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Apptio • Targetprocess • Cloudability

TBM Data Foundations: Getting the Right Data in Place

Your Guides:

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Agenda

This session focuses on the core data foundations required for a successful Apptio Cost Model implementation. Attendees will learn what data is truly required versus optional, common data readiness challenges, and how to phase data onboarding to avoid rework. The discussion emphasizes data ownership, governance basics, and practical strategies for setting up Apptio for long-term success.

- TBM Model Overview and Data Basics
- How data is transformed in Apptio
- Layer-by-layer walkthrough
  - What data is needed? How to read Apptio Data Advisor
  - Allocation approaches (Crawl, Walk, Run)
  - Common issues and pro tips

TBM Model Overview and Data Basics

Principles for Success

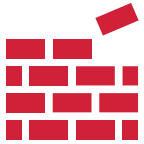
Keep the following principles in mind when evaluating data requirements:

Be Purpose Driven

Don't gather data for the sake of it or "because one day we may need it."

Best Practices:

- Gather data that supports your use case.
- Consider data needed for future use cases identified in roadmap.
- Log data sources that are available but not needed yet.



Improve Incrementally

Incrementally improve from:
good → better → best

Best Practices:

- Develop trust in the numbers; use common sense and explainable logic.
- Be transparent about data quality.
- Work through internal governance to improve low quality data sources.

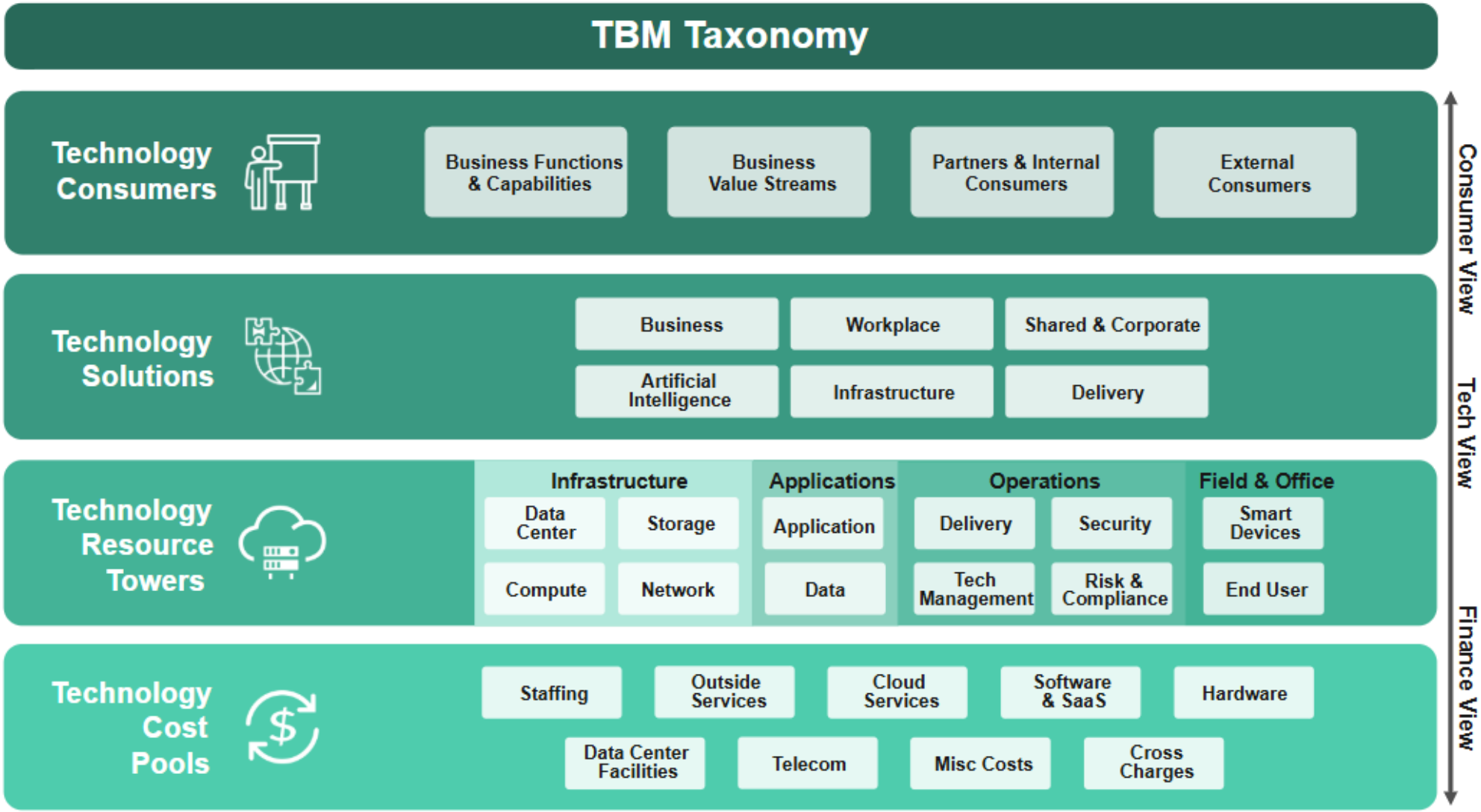
Maintain the Data

Every dataset pulled into your model must be updated, understood, and maintained.

Best Practices:

- Document data sources, update frequency, and dependencies.
- Identify data owners and validation processes.
- Ensure TBM Office understands how data is used and impacts the model.

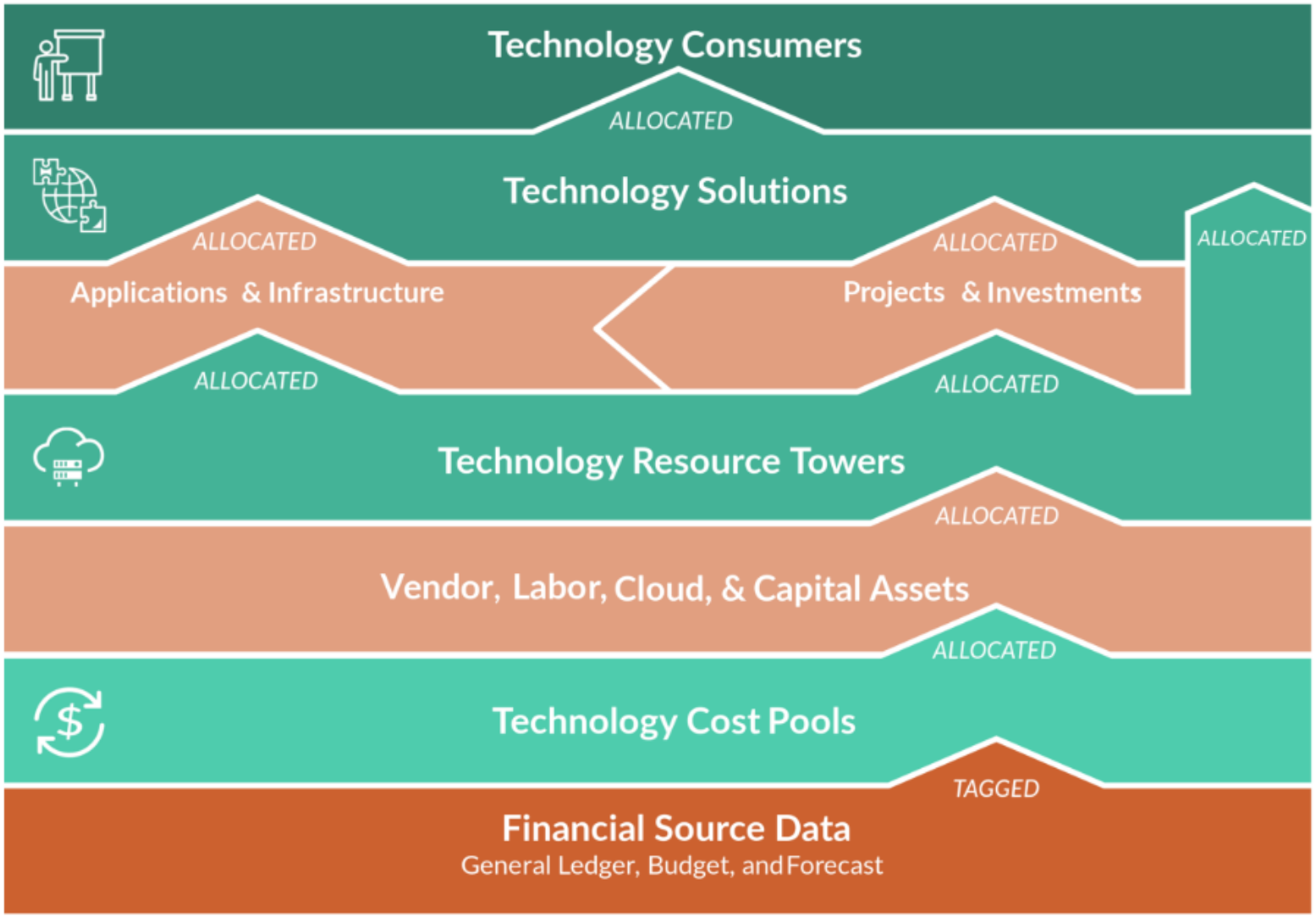
TBM Taxonomy Version 5



Conceptual Model

Taxonomy Layers

Reporting Layers



Consumer View

Tech View

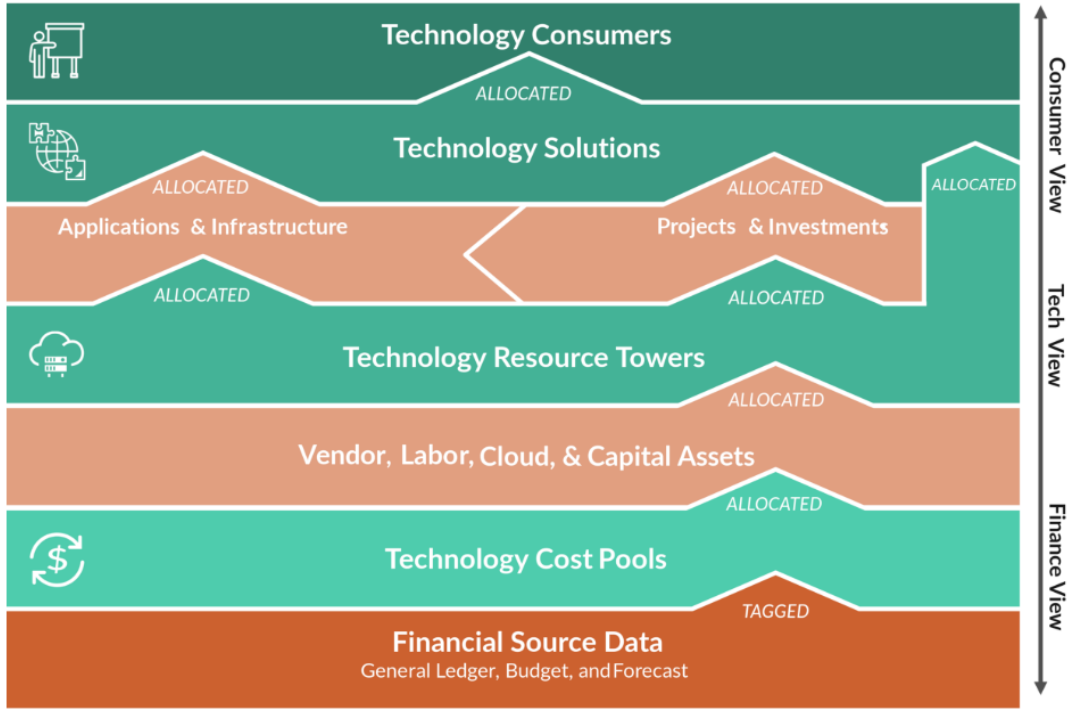
Finance View

Apptio Data Source

Business Unit Allocation Master Data	
All Business Services	
Applications Master Data, Servers Master Data, Projects Master Data	
IT Resource Towers Master Data	
Vendor Master Data, Labor Master Data, Cloud Service Provider, Fixed Assets Master	
Cost Source Master Data	

Financial Source and Cost Pools

Financial Layer Data



Cost Source Master Data

Foundational

- General Ledger Actuals - and/or
- Budget – and/or
- Forecast

Data Enrichment

- Chart of Accounts
- Department Hierarchy

Allocation

- Mapping of accounts to cost pools

Financial Base: Data Maturity Evolution

Crawl

- Model one financial source (budget, forecast or actuals).
- Map accounts to cost pools.

Walk

- Model two financial sources (budget, forecast or actuals).
- Migrate financial reporting out of Excel.

Run

- Model all financial sources (budget, forecast and actuals).
- Financial processes fully automated.

Apptio Data Advisor (Snapshot)

Component	Master Data Set	Field	Internal Field Name	Description	Common Source Data	Required	Effect If Missing	Expected Values
cost source	chart							
CTF- Cost Source	Chart of Accounts Master Data	Account		The Account from the general ledger that is used to collect and store amounts. Account is the identification code used in the GL.	ERP GL, Corporate Performance Managemen	Required	Reporting	
CTF- Cost Source	Chart of Accounts Master Data	Account Description		The name of the account from the general ledger.	ERP GL, Corporate Performance Managemen	Required	Reporting	
CTF- Cost Source	Chart of Accounts Master Data	Account Group		The top level hierarchical grouping of accounts in the general ledger. Out of box, Apptio supports three tiers: Account Group, Account Sub-Group, Account	ERP GL, Corporate Performance Managemen	Optional	Reporting	
CTF- Cost Source	Chart of Accounts Master Data	Account Subgroup		The second-level, hierarchical grouping of accounts in the general ledger. Out of box, Apptio supports three tiers: Account Group, Account Sub-Group, Account	ERP GL, Corporate Performance Managemen	Optional	Reporting	

Data Considerations at Financial Source

Cost Center Hierarchy

- **Cost Center** - A cost center is a department or "subunit" of a company that is responsible for its costs.
- **Cost Center Owner** - The primary person most directly responsible for costs in the Cost Center.
- **Department** - The department responsible for the financial budget, commitment, obligation and expenditures.
- **Owner** - The IT leaders who are ultimately responsible for the Cost Center(s) under their scope of authority.

Expenditure Attributes

- **Fixed Variable** - Designates whether the account or specific expenditure is categorized as a fixed or variable cost.
- **Discretionary Non-Discretionary** - Designates whether the account or expenditure is categorized as a discretionary or non-discretionary cost.
- **Spend Type** - The investment categorization of the IT expenditure or budget. Valid values are typically either Run/Change the Business (RTB, CTB)or Run/Grow/Transform the Business (RTB, GTB, TTB).

Project Attributes

- **Project ID** - The project code or identifier as defined by the project portfolio management and other systems.
- **Project Name** - A unique name for the project.
- **Program** - Project-related metadata that names the program to which the project is related - this field is ignored when Is Project = false.

What We See in the Real World

Common Data Issues

- Missing vendors in actuals data.
- Too heavy of reliance on secondary data sources. Work with partners on data governance within source systems.
- Reluctance to use imperfect data.

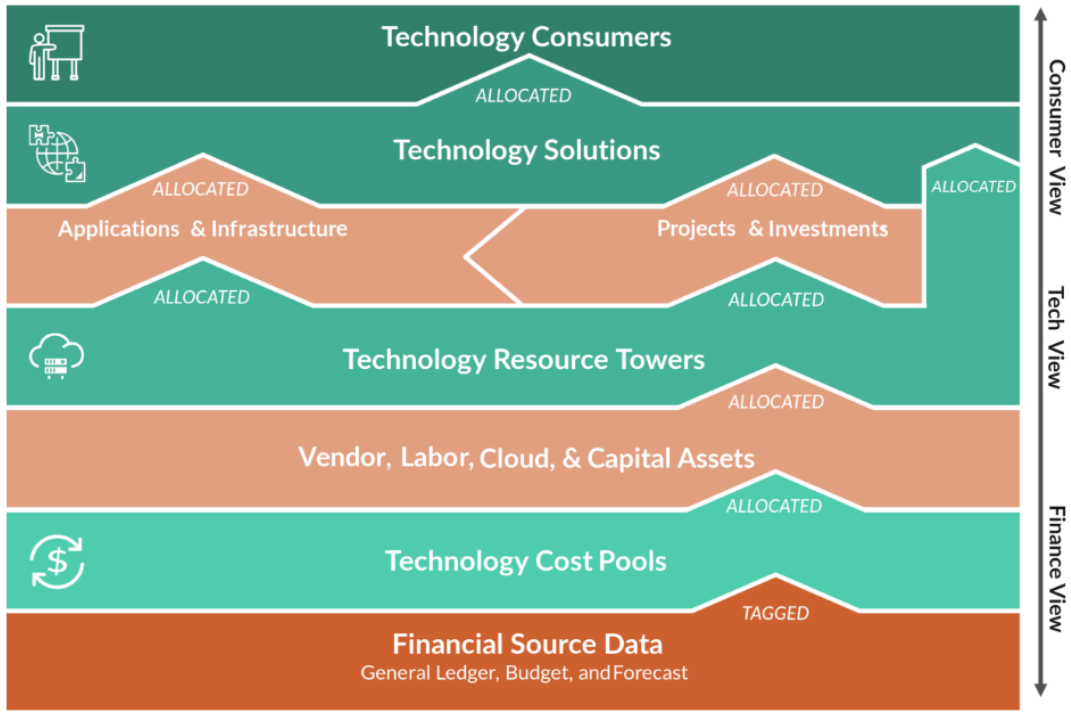
Pro Tips

- Use a “hide and rename” step in the transform pipelines to “hide” unused columns.
- Keep a glossary of terms (TBM Office) to “translate” fields between source system and Apptio terms.
- In product documentation of data decisions (what the file is, purpose).

Financial Reporting Objects

Vendors, Staffing, Cloud, and Fixed Assets

Financial Reporting Objects



Vendor, Labor, Cloud, & Capital Assets

ALLOCATED

Vendor Master Data, Labor Master Data, Cloud Service Provider, Fixed Assets Master Data

Foundational

- Labor Roster
- Vendor List
- Fixed Assets
- Project Data

Data Enrichment

- Labor Timekeeping or Agile Team Data
- Vendor Metadata
- Cloud Usage Imports

Allocation

- Allocate GL salaries to labor
- Allocate contract spend to vendors
- Allocate depreciation or capital spend

Financial Reporting: Data Maturity Evolution

Crawl

- Labor allocation by cost center percentage.
- Vendor allocation by vendor name.
- Cloud spend included as lump sum by provider name.
- Depreciation not allocated at this time.

Walk

- Labor allocation to internal employees by role.
- Vendor allocation by contract details.
- Cloud allocation by provider by usage data.
- Depreciation allocation by asset type percentages.

Run

- Labor allocation by time tracking or agile team.
- Vendor allocation by purchase order.
- Cloud allocation enriched with project, app & service tags.
- Depreciation allocation by asset via amounts in register.

What We See in the Real World

Common Data Issues

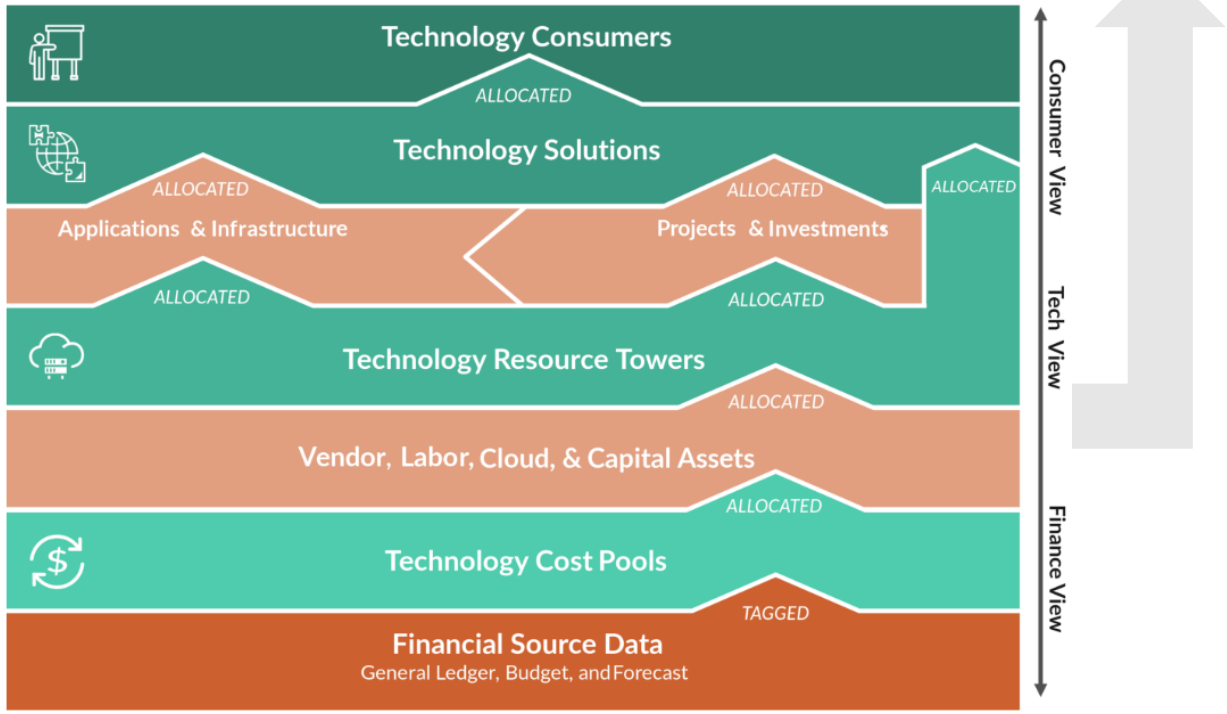
- Missing external labor roster.
- Large amounts to vendor resellers is not usable.
- Fixed asset data outdated or unavailable.
- Inconsistent time-tracking data.

Pro Tips

- Develop trust in the numbers early. Use common sense and explainable logic.
- Be transparent about data quality; be intentional and specific about what is consumable for decision-making.
- Work through internal governance to improve low-quality data sources.

Technology Resource Towers

Technology Resources Data



Foundational

- Resource Towers List

Data Enrichment

- Tower Metadata
- Cloud Spend Details
- Infrastructure Data (CMDB)

Allocation

- Cost Centers to Towers
- Vendors, Staff, Cloud, and Fixed Assets to Towers

Towers Data: Maturity Evolution

Crawl

- Cost Center Survey – directionally correct percentage spread to Towers.
- Optional: map to Towers only.
- First pass done by TBM Office or IT Finance.

Walk

- Refined mapping with separate logic for labor vs. non-labor.
- Map to Towers and Sub-Towers
- Validated with cost center owners.

Run

- Granular mapping to Towers and Sub-Towers using multiple attributes (labor, cloud, vendor, contracts, PO's, etc.).
- Mapping done via automated logic, TBM Office SOP for fallout.
- Unit economics.

What We See in the Real World

Common Data Issues

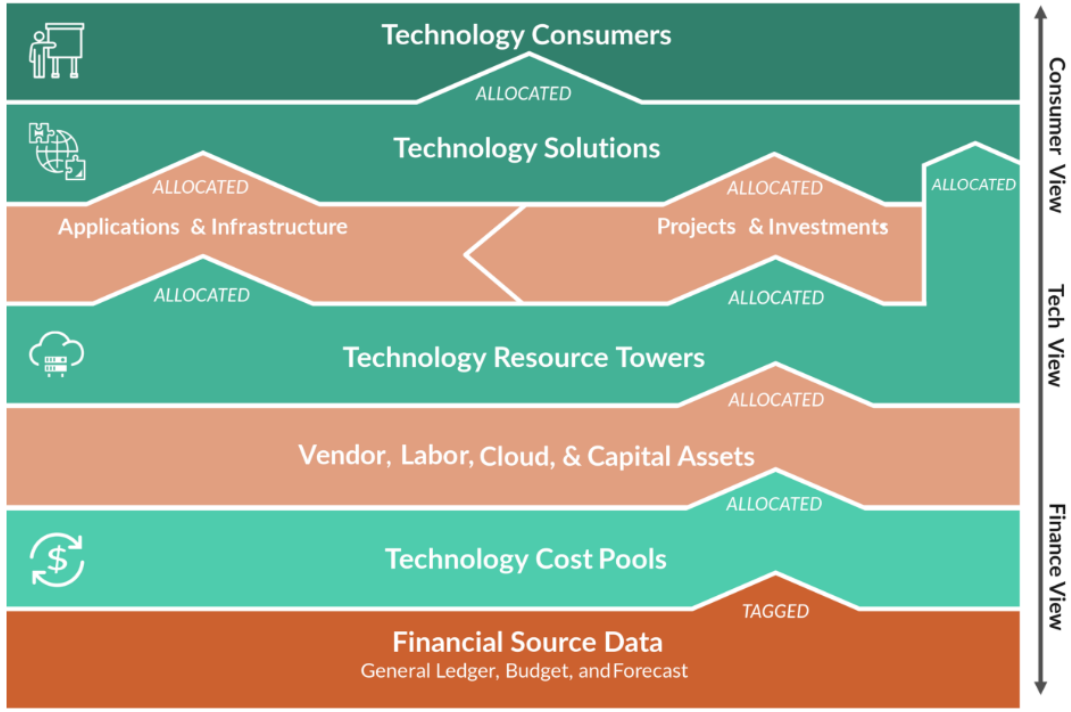
- CMDB data lacks relationships.
- Incomplete cloud tagging.
- Staying at assumptive cost center survey too long can lead to mistrust in the numbers.

Pro Tips

- Be upfront about data quality.
- Be strategic about which areas to improve next (highest impact, lowest effort, and align to priorities via governance committee).

App TCO and Solutions

Solutions Layer



Foundational

- Application List
- Service Catalog or Business Capabilities

Data Enrichment

- Solutions Metadata

Allocation

- Infrastructure Domain Towers to Infrastructure Portfolio then onto Applications.
- Application Domain towers to App Portfolio, then to Solutions
- All remaining to Solutions

Solutions Data: Maturity Evolution

Crawl

- Infrastructure allocation by asset types available in CMDB.
- Application allocation by licensing only.
- Solutions allocation to solutions taxonomy categories.

Walk

- Infrastructure allocation enriched with units of measure.
- Application allocation by licensing and labor.
- Solutions allocation to an incomplete service catalog or product portfolio.

Run

- Infrastructure allocations enriched with CSDM and passed to applications.
- Application allocation by licensing, labor (support and development), and tickets.
- Solution allocation to complete service catalog or product portfolio.

What We See in the Real World

Common Data Issues

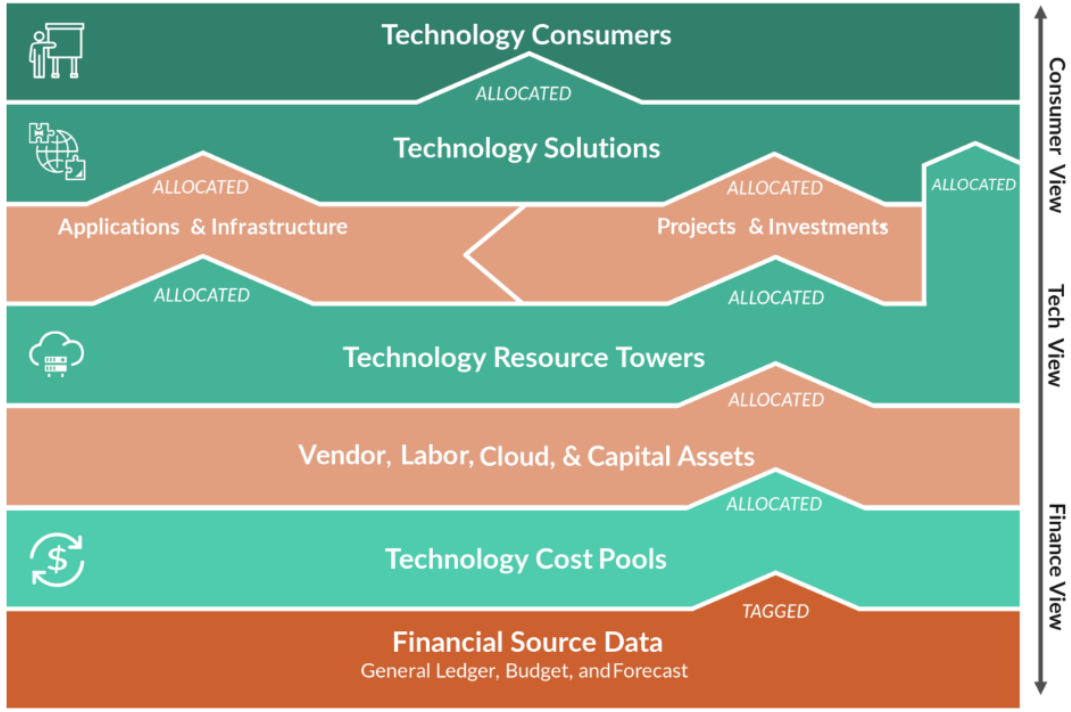
- Incomplete application list. Missing applications, and incomplete or out of date details.
- No service catalog.
- Lack of consumption data.
- Confusion around tools being considered services.

Pro Tips

- Work with governance committee and leadership on use case. Set clear expectations for data usage.
- Work with infrastructure and application leads early and often. Find “what’s in it for them.”
- Be upfront about data quality.

Tech Consumers

Technology Consumers Data



Financial Source Data
General Ledger, Budget, and Forecast

Foundational
- Consumer List

Data Enrichment
- Consumer Metadata

Allocation
- Allocate solutions to consumers

Tech Consumers Data: Maturity Evolution

- Allocate solutions by headcount or revenue.
- Showback by solutions categories and applications.

- Allocate by blend of cost drivers (direct and indirect).
- Showback by solution names and applications.
- Consumers recognize solution names.

- Allocate by blend of cost drivers (direct and indirect) with easily explainable logic.
- Showback (or chargeback) by solutions categories and applications
- Data enriched with discretionary / non-discretionary attributes to present levers and tradeoffs.

What We See in the Real World

Common Data Issues

- Lack of consumption data.

Pro Tips

- Work with governance committee, leadership and pilot business areas on reports.
- Temporarily forget everything you know about the numbers and put yourself in their shoes. Look with fresh eyes – can you understand the showback / chargeback?

Questions?

Surveys

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

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