

We will begin shortly.

We appreciate your patience...



TBM COUNCIL

**Poll: Where are you calling
in from?**



TBM COUNCIL

Technology Business Management for the Modern Enterprise

June 22, 2022

Online via Zoom

“Modified” Chatham House Rule

Applies to Kick-Off and All Community Meetings & Open Forums

Chatham House Rule

The unmodified Chatham House Rule reads as follows:

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

Our Modifications

- We will take minutes of the meeting that may identify individuals or their companies. Distribution is limited to board members and management.
- If the TBM Council or our guests wish to publish anything that identifies others, they must get explicit permission from those individuals.

TBMC Antitrust Guidelines

Applies to Kick-Off and All Workgroup Meetings

Guidelines

We've applied the following protocols to minimize the antitrust risks associated with the meeting or function:

- Meetings and functions will follow a prepared agenda; any deviations will be noted in the meeting minutes.
- The TBM Council will prepare meeting minutes summarizing all topics of discussion. The meeting minutes will reflect the names of all attendees, as well as the results of any votes taken.

Please also be sensitive and mindful of antitrust concerns outside of the formal meeting setting, such as during social gatherings, receptions or meals.

Prohibited Items of Discussion

- Specific prices or terms or conditions of sale where the seller is identified by name
- Specifically received discounts, rebates, service charges, or other terms and conditions of purchases and sales, where the seller is identified by name
- Whether to do business with certain suppliers, or divide up sales among certain suppliers
- Whether to do business with any customers, or divide up sales among certain customers
- Whether to do business with any competitors
- The nature and composition of RFPs in the IT industry
- Complaints regarding the practices of individual firms
- Confidential info regarding future plans or offerings

**Poll: What best describes
your role?**

Topics for Today's Meeting



- 0:00 – 0:05 | **Welcome & Housekeeping**
Niketa Purandare
- 0:10 – 0:40 | **Presentation: TBM for the Modern Enterprise**
John Wilson and Carl Stumpf
- 0:40 – 0:55 | **Open Discussion: What is Digital Success to you**
Attendee Participation
- 0:55 – 1:10 | **Conclusion & Next Steps for the TBM Standards Committee**
Carl Stumpf
- 1:10 – 1:25 | **Upcoming TBM Council Activities & Wrap Up**
Niketa Purandare





Welcome and Introductions

Niketa Purandare, TBM Council

The TBM Council Team



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Lindsay Van Brocklin
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Leadership & Support

TBM Standards Committee Members

▶ Voting Members

1. Atticus Tysen, Intuit (Chair)
2. Akin Ayemobola, USAA
3. Brant Nyman, NCR
4. Carl Stumpf, Nike
5. Carollyn Gehrke, John Deere
6. Chris Curtis, Freddie Mac
7. Doug Copeland, Newport News Shipbuilding
8. John Wilson, MetLife
9. Kelley Wendelborn, Lowe's Companies
10. Lee Hawley, Red Hat
11. Matthew Erickson, Hub International Limited
12. Steve Morley, Intermountain Health

▶ Non-Voting Members

- Mina Han, REI Systems
- Kathy Rudy, ISG
- Stephanie Roe, State of Washington
- Jon Sober, Author, Practical Technology Business Management
- Laura Szakmary, US General Services Administration
- Matt Temple, Advocate
- JC Dewaele, Grant Thornton
- Tim Pietro, Capgemini
- Quinn Abraham, Maryville Consulting

▶ Technical Support

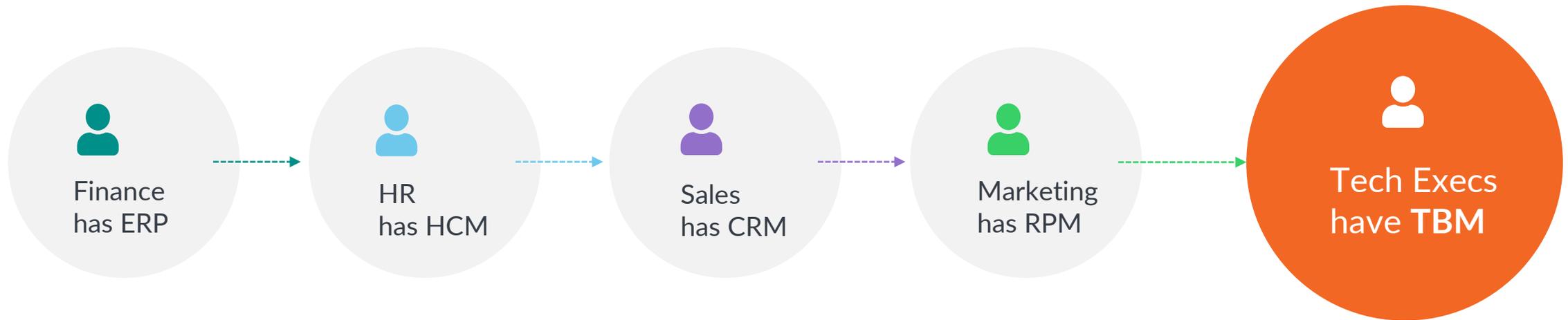
- Ed Hayman, TBM Technical Advisor & Architect

“TBM for the Modern Enterprise”

Presented by:

John Wilson, MetLife
Carl Stumpf, Nike

Technology Business Management



Finance and technology leaders need **comprehensive visibility, planning, billing, benchmarking, and optimization of their technology investments** regardless of technology stack, delivery, or development model



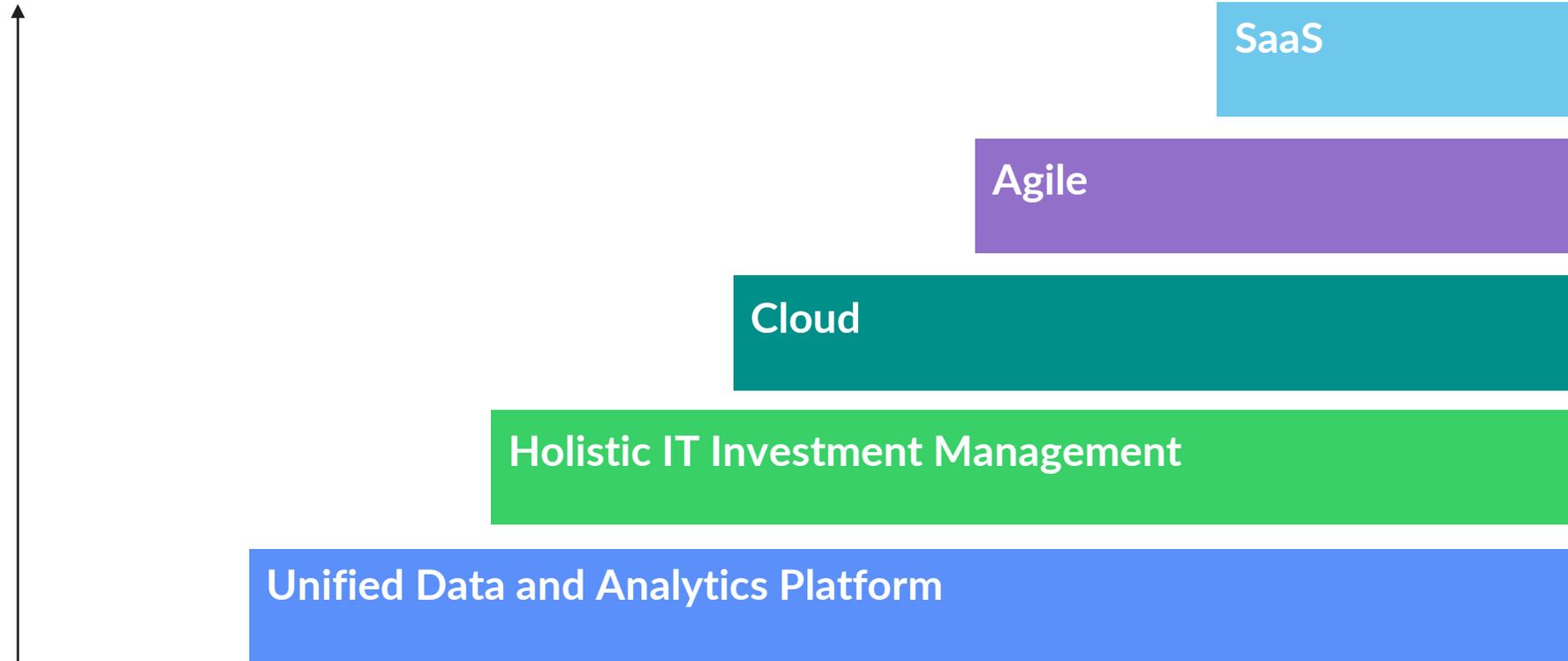
A CIO is...

the Chief Digital Officer
the Chief Monetization Officer
the Chief Transformation Officer
in the Boardroom

Technology is...

about creating value
about enabling new business models
business innovation
the business

Quickening Pace of Technology Evolution



“Dramatically increased speed at which digital is changing business”



McKinsey Global Survey on digital strategy (May 2021)



Top 10% of companies evaluate opportunities and reallocate budget on a monthly to weekly basis

Challenge: Leaders lack a comprehensive, unified view into their technology spend and measurement of value of digital innovation



Cloud Financial Management

- Lack of confidence in cloud migration plans
- Financial accountability for IaaS spend
- Optimization of SaaS vendors & licenses

Core Challenges for Tech & Finance Leaders

- Tech spending is black-box
- Existing systems too slow
- Lack of information to inform decisions
- Portfolio clutter

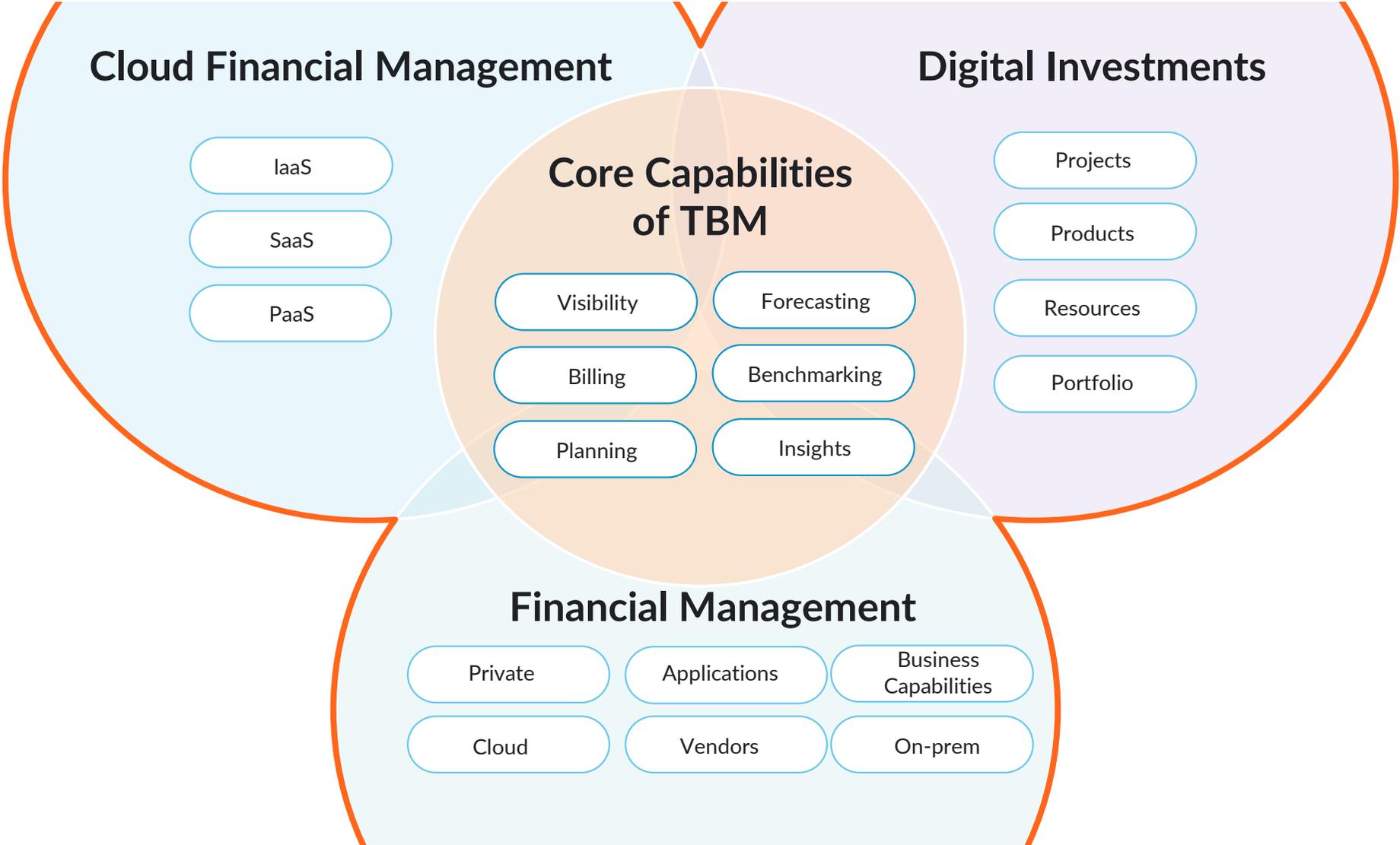
Digital Investments

- Funding/tracking value streams of new innovation
- Aligning development labor to business outcomes
- Allocating resources in real-time to portfolios

Financial Management

- Optimize run budget to invest in growth
- Infra/vendor/application TCO
- Consumption-based chargeback/show back
- Need to dynamically plan (e.g. monthly)

TBM Delivers a Common Discipline for Embracing These Challenges...

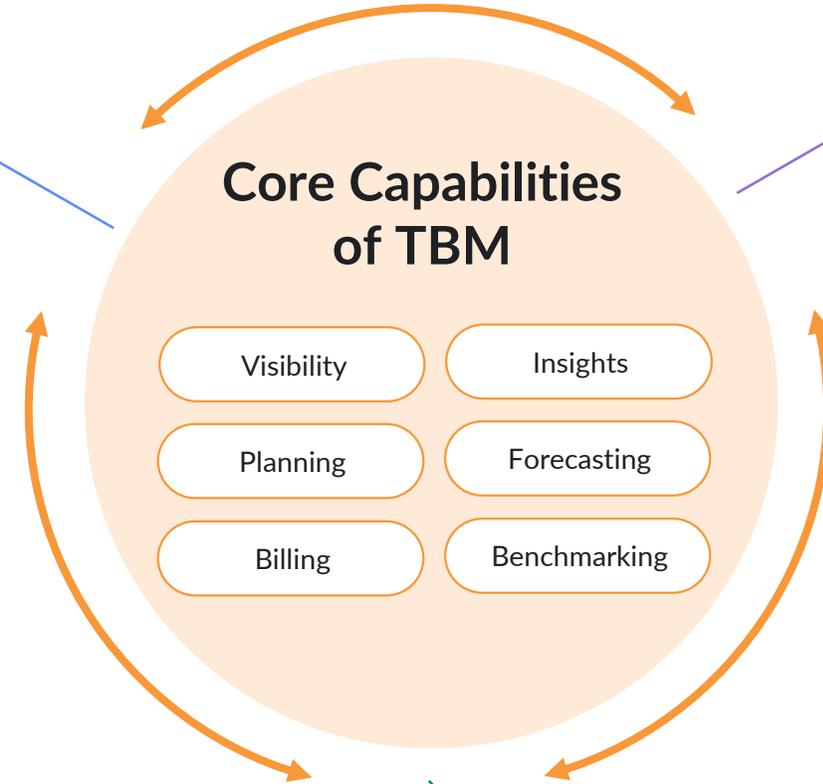


...And Delivers Impactful Outcomes



Cloud Financial Management

- Make migration decisions 25% faster
- Optimize multi-cloud / SaaS by 30%



Digital Investments

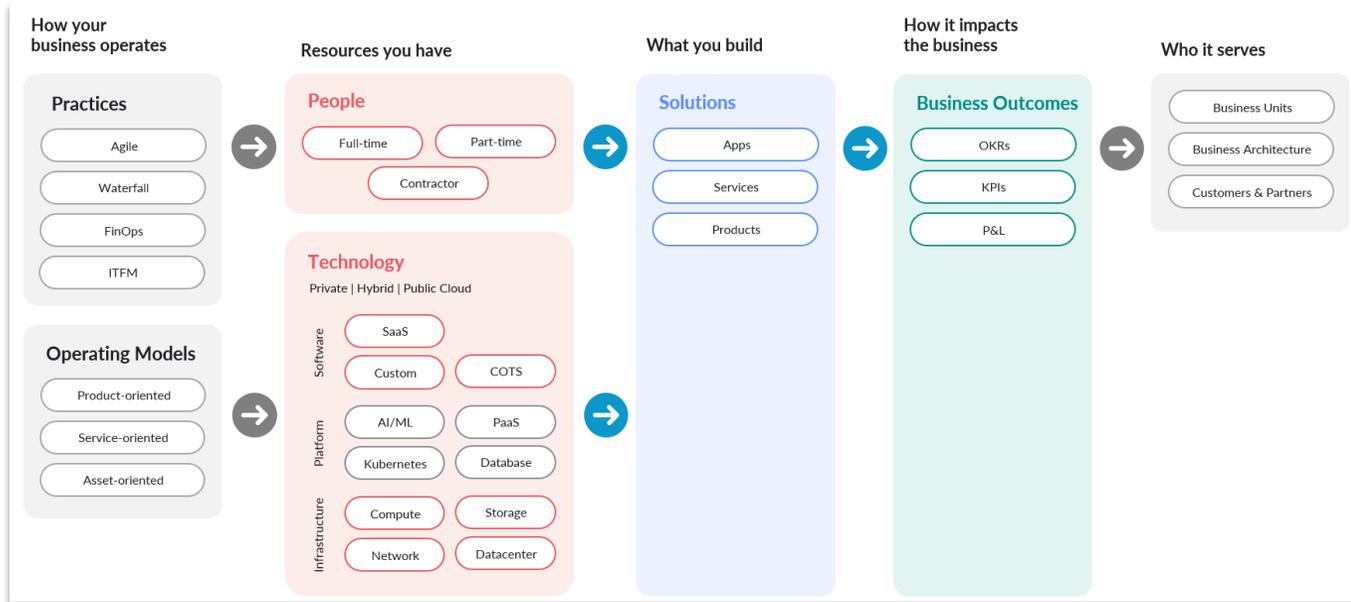
- Cut capacity planning time by 80%
- Continuous product delivery at scale

Financial Management

- 3-5% budget optimization
- Decisions and insights real-time

Technology Business Management (TBM)

Connecting Technology Investments to Business Value



Technology Business Management (n.):

a **discipline** that improves business outcomes by giving organizations a consistent way to translate technology investments to business value.

Evolution of Technology Business Management



Continuous Costing, Planning, Value, Insights

Started with
Foundational IT
Planning and Cost

Cloud Services
Digital Development
Products

Shared Services
Line of business
Transformational initiatives

Speed to Market
Product Innovation
Product P&L

Traditional TBM is IT-driven

+

Digital TBM is business-driven

Modern Technology Business Management

Technology Business Management

Connecting Technology Investments to Business Value



How your business operates

Practices

Agile

Waterfall

FinOps

ITFM

Operating Models

Product-oriented

Service-oriented

Asset-oriented

Resources you have

People

Full-time

Part-time

Contractor

Technology

Private | Hybrid | Public Cloud

Software

SaaS

Custom

COTS

Platform

AI/ML

PaaS

Kubernetes

Database

Infrastructure

Compute

Storage

Network

Datacenter

What you build & maintain

Solutions

Apps

Services

Products

How it impacts the business

Business Outcomes

OKRs

KPIs

P&L

Who it serves

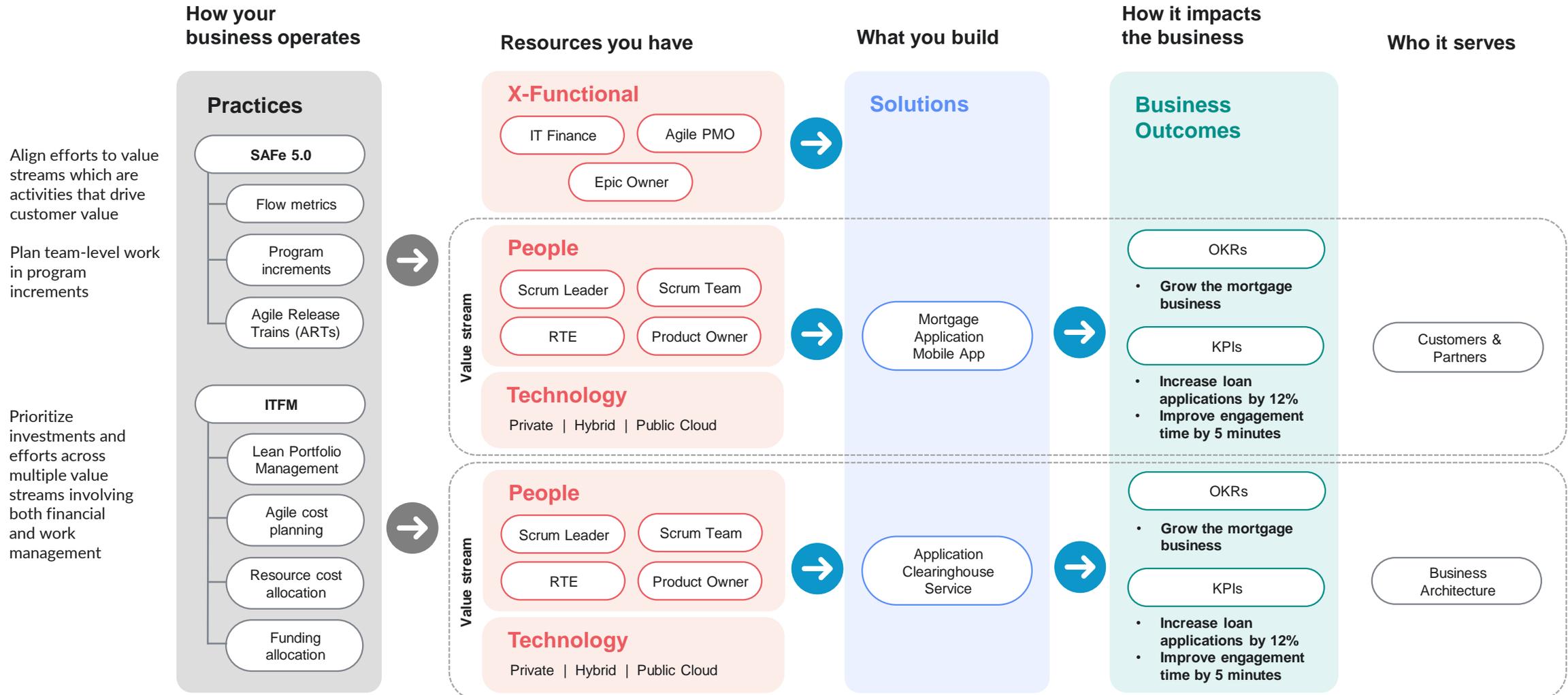
Business Units

Business Architecture

Customers & Partners

Project to Product Transition

Outcome-focused development via agile transformation

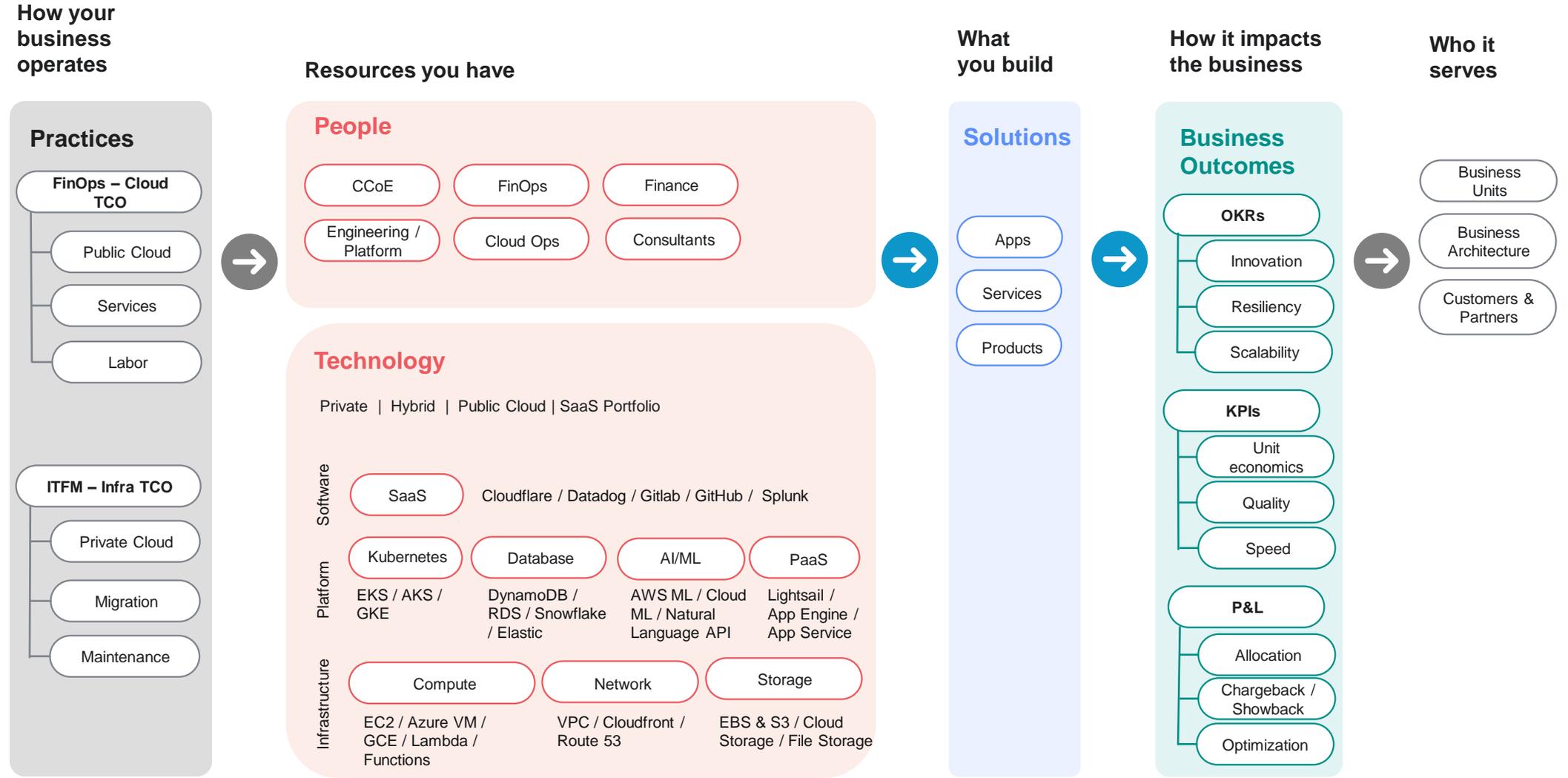


Accelerating Cloud Adoption

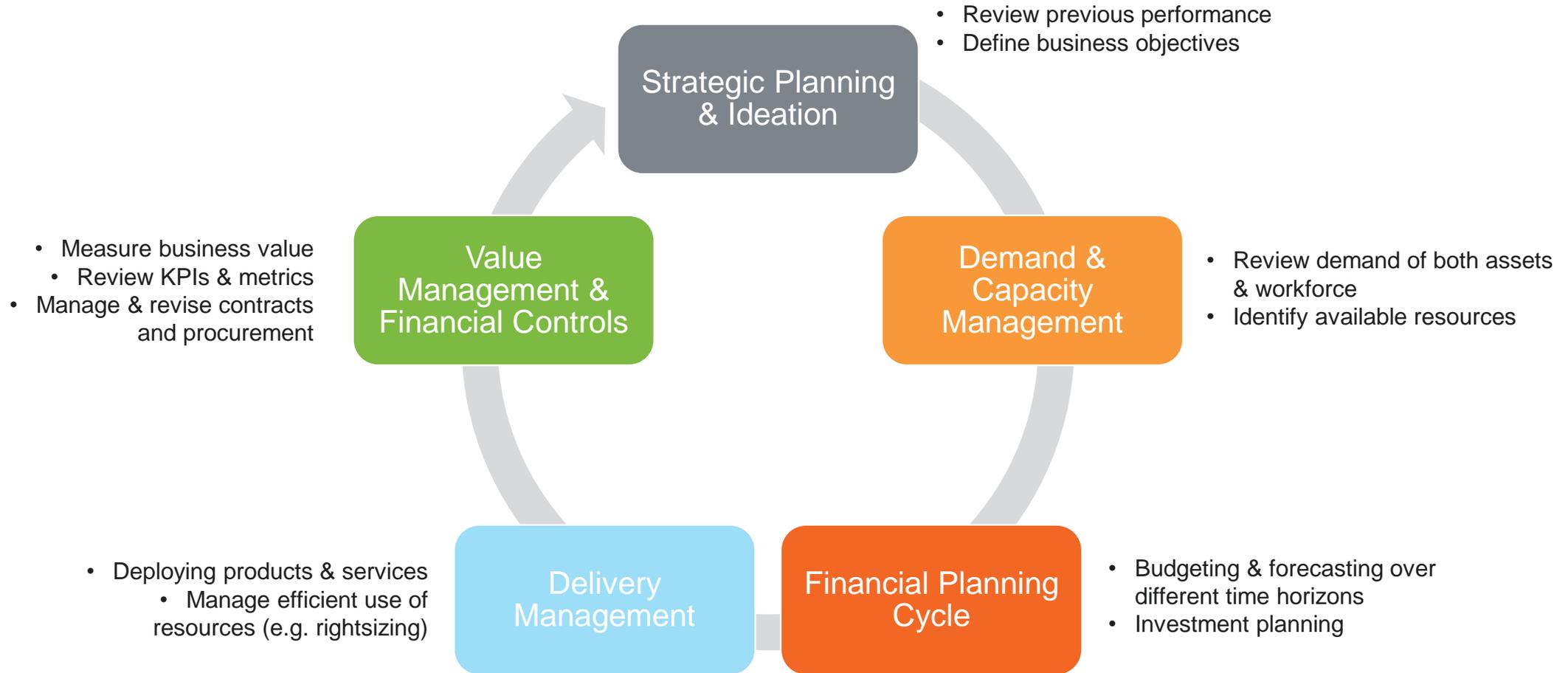
Drive measurable outcomes with your cloud strategy



- 1 Modernize through a cloud-first strategy, migrating legacy tech while deploying new projects in the cloud.
- 2 Allocate and optimize complete cloud costs across multi-cloud and hybrid environments.
- 3 Connect cloud costs to broader technology and growth strategies, informing quick decisions on speed, quality, and cost tradeoffs to fuel innovation.

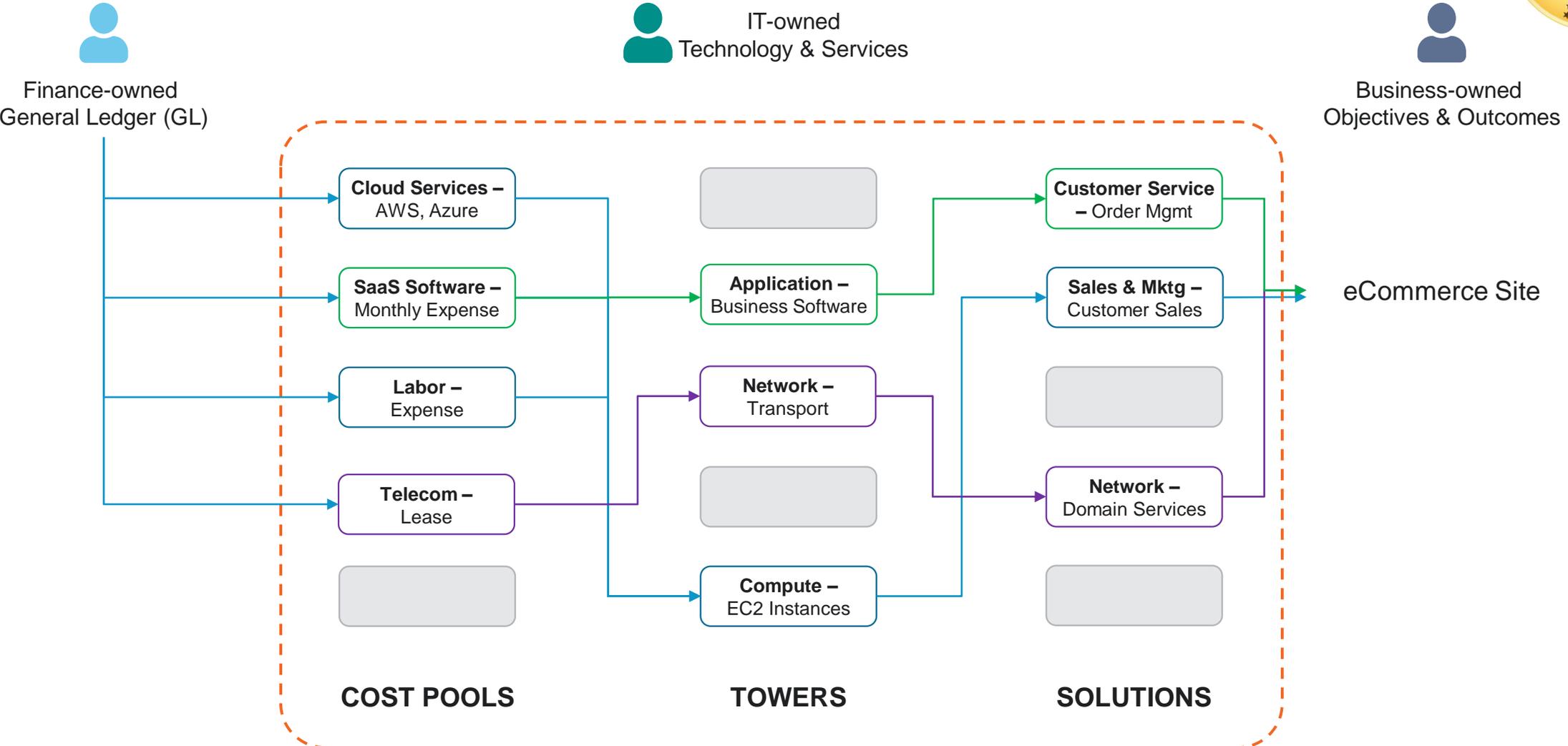


Leveraging TBM Throughout the Business Operation Lifecycle



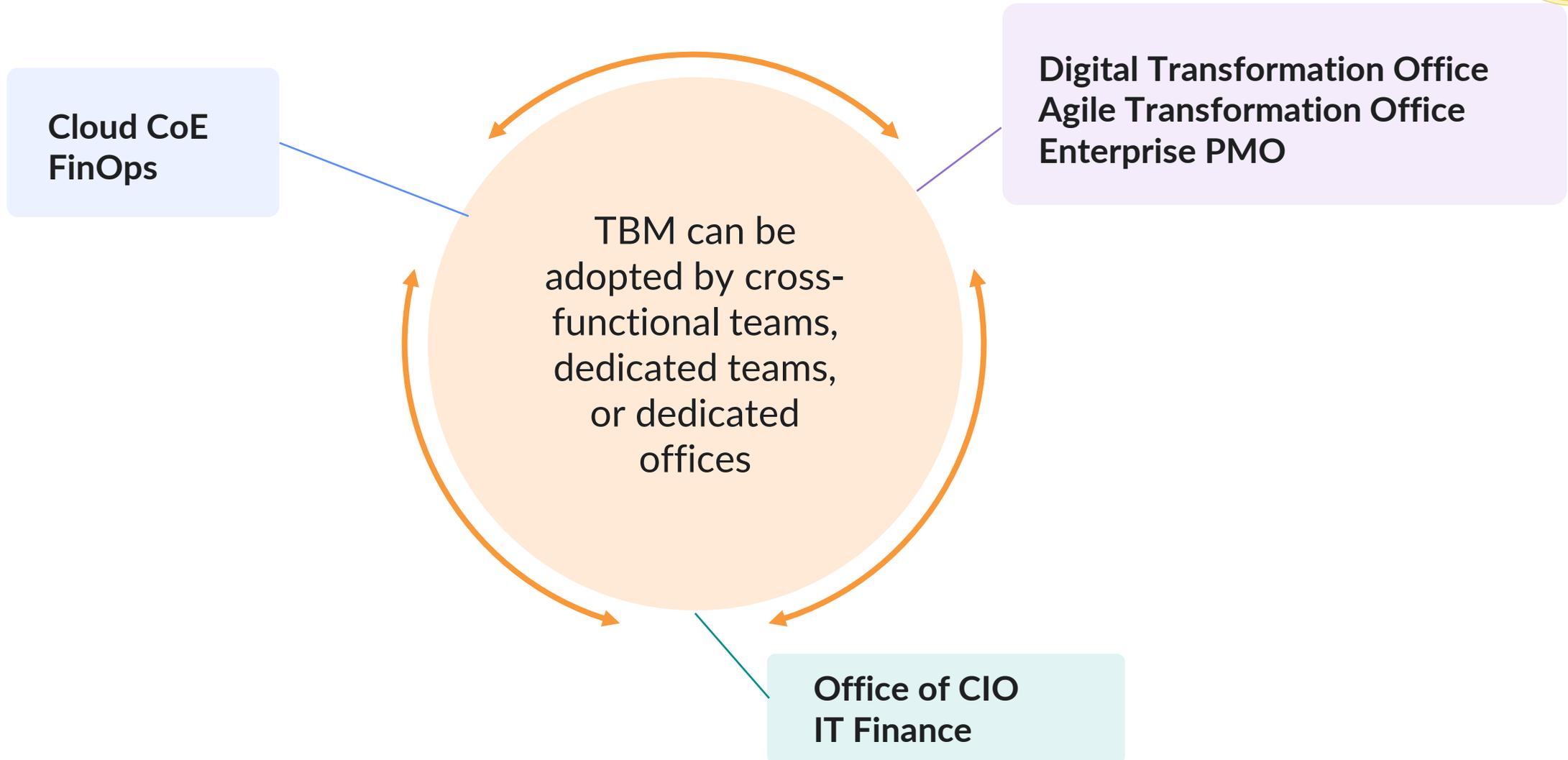


Backed By A Standardized Taxonomy for Mapping Technology Costs



TBM Taxonomy v4.0

Begin Your TBM Journey from Anywhere, Chart a Path According to Your Organization Needs



TBM Maturity Along the Journey



Starting Point

Foundational

Advanced

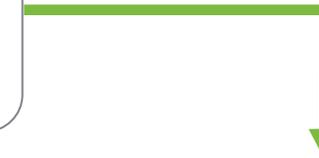
Transformational

Cloud CoE
FinOps

- IaaS Cloud Cost Optimization
- SaaS Spend Management



- Fully-burdened Cloud TCO (including labor, monitoring, 3rd party services)



Office of CIO
IT Finance

- Foundational Cost Management
- Planning & Forecasting
- Insights & Decisions



- Application TCO
- Benchmarking
- Rationalization



- Hybrid Chargeback / Show Back
- Digital TCO (including tech & non-tech operational spend)
- Product P&L

Digital & Agile
Transformation

- Resource Management
- Agile Funding – Budget/Forecast



- Portfolio Management
- Value Stream Management



Building a TBM Practice



Manage supply and demand,
accelerate innovation

Technology



Business

Understand options,
cost & value



Finance

Make costs understandable
to drive accountability

Responsible for:



Data

Aggregate data from cloud billing, financial and operational sources



Categorization

Build TBM Taxonomy into all deployment practices



Allocation

Divide costs from GL and cloud bills to the business, categorizing into business outcomes



Metrics

Answer questions that matter across service support, delivery, agility and innovation



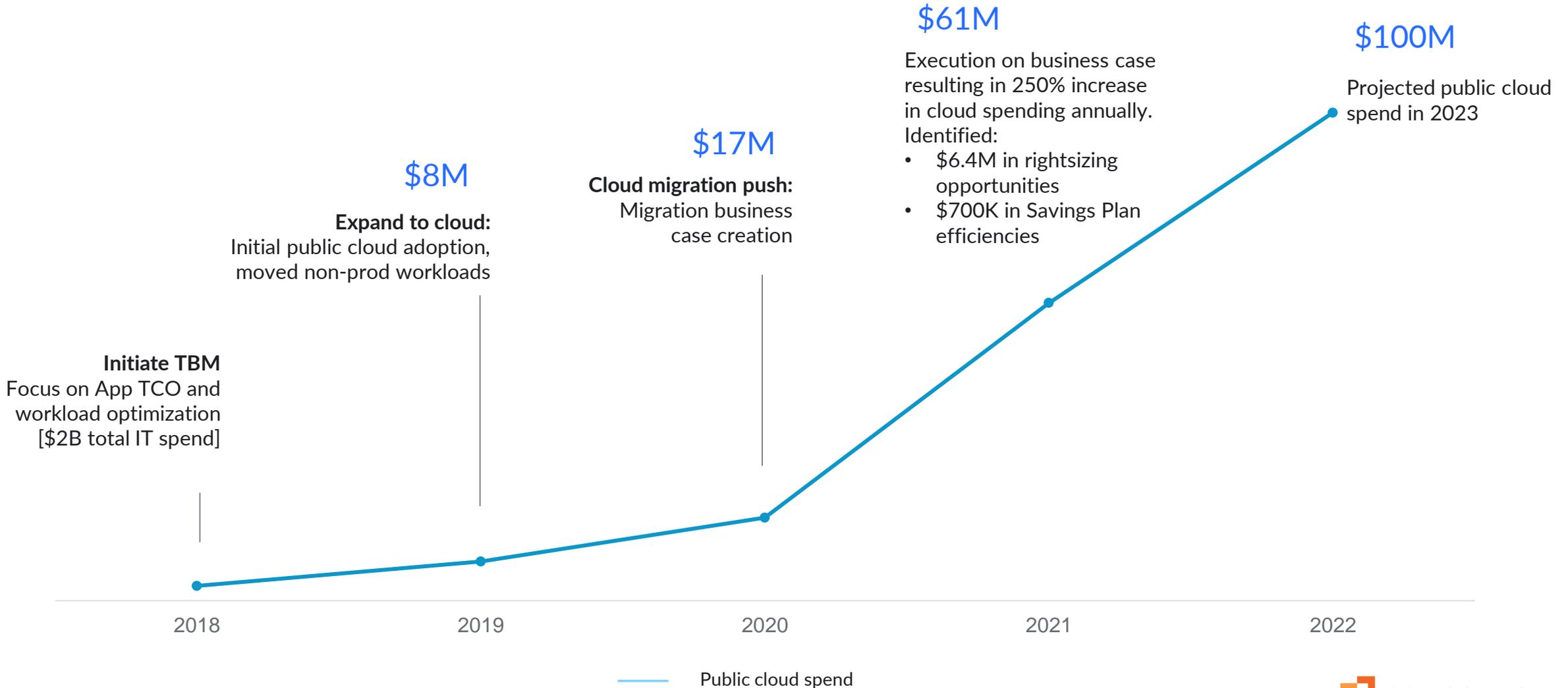
Culture

Drive team ownership and accountability through standard language, processes, and objectives

Leveraging TBM to Accelerate Cloud Adoption



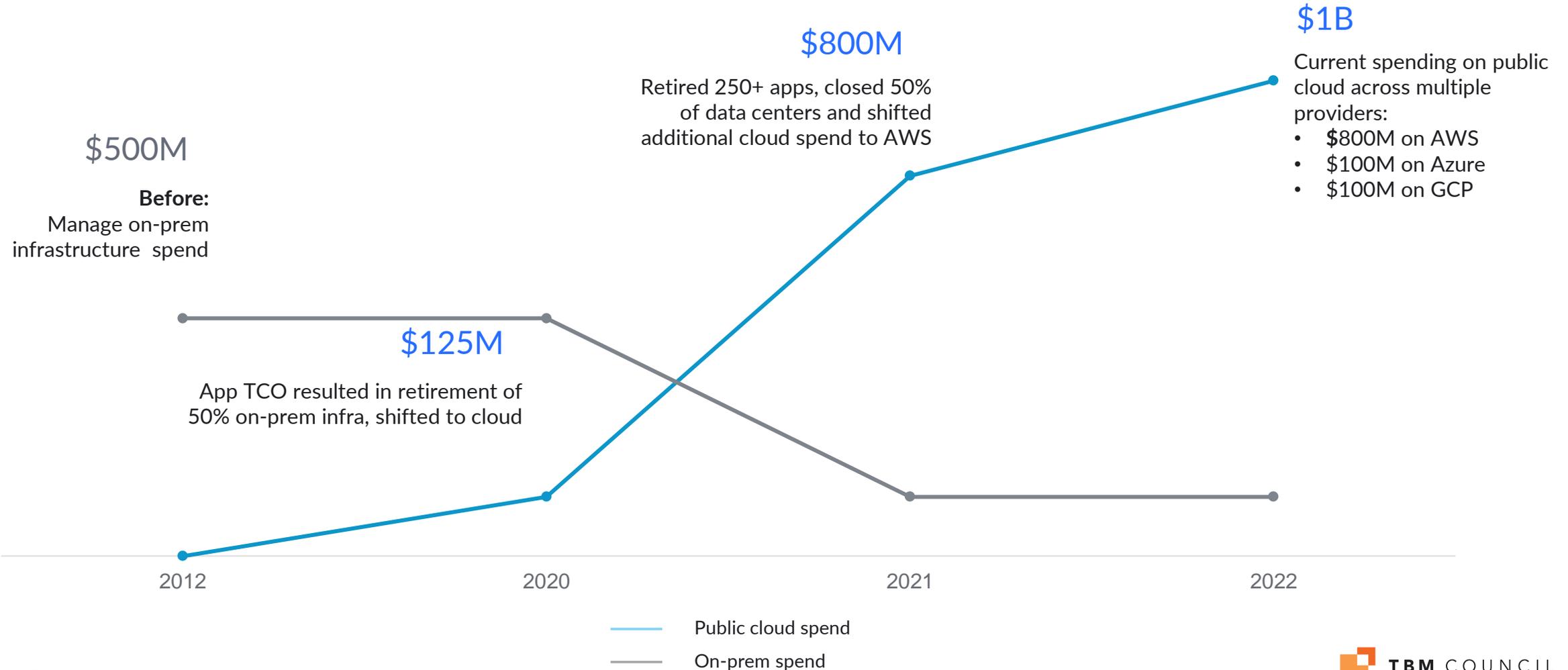
This Fortune 100 organization increased its public cloud spending by 600% following the introduction of TBM



Leveraging TBM to Accelerate Cloud Adoption



This Fortune 100 organization closed 50% of its data centers leveraging TBM and redirected that spending into the public cloud



The Technology Business Management Council

The TBM Council is a nonprofit business entity dedicated to advancing the discipline of TBM through education, standards, and collaboration. TBM connects business value to technology investments by giving finance, technology, and business leaders comprehensive visibility, benchmarking, optimization, billing, and planning of their investments regardless of technology stack, delivery, or development model. The TBM Council provides best practices for leaders to leverage so they can react quickly to changing market dynamics and optimize cloud and agile strategies to deliver on business objectives.



+10K

Global Members

30%

CXOs

63%

I&O/Cloud, Finance, & Agile/PMO



Education

The Council provides a variety of research, an authoritative TBM book, and multiple course offerings that prepare, strengthen, and advance member's skills and careers.



Standards

The Council creates standards of TBM practices and principals through the TBM framework, the TBM taxonomy, business-value KPIs, and TBM playbooks.



Collaboration

The Council offers collaboration opportunities through our annual global conference, regional executive summits, strategy community meetings, virtual engagements, and more.

To learn more and become a member, please visit tbmcouncil.org

Standards Committee 2022 Activities



TBM Community Practitioner engagement

- TBM Framework & Taxonomy – moderator(s)
- Strategy Communities – co-moderators

Vertical Taxonomy extensions

- Strategy Community liaison – collect, standardize format and publish vertical taxonomies

TBM Integration with other Frameworks / Operating Models

- Agile (SAFE, others)
- Cloud
- Service (ServiceNow CSDM)

Open Forum

- Modernizing the TBM Framework

Upcoming Activities & Wrap-Up

Be Sure to Engage Online

TBM Framework & Taxonomy Settings

TBM Taxonomy V4.0

- [Definition \(PDF\)](#)
- [Conceptual Graphics \(PPT\)](#)
- [Spreadsheet \(XLS\)](#)

TBM Taxonomy V3.0

- [Definition \(PDF\)](#)
- [Conceptual Graphics \(PPT\)](#)
- [Spreadsheet \(XLS\)](#)

TBM Taxonomy V2.1

- [Definition \(PDF\)](#)
- [Conceptual Graphics \(PPT\)](#)
- [Spreadsheet \(XLS\)](#)

TBM Taxonomy V2.0

- [Definition \(PDF\)](#)
- [Conceptual Graphics \(PPT\)](#)
- [Spreadsheet \(XLS\)](#)

TBM Taxonomy V1.0

- [Definition \(PDF\)](#)
- [Conceptual Graphics \(PPT\)](#)
- [Spreadsheet \(CSV\)](#)

Recent Shared Files List Add

Latest Discussions List Add



Standards Open Forum on June 22! Reserve your spot ...

By: [Niketa Purandare](#), 19 days ago | Posted in: [TBM Framework & Taxonomy](#)

Hi Community members, We have received several messages in the recent past inquiring about our Open Forums. I am thrilled to share our the next TBM Standards Open Forum will take place on Wednesday June 22 at 8am PDT/11am EDT/4pm BST Please register ...

[2 people](#) recommend this.



TBM Council Awards - Submit Now!

By: [Niketa Purandare](#), 21 days ago | Posted in: [TBM Framework & Taxonomy](#)

Hello Members, I am pleased to share that the submission deadline for the 2022 TBM Council Awards has been extended to Thursday June 30 ! If you have a TBM success story to share with industry colleagues, please be sure to nominate your team via this ...



RE: Time Tracking - Pro and Con

By: [Guillermo Cuadrado](#), one month ago | Posted in: [TBM Framework & Taxonomy](#)

The document summarizes well the issues around time tracking. We have tried many times over the years: now we have a more or less stable situation, but one wonders about the accuracy of the data. As the paper suggests, if you have a very detailed, using ...

[1 person](#) recommends this.



RE: Time Tracking - Pro and Con

Join the conversation on TBM Connect



TBM COUNCIL

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TBM Connect Communities

TBM Council membership offers access to various types of communities: strategy communities, networking groups, and special interest groups (SIGs). Each of these communities can be found online in TBM Connect, with discussions, a library, events, a membership roster and more. These are a good place to find content, learn of upcoming meetings, and connect with peers. Our strategy communities are organized by different topics, such as vertical industry (e.g., banking, healthcare, government, and more), initiative (e.g., agile adoption, public cloud adoption, TBM adoption), and role (e.g., CFO of IT).

Strategy Communities and SIGs are open to all Executive or Practitioner members of the TBM Council. To join, please click on the respective community link(s) below. Associate and Observing members are not eligible for Strategy Community or Special Interest Groups without an invitation. For questions or to learn more, please email us at stratcomm@tbmcouncil.org.

Strategy Communities

Strategy Communities are collaborative groups of members that get together to discuss TBM-related challenges, share TBM best practices and strategies for addressing those challenges, and grow their professional networks by connecting with industry peers. They typically meet every two to three months. Each has a chair or co-chairs who steer the focus topics of each community. They are also supported by a Technical Advisor from Apptio and sometimes other Industry Advisors (other professionals with deep subject matter experience).

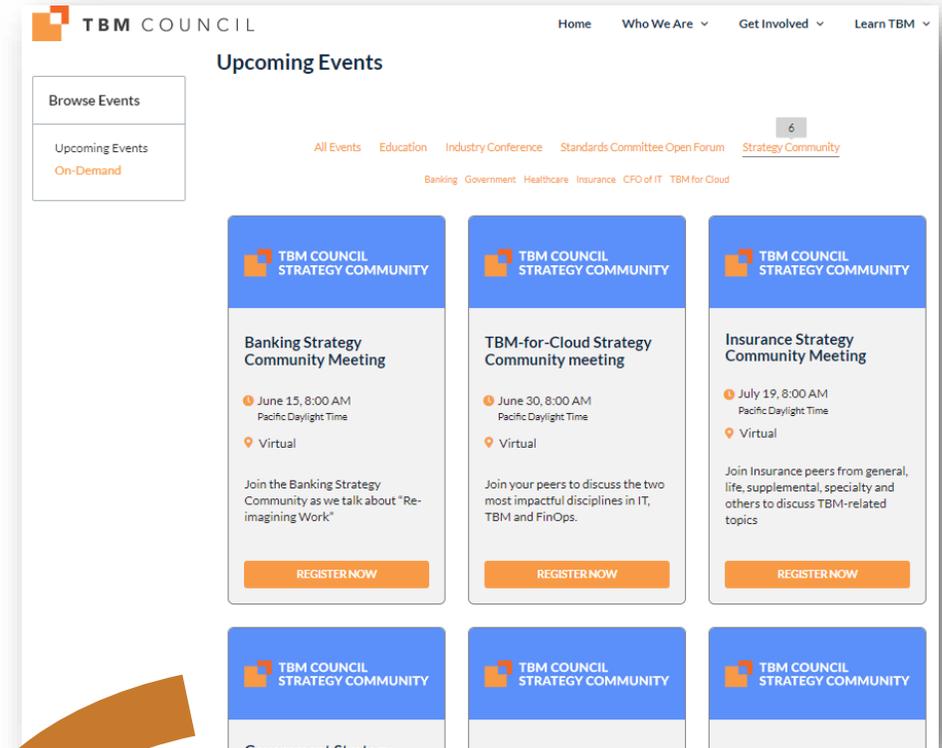
For Vertical Industries

Strategy Communities

Specialty Focused



Vertically Focused



June 30 - TBM-for-Cloud
July 19 - Insurance
July 21 - Government
July 27 & Sept 28 - CFO of IT



10th Annual TBM Council Awards

Open for submission through June 30

Winners Announced Nov. 8 at TBM Conference 2022



LEARN MORE &
APPLY TODAY!



TBM Tuesdays Monthly Webinar



Focusing on today's hottest topics and TBM trends, virtual TBM Tuesdays cultivate interactive conversations, discussions, and best practice sharing amongst the community.

TBM Tuesdays include conversations with **TBM Council Board Members**, TBM ecosystem partners, and many others.

Next session is Tuesday, July 19th at 8am PDT / 11am EDT

TBM Tuesday with Bharat Amin, EVP & CIO, Huntington Ingalls Incorporated

Registration and abstract will be available soon!



TBM Lessons with Ralph Loura, CIO, Lumentum

From the desk of Lumentum CIO, Ralph Loura, adapting to disruptions while staying true to long-term business direction and goals

[EPISODE DETAILS >](#)



Reduce Costs or Enable the Business? Yes!

Mastercard EVP & CTO, George Maddaloni, shares best practices for balancing delivery of cost efficient services while enabling business growth

[EPISODE DETAILS >](#)



How to Optimize your Apps & Services Spend

Fostering IT and Finance partnerships amidst organizational change management with TBM

[EPISODE DETAILS >](#)

Watch past sessions and register for upcoming TBM Tuesdays at

<https://www.tbmcouncil.org/get-involved/tbm-tuesdays/>



TBM
Conference



Win the Digital Race

Austin, TX | November 7-10

Virtual Experience | November 15-16

Executive Strategy Forum | November 7-8

What is Digital Success to You?

TBM Council Research Discussion

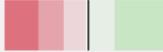
Standards Committee Open Forum

June 22, 2022



TBM COUNCIL

What is digital success for you?

Item	Overall Rank	Rank Distribution	Score
Transforming the way your organization creates new business capabilities	1		134
New customer & employee experiences	2		130
Eliminating legacy processes (manual / paper)	3		124
Transforming how you fund and deliver innovation	4		121
Eliminating legacy frameworks (hardware / software)	5		111


Lowest Rank Highest Rank

1 = most important



What is the driving force behind your digital transformation?

Item	Overall Rank	Rank Distribution	Score
Customer experience	1		137
Products & services	2		127
Operations	3		127
Sales / Commerce	4		115
Employee experience	5		110

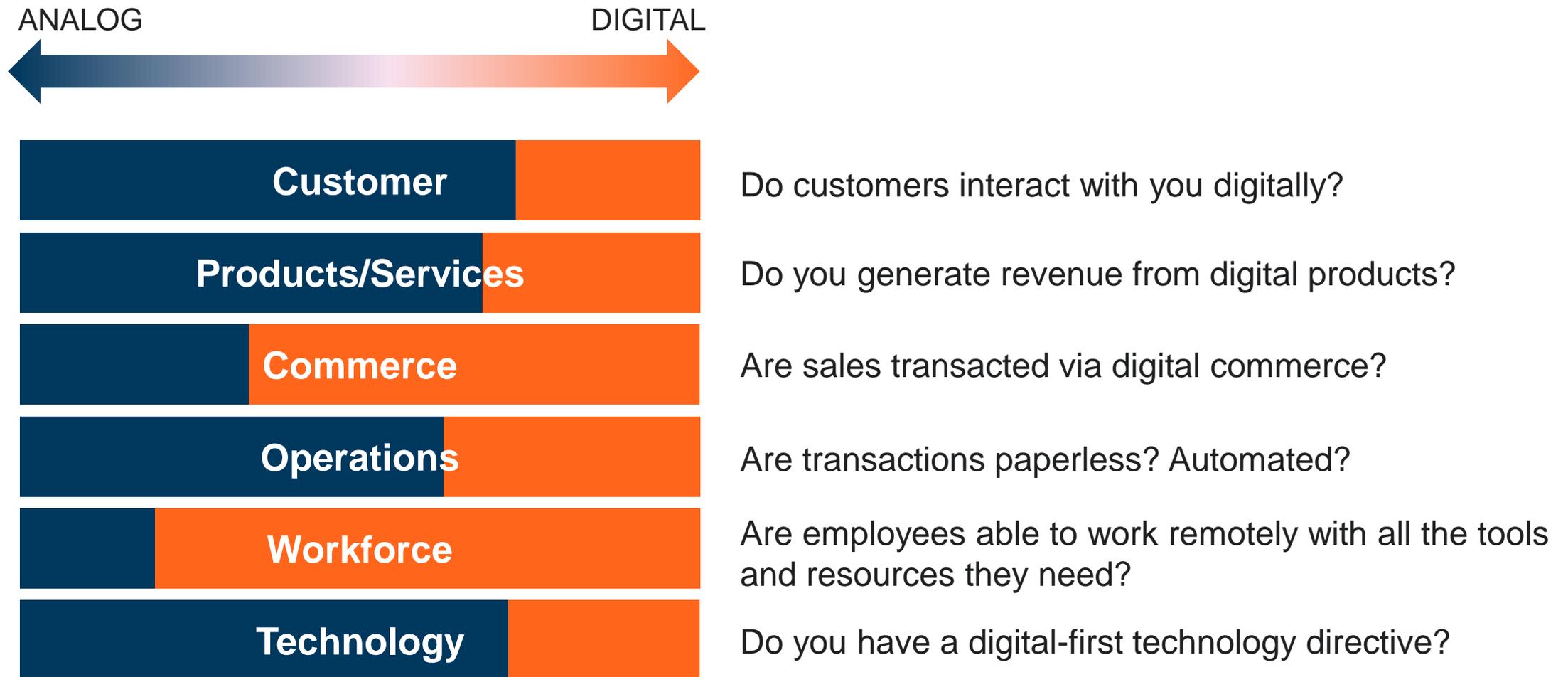
Lowest Rank | Highest Rank

1 = most important



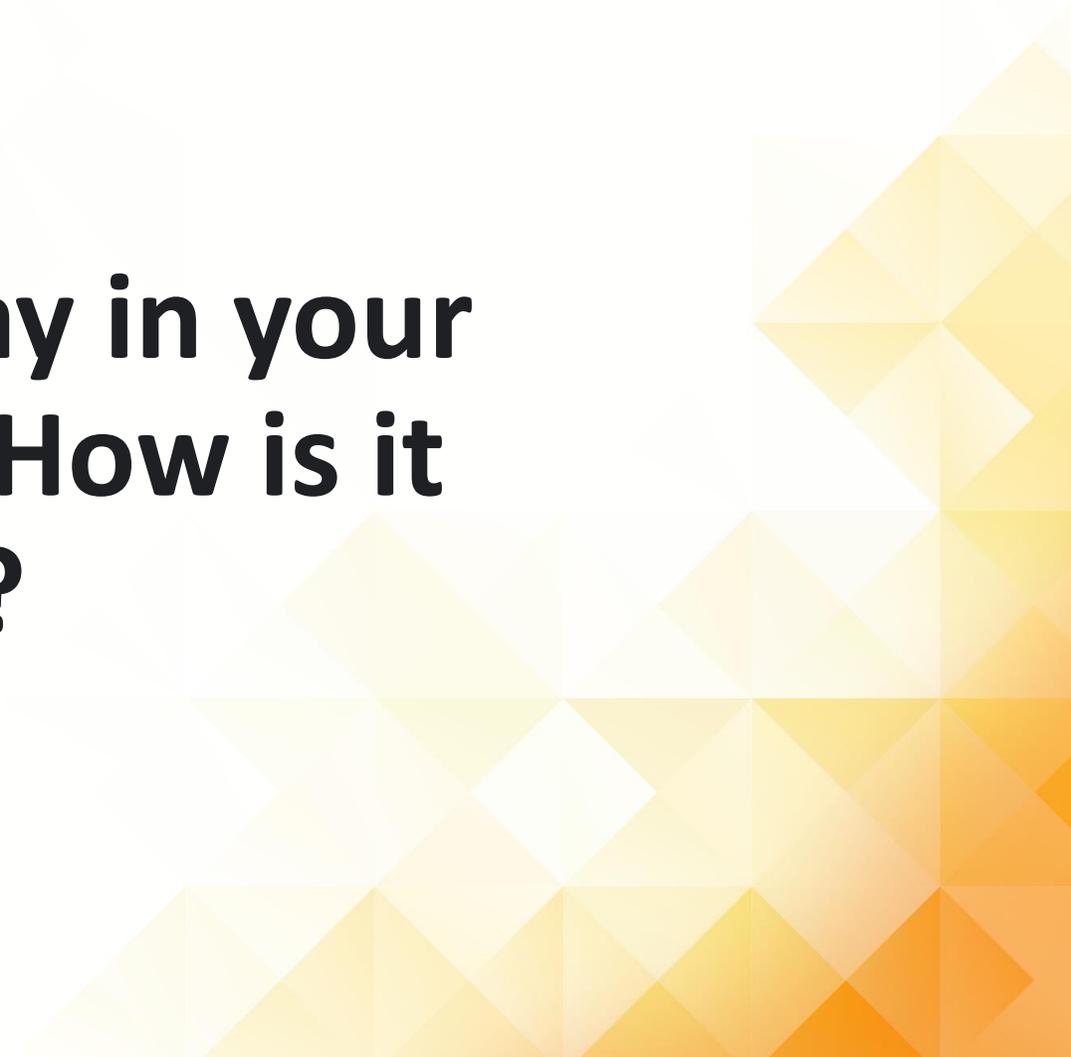
Digital Business Benchmarks:

Each area in the enterprise can be more/less digital



Open Discussion:

What role does TBM play in your digital transformation? How is it currently being applied?





TBM COUNCIL



TBM COUNCIL

Thank you for joining today!