



TBM Pioneer (one winner per region)

Category Description

This award celebrates high maturity organizations that are driving breakthrough results through either deep penetration of TBM across its operation or advanced TBM use-cases. It honors those that have leveraged TBM to deliver transformative outcomes in areas such as the ROI of AI, sustainability initiatives, risk management, enterprise business management, and other advanced topics.

Submissions should focus on how TBM has been applied in innovative ways to generate strategic business insights, optimize IT financial governance, and realize tangible returns from emerging technologies. It recognizes organizations that have pioneered innovative TBM applications that extend beyond traditional cost transparency, pushing the boundaries of TBM adoption through advanced analytics, automation, and creative implementations across multiple innovation topics.

Notes:

- One winner will be selected from each of the following four regions: the *Americas*, *Europe*, *Middle East*, and *Africa* (EMEA), *Asia Pacific* (APAC), and *Japan*.
- Organizations from EMEA, APAC, and Japan may apply for their region's TBM Pioneer Award during designated submission periods throughout the year, and will be recognized at their respective regional summits:
 - **Asia Pacific** - APAC Summit (February)
 - **Europe, Middle East, and Africa** - EMEA Summit (June)
 - **Japan** - Japan Summit (July)
 - **Americas** - TBM Conference (November)
- Visit the [Awards page](#) on the TBM Council website to view submission timelines for your region.
- If you apply for this award, the business unit or operation highlighted in your submission must be located in the region for which you are applying.
- In addition to regional recognition, winners will also be honored at the annual TBM Conference in November as part of the global awards ceremony programming.

Application Questions

1. What opportunities did your organization identify that led you to explore an innovative use of TBM?
2. What specific actions did your organization take, using TBM, to address each opportunity?
3. What was the outcome of these actions?
4. How will your TBM practice evolve over the next 12 months to expand innovation and business impact?
5. What technical modifications or enhancements were made to your TBM model to support this innovation?



Question #1 Guidance & Scoring Criteria

What opportunities did your organization identify that led you to explore an innovative use of TBM?

Expert Guidance: Clearly list and describe each distinct opportunity your organization identified that prompted an innovative approach to TBM. These may include leveraging TBM to enable AI-enhanced financial decision-making, integrating real-time sustainability metrics into IT operations, automating financial forecasting processes, and innovating risk management strategies – all of which illustrate how advancing TBM practices can drive strategic business insights.

Each opportunity should be separately identified and explained in detail, including why existing TBM practices were insufficient to address the issue and why an innovative approach was needed. Avoid broad statements – ensure each challenge is well-defined and clearly connected to the need for an advanced approach.

Judging Criteria

- **Exceptional:** Clearly articulated opportunities that demonstrate the need for innovation and show strong relevance to TBM. The response provides compelling examples of limitations in traditional TBM practices and the need for a novel approach.
- **Strong:** Well-defined opportunities but missing some depth or specificity regarding the need for innovation.
- **Moderate:** Opportunities are mentioned, but they are general or lack clear relevance to advanced TBM use cases.
- **Weak:** Vague or missing response; does not effectively communicate why an innovative TBM approach was needed.

Question #2 Guidance & Scoring Criteria

What specific actions did your organization take, using TBM, to address each opportunity?

Expert Guidance: For each opportunity listed above, describe the specific actions taken to resolve it, ensuring that every action is directly linked to a challenge. Responses should focus on how TBM was applied in an innovative way to solve complex financial, operational, or strategic business challenges.

Actions could include developing AI-driven cost forecasting models, integrating sustainability tracking into TBM, automating chargeback processes using machine learning, applying TBM to cybersecurity risk management, or building new real-time financial analytics tools for cloud spending.

Avoid general statements – clearly explaining how each action was executed, what TBM tools or methodologies were used, the measurable impact it had and how these actions contributed to solving the challenge in an innovative way.



Judging Criteria

- **Exceptional:** Clearly defined actions that directly map to each challenge listed, demonstrating structured execution and strategic alignment. The response includes a detailed explanation of how TBM principles were applied innovatively, highlights best-practice approaches, and provides evidence of execution effectiveness.
- **Strong:** Well-defined actions with a clear link to challenges but may lack some depth in execution details or innovation. Direct mapping to challenges is present but could be more thoroughly articulated.
- **Moderate:** Actions are mentioned, but they are loosely connected to TBM principles, lack execution detail, or are not well justified. Limited evidence of actions being directly mapped to challenges.
- **Weak:** No clear actions described; vague, missing, or weakly justified response. No clear link between actions and challenges.

Question #3 Guidance & Scoring Criteria

What was the outcome of these actions?

Expert Guidance: Describe the outcome that resulted from each action taken. Clearly link each outcome to the challenge it addressed to show direct cause-and-effect. Outcomes may include expected or unexpected results, improvements in AI-driven decision-making, better integration of sustainability metrics into IT planning, cost reductions through automation, enhanced risk management capabilities, or increased efficiency in strategic financial planning.

Please include quantitative data if available. If the outcome was different from what was anticipated, explain why and how the organization adapted or learned from it.

Each outcome should be clearly tied to an action taken and should reflect real impacts, whether they were positive, negative, or a learning experience.

Judging Criteria

- **Exceptional:** Clearly articulated outcomes that directly tie to both the challenges and actions taken, demonstrating a structured approach with strong evidence, including quantitative data where applicable. The response provides compelling examples of measurable improvements in efficiency, automation, AI-driven decisions, or risk management.
- **Strong:** Good outcomes described with reasonable depth and some evidence of business impact but may lack comprehensive quantitative metrics or detailed cause-and-effect linkage. Direct mapping between challenges, actions, and outcomes is present but could be stronger.
- **Moderate:** Some outcomes mentioned, but they are general, anecdotal, or weakly connected to TBM practices. The response may lack clear business value demonstration. Direct mapping between challenges, actions, and outcomes is weak or inconsistent.
- **Weak:** No clear outcomes presented; vague or unsupported success claims, with little to no measurable impact. No discernible link between challenges, actions, and outcomes.



Question #4 Guidance & Scoring Criteria

How will your TBM practice evolve over the next 12 months to expand innovation and business impact?

Expert Guidance: Describe the priorities your organization has identified for the coming year as your TBM practice continues to mature. Focus on the new capabilities, use cases, or outcomes you plan to pursue that extend beyond your current innovations and successes.

Your response should build directly on the initiatives described in your submission and explain how you plan to further advance TBM across the organization. This may include expanding TBM into new domains, deepening analytic sophistication, enabling new decision-making use cases, integrating additional data sources, strengthening governance, or supporting emerging business strategies.

Be specific about what you intend to develop over the next 12 months, why these areas matter to your organization, and how TBM will continue to serve as a foundation for innovation, strategic insight, and value creation.

Judging Criteria

- **Exceptional:** The response presents a clear and forward-looking roadmap for evolving the TBM practice. Planned initiatives demonstrate strong strategic intent, meaningful expansion of TBM capabilities, and clear linkage to prior innovation achievements.
- **Strong:** The response outlines relevant next steps for advancing TBM maturity and innovation. Future plans are well aligned to current efforts but may lack depth, prioritization, or measurable objectives.
- **Moderate:** Future plans are mentioned but remain high-level or loosely defined. The connection between current innovation and planned TBM evolution is weak or unclear.
- **Weak:** The response offers limited insight into future direction, focusing primarily on past accomplishments or indicating minimal planned advancement of the TBM practice.

Question #5 Guidance & Scoring Criteria

What technical modifications or enhancements were made to your TBM model to support this innovation?

Expert Guidance: Describe any technical modifications, enhancements, or refinements made to your TBM model that directly supported this innovation. Clearly explain what modifications were made, why they were necessary, and how they helped to enable innovation in TBM practices.

This question is focused solely on technical improvements to the TBM model itself – avoid general descriptions of business process changes that may have been covered in previous questions. Be as specific as possible about technical execution and implementation details.



Judging Criteria

- **Exceptional:** Well-documented technical modifications with clear examples of how they enabled TBM innovation. The response includes evidence of improvements in automation, AI-enhanced insights, financial tracking, or risk management, along with demonstrable business impact.
- **Strong:** Clear description of technical modifications with reasonable evidence of effectiveness but may lack depth in implementation details or quantifiable business impact. Modifications are linked to optimization efforts but could be better detailed.
- **Moderate:** Some modifications mentioned, but they are loosely connected to TBM principles, lack execution detail, or do not demonstrate a clear improvement in innovation. Weak connection between modifications and optimization goals.
- **Weak:** No clear description of how the TBM model was changed or leveraged for innovation; vague or missing response. No connection between modifications and TBM-driven innovation.