IAITAM ACE 2025

ITAM - Another Brick In The Wall

IT Resources Tagging:

Let's Make ITAM, FinOps, and Business Speak the Same Language

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Francisco San Martin is a prominent IT leader, with over 22 years of experience in IT business management, IT assets, and IT finance. Author of the book **"IT Financial Transformation"** and the **T2B model**.

Throughout his career, Francisco has been a key advisor to high-profile companies in sectors such as banking, finance, retail, and telecommunications across Latin America. This experience has allowed him to influence the optimization and utilization of technological resources in various organizations.

Certified as a FinOps Practitioner and a Certified Software Asset Manager (CSAM).

Currently, he leads the IT Financial Optimization practice for Latin America at SoftwareOne.

"Knowledge is Power but Creativity makes you Unique" - Francisco San Martin

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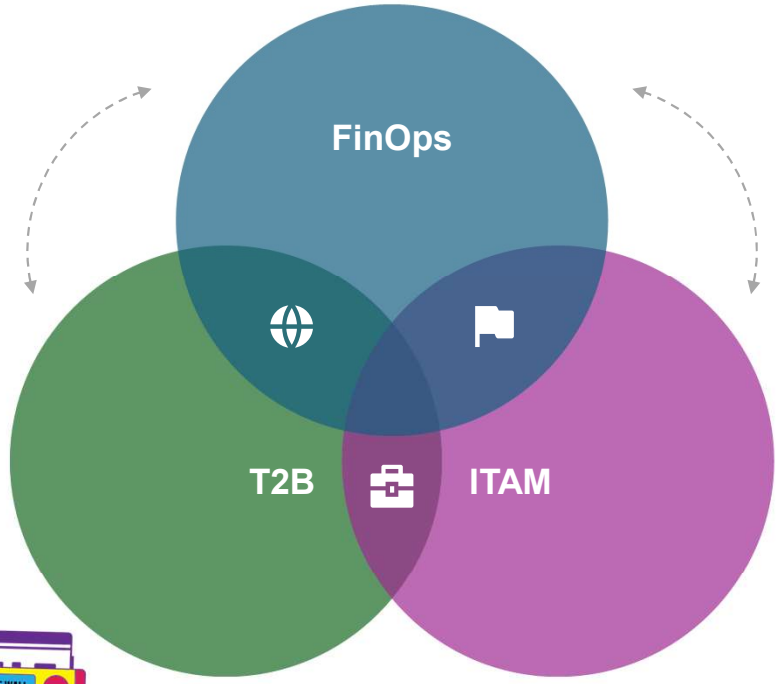
IT Financial Optimization Framework



FinOps

FinOps practices enables organizations to achieve financial control and optimization in their cloud environments. It helps them understand the costs associated with running workloads in the cloud, optimize resource usage, allocate costs accurately, and make data-driven decisions to maximize the return on investment (ROI) from their cloud investments.

ITAM

IT Asset Management enables organizations to optimize IT asset usage, control costs, ensure compliance, mitigate risks, enhance security, and make informed decisions about technology investments, ultimately contributing to improved operational efficiency and better alignment between IT and business goals.

T2B

Technology To Business (T2B) model emphasizes the direct correlation between technology initiatives and their impact on business outcomes. T2B establishes a clear link between IT investments and the value they bring to the organization, fostering a holistic understanding of technology's role in achieving business objectives.

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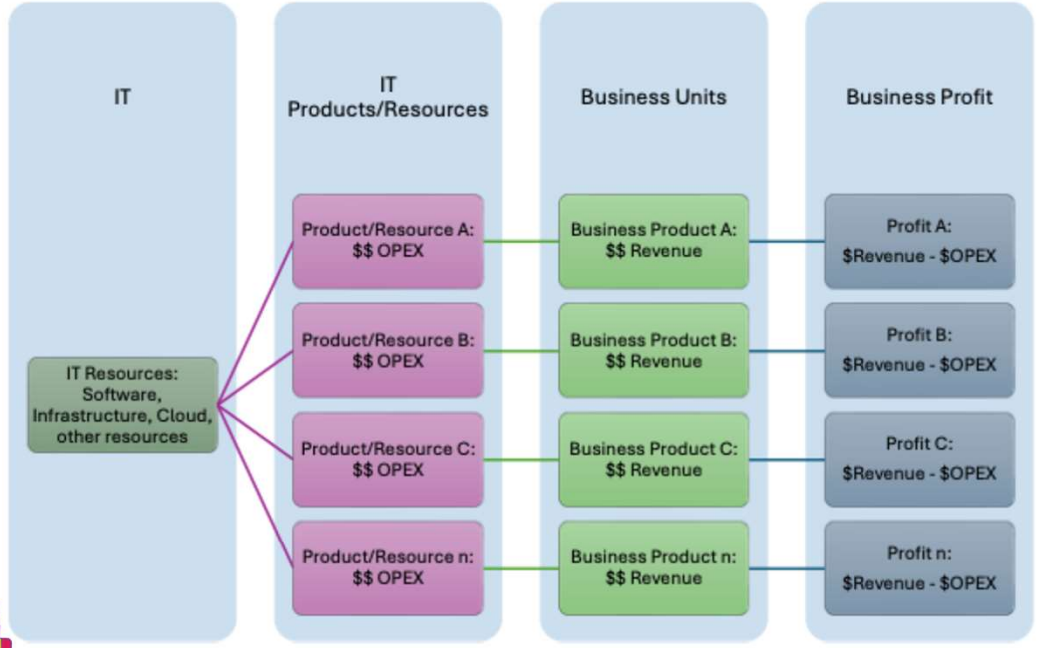
Technology To Business (T2B)



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62%

According to a Gartner report, **62%** of **business executives** believe that **IT does not fully understand business needs.**

20%

Companies that **achieve alignment between IT and the business** report **up to 20% more revenue** generated by technology initiatives, according to Forrester.

23%

A McKinsey study found that **only 23% of business leaders** consider their **IT to be "very effective" in delivering business-driving innovation.**

48%

With the adoption of technologies such as cloud, AI, and automation, a study by Deloitte found that **48% of executives now consider IT as a key driver of business competitiveness.**

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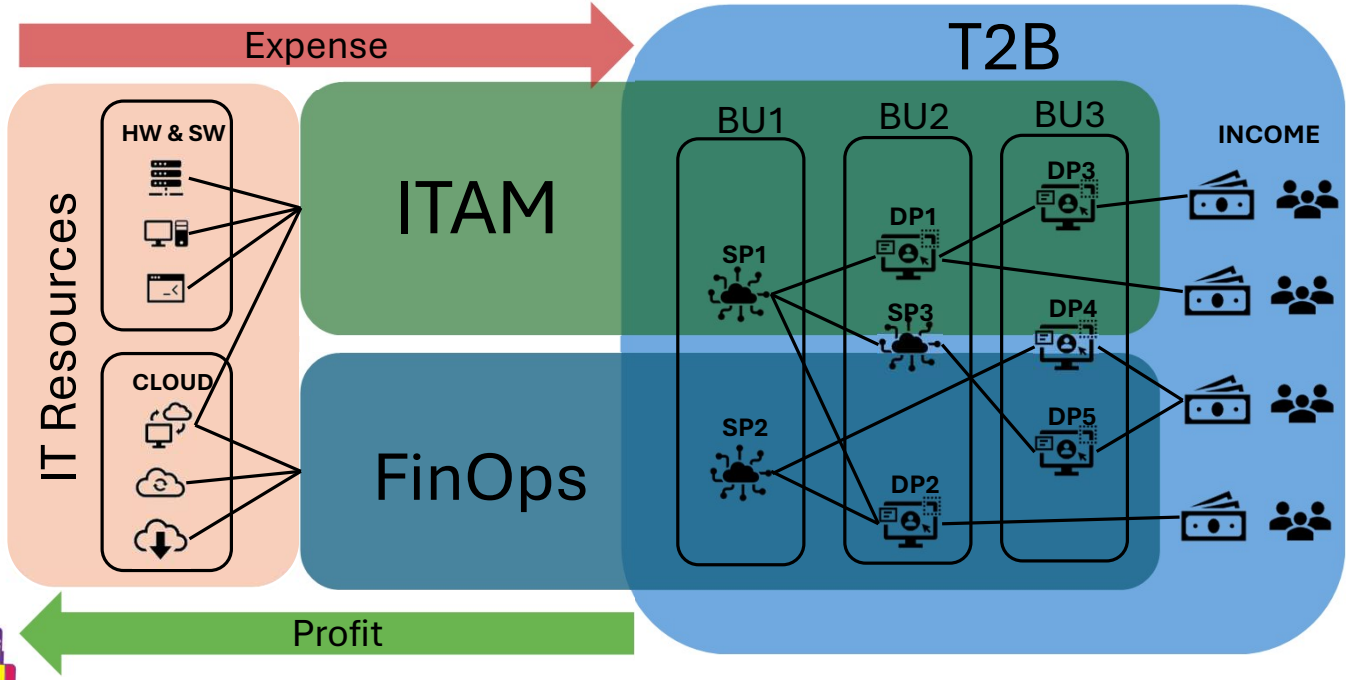
IT Resources Tagging



DPx

Digital Product

- Customer Face
- Direct Income

SPx

Shared Product

- No Customer Face
- No Direct Income

BU1 **Business Unit**

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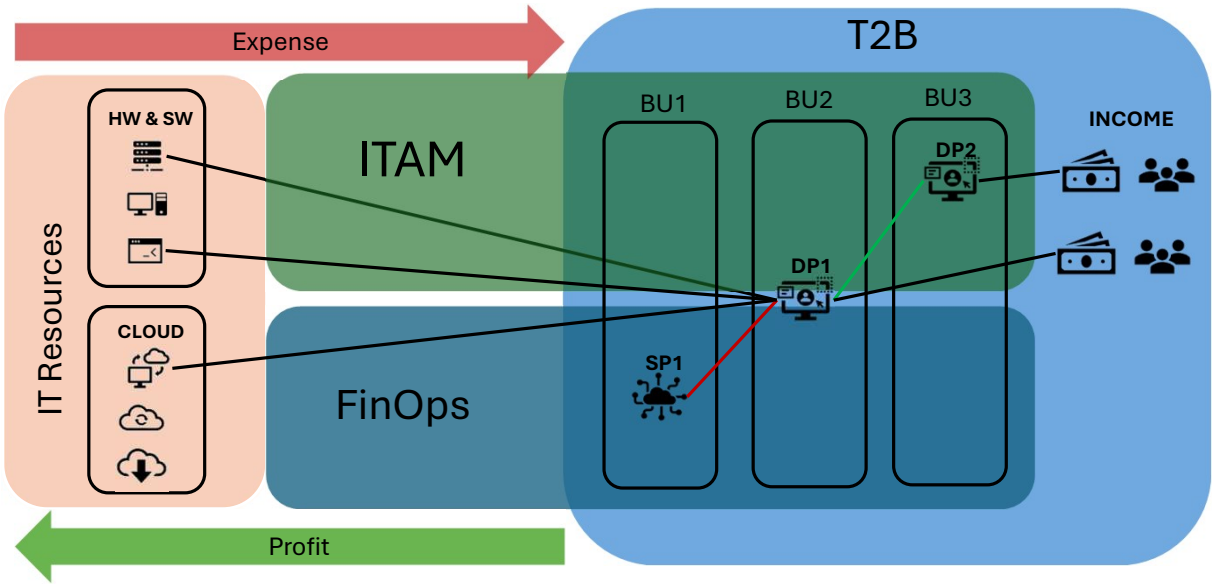
IT Products Catalog & Dependencies

An IT Product Catalog serves as a strategic framework for managing and optimizing IT investments. It provides a structured view of all digital and shared products, enabling organizations to make informed financial decisions, improve cost efficiency, and align IT expenditures with business objectives.

IT Product	Type	Category	Business Unit	Description
DP1	Digital Product	Web	BU1	E-Commerce
DP2	Digital Product	Portal	BU2	Payment Portal
DP3	Digital Product	App	BU1	E-Wallet
SP1	Shared Product	Platform	BU3	CRM
SP2	Shared Product	Platform	BU3	ERP

IT Products Catalog & Dependencies



IT Product Name	DP1
Business Unit	BU2
IT Resources	
HW	R1
	R2
SW	R5
	R6
Cloud	R8
	R9
Back Dependencies	SP1
Front Dependencies	DP2

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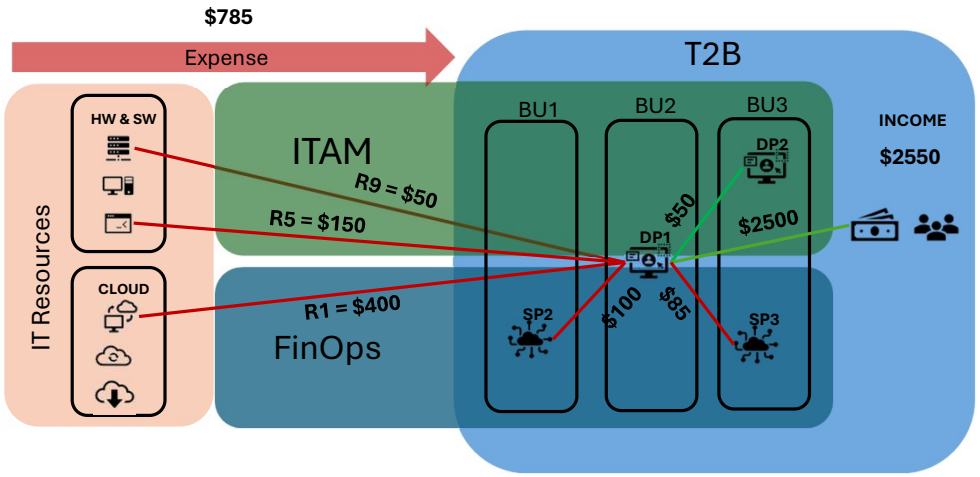
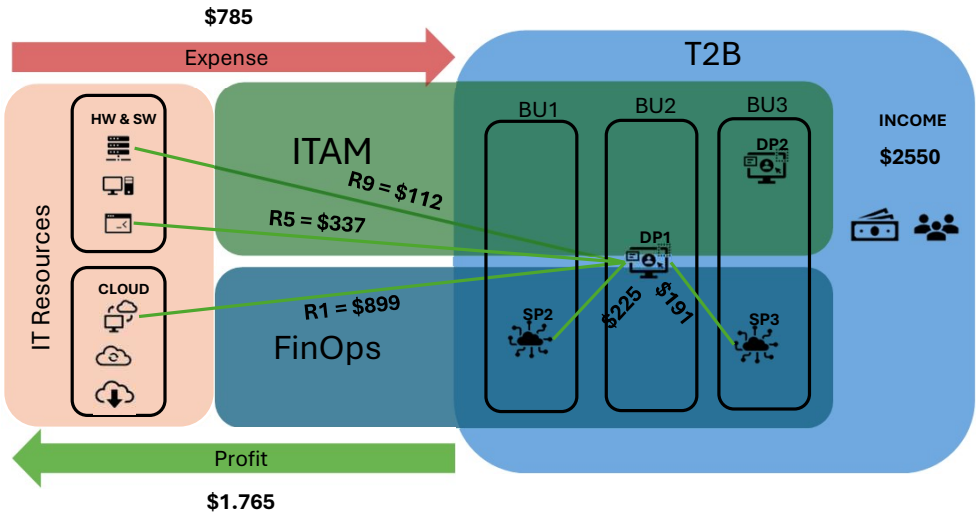
T2B Chain Value - Expense



IT Product Name	DP1					
Business Unit	BU2					
T2B Details	Resources	Expense	Income	%	Income/IT Resource	Profit/IT Resource
Incomes						
Business Income			$ 2.500			
Front Dependencies	DP2		$ 50			
Expenses						
IT Resources						
HW	R9	$ 50		6%	$ 162	$ 112
SW	R5	$ 150		19%	$ 487	$ 337
Cloud	R1	$ 400		51%	$ 1.299	$ 899
Back Dependencies	SP2	$ 100		13%	$ 325	$ 225
	SP3	$ 85		11%	$ 276	$ 191
TOTAL DP		$ 785	$ 2.550	100%	$ 2.550	$ 1.765

T2B Chain Value - Profit



IT Product Name	DP1					
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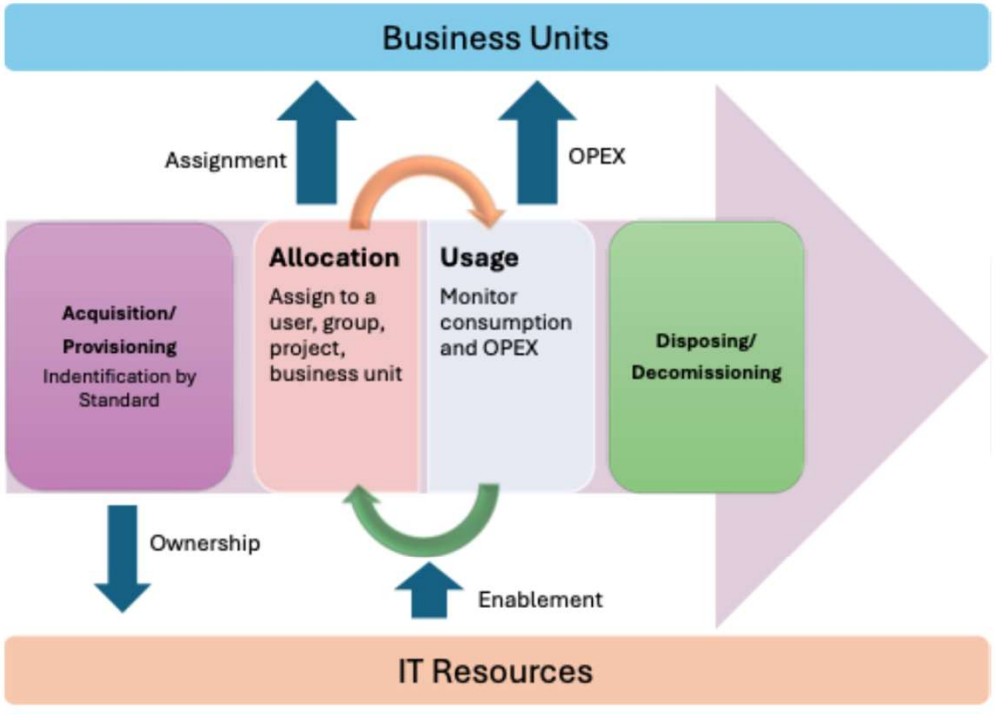
IT Resource (CAPEX) – Profitability History



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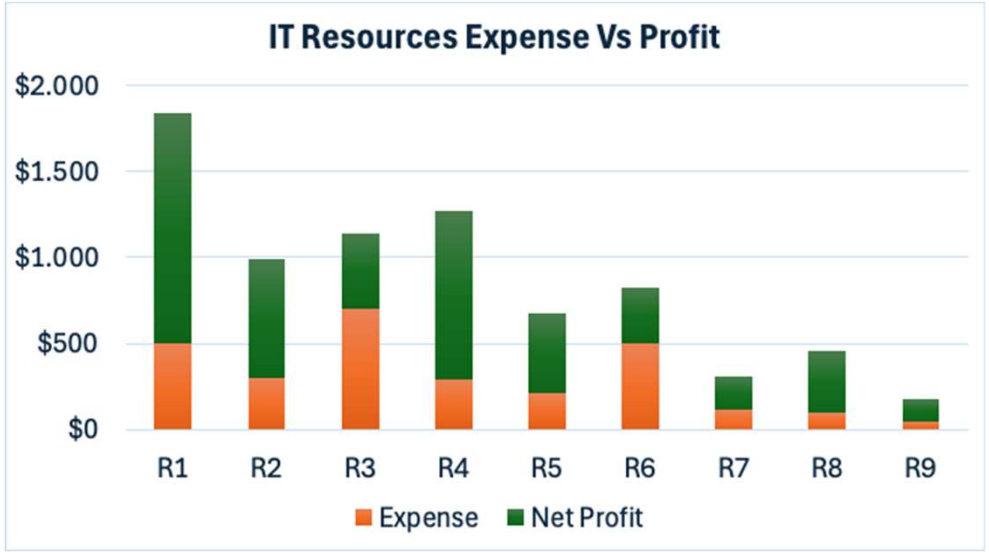
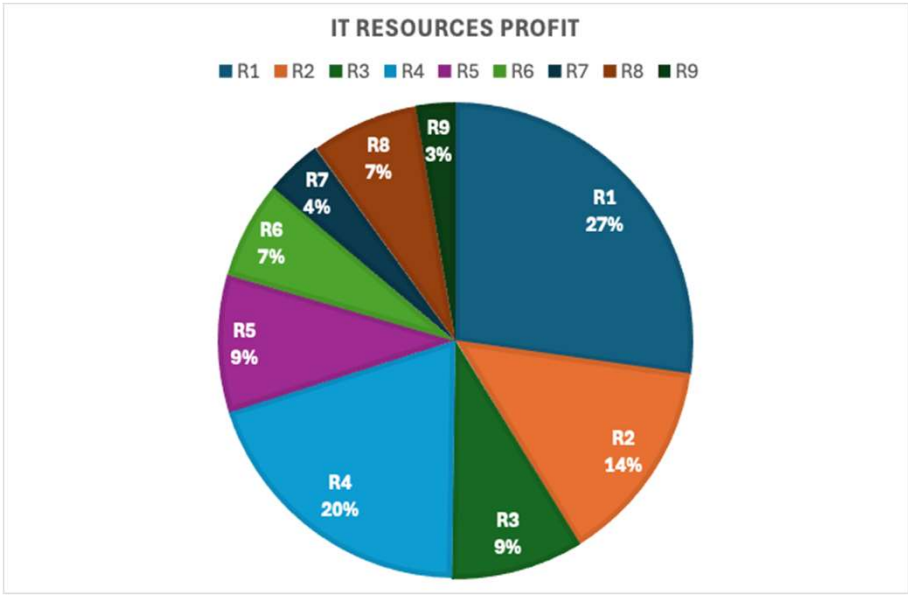
IT Resource (CAPEX) – Profitability History

IT Resource: R1					
Total CAPEX	$ 375	Depreciation Period (Yrs)	5	Annual OPEX	$ 75
Metric	Users	Depreciation/Yr	$ 75		

Life Cycle	Duration (Yrs)	Total Qty	Used Qty	Pool	BU	IT Product	Depreciation	Annual OPEX	Total OPEX	Total Expense	Expense /Unit	Income	Profit
1	1	150	100	50	BU1	DP1	$ 75	$ 75	$ 75	$ 150	$ 2	$ 300	$ 150
2	2	150	50	100	BU2	DP3	$ 150	$ 83	$ 165	$ 315	$ 6	$ 650	$ 335
3	1	150	150	0	BU5	DP5	$ 75	$ 91	$ 91	$ 166	$ 1	$ 500	$ 334
4	2	150	40	110	BU4	SP3	$ 75	$ 100	$ 200	$ 275	$ 7	$ 1.300	$ 1.025
5	1	150	30	120	BU3	DP2	$ -	$ 110	$ 110	$ 110	$ 4	$ 900	$ 790
							$ 375		$ 640	$ 1.015		$ 3.650	$ 2.635

T2B – Dashboard Examples





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Summary

- A well-implemented **IT resource tagging strategy** enables ITAM, FinOps, and Business to communicate effectively, breaking silos and ensuring that technology investments drive measurable business value.

- An **IT Product Catalog** structures IT offerings into well-defined services, linking them to financial and operational data. Understanding dependencies between Digital Products, Shared Products, cloud resources, software licenses, and infrastructure components ensures better budgeting, chargeback models, and resource optimization.

- By integrating tagging with a T2B approach, organizations can establish a **T2B Value Chain**, where IT spending is directly tied to business impact. This alignment fosters data-driven decision-making, enhances cross-functional collaboration, and optimizes IT financial management for long-term success.

QUIZ TIME

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Quiz Time!

1. What is a digital product and what are its main differences compared to a Shared Product?

2. What are the types of dependencies for IT products, and what are their differences?

3. What is the model that allows us to link IT resources with the business and measure their profitability?

4. What practices help us generate and manage proper tagging of IT resources?

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