

# FINANCIAL WORLD OF INFORMATION TECHNOLOGY APRIL 16-20, 2012

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## IT Financial Management Association 25th Anniversary in Celebration of Founding the IT Financial Management Profession

### Monday-Tuesday Optional Workshops & Seminars

Attend all **12** half-day workshops  
and seminars from these new categories  
of IT financial topics:

IT Financial Management Best Practices



IT Chargeback Practices and Procedures



IT Financial Management Overview

### Wednesday-Friday Conferences

Attend all **4** conferences for the price of **1**:

IT Financial Management  
Best Practices Conference



IT Chargeback, Cost Allocation  
& Unit Costing Conference



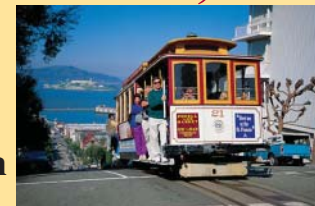
IT Financial Management  
by/for Practitioners Conference



Telecommunication Financial  
Management Conference

### Message to IT Financial Management Professionals

"The future of IT Financial Management walks through the doors of our conferences every year. We are here to educate you in what few knew yesterday and to prepare you for what even fewer know today" – ITFMA



### Sample Presentations

Best Predictive Budgeting Models

25 Years of Chargeback  
Experiences and Best Practices

Asset Management Best Practices

Success for Today's IT Finance

ITIL Trends and Experiences

Selling Used Assets to Employees

Benchmark IT Spending and  
Staffing Ratios Best Practices

Checklist for Cutting IT Costs

Communication Skills for Finance

IT Infrastructure Pricing

Mobile Device Cost Control

Capital Budgeting Best Practices

Improving Cost Model Accuracy

Cloud Economics Best Practices

Trends in Software Spending

Create a Killer Telecom Contract

IT Consumption Cost Analysis

IT Transparency Best Practices

21st Century IT Budgeting

Best Practices in Accounting  
for Internal-use Software

Measuring Business Value of IT

Best Practices for RFP Projects

### Free Enrollment in ITFMA Certificate Programs for:

IT Financial Management Best Practices • IT Asset Management  
IT Financial Management Controllershship • IT Financial Planning, Budgeting & Reporting  
ITIL Financial Management • IT Chargeback and ABC Management  
IT Performance Management and Benchmarking • IT Financial Management Accounting  
Government IT Financial Management • Telecommunication Financial Management



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# Special Celebration of ITFMA's 25th Anniversary

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Can you believe that it has been 25 years in 2012 since the IT Financial Management Association founded the only profession for those responsible for financially managing information technology organizations? In 1988 Terry Quinlan left his position as Controller of Data Processing at Bank of America to start a professional association for those in all industries who were involved with any function remotely related to data processing financial management. In those days ITFMA was called Financial Management for Data Processing. In 1997 the name of the association and profession was changed to Information Services (IS) Financial Management to reflect the change in terminology that had become more popular. It was in 2002 that the current name of Information Technology (IT) Financial Management was adopted for the same reason. The educational programs back in 1988 consisted of 30 one-day and 3 three-day forums (round-table discussions) conducted by Terry Quinlan. The first conference was held in 1989 in Philadelphia, PA. The conference consisted of a single track of sessions conducted by 27 speakers. The only speaker from that conference who has remained a speaker at ITFMA conferences over the entire 25 years is Charlie Johnson, who back then was a Vice President at Security Pacific Bank's Automation Company. Gary Pereyo, who was a Director at PACE Applied Technology, had been an ITFMA speaker every year since 1990. Those of you who knew Gary and attended his sessions know that you were educated and entertained by one of the best. I am sorry to say that Gary passed away last year. He will be honored as one of the Thirty Major Contributors to the education of the IT Financial Management profession at ITFMA's conference in Scottsdale, AZ in August 2012. We will all miss him, but never able to replace him.

Over the years there have been many pioneers and leading experts from our profession who were major contributors to the education of those in the field of IT Financial Management. Many of the more prolific speakers who provided the most years of support and contribution to ITFMA educational programs will be honored as the Thirty Major Contributors to the IT Financial Management Profession at ITFMA's August 2012 conference in Scottsdale, AZ.

These and the hundreds of other speakers at ITFMA conferences are the true leaders of our profession. There may be some more well known experts out there who required a speaker fee of tens of thousands of dollars and all of their expenses paid, but all of the past ITFMA speakers gave freely and unselfishly of their time, energy and knowledge to educate you and the others in our profession. It is the Thirty Major Contributors and all of the other speakers, panelists, attendees and sponsors at ITFMA conferences who have been willing to share their knowledge and experiences with their peers over the past 25 years that have made this profession strong.

Also much of the credit for ITFMA's success over the past years has been due to the support provided by ITFMA's corporate and individual members. The names of ITFMA long time individual members would be too long to list here, but a special recognition needs to be made to these organizations that have been corporate members for 10 years or more:

American Express	Coca-Cola Company	MIT	State of Wyoming
American Family Insurance	Highmark, In	McDonald's Corporation	The Hartford
Anheuser-Busch, Inc.	Honda of America	National Institute of Health	United Parcel Service
Bank of America	Household International	State of Kansas	USAA
Branch Banking & Trust	Liberty Mutual Insurance	State of North Carolina	Virginia Information Technology Agency

ITFMA extends their appreciation to the various sponsors of ITFMA conferences over the years, especially these long time ITFMA sponsors that have been the most supportive in ITFMA history:

CIMS Lab	Computer Associates	IBM Corporation	NDMA, Inc.	PACE Applied Technology
CMX Group	CNJohnson & Associates	International Technology Group	Nicus Software	WSG Systems Corporation

On behalf of ITFMA and everyone who has walked through the doors of our conferences, we sincerely thank all of you who have at one time or another been an ITFMA member, conference speaker, panelist, attendee, sponsor or supporter for everything you have done for the profession of IT Financial Management. We owe you a lot!

Sincerely,

Terence Quinlan  
Director, ITFMA



Golden Gate Bridge

# SAN FRANCISCO CONFERENCE REGISTRATION

IT Financial Management Assn., P.O. Box 30188, Santa Barbara, CA 93130  
Phone (805) 687-7390 • Fax (805) 687-7382 • info@itfma.com

Name \_\_\_\_\_ Title \_\_\_\_\_ First Name on Name Tag \_\_\_\_\_  
Company \_\_\_\_\_ Department \_\_\_\_\_ Mail Code \_\_\_\_\_  
Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Email Address \_\_\_\_\_ Phone(    ) \_\_\_\_\_

**Check (✓) appropriate personal & company selections:**

**Job Title or Equivalent Level:**

- President/CEO/CIO/EVP/SVP
- CFO/Controller/VP/Financial Mgr.
- Manager/Supervisor
- Senior Officer/Analyst
- Junior Officer/Analyst
- Consultant
- Other \_\_\_\_\_

**Main Job Responsibility:**

- Asset Management
- Chargeback or ABCM
- Controllship/Finance
- Performance Mgmt./Benchmarking
- Planning, Budgeting and Reporting
- Operations/System Support
- Other \_\_\_\_\_

**Industry (or Consultant's Major Client Base):**

- Banking
- Insurance
- Other Financial Svcs.
- Government/Defense
- Education/University
- Healthcare
- Manufacturing
- Retail
- Technology/Telecom
- Other \_\_\_\_\_

**Check (✓) appropriate selections:**

- I wish to register as a member  nonmember
- Enclosed is payment  • Please bill me  • Charge to: Visa  MasterCard  American Express  Diners Club

Card Number \_\_\_\_\_ Expiration Date \_\_\_\_\_ Name on Card \_\_\_\_\_

**Check (✓) seminars, workshops and conferences you are likely to attend most of the time on the following days:**

**Monday 8:00 a.m.-12:00 p.m. Seminars/Workshops**

- Designing a Cost Allocation and Chargeback/Showback Framework Workshop (4 hours)
- Crafting a Killer Telecom Contract: How to Negotiate the Best Possible Rates, Terms, and Conditions Workshop (4 hours)
- People, Process, and Estimation Seminar (4 hours)

**Monday 1:00-4:00 p.m. Seminars/Workshops**

- Foundations of Excellence – Quick and Easy Practices for Effective Costing and Chargeback Strategies Workshop (3 hours)
- Building IT Asset Management and Best Practices Seminar (3 hours)
- The Emperor's New Clothes: Telling the CIO the Truth (3 hours)

**Tuesday 8:00 a.m.-12:00 p.m. Seminars/Workshops**

- How to Ensure Success with IT Chargeback & Transparency Workshop (4 hours)
- IT Asset Management, Budgeting, and Chargeback/Cost Allocation Tips, Techniques and "Best Practices" in Today's Ever-changing Dynamic Environment Workshop (4 hours)
- IT Financial Management Economics Seminar (4 hours)

**Tuesday 1:00-4:00 p.m. Seminars/Workshops**

- Calculating the True Cost of IT Services Workshop (3 hours)
- Defining and Measuring the ROI of Best Practice Methodologies Workshop (3 hours)
- How to Motivate Your Senior IT Leadership Team to Support ITFM Initiatives Workshop (3 hours)

**Wednesday-Friday Conferences (indicate the one you are likely to attend most of the time)**

- IT Financial Management Best Practices Conference
- IT Chargeback, Cost Allocation & Unit Costing Conference
- IT Financial Management by/for Practitioners Conference
- Telecommunication Financial Management Conference

# SEMINAR AND WORKSHOP AGENDA

## Monday, April 16

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**7:00-8:00 a.m.**

**Conference Registration and Full Breakfast Buffet**

**8:00-11:45 a.m.**

### **Designing a Cost Allocation and Chargeback/Showback Framework Workshop (4 hours)**

**Brent Loewen, President  
Cube Billing, LLC**

Cost allocation is one methodology at the disposal of companies that can be used to provide insight as to which products or services are (or are not) profitable. Are you trying to understand how to set up a cost allocation methodology from the ground up? Or, does your existing cost allocation process drive more work than the benefits it provides? The challenge to setting up and maintaining an IT chargeback framework is building in the flexibility needed to support ever-changing business requirements. This workshop will provide a roadmap for incorporating business requirements into an enterprise-wide cost allocation framework. Topics will include how to integrate different costing methodologies, service catalogs, ERP systems, and business intelligence reports into your cost allocation framework. Come ready to discuss the challenges you currently face regarding cost allocation as part of this interactive workshop.

### **Crafting a Killer Telecom Contract: How to Negotiate the Best Possible Rates, Terms, and Conditions Workshop (4 hours)**

**Josh Bouk, Senior Vice President and Wayne Webers, Sourcing and Contract Negotiations Manager  
Veramark Technologies, Inc.**

This workshop will arm you with the knowledge and skills you need to negotiate the best possible telecom contracts. Sourcing Management and Contract Negotiation are among the most powerful tools in the Telecom Expense Management (TEM) toolkit for reducing your expenses every day for the life of each vendor agreement. But the process that results in a killer contract starts long before you sit down at the negotiation table. This workshop will walk you through the process of:

- Identifying your true usage needs
- Determining the wireless plans best suited for your organization
- Optimizing your networks and services
- Benchmarking your services
- Understanding your current contracts...and how to improve them

This workshop will take you through a typical contract and explain the complex language that can trip you up in negotiations and come back to bite you later. You'll learn to avoid pitfalls and drive a hard bargain based on solid usage metrics, market benchmarks, and other data that will help you secure the most favorable rates, terms, and conditions.

### **People, Process, and Estimation Seminar (4 hours)**

**Todd Williams, President  
e.Cameron, Inc.**

People dealing in accounting and finance must deal with two seemingly simple acts in their daily life – developing and following processes and requesting estimates. Processes are required to maintain consistency and accuracy, not to mention abiding by regulations. Estimates are the guiding light for any organizations into their future. At first, these appear to be the most benign, commonplace activities, causing people to yawn at

the thought of the subject. However, add people – people with personality, prejudice, and protest – and these tasks become more demanding.

To deal with the reality of business, you need a toolbox of techniques that can address the needs of the people who supply you information, the managers that consume your information, and their competing interests of stakeholders. To do that, you need to understand how people perform and methods to incentivize them. This seminar covers people, process, and estimation by providing insight to some of the quirks inherent in people, exposing the traits in yourself, and how to handle them. The seminar starts by looking at the lynch pin of business – process – why it is important, when it works, and how its overuse generates failure. It provides a number of examples showing why people are unpredictably unreliable and methods to improve their performance.

In addition, we will explore the dynamics of the group and how we do estimates. By doing a series of exercises, we will illustrate how people interact with each other and teach some of the environmental issues that affect estimates and how to deal with their impact. This shows both the psychological and sociological factors biasing estimates and provides leaders with tools to help avoid the common pitfalls. By avoiding these situations, estimates become more representative of the project and the variation more predictable.

The seminar ends with a discussion on motivation and some key research on what makes people excel and how money is not the key factor in improving performance. After a short video, the class breaks into groups to discuss how they can change the environment and improve their organization's performance.

**12:00-12:50 p.m.**

**Buffet Lunch (Not available to family/guests)**

**1:00-3:45 p.m.**

### **Foundations of Excellence – Quick and Easy Practices for Effective Costing and Chargeback Strategies Workshop (3 hours)**

**Andrew Muras, Senior Manager  
BAE Systems**

Best practice studies encourage IT organizations to increase their internal visibility and transparency. Developing service catalogs and costing chargebacks are usually a top priority – practices that also help link IT costs with value. The good news is that a few simple techniques and proven “rules of thumb” make this process relatively easy and they don't break the bank to implement. More good news? These techniques allow you to link services, costs, value analysis, process improvements and metrics all in a single integrated approach that can be completed within one to two weeks.

This workshop is for those who want hands-on techniques, templates and software: learn what practices work to give you actionable results quickly; how and where you should start; what's meaningful to your customers, business units and operational managers; and how to quantify IT value.

**Bring a wireless laptop**, plus join in an optional follow-up web session for even more tools and techniques. In addition, the speaker will be raffling off copies of his book, *Process Improvement and Performance Management Made Simple*, [www.simpleprocessmgmt.com](http://www.simpleprocessmgmt.com). What you will learn:

- A hands-on approach featuring case study exercises and free software tools for practical experience
- Using the Foundations of Excellence and FastTrack integrated frameworks – “back to basics” techniques and templates for generating quick results
- Lessons learned for implementation and improving ongoing relationships with management, clients and customers

### **Building IT Asset Management and Best Practices Seminar (3 hours)**

**Charles Johnson, President and CEO**  
CNJohnson & Associates, Inc.

During this seminar, we will explore IT Asset Management best practices in an open discussion. What have we tried? What worked? What failed? What are the necessary elements of ITAM? Let’s break ITAM down to “bite sized” pieces, like “eating the elephant.” What are the interrelationships and dependencies? What are the roadblocks? The discussion topics will include how to get management support, the ITAM life cycle, the stages of a successful ITAM initiative, and much, much more. Bring your experiences, questions, answers, and comments to share.

### **The Emperor’s New Clothes: Telling the CIO the Truth (3 hours)**

**Paul Frank, Partner, James Quick, Partner, Bruce Brodie Managing Director**  
PricewaterhouseCoopers LLP

You’ve heard the CIO’s questions and seen the confusion... “Is IT delivering real value? I don’t understand what the money is spent on. I don’t know my choices. I don’t know if I have input where I should. I don’t trust that I am making all the decisions I should be.” In the search for answers, you may have thought, “The business doesn’t want to know. Technology is difficult to explain. I don’t have good benchmarking information. I don’t have good transparency.”

The CIO needs you to be told by you what’s going well and what’s not – before he or she hears it from the business. This workshop will give you an overview of the cornerstones of building trust with the business and show how the IT and financial management teams can play a key role in building trust and credibility with the business. Discussion sessions will be used with quick case-studies to bring the challenges to life. You will learn all about the following topics:

- A common language and the language that separates business and IT – money
- Common themes and pitfalls in understanding IT investments and how it need not be so complicated
- Best practices in building transparency and common ownership
- How governance and clarification of decision rights can drive satisfaction
- How to prioritize the most difficult areas
- Suggested qualitative and quantitative metrics
- Lessons learned the hard way

## **Tuesday, April 17**

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**7:00-8:00 a.m.**

**Conference Registration and Full Breakfast Buffet**

**8:00-11:45 a.m.**

### **How to Ensure Success with IT Chargeback & Transparency Workshop (4 hours)**

**Robert Mischianti, Vice President**  
Nicus Software, Inc.

The concept of IT Chargeback is simple enough; charge consumers for services used. The objective of most IT chargeback or cost transpar-

ency projects is to improve IT financial management in some manner. Every single producer and consumer of technology, at every level of an organization, will benefit from understanding and managing costs. However, implementation is often complicated. Key factors to success include choosing methodologies that best fit your objectives, applying them properly within the organization, and executing effectively. This workshop will include:

- Defining Objectives and Goals
- Defining Requirements
- Evaluating Methodologies
- Reviewing and Selecting Tools
- Implementation & Deployment
- Operation and System Management

### **IT Asset Management, Budgeting, and Chargeback/Cost Allocation Tips, Techniques and “Best Practices” in Today’s Ever-changing Dynamic Environment Workshop (4 hours)**

**Jeffrey Ebbrecht, Senior IT Specialist**  
IBM Corporation

The emergence of Cloud Computing, VMware, virtualization and all of the other hardware and software solutions has led IT environments to be more agile and responsive. Has your company’s IT Asset Management, Budgeting and Forecasting, and IT Cost Allocation tools and methodologies kept up with these changes? In this workshop we will discuss some common practices and techniques used by various IT organizations for these three main areas of financial disciplines. What tools are common for accurate IT Asset Management? How does this information get used and built into an annual Budget or Forecast? Is an annual budget and forecast really that important? What about budget cuts and constraints? Do you know where to cut budget dollars without impacting your overall service delivery? How do you get to that point?

### **IT Financial Management Economics Seminar (4 hours)**

**Brian Jeffery, Managing Director and Bob Simko, Executive Director**  
International Technology Group

This seminar covers many of the major financial issues and cost components related to the production, distribution and consumption of IT services.

**State of IT:** This session outlines overall IT trends in deployment, expenditure and staffing. Influence that technology developments are having on shifts in supplier strategy and market position are presented. Particular attention is given to the impact on application and database environments.

**Cutting IT Costs Checklist:** You will learn a variety of proven methods – ranging from strategic initiatives to everyday savings techniques – that may reduce your IT spending. Checklists covering potential techniques along with assessments of their relative impact are provided. Recommendations as to how you can identify cost reduction opportunities in your own organizations are presented.

**Understanding the Choices of Software Spending:** This session examines industry trends in software spending. It provides recommendations on ways your organization can assess the cost-effectiveness of software expenditure, and potentially reduce it. Subjects covered will include improving the effectiveness of vendor negotiations, use of third-party maintenance, lower-cost open source software options, and potential application and database consolidation economies.

**Rules Change in Server Economics:** This presentation analyzes the growing performance and competitiveness of Intel-based servers, the decline of HP and Sun UNIX platforms, and the emergence of Oracle as a major new server player. It also discusses the evolution of Windows and Linux environments, outlines opportunities and makes planning recommendations.

**12:00-12:50 p.m.**

**Buffet Lunch (Not available to family/guests)**

**1:00-3:45 p.m.**

### **Calculating the True Cost of IT Services Workshop (3 hours)**

**Ron Bradley, Senior ITFM Consultant  
and Brian Stedman, VP Product Management  
ComSci**

This hands-on workshop addresses the foundation of managing technology and shared service costs. It is intended to make today's IT Finance & Business Management Executive successful. Understanding the unit cost of delivering every service to your customers will enable IT management to benchmark and trend performance against industry standards. IT Leaders can readily answer the question of whether the cost of delivering services is due to increased demand, or increased delivery costs or both, while providing assurances that they are increasing value for the company. This workshop will give you valuable information to:

- Define the cost drivers of the IT business
- Align cost recovery with consumption
- Understand benefits and results of unit costing
- Design and build several multi-dimensional models with unit costing
- Deploy best practices that stick

The workshop is structured to provide you with the knowledge to begin developing a very effective service portfolio, unit costing, pricing and planning infrastructure for your organization (business). You will get advice and use case examples from your workshop leaders who have successfully implemented solutions in several companies. You should expect to be able to immediately begin a service-based unit cost design and implementation. Practical case studies will be explored.

Service-Based Cost Model case studies and recent success stories will be shown with actual timelines, project milestones, benefits, processes and results. Issues will be addressed such as how business demand impacts IT decisions; what are the key metrics; what varying allocation alternatives make the most sense; how data quality affects the financial transparency equation.

### **Defining and Measuring the ROI of Best Practice Methodologies Workshop (3-hours)**

**Larry Foster, General Manager  
PAETEC Software Corporation**

This three-part presentation will prepare you to implement field-tested best practice methodologies. You will understand how to:

Part 1: Benchmark your organization against industry spends standard analytics

Part 2: Assess your organization's current business operations to a baseline suite of best practice business service management processes

Part 3: Formulate and implement policies and procedures that are strategically aligned to best practices principles

You will learn how to apply a relatively new performance management technique known as Time Driven Activity Based Costing (TD-ABC)

to help IT & Telecom managers accurately forecast resource capacity, measure costs and monitor performance at the level of the specific support and delivery activity. You will learn how to follow an intuitive, logical and simple mathematical approach to implement sustainable best practices that will support the lifecycle of managing your IT business service management operations from provisioning through payment and chargeback activities. The presenter will walk you through the essential chronological steps to help managers and their customers better understand real transactional costs.

The primary take away you will learn is how to measure and substantiate the actual value that IT & Telecom support operations bring to your organization. This type of training has become more important than ever as organizations are seeking ways to reduce costs by eliminating internal support programs and resources without incurring long-term catastrophic adverse affects.

### **How to Motivate Your Senior IT Leadership Team to Support ITFM Initiatives Workshop (3 hours)**

**N. Dean Meyer, President  
NDMA, Inc.**

You need more than just top management sponsorship; many IT financial processes require active involvement from the IT leadership team in planning their business, providing you with data, and making key decisions. But it's not easy to engage IT leaders who are more comfortable with technology than business. This workshop starts with the things that senior leaders care about – their real-life “pain points” such as client expectations that exceed available resources, accusations that you cost too much, and inadequate funding for infrastructure and innovation. The workshop then lays out the “big picture” of all the various IT financial management (ITFM) and governance processes, and shows how they fit together. Then – and here's the key – it maps your leaders' pain points to the specific financial processes that solve their problems. When ITFM is the solution to their pressing concerns, you'll get their support.

Experience for yourself the workshop designed for your senior leadership team, and then go home and host this same workshop for your leaders. It'll focus your strategy on the things they care about, give you executive visibility, garner top management support, and gain your leadership team's commitment to help you with your ITFM initiatives. This workshop will cover:

- Why the leadership team has to be engaged in ITFM
- How to overcome the obvious objection: “We can't afford the time”
- Questionnaire: What are your pain points?
- The “big picture” – all the financial management processes on one page and linked together
- Where on the page are your selected pain points addressed?
- The ideal strategy – what comes before what
- Consensus on strategy for your organization
- Hosting this kind of workshop for your leadership team

**Seminars and workshops are probably  
the best educational format due to  
their focus on peer discussions.  
“Education is a kind of continuing dialogue,  
and a dialogue assumes...  
different points of view.”**

**– Robert M. Hutchins, Chancellor  
University of Chicago**

# IT FINANCIAL MANAGEMENT BEST PRACTICES CONFERENCE AGENDA

**Wednesday, April 18**

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**7:00-8:00 a.m.**

**Conference Registration  
and**

**Full Breakfast Buffet sponsored by Nicus Software,  
A leader in IT Financial Management Solutions**

**8:00-8:45 a.m.**

**ITFM Best Practices: What Your Enterprise Planning Tools  
Can't Do**

**Jeff Yoder, Business Development  
ComSci, LLC**

For IT Finance executives, budgeting and forecasting is an imperative that sets the stage for success for the entire IT organization. Just focusing on the spending side of the equation is not enough. This session defines the key requirements for 21st century IT/technology budgeting and forecasting. One of five key areas for complete IT Financial AND Business Management is dynamic successful budgeting and forecasting, a key to the success of all IT teams. This is called "agile" budgeting and forecasting. In this "must attend" lecture, the aspects of automating "bottoms up" budgeting, forecasting and re-forecasting with complete version management will be discussed. A broader discussion will be included on why existing Enterprise budgeting and planning tools are NOT adequate for articulating IT's budget and forecasting to meet the demands of the modern enterprise.

**9:00-9:45 a.m.**

**Against All Best Practice Advice: Selling Used Technology  
Assets to Employees**

**Scarlett Hu, Assistant Director, Information Technology Services  
J Paul Getty Trust**

For many years, the Getty sold used technology assets (computers, monitors, printers, etc.) to external equipment dealers/wholesalers. This practice worked well until 2009, when the economy took a down turn and a buyer defaulted on us. After the loss, we did some market research and pursued various equipment disposal avenues. Most of the results indicated that the economy was bad and we were out of luck. However, comparing the best bids we had obtained from external dealers and the going market retail prices for used equipment, we realized that there was a fairly large gap – and if we could sell direct at the retail price, we stood to not just reinstate the disposal channel of our used equipment, we might make some good financial gains, too.

It then dawned on us that our own staff, all 1500 employees plus many contractors, might be our potential "customers". But, all the IT operation best practice advisors (e.g. Gartner) said it was foolish to sell used equipment to staff – the human resources and administrative efforts involved would negate the financial gains. This case study is to show how we went against best practice advice and established an internal used equipment sale business with the same Asset Management staff (a team of three) without impacting our normal asset management duties. We have held six employee sales in the past 3 years and have significantly increased the financial value we recuperated from used equipment. Above all, our employee sale is one of the most heralded internal events and many staff members, including our Human Resources director, consider it one of the great benefits of working at the Getty. We will also share our tools,

processes, mistakes and lessons learned so others interested in the same operation can get a quick start.

**10:00-10:45 a.m.**

**State of ROI, TCO and Other IT Cost & Benefits Metrics**

**Bob Simko, Executive Director  
International Technology Group**

Reviews recent trends in the use of Return on Investment (ROI), Total Cost of Ownership (TCO) and other IT cost and benefit metrics. Discusses experiences of practitioners, and highlights strengths and weaknesses of different approaches. Also illustrates how metrics can be manipulated. Provides recommendations as to how organizations should select and employ metrics appropriate for their own requirements.

**11:00-11:45 a.m.**

**IT Cloud Economics: Best Practices to Maximize Your Orga-  
nization's IT Cloud Strategy and ROI**

**Joseph Pucciarelli, Program Director  
IDC**

Cloud computing has the potential to both disrupt and revolutionize IT operations, ROI and sourcing strategies by changing the way business needs are provisioned, priced and delivered. Vendors promise hyperscale economics, radical improvements in business agility and rapid transformation of data center environments. Yet, to realize those benefits, IT and business leaders need to reinvent governance and restructure IT purchasing and sourcing approaches. IDC believes 2011 was a critical turning point as IT buyers begin to scale deployment of public, private and hybrid cloud options. In this presentation, IDC will discuss IT Cloud decision economics including:

- How will the broader economic and capital markets conditions worldwide, shape IT cloud decision economics?
- How time proven analytic methods, such as Return on Investment (ROI), can be applied to inform cloud technology architecture and sourcing choices?
- Why IT/business governance will be the linchpin to achieving expected cloud ROI?
- What impact will cloud operations have on the productivity of IT staff and the way data center managers should prioritize system management software investments?

**12:00-12:45 p.m.**

**Buffet Lunch (Not available to family/guests)**

**1:00-1:45 p.m.**

**Best Practices for Benchmarking Your IT Spending and  
Staffing Ratios**

**Frank Scavo, President  
Computer Economics**

Benchmarking is a popular way for IT organizations to justify their IT budgets and focus their efforts for continuous improvement. But CIOs are often unhappy with or question the validity of the results. Based on experiences with a variety of clients, the speaker will outline three complementary approaches to benchmarking. He will then describe best practices for defining peer groups, selecting key metrics, understanding variations by industry and organization size, analyzing gaps, and translating findings into actions.

## 2:00-2:45 p.m.

### Leading Practices for Justifying IT Investments

Eugene Lukac, Specialist Leader  
Deloitte Consulting LLP

Whether the business does it, or IT does it, or they do it jointly, many organizations must justify their IT investments. Justification usually means that the investment makes financial sense, and is aligned with business strategies. Many of these justification efforts are done on an ad hoc basis. Leading organizations are now applying a structured approach to mapping IT investments to the drivers of shareholder value (revenue growth, margin improvement, and asset efficiency). They are also mapping IT investments to the business capabilities that organizations require to achieve their business objectives. Linking the two mappings gives them a practical and systematic framework for financially and strategically justifying their IT investments. Perhaps more importantly, it allows them to be explicit about the IT investments that they are not making. This session will provide an understanding of leading practices for justifying IT investments by discussing:

- The drivers of shareholder value
- The strategy tree and the role of IT
- Linking strategy to value
- The five ways IT can contribute to the business
- The framework for justifying IT investments

## 3:00-3:45 p.m.

### IT Asset Management “Best Practices” in Today’s Changing Environment

Jeffrey Ebbrecht, Senior IT Specialist  
IBM Corporation

As new technologies emerge, how well positioned is your IT Asset Management system or process? What are some of the common practices used today to ensure your IT Asset Management system is delivering value to your Forecast and Budget? What items are needed to be tracked in your Asset Management system for use in your IT Chargeback rates, Cost Allocation model, or Showback model? How do you make necessary changes to your Budget and Forecast when budget cuts are requested or when the business dynamically improves?

## 4:00-4:45 p.m.

### Automating IT Finance Demonstration

Robert Mischianti, Vice President  
Nicus Software, Inc.

M-PWR enables customers to transition from spreadsheet-based IT financial management tasks to a process-centric application that delivers automation, scalability, detail audit tracking, web-based reporting and much more...Define and validate your own processes, integrate all of your data elements in one place, satisfy stringent audit requirements, and automate to save time.

### ComSci IT Financial and Business Management Software Demonstration

Jeff Yoder, Business Development  
ComSci, LLC

Today’s manual methods for aggregating all disparate source data required to handle the complexity of today’s IT Financial Management needs is overwhelming. Yet, many IT Finance executives are doing just that – spending all their time aggregating disparate data, rather than analyzing and “managing” the business of IT Finance. In this session we’ll talk about how automating the aggregation process with commercially available tools, like those available from ComSci, dramatically frees up valuable IT

Finance teams for higher value tasks. This session will include:

- Introduction to the 5 key elements needed from ITFM automation tools

- IT Finance Maturity Roadmap
- Live demonstration of the ComSci ITFBM capabilities including automated costing, budgeting/forecasting and consumption reporting/demand management
- Best practices from ComSci’s 57,000 users

We will show you how, in partnering with ComSci and our award-winning solutions, we can help you solve even your most complex ITFM challenges.

## 5:00-7:00 p.m.

### ComSci’s 25th Anniversary ITFMA Celebration & Reception

ComSci, a leader in automated IT Financial Management Solutions, invites you to join us for some delicious food, refreshing drinks, and informal conversations in a relaxing atmosphere. This will be an enjoyable opportunity for you to celebrate the 25th Anniversary of ITFMA in beautiful San Francisco as well as network with other conference attendees and (while you’re at it) learn more about ComSci’s award-winning SaaS-based IT Financial Management capabilities.

## Thursday, April 19

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## 7:00-8:00 a.m.

### Full Breakfast Buffet

## 8:00-8:45 a.m.

### Predictive Modeling and the IT Budget – Best Practices from a Multi-dimensional Framework

David Miller, Information Technology Professional III  
State of Nevada

When the IT budget runs dry and you stand at the epicenter of criticism, it’s time for a new approach. This presentation follows a real life situation where business and technical people joined forces to build a better predictive model for IT utilization demand. This shows how a better understanding of IT needs based on utilization trends during prime-time peak-hours correlated with key business growth factors and daily business process activity patterns. The result was greater stakeholder confidence in IT budget construction and a solid business case for IT funding.

## 9:00-9:45 a.m.

### Managing the Business of Cloud

Mahipal Lunia, Group Manager, IT Business Management  
VMware

Cloud computing is bringing in unprecedented changes, and getting a hold of everything in the environment requires CIOs and CFOs to have a complete handle on the spend of IT, not just within the organization but also among business consumers. This trend is leading the change to IT being transformed as an IT service broker with deep financial expertise and implications. This session will examine the role of these new trends and what it means to be able to manage the business of IT from best practices to customer use cases to technological innovations needed.

## 10:00-10:45 a.m.

### Best Practices: Practical Guidelines to Define a Service Catalog Based On Its Intended Purpose

N. Dean Meyer, President  
NDMA, Inc.

Service catalogs are essential, but why? The intended purposes of the catalog drive its design – its granularity, bundling, rate definitions, the need for a bill-of-materials, and where the catalog is used. This session provides a perspective on what a service catalog should

look like, the key decisions that define it, the intended benefits, and how your objectives shape the catalog and affect both the level of effort invested and the benefits derived from a catalog. It also summarizes some fundamental “rules of the road” that guide the development of any service catalog. This session will cover:

- What is a service catalog, really?
- Key decisions that define the shape of the catalog
- The various purposes
- How each purpose drives the shape of the catalog
- Simple guidelines for defining products and services

### **11:00-11:45 a.m.**

#### **ITIL Adoption Trends and Experiences**

**Brian Jeffery, Managing Director  
International Technology Group**

This session examines adoption trends for Information Technology Infrastructure Library (ITIL) and other IT governance models, and discusses user experiences with these models. You will learn why most organizations are selectively implementing ITIL disciplines, and putting in place “mix and match” best practice models that draw upon multiple sources.

### **12:00-12:45 p.m.**

**Buffet Lunch (Not available to family/guests)**

### **1:00-1:45 p.m.**

#### **IT Portfolio & Project Management – Optimizing Resources Through Tools, Processes and Business Practices**

**Joseph Pucciarelli, Program Director  
IDC**

As global markets begin their modest recovery, businesses must be able to effectively prioritize highly constrained resources. Organizations seeking process, services, and product automation capabilities for IT Project Portfolio Management (ITPPM) come to their decision making with varying levels of maturity and differing pain points and challenges. In this presentation, we will provide an overview of newly published research on ITPPM products, strategies, and services including an evaluation of on-premise ITPPM solutions and those considering Software-as-a-Service/on demand alternatives. Key topics include:

- Market Overview: IT capital investment practices, financial management and sourcing strategies
- Product Selection: An overview of IDC’s MarketScape research and methodologies for evaluating and selecting ITPPM software tools
- Business Value: Case study reviews of practitioners who have successfully applied PPM tools, and how they delivered business value

### **2:00-2:45 p.m.**

#### **Costs and Benefits of International Standards**

**Chris Baczkiewicz, Manager, IT Standards Support  
Eracent**

The international standards for management systems provided by the International Organization for Standardization (ISO) allow the organizations to make sure they have a good process framework. However, the requirements set in the standards do not always fit the actual needs of the organization. More importantly, implementing the ISO guidance is always costly. This presentation will provide some insight to you on when the international management system standards in IT should be implemented and how it influences their budget and budgeting.

### **3:00-3:45 p.m.**

#### **A Best Practices Approach to Conducting a Successful RFP Project**

**Gay Eckert, President  
Telytics, Inc.**

Most companies have gone through a Request for Proposal (RFP) process in the procurement of their IT/Telecom services, but few conduct this process in a manner that yields optimum results. In most cases, the achieved result is either just the best offer received or one where the process achieves a pre-determined minimum goal. The failure to achieve “best in class” results stems from many factors and this presentation will address how time, knowledge, and process all work together to determine the success of the RFP project. This presentation is intended to help provide a better perspective into the challenges and solutions for improving the RFP process and to provide a “best practices” approach to get maximum results. The topics to be covered include:

- Why most RFP Projects fail to achieve maximum results
- The critical components of an effective RFP process
- Negotiation leverage killers and enhancers
- Process pitfalls to avoid
- Using the RFP document to drive the process
- A best practice approach to ensure maximum results

### **4:00-4:45 p.m.**

#### **IT Financial Management Best Practices with VMware IT Business Management Software Demonstration**

**Blair DeSio, Senior Sales Engineer  
VMware**

In this session we’ll talk about how automating reporting and processes with commercially available tools, like those available from VMware, dramatically increase the value of IT Financial Management (ITFM). This session will include:

- Introduction to how ITFM tools work – data gathering, reporting, and process automation
- How to get started, and how long it really takes
- Live demonstration of the VMware IT Business Management product including modeling, computation, “what-if”, and analysis
- Best practices for getting more from an ITFM implementation

We will also include real-life examples of how our customers are using our solutions to solve their ITFM challenges.

### **5:00-7:00 p.m.**

#### **VMware - IT Business Management Reception**

VMware invites you to join us for some delicious food, refreshing drinks, and informal conversations in a relaxing atmosphere. This will be an enjoyable opportunity for you to network with other conference attendees and (if you feel so inclined) learn about VMware’s IT Business Management Solution.

## **Friday, April 20**

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### **7:00-8:00 a.m.**

**Full Breakfast Buffet**

### **8:00-8:45 a.m.**

#### **Best Practices in Accounting for Internal-use Software**

**Michael Kiely, Senior Director of IT Finance  
Marriott Vacations Worldwide Corporation**

This session will discuss the current financial accounting guidelines for internally developed software. We will specifically cover FASB

ASC 350-40, Internal-use software and how best to apply them. This discussion will be a thorough walk through of the guide, followed by a discussion of ITFMA Best Practices. This will include a step-by-step guide as well as a detailed review of IT activities that are either expensed or capitalized in accordance with the accounting guidelines. The session will conclude with a “Best Practices” approach including an IT activity guide and a working session review of an example project cost estimating template. The template is designed in accordance with the FASB guidelines.

**9:00-9:45 a.m.**

**Best Practices of IT Financial Management to Drive Cloud Strategy**

**Cathleen Nilson, IT Financial Manager  
EA**

This presentation will start with emerging business models in the IT world and explain how Cloud strategy will change the traditional IT profit & loss (P&L) model. With the emerging P&L model supporting a Cloud strategy, this session will discuss how IT finance managers/controllers can evolve their thought process to enable them value-added CIO business partners.

**10:00-10:45 a.m.**

**Applying a Cost to Service Level Agreements, Operating Level Agreements, and Underpinning Contracts**

**Pam Erskine, Director of Consulting  
Third Sky, Inc.**

As IT organizations continue to mature, there is an increased need for identify the fully burdened cost of providing services. While many organizations think they are adept at determining the cost of providing a service, in many cases additional transparency is needed into the costs of meeting service level agreements and complying with operating level agreements and allocating the costs of underpinning contracts. Revealing the fully burdened costs for these agreements and proper allocation of costs for shared services provided by external vendors allows both IT and the business to make informed decisions about levels of service required to meet the needs of the customer. In this facilitated group discussion, we’ll discuss the importance of understanding the costs of service level and operating level agreements. We’ll explore the core components of the agreements and discuss how to assign costs to each component. We’ll consider some of the ways costs from suppliers can be allocated to the delivery of specific services. This is an opportunity to learn from your peers. You will learn about the core components to consider when applying a cost to service level, operating level agreements and vendor contracts, as well as, how other companies are assigning costs associated with these agreements.

**“Learning should be a joy  
and full of excitement.  
It is life’s greatest adventure;  
it is an illustrated excursion  
into the minds of noble and  
learned men [and women]...”  
– Taylor Caldwell**

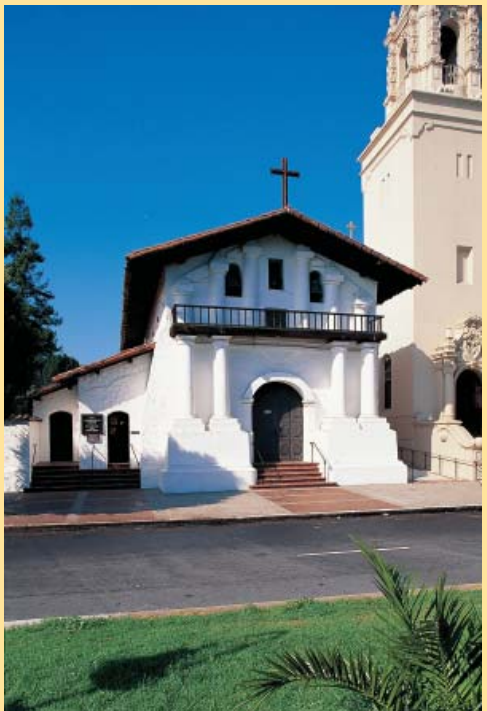
**“Anyone who stops learning is old,  
whether at twenty or eighty.  
Anyone who keeps learning stays young.  
The greatest thing in life  
is to keep your mind young.”  
– Henry Ford**



Tour of San Francisco History



Chinatown at Night



Mission Dolores in the Mission District

# IT CHARGEBACK, COST ALLOCATION & UNIT COSTING CONFERENCE AGENDA

**Wednesday, April 18**

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**7:00-8:00 a.m.**

**Conference Registration  
and**

**Full Breakfast Buffet sponsored by Nicus Software,  
A leader in IT Financial Management Solutions**

**8:00-8:45 a.m.**

**Lessons Learned from 25+ years of IT Chargeback**

**Robert Mischianti, Vice President  
Nicus Software, Inc.**

Over the past 25 years, nearly every IT organization has had some experience with the practice of IT Chargeback. This long history has shown us that success and failure have often been based on how an IT Chargeback process is configured and then applied within an organization. This session is a review of the many methodologies, configurations and policies, as well as, their intended or accidental impact on the IT user community.

**9:00-9:45 a.m.**

**Using the ITFM Maturity Model to Improve the Costing Process**

**Christopher Dederer, Principal Associate  
B I Solutions Group, LLC**

The ITFM Maturity Model can effectively accelerate improvement in the IT Costing process. Using multiple dimensions across the costing process gaps and opportunities are identified. This session will look at the practical application of the ITFM Maturity Model and how it can be leveraged to improve the financial management process within the IT organization. The key learning points include how to develop and interpret a maturity profile.

**10:00-10:45 a.m.**

**IT Cost Analysis of IT Consumption**

**Robert Nelson, IT Solutions Architect  
SAS Institute**

What is the true cost of IT for what is being consumed? Most organizations struggle to balance the demands of solving complex day-to-day management and operational issues while delivering increased value to internal and external customers at an acceptable cost. But can IT deliver value to the customer that is both acceptable from a services perspective as well as a cost to deliver that service? The ultimate objective of IT management is to properly align the use of IT resources with the company's mission while controlling IT service costs. An IT organization has to be both effective in delivering the IT services while being efficient to ensure the optimal cost to deliver those services. Several key strategies are paramount to successful IT effectiveness and cost efficiencies:

- Identification of costs within the department and organizations to align those costs to the specific IT services being consumed is critical to the general mission of IT
- Cost analysis of IT consumption in order to reduce costs through efficiency enables IT to go from simply managing IT costs to managing

what causes IT costs

- Strategic analysis of the IT infrastructure enables IT organizations to focus on resource optimization through consolidation and server virtualization
- Shared services within IT organizations are leveraging virtualized environments to efficiently manage and deliver shared services
- Utilization of the effective cost analysis to determine an enhanced cost recovery process and methodology

In a sector with an abundance of hardware configurations and databases, the limited IT staff is challenged to ensure efficient and effective services. This presentation focuses on how IT can achieve the alignment of IT with the mission of the organization through the implementation of processes and technology to improve IT cost containment and a more effective methodology of cost recovery.

**11:00-11:45 a.m.**

**25 Years of Chargeback – What's Different?**

**Charles Johnson, President and CEO  
CNJohnson & Associates, Inc.**

In this interactive session, we will discuss the usual chargeback questions: What to charge? Who to charge? How to charge? When to charge? In addition to these issues, the most important question is WHY do we charge? We will discuss the characteristics of a best practices chargeback process, as well as, what are the benefits and how do we measure them? Bring your best ideas to discuss.

**12:00-12:45 p.m.**

**Buffet Lunch (Not available to family/guests)**

**1:00-1:45 p.m.**

**The Making of a Chargeback Artist**

**Carissa Albers, Vice President  
Commerce Bank**

For those struggling to start, this is our journey which began with a 4 month timeline, \$100k and one FTE. This is a personal experience working within time, budget and culture restraints to make a sustainable, reasonable chargeback process from the ground floor. This review won't show you how YOU should do it, but will explain how we worked with our particular culture and obstacles to get something everyone could live with.....the people with the check book, the internal customers, the corporate finance group and IT.

**2:00-2:45 p.m.**

**Building Defensible Rates with Mandated Cuts**

**Deborah Zellner, Principal Accountant  
Riverside County**

Learn how one organization has been able to make it through budget cuts and still build rates successfully. After Riverside County implemented activity-based budgeting, making any necessary budget cuts has never been easier. Learn how Riverside County Information Technology is handling this difficult time in today's economy and still able to support their customers with lower rates and equitable services.

### 3:00-3:45 p.m.

#### Using a Metered Approach for the Costing of Shared Resources

Michael Davis, President  
Resource Guidance, Inc.

The use of a Chargeback/Showback system is generally associated with some type of mainframe environment. Due to the nature and cost of mainframes, it was an ideal vehicle for use in a shared manner. However, with the advent of Open Systems, SOA, Virtual Systems, and other technologies, the use of shared resources has increased while the ability to attribute shared cost has decreased. Traditional Chargeback/Showback methods do not easily translate to the new technologies resulting in the inability to measure and/or compare Heterogeneous Systems. This situation can be remedied by using a Metered approach for the Costing of these new technologies. In this session we will:

- Discuss Heterogeneous System measurement issues and System Normalization
- Discuss Cost Issues (TCO, Expenses, etc.), Rate considerations, and Cost Perspectives (Functional, Operational, User, Chargeback/Showback, etc.)
- Define a Metering program for Heterogeneous System environments
- Discuss Rate Formation and Meter Measurements (Native, Standard, etc.)

At the completion of this session you will have a good understanding of Metering and how it can be applied to a Heterogeneous System environment. This knowledge can be used for a Costing Model that results in a “Bill of IT” that can be used in a Service Catalog and/or Chargeback/Showback system.

### 4:00-4:45 p.m.

#### Automating IT Finance Demonstration

Robert Mischianti, Vice President  
Nicus Software, Inc.

M-PWR enables customers to transition from spreadsheet-based IT financial management tasks to a process-centric application that delivers automation, scalability, detail audit tracking, web-based reporting and much more...Define and validate your own processes, integrate all of your data elements in one place, satisfy stringent audit requirements, and automate to save time.

#### ComSci IT Financial and Business Management Software Demonstration

Jeff Yoder, Business Development  
ComSci, LLC

Today’s manual methods for aggregating all disparate source data required to handle the complexity of today’s IT Financial Management needs is overwhelming. Yet, many IT Finance executives are doing just that – spending all their time aggregating disparate data, rather than analyzing and “managing” the business of IT Finance. In this session we’ll talk about how automating the aggregation process with commercially available tools, like those available from ComSci, dramatically frees up valuable IT

Finance teams for higher value tasks. This session will include:

- Introduction to the 5 key elements needed from ITFM automation tools
- IT Finance Maturity Roadmap
- Live demonstration of the ComSci ITFBM capabilities including automated costing, budgeting/forecasting and consumption reporting/demand management
- Best practices from ComSci’s 57,000 users

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ComSci, a leader in automated IT Financial Management Solutions, invites you to join us for some delicious food, refreshing drinks, and informal conversations in a relaxing atmosphere. This will be an enjoyable opportunity for you to celebrate the 25th Anniversary of ITFMA in beautiful San Francisco as well as network with other conference attendees and (while you’re at it) learn more about ComSci’s award-winning SaaS-based IT Financial Management capabilities.

## Thursday, April 19

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### 7:00-8:00 a.m.

#### Full Breakfast Buffet

### 8:00-8:45 a.m.

#### Benchmarking with your Service Provider to Drive Transformational Change Initiatives

Tim Langley-Hawthorne, Senior Advisor  
TPI, Inc.

Traditional benchmarks are often used to set a target price for service providers. In justifying an aggressive number, clients will argue that top performance should be the goal and standard that service providers aim for. Service providers, meanwhile, typically counter that top-performance targets defined by the benchmark are arbitrary, inaccurate, or based on cherry-picked numbers from myriad environments, not necessarily reflective of the unique, customized, and often constraining reality of the individual client. In this context, the process often becomes contentious, and the benchmark’s role is limited to that of a club to wield during the negotiation process. The task of finding efficiencies and savings rests, moreover, largely with the service provider. As a result, the lower the price target, the lower the vendor’s profit margin.

These traditional rules of the game are fundamentally changing. Increasingly, benchmarks are being used to define and implement broader transformational change programs characterized by demand management, standard service delivery, and usage-based “pay by the drink” utility computing models. In this context, benchmarking is the first step in a mutually agreed program of client/provider transformative change.

### 9:00-9:45 a.m.

#### Down in the Dirty Details – Spreadsheet Exercise in Deriving Rates Manually

Carissa Albers, Vice President  
Commerce Bank

For chargeback novices, this is a detailed walk through of our rate calculations using only an Excel “cost pool” spreadsheet. With one FTE, 40 IT cost centers with \$75million in expense, a culture that puts most of the financial responsibility for IT onto the finance areas, and a good invoicing tool but little resources to utilize it fully, we had to develop a way to calculate rates to recover IT expenses. This is a detailed look at the spreadsheet we currently use and how it is populated.

### 10:00-10:45 a.m.

#### An Open Panel Discussion Based on 25 Years of Chargeback Experience and Best Practices

Christopher Dederer, Principal Associate, B I Solutions Group, LLC  
Jeffrey Ebbrecht, Senior IT Specialist, IBM Corporation  
Charles Johnson, President and CEO, CNJohnson & Associates, Inc.

We have a panel of very experienced chargeback professionals who will

address your questions and comments. We plan to have a lively interaction with all of you attending, whether you are new to chargeback or a veteran yourself. Bring your questions, challenges, thoughts, what has worked, and what needs improvement. What do we hope to achieve through chargeback? Don't be bashful. Let's have an extended, open discussion.

### 11:00-11:45 a.m.

#### **An Open Panel Discussion Based on 25 Years of Chargeback Experience and Best Practices (continued)**

**Christopher Dedera, Principal Associate, B I Solutions Group, LLC**  
**Jeffrey Ebbrecht, Senior IT Specialist, IBM Corporation**  
**Charles Johnson, President and CEO, CNJohnson & Associates, Inc.**

### 12:00-12:45 p.m.

#### **Buffet Lunch (Not available to family/guests)**

### 1:00-1:45 p.m.

#### **Industry Best Practices: The Great Debate**

**James Baxley, IT Finance Manager, First Citizens Bank**  
**N. Dean Meyer, President, NDMA, Inc.**  
**Robert Mischianti, Vice President, Nicus Software, Inc.**  
**Jeff Yoder, Vice President, ComSci LLC**

Join us for a presidential-style debate among leading IT Financial Management providers! Witness history in the making as the candidates answer directed questions from the moderator and from the you, the audience. In keeping with true debate format, answers (and rebuttals) will be time-limited, and will be restricted to the art and science of IT Financial Management practices. Topics debated will include:

- Tools vs. Process
- Chargeback vs. Showback vs. Allocation
- Build it Yourself (Excel) vs. Buy a Tool
- Shadow IT Accounting vs. Change the General Ledger
- ...And Your Submitted Topics

Stay for the end – **you will vote for the winner** of the Great Debate based on their performance under time pressure, their ability to clearly articulate and defend their position, and their ability to stay away from selling their own solutions!

### 2:00-2:45 p.m.

#### **Practitioner's Guide to Best Practices for IT Transparency**

**Paulo Prazeres, Director IT Finance**  
**EMC Corporation**

This session is about the eight-step process we developed and use to accomplish full IT chargeback across a global 40,000+ person enterprise. And, with increased financial transparency, IT and business units can more effectively work together on "build-versus-broker" service decisions. We will discuss how we arrived at and executed each step, and how the IT Finance group overcame challenges they encountered along the way. This session will focus on the mechanics of effective execution as well as the broader operational and strategic opportunities chargeback and transparency enables, e.g., use of strategic pricing to foster adoption of company standards and ways to accelerate business-level agility for the enterprise.

### 3:00-3:45 p.m.

#### **How Much Does that Database Cost?**

**Christopher Dedera, Principal Associate**  
**B I Solutions Group, LLC**

IT organizations support and maintain 100's and 1000's of databases, but determining the cost of those databases remains a challenge. This session will explore the issues and challenges to costing databases. Additionally an example of a database costing model will be explored. The key learning points include understanding the components of database costs and how the cost model can be structured.

### 4:00-4:45 p.m.

#### **IT Financial Management Best Practices with VMware IT Business Management Software Demonstration**

**Blair DeSio, Senior Sales Engineer**  
**VMware**

In this session we'll talk about how automating reporting and processes with commercially available tools, like those available from VMware, dramatically increase the value of IT Financial Management (ITFM). This session will include:

- Introduction to how ITFM tools work – data gathering, reporting, and process automation
- How to get started, and how long it really takes
- Live demonstration of the VMware IT Business Management product including modeling, computation, "what-if", and analysis
- Best practices for getting more from an ITFM implementation

We will also include real-life examples of how our customers are using our solutions to solve their ITFM challenges.

### 5:00-7:00 p.m.

#### **VMware - IT Business Management Reception**

VMware invites you to join us for some delicious food, refreshing drinks, and informal conversations in a relaxing atmosphere. This will be an enjoyable opportunity for you to network with other conference attendees and (if you feel so inclined) learn about VMware's IT Business Management Solution.

## **Friday, April 20**

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### 7:00-8:00 a.m.

#### **Full Breakfast Buffet**

### 8:00-8:45 a.m.

#### **Five-Year Review of IT Asset Management Chargeback**

**Scarlett Hu, Assistant Director, Information Technology Services**  
**J Paul Getty Trust**

In June 2008, about a year after Getty IT Asset Management implemented a chargeback system with only a 2-month notice from Getty executive management, we presented a Case Study at ITFMA on how we did it and our first year's operation. July 2012 will mark the five-year anniversary of our chargeback business. We will examine several key aspects of our operation and report on the following:

- A brief review of our chargeback system including how we do cost allocation and unit costing
- Current state: How we are running our business today. Are we successful? Did we meet the original goal?
- Key revisions since inception: What have we changed from the lessons we learned?
- Major accomplishments: What are our top 3 accomplishments? We have achieved some major cost cutting initiatives that we were not able

to achieve prior to chargeback. What are they? And how did we achieve them?

- Financial Impact: What's the impact of our operation/accomplishments on the bottom line?
- Useful tools that we can share
- Lessons we learned and going forward

**9:00-9:45 a.m.**

**Allocations, Estimates and Assignments Improving the Accuracy of the Cost Model**

**Christopher Dedera, Principal Associate  
BI Solutions Group, LLC**

The data needed for an IT cost model can be difficult to collect and a challenge to manage. This session will explore the Cost Assignment Spectrum and the various assignment methods available to improve the costing process. Additionally the cost of each method and the organizational changes required will be discussed. The key learning points include understanding the various assignment methods and when they should be applied.

**10:00-10:45 a.m.**

**Best Practices for Transitioning IT Finance to a Variable IT Consumption Model**

**Paulo Prazeres, Director IT Finance  
EMC Corporation**

Most IT departments today operate with a "fixed" consumption model, assuming non-shared assets and a computed demand forecast. As virtualization and automation permeate IT infrastructure, more assets are pooled and shared. In addition, IT service output is becoming elastic and dynamic, following demand requirements. Both of these new models have clear advantages over the fixed approach. Yet the move to a variable IT consumption model can present substantial challenges to organizations that are accustomed to predicting and controlling IT costs. While no easy path to the new model exists, this session will address several promising approaches including:

- Why a variable consumption model is a challenge for many organizations
- How to overcome organizational and cultural pushback
- Why simple cost transparency and chargeback aren't enough
- An initial survey of suggested approaches

**"The quality of a conference is measured more by the kind of person it turns out, rather than the kind it takes in."  
– Terence Quinlan, ITFMA**

**"The one real object of education is to have a man [or woman] in the condition of continually asking questions."  
– Bishop Mandell Creighton**



Cliff House at the Beach



Legion of Honor in the Marina District



Japanese Tea Garden in Golden Gate Park

# TELECOMMUNICATION FINANCIAL MANAGEMENT CONFERENCE AGENDA

**Wednesday, April 18**

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**7:00-8:00 a.m.**

**Conference Registration  
and**

**Full Breakfast Buffet sponsored by Nicus Software,  
A leader in IT Financial Management Solutions**

**8:00-8:45 a.m.**

**New Enterprise Mobility Cost Management Strategies in a  
“Bring Your Own Device” Environment**

**Gay Eckert, President  
Telytics, Inc.**

The proliferation of user owned smart phones and data intensive tablet devices has created new challenges for Enterprises trying to integrate these devices into their mobility cost management strategies. These trends have added a new dimension to the “corporate liable” versus “individual liable” debate. While some companies see this as an opportunity to reduce costs and administrative overhead, others have questioned the impact on IT support and security implications. This presentation will address the issues surrounding re-imburement, security, device management, and data ownership relative to establishing the best approach for your company. Specific topics to be addressed include:

- The current “consumerization” of IT trend
- Pros and cons of “Bring Your Own Device” on the Enterprise
- Re-imburement strategies
- Security considerations
- Integration into existing Telecom/Wireless Expense Management (TEM/WEM) processes
- Why trying to make its cost administration easy often cost more
- Future trends and strategies for controlling costs

**9:00-9:45 a.m.**

**Telecom Financial Management is More than Software and Services**

**Josh Bouk, Senior Vice President and Wayne Webers, Sourcing and Contract Negotiations Manager  
Veramark Technologies, Inc.**

ITFMA is hosting four conferences at this year’s event. Telecom Financial Management is one of them. Why? Because telecom has become one of the largest IT expenses facing organizations today. You can’t control your IT expenses without mastering your telecom usage and spend. This presentation will explore best practices in Telecom Expense Management (TEM), an integrated approach to managing all aspects of your fixed and mobile telecom finances – infrastructure investment, services, usage, and related business processes. Topics will include optimization, benchmarking, sourcing, and lifecycle management. While TEM requires specialized software and services, to yield maximum benefits it must be incorporated into the corporate culture as a business discipline applied across the enterprise.

**10:00-10:45 a.m.**

**Fixed vs. Mobile Telecom Costs – Why You Need To Act Now to Realize Savings**

**Kevin Donoghue, President  
Telesoft**

Unlike fixed telecom services where savings often come from billing errors and historical audits, most wireless services savings come from optimization and cost avoidance. With mobility expenses, organizations must act now or the savings will be lost forever. Learn the latest trends in mobile telecom expense management with these talking points:

- Steps to “right-size” your fixed and mobile telecom expenses
- Reducing mobility spending through creating/updating mobile policies
- Mistakes that lead many organizations to spend more after introducing a “Bring Your Own Device” policy

**11:00-11:45 a.m.**

**IT Service Economics through Telecom Expense Management  
Suzon Crowell, Senior Manager and Steve Mayfield, Global TEM Lead  
Accenture**

The objective of this session is to provide an overview of holistic Telecom Expense Management and how it helps to drive value realization as a part of an overall IT Service Economics strategy. The session will begin by explaining the overall strategy behind IT Service Economics and its goal of defining and delivering IT value to the business. IT Service Economics presents a strategic opportunity for the IT Organization in its drive towards demonstrating value, and ultimately business revenue. By defining, quantifying and reporting service provider contributions, an IT Service Economics program reduces the cost to deliver and increases client satisfaction of the services IT provides.

Holistic Telecom Expense Management (TEM) not only provides the means to drive tactical savings in the telecom spend category, but through best practices, is a part of the drive towards demonstrating IT value. Though TEM tends to focus on network components, and other connected functions, overall objectives need to be addressed in an IT Services initiative like IT Service Economics. TEM costs represent a foundational IT Service, which supports every Business Service that IT delivers, so its financial impacts are broad. Detailed, ongoing financial data that is a part of TEM is a significant IT cost component managed within IT Financial Management – one of the key drivers in defining, quantifying and reporting IT value. Therefore, successful holistic TEM programs recognize the complete picture of not only reducing operational costs, but aligning the program towards services delivered and communicating program efficiencies.

Our suggested implementation strategy for TEM in an IT Service Economics strategy context can be taken from a top/down or bottom/up approach, but ultimately does require a definition of what IT delivers as a business so that cost efficiencies attained can be communicated to the receivers or consumers of TEM impacted services. This session will explore the options of each approach, aiming toward the common goal of demonstrating the value holistic TEM programs provide to the IT Service Economics strategy.

**12:00-12:45 p.m.**

**Buffet Lunch (Not available to family/guests)**

## 1:00-1:45 p.m.

### Managing Mobile Devices

John Boyd, IT Financial Services Manager  
Jacobs Engineering

The management of mobile devices includes many challenges, such as accelerated spending and personal use, lack of transparency, and employee requests for flexibility and device choice. This session will review the processes and steps taken to move from a Corporate Responsible Unit (CRU) model to an Individual Responsible Unit (IRU) program. For our company, this change yielded a 72% reduction in corporate provided devices and significantly reduced IT Operations and Finance staff time to administer the corporate wireless program. However the IRU model does present new risk. Actions taken to mitigate this risk will also be discussed.

## 2:00-2:45 p.m.

### Evaluating the Effectiveness of Current or Proposed TEM Applications

Gay Eckert, President  
Telytics, Inc.

Many companies have implemented both homegrown and third party Telecom Expense Management (TEM) services and applications to help manage their telecom related costs. Unfortunately, many, if not most, of these implementations fail to provide the specific analytics necessary to actually validate and support cost reduction optimization efforts. In fact, while projected cost savings are often used to sell these applications and services, very few actually achieve their true potential and few actually promise, either contractually or via SLAs, that any such savings will actually be achieved. This situation makes it imperative that companies, who are either contemplating buying such services/applications or looking to improve what they have, truly understand what distinguishes an effective cost control tool from one that merely provides accounting and reporting support. This presentation addresses how to assess the limitations and short comings of existing TEM implementation candidates and strategies for process improvement. This presentation will address the following topics:

- TEM vs. cost reduction optimization
- How to distinguish between accounting and optimization focused applications
- The pitfalls of vendor provided data
- How to get the right analytics to make effective cost optimization decisions
- How to get the most benefit from existing TEM implementations
- Assessing candidate TEM products and services relative to meeting cost management objectives

## 3:00-3:45 p.m.

### Mobile Services Financial Management: Best Practices

Pankaj (PJ) Gupta, Founder and CEO  
Amtelnet

This session is about how to reduce cost and improve security of mobile services during the current massive growth in iPads, iPhone, Android, Tablets, etc. within enterprises. These are some of the covered topics:

- Clarity about your biggest Mobile Expense (MEM) & Security Management (MDM) challenges
- What MEM & MDM can and cannot do
- How MEM and MDM best work together
- How to develop an exceptional MEM and MDM program
- Knowledge of real-world implementation issues and solutions
- Factors to consider in developing and implementing mobility policies
- How to establish and bolster your company's enterprise mobility presence
- What's ahead in 2012 for enterprise mobility

## 4:00-4:45 p.m.

### Automating IT Finance Demonstration

Robert Mischianti, Vice President  
Nicus Software, Inc.

M-PWR enables customers to transition from spreadsheet-based IT financial management tasks to a process-centric application that delivers automation, scalability, detail audit tracking, web-based reporting and much more...Define and validate your own processes, integrate all of your data elements in one place, satisfy stringent audit requirements, and automate to save time.

### ComSci IT Financial and Business Management Software Demonstration

Jeff Yoder, Business Development  
ComSci, LLC

Today's manual methods for aggregating all disparate source data required to handle the complexity of today's IT Financial Management needs is overwhelming. Yet, many IT Finance executives are doing just that – spending all their time aggregating disparate data, rather than analyzing and “managing” the business of IT Finance. In this session we'll talk about how automating the aggregation process with commercially available tools, like those available from ComSci, dramatically frees up valuable IT

Finance teams for higher value tasks. This session will include:

- Introduction to the 5 key elements needed from ITFM automation tools
- IT Finance Maturity Roadmap
- Live demonstration of the ComSci ITFBM capabilities including automated costing, budgeting/forecasting and consumption reporting/demand management
- Best practices from ComSci's 57,000 users

We will show you how, in partnering with ComSci and our award-winning solutions, we can help you solve even your most complex ITFM challenges.

## 5:00-7:00 p.m.

### ComSci's 25th Anniversary ITFMA Celebration & Reception

ComSci, a leader in automated IT Financial Management Solutions, invites you to join us for some delicious food, refreshing drinks, and informal conversations in a relaxing atmosphere. This will be an enjoyable opportunity for you to celebrate the 25th Anniversary of ITFMA in beautiful San Francisco as well as network with other conference attendees and (while you're at it) learn more about ComSci's award-winning SaaS-based IT Financial Management capabilities.

“The brighter you are,  
the more you have to learn.”

– Don Herold

“Learning is like rowing upstream:  
not to advance is to drop back.”

– Chinese proverb

# IT FINANCIAL MANAGEMENT BY/FOR PRACTITIONERS CONFERENCE AGENDA

**Thursday, April 19**

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**7:00-8:00 a.m.**

**Full Breakfast Buffet**

**8:00-8:45 a.m.**

## **IT Financial Management Industry Best Practices Panel Discussion**

**Jim Baxley, IT Finance Manager, First Citizens Bank**  
**Chuck Cicora, Manager, Progressive Insurance**  
**Rob Singleton, IT Finance Manager, Energy Future Holdings**  
**Lisa Stalter, IT Planning & Governance Manager, Cox Enterprises, Inc.**

Join us as four IT Financial Management practitioners host an interactive panel discussing their roles and how their companies handle the financial side of IT. This panel features participants from Cox Communications, Energy Future Holdings, First Citizens Bank, and Progressive Insurance. This will be a very interactive panel where you will have the opportunity to ask questions on a wide variety of topics for 90 minutes. These are just some of the topics that will be covered:

- Forecasting and budgeting – How it is done, measured, and used
- Cost allocation and chargeback – Do we do it? Why and how?
- Financial systems and tools – What is used? What is liked and disliked?
- ITIL adaptation – Has our company adopted ITIL? Is service based costing used?
- Governance – How is project approval handled? Does IT governance exist?
- Constraints – Financial, political, and operational constraints. What exists?
- IT Finance – Does the function reside within IT or Corporate Finance?
- Initiatives – Are there future changes for IT Finance? What are they and how will they help?

This is your chance to come and discuss any IT finance topic with a wide array of experts. This panel will be held over two back-to-back 45-minute sessions to ensure there is enough time to address all questions.

**9:00-9:45 a.m.**

## **IT Financial Management Industry Best Practices Panel Discussion (continued)**

**Jim Baxley, IT Finance Manager, First Citizens Bank**  
**Chuck Cicora, Manager, Progressive Insurance**  
**Rob Singleton, IT Finance Manager, Energy Future Holdings**  
**Lisa Stalter, IT Planning & Governance Manager, Cox Enterprises, Inc.**

**10:00-10:45 a.m.**

## **Service Costing and Market-based Budgeting**

**Doug Volesky, Chief Financial Officer**  
**State of Montana - DOA**

Montana's State IT Services Division (SITSD) implemented service costing and market-base budgeting in 2007. Now in its third iteration, the process is recognized Statewide as a success and model for other organizations. As we reflect on what we did and where we are, the investment was extremely worthwhile. This case study will describe the benefits we've realized – to the State, to the SITSD, to the leadership team, and to IT Finance.

**11:00-11:45 a.m.**

## **How Far Do You Go in Costing the TCO of Applications**

**Darryl Murphy, Senior Analyst, IT Business Management**  
**Export Development Canada**

The total cost of ownership (TCO) of an application can be difficult to define. Costing of an application combines management accounting techniques with application and infrastructure lifecycle management. Costing the TCO of applications can also translate into show back/chargeback IT models, which raises the question of how far do you go in terms of scope and materiality. This presentation will review a framework and case study for costing and evaluating application TCO and talk about some of the pitfalls that are encountered.

**12:00-12:45 p.m.**

**Buffet Lunch (Not available to family/guests)**

**1:00-1:45 p.m.**

## **Contract Compliance and Recovery**

**Todd Hall, Director**  
**U.B.S. Investment Bank**

At UBS we have set up a new group entitled Contract Compliance and Recovery. The main function is to complete a systematic thorough check of invoices against signed contracts to ensure we are receiving everything agreed in the contracts. This includes annual volume discounts, SLA credits, actual agreed rates and any and all unapplied credits. We are currently operating this function across all areas of the organization including IT. The vast majority of the savings comes from the Network space but there is money to be found in other IT areas as well. This session will discuss the process we use, real life examples, when to use external audit firms, who to use, and when to do it yourself internally. Some of the rates that we have been able to obtain from audit firms will be discussed, as well as, volume discounts, unapplied credits, unclaimed property, telecom expense management, software audits, and asset disposal.

**2:00-2:45 p.m.**

## **A Global Mobile Device Policy: A Journey of Best Practices**

**Cory Schlags, Lead IT Supply Chain Analyst**  
**Air Products and Chemicals, Inc.**

For a company to design an effective mobile device policy, it must successfully balance several, potentially competing interests. These include: 1) enabling the proper mobile functionality for its business units, 2) incorporating the financial goals of the corporation, 3) including security safeguards for company data, and 4) considering the diverse list of "wants" among its end users. Multi-national companies face additional challenges in developing policies that account for cultural differences among regions.

In this presentation, the speaker will take you on a journey that starts with the motivation for Air Products' Global IT Organization to update its existing, regional mobile policies, and ends with the implementation of a single, global mobile standard. You will also hear about the business case that drove this endeavor. Our due diligence efforts will then be described, in which we incorporated industry best practices into the policy's underlying principles. The components of the policy will be explained next, as well as the process we employed to get it ratified within our enterprise. Finally, critical success factors for this effort, as well as our implementation experience, will be presented.

**3:00-3:45 p.m.**

### **Measuring Business Value of IT Using Financial KPI's**

**Krishna Banda, IT Assistant Vice President**  
**Horace Mann Insurance Company**

This presentation will discuss what are the different kinds of Key Performance Indicators (KPIs) that successful IT managers and IT financial professionals measure. The presentation will provide you with a framework for developing your own KPIs.

**4:00-4:45 p.m.**

### **IT Financial Management Best Practices with VMware IT Business Management Software Demonstration**

**Blair DeSio, Senior Sales Engineer**  
**VMware**

In this session we'll talk about how automating reporting and processes with commercially available tools, like those available from VMware, dramatically increase the value of IT Financial Management (ITFM). This session will include:

- Introduction to how ITFM tools work – data gathering, reporting, and process automation
- How to get started, and how long it really takes
- Live demonstration of the VMware IT Business Management product including modeling, computation, “what-if”, and analysis
- Best practices for getting more from an ITFM implementation

We will also include real-life examples of how our customers are using our solutions to solve their ITFM challenges.

**5:00-7:00 p.m.**

### **VMware - IT Business Management Reception**

VMware invites you to join us for some delicious food, refreshing drinks, and informal conversations in a relaxing atmosphere. This will be an enjoyable opportunity for you to network with other conference attendees and (if you feel so inclined) learn about VMware's IT Business Management Solution.

## **Friday, April 20**

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**7:00-8:00 a.m.**

### **Full Breakfast Buffet**

**8:00-8:45 a.m.**

### **ITFM Best Practices: Chargeback is Not a Four-Letter Word**

**Jeff Yoder, Business Development**  
**ComSci, LLC**

Over the last 10 to 15 years, many organizations have made concerted efforts to incorporate IT chargeback processes into their IT business strategies – and failed miserably. In many of the organizations that went through this, the chargeback initiative's failure further exacerbated an already tenuous relationship between IT and the consumers of IT products and services, a formidable group considering it's the rest of the company. Today, there is an opportunity for IT organizations to be successful in achieving all the positive effects of chargeback through automating the cost recovery and consumption invoicing processes that were not possible even 5 years ago. This lecture will focus on defining why chargeback and “showback” have a positive effect for both producers and consumers of IT products and services. Also discussed are the tactical steps you can take toward a successful chargeback strategy.

**9:00-9:45 a.m.**

### **IT Infrastructure Pricing**

**Dwight Schlenker, Associate Director of IT Business Planning**  
**United Health Group – Optum Insight**

The last decade has seen the continuation of two significant IT trends. 1) Companies have moved towards housing IT infrastructure (servers, storage, databases, etc.) in hardened data centers managed by central IT groups, and 2) That same infrastructure has transitioned from primarily being an administrative expense to a new, more prominent role inside the cost buildup of actual business products. Whether it's used for e-commerce systems, by companies that trade in information products, or for a more substantial leveraging of IT to gain competitive advantages, infrastructure has become one of the larger more noticeable numbers in cost analyses for a wide host of products and services.

Many IT infrastructure chargeback systems were originally designed mostly to accomplish “pie slicing” of central IT costs across various business divisions. They were never built to a level of accuracy that could be useful for the analysis of individual business products or projects. The promise of more advanced infrastructure chargeback pricing models is that they can be used not just to allocate total cost across divisions, but also be employed to:

- Analyze individual business products for tactical investment planning
- Compare internal IT costs to alternative external providers, or
- Plot future demand for IT-related capital or personnel

However, deploying these more advanced models or tools requires significant investments in time, cost, and process re-alignment. This session will discuss how to design IT infrastructure chargeback models in light of these more ambitious goals: principles or best practices that should be used to help insure the resulting information is actually capable of supporting better decision-making and positively transforming the behavior of both business consumers and (internal) IT providers. Drawing on my experience designing IT infrastructure costing/pricing systems for several different Fortune 500 corporations and their divisions, the speaker will cover a variety of pitfalls, recommendations, and things-to-consider in putting together the next generation of your pricing models.

**10:00-10:45 a.m.**

### **The Financial Focus of the IT Capability Maturity Framework**

**Michael Harris, CEO**  
**David Consulting Group**

The Innovation Value Institute is a consortium of organizations collaborating to create the global standard to realize the business value from IT investments. They have developed the IT Capability Maturity Framework (IT-CMF) and a significant database of practitioners has been built for benchmarking companies against each other. The IT-CMF consists of 33 Critical Capabilities grouped into four Macro-capabilities: managing IT like a business; managing the IT budget; managing the IT capability; and managing IT for business value. This presentation will focus on describing the current status and likely future developments of the financial-specific critical capabilities in managing the IT Budget Macro-capability.

# Conference Value and Benefits

## How to Register

To register electronically, please visit our website ([www.itfma.com/fwit](http://www.itfma.com/fwit)) and submit the Conference Registration form. To register by mail, complete and mail the Conference Registration form in the front of this brochure and a check made out to "ITFMA" or "IT Financial Management Association." To register by fax, send the registration form to (805) 687-7382 (no cover letter required). To register by telephone, call (805) 687-7390.

	<u>Register by March 16</u>		<u>Register March 17-30</u>		<u>Register after March 30</u>	
	Member	Nonmember	Member	Nonmember	Member	Nonmember
Conferences Only (April 18-20)	\$1,595	\$1,695	\$1,995	\$2,095	\$2,495	\$2,595
Conferences + 1 Seminar Day (April 16 + April 18-20)	\$2,095	\$2,195	\$2,595	\$2,695	\$3,095	\$3,195
Conferences + 1 Seminar Day (April 17-20)	\$2,095	\$2,195	\$2,595	\$2,695	\$3,095	\$3,195
Conferences + 2 Seminar Days (April 16-20)	\$2,595	\$2,695	\$3,195	\$3,295	\$3,695	\$3,795

The registration fee covers all seminar/conference sessions, presentation handout material, attendees list, full buffet breakfasts, refreshment breaks, buffet lunches, and receptions. Families are invited to the breakfasts and receptions. You may apply for ITFMA membership (January-December) with your registration for an additional \$100.00.

Cancellations received after **March 16** are subject to a \$200 fee. Cancellations received after **March 30** are charged 50% of the registration fee. Non-attendance without cancellation is subject to the full fee.

## Group Fee Discounts

For group registrations **submitted at the same time**, group conference registration fee discounts are:

Group of 2: 10% discount

Group of 3: 15% discount

Group of 4 or more: 20% discount

## 4 Conferences for the Price of 1

There are twelve (12) half-day seminars/workshops held on Monday and Tuesday as well as four (4) conferences held on Wednesday to Friday. You will receive handouts for all seminars, workshops and conferences held each day you are registered to attend. So if you wish to drop in and out of the concurrent seminar and conference sessions, you will have handouts to follow along with the speakers.

## Conference Attendees

This is the first of ITFMA's two extensive educational programs in 2012 addressing the wide range of responsibilities in the field of IT financial management. It meets the educational needs of IT financial professionals, clients of IT organizations, and IT service providers, whether they be from senior management or entry-level positions involved with the various IT financial management disciplines as applied to computer operations, distributed processing, application development, telecommunications, and IT support. Meet your peers with these IT/Telecom/ITIL-related responsibilities to establish networking opportunities during/after the conferences:

Activity Based & Product Cost Management  
Asset & Project Portfolio Management  
Asset Acquisition & Procurement  
Asset Management & Inventory Control  
Balanced Scorecard Analysis  
Benchmarking & Metrics Analysis  
Business/Demand Management  
Capital Budgeting & Investment Analysis  
Chargeback & Cost Allocation

Contract Management & Negotiation  
Cost Accounting, Analysis & Control  
Expense Management  
Financial Planning, Rptg. & Analysis  
Financial Programming & Support  
Financial & Fiscal Services  
ITIL Financial Management  
Operations & Telecom Management  
Outsourcing Mgmt. & Evaluation

Performance Management & Measurement  
Portfolio Management & Risk Analysis  
Project Management  
Resource Management  
Service Management & Service Level Agreement  
Shared Services  
Software and License Management & Evaluation  
Telecommunication Financial Management  
Vendor Management

## Dress Code

Attendees and speakers are requested to dress casually in order to promote an informal and relaxed atmosphere.

**"Education levels the playing field,  
allowing everyone to compete."  
– Joyce A. Myers**

## Why This Program is Unique

- In celebration of ITFMA's 25th anniversary, this program will have special agendas, meals, refreshments, prizes and surprises
- After several years, ITFMA is bringing back the always popular IT Financial Management Best Practices Conference
- The only 5-day week-long conferences that provide you a complete curriculum in IT financial management best practices, IT chargeback/cost allocation/unit costing, IT financial management by practitioners, and telecommunication financial management for IT organizations for businesses, governments and universities
- Four conferences for the price of one and six half-day seminars for the price of one
- Receive handouts for all concurrently held seminars, workshops and conferences held each day you are registered to attend
- Offers twice the value at half the price of comparable conferences
- Money back guarantee you will not find a comparable 4-5 day program on these IT financial disciplines with more renowned speakers, breadth and depth of material, number of presentations, networking opportunities, and for the same reasonable registration fee in 2012
- 30-35% discount for early registration plus an additional 10-20% discount for groups of 2 or more
- Nearly 100 sessions to choose from!
- Twelve (12) pre-conference half-day (3-4 hour) seminars and workshops:
  - Designing a Cost Allocation and Chargeback/Showback Framework Workshop (4 hours)
  - IT Asset Management, Budgeting, and Chargeback/Cost Allocation Tips, Techniques and "Best Practices" in Today's Ever-changing Dynamic Environment Workshop (3 hours)
  - Key Fundamentals to Success for Today's IT Finance & Business Management Executive Seminar (4 hours)
  - IT Financial Management Economics Seminar (4 hours)
  - IT Asset Management Best Practices – What Does and Does Not Work Seminar (3 hours)
  - How to Ensure Success with IT Chargeback & Transparency Workshop (4 hours)
  - Crafting a Killer Telecom Contract: How to Negotiate the Best Possible Rates, Terms, and Conditions Workshop (4 hours)
  - People, Process, and Estimation Seminar (4 hours)
  - Foundations of Excellence – Quick and Easy Practices for Effective Costing and Chargeback Strategies Workshop (3 hours)
  - Topic to be determined (3 hours)
  - How to Motivate Your Senior IT Leadership Team to Support ITFM Initiatives Workshop (3 hours)
  - Defining and Measuring the ROI of Best Practice Methodologies Workshop (3 hours)
- Twenty (20) hours of peer networking during breakfasts, morning/afternoon breaks, lunches, and receptions
- Friday drawings for you to be one of the six (6) luck winners of free passes to either of ITFMA's 2013 conference programs
- Wide assortment of sessions addressing:
  - Financial Management Best Practices for Information Technology organizations
  - Chargeback, Cost Allocation and Unit Costing for the IT Enterprise
  - IT Financial Management Curriculum based on experiences of practitioners
  - Telecommunication Financial Management for voice, data and mobile networks
- Largest gathering of your peers and leading authorities specializing in IT financial management best practices, chargeback, cost allocation, unit costing, telecom financial management and the full spectrum of IT financial management disciplines and techniques from the business, government, and education communities
- Unbeatable quality and variety of speakers and topics at a cost significantly less than alternative conferences
- Latest concepts for financially managing both the distributed and centralized IT and telecommunication environments
- Ample time for you to discuss current issues and to have your problems addressed by other practitioners in your field
- Demonstration of leading-edge and popular software available for IT financial management
- Earn credit in the most extensive IT financial management certification program **at no charge** with certificates in 10 areas of specialty
- Full breakfasts are served daily for you and your family. Conference breakfast sponsor is Nicus Software (leader in IT Financial Management solutions)
- All full breakfasts and lunches are buffet-style to meet your own dietary requirements and appetite
- Complimentary evening receptions (hors d'oeuvres, cocktails, and other refreshments) for you and your family on Wednesday and Thursday are sponsored by ComSci (leader in IT Cost Transparency/Financial Management solutions) and VMware (leader in IT Cost Management and Visibility solutions).

## Money Back Guarantee

If you find another four or five day program focused on these IT financial disciplines with more renowned speakers, breadth and depth of material, number of presentations, networking opportunities, and for the same reasonable registration fee in 2012, ITFMA will gladly refund your registration fee.

## Win a Free Conference Pass

As a reward to those who see the value of attending the outstanding sessions typically scheduled on the last day of ITFMA conferences, there will be a drawing in each of the three (3) concurrent sessions scheduled at 10:00a.m. on Friday, April 20. **There will be six (6) lucky winners** – two lucky attendees at each of the three concurrent sessions will win a pass to attend the 2013 ITFMA program of their choice by having their 3-day conference registration fee waived – a value of \$1,700. The pass is transferable to a colleague if the winner is not able to attend in 2013. Names will be collected and picked some time during the 10:00 a.m. sessions. Winners must be present to win.

## Purpose of Each Conference

The *IT Financial Management Best Practices Conference* brings together the vast experiences of practitioners and leading experts with experiences from best practice organizations. The material covers best practices and procedures in the design, implementation and application of the various financial tools, techniques and disciplines used in the major areas of IT financial management.

The *IT Chargeback, Cost Allocation & Unit Costing Conference* provides speakers who are highly experienced experts in these fields and creates a forum of practitioners to discuss their hot issues, challenges and solutions.

The *IT Financial Management by/for Practitioners Conference* provides pioneers and veteran practitioners who are highly experienced in the development, implementation and maintenance of the wide variety of financial guidelines, standards and procedures for IT financial management.

The *Telecommunication Financial Management Conference* brings together the hands-on experiences of practitioners and expert speakers with experiences from industry-leading organizations in order to provide a forum for practitioners to discuss and learn about the latest concepts and techniques in these financial disciplines.

## Luncheon Peer Discussions

To establish peer contacts and to discuss common interests over lunch, many of the tables are reserved for seating by job responsibility and industry on designated days of the program. All lunches are buffet style to meet your dietary requirements and appetite.

## ITFMA Certification

ITFMA's Education Certificate Program is the most recognized program to certify completion of an extensive curriculum in IT financial management and related financial disciplines. Certificates are awarded upon completion of 60 class hours at ITFMA programs in the following financial disciplines in order to certify education in IT financial management's various areas of knowledge and specialization:

- IT Financial Management Best Practices (*new in 2011*)
- IT Financial Planning, Budgeting and Reporting
- ITIL Financial Management
- IT Financial Management Controllership
- IT Chargeback and Activity Based Cost Management
- IT Asset Management
- IT Performance Management and Benchmarking
- IT Financial Management Accounting
- Government IT Financial Management
- Telecommunication Financial Management

A transcript documenting your attendance in over 150 subject categories is mailed to you following each attended conference. There is no cost to enroll in the Certificate Program and you may apply for multiple certificates. Advanced certificates are awarded for each additional 60 class hours of attendance. For more details, call (805) 687-7390 or go to our home page at [www.itfma.com](http://www.itfma.com) and click on "Certificate Program".



## Continuing Education

IT Financial Management Association is registered with the National Association of State Boards of Accountancy (NASBA), as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. NASBA web site: [www.nasba.org](http://www.nasba.org). This **five-day program offers up to 33 hours of continuing education credit** for CPA, CMA, ITFMA, CIA, CISA and other certifications. There are no prerequisites or advance preparation required for attending the conferences for continuing education credit. The program objectives are to learn best practices, cutting-edge procedures, experiences of your colleagues, and solutions to current issues. For more information regarding administrative policies such as complaint and refund, please contact ITFMA at (805) 687-7390.

## More About ITFMA

The IT Financial Management Association (ITFMA) was established in 1988 and founded the IT Financial Management profession 25 years ago. ITFMA is the only association dedicated to our profession and provides a comprehensive education program on the principles and practices used to financially manage Information Technology (IT) organizations. ITFMA is the national leader in the education of IT financial management professionals and the only recognized provider of certification in the various financial disciplines of IT financial management. Their *Journal of IT Financial Management* is the only magazine devoted to issues of interest to our profession and their website ([www.itfma.com](http://www.itfma.com)) is the only site focused on research, surveys and publications in this field.

## Why Register Early

- Receive a \$900-\$1,100 discount off the registration fee by registering by March 16.
- Those attending the April 18-20 conferences can attend the April 16-17 seminars and workshops for \$500 per day (\$600 per day for registrations after March 16).
- There are a limited number of hotel rooms available at substantially reduced room rates for our group. Hotel reservations made after March 16 will cost much more than our special group room rates.

## Important Dates

- March 16: Discounted conference registration fee deadline. Hotel reservations after this date are on a space and current available rate basis. Cancel registration without incurring a \$200 late cancellation fee.
- March 30: Cancel registration without 50% fee. Deadline to avoid conference registration fee increase.

## Benefits of Registering as a Member

To sign up for an individual membership in ITFMA for 2012, simply indicate upon registering for the conference that you wish to register for the conference as a member. The membership dues for January to December 2012 is \$100. Why should you register for this conference as a member? Among the various benefits of membership, your membership dues is returned to you in the form of a \$100 lower registration fee paid by members. As a member, you have access to the *Journal of IT Financial Management*, the only magazine in this field, as well as the Membership Directory for peer networking purposes. Before registering for the conferences, you need to complete the Membership Application on our website ([www.itfma.com](http://www.itfma.com)) to activate your membership and to submit your unique user name and password in order to access the exclusive members only areas of the ITFMA website.

## Meet Our Sponsors



ComSci delivers Technology Financial Management solutions that empower organizations to implement more effective IT Financial Management. ComSci helps IT organizations enhance transparency and visibility, which in turn enables business units to understand and optimize demand and utilization of technology resources. ComSci clients include Bank of New York Mellon, NYU Langone Medical Center, 1-800-FLOWERS.COM, MSKCC, SAP, and UBS.



Nicus M-PWR IT Financial Management provides solutions for IT Chargeback, IT Cost Modeling & Analysis, Budgeting, Forecasting and Web-based Financial Reporting.



From the leader in virtualization and cloud infrastructure, VMware IT Business Management (ITBM) solutions enable CIOs to have unprecedented visibility into their cloud costs to make fact-based decisions. Our suite gives you financial discipline, SLA management capability and vendor governance for your entire service portfolio.

**“The chief object of education is not to learn things but to unlearn things.”**  
– G. K. Chesterton

**“Intellectual growth should commence at birth and cease only at death.”**  
– Albert Einstein

# Hotel & Travel Reservations

## Hotel Room Reservation

The four conferences will be held at the Sheraton Fisherman’s Wharf Hotel in San Francisco, everyone’s favorite city according to 25 years of past ITFMA conference attendees. The hotel room rate is \$159 for single/double occupancy. A very limited number of rooms are available at the government rate of \$155. To make room reservations, call (888) 627-7024 or (210) 223-4361 and mention “ITFMA” to get the discounted room rate. The hotel will be sold out during this popular time of the year and there is no other hotel nearby that is comparable in quality and price. Reservations must be made by **March 16** after which reservations will be accepted on a space and current available rate basis. Calling the hotel before the cut-off date does not guarantee rooms will be available at our special group rate as the hotel is not required to honor this special rate after our block of rooms has been filled. For complete information about the hotel, go to [www.sheraton.com/fishermanswharf](http://www.sheraton.com/fishermanswharf).

## Hotel & Nearby Attractions

The recently remodeled Sheraton Hotel is located at historic Fisherman’s Wharf on the waterfront, which is San Francisco’s most-popular destination – known for its delicious seafood, spectacular sights, and unique shopping. All rooms have free high-speed Internet access. The hotel’s fabulous location in the “City by the Bay,” is within walking distance of world-famous Cable Car rides, Pier 39 shops & Underwater World, The Cannery, Ghirardelli Square, Alcatraz Tours, Hyde Street Pier with a fleet of historic ships, North Beach, National Maritime Museum, Golden Gate Promenade (4-mile walk along the Bay), Bay Cruises and Ferryboats. Just minutes away are Chinatown, Union Square, Nob Hill, Castro Street, Coit Tower, Aquatic Park Beach, Lombard Street, Golden Gate Bridge, Mission Dolores, Union Street, golfing, museums, and great restaurants.



Alcatraz Tour from Fisherman’s Wharf



S.F. Giants at home April 13-18, 2012  
against Pittsburgh and Philadelphia

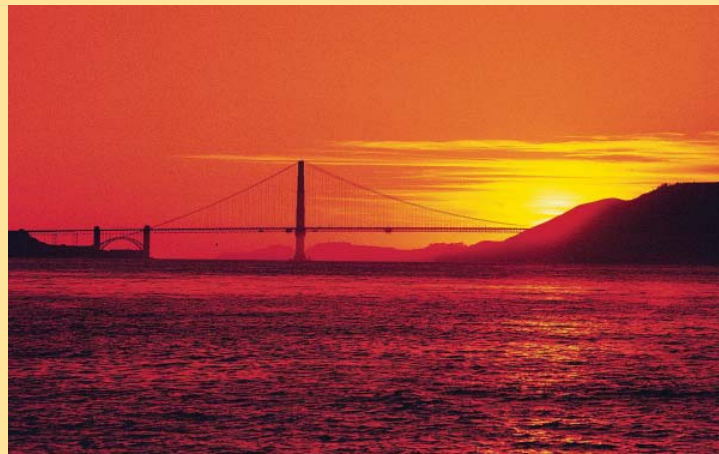
## Airline Reservations

The speakers and topics scheduled on Friday, the last day of the conference, are among the best at the conference and do not forget the Friday drawings for free passes to next year’s ITFMA conferences. So make your return flight reservations for Friday afternoon or consider staying over Friday evening to see some of the local attractions. Search any of these websites for special airfares to and from San Francisco.

[www.cheapfares.com](http://www.cheapfares.com)  
[www.expedia.com](http://www.expedia.com)

[www.hotelsandflights.com](http://www.hotelsandflights.com)  
[www.orbitz.com](http://www.orbitz.com)

[www.travelocity.com](http://www.travelocity.com)



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San Francisco, CA  
April 16-20, 2012

## What Others Said About This ITFMA Conference in the Past

"This is a one-stop shop for getting an overview of the tools, concepts and processes that IT Financial Managers can use to add value to both their IT organization and the business that IT serves." – *Terri Cull, IT Director, Advance Auto Parts, Inc.*

"I have found the ITFMA conferences to be by far the most informative IT conferences available." – *Kay Gonzalez, IT Hardware Asset Manager, Siemens IT Solutions & Services, Inc.*

"Almost every session provided usable, valuable information in super-concentrated doses. It was hard to select among the equally valuable sessions offered concurrently throughout the event." – *Anni Efthimiou, Policy & Research Manager, State of Ohio*

"Overall, I thought that this was an especially good program. I was most interested by the presenters who showed what their companies were doing. In this economy, shared knowledge is invaluable." – *Diane Grim, Asset Manager, McCormick & Company, Inc.*

"This forum is invaluable to understand the current practices across peer groups and to ensure your company doesn't fall behind the information curve." – *Raymond Cardosi, IT Finance Manager, Alliance Bernstein*

"Every year I take away actionable ideas I can use to improve my own organization." – *Stephen Duch, Financial Manager, Memorial Sloan-Kettering Cancer Center*

"The jewel to be found in attending this ITFMA conference is not only in the broad-based knowledge exchange during the sessions, but in the shared experiences with peers of all stages in their career." – *Gail Pennington, IS Asset Manager, Raytheon*

"Much better than Gartner conferences." – *Dwight Schlenker, Manager, Computer Services Business Planning, United Health*

"The conference was a comprehensive review of industry best practices and a valuable opportunity to interact with industry leaders." – *Christopher Knight, Consultant, Chartis Consulting Corporation*