of their investments is license complexity. The discussions held at each event center on how organizations can effectively manage the risks that complexity introduces into a business, and how control can be maintained in terms of cost, performance and resourcing.



THE IMPACT OF COMPLEXITY

LMS Steering Groups have highlighted six key challenges caused by excessive complexity:

Budgeting and the difficulties connected to balancing the constant business demand for more technology and service capabilities with static or shrinking budgets

Reporting and defining an effective approach to gauging software usage and calculating cost versus output to accurately assess the real value delivered by IT investments

Planning and the task of predicting capacity and determining future requirements, an assessment that demands a strong grasp of the existing estate and future business roadmap

Migration between market changes such as M&A, upgrades and patch enhancements, it's estimated that up to 30% of an organization's applications change every year – a transformation that constantly challenges licensing structures

Stakeholder support and the gap between technical considerations and the strategic concerns driving executive behavior, a disconnect that causes a 'failure of engagement' and denies the executive sponsorship needed for wider transformation

Security license management is increasingly being recognized as a core factor behind security incidents experienced by organizations – with prevention being closely associated with maintaining an accurate inventory of authorized hardware and software

"Many organizations have been slow to develop visibility into license usage and continue to suffer from massive shelfware. This denies IT departments the information they need on what assets they have, where they are, who is using them, what they cost and how they are configured. Without these insights it becomes impossible to verify the true value being delivered by IT assets, and it also leaves the door open to consistent compliance controversy."

"It is an interesting dilemma for organizations that the very software that is essential for day-to-day performance also happens to be among the most difficult types of assets to budget for."

Business users consistently demand more technology and service capabilities, while static or shrinking budgets demand less. The resulting procurement methods can create a lack of preparedness for vendor audits and missed opportunities for saving money."

A FOCUS ON BUSINESS BENEFITS



Oracle LMS works in partnership with organizations to help them gain more dynamic, actionable insights into the relationship between how the business consumes IT and how effectively the license model supports this activity. Typically, it's the combination of our license knowledge with your internal capabilities that help define the most suitable approach to managing complexity:

Finance and procurement

- Increase cost predictability – LMS provides the insights needed to help Finance better assess the usage and value delivered by individual assets versus the originating business case, and from this calculate the overall ROI
- Avoid unwanted surprises – with the complexity that surrounds the constantly expanding entity that is your license model, a detailed analysis of license commitments can help avoid any license 'true-ups' and unplanned costs
- Improve budget planning – by understanding what assets are being used, and what's shelfware, Finance can align resources to areas of demand and avoid future over-spend

IT leadership

- Respond effectively to change – an understanding of what exists and how it's being used supports a more agile IT strategy that can react swiftly to changing business demand
- Get the most out of your IT investments – knowing how and where technology is being used provides the platform for measuring the overall value being delivered
- Simplify procedures – a detailed inventory of assets enables a more streamlined approach to planning future upgrades and deployments

Administration

- Simplify support, deployment and purchasing – by combining a detailed knowledge of the existing infrastructure with an optimized licensing structure
- Align resources to actual usage – to support a greater focus on delivering new capabilities rather than unravelling excessive IT complexity
- Maintain a centralized view – to encourage more structured procurement and deployment procedures, alongside simplified reporting practices

"I'm not aware of any similar forum for discussing license complexity and its implications for restricting business effectiveness. IT remains among the largest and fastest-growing investment areas in my company. The Board recognizes how fundamental it is to growth, but we need to extend this understanding to the difficulties of maintaining our strategic capabilities."

88%

of customers audited have unrealized cost savings averaging over 20% of their annual subscription and maintenance spend



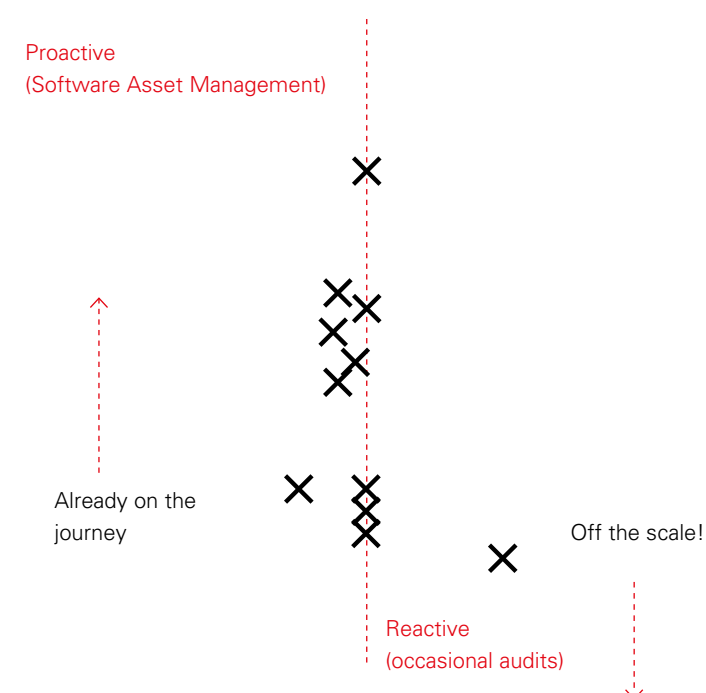
FROM REACTIVE TO PROACTIVE

When we talk about a proactive approach, we refer to the growing number of organizations looking to actively manage their licenses through regular assessments – and to utilize the resulting license intelligence to optimize future deployments.

This is a conscious move away from a reactive standpoint, where organizations maintain an incomplete view of the IT assets they are using.

A Snapshot Of Momentum

During sittings of the LMS Steering Group and other events held throughout the year, we invite customers to chart where they sit on the axis from reactive to proactive. The results illustrate the level of progress being made:



MAINTAINING LICENSE COMPLIANCE

While Oracle wants to ensure customers avoid any intrusive audits – when a customer is ill-prepared or not in control of their IT assets, an audit has the potential to be time consuming, disruptive and expensive – we also have a clear responsibility to protect our Intellectual Property. Compliance is ultimately the responsibility of the customer. In addition Oracle software is protected under the copyright laws of most governments to prevent illegal copying or distribution. As a result, software manufacturers have the authority of the governments represented to make sure they are adequately compensated for their intellectual property. Compliance is ultimately the responsibility of the customer.

Mechanisms for enforcing compliance exist at national, regional and international levels:

National:

In North America, for example, software and intellectual property rights are protected under the US Copyright Protection Act (as amended in 1964, 1980 and 1990), the No Electronic Theft Act of 1997, the Digital Millennium Copyright Act of 1998, the Software Rental Amendment Act of 1990 and Executive Order #13103 of September 1998. In addition, Section 404 of the Sarbanes Oxley Act of 2002 includes sections on software license compliance.

Another example is the Securities and Exchange Board of India (SEBI), which has looked to raise corporate governance standards by introducing risk management and internal control mechanisms – and includes sections on software license compliance. Then there are various government agencies such as the Information Technology Industry Development Agency (ITIDA) in Egypt that is helping to reduce instances of non-compliance.



10%

The minimum revenue
impact companies associate
with unlicensed software*

Regional:

An example here is the European Union Directive referred to as 'EuroSOX' (2006/43/EG). This is not by itself a law, but it does represent an obligation for EU countries to incorporate the parameters it offers, including aspects relating to compliance, into the national laws of member states.

International:

Two primary treaties cover software intellectual property rights internationally. These are the World Intellectual Property Organization Copyright Treaty of 1996 and the World Trade Organization's Trade Related Intellectual Property (TRIP) Rights treaty. In addition, there are international standards including ISO 27001 that include specific sections mandating the management of software assets and ensuring license compliance.

"Working with Oracle License Management Services helped us better understand our Oracle license metrics and policies, thus promoting more timely compliance with our agreed-upon contract. We came to view the Oracle License Management Services team as our partners, not our auditors, because of the value they delivered and the knowledge they shared, versus performing an isolated audit and initiating collections, based on their findings."

Dev Rangarajan, Manager, Database Administration, S&C Electric Company

MAINTAINING LICENSE COMPLIANCE

Oracle LMS sits outside any sales agenda or commercial discussion, and works with customers to present license information and advice independently focused on delivering the following business benefits:

- We help customers manage complexity and maintain control of their Oracle assets and solutions
- We offer unparalleled insights into the complexity of Oracle's product portfolio, and act as the definitive authority on Oracle licensing, pricing and distribution policies
- We generate practical outputs in the form of final reports and recommendations based on in-depth measurements of actual usage to determine optimal license allocation and utilization
- We offer a range of support services that can help organizations understand their level of compliance within the terms of the agreement – though final responsibility sits with the customer

3.5%
The amount a mature SAM
program can save from an
organization's total IT spend*

Source: Software Asset Management; High Risk, High Reward, Deloitte 2014

"Oracle LMS has enhanced our understanding of Oracle's licensing and pricing policies, made management of our PeopleSoft licenses simple and transparent, and eliminated risk of non-compliance."

José Miguel Palomares Mendoza,
Director of Information Technology,
Caja Popular Mexicana

"Oracle License Management Services helped us better understand our licenses by clearly explaining metric definitions, minimum requirements, migration paths and licensing policies. The review process allowed us to determine the best allocation for our licenses and have a clear picture of what we own, so we can more accurately evaluate future purchases."

Sue Camner, Database Manager,
Miami Dade County

CUSTOMER-CENTRIC SERVICE OFFERINGS



The LMS portfolio of service is formed around four core offerings:

Advisory Services

Helps customers gain an in-depth understanding of licensing policies so they can better assess their future Oracle licensing needs.

True up Services

Provides a voluntary usage assessment by which you can gain a detailed understanding of your current license deployment.

Audit Services

Undertakes a detailed evaluation of your existing Oracle estate and an analysis of contract entitlements, deployment practices and current utilization.

License Contract Certification Services

A proactive verification activity, tailored to your existing license contract, to help with your contractual reporting obligation to Oracle.

“Working with Oracle License Management Services has provided the IT governance team with a wealth of information relating to Oracle products and significantly added value to our business.”

Jo Harris, IT Governance Manager, IT Shared Services, Britvic plc

Our tooling solutions

LMS services also works with customers to assess different tooling options to enable them to choose the best option suited for their business needs and environment:

Oracle Enterprise Manager

A tool bundled with most licensed Oracle technology products. A tool that provides robust discovery and measurement capabilities across multiple Oracle products.

Oracle Measurement Tool

Enables both the discovery of Oracle products and the measurement of usage on remote installations from a centralized location.

Stand-alone scripts

Product-specific measurement options that provide a simple, non-intrusive way to extract data.

Our approach to tooling

Oracle LMS has adopted a three-pronged approach to tooling:

- 1.** We continue to develop our own in-house tools that will help identify where products are being deployed and where products are being used to assess compliance needs
- 2.** We are also enabling Oracle technology, specifically Enterprise Manager, which offers expanded capabilities for capturing usage and installation information to offer greater visibility into the deployed estate
- 3.** Oracle LMS works with third party tool vendors to enable them to accurately capture Oracle's usage information. This offers customers the flexibility to work with third party tools to measure Oracle usage alongside the software from other vendors

WORKING WITH ORACLE LMS



An overview of the license assessment process when working with LMS:



90%

of IT vendors have a program in place for ensuring customer compliance with license agreements*

THE LMS JOURNEY



LMS offers services that can grow in line with our customers' demands:

MANAGING THE EXISTING ESTATE

- Controlling costs and reducing the TCO
- Improving the efficiency of current IT investments
- Delivering the capabilities demanded by business users
- Balancing maintenance spend versus innovation activity
- Gain detailed usage insights to minimize compliance risk
- Build the business case for more centralized asset management

MERGERS AND ACQUISITIONS

- Identify opportunities to re-purpose duplicate licenses
- Understand your complete Oracle portfolio

SUPPORTING STRATEGIC GROWTH

- Extend business capabilities into new operating units
- Adapt processes and procedures for new markets
- Respond effectively to new strategic imperatives

MOVING TO AN UNLIMITED LICENSING AGREEMENT (ULA)

- Avoid costly shelfware by paying for unlimited access to full Oracle stack
- Ensure the cost benefits align to pre-contract calculations
- Measure actual usage patterns and maintain visibility of all assets being deployed
- Capabilities for accurately measuring the return on investment
- Insight into the full 'compliance picture' to support your decision to extend the ULA

THE JOURNEY TO THE CLOUD

- Expertise in what technologies can be migrated, and what license restrictions exist

SETTING UP A SOFTWARE ASSET MANAGEMENT (SAM) TEAM

- Introduce a central team for managing software procurement and license management
- Adopt a more proactive approach to managing license requirements
- Maximize economies of scale in IT negotiations
- Ensure closer integration between Finance and legal teams
- Create a unified view of business demand across operating units
- Identify areas for significant cost savings



THE LMS TAILORED SERVICE OFFERINGS



ADVISORY SERVICES – OVERVIEW

Helps customers gain an in-depth understanding of licensing policies so they can better assess their future Oracle licensing needs. These are services limited in scope and designed to offer the guidance needed to answer a specific query, or to clarify future licensing requirements without involving a factual verification of your obligations. The output can include clarification on contract licensing terms and advice on policies relating to specific products – support that extends from current license entitlements to future licensing needs.

During an Advisory Services consultation we assist you in understanding how Oracle's licensing policies apply to your future IT environment as well as providing insights into Oracle contractual agreements associated with the changes or scenario you are exploring. This targeted advice and education provides essential support for evaluating different options, to ensure you make an informed decision on your future Oracle investments.

“With the advice they gave us, Oracle License Management Services helped us align ourselves with ISO rules. We value the peace of mind that comes with having an impartial, outside company, such as Oracle, review our license configuration and give us their best recommendations.”

**Luis Alberto Fernandez, Vice President of Operations and Technology,
ACH Colombia S.A.**

ADVISORY SERVICES – THE DETAILS

PURPOSE

To assist customers with guidance relating to their future Oracle licensing requirements, including:

- Clarification of your contractual terms
- Advice on future licensing requirements for a specific Oracle product
- Education on Oracle license policies

KEY ELEMENTS

- Advisory Services provide guidance to the customer in relation to a specific licensing question
- This does not include factual verification through measurement, or comparisons between license entitlement and usage

ANALYSIS AND TECHNICAL TOOLS

- Assistance is limited to guidance on licensing only
- The service may include a licensing presentation or white-boarding session for the customer's education in relation to their specific question

DELIVERABLES

- LMS will provide a short written or verbal confirmation of their licensing guidance
- Conclusions will clarify licensing policies as they apply to the customer's question

THE LMS TAILORED SERVICE OFFERINGS

TRUE UP SERVICES – OVERVIEW

True Up Services is a voluntary usage assessment activity, tailored to the demands of a customer's asset management needs, and offers collaborative engagement at the customer's request. As a result, Oracle LMS can work with a customer or partner to understand their deployment of Oracle products, and to help them proactively manage the compliance situation across their license estate.

During a True Up Service engagement, we will offer you a proactive assessment of current usage across your existing architecture, alongside best practice advice on resolving any compliance issues. It is designed as a short-term engagement, and results in a written confirmation that explains our license findings, related information, and compliance concerns that will require settlement.

TRUE UP SERVICES – THE DETAILS

PURPOSE

To help customers understand their current architecture license deployment (on a limited scope). Delivered on request, or via a proactive approach to customers and partners, the service enables you to gain:

- An understanding of the total contracted licenses in use
- An investigation and verification of deployed Oracle assets
- A reconciliation of entitlement versus actual usage
- An analysis and conclusion of our findings

KEY ELEMENTS

- True Up Services is a customer centric approach based on active discussions that provide the customer with license recommendations, and detailed knowledge on their deployment of Oracle products

ANALYSIS AND TECHNICAL TOOLS

- Information gathering can be completed through discussions and/or by using LMS tools (Oracle Server Worksheet (OSW), Questionnaire, Review Lite script and Oracle Measurement Tool (OMT))

DELIVERABLES

- A true up report that confirms current usage in relation to the customer's contract agreement will be provided, including any compliance matters

CLOSING

- A specified period to resolve compliance issues



THE LMS TAILORED SERVICE OFFERINGS

AUDIT SERVICES – OVERVIEW

Audit Services enables organizations, and different audiences including business users, IT, Finance and Procurement, to conduct a detailed evaluation of their current deployed Oracle estate. It is a process-driven service that includes factual evaluation, analysis and verification of the deployment of Oracle programs in order to assess compliance status.

“Oracle License Management Services provided us with expertise in best practice to understand our license assets, reviewed our deployment for compliance and built a planned approach for the ongoing management of our Oracle products.”

Ahmed Shehata, IT Director, PharmaNet/i3

AUDIT SERVICES – THE DETAILS

PURPOSE

To perform or assist customers in completing a compliance validation assessment to help them achieve:

- A thorough understanding of the contractual licenses
- An investigation and verification of total deployed Oracle assets
- Reconciliation of the number of licenses versus actual usage
- Analysis and conclusion of compliance findings

KEY ELEMENTS

- Audit Services is a process-driven approach that includes factual verification of the customer’s usage
- This is done through both measurement tools and the substantive testing of customer data, verification of records, etc.

ANALYSIS AND TECHNICAL TOOLS

- LMS tools that are available to gather usage data include Oracle Server Worksheet (OSW), Questionnaire, Review Lite script and Oracle Measurement Tool (OMT)
- A determination of usage and comparison analysis to the license grant is sufficient to draw a compliance statement
- Whether technical or non-technical, a determination of usage and comparison analysis to the license grant is sufficient to draw a compliance statement

DELIVERABLES

- A detailed audit report that includes a verified usage summary, and overall findings

CLOSING

- A specified period to resolve compliance issues



THE LMS TAILORED SERVICE OFFERINGS

LICENSE CONTRACT CERTIFICATION SERVICES – OVERVIEW

License Contract Certification Services is proactive verification activity tailored to our customers' existing Enterprise contracts and ULAs. Based on the provision of customer usage data, the service incorporates a range of enterprise-based metrics products that offer insights into meeting contractual requirements, completing verification forms, understanding key processes and achieving a return on investment.

These include the ULA Certification Service, an end-to-end process designed to help customers fulfill their contractual certification duties. As part of the support, we can provide an investment/ROI analysis to ensure organizations fully understand their usage and deployment – and can make an informed decision with regards to renewing the ULA.

A further end-to-end process that's available is our Pool of Funds Service, where customers are advised on the best way to declare and report on current usage in order to meet their contractual obligations. Finally, our Enterprise Program and Campus Services can proactively engage with organizations licensed on Enterprise metrics and/or having an Expansion clause – with the objective of helping them to better understand and complete their annual verification.

LICENSE CONTRACT CERTIFICATION SERVICES – THE DETAILS

PURPOSE

To help customers with their contractual reporting obligation to Oracle:

KEY ELEMENTS

- License Contract Certification Services is based on the collection and verification of information provided by the customer against their Enterprise reporting clause
- The process depends on contractual agreements and can consist of providing specific company information, deployment data, etc.

ANALYSIS AND TECHNICAL TOOLS

- Information gathering can be achieved by completing questionnaires, certification or verification forms
- Also, for ULA certifications technical tools might be used to verify deployment

DELIVERABLES

- Depending on the contractual agreement, a findings letter will be provided

CLOSING

- In the event that compliance issues are noted, a specified period to resolve compliance issues applies



ENGAGING WITH ORACLE LMS

An increased frequency of engagement also helps to reframe future meetings, orienting them away from being purely focused on past activity toward an exploration of future requirements to anticipate and inspire more accurate budgeting and expenditure planning.

Scenarios for working with us,
and the benefits of building
a strategic partnership.

The vast majority of the customers we have worked with agree that the value of working in partnership with LMS to maintain closer control over their software estate and licensing agreements far outweighs the necessary demands on time and resources:

- Regular dialogue with LMS helps IT and procurements teams develop a better understanding of how IT can support business users. This places them in a position to add value and sense-check purchasing decisions against strategy
- The detailed outputs from each assessment, allied to a refined appreciation of what licenses are actually in use and needed, can help reduce shelfware, drive efficiencies and greatly reduce the likelihood of unbudgeted costs

1. If your inability to accurately understand your license entitlements is preventing you from optimizing license utilization
2. If licensing complexity is an obstacle to driving IT service innovation, or transformation initiatives for reducing costs and achieving greater alignment between IT output and business demand
3. If you are struggling with complex architecture and licensing scenarios, including virtualized IT environments and SaaS
4. If you need assistance with corporate governance, acquisition due diligence, or licensing in a new environment – including a recent merger or acquisition
5. If you are considering moving to an Unlimited Licensing Agreement (ULA), Enterprise Licensing Agreement (ELA), Cloud or SaaS model with Oracle – or have already, and wish to assess usage levels and ROI

BUILDING A MORE STRATEGIC RELATIONSHIP

The long-term vision for Oracle LMS is to increase the level of engagement we have with customers and to work side-by-side as strategic partners to identify the most relevant and sustainable licensing model. Our goal is to collaborate with you to jointly define best practice and to promote greater licensing maturity and a more proactive asset management approach.

LOW

Limited visibility into procurement activities across the organization and the totality of the deployed estate, minimal control over what IT assets are being used, and a lack of insight into where policies, procedures, resources and tools are lacking:

"License Management is too complicated, I don't want to look at it in too much detail as I don't want to find that there are lots of unplanned costs that will have to be paid."

Reaching the next level

Oracle LMS can help by providing the tools and knowledge needed to help organizations make sense of the assets they have, what they're using and how to reconcile these insights with their license entitlements. This is visibility that can be easily reported to both business and IT users as the platform for ensuring compliance and identifying potential cost savings.

"Oracle License Management Services worked with us to address the mismatch between our old license contracts and current business realities. Their knowledge of Oracle technology helped us build an infrastructure that best meets our needs, with the most favorable license structure."

**Michael Schnorbach, Chief Information Officer,
Käserei Champignon Hofmeister GmbH & Co. KG**

MEDIUM

Basic processes and tools exist to create a picture of inventory and usage patterns; however this information is frequently incomplete or inaccurate and is therefore typically not used in any decision making process:

"We have some tools and processes in place to help with license management but they are not giving me a unified view that I can trust. As a result, we're still struggling to connect license management concerns to the wider business strategy."

Reaching the next level

Oracle LMS supports a build-up of knowledge on licensing and compliance implications to enable customers to identify opportunities for making more efficient use of their assets, and for identifying potential cost savings.

"Oracle License Management Services gave us a blueprint for intelligent license management that will ensure we extract full benefit from our current and future software investments."

**Iñaki Regidor Mendiola, Chief Information Officer,
Euskal Irrati Telebista**

HIGH

Vision, policies, procedures and tools are integrated to manage the full IT software asset lifecycle. Reliable information is available to help executives align IT output to the business strategy:

"We have tools and processes in place to help us identify when we are no longer compliant. The information we get from this helps us to identify what software will be a good investment to achieve our strategic goals."

Enhancing this level

Organizations that reach this degree of license management maturity have the capabilities and information availability to proactively work with LMS at a strategic level to continuously manage compliance – and to define and implement license structures that support the functional demands of the business strategy.

"Oracle License Management Services' expertise and knowledge helped us to understand the nuances of software asset management. We now have a clear plan that will help us to control costs and remain compliant as our organization grows."

Roger Armorgie, Head of Delivery Service, WorldPay



FURTHER RESOURCES

More information on Oracle LMS polices and procedures can be found at www.oracle.com/goto/lms

Here you will find useful resources such as:

- Software Investment Guide
- Oracle Licensing Policy
- Oracle Licensing Practices

To begin the discussion, please email

lms-global_ww@oracle.com





ORACLE®
LICENSE MANAGEMENT
SERVICES