



Compute Asset Intelligence

An executive view of compute economics, value, risk, and governance



Agenda

1. Understanding Compute as a Strategic Asset
2. Maximizing Value and Managing Risk
3. Governance and Leadership Actions



Understanding Compute as a Strategic Asset



Why Compute Matters

Compute is now strategic capacity

- AI turns compute into a production constraint on delivery speed.
- Compute access now shapes scale, quality, and operational resilience.

The executive problem has changed

- Budgets show spend, but hide bottlenecks and stranded capacity risk.
- Leaders need a line-of-sight from capacity to outcomes.

Shift from activity to value

- Utilization indicates motion; it does not prove business performance.
- Manage compute as an enterprise capability tied to value delivery.





Reframe Compute As Asset

Define the real asset

- Treat compute as **usable capability**, not hardware or contracts.
- What matters is controlled access that reliably supports workloads.

Where value is created

- Value appears when capacity becomes productive work the business accepts.
- Outcome delivery is the proof point, not infrastructure activity.

Executive implications

- Manage compute with capital discipline: owners, trade-offs, and lifecycle intent.
- Run a portfolio view: allocate scarce capability to highest enterprise value.





From Spend To Value

Why spend views fail

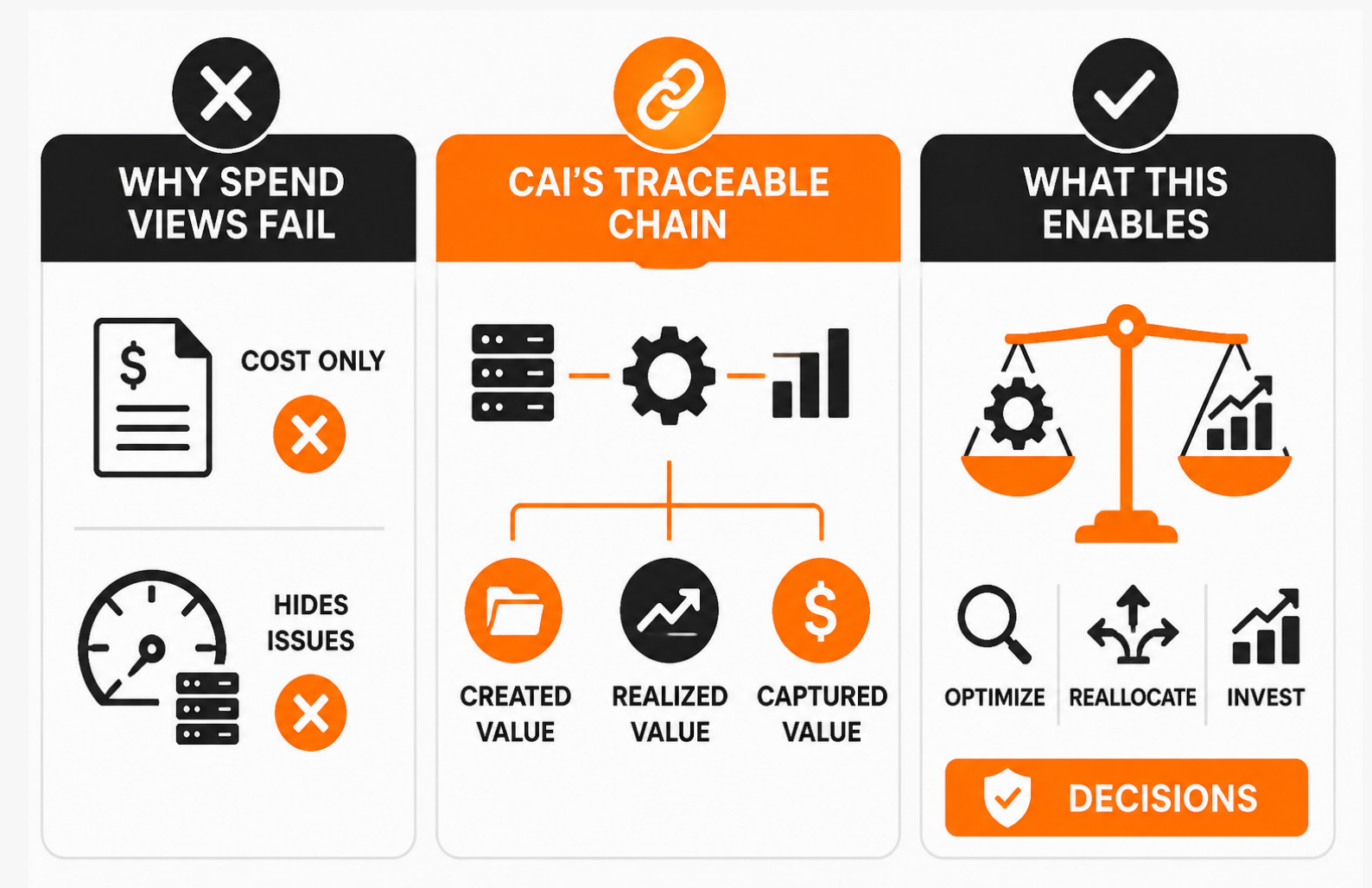
- Invoices show cost, not whether work produced usable output.
- Utilization and GPU-hours can hide misallocation and weak returns.

CAI's traceable chain

- Link lifecycle cost to capacity, productive output, and outcomes.
- Separate created, realized, and **captured value** for executive clarity.

What this enables

- Make decisions on economics: optimize, reallocate, or invest with proof.





See Real Compute Economics

Use lifecycle economics

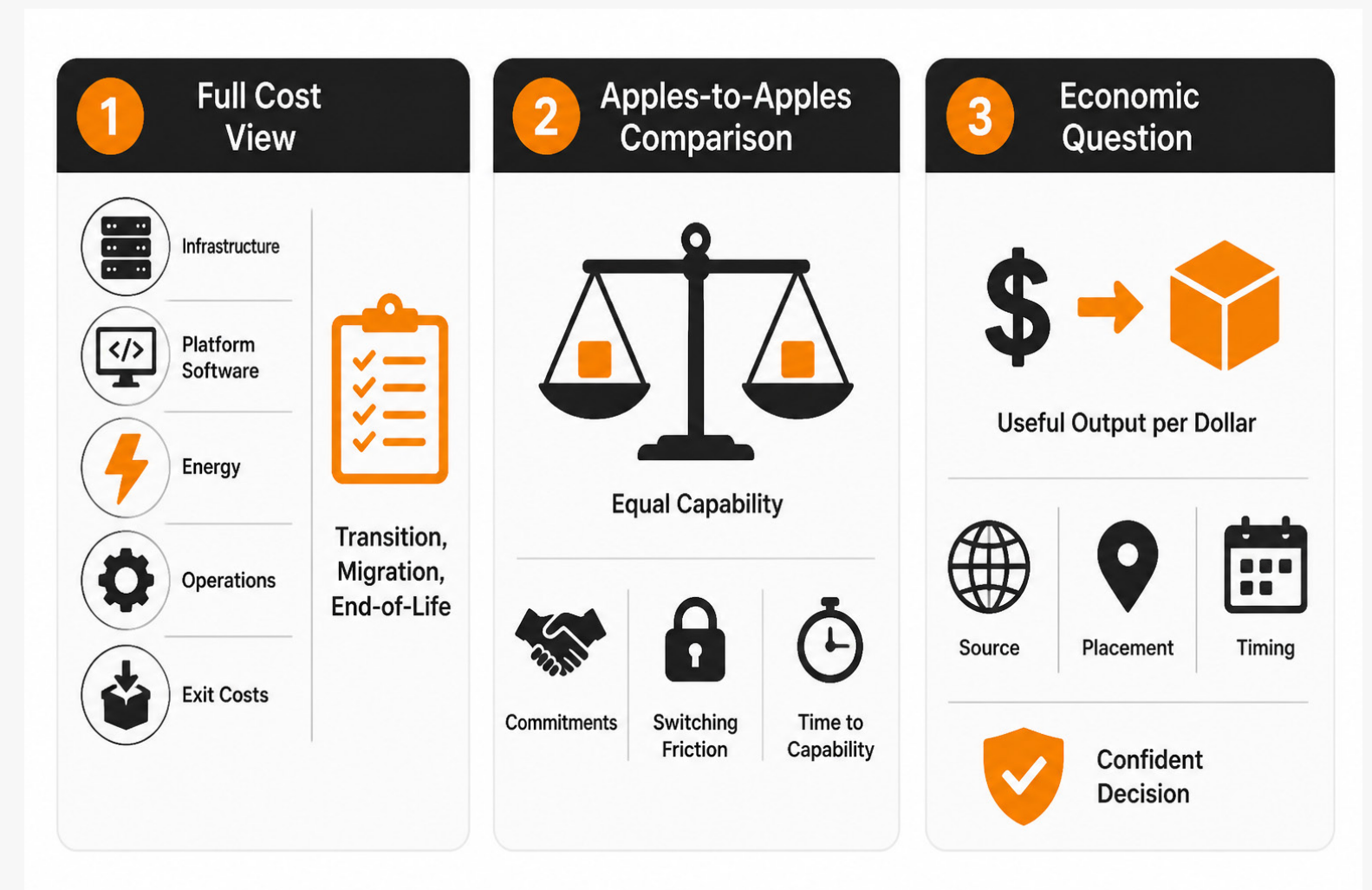
- Include infrastructure, platform software, energy, operations, and exit costs.
- Make transition, migration, and end-of-life obligations visible upfront.

Normalize comparisons

- Compare options on equivalent productive capability, not CAPEX/OPEX labels.
- Account for commitments, switching friction, and time-to-capability differences.

Ask the economic question

- Test what **useful output** each dollar buys, using business-accepted results.
- Use that view to choose source, placement, and timing with confidence.





Measure Productivity Correctly

Why utilization misleads

- High utilization can still fund low-impact work and weak returns.
- Consumption metrics show activity, not economically useful output.

Define productive output

- Count only accepted work that meets agreed SLAs and quality.
- Measure cost per successful workload, not cost per hour.

Executive metric to watch

- Track output per committed compute capital to reveal misallocation.
- Use the signal to shift capacity toward higher-value portfolios.





Maximizing Value and Managing Risk



Separate Activity From Value

Value stage	What it means	Typical leakage	Exec test question
Potential value	Theoretical upside	Overstated assumptions	Is this plausible?
Expected value	Business-case forecast	Dependencies not true	What must hold?
Attributed value	Credible impact link	Bad baseline, double-count	What is baseline?
Realized value	Operational benefit occurs	Low adoption, weak usage	Used at scale?
Captured value	Becomes margin/cash	Not monetized, no P&L	Did economics improve?



Choose Investments Better

Diagnose before you buy

- Confirm the constraint is shortage, bottlenecks, or workload misallocation.
- Use evidence to separate idle headroom from truly stranded capacity.

Use the no-regret sequence

- Optimize throughput first by fixing the current limiting dependency.
- Reallocate and redeploy capacity to the highest-value workloads.

Choose sourcing on economics

- Compare options on lifecycle cost for equivalent productive capability.
- Price **flexibility** and switching friction against demand predictability.





Price Risk And Flexibility



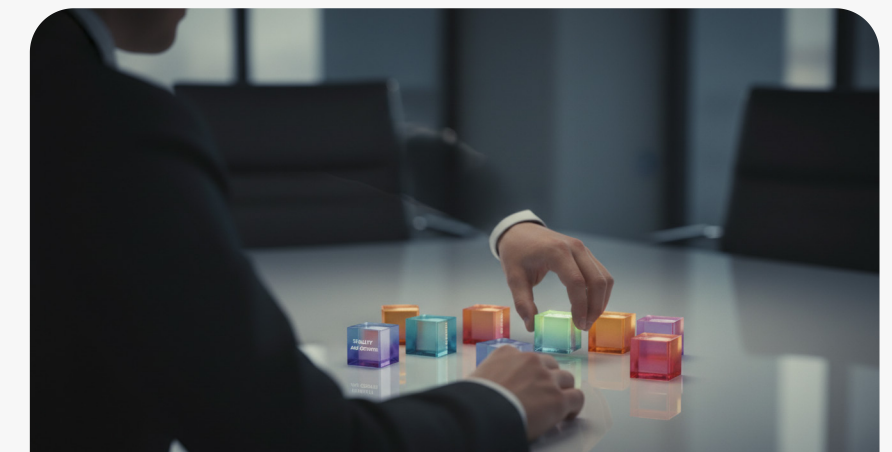
Why ROI can mislead

- Base-case ROI often ignores energy limits, delivery delays, and tech obsolescence.
- Concentration in one stack or provider creates hidden enterprise exposure.



Flexibility is an asset

- Paying a premium can be rational when demand or technology shifts quickly.
- Value comes from options to scale, switch, stage, redeploy, or exit.



Make risk board-visible

- Track **Value-at-Risk** and **Opportunity-at-Risk** for critical compute-dependent outcomes.
- Decide with scenario triggers, not a single forecast and commitment.



Governance and Leadership Actions



Govern Compute Like Capital

Decision rights and accountability

- Assign owners for strategy, allocation, sourcing, risk, and retirement decisions.
- Use cross-functional governance to prevent Finance-versus-Technology deadlocks.

One executive scorecard

- Track capacity, productivity, economics, value delivery, and exposure in one view.
- Tie each material workload to a purpose, owner, and measurable outcome.

Metrics that force action

- Define triggers that drive decisions: **invest**, optimize, modernize, or retire.
- Escalate exceptions: underproductive capacity, stalled value capture, or concentration risk.





What Leaders Should Do

Run compute as an enterprise asset

- Treat compute as a governed capability tied to business priorities.
- Manage the full lifecycle, from acquisition through redeploy and retire.

Stand up cross-functional governance

- Create a compute council with clear decision rights and accountability.
- Use evidence and confidence to make decisions, not opinions.

Launch a diagnostic and roadmap

- Run a focused diagnostic to surface bottlenecks, leakage, and risk.
- Publish a **12-36 month** roadmap with owners, gates, and reviews.

