

\$100,000

Paid upfront to Pharma Labs for a non-exclusive, de-identified license of its operating data.

A manufacturer with fewer than 100 people sold data it was already sitting on.

Pharma Labs did not build a data product, hire anyone, or change how it operates. It licensed records its systems had been generating for years, once, to one buyer, on terms it approved.

Industry	Headcount	Time to close	License
Manufacturing	Under 100	5 business days	Non-exclusive

The starting point

Pharma Labs had years of operating history inside its ERP, quality records, supplier correspondence, and internal drives. It was retained because retention was the policy, not because anyone thought it was worth money. No one had ever made an offer on it, and there was no obvious place to take it.

Why a lab paid for it

AI labs have exhausted the public internet. What they are short on is how real companies actually operate: the language of a purchase dispute, the structure of a quality hold, the back and forth of a supplier falling behind. Manufacturing produces that in volume and almost none of it has ever been licensed.

Size is not the driver. A company under 100 people can hold data worth as much as one ten times larger, because the value sits in specificity and in how few comparable sets exist.

The outcome

Pharma Labs closed at \$100,000, paid in full upfront, five business days from first call. Ownership stayed with the company. The license was non-exclusive, so the same data can be licensed again to other buyers later.

How the deal ran

- 1 Inventory.** We mapped what systems held, what was exportable, and what had to be excluded.
- 2 De-identification.** Names, customer identifiers, and anything contractually restricted were stripped before a buyer saw the package.
- 3 Rate shopping.** One package, presented to multiple labs at the same time, so the price was set by competition rather than by the first offer.
- 4 Approval.** Pharma Labs approved the buyer, the price, and the terms before anything moved.
- 5 Transfer and payment.** Export handled on the company's timeline.

What Pharma Labs kept

- Full ownership of the data
- The right to license it again
- Veto over buyer, price, and use
- Every customer relationship, unchanged

We were already paying to store all of this. Five days later it was a hundred thousand dollars, and nothing about how we run the plant changed.

Ankur Patel, CFO, Pharma Labs

Find out what your data is worth.

A 20 minute call is enough to tell you whether you have a licensable asset and roughly what it prices at.