



# Navigating TBM Taxonomy v5: Changes, Extensions and Migration

Your Guides:



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*TBM Advisor*



# Agenda

This session will deep dive into the key differences between TBM Taxonomy v4 and v5. We will review industry-specific extensions and walk through the typical steps required to migrate an existing Apptio cost model from v4 to v5.

- Changes- Overview and impacts
- Extensions – What they are and how to apply them
- Migration – How to move to version 5; practical

# Changes

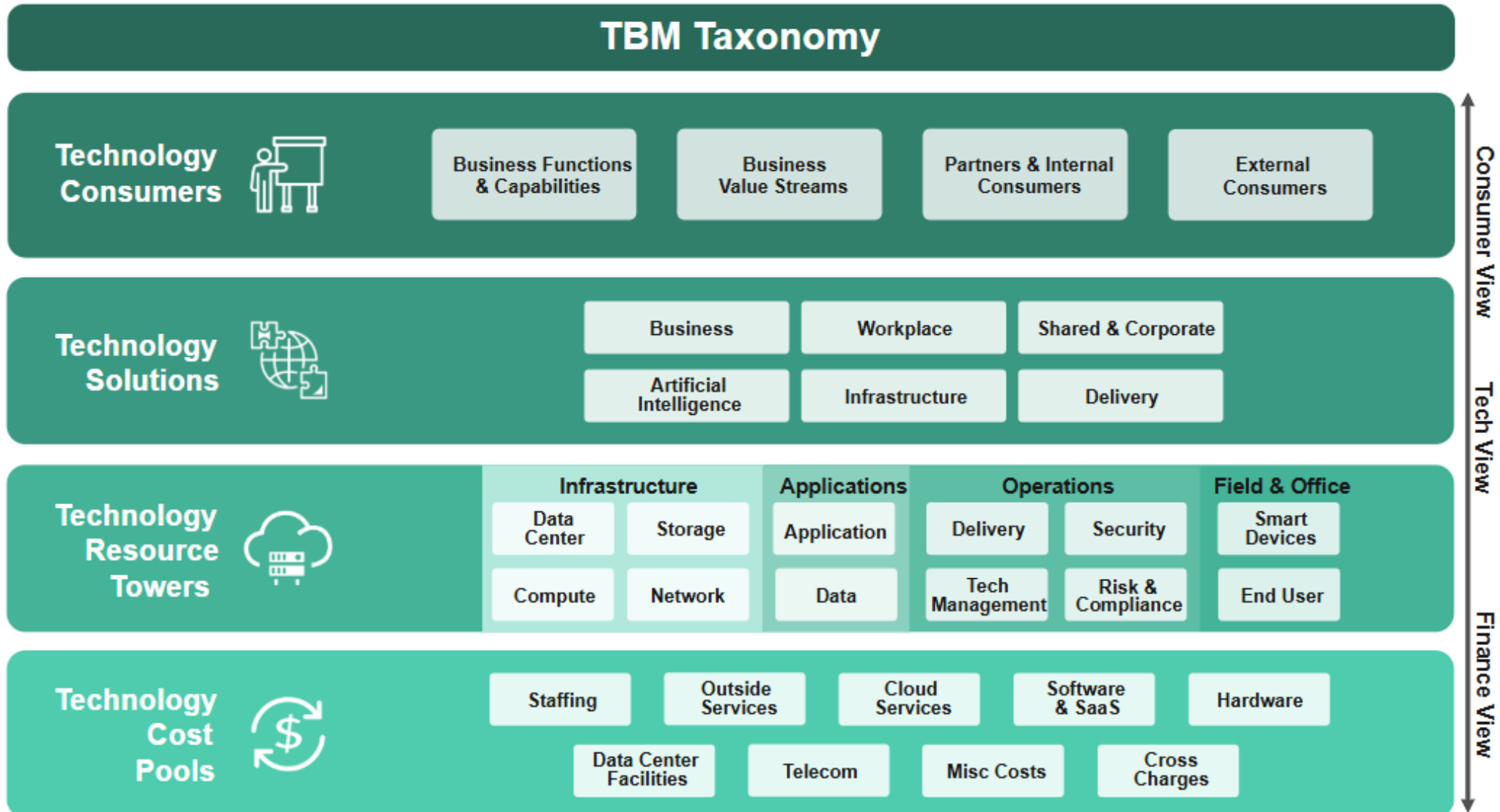
What changed from Taxonomy version 4 to version 5?

# Highlights

Version 5 taxonomy includes changes that reflect how organizations acquire, manage, and deliver technology. It introduces structural and terminology updates aimed at improving clarity, modeling flexibility, and alignment with modern operations and better alignment with practices like Agile, FinOps, and ITFM.



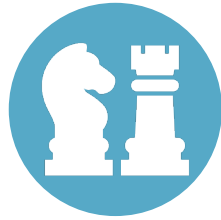
# TBM Taxonomy Version 5



# Cost Pool Changes



# Cost Pool Change Summary



## Purpose

The Cost Pool Layer classifies expenses based on what was purchased—labor, software, cloud services, facilities—not where or how it's used.



## Change Highlights

- Internal & External Staffing consolidated into “Staffing” Cost Pool
- NEW Cost Pool: Cloud Services
- SaaS moved from V4 “Cloud Service Provider” into “Software & SaaS” Cost Pool
- “Expense” renamed to “Other Operating”
- NEW “Managed Services” sub-cost pools



## Considerations

Changes to Cost Pool layer *can* have the largest impact to existing models since they are the foundation of allocations.

Technology  
Cost  
Pools



Staffing

Outside  
Services

Cloud  
Services

Software  
& SaaS

Hardware

Data Center  
Facilities

Telecom

Misc Costs

Cross  
Charges

# Cost Pools Stacked Comparison Operating Expenses (OpEx)

Version 4

1	INTERNAL LABOR	EXTERNAL LABOR	OUTSIDE SERVICES	HARDWARE	SOFTWARE	FACILITIES & POWER	TELECOM	OTHER	INTERNAL SERVICES
2	Expense	Expense	Consulting	Expense	Expense	Expense	Expense	Other	by Shared Service*
			Managed Service Provider	Lease	Licensing	Lease	Lease		
			4 Cloud Service Provider	Maintenance & Support	Maintenance & Support	Maintenance & Support	Maintenance & Support		
				Depreciation & Amortization	Depreciation & Amortization	Depreciation & Amortization	Depreciation & Amortization		

Version 5

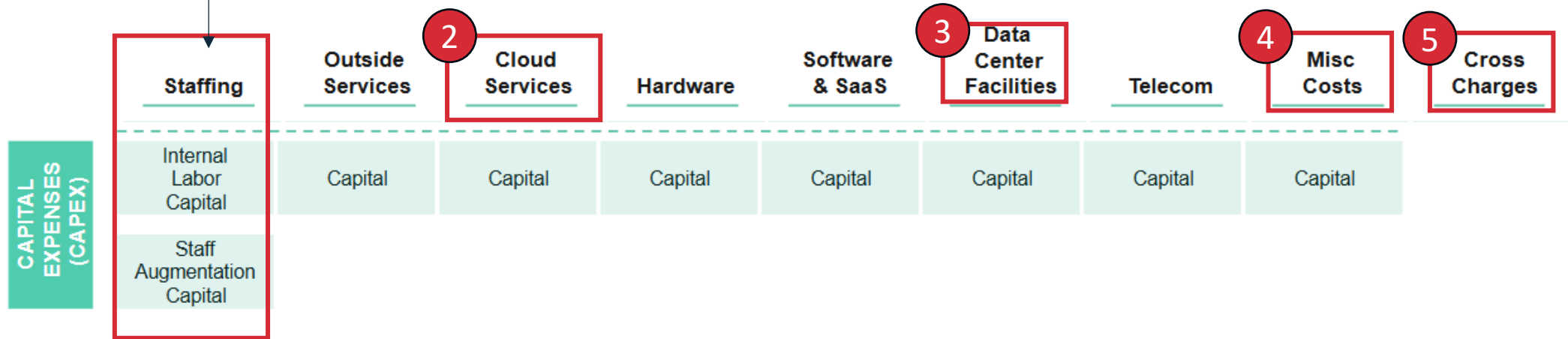
OPERATING EXPENSES (OPEX)	Staffing	Outside Services	Cloud Services	Hardware	Software & SaaS	6 Data Center Facilities	Telecom	7 Misc Costs	8 Cross Charges
	Internal Labor	Consulting	Cloud Service Provider	Lease	Licensing	Lease	Lease	Managed Services	by Internal Department
	Staff Augmentation	3 Managed Services	Other Operating	Maintenance & Support	Maintenance & Support	Maintenance & Support	Maintenance & Support	Other Operating	
	Other Operating	Other Operating		Depreciation & Amortization	Depreciation & Amortization	Depreciation & Amortization	Depreciation & Amortization		
				5 Managed Services	SaaS	Managed Services	Managed Services		
				Other Operating	Other Operating	Other Operating	Other Operating		

# Cost Pools Stacked Comparison Capital Expenses (CapEx)

Version 4



Version 5



# TBM Council Resources

<https://www.tbmcouncil.org/taxonomy/>

- › Overview
- › Taxonomy 5.0.1
- › Taxonomy 4.1
- › Taxonomy 4.0
- › Taxonomy 3.0.2
- › Taxonomy 2.1
- › Taxonomy 2.0
- › Taxonomy 1.0

## TBM Taxonomy v5.0.1

5.0.1 Released: July 18, 2025

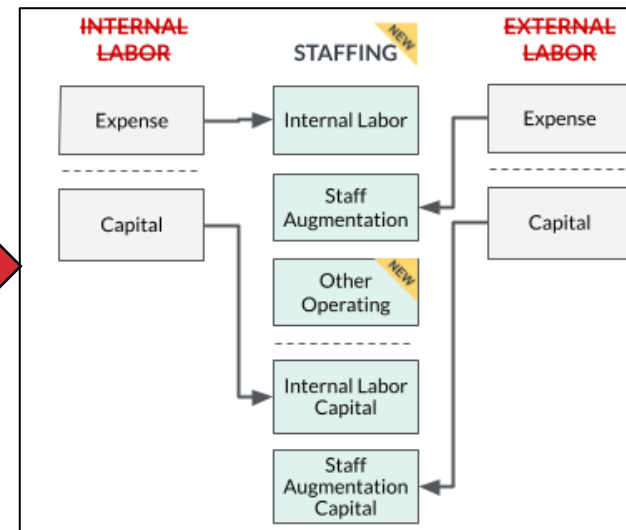
5.0 Originally Released: June 6, 2025

Resources:

- [Whitepaper](#) (PDF)
- [Data Tables](#) (CSV)



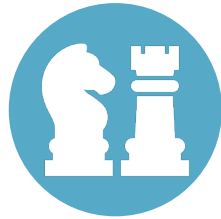
High resolution  
visuals & Change  
Highlights



Cost Pool	Cost Pool Description	Cost Sub-Pool	Cost Sub-Pool Description	Expense		Summary of Change
				Type		
Staffing	Includes salaries, benefits, and other costs associated	Internal Labor	Costs for internal labor (e.g.	OpEx		Renamed "Internal Labor" Cost Pool to "Staffing". Rena
Staffing	Includes salaries, benefits, and other costs associated	Internal Labor Capital	Capitalized internal labor costs	CapEx		Renamed "Internal Labor" Cost Pool to "Staffing". Rena
Staffing	Includes salaries, benefits, and other costs associated	Other Operating	Other labor headcount expenses	OpEx		Renamed "Internal Labor" Cost Pool to "Staffing". Creat
Staffing	Includes salaries, benefits, and other costs associated	Staff Augmentation	Costs for staff augmentation	OpEx		Renamed "Internal Labor" Cost Pool to "Staffing". Creat
Staffing	Includes salaries, benefits, and other costs associated with internal personnel (eg employee, temporary	Staff Augmentation Capital	Capitalized expenses for staff augmentation and Time &	CapEx		Renamed "Internal Labor" Cost Pool to "Staffing". New sub-pool. Replaces the "External Labor > Capital" cost

# Technology Resource Towers

# Technology Resource Towers Change Summary



## Purpose

Groups resources by function: compute, storage, data, network, security, etc. The critical layer for linking financial data to technical capabilities, and for analyzing cost, performance, and consumption patterns across services and products.



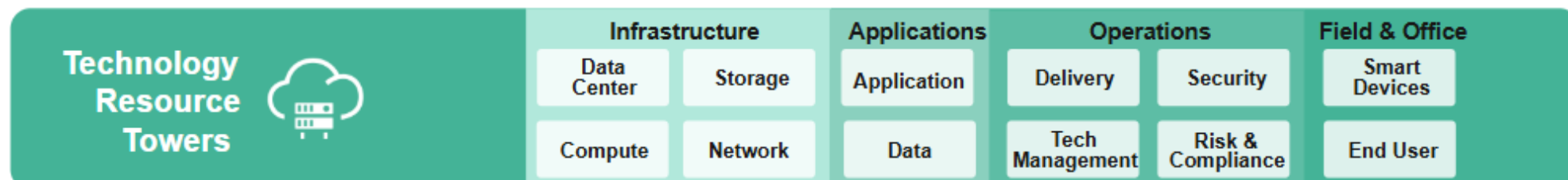
## Change Highlights

- NEW Domains. Infrastructure, Applications, Operations, Field & Office
- NEW Towers: Data, Smart Devices | AI sub-towers infused throughout
- Platform tower separated into Application & Data sub-towers
- NEW Risk & Compliance Tower. Previously a sub-tower within Security.
- Retired outdated or redundant elements (Ex: Compute: Unix)



## Considerations

While Cost Pools are generally a 1:1 mapping from your COA, TRT mappings may have a range of allocation methods. Be conscientious about documentation and clearly articulating changes to retain credibility with stakeholders and a defensible model.



# Technology Resource Towers

1 INFRASTRUCTURE				APPLICATION		OPERATIONS			FIELD & OFFICE		
Data Center	Storage	Compute	Network	Application	Data	Delivery	Tech Management	Security	6 Risk & Compliance	7 Smart Devices	End User
Enterprise Data Center	Online Storage	Servers	LAN	Development	Big Data	Service Management	Tech Management & Strategy	Digital Security	Regulatory & Audit	Internet of Things	Workspace
Other Facilities	Offline Storage	Converged Infrastructure	WAN	Support & Operations	Data Operations	Client Management	Tech Finance	Disaster Recovery	Risk Management	Industrial & Control Systems	Mobile Devices
	Mainframe Online Storage	High Performance Compute	Voice & Collaboration	4 Licensing	Data Management	Operations Center	Enterprise Architecture		Identity & Access Governance		Network Printers
	Mainframe Offline Storage	Mainframe	AI Network	Middleware	Mainframe Database	Tech Portfolio & Project Management	Tech Vendor Management				Conferencing & AV
	2 AI Storage	AI Compute	3 Network Management	Mainframe Middleware	Database	Central Print	Tech Human Capital Management				Help Desk
		Quantum		Container Orchestration							Deskside Support
		Serverless		Blockchain & Tokenization							
		Auto-Scalers		AI Models							



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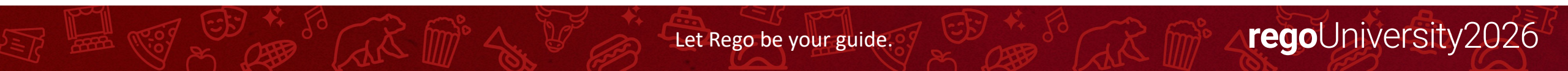
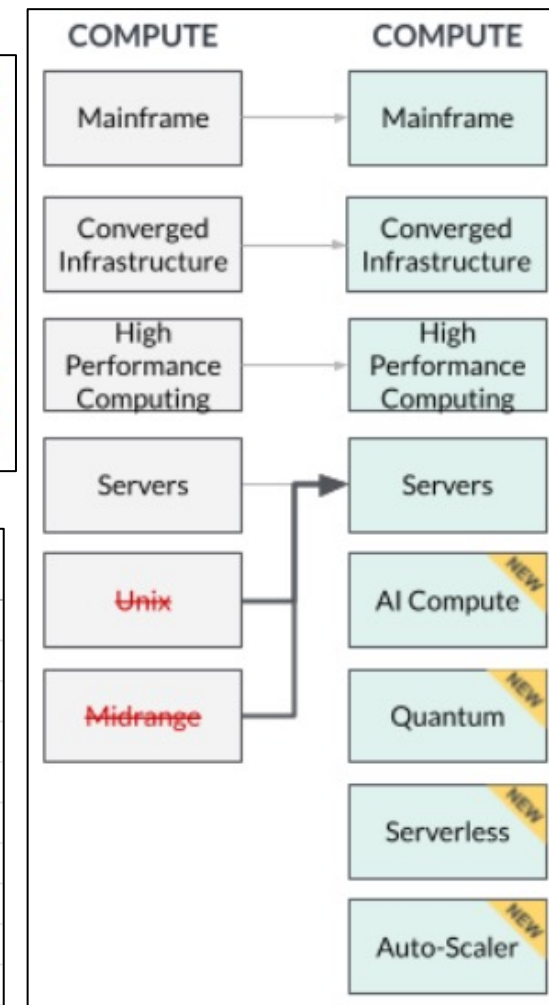
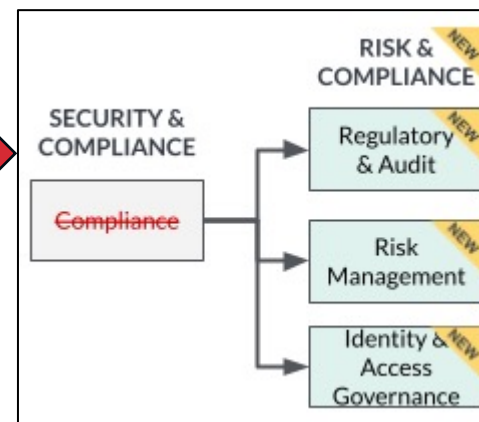
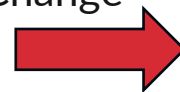
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Technology Resource Sub-Tower	Technology Resource Sub-Tower Description	Summary of Change
AI Compute	Specialized compute resources provisioned exclusively for AI	New AI-specific sub-tower.
Serverless	Abstracted compute services where infrastructure management is	New AI-specific sub-tower.
Auto-Scalers	Compute orchestration capabilities that dynamically scale virtual	New AI-specific sub-tower.
Converged Infrastructure	Integrated appliances combining compute, storage, and network	Reworded description for consistency and clarity.
High Performance Comp	Advanced computing resources for scientific, engineering, and	Revised to emphasize HPC applications.
Mainframe	Legacy mainframe systems running enterprise-grade applications	Revised to emphasize the legacy nature of mainframes.
Midrange		Retired. Reassign volumes to "Servers" sub-tower.
Quantum	Dedicated compute resources engineered for quantum-native	New sub-tower.
Servers	Dedicated physical and virtual servers supporting essential	Reworded description for consistency and clarity.
Unix		Retired. Reassign volumes to "Servers" sub-tower.

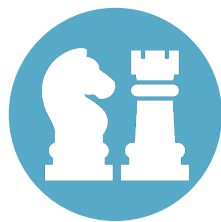
High resolution visuals & Change Highlights



# Solutions



# Solutions Change Summary



## Purpose

Solutions represent the digital products, technology services, and business-facing capabilities delivered by Technology. Each Solution represents a packaged outcome or offering that enables the business to operate, grow, or transform.

They may be classified as Services (stable, repeatable offerings) or Products (software-enabled capabilities governed through agile or product-based models), and are typically aligned to consumer needs, funding models, and strategic priorities.



## Change Highlights

- NEW Artificial Intelligence (AI) Solutions
- OLD Platform Solution Type -> Delivery: Enabling Platforms & Infrastructure: Data
- Applications continue to support the full range of Solutions; they are no longer treated as the business-facing deliverables themselves.



## Considerations

Provides formal guidance for AI and clear guidance for Applications.

Technology  
Solutions



Business

Workplace

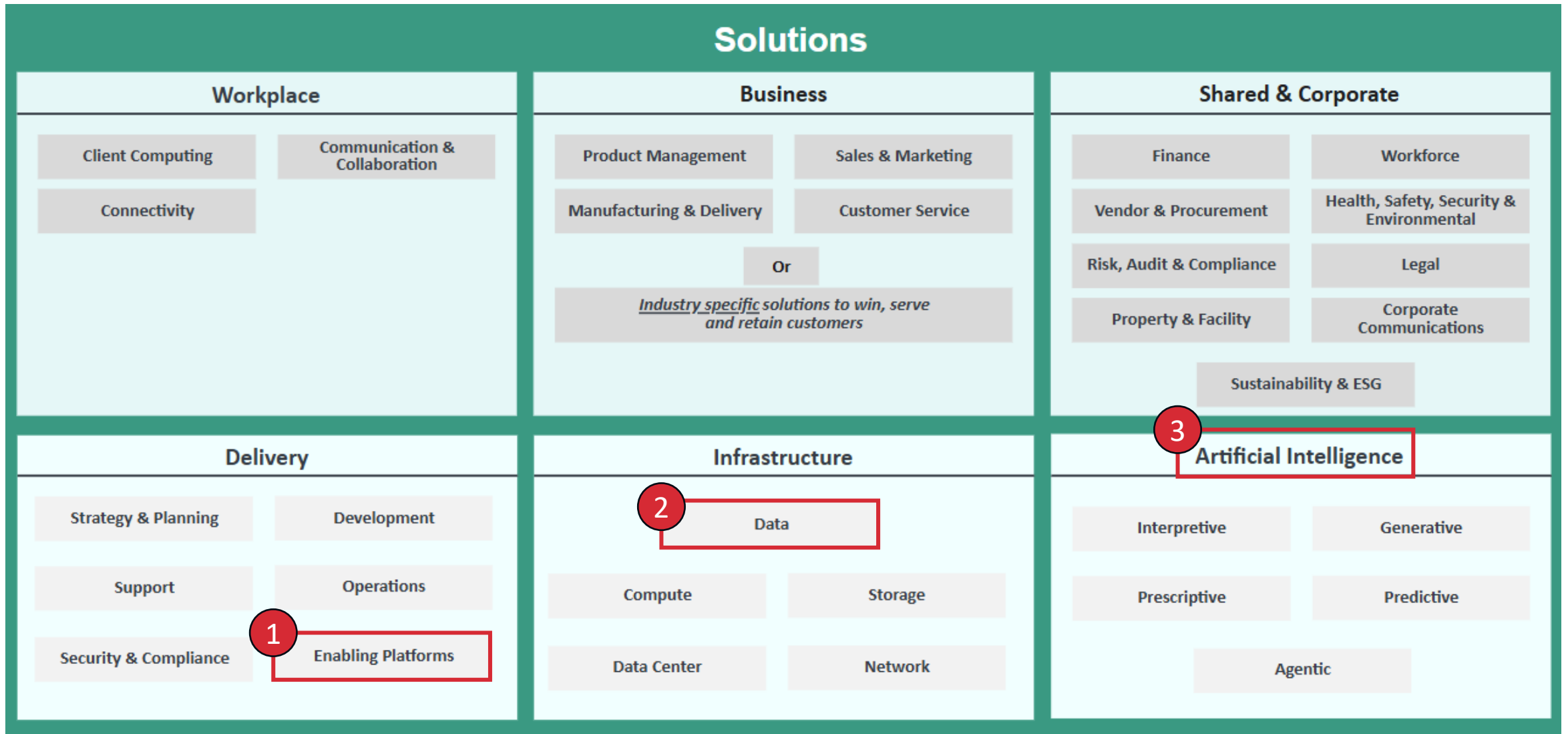
Shared & Corporate

Artificial  
Intelligence

Infrastructure

Delivery

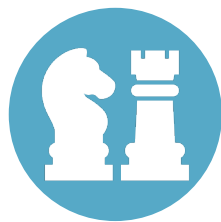
# Solutions



# Technology Consumers



# Consumers Change Summary



## Purpose

Consumers represent the demand side of the TBM model and are essential for tracking usage, allocating costs, and measuring the value delivered. They provide the organizational and financial context necessary to align technology spending with business goals and accountability.



## Change Highlights

- This layer was renamed the Consumer Layer to better reflect its intended role: identifying and describing the organizational units or roles that consume technology services.
- Organizations are encouraged to develop their own consumer hierarchies based on how they report on consumption and value. Applications continue to support the full range of Solutions; they are no longer treated as the business-facing deliverables themselves.
- Future guidance will support common consumer models, but version 5.0.1 provides a lean baseline to build from.



## Considerations

This layer was renamed the Consumer Layer to better reflect its intended role: identifying and describing the organizational units or roles that consume technology services.

**Technology Consumers**



Business Functions  
& Capabilities

Business  
Value Streams

Partners & Internal  
Consumers

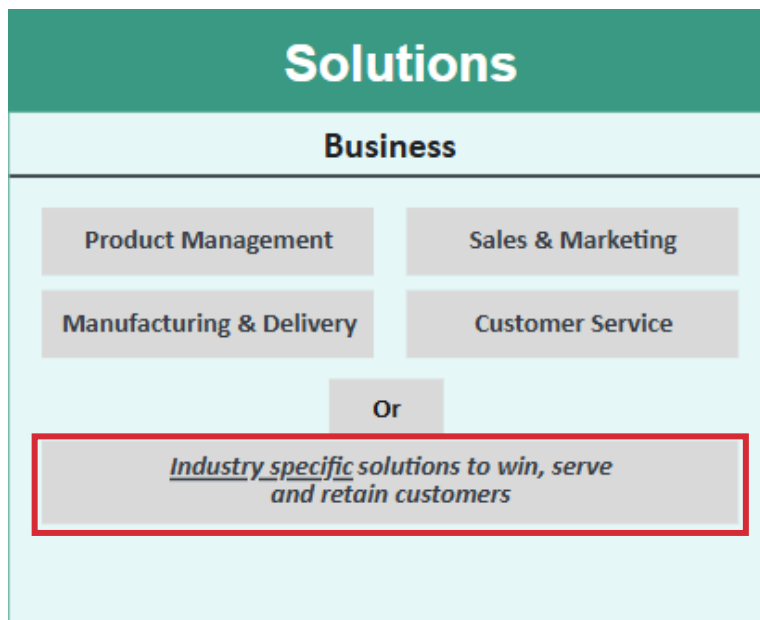
External  
Consumers

# Technology Consumers Descriptions

Entities	Description
<b>Business Functions &amp; Capabilities</b>	Formal organizational units responsible for running the enterprise, such as Finance, HR, Marketing, Sales, Customer Service, or Lines of Business. These often align to departments or cost centers and provide a stable view of organizational accountability.
<b>Business Value Streams</b>	Cross-functional flows of work that deliver value to customers or internal stakeholders—such as “Customer Onboarding,” “Claims Processing,” or “Product Fulfillment.” Value streams typically span multiple functions and align with product or process-based delivery models.
<b>Partners &amp; Internal Consumers</b>	Internal users or partner entities that consume technology services or digital products directly. Includes shared services recipients, federated business teams, and internal customers. Useful for consumption modeling, chargeback, and optimization.
<b>External Consumers</b>	Individuals or organizations outside the enterprise who consume technology-enabled products or services. May include end customers, clients, or public sector constituents. Modeling external consumers supports analysis of digital value, experience, and business impact.



# Where do Industry Extensions plug-in?



Extension	Version	Release Date	Description
<b>Federal Government</b>	v1.1	October 2024	Models federal-specific solutions, services, and platforms for government agencies.
<b>State Government</b>	v2.0	November 2022	Reflects systems and services used by state-level agencies.
<b>Healthcare Providers</b>	v2.2	November 2023	Includes clinical platforms, patient services, and hospital operations.
<b>Manufacturing</b>	v1.0	September 2020	Enables industry-specific cost management and performance metrics for manufacturing.
<b>Banking</b>	v1.0	October 2023	Models digital banking, core systems, compliance, and customer experience.
<b>Insurance</b>	v2.0	October 2022	Includes underwriting, policy administration, and claims services.
<b>Utilities</b>	v1.0	April 2025	Adds solutions for energy delivery, grid operations, and customer platforms.

# Federal Government Extension

## Mission Delivery/Business – Federal Government

### Energy, Science & Technology

- Energy
- General Science & Basic Research

### Economic & Financial

- Area & Regional Development
- National Currency
- Other Advancement of Commerce
- Postal Service

### Natural Resources, Environment & Agriculture

- Conservation & Land Management
- Environmental Management
- Food Management
- Land Use
- Other Natural Resources
- Recreational/Heritage Resources
- Water Resources
- Wildfire Land

### Health & Well-Being

- Consumer & Occupational Health & Safety
- Health Care Delivery (Domestic/Foreign)
- Income Security
- Public Health Management (Domestic/Foreign)

### Law & Justice

- Collect & Analyze Intelligence
- Correctional Activities
- Information Sharing
- Law Enforcement Activities
- Litigative & Judicial Activities
- Mis-attributable

### Education & Workforce

- Elementary, Secondary & Vocational Education
- General Education Aids
- Higher Education
- Labor Market Aids & Regulation
- Social Services
- Training & Employment

### Defense & National Security

- Atomic Energy Defense Activities
- Disaster & Emergency Management
- Intelligence Operations
- National Defense

### Transport & Space

- Space Flight, Research & Supporting Activities
- Transportation

### Diplomacy, Trade & Assistance

- Consular Services
- Foreign Assistance
- International Peace & Security Assistance
- International/Foreign Affairs

### Federal Human Capital Management

- Federal Benefits
- Federal Human Capital Leadership
- Federal Oversight & Evaluation
- Federal Retirement
- Federal Vetting

### General Govt: Federal

- Central Fiscal Operations
- Federal Executive Direction & Management
- Federal General Property & Records Management
- Federal General Purpose Fiscal Assistance
- Other Federal General Government

### General Govt: Agency

- Agency Executive Direction & Management
- Agency Fiscal Operations
- Agency General Property & Records Management
- Agency General Purpose Fiscal Assistance
- Other Agency General Government
- Support Delivery of Federal Services

# State Government Extension

## Business Services - State Government

### Civic Engagement & Law

- Archives & Information Requests
- Civil & Appellate Courts
- Executive Office & Performance Management
- Legislative Services
- Voting & Democratic Participation

### Commerce

- Business Development & Management
- Economic Services
- Employment Assistance
- Labor Management
- Regulatory Services

### Education

- Early Childhood Development
- Higher Education
- K-12 Education
- Professional Development & Certification
- Regulatory & Audit Functions

### Fiscal & Revenue

- Bonds & Interest
- Capital Management
- External Audits
- Internal Audits
- Investment banking
- Real Estate
- Regulatory & Enforcement Services
- Revenue Collection Services

### Health & Human Services

- Compliance & Audit Services
- Government Healthcare Provider Administration
- Medical Records Management
- Medical Licensing
- Public Health

### Land Management & Conservation

- Animal & Pest Management
- Environmental Protection
- Parks & Recreation
- Public Land Administration
- Regulatory & Enforcement Services

### Military

- Disaster Management & Planning
- Emergency Management
- National Guard & Militia
- Regulatory & Compliance Services
- Veteran Services

### Public Safety

- Civil Enforcement
- Criminal Justice System
- Investigative & Compliance Services
- Police & First Responders
- Prisons & Corrections

### Transportation & Infrastructure

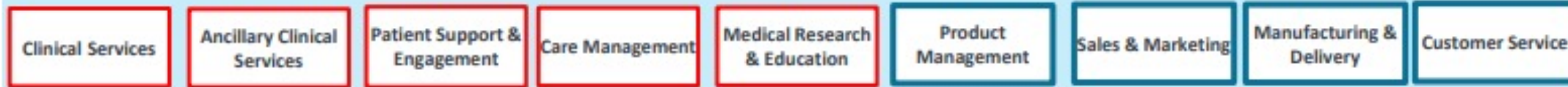
- Fleet Management
- Infrastructure Management & Tolling
- Maintenance & Operations
- Planning & Modal
- Project Delivery
- Transportation Licensing

### Statewide Services

- Statewide Delivery Services
- Statewide Infrastructure Services
- Statewide Platform Services
- Statewide Shared Services
- Statewide Workplace Services

# Healthcare Extension

## Business - Healthcare Industry Application and Standard Services (aligned to Business Capabilities)



Ancillary Clinical Services	Care Management	Clinical Services	Medical Research & Ed	Patient Support & Engagement
<ul style="list-style-type: none"> <li>• Anesthesiology</li> <li>• Clinical Devices and Engineering</li> <li>• Home Care/Hospice</li> <li>• Imaging/Radiology</li> <li>• Nursing</li> <li>• Pathology/Lab</li> <li>• Pharmacy</li> <li>• Rehabilitation Services</li> <li>• Surgical Support Services</li> <li>• Telemedicine</li> <li>• Patient Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Dictation/Transcription</li> <li>• Electronic Health Record</li> <li>• Health Information Exchange</li> <li>• Health Information Management</li> <li>• Practice Management</li> <li>• Population Health</li> <li>• Quality and Safety</li> <li>• Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Audiology</li> <li>• Bariatric Surgery</li> <li>• Cardiology (Heart Care)</li> <li>• Chiropractic</li> <li>• Complementary and Alternative Medicine</li> <li>• Dental</li> <li>• Dermatology</li> <li>• Emergency Medicine</li> <li>• Endocrinology (Diabetes and Metabolism)</li> <li>• Family Planning</li> <li>• Gastro (Digestive Care)</li> <li>• General Surgery</li> <li>• ....</li> <li>• Wound Care</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical Trials/Studies</li> <li>• Education/Med School</li> <li>• Grants Management</li> </ul>	<ul style="list-style-type: none"> <li>• Concierge</li> <li>• Custodial/Environmental</li> <li>• Food Services*</li> <li>• Interpretive Services</li> <li>• Patient Advocacy</li> <li>• Patient Education</li> <li>• Patient Portal</li> <li>• Spiritual Services</li> <li>• Transportation*</li> </ul>

# Manufacturing Extension

Manufacturing						
Manufacturing	Product Development	Direct Supply Chain	Regulatory & Quality	Sales & Marketing	Distribution	Service & Repair
<ul style="list-style-type: none"> <li>• Manufacturing Setup</li> <li>• Manufacturing Execution</li> <li>• Manufacturing Support</li> </ul>	<ul style="list-style-type: none"> <li>• Research &amp; Development</li> <li>• Design</li> <li>• Engineering</li> <li>• Sustaining Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Production Scheduling</li> <li>• Inventory &amp; Warehousing Management</li> <li>• Supply Planning</li> <li>• Return Planning</li> <li>• Direct Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Product Testing</li> <li>• Regulatory</li> <li>• Certification</li> <li>• GxP (refer to Healthcare extensions)</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Analytics</li> <li>• Customer Sales</li> <li>• Marketing &amp; Advertising</li> <li>• Sales Force &amp; Channel Management</li> </ul>	<ul style="list-style-type: none"> <li>• Product Delivery</li> <li>• Distribution Planning</li> <li>• Dealer &amp; Customer Communications</li> </ul>	<ul style="list-style-type: none"> <li>• Complaint Handling</li> <li>• Customer Management</li> <li>• Field Services</li> <li>• Service &amp; Warranty Contract Management</li> <li>• Maintenance &amp; Repair Operations</li> </ul>

# Banking Extension

## Banking Business Services

Asset Management

Corporate Banking

Credit Card Issuing

Investment Banking

Retail Banking

Wealth Management

Investment Managment

## Retail Banking

### Lending

- Student Lending
- Auto & Marine Lending
- Unsecured Lending
- Home Mortgage
- Home Equity Lines of Credit

### Deposits Account Management

- Savings
- Checking
- Certificates of Deposit

### Contact Center

- Statement Processing
- Branch Operations
- Call Center / Customer Help Desk
- Fraud, Claims & Recoveries

# Banking Extension cont.

Investment Banking						
Fixed Income & Derivatives	Global Markets	Investment Banking	Institutional Equities	Electronic Banking	Institutional Services	Asset Management
<ul style="list-style-type: none"> <li>• Credit Products</li> <li>• FX and Emerging Markets Trading</li> <li>• Commodities</li> <li>• Fixed Income</li> <li>• Municipal Securities</li> <li>• OTC Client Clearing</li> <li>• Rates Trading</li> <li>• Counterparty Portfolio Mgmt.</li> <li>• Securitized Products</li> </ul>	<ul style="list-style-type: none"> <li>• Equity Capital Mkts.</li> <li>• Fixed Income Capital Mkts.</li> <li>• Leveraged Finance</li> <li>• Relationship Lending</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;A Advisory</li> <li>• Capital Raising</li> <li>• Debt Financing</li> <li>• Valuation Services</li> <li>• Restructuring Advisory</li> <li>• Financial Modelling and Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Cash Equities</li> <li>• Derivatives</li> <li>• Futures &amp; Clearing</li> <li>• Investments</li> <li>• Senior Lending</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic Trading</li> </ul>	<ul style="list-style-type: none"> <li>• Equity Research</li> <li>• Prime Brokerage</li> <li>• Corp Finance Advisory</li> <li>• Trading &amp; Execution</li> <li>• Private Placements</li> <li>• IPO Advisory</li> </ul>	<ul style="list-style-type: none"> <li>• Mutual Funds</li> <li>• Exchange Traded Funds</li> <li>• Index Funds</li> <li>• Hedge Funds</li> <li>• Fixed Income Funds</li> <li>• Equity Funds</li> </ul>

Corporate Banking				
Lending	Working Capital Financing	Merchant Services	Deposits, Treasury, & Risk Management	Employee Benefit Solutions
<ul style="list-style-type: none"> <li>• Term Loans</li> <li>• Syndicated Loans</li> <li>• Commercial Real Estate Finance</li> <li>• Project Financing</li> <li>• Capital Markets</li> <li>• Equipment Financing</li> </ul>	<ul style="list-style-type: none"> <li>• Collections</li> <li>• Disbursements</li> <li>• Electronic Funds Transfer</li> <li>• Remote Deposit Capture</li> <li>• Receivables Financing, Factoring</li> <li>• Letters of Credit</li> <li>• Export / Import Financing</li> </ul>	<ul style="list-style-type: none"> <li>• Point of Sale System</li> <li>• E-commerce Payments Gateways</li> <li>• Mobile Payment Solutions</li> <li>• Online Shopping Carts</li> <li>• Recurring Billing Services</li> <li>• Gift Card Loyalty Programs</li> <li>• Multi Currency Solutions</li> <li>• Security and Fraud Prevention</li> </ul>	<ul style="list-style-type: none"> <li>• Integration with Accounting Systems</li> <li>• Electronic Check Services</li> <li>• Contactless and Near-Field Communication Payments</li> <li>• PCI Compliance</li> <li>• Reporting and Analytics</li> <li>• Support and Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>• Retirement Plans</li> <li>• Group Health Insurance</li> <li>• Flexible Savings Accounts</li> <li>• Employee Financial Education</li> <li>• Financial Planning Services</li> <li>• Employee Stock Purchase Plans</li> <li>• Workplace Banking Services</li> <li>• Educational Savings Plans</li> <li>• Housing Assistance</li> </ul>

# Banking Extension cont.

## Credit Card Issuing

### Account Origination

- Credit Score
- Credit Verification
- Know Your Customer
- Sanction Screening
- Establish Credit Limit

### Card Account Servicing

- Card Production
- Activation
- Dispute Resolution
- Customer Statements & Billing
- Customer Receivable Processing

### Transaction Processing

- Authorization
- Settlement
- Reconciliation
- Fraud Detection

### Digital Enablement

- Customer Facing On-Line & Mobile Platforms
- Virtual Cards
- Tokenization
- Electronic Statement Delivery

### Product

- Development
- Internal Approvals
- Legal, Regulatory, and Network Compliance Filings
- Customer Feedback & Continuous Improvement

### Sales & Marketing

- Marketing Analytics
- Advertising /Promotion
- Customer Experience for onboarding
- Post-sales Renewals

## Wealth Management

### Financial Planning

- Comprehensive Financial Plans
- Cash Flow Management
- Debt Management
- Goal Oriented Planning
- Divorce Financial Planning
- Long-Term Care Planning
- Business Succession Planning
- Real Estate Planning

### Brokerage

- Portfolio Management
- Asset Allocation Strategies
- Risk Assessment and Profile
- Investment Research
- Tax Efficient Investing
- Individual Securities Management
- Performance Monitoring

### Corp & Institutional

- Investment Management
- Financial Planning
- Corporate Retirement Plans
- Endowment and Foundation Management
- Risk Management and Insurance
- Alternative Investments
- Institutional Consulting

### Digital Direct

- Online Account Access
- Robo-Advisory Services
- Self Directed Trading
- Automated Rebalancing
- Retirement Planning Tools
- Automatic Deposits
- Mobile Access
- Financial Account Integration

### Retirement Planning

- Retirement Income Projections
- Social Security Optimization
- Pension Planning
- 401k and Employer Plan Guidance
- IRA and Roth IRA Strategies
- Tax-efficient Withdrawal Strategies
- Retirement Income Sources
- Healthcare and Long-Term Planning

### Estate Planning

- Wills and Trusts
- Revocable Living Trusts
- Irrevocable Trusts
- Healthcare Directives
- Beneficiary Designations
- Guardianship Designations
- Estate Liquidity Planning
- Estate Distribution Strategies

### Tax Planning

- Tax-Efficient Investment Strategies
- Tax-Loss Harvesting
- Income Shifting
- Tax-Deferred Investments
- Charitable Giving Strategies
- Alternative Minimum Tax Planning
- Tax Optimization of Business Transactions
- Real Estate Tax Planning

### Risk Mgmt. & Insurance

- Insurance Needs Assessment
- Life, Health, Disability, Long Term Care, Property and Casualty Insurance
- Liability Insurance Review
- Risk Assessment and Recommendations
- Emergency Fund Planning
- Crisis Management Planning

### Alternative Investments

- Portfolio Diversification Strategies
- Private Equity Opportunities
- Hedge Fund Investments
- Real Estate Investments
- Commodities and Natural Resources
- Structure Products
- Venture Capital Investments
- Risk and Return Analysis

### Education Funding

- Education Savings Plan
- Savings Strategies
- Plan Selection
- Tax Considerations
- Cash Flow Analysis
- Scholarship Search Guidance

### Ultra High Net Worth

- Wealth Consolidation
- Financial Reporting and Statements
- Cash Flow Management
- Estate and Trust Administration
- Multi-Generational Wealth Transfer
- Family Governance Structure
- Investment Advisory
- Legacy and succession planning

### Philanthropic Services

- Strategy Development
- Mission and Vision Definition
- Charitable giving plans
- Grantmaking guidance
- Charitable Tax Strategies
- Capacity Building
- Family Philanthropy Consultation

# Insurance Extension

## BUSINESS APPLICATION SERVICES

### Insurance Industry Application Services



### Who is the customer:

- Insured
- Channels
- Advisors (Retirement Products)
- Plan Sponsors (Group Products)

- Insured
- Third-party Administrators

- Insured

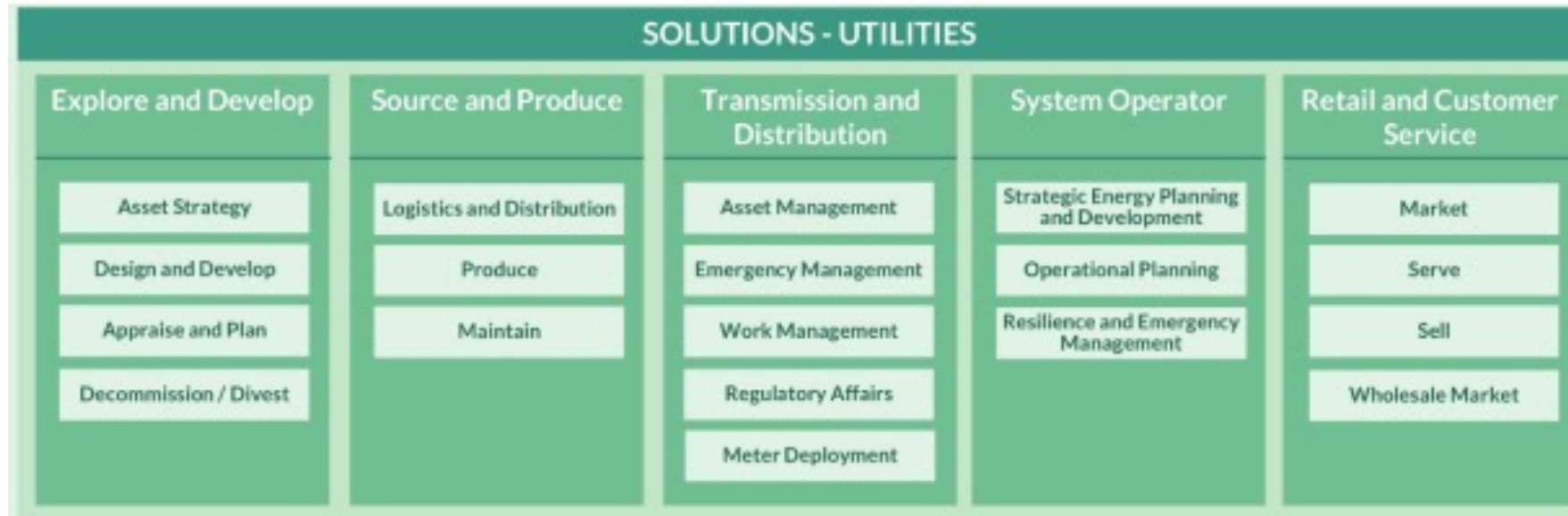
- Insured
- Plan Sponsors/Participants/Advisors (Group Products)

- Insured (Retirement Products)
- Investment Management Function

### Shared Application Service



# Utilities Extension



# Migration

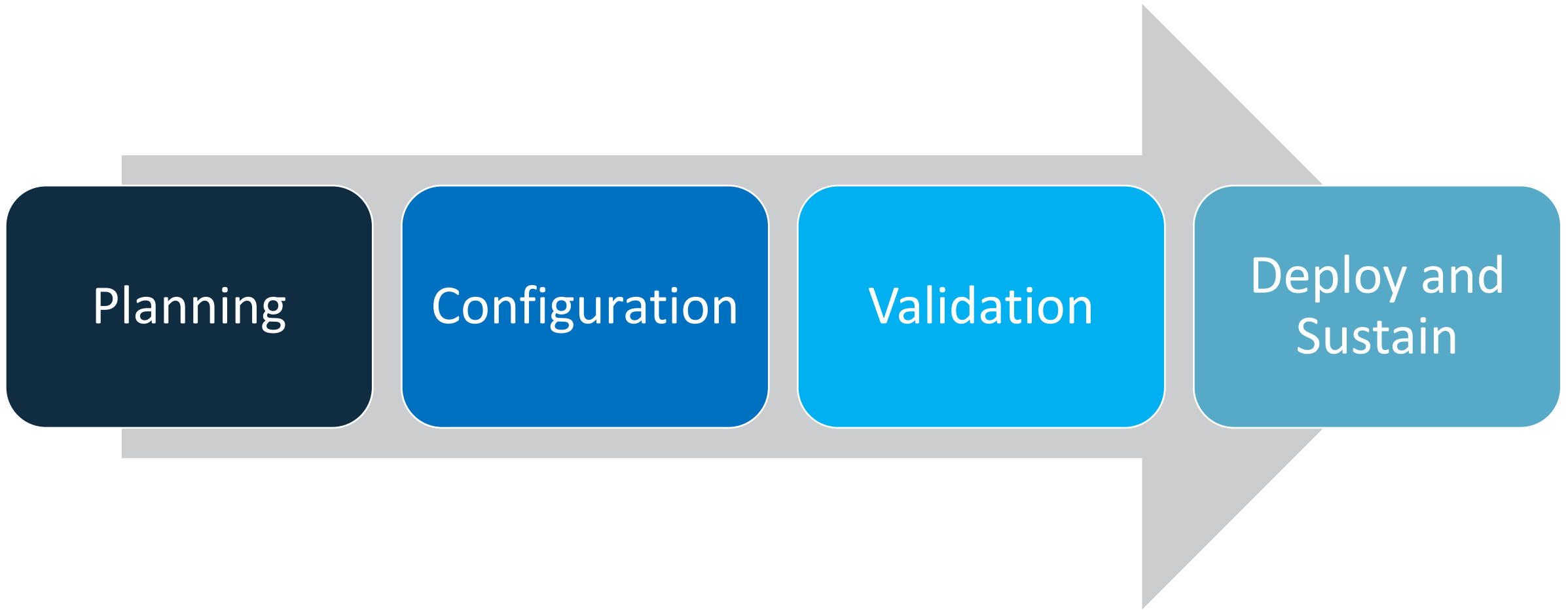
How do I move to Taxonomy version 5?

# Migrations

- How to migrate
- Resources
- Tools to support migration
- Best practices



# Migration Outline



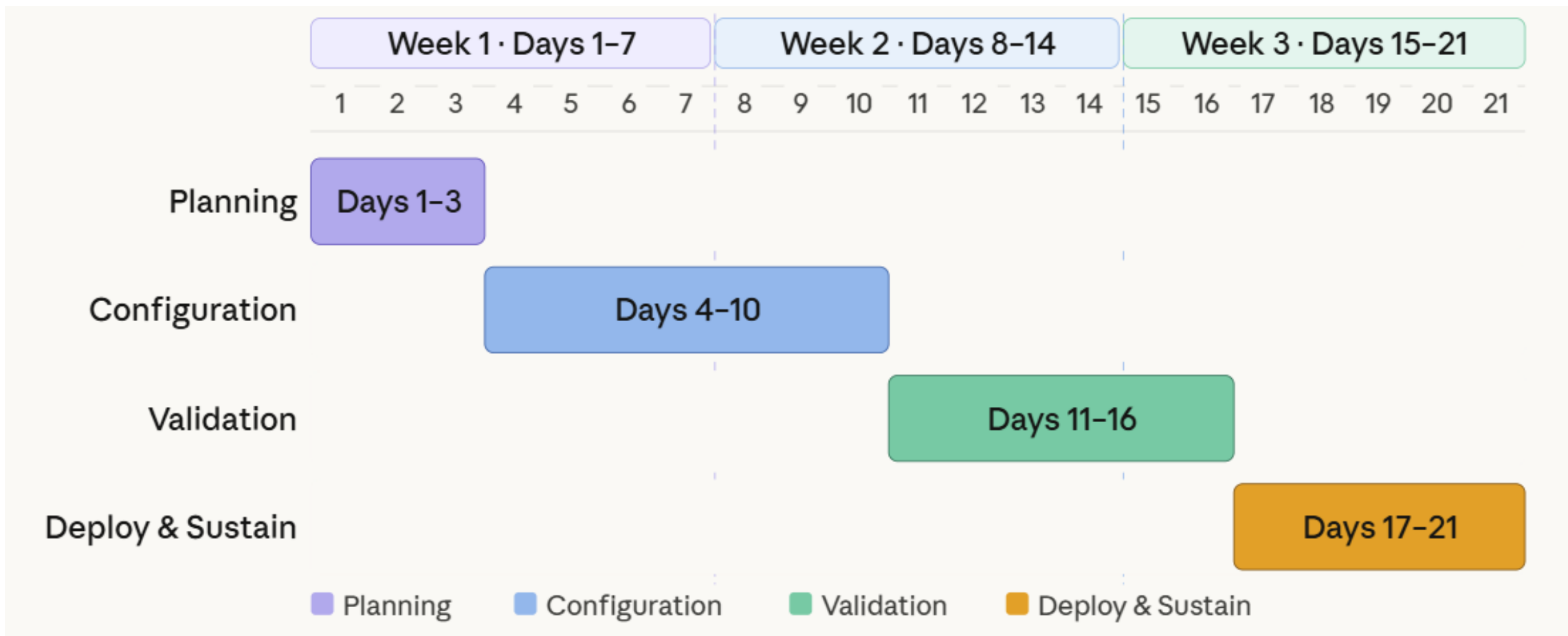
# Resources



<https://www.tbmcouncil.org/learn-tbm/tbm-modeling/taxonomy-migration/>

# Planning

# Example Month End Plan



# Inventory and Impact Assessment

- Categorize each place where the taxonomy term is used

Item	System	Layer	Purpose	Impact	Action needed	Owner
Account to Cost Pool Mapping	Apptio	Financials	Cost Pool Assignment	High	Re-map to v5 Cost Pools	TBM Analyst
App TCO KPI	Tableau	Solution	Application (solution)	Med	Reclassify under Services	TBM Analyst
Cost Source Pre Master	Apptio	Financials	Is Labor formula	High	Update configuration to be Staffing cost pool	TBM Analyst
Project to Tower Allocations	Clarity	Tower	Allocate project spend to towers	High	Split to Application + Data	PMO Team
Labor Allocations	Apptio	Labor	Allocations for internal external labor	High	Update logic to be Internal Labor and Staff Augmentation	TBM Analyst
Product VP showback Report	Apptio	Consumer	Business Unit	High	Add Value Streams dimension	TBM Analyst
SaaS vendor ETL	Data Lake	Cost Pool	Outside Services → SaaS	Low	Map to Software & SaaS pool	Data Eng
Security & Comp. dashboard	Power BI	Tower	Security & Compliance	High	Split: Security / Risk & Compliance	CISO team
Service Catalog	Data Lake	Solution	Solutions list	Low	Update solutions to mirror V5 out of the box solutions	TBM Analyst

# Map to V5 Attributes

V4 Name	Layer	V5 Name	Relationship	Migration Notes
Internal Labor	Cost Pool	Staffing → Internal Labor	1 to 1	Rename only; sub-pools unchanged
External Labor	Cost Pool	Staffing → Staff Augmentation	1 to 1	T&M contractors included; consulting excluded
Outside Services (cloud)	Cost Pool	Cloud Services → Cloud Service Provider	Split	IaaS + PaaS only; SaaS in Software & SaaS
Platform tower	Tower	Application + Data + Smart Devices	1 to 3	Map by function: app dev→App, data platforms→Data, IoT→Smart Devices
Output tower	Tower	Retired	Removed	Map outputs to End User or Delivery as appropriate
Security & Compliance	Tower	Security + Risk & Compliance	1 to 2	Cybersecurity/DR → Security; Audit/Risk → Risk & Compliance
Application (solution type)	Solution	Products or Services + App Hosting	Restructure	Applications no longer standalone; host under relevant service
Business Layer	Consumer	Consumer Layer	1 to 1	Rename only; add Value Streams, Digital Services
Business Unit	Consumer	Business Functions & Capabilities	1 to 1	Retain existing mappings; add Value Stream as parallel dimension
— (none)	Tower	Smart Devices (new)	New	Classify IoT, OT, SCADA, edge devices here
— (none)	Solution	Artificial Intelligence (new)	New	5 categories: Agentic, Generative, Interpretive, Predictive, Prescriptive
— (none)	Solution	Sustainability & ESG (new)	New	Carbon Accounting, ESG Data Integration, Supplier Sustainability, Dashboarding

# Configuration

# Approach Within Apptio



# Best Practices and Pitfalls

- ❓ Ask the question, why do you want migrate to V5?
- ❓ Do you need all of V5 now to accomplish your goals?



# Configuration Reminders

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- ✓ Always validate against the final reports
- ✓ Version configuration
- ✓ Leverage lineage and usage report to identify impacts
- ✓ Consider opening a branch and run parallel models

# Validation

# Validation Best Practices

- ✓ Review the model allocations and reporting
- ✓ Have more than one person perform validation
- ✓ Review reporting in multiple time periods



# Deploy and Sustain

# Best Practices

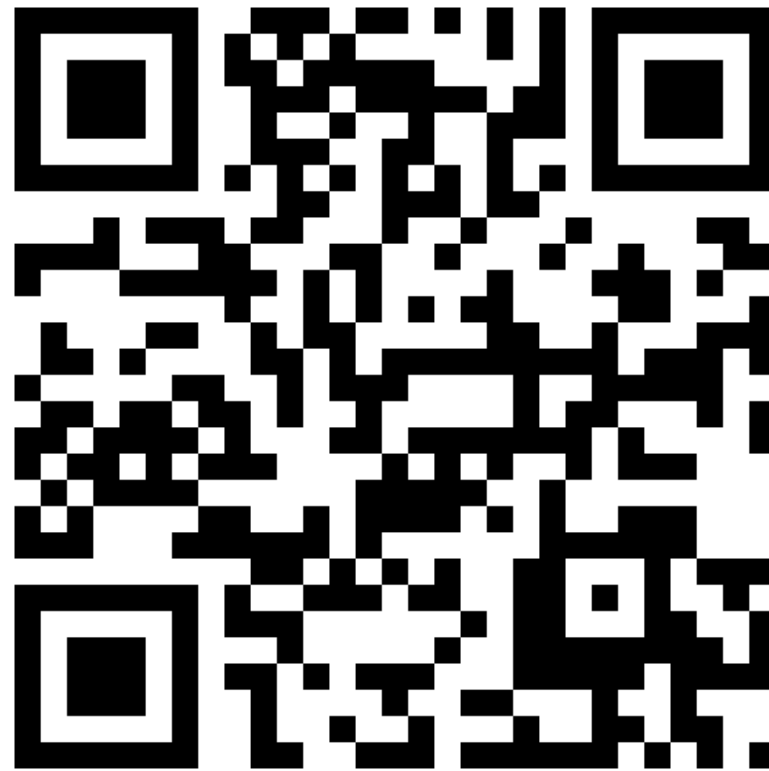
- ✓ Prepare end users with expected changes and expected benefits with the uplift to V5
- ✓ Document notes on each release
- ✓ Monitor feedback loops for additional changes
- ✓ Monitor fallout and validation reporting for updates





# Surveys

Please take a few moments to fill out the class survey.  
Your feedback is extremely important for future events.



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- Access your account at [pmi.org](http://pmi.org)
- Click on **Certifications**
- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
- Course **Description**
- Date Started = **Today's Date**
- Date Completed = **Today's Date**
- Hours Completed = **1 PDU per hour of class time**
- Training classes = **Technical**
- Click on **I agree** and **Submit**



Let us know how we can improve!  
Don't forget to fill out the class survey.



### Phone

888.813.0444



### Email

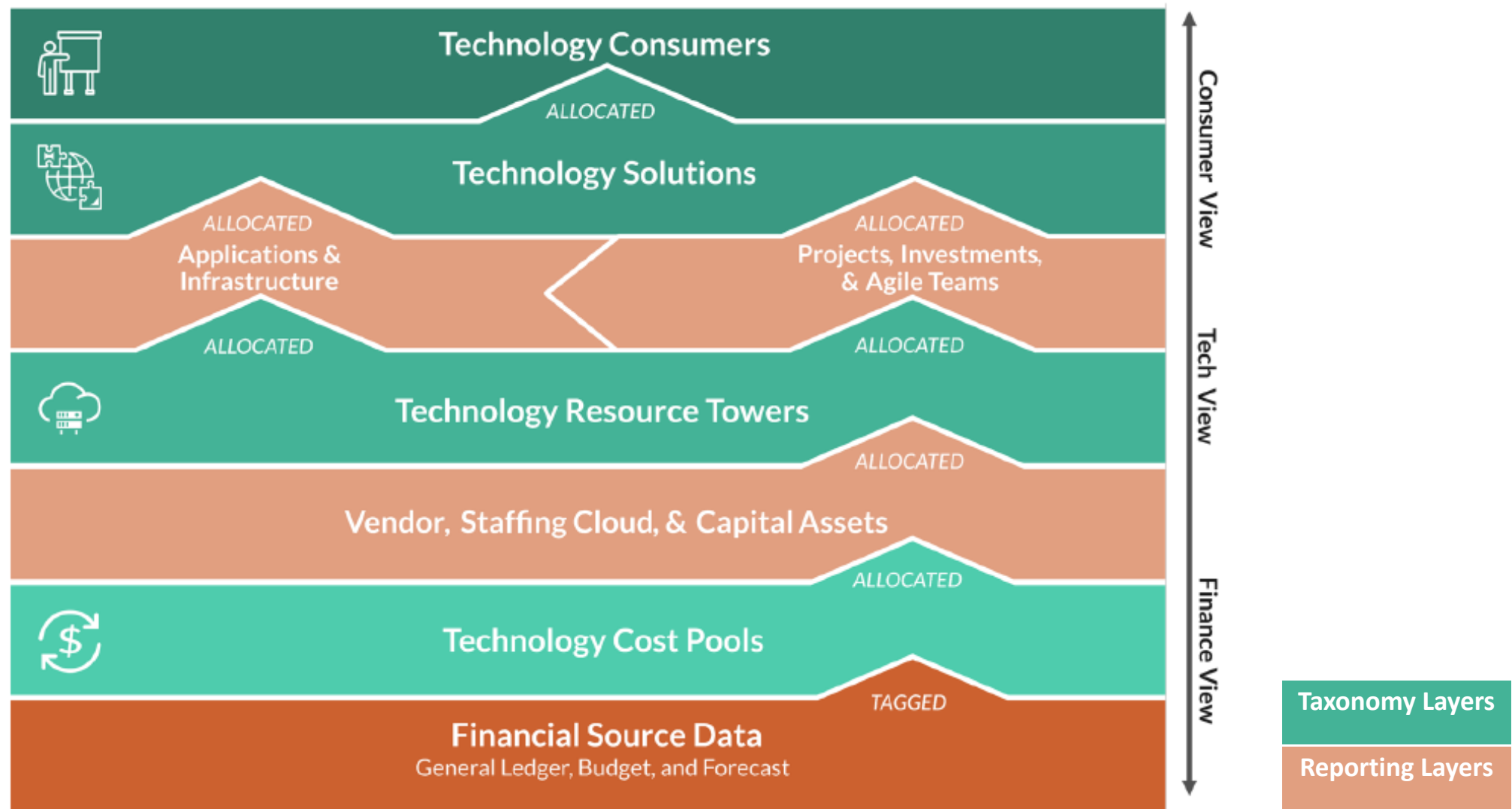
[info@regoconsulting.com](mailto:info@regoconsulting.com)



### Website

[www.regouniversity.com](http://www.regouniversity.com)

# Conceptual Model



# TOWERS (v4.1)

DATA CENTER	COMPUTE	STORAGE	NETWORK	PLATFORM	OUTPUT	END USER	APPLICATION	DELIVERY	SECURITY & COMPLIANCE	IT MANAGEMENT
Enterprise Data Center	Servers	Online Storage	LAN/WAN	Database	Central Print	Workspace	Application Development	IT Service Management	Security	IT Management & Strategic Planning
Other Facilities	Unix	Offline Storage	Voice	Mainframe Database		Mobile Devices	Application Support & Operations	Operations Center	Compliance	Enterprise Architecture
	Midrange	Mainframe Online Storage	Transport	Middleware		End User Software	Business Software	Program, Product & Project Management	Disaster Recovery	IT Finance
	Converged Infrastructure	Mainframe Offline Storage		Mainframe Middleware		Network Printers		Client Management		IT Vendor Management
	Mainframe			Container Orchestration		Conferencing & AV				IT Human Capital Management
	High Performance Computing			Big Data		IT Help Desk				Data Management
				Data Operations		Deskside Support				