

TBM Awards Nomination Questionnaire



Strategy & Planning Award

Successful IT finance teams are more than just accountants. They fulfill several roles for helping the business get more value from technology spending and investments. As defined in the TBM Council's CFO of IT Competency Model, they are the Technology Controllers, Cost Optimizers Investment Managers, Agents of Change and Voices of the Business for their enterprises. This award recognizes today's corporate finance teams (with IT responsibilities) and/or technology controllers – that no longer merely account for IT spend, they drive an IT financial strategy and capability that matches the new demands of the IT organization.

Key Attribute: Shifting IT finance from merely a controller/accounting function to delivering decision-making power to IT, finance and business stakeholders

Successful nominees can demonstrate how they and their teams used TBM data and processes to drive important outcomes such as:

- Used the TBM Taxonomy, model and/or other methods to translate cost data into meaningful perspectives for technology and business decision makers
- Informed and consulted internal decision makers of cost, quality, capacity and consumption tradeoffs within the portfolios of services, applications, vendors, projects and more
- Communicated costs to business partners (e.g., LOB leaders, corporate CFO, CEO) through a bill of IT or in another way that helps shape business demand
- Included TBM insights into key financial and IT management processes such as change management, IT portfolio management, business reviews and operating reviews
- Found ways to “variabilize” IT costs or other help match IT costs to business volumes and consumption
- Collaborated with corporate financial officers on creative strategies to fund innovation and growth
- Helped connect business demand for IT services into accurate and reliable IT resource requirements and financial budget figures
- Established and maintained an effective value realization process to ensure IT contributions are properly recognized
- Provided insight into budget, variance and forecasts in manner that enables fact-based decision making, proactive identification of opportunities to save or avoid new costs and shapes business demand



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Strategy & Planning Pacesetter Award

For each TBM award (IT Optimization, Strategy & Planning, Business Alignment), the TBM Council will recognize two teams that have made a significant impact to their business with TBM in a short period of time (<18 months). In doing so, their TBM programs have set the pace for the industry, demonstrating a preference for moving fast (through iterations) over a cautious, get-it-right-the-first-time approach. Successful teams are recognized not for having years of experience but instead for making progress, including measurable results, in months or quarters instead of years.

Key Attribute: Establishing a TBM program and making demonstrable progress in the award category in less than 18 months

Successful nominees must meet many of the award criteria but must also demonstrate they have:

- Implemented TBM tools, data and processes rapidly over the 18 month period
- Established their TBM office within the last 18 months, including a program director and any existing TBM analysts
- Relied upon the TBM program to enable or make possible many of the results achieved in the given award category (i.e., the TBM program must be a clear success factor in achieving the results claimed in the award category)
- Established key TBM processes, such as month-end close, monthly operating reviews, quarterly business reviews, etc., in the 18 month period
- Created and maintained a roadmap for improved capabilities and value from TBM

NOTE:

If you select <18 months for the question #5 “How long has your organization had a formalized TBM capability?”, you will automatically be placed in the Pacesetter award designation.



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SECTION I: Company Profile

Nominator Information: Full name, email address, company, role, industry, and number of employees.

1. Select your IT Budget range:

- <\$30M \$100-249M \$250-499M \$500-999M \$1,000-1,999 \$2,000-4,999 \$5,000+

2. Select your IT Employee range:

- <100 100-199 200-499 500-999 1,000-1,999 2,000-4,999 5,000+

3. The TBM Awards are designed to recognize teams! Please list all team members who are applying for the award. Include full name, title, and TBM role.

4. Who are your executive sponsors and/or champions of TBM?



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SECTION II: Why TBM?

5. How long has your organization had a formalized TBM capability?

- <18 months
- 18 months - 2 years
- 2 - 3 years
- >3 years

6. Have you established a TBM office?

Yes

No

If yes, how many people work in your TBM office?

- 1
- 2
- 3
- 4
- 5+

If no, do you have plans to establish one?

- Yes
- No
- Not sure

How are roles defined?

7. Has anyone in your organization received the TBM Executive Foundation Certification?

- Yes
- Scheduled to take the course
- No
- Not Sure

If yes, please list names and titles:



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8. What were your organizations top motivations to adopt TBM? Select up to three choices.

- | | |
|--|---|
| <input type="checkbox"/> Better financial transparency | <input type="checkbox"/> Improve investment allocation |
| <input type="checkbox"/> Increase cost efficiency | <input type="checkbox"/> Improve business interaction and alignment |
| <input type="checkbox"/> Change conversations with the business | <input type="checkbox"/> Accelerate move towards service-oriented model |
| <input type="checkbox"/> Improve demand management | <input type="checkbox"/> Drive agile transformation |
| <input type="checkbox"/> Understand cloud costs and usage | <input type="checkbox"/> Drive digital transformation |
| <input type="checkbox"/> Increase quality of services | <input type="checkbox"/> Others |
| <input type="checkbox"/> Improve planning (capacity, capital, financial) | _____ |
| | _____ |

For your organizations motivations selected above, please indicate where you fall on the scale below:

Motivation 1

- Not Started
- In progress
- Complete & value realized

Motivation 1

- Not Started
- In progress
- Complete & value realized

Motivation 1

- Not Started
- In progress
- Complete & value realized

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9. How have you measured the impact of TBM?

- Only qualitative measurement so far; no plans to deploy quantitative assessments
- Only qualitative measurements so far; **organization is deploying a quantitative benchmarking on qualitative dimensions**
- Measured with ad-hoc internal benchmarking on some of the performance drivers** (e.g. productivity, cost, quality, availability, timeliness of deliver). **Comparison with former figures is sometimes missing or not meaningful** (e.g. because partial misalignment in scope).
- Measured with regular internal benchmarking on some of the performance drivers.**
- Measured with regular internal benchmarking on key performance drivers. **Value realized and results are compared with external best practices/peer results (e.g. external benchmarks).**

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10. What processes or tools does your organization have in place for financial management?

Very basic or no tool in place to provide transparency into holistic IT cost structure. Most services still out of scope of the financial transparency tool. Most data updates into tool are still manual.

Tool in place to create transparency into holistic IT cost structure, including application costs; tool does not yet decompose costs into fixed cost, and variable cost made up of unit volume and unit costs. Business in process of developing understanding of data/business rules used to calculate costs. Most data updates into tool are still manual. **Metrics and data refreshed at least once every six months.**

Tool in place to create transparency into holistic IT cost structure, including application costs; tool does not yet decompose costs into fixed cost, and variable cost made up of unit volume and unit costs. **Shared understanding of data/business/rules used for calculating costs between IT and business.** Most data updates into tool are still manual. **Metrics and data refreshed at least once a quarter.**

Tool in place to create transparency into holistic IT cost structure, including application costs; **tool decomposes costs into fixed cost and variable cost made up of unit volume and unit costs.** Shared understanding of data/business rules use for calculating costs between IT and business. **Process in place to automatically refresh most of the data that feeds into financial metrics; several data sources uploaded manually. Metrics and data refreshed at least once a month.**

Tool in place to create transparency into holistic It cost structure, including application costs; tool decomposes costs into fixed cost, and variable cost made up of unit volume and unit costs. Shared understanding of data/business rules used for calculating costs between IT and business. Process in place to automatically refresh data that feeds into financial metrics. **Metrics and data refreshed at near real time or at least daily granularity.**



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11. Describe how your organization has adopted the TBM taxonomy, model, and/or other methods to translate costs data into meaningful perspectives for technology and business decision makers. Include the standard metrics and KPIs used to measure and manage IT cost and value.

12. How has TBM affected the run-the-business vs. change-the-business spending mix of your organization?

- Significantly increased the run-the-business component Increased the run-the-business component Did not affect the spending mix Increased the change-the-business component Significantly increased the change-the-business component

If TBM has increased the change-the-business component, please provide an example/s.

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13. Please describe your company's initiatives that are supported by TBM? How is TBM helping to accelerate and complete those initiatives?

14. What are your end-state aspirations for where you want to take TBM?



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SECTION III: Category questions

15. Describe how TBM has affected your organizations planning process and the value you have delivered to your organization. Address the following areas that apply in your response:

- Frequency you meet with the business
- Number of cost centers
- Accuracy of budget and forecast process (e.g. budget variance)
- Insights provided into budget, variance, and forecasts
- Proactive identification of opportunities to save or avoid new costs
- Fund new initiatives because of proactive spend and budget management

16. Provide an example/s when your organization was able to effectively forecast and manage spend variance, trade-offs and adjustments during the year after the budget was set.



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17. How has TBM affected the variable vs. fixed cost structure of mix of your organization?

- No impact** – variable and fixed cost mix has not changed
- Limited impact** – variable and fixed cost mix has changed for few services
- Medium impact** – at least half of services have had a shift towards more variable costs
- High impact** – at least 75% of offered services have had a shift towards more variable costs
- Very high impact** – majority of costs are now variable and lowering demand leads to reduction in end costs

18. Describe how your organization was able to “variablize” IT costs or help match IT costs to business volumes and consumption. Provide specific example/s with business outcomes.

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19. What processes or tools does your organization have in place for demand forecasting?

- No process in place for forecasting of business needs, new capacity is added as needed on ad hoc basis.
- Capacity management process exists and forecast capacity based on historical growth; no business inputs are considered to adjust the forecast; planned capacity adjustment based on changes IT observes in business investment portfolio documents. Capacity forecasting based on ad hoc calculation (e.g. excel based) not linked to company repository. Accountability for capacity management shared among different offices.
- Capacity management process exists and forecast capacity based on **both historical growth and business inputs on main projects; business representatives are involved in requests to deep dive collective input.** Capacity forecasting **limited to services** and based on ad hoc calculation (e.g. excel based) not linked to company repositories. **Single office accountable for input collection and process management. No refresh during the year.**
- Capacity management process exists and **involves business representative in the overall infrastructure strategy and planning process.** Capacity forecasting **calculated for both additional components and new services based on online tool linked to main company repositories for data collection.** Single office **develops infrastructure forecast annually at both BU and enterprise level leveraging BU inputs and is fully accountable for input collection and process management.**
- Capacity management process exists and **actively involve business representative in the overall IT strategy and planning process; BU and IT group jointly develop forecast annually at both BU and enterprise level.** Capacity forecasting **calculated for both additional components and services based, leveraging an online tool linked to main company repositories for data collection.** Single office develops forecast annually at both BU and enterprise level leveraging BU inputs and is fully accountable for input collection and process management. **Technical and financial forecast get refreshed quarterly and monthly. Demand forecasting linked to financial forecast, and proactive alignment is established between business and IT.**

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20. Describe how your organization helped connect business demand for IT services into accurate and reliable IT resource requirements and financial budget figures.

21. Describe your organization’s project financial planning process and how you have successfully planned and managed the financial lifecycle of project/s and/or product/s.

Include outcomes delivered across these areas:

- Remove guesswork in shifting build vs. run
- Better manage project labor cost and demand
- Trust in the accuracy of the project budget and forecast, compared to actuals
- Plan the complete cost life cycle over subsequent years
- Support agile transformation

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22. What kind of capabilities does your IT organization possess in regards to innovation?

- Business staff perceive IT organization as either not innovative or only innovative in very few areas. General perception that IT generally lacks appreciation of end user needs in many areas. Share of funding going to transform projects vs. run/maintain projects is not known.
- Business staff perceive IT organization as **innovative in very few areas. Partial understanding of current end user needs in IT organization, but emerging needs not understood.** Share of funding going to transform projects vs. run/maintain projects is not known.
- Business staff perceive IT organization as **innovative in some areas.** Partial understanding of current end user needs in IT organization, but emerging needs not understood. **IT organization undertakes rapid prototyping and experimentation. Funding for transform vs. run/maintain projects is tracked but the mix heavily skews towards run/maintain projects.**
- Business staff perceive IT organization as **innovative in most areas. Deep understanding of current end user needs in IT organization, but not emerging needs. IT enables business models/revenue by deep understanding of how to best serve external customers via technology.** IT organization undertakes rapid prototyping and experimentation. **IT organization is outward looking and sometimes creates external vendor partnerships to bring in best services/products at lowest cost. Partially adequate funding for transformation projects vs. run/maintain projects.**
- Business staff perceive IT organization as innovative in most areas. Deep understanding of emerging and current end user needs in IT organization. IT enables business models/revenue by deep understanding of how to best serve external customers via technology. IT organization undertakes rapid prototyping and experimentation, **and leverages tools like reverse engineering.** IT organization is outward looking and creates external vendor partnerships to bring in best services/products at lowest cost. **Adequate funding for transformation projects vs. run/maintain projects. IT organization has formal roles dedicated to ensure innovation.**

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23. Describe a specific example where TBM has helped IT's ability to fund innovation and growth. What was the impact on the business? How did you collaborate with corporate finance?
