



Shifting to Product-Centric Funding with Apptio and Targetprocess

Your Guides:



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Today we'll explore why organizations are shifting from **project** to **product** funding, what changes in practice, and how Apptio + Targetprocess enable this shift.



Agenda

- The Case for Product-Centric Funding
- What Changes?
- Introducing Apptio + Targetprocess
- Demo
- Takeaways

A quick poll:



How many of you are considering shifting to a Product operating model?



How many have started the transition?

Why Shifting to Product-Centric Funding Matters



Organizations face increasing pressure to be fast, adaptable, and to realize value.





Traditional project funding struggles with:

- Long planning cycles
- Rigid budgets
- Misalignment between investment and outcomes
- Difficulty sustaining products after “project end”

What's Driving the Shift

Digital products require continuous investment, not one-time projects.

Organizations need:

-  Faster decision cycles
-  Better alignment between spend and customer value
-  Transparency into cost of products, not projects
-  Ability to pivot without re-budgeting entire initiatives

Key Differences: Project vs. Product Funding

Project Funding	Product Funding
Temporary Teams	Persistent teams
Scope-based	Outcome-based
Budget tied to deliverables	Budget tied to product lifecycle and outcomes
Success = on time/on budget	Success = value delivery and adoption
Work ends	Work evolves

What Changes?



What Changes When You Shift to Product Funding



Changes in Planning

- Move from annual project plans → rolling product roadmaps
- Prioritization becomes continuous, not annual
- Capacity becomes the constraint, not budget line items

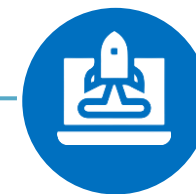


Changes in Governance

Governance shifts from *approving projects* → *evaluating product performance and ROI*

Metrics evolve:

- Customer value
- Product health
- Cost per product
- Maintenance cost of products
- Investment mix across portfolios



Changes in Execution

- Teams become long-lived, cross-functional
- Work is managed in backlogs, not project plans
- Funding supports flow, not fixed scope

Key Points



You don't eliminate projects — you eliminate project funding as the primary mechanism



Teams can pivot quickly on new opportunities



Governance becomes lighter but more frequent



Teams gain autonomy because funding is stable

Introducing Apptio and Targetprocess

Introducing Apptio and Targetprocess



Why These Tools Together

- **Apptio:** financial transparency, cost modeling, investment planning
- **Targetprocess:** work management, product roadmapping, portfolio visibility
- **Combined:** a closed loop between funding → planning → execution → outcomes



Key Capabilities to Highlight

- Mapping costs to products and value streams
- Aligning teams, work, and spend
- Scenario planning for investment decisions
- Real-time visibility into product performance and financials

Demonstration

Let Rego be your guide.

Organizational Impacts and Best Practices

What Leaders Need to Do

- Shift governance to outcome-based reviews
- Empower product managers with budget accountability
- Invest in stable, persistent teams

What Product Managers/Owners Need to Do

- Define clear product outcomes and KPIs
- Maintain rolling roadmaps
- Partner closely with finance and technology

What PMO and Practitioners Need to Do

- Evolve from project tracking → product performance management
- Support capacity-based planning
- Help teams adopt flow-based execution

Key Takeaways

- Product funding aligns money with value
- Apptio + Targetprocess provides the visibility and structure to make it real
- The shift is as much about mindset as mechanics

Final Thought:

“Organizations that fund products instead of projects don’t just deliver faster — they learn faster.”

Surveys

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



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