# Your platform team isn't your *biggest spender*.

Unit economics and cost to serve
when shared infrastructure is most of the bill.

Amit Kinha, Field CTO

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MONTH-END SHOWBACK

# Same report. *Same top line.*

| TEAM | LAST MONTH | |
|---|---|---|
| Shared platform<br>owned by the platform team | $210,000 |  |
| Checkout | |  |
| Search | |  |
| AI Assistant | |  |
| Reporting | |  |
| Total | $600,000 | Reconciles to invoice |



Composite company. Numbers built to reconcile.

# If the platform team isn't your biggest spender, *who is?*



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AT CITI

# Source: *I wrote the logic.*

Team bill

Direct cost

Shared platform cost

AGREED

PROPORTIONAL SPLIT · RUN DAILY

> Your share of shared platform cost = your share of direct spend.

Why is my platform cost so high?

*Because your direct cost is high.*

Charged for the transit gateway because they spent money on compute.

LOOK AT YOUR OWN SHOWBACK

# Every number is *measured* or *agreed*.

**$40,000** = **$40,000**

Measured. One team owns it and uses it.

Agreed. A rule decided who pays.

*On the page, they look identical.*



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POLL

# What share of your shared spend is split on something you *actually measure*?

Most of it · About half · A little · Basically none

Vote in the poll panel.

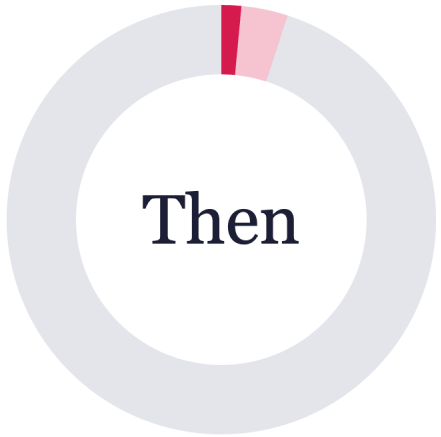
# The platform team isn’t your biggest spender.

# It’s *where the agreed numbers land*.

When nobody measures who used it, the cost falls back to whoever owns it.

SAME RULE, DIFFERENT BILL

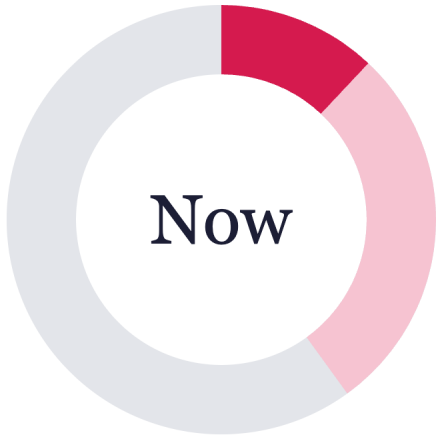
# Your rule didn’t get worse. *Your bill changed shape.*




5% shared · 30% error

**1.5%**

of the total bill




40% shared · 30% error

**12%**

of the total bill

Owned by one team  Shared  On the wrong teams

WHAT AGREEMENT COSTS

# Misallocation = *shared spend* × *error rate*.

**$210,000** × **20%** = **$42,000**

shared spend (of a $600K bill)

error rate: the share your rule puts on the wrong teams

misallocated, every month

POLL

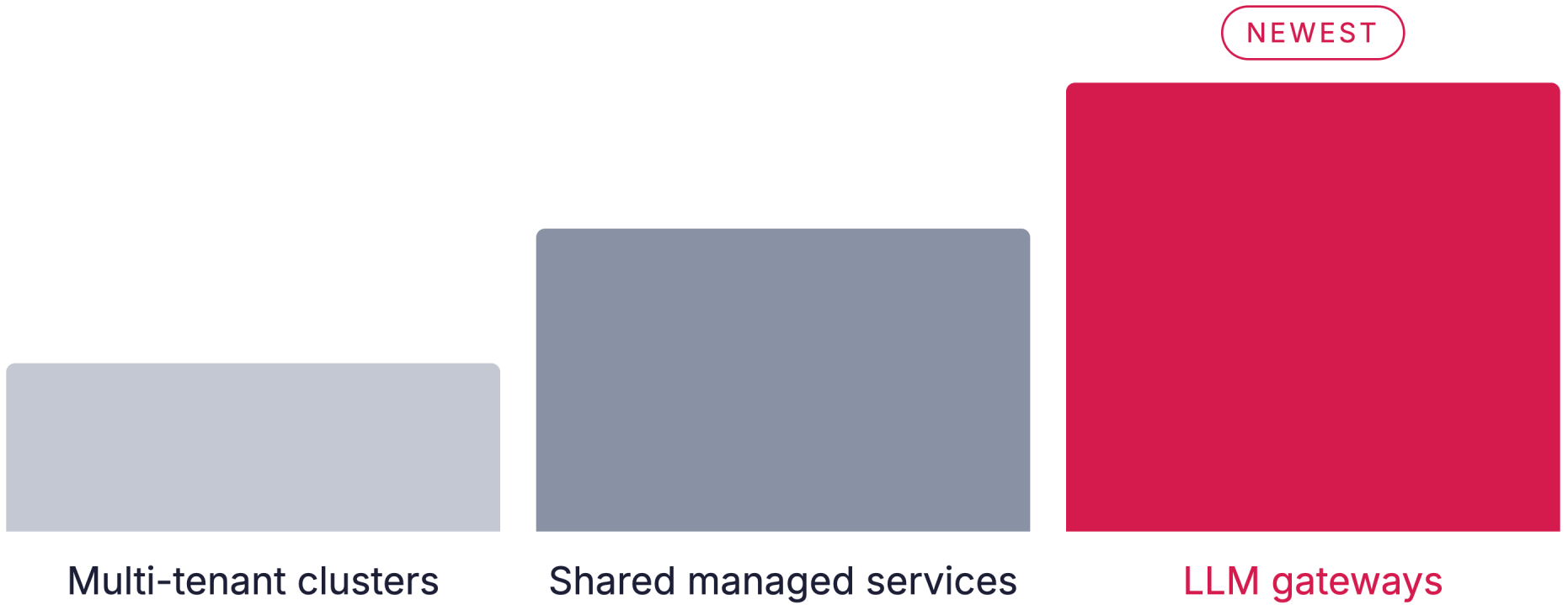
# Roughly what percent of your cloud bill has *no single owner*?

Under 10% · 10 to 25% · 25 to 50% · Over 50%

Vote in the poll panel.

SHARED SPEND IS GOING UP

# Every good architecture decision makes *shared spend bigger*.



THE ERROR RATE IS GOING UP

# Even the better proxies *break on AI*.

~~Split by direct spend~~

what I did at Citi

~~Split by compute share~~

little compute, big inference

## Measure the primary source

load per consumer, per resource

THE HONEST VERSION

# You can build it yourself. *For every resource, forever.*

### Database

A DB user per service

### Kafka

A client ID per producer and consumer

### Network

Flow logs joined to pod IP history

### Model gateway

A header from every caller

S3 · DynamoDB · Redis · OpenSearch · GPUs · NAT · *every new service you ship*

So most of us settle for proportional split.



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ONE COMPANY · ONE MONTH

# A *$600,000* AWS bill.

**Direct cost · $390,000** Each team owns its accounts

**Shared platform · $210,000**
**35% of the bill**






Composite company. Numbers built to reconcile. Area is to scale.

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MONTH-END SHOWBACK

VIEW 1 · BY OWNERSHIP (TAGS)

# By ownership. *The standard view.*

Every dollar goes to the team whose tag is on it. The shared platform lands on the platform team.

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Composite company. Numbers built to reconcile.

THE SAME $600,000

VIEW 2 · BY RULE (PROPORTIONAL SPLIT)

# Shared spend, *split proportionally*.




$210,000 moved by a percentage. Nobody measured anything.



Composite company. Numbers built to reconcile.

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THE MISSING INPUT

# Read the runtime, *not the invoice*.

THE INVOICE KNOWS

Network (NAT, cross-AZ)

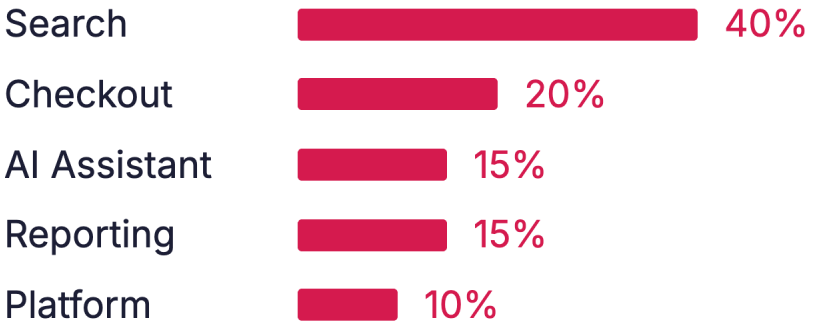
**$25,000**

Owner: platform team

+

THE RUNTIME KNOWS

Who sent the bytes




*= every shared dollar tied to whoever used it.*

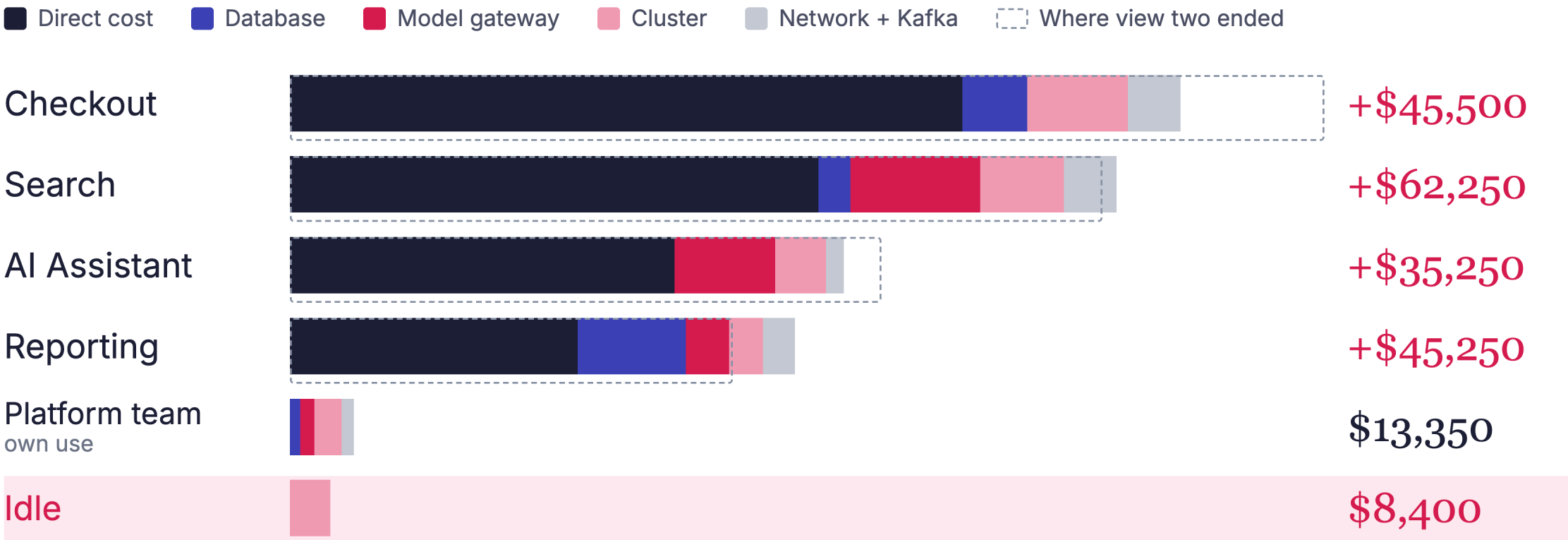


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THE SAME $600,000

VIEW 3 · MEASURED

# Same $600,000. *Different names.*




$38,000 a month was on the wrong teams. 18% of the shared pool.



Composite company. Numbers built to reconcile.

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COST TO SERVE

# Your biggest spender *looks average*.

| CUSTOMER | PAYS PER MONTH | RULE SAYS | MEASURED |
|---|---|---|---|
| Customer A | $300,000 | $21,000 | $12,000 |
| Customer C | $150,000 | $10,500 | $9,000 |
| Customer B | $60,000 | $4,200 | $31,000 7× |
| Customer D | $40,000 | $2,800 | $11,000 4× |

Shared infrastructure cost per month. Composite.

WHO NEEDS THIS

# Same dollar, *four different questions*.

FINANCE

Which team or product drove the spend?

A number we can defend

PRODUCT

What does each feature and customer cost?

Price it right

$1

ENGINEERING TEAMS

What did we actually use?

Something to act on

SALES

Which customers cost more than they pay?

Before renewal, not after

Tags give you one cut. *You need all four.*



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A NUMBER FINANCE WILL DEFEND

# It doesn’t have to be perfect. *It has to do four things.*

| | |
|---|---|
| 1 | Reconciles to the invoice. To the dollar. |
| 2 | Measured, not agreed. |
| 3 | What you can’t attribute gets its own named line. |
| 4 | Stable month to month. |

You can renegotiate an agreement.

You can't *renegotiate a measurement*.

THE QUESTION I'D ASK

# Isn't your measurement just another model?

*Yes.*

It starts from what actually ran, and it reconciles to the bill.



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NO PRODUCT REQUIRED

# Find *your own number* this week.

**1**

Mark every showback line measured or agreed.

→

**2**

Add up the agreed lines. That's your shared spend.

→

**3**

Measure one week of real load on your biggest shared line. That's your error rate.

→

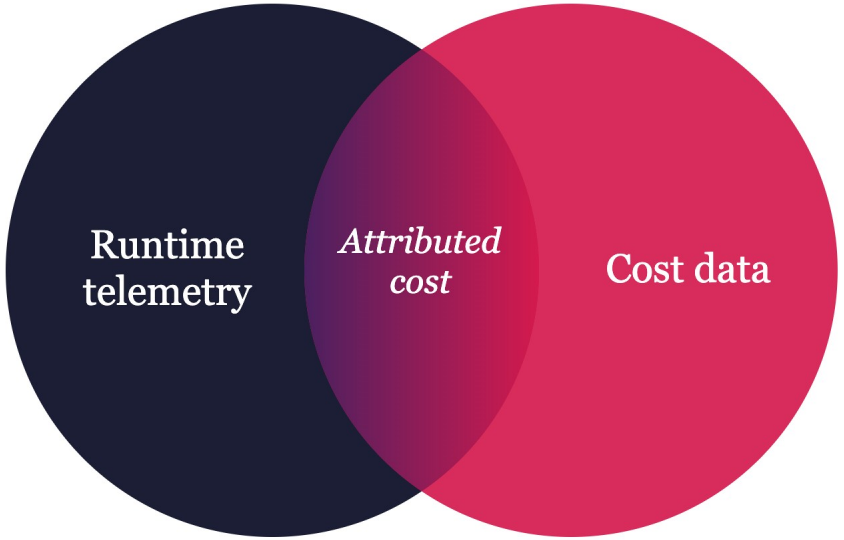
**4**

***Multiply.***

*That's what agreement costs you, every month.*



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HOW WE DO IT AT DOIT

# Attribute™ by DoiT. *Measured, not agreed.*

Every shared dollar attributed to the team, feature, agent and customer that used it.

- ✓ No tags
- ✓ No SDKs
- ✓ No code changes
- ✓ ~15-minute install

Install time after security review.

# Thank you. *Questions?*

Amit Kinha, Field CTO



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