TECHNOLOGY BUSINESS MANAGEMENT

Cost Transparency Foundation: Taxonomy and Definitions (TBM Council V4)

1 Data Collection

2 Cost Pools

3 Towers and Sub Towers

Application
- Application Development
- Application Support & Operations
- Business Software

Compute
- Servers
- Unix
- Midrange
- Converged Infrastructure
- Mainframe

Data Center
- Enterprise Data Center
- Other Facilities

Delivery
- IT Service Management
- Operations Center
- Project Management
- Client Management

End User
- Workspace
- Mobile Devices
- End User Software
- Network Printers
- Conferencing & AV
- IT Help Desk
- Deskside Support

IT Management
- IT Management & Strategic Planning
- Enterprise Architecture
- IT Finance
- IT Vendor Management

Network
- LAN/WAN
- Voice
- Transport

Output
- Central Print

Platform
- Database
- Middleware
- Mainframe Database
- Mainframe Middleware
- Container Orchestration
- Big Data

Security
- Security
- Compliance
- Disaster Recovery

Storage
- Online Storage
- Offline Storage
- Mainframe Online Storage
- Mainframe Offline Storage

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1 Finance
- Cost Centers
- Chart of Account
- Actuals
- Budget
- Forecast
- Fixed Asset Register
- Vendor Data

HR
- FTE Headcount
- Contractor Headcount

2 Hardware
Hardware expense of non-capitalized purchases; Hardware lease expenditures; Maintenance and support expenditure; Depreciation of capitalized purchases

Software
Software expense of non-capitalized software purchase; Subscription expenditures; Maintenance and support expenditures; Depreciation of capitalized software license purchases and software development efforts

Internal Labor
Employee wages, benefits, expenses and occupancy

External Labor
External contractor fees, travel and expenses

Outside Services
External consulting project-based services; External managed service providers; External public coud service providers including IaaS, PaaS, and SaaS

Facilities & Power
Data center space; Power, security and other operating expenses; Data center lease expenditures; Maintenance and support expenditures; Depreciation of facility building and leasehold improvements

Telecom
Voice and data network connectivity expenses including circuit and usage expenditures; Lease expenditures; Maintenance and support expenditures; Depreciation/Amortization of any capitalized telecom expenditures

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Internal Services
Miscellaneous charges received from other internal shared services groups

Other
Miscellaneous or non-standard expenses

3 Application

Application Development: Resources involved with the analysis, design, development, code, test and release packaging services associated with application development projects. Optional Level 3 categories include: Development, QA
Application Support and Operations: The operations, support, fix and minor enhancements associated with existing applications.
Business Software: Software expenditures including licensing, maintenance and support related to off-the-shelf software purchases.

Compute

Converged Infrastructure: Purpose-built appliances that provide compute, storage and network capabilities in one box.
High Performance Computing: The use of massive concurrent computing resources and parallel processing techniques for solving complex computational problems. HPC technology is applied in areas such as scientific and industrial research, product engineering and development, and complex business modeling, simulation, and analysis. HPC hardware and software technologies are specialized and optimized for massively parallel computing and processing vast amounts of data.
Mainframe: Traditional mainframe computers and operations running legacy operating systems.
Midrange: Servers running IBM AS/400 platform including hardware, software, labor and support services.
Servers: Physical and virtual servers running a version of Microsoft's Windows Server or the Linus operating system; includes hardware, software, labor and support services; Optional Level 3 categories include; Windows, Linux and Public Cloud Compute.
Unix: Servers running vendor-specific, proprietary Unix operating systems (e.g., IBM AIX, Sun Solaris, HP UX); includes hardware, software, labor and support services.

Data Center

Enterprise Data Center: Purpose-built data center facilities that house and protect critical IT equipment including the space, power, environment controls, racks, cabling and "smart hand" support.
Other Facilities: Computer rooms and MDF/IDF/telco closets that house IT equipment in corporate headquarters, call centers or other general purpose office buildings.

Delivery

Client Management: Resources or "account managers" aligned with the lines of business to understand business needs, communicate IT products, services and status of IT projects.
IT Service Management: Resources involved with the incident, problem and change management activities as part of the IT Service management process (excludes the Tier 1 help desk).
Operations Center: Centralized IT Operations Center resources including monitoring and intervention e.g., NOC (network operations center), GOC (global operations center).
Program, Product and Project Management: Resources involved with managing and supporting IT related projects and/or continuous product development (e.g. Agile) across business and IT-driven initiatives.

End User

Conferencing and AV: Audio and video conferencing equipment typically used in conference rooms and dedicated telepresence rooms to enable workforce communications.
Deskside Support: Local support resources that provide on-site support for moves, adds, changes and hands on issue resolution.
End User Software: Client related software used to author, create, collaborate and share documents and other content. Examples include email, communications, messaging, word processing, spreadsheets, presentations, desktop publishing, graphics and others. Option Level 3 categories include Productivity; Communications; Collaboration
IT Help Desk: Centralized Tier 1 help desk resources that handle user request, answer questions and resolve issues.
Mobile Devices: Client compute tablets, smart phones (iOS, Android, Windows Mobile) and apps used by individuals to perform work.
Network Printers: Printers located on or near users' desktops; Examples include network connected personal printer, ink-jet printers, laser printers, departmental or copy-room printers; Only include network connected printers; Do not include printers connect to an end user computer.
Workspace: Client compute physical desktops, portable laptops, thin client machines, peripherals, (including monitors, pointer devices and attached personal printers) used by individuals to perform work.

IT Management

Enterprise Architecture: Enterprise architecture services including business, information, application and technical architecture to drive standardization, integration and efficiency among business technology solutions.
IT Finance: Resources involved in the planning, budgeting, spend management and chargeback of IT expenditures and the costing of IT products and services.
IT Management and Strategic Planning: IT management and administration resources; typically CIO, senior IT leaders and administrative support including centralized IT strategy and planning.
IT Vendor Management: Resources involved in the selection, contract management, oversight, performance management and general delivery of services by 3rd party vendors and external service providers.

Network

LAN/WAN: Physical and wireless local area network connecting equipment within the core data centers and connecting end users in office working areas to the company's broader networks. Wide area network equipment, labor and support services directly connecting data centers, offices and third parties (excludes telecom and communication services). Optional Level 3 categories include: LAN, WAN.
Transport: Data network circuits and associated access facilities and service; includes dedicated and virtual data network and internet access. Also includes usage associate with mobility and other data transmit based on usage billing; Voice network circuits and associated access facilities and service; Also includes usage associated with standard telephone calls and 800 number service. Both voice and data transport may include terrestrial and non-terrestrial (e.g., satellite) technologies. Optional Level 3 categories include: Data, Voice.
Voice: Voice resources which enable or distribute voice services through on-premise equipment including PBX, VoIP, voicemail and handsets (excludes telecom and communication services).

Output

Central Print: Central print services; often provided to support customer billing or customer documentation support process. Unit of measure: Page.

Platform

Big Data: Systems and resources for integrating, managing and analyzing high volumes of low density, unstructured data that is received at high rates of velocity.
Container Orchestration: Tools and resources for managing the lifecycles of containers. Includes the control and automation of tasks such as provisioning and deployment of containers, maintaining availability, scaling up or removing containers to manage application loads, relocating containers, allocating resources for containers, and monitoring container and host health.
Database: Distributed database services focused on the physical database (versus the logical design) including DBAs, DBMS, tools and operational support.
Mainframe Database: Mainframe database services focused on the physical database (versus the logical design) including the DBAs, DBMS, tools and operation support.
Mainframe Middleware: Mainframe platform, application and system integration resources enabling cross application development, communication and information sharing.
Middleware: Distributed platform, application and system integration resources enabling cross application development, communications and information sharing.

Security

Compliance: IT Compliance resources setting policy, establishing controls and measuring compliance to relevant legal and compliance requirements: Optional Level 3 categories include: Data Privacy.
Disaster Recovery: IT Disaster Recovery resources setting DR Policy, establishing process and means, dedicated failover facilities, performing DR testing: NOTE: DR designated equipment is included directly in its own sub-tower (e.g., extra servers for DR are included in Compute tower, etc.).
Security: IT Security resources setting policy, establishing process and means, measuring compliance and responding to security breaches. Option Level 3 categories include: Cyber Security.

Storage

Mainframe Offline Storage: Any storage resources used for archive, backup and recovery to support data loss, data corruption, disaster recovery and compliance requirements of the mainframe storage.
Mainframe Online Storage: Mainframe attached storage arrays and the associated equipment, software and labor to run and operate.
Offline Storage: Offline storage resources used for archive, backup and recovery to support data loss, data corruption, disaster recovery and compliance requirements of the distributed storage.
Online Storage: Central storage such as SAN, NAS and similar technologies for the distribute compute infrastructure; includes the equipment, software and labor to run and operate; Option Level 3 categories include: On-Premise, Public Cloud storage.