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Technology Resource Towers: Purpose, Value, and Practical Tips

Your Guides:

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Agenda

This session will guide you through the Technology Resource Tower layer.

You'll learn intended value, best practices, and common pitfalls.

Our focus is on actionable steps to unlock greater Technology Business Management (TBM) value and impact, and drive outcomes that resonate within your organization.

- Purpose
- Value
- Allocation Methods
- Best Practices (and common pitfalls to avoid)

Purpose

What function do Technology Resource Towers serve?

Purpose

Towers provide a functional, technology-centric view of spend, answering questions like:

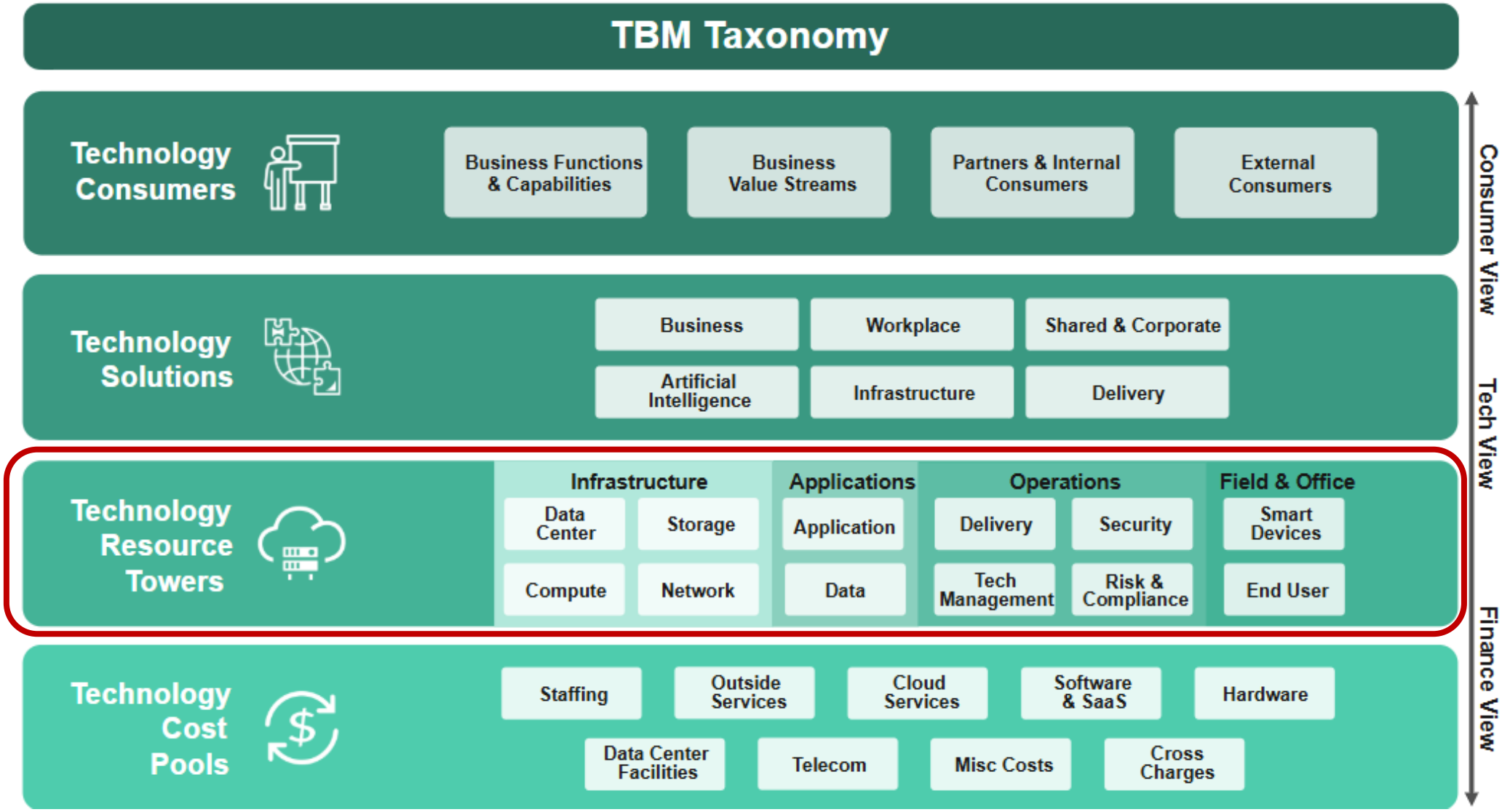
"Where and how are we using our technology resources?"

Rather than:

"What did we buy?" (Cost Pools)

or

"What business value does it deliver?" (Solutions)



Technology Resource Towers

INFRASTRUCTURE				APPLICATION		OPERATIONS				FIELD & OFFICE	
Data Center	Storage	Compute	Network	Application	Data	Delivery	Tech Management	Security	Risk & Compliance	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	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
	AI Storage	AI Compute	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							

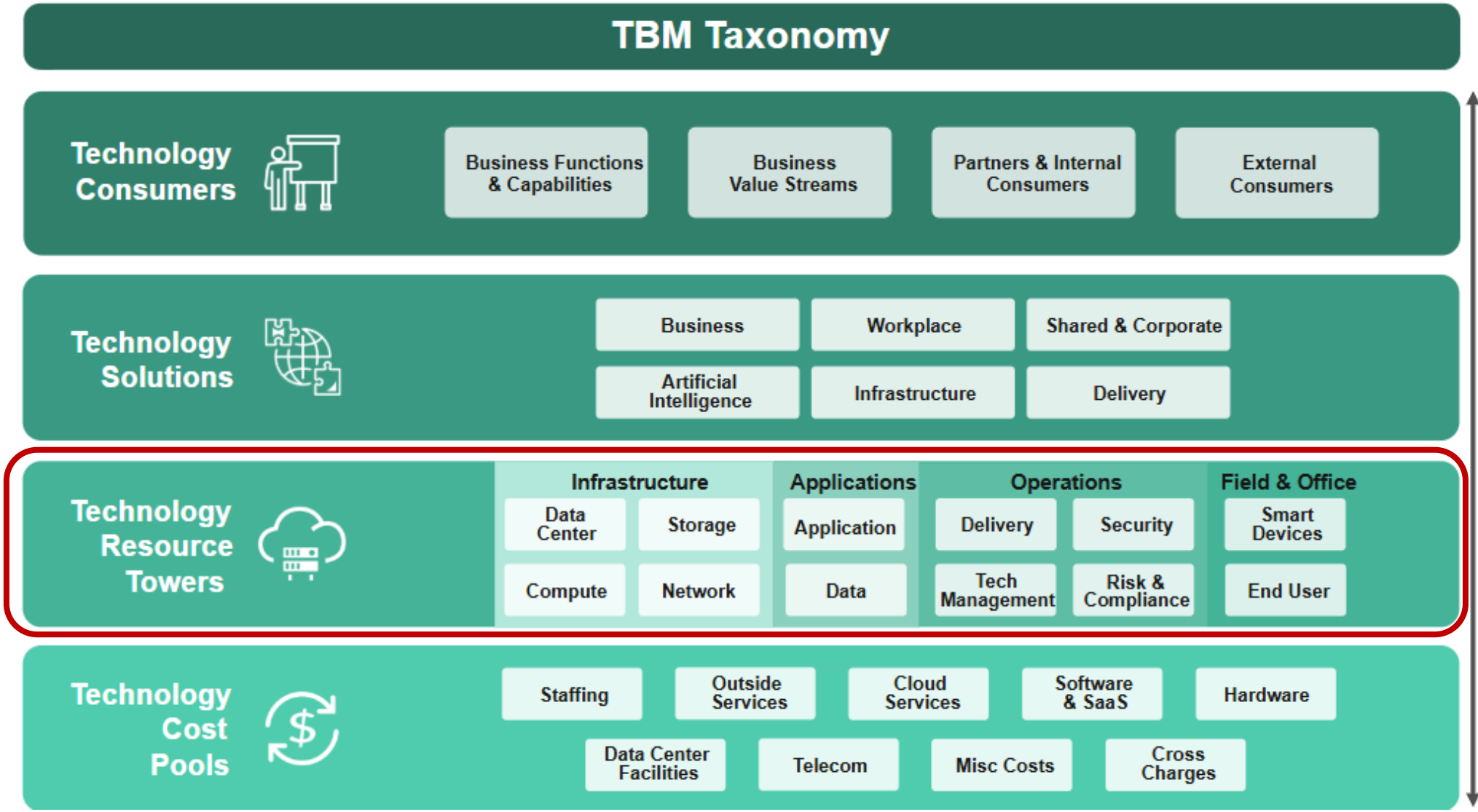
Why Are Towers Hard to Grasp?

Consumers are our business.

Solutions are grounded in a service catalog or product portfolio.

Towers can feel abstract because they are uniquely TBM.

Cost pools are grounded in the GL.



Why Do We Need **Two** Layers in the Tech View?

Where and how are we using our resources?

What business value does it deliver?

Value

What benefits do Technology Resource Towers provide?

Modeling and Process Benefits

TBM Model Benefits

Functional Visibility
You see spend by purpose (e.g., “Compute” vs. just “hardware + labor + cloud”), not just accounting type.

Building Blocks
Create fair, consumption-based allocations from Towers to solutions.

Service-Level Insights and TCO
Allocate infrastructure costs accurately to applications, platforms, or digital products. Service level reports provide cost drivers.

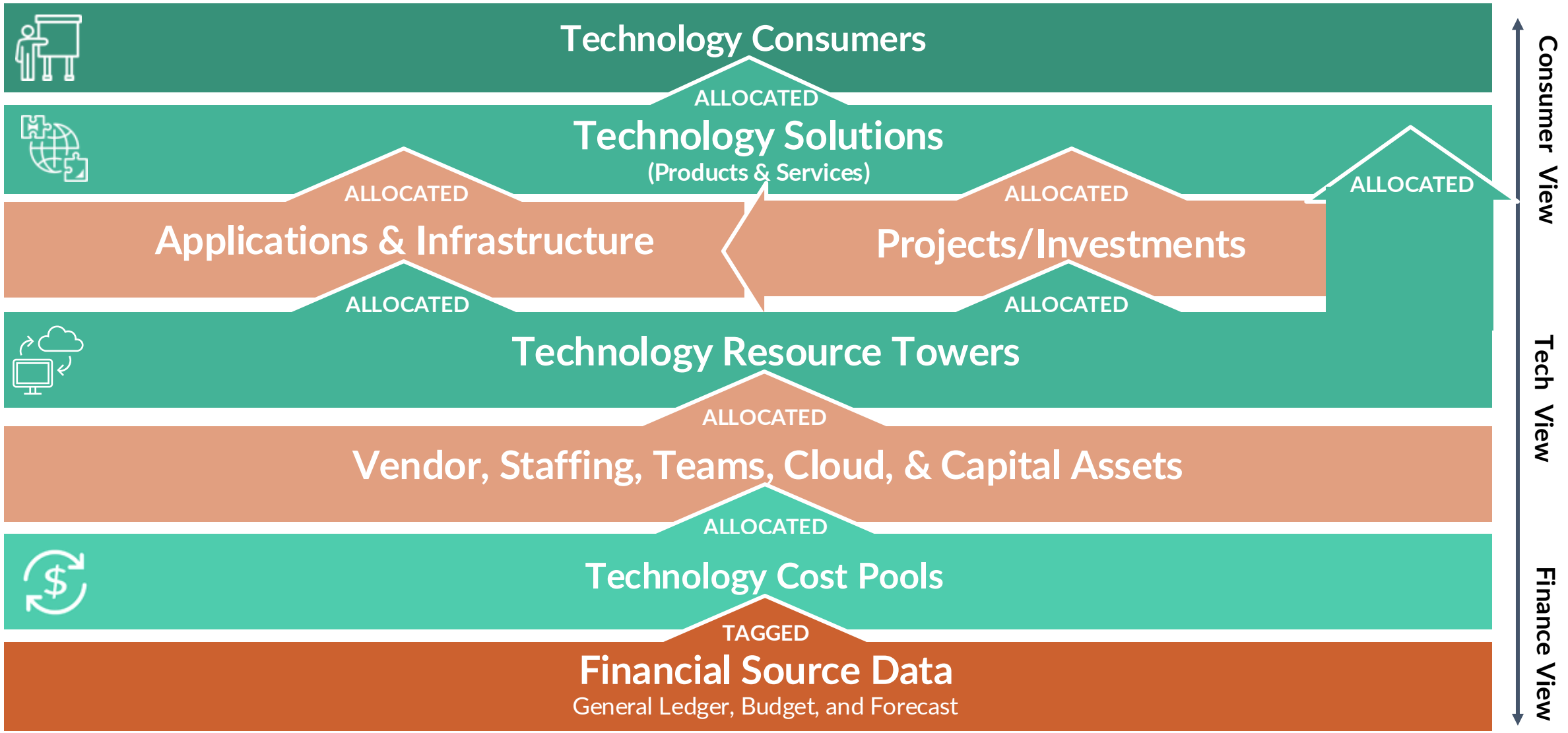
TBM Process Benefits

Benchmarking
Compare your Compute spend internally (across time) or externally (against industry peers).

Optimization & Planning
Identify cloud migration impact, rationalize apps, forecast AI investments, or run what-if scenarios.

Value Conversations
This layer empowers conversations around value for money, demand shaping, and resource governance.

Conceptual Model



Questions We Can Answer with Towers

1. How does our compute spend compare to industry peers, and where can we optimize?

2. Is our end user spend efficient? How does it vary by geography or business unit?

3. What portion of spend is going to application-related resources (development, support, middleware), and is it too high relative to innovation goals?

4. How much are we spending on AI-specific resources (e.g., AI compute, AI storage, AI models), and is it aligned with our strategic priorities?

5. Are we over-investing in legacy infrastructure (e.g., data center vs. cloud compute/storage), and what's the migration impact?

6. What's our true unit cost for key infrastructure elements (e.g., cost per VM, per GB storage, per transaction)?

7. How are labor costs distributed across Towers (e.g., how much developer time in application vs. ops in delivery/end user)?

8. Your turn…

Allocation Methods

How do I map to Towers?

Assumptive Allocation Methods

Cost center survey sample collection methods

	A	B	G	H	I	J	K	L	M	N
1	Cost Center	Name	Application - Application Development	Application - Application Support & Operations	Application - Business Software	Compute - Converged Infrastructure	Compute - High Performance Computing	Compute - Mainframe	Compute - Midrange	Compute - Servers
2	202		0.5	0.5						
3	212							0.1	0.75	
4	215									
5	307									
6	317									
7	323									
8	432									
9	555									
10	555									
11	707									
12	899									
13	899									
14										

Cost Center 202

INFRASTRUCTURE				APPLICATION			
Data Center	Storage	Compute	Network	Application	Data	Delivery	Ma
Enterprise Data Center	Online Storage	Servers	LAN	De[illegible]ent 50%	Data Operations	Service Management	Ma &
Other Facilities	Offline Storage	Converged Infrastructure	WAN	Support & Operations 50%	Data Management	Client Management	Tec
	Mainframe Online Storage	High Performance Compute	Voice & Collaboration	Licensing	Mainframe Database	Operations Center	E Ar
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	AI Storage	AI Compute	Network Management	Mainframe Middleware		Central Print	Tec Ma
		Quantum		Container Orchestration			
		Serverless		Blockchain & Tokenization			
		Auto-Scalers		AI Models			

Cost Center 212

INFRASTRUCTURE				APPLICATION		OPERATIONS				FIELD & OFFICE	
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Enterprise Data Center	Online Storage	S[illegible]s 75%	LAN	Development	Data Operations	Service Management	Tech Management & Strategy	Digital Security	Regulatory & Audit	Intelligent Devices	Workspace
Other Facilities	Offline Storage	Converged Infrastructure	WAN	Support & Operations	Data Management	Client Management	Tech Finance	Identity & Access Governance	Risk Management	Industrial & Control Systems	Mobile Devices
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	Mainframe Offline Storage	Ma[illegible]e 10%	AI Network	Middleware	Database	Tech Portfolio & Project Management	Tech Vendor Management				Conferencing & AV
	AI Storage	AI Compute	Network Management	Mainframe Middleware		Central Print	Tech Human Capital Management				Help Desk
		Quantum		Container Orchestration							Deskside Support
		Serverless		Blockchain & Tokenization							
		Auto-Scalers		AI Models							

Above:
[State of Washington Excel template]

Right:
Sample PowerPoint collection template

Avoid Customizing Towers – Tailor Them to Your Organization

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		~~Quantum~~		~~Container Orchestration~~							Deskside Support
		Serverless		Blockchain & Tokenization							
		Auto-Scalers		~~AI Models~~							

Consumptive Allocation Methods

Internal Labor	Staff Augmentation	Cloud	Vendors	Depreciation and Amortization
				
Allocate to Towers based on cost center, role, position number or alternative attribute in labor roster.	Is external labor (staff augmentation) included in labor roster or managed by individual support contracts?	Explore cloud management platform mappings. If unavailable, create mapping of cloud services/products to Towers.	Vendor list: ideal for single purchases from each supplier. Contract list: ideal for multiple agreements or statements of work (SOWs) with the same vendor. PO list: most granular	Map fixed assets and/or prepaids register.

Best Practices

Tips, tricks, and pitfalls

Find Your “Goldilocks” Allocation Blend

Assumptive allocations (cost center survey) is an effective way to quickly map to Towers. Look for these signs of it being “**too cold:**”

- Cost center owners are maintaining a “shadow” spreadsheet to get to percentages.
- Distrust in the numbers. Solution costs are not defensible due to noncredible tower “building blocks.”

Consumptive allocations improve allocation integrity and are the foundation for defensible building blocks of solutions. Look for these signs of it being “**too hot:**”

- Tower mappings are burdensome to maintain, and we don’t understand what value they add.

Find the blend of allocation methods that meet your organization’s needs. Consider use case goals, maintenance processes, and data quality. Remember that you can continually improve this process year over year.

Towers: Organizational Change Management (OCM) Best Practices

1 Leadership Sets Expectations for Towers

a. Purpose and Value statement: what will Towers provide for your organization?
b. What questions do they want answered by Towers? (Benchmarking, unit economics, etc.)
c. Define accountability. How and when will the data be used?

2 Tower Mapping Tips

a. Provide a Purpose and Value statement from leadership.
b. Give an introduction to Towers. How are they different from or similar to cost centers?
c. Leverage community resources, templates and definitions (from Rego, TBM Council, or TBM community)
d. Don’t chase perfection; you likely don’t need to fill every bucket.
e. Be mindful about over-engineering allocations and too much precision.

TBM Council Resources

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

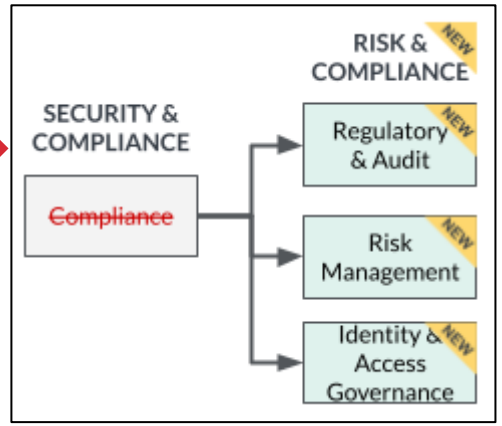
› Overview | › **Taxonomy 5.0.1** | › Taxonomy 4.1 | › Taxonomy 4.0 | › Taxonomy 3.0.2 | › Taxonomy 2.1 | › Taxonomy 2.0 | › Taxonomy 1.0

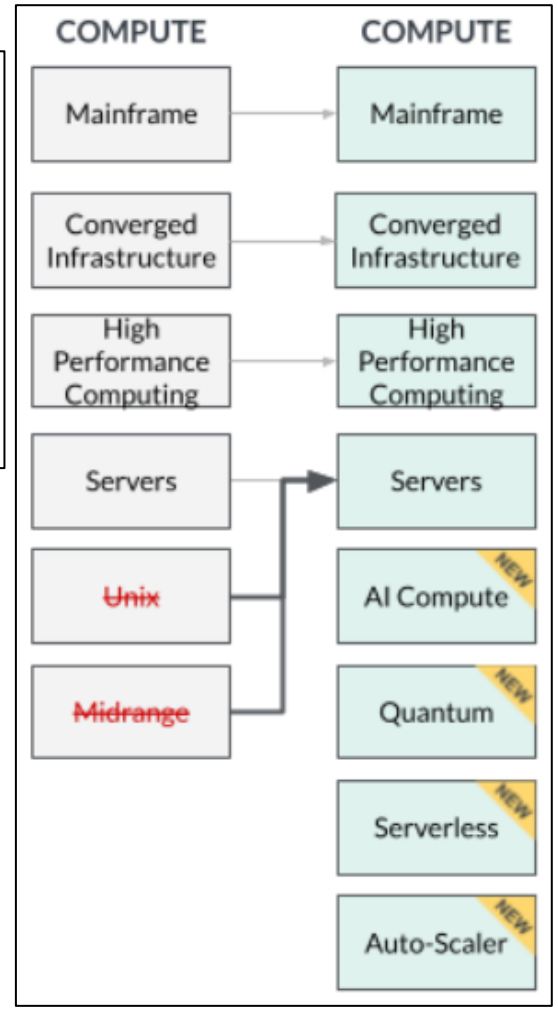
TBM Taxonomy v5.0.1
Version 5.0.1 released: July 18, 2025
Version 5.0 released: June 6, 2025

Resources:

- Whitepaper (PDF)
- Data Tables (CSV)

High resolution visuals and change highlights





Technology Resource Sub-Tower	Technology Resource Sub-Tower Description	Summary of Change
AI Compute	Specialized compute resources provisioned exlusively 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 Compu	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.

Questions?

Surveys

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

Thank You For Attending Rego University

Instructions for PMI credits

- Access your account at pmi.org
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- Click on **Maintain My Certification**
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- 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.

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