



FinOps Foundation

finops.org



FinOps
Foundation

A Linux Foundation program which operates as non-profit membership-based trade association with a mission of:

Advancing the *people* who manage the *value* of technology



Connections &
Community

96,000+

Participants



Education &
Certification

65,529+

Trained

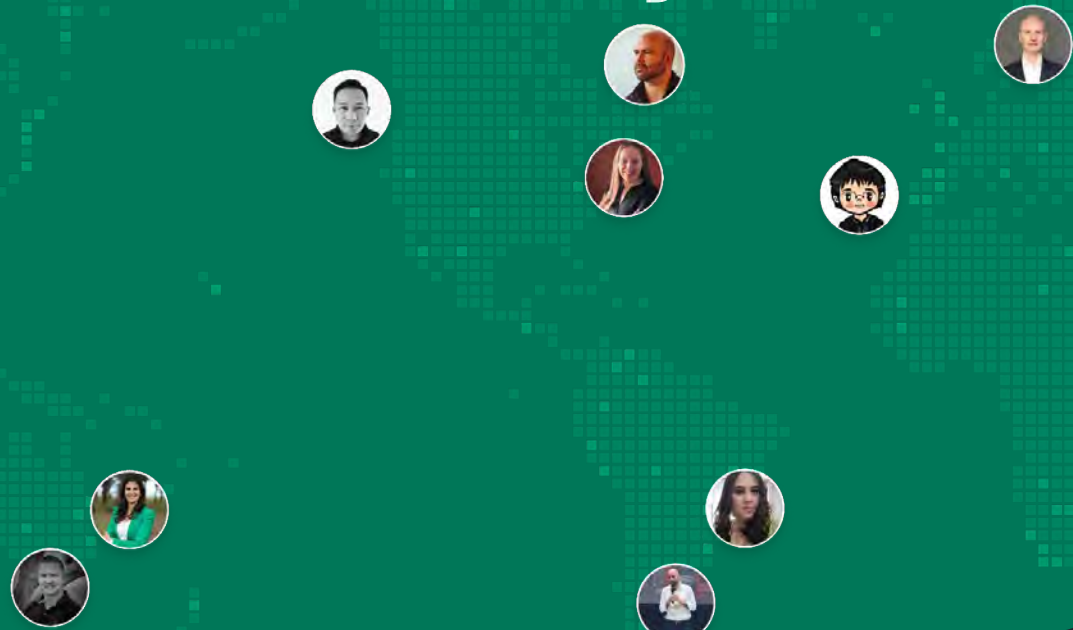


Best Practices &
Standards

\$2tr+

Technology Spend Represented

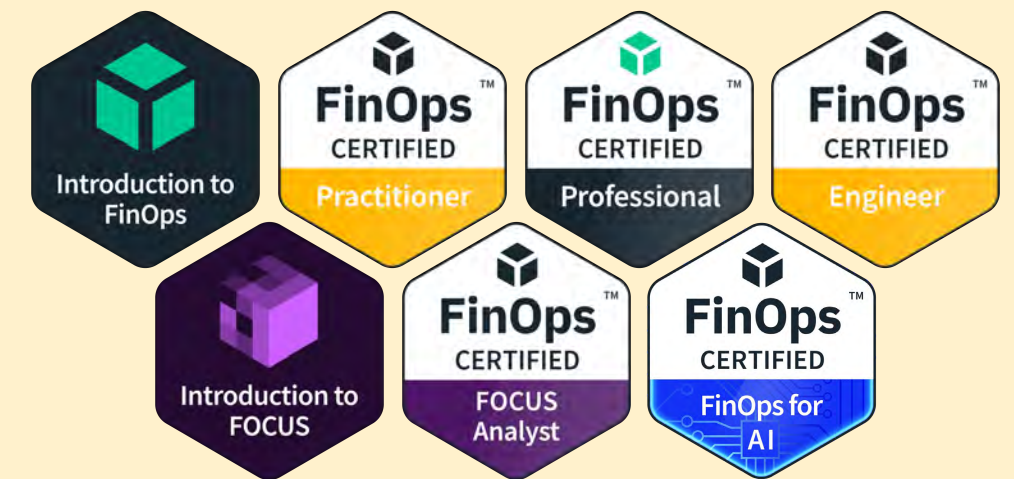
Global Community



FinOps Framework



FinOps Certification



FinOps X

FinOps X Days

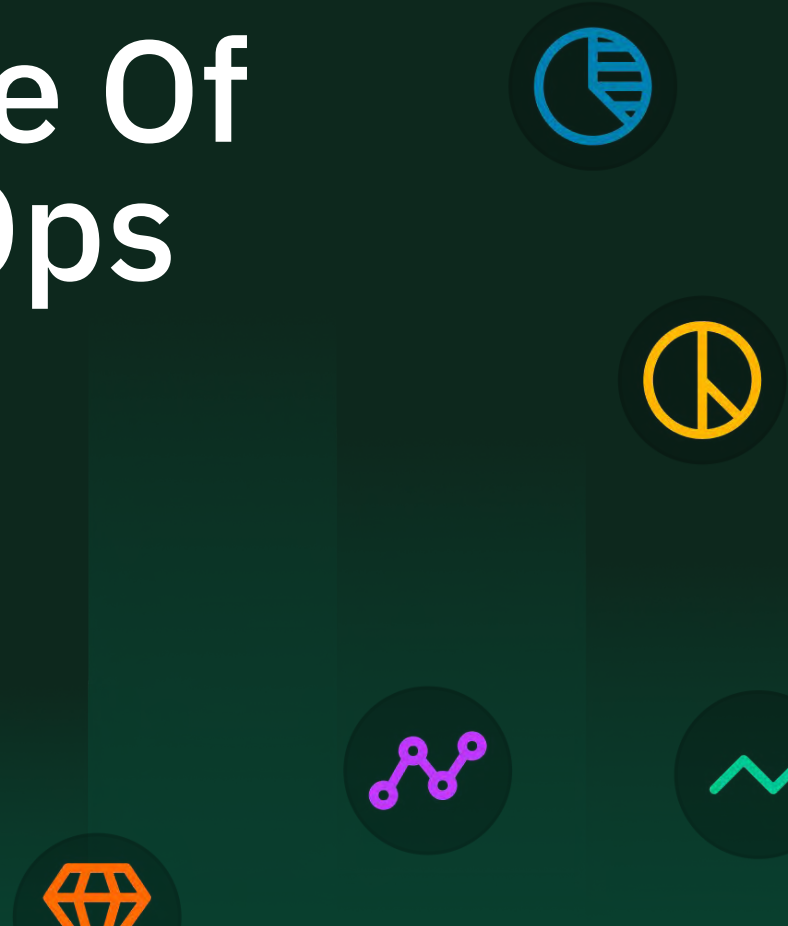
FinOps eXec



FOCUS 1.3



State Of FinOps 2025





June 8-11, 2026 – San Diego

The Home of Technology Value

x.finops.org

Discover actionable best practices on:

FinOps for AI

Adopting FinOps

Optimization for Value

FinOps for SaaS

FinOps for Data Center

FinOps Enabled Executive Decisions



State *of* FinOps 2026 Report

Proactive Technology Value: AI Tops the Agenda as FinOps Shifts Up, Left, and Out Across Technology Categories

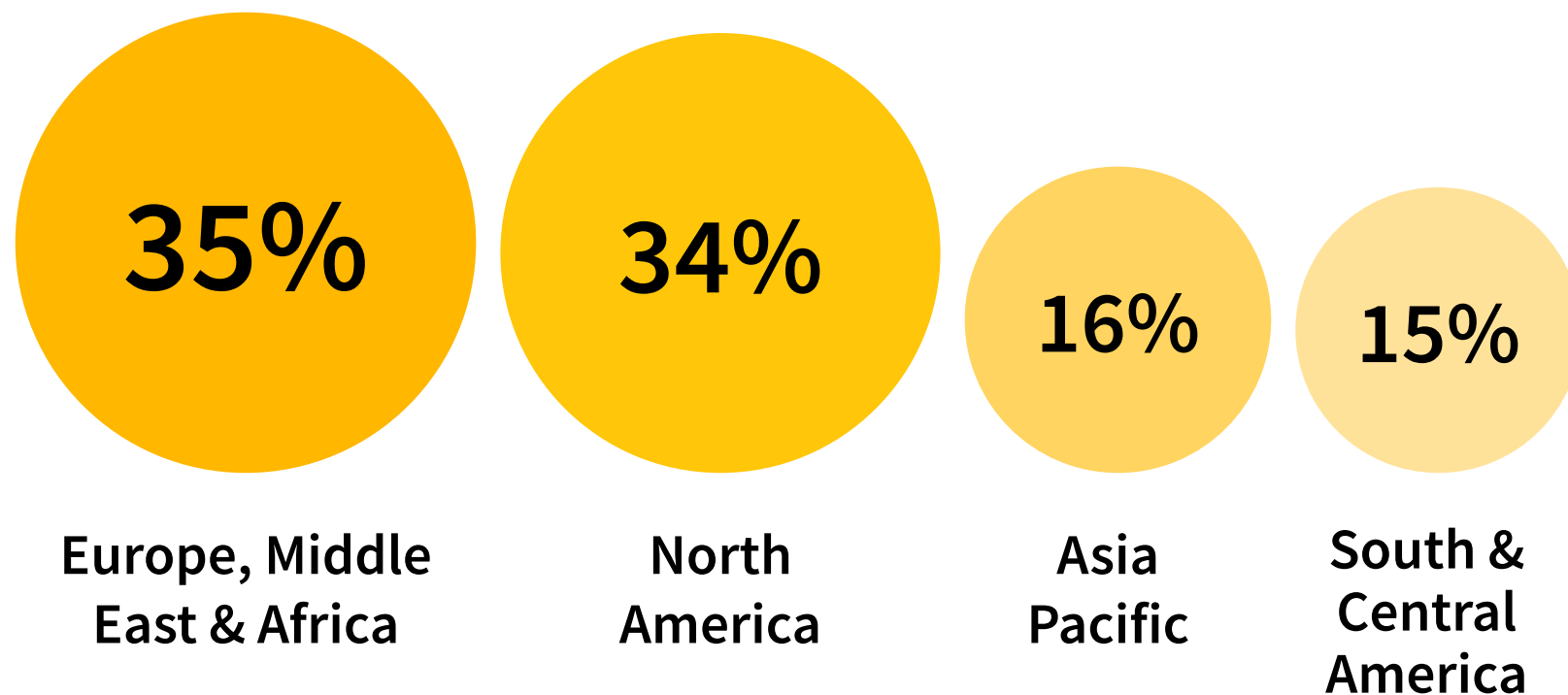
1. AI Dominates the Agenda: Both Using and Managing It
2. FinOps Has Definitively Expanded Across Technology
3. Optimization is Table Stakes, Value is the Goal
4. FinOps Has Shifted Up
5. Shift Left Is Happening, Measurement Remains Unsolved
6. Intersecting Disciplines Are Converging
7. Small Enablement Teams + Federated Champions

6th annual survey since 2020

Representing \$83bn+ in annual cloud spend

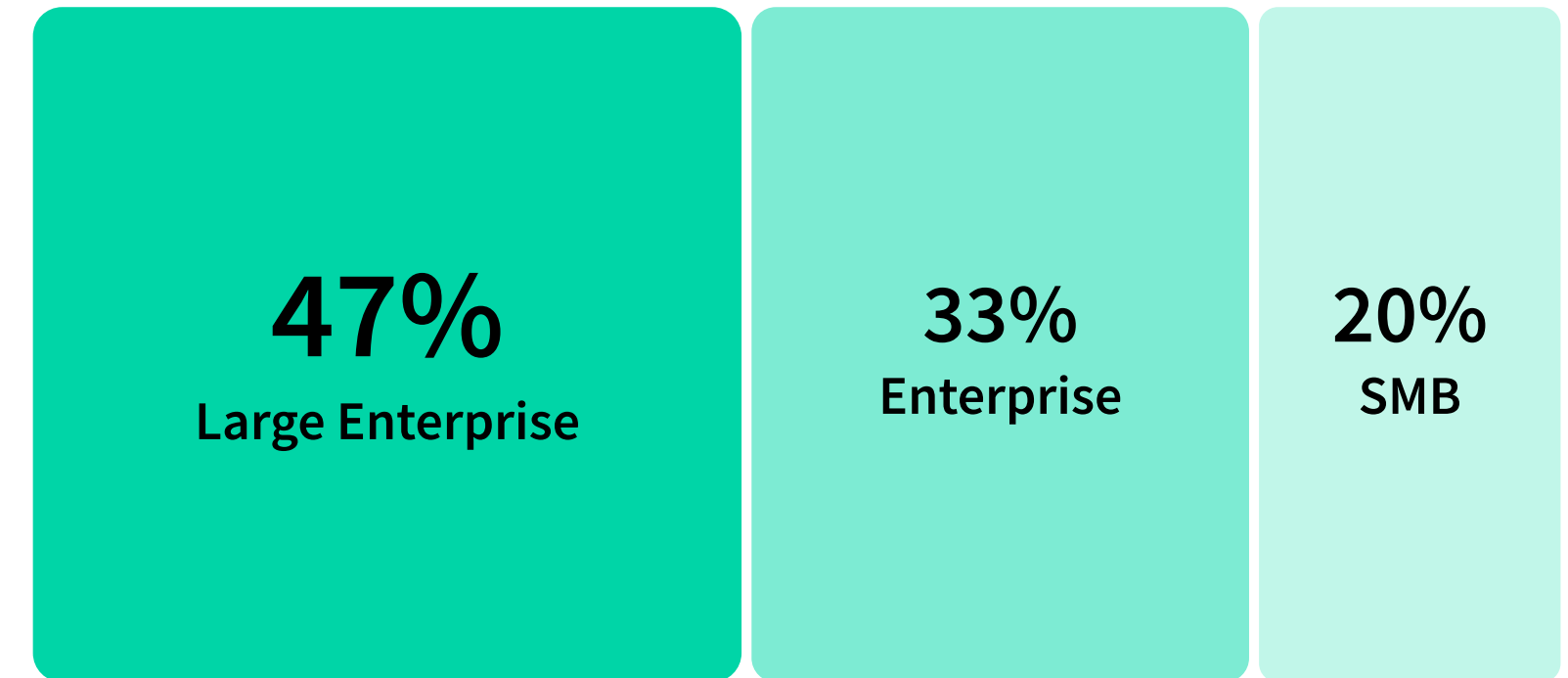
(plus more in SaaS, Data Center, and other technology)

Top regions



Share of survey respondents by org employee size

Large Enterprise: 10,000+, Enterprise: 1,000 - 9,999, SMB: <1,000



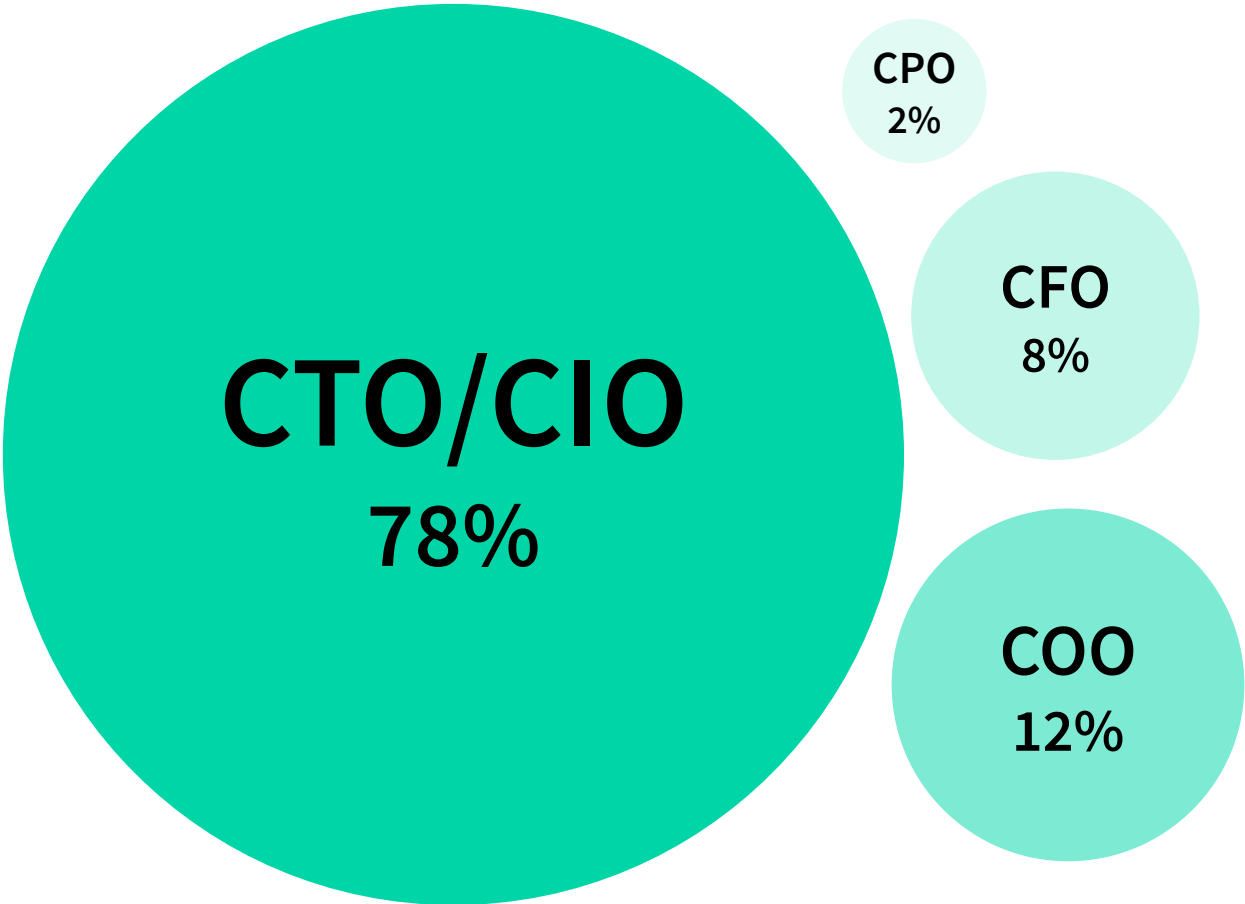
N=966 (Deduplicated, Cleaned etc)

Respondents Key Industries:

Technology, Communications, Healthcare, Financial Services, Retail and more.

Majority of practices sit within the CTO/CIO organization

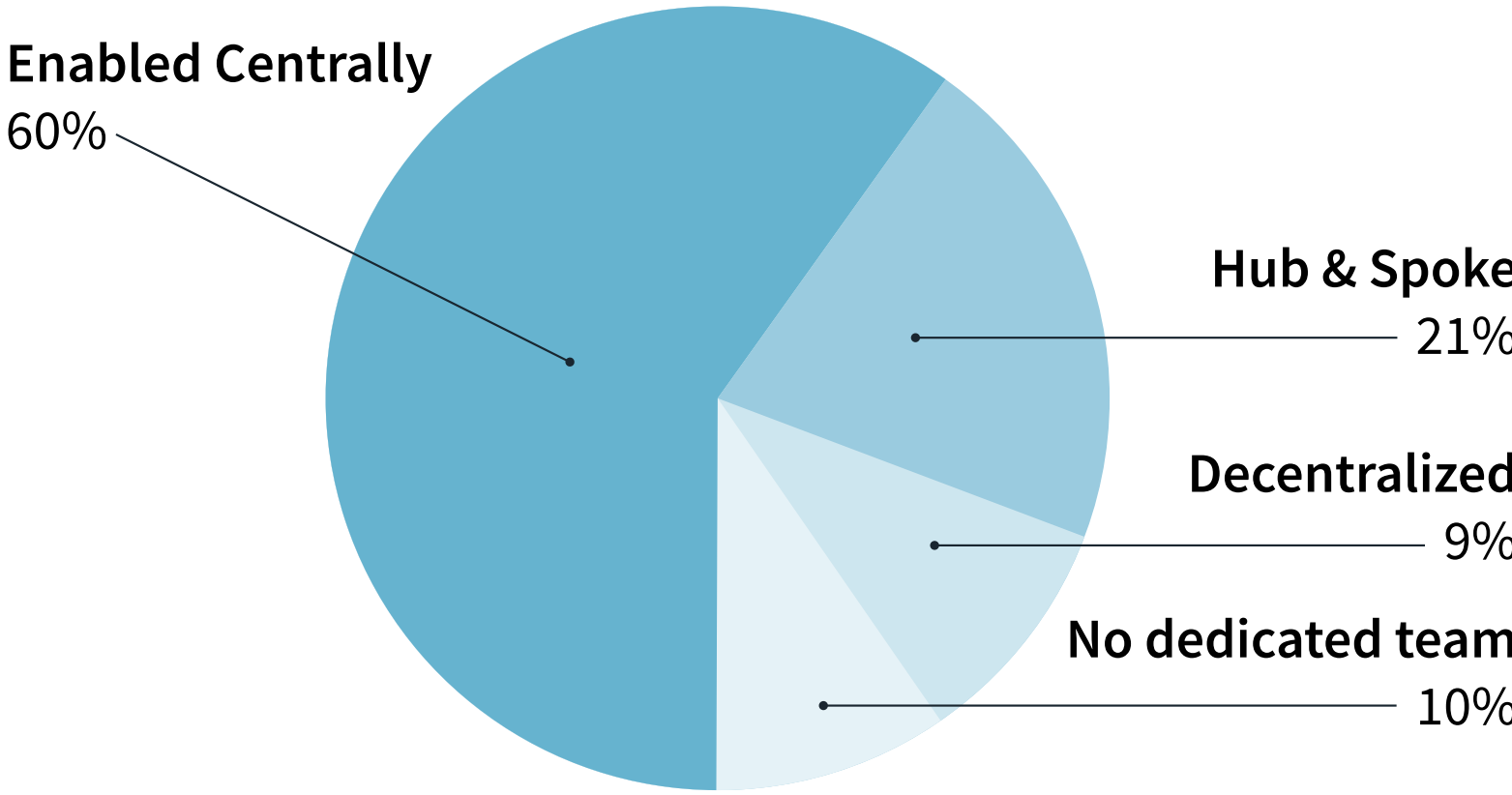
Where does your FinOps practice sit within your organization's leadership structure?



N=523

FinOps being enabled centrally is most common team structure

Which of these best describes your current FinOps team structure?



N=657

AI Cost Management skills are the most desired addition to FinOps practices regardless of size or spend

What is the size and makeup of your FinOps Team? (Annual Cloud Spend, Box Plot Averages methodology)

\$100M+ Annual

8-10 Practitioners

3-10 Contractor/Service Provider

\$15M-\$100M Annual

3 Practitioners

1 Contractor/Service Provider

Under \$15M Annual

2 Practitioners

1 Contractor/Service Provider

Which of these skillsets are you looking to add to your FinOps practice in the next 12 months via people or tooling? (multi select)

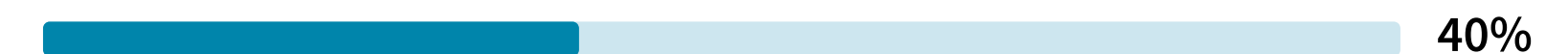
AI Cost management



FinOps Tooling



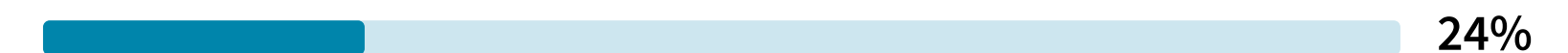
Engineering / Automation Development



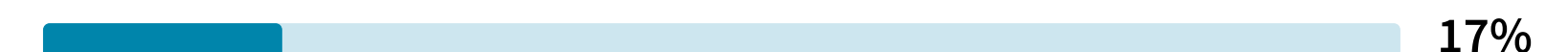
Capacity Planning/Forecasting



AI Engineering



Infrastructure Architect

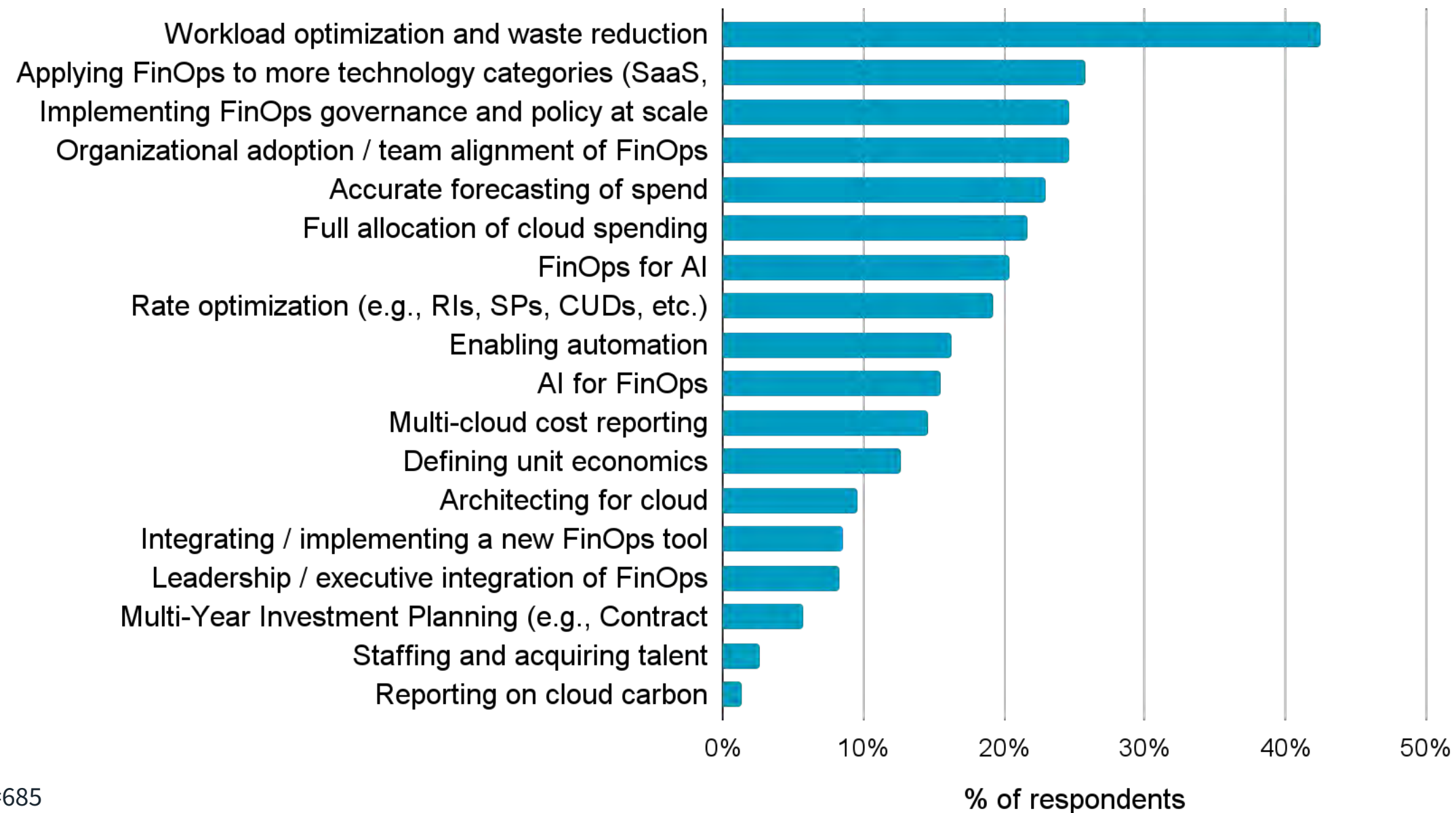


N=695

% of respondents

Priorities Now: Concentration persists on Workload Optimization/Waste but greater number are focused on a wide range of other priorities

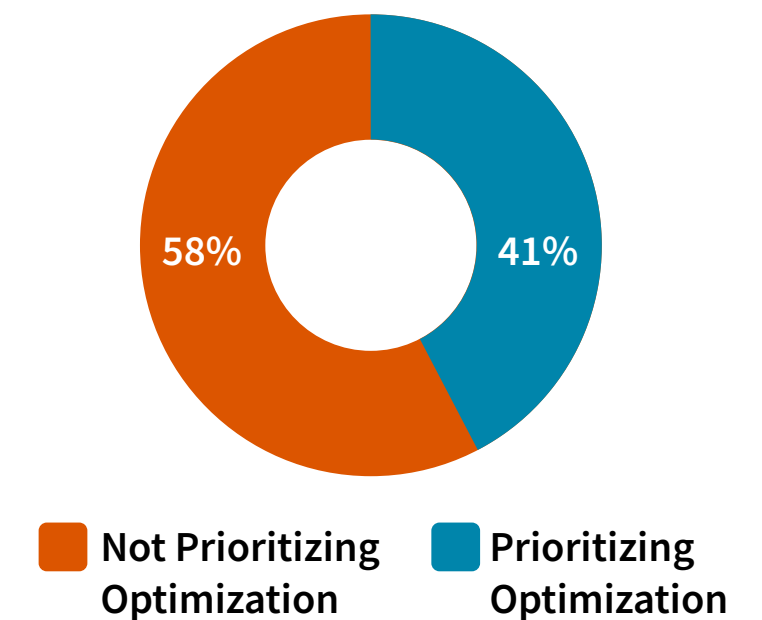
Choose your current top three (3) priorities for the FinOps team (multi-select)



Notable changes from 2025:

- FinOps Scopes +6
- Allocation down - 4
- Org Adopt + 3

Those Prioritizing Workload Optimization and Waste Reduction vs Other Priority



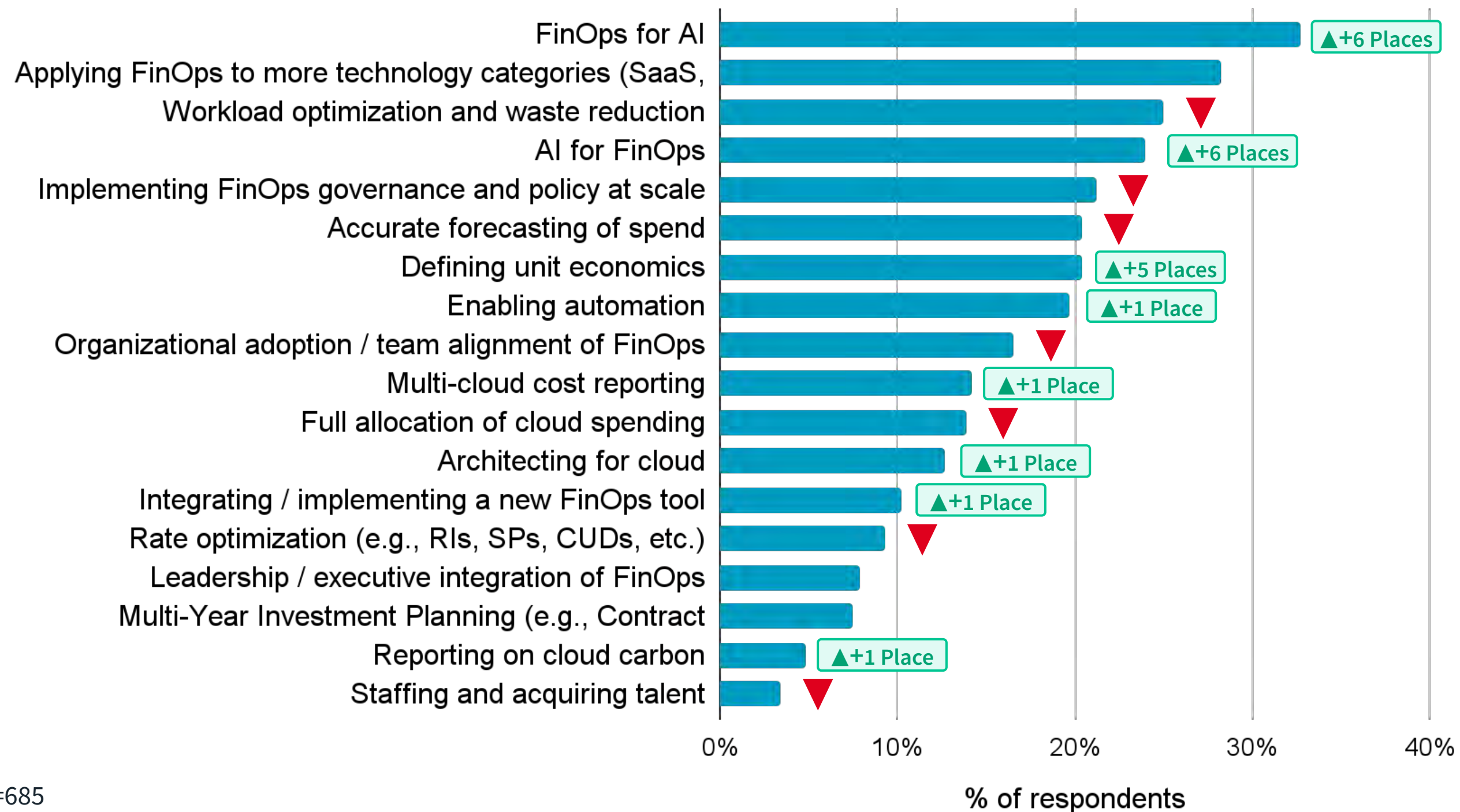
“

The days of finding something that's grossly misconfigured, and we're gonna save a bunch of money, or there's reserve instances we haven't purchased yet—that was years ago. I haven't been focused on optimization as priority one for a long time.

Advanced Practitioner, Large Enterprise Org

Priorities in next 12 months: FinOps for AI and AI for FinOps the biggest movers in future priorities, Scopes stays #2

What do you expect to be the future top priorities for the FinOps team in the next 12 months? (multi-select)



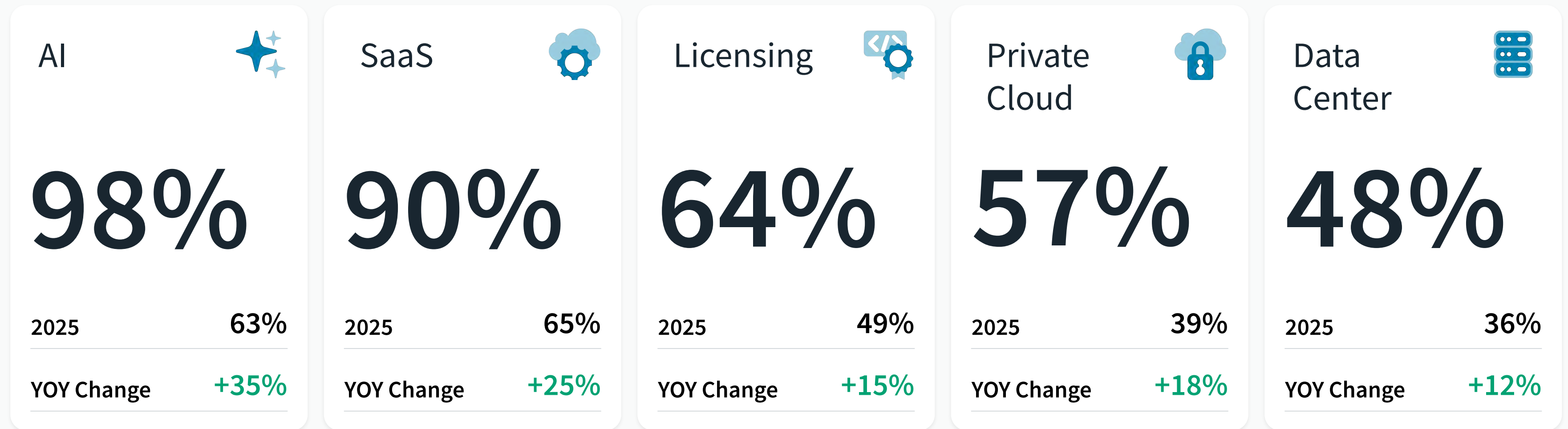
Notable changes from current priorities:

- Scopes - 0 - steady at #2
- FinOps for AI +6
- AI for FinOps +6
- Defining Unit Economics + 5

N=685

Broad technology value: Continued rise across technologies being managed by FinOps practitioners

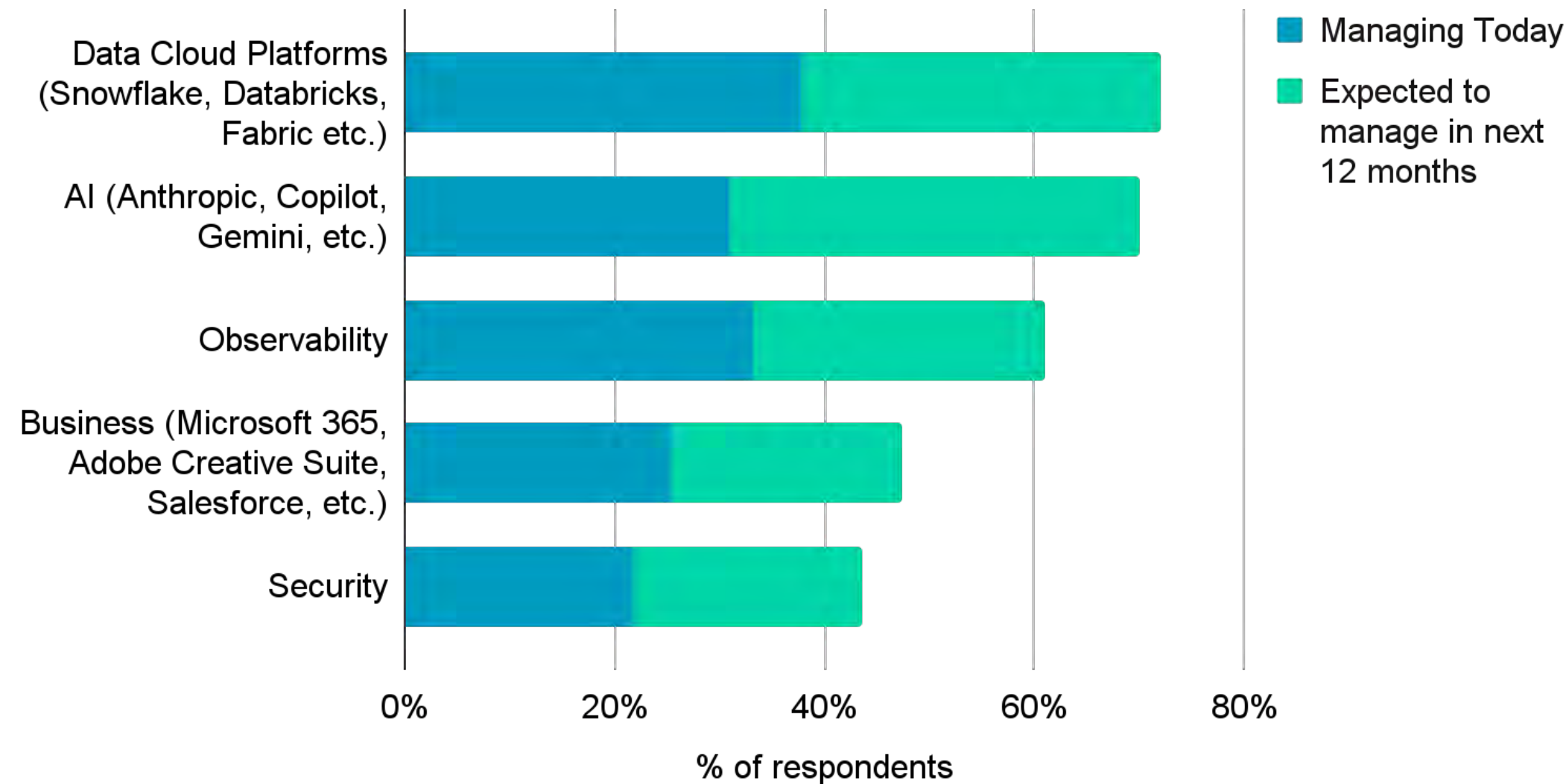
What areas of technology spend does the FinOps team manage today and in the next 12 months? (Multi-select)



(28% are beginning to include Labor costs!)

SaaS/PaaS Spending: Data Cloud Platforms and AI most managed areas now and in the next 12-months

Which areas of technology does the FinOps team manage today, and which areas are they expected to manage in the next 12 months? (Multi-Select)



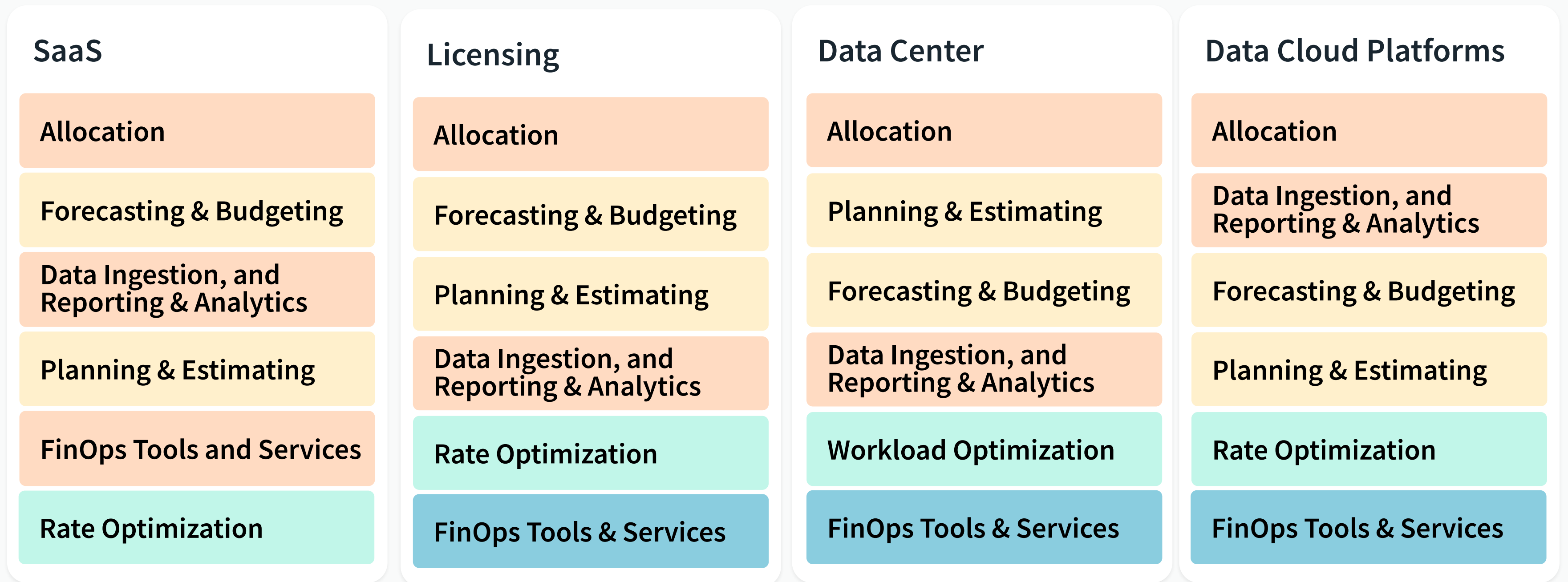
N=632

“
Leadership identified SaaS as an area of ‘sprawl’ and that costs could really spiral out of control quickly - they tasked FinOps to come in and provide a proactive approach to managing it more effectively.

Technology Company

Practitioners are bringing in **Optimize Usage & Cost** and **Manage the FinOps Practice** Domain Capabilities to other areas of technology

What capabilities are your top priorities to apply to different areas of technology spend?



FinOps Domains:

- Optimize Usage & Cost
- Manage the FinOps Practice
- Understand Usage & Cost
- Quantify Business Value

Managing some form of AI spend becomes the norm

2026

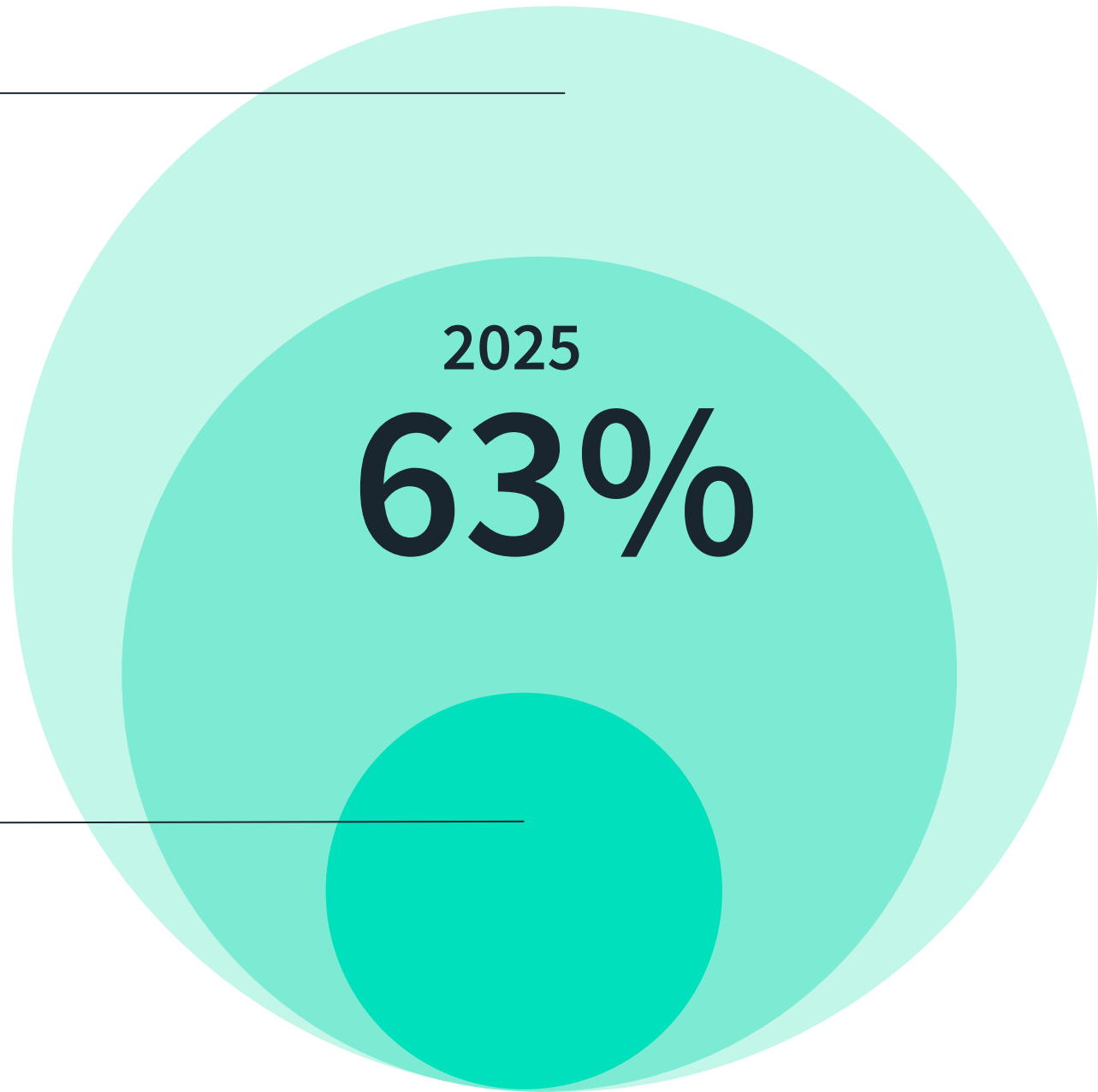
98%

2025

63%

2024

31%



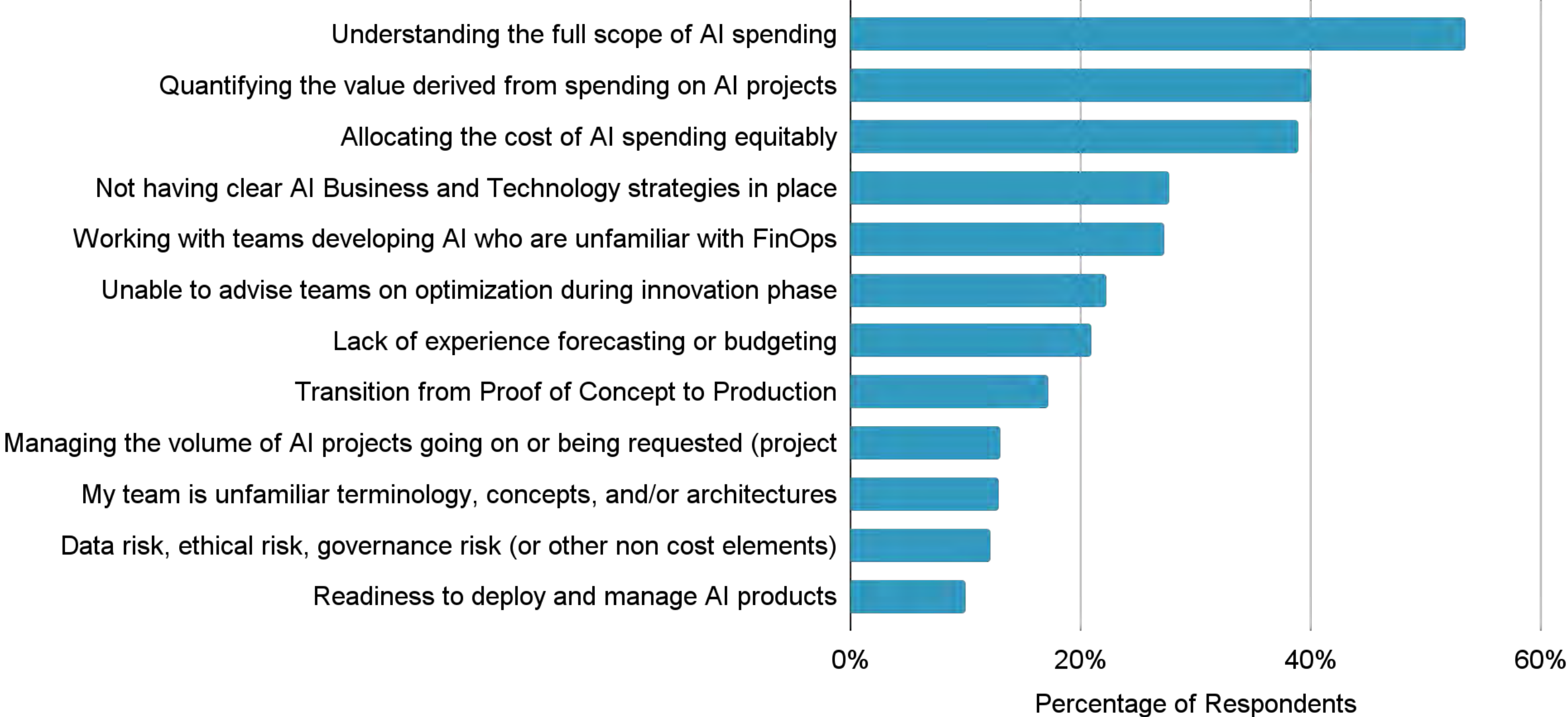
“

The practice you have for governing public cloud spend should naturally include AI. It is simply another bucket of spend that requires the same discipline and governance as any other technology.

Financial Services

AI spend challenges: Understanding scope, quantifying value and allocating equitably lead challenges

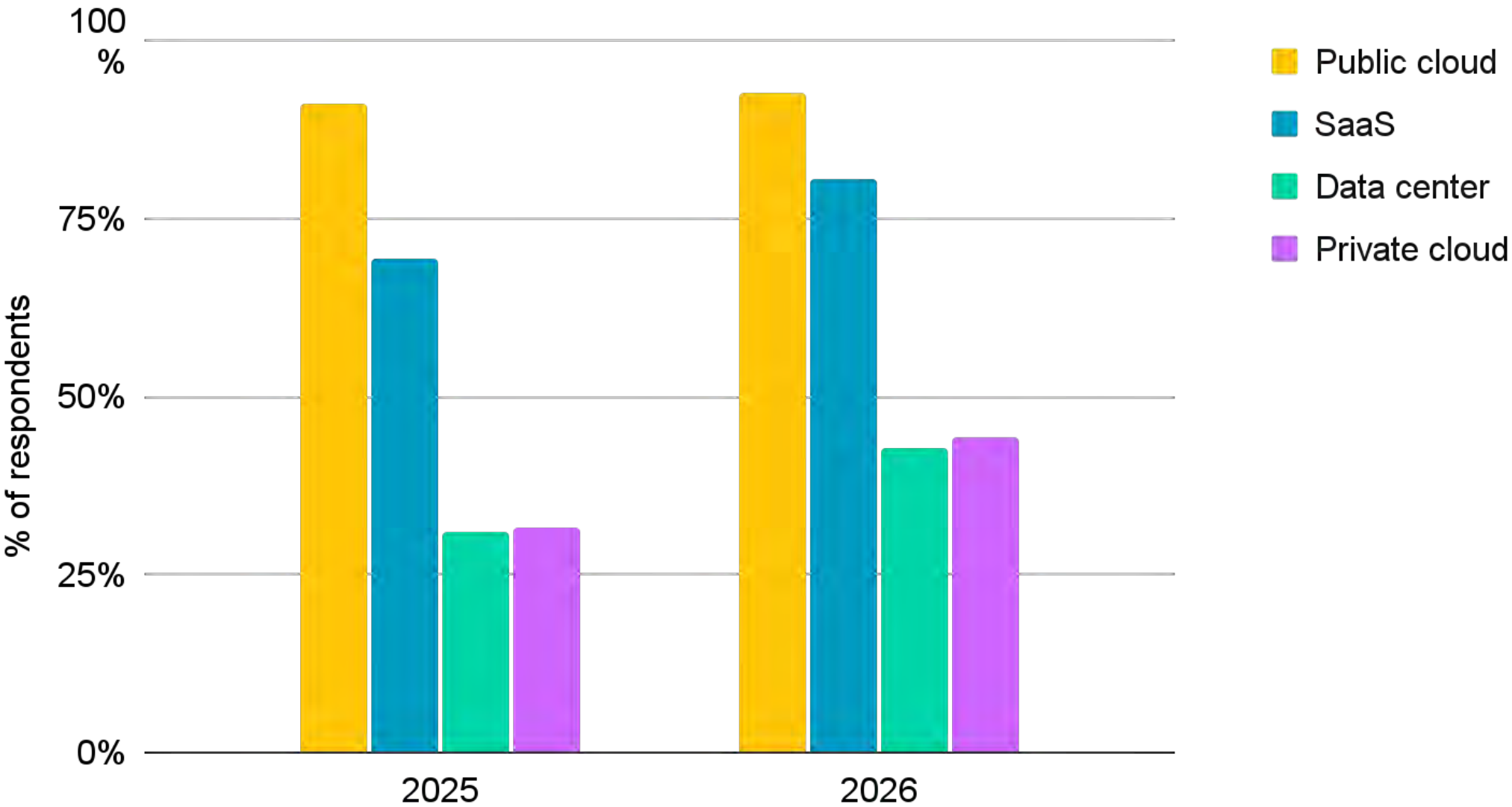
*What challenges are you facing when applying FinOps practices to your AI spend?
(multi-select)*



N=649

Planned AI Investments: Public cloud keeps heavy investment while SaaS, Data Center and Private cloud all see increases

Where is your organization planning to place its future AI investments?

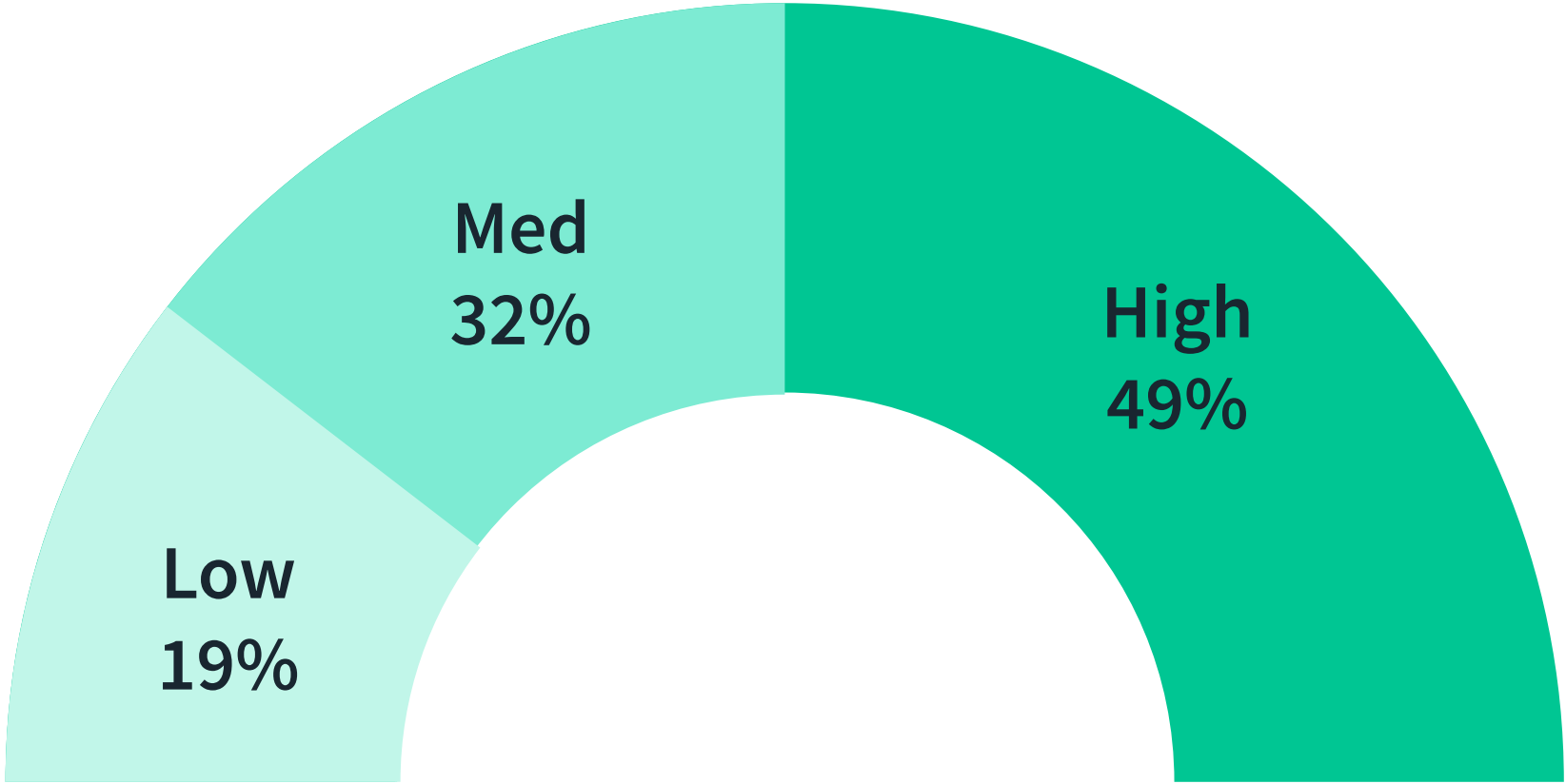


“
AI investment is only continuing to rise but also the diversity where that investment is going, meaning additional complexity - for now the emphasis is on time to market so we are limiting guardrails not to slow down innovation and progress

Technology Company

Team Productivity: AI for FinOps is a rising future priority and almost half regard it as high importance to their practice

How important is using AI for your FinOps practice?



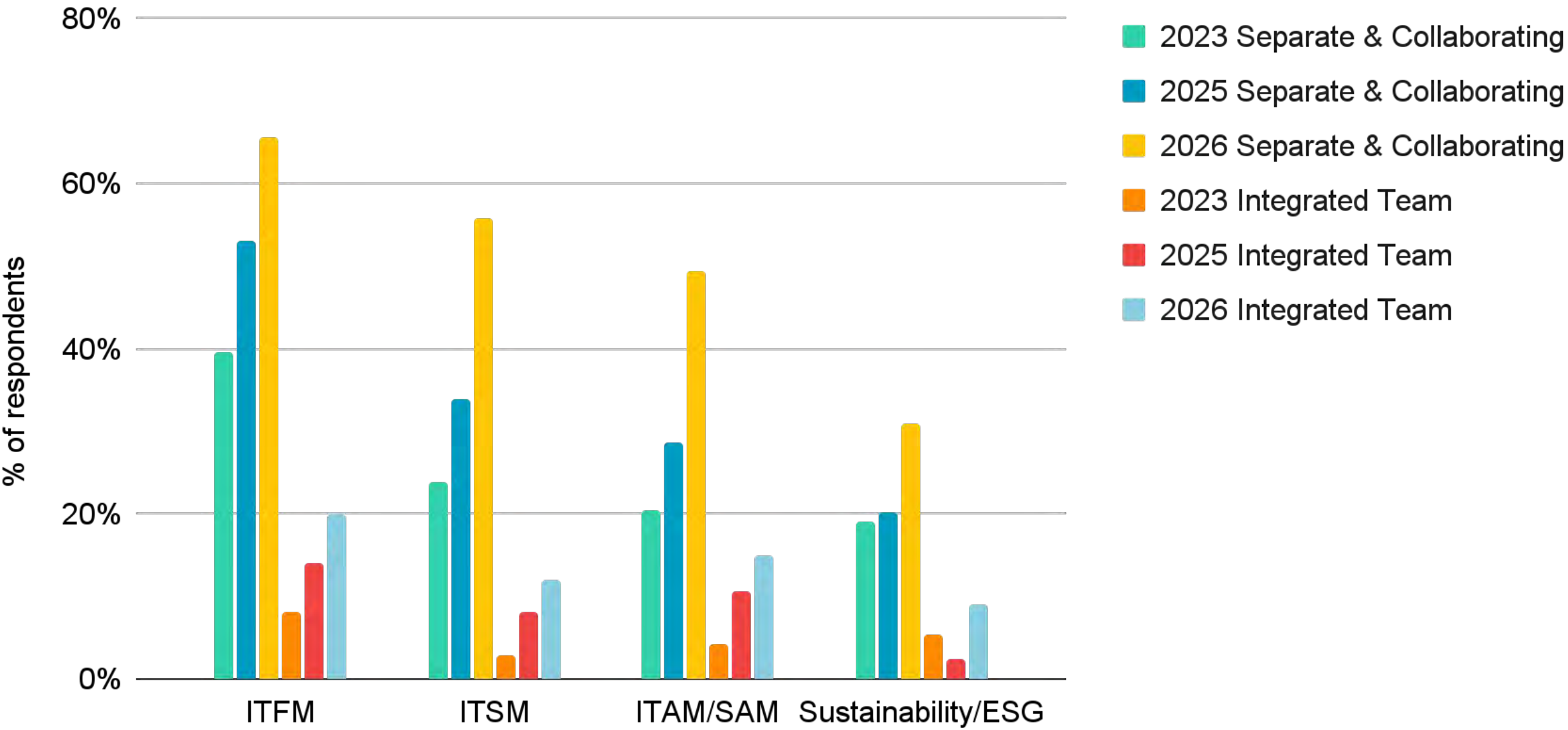
N=663

“
The topmost priority right now is AI for FinOps. There is a huge emphasis within the organization on utilizing AI to drive productivity and efficiency across our teams.

Media & Gaming Company

FinOps teams are collaborating most often with ITFM, followed by ITSM, ITAM/SAM then ESG teams

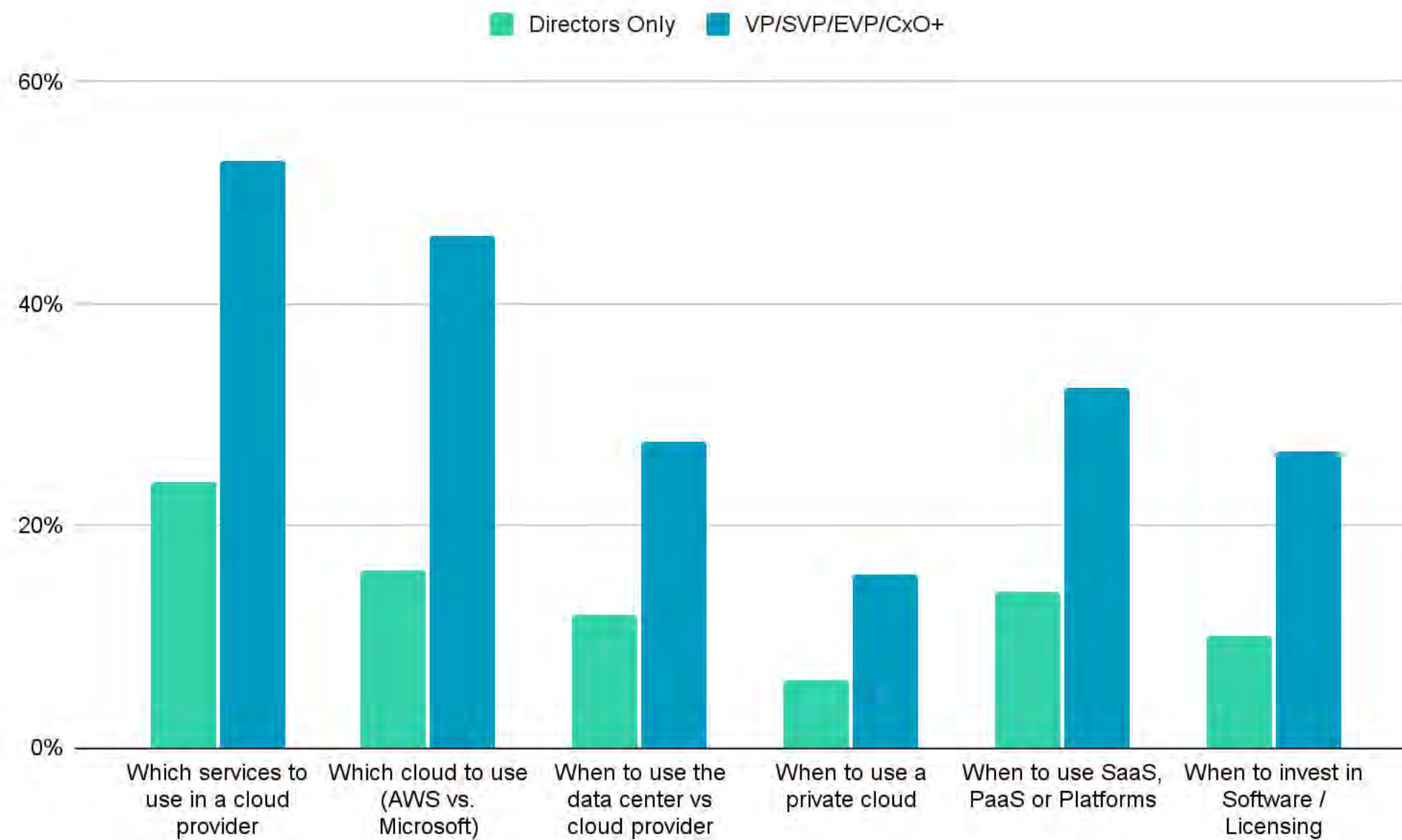
What other disciplines does your FinOps practice collaborate or integrate with?



Read the article
**How ITAM
Intersects with
FinOps Capabilities**

Enabling VP/SVP/EVP/CxO+ with FinOps data increases influence in technology selection

*What level of technology selection does FinOps influence?
(Segmented by organizational level that engages with FinOps data)*



Read the article

FinOps Enabled Executive: Two New Archetypes for Technology Leadership ('COO for the CTO')

Tooling: AI spend monitoring, broader technology visibility and pre-deployment costings top feature requests for tooling

What FinOps tool features or capabilities would you like to see that do not exist today? (Freeform)

Top 3

1 Granular monitoring of AI spend (tokens, LLM requests and GPU utilization)

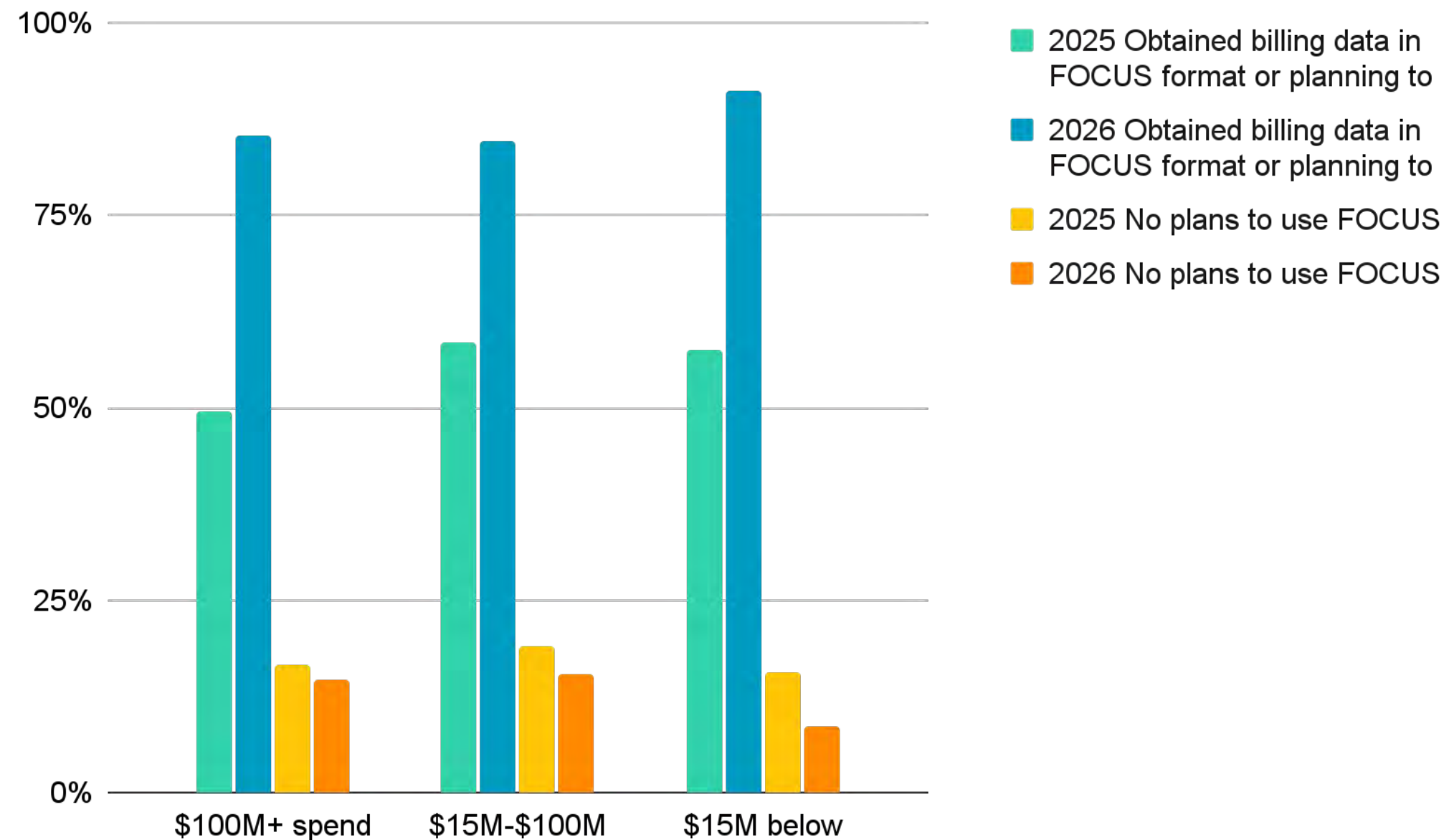
2 Shift-Left: Pre-Deployment Architecture Costing

3 The "Single Pane of Glass" for different technology spend

Additional themes

- Automated Remediation & "Easy Buttons"
- Technical Unit Economics & Business Value Attribution
- FOCUS adoption in tooling
- Sophisticated Forecasting & Scenario Modeling
- ITAM and FinOps: Managing software licenses
- Highlighting sustainable infrastructure alongside cost
- Granular Shared Cost & Container Allocation

FOCUS: Multi-cloud in action, demand for additional datasets



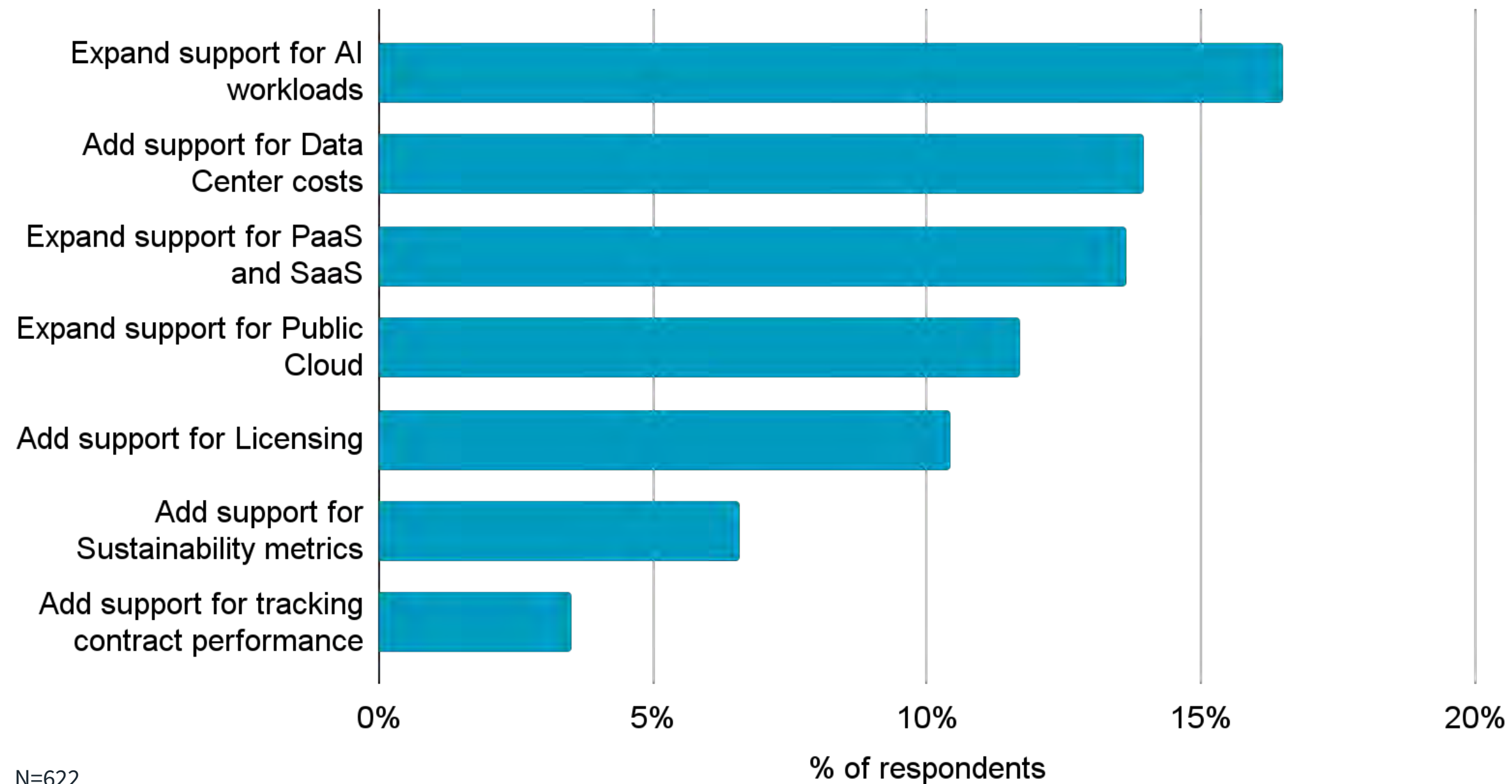
2026 N=622

Practitioners want support for:

1. Microsoft 365
2. ServiceNow
3. Atlassian
4. Snowflake
5. Salesforce
6. SAP
7. Databricks
8. Google Workspace
9. Dynatrace
10. Workday

FOCUS: Expanding AI support tops the requests followed by Data Center and expanded support for PaaS and SaaS

Which area would you most like to see FOCUS expand into next? (Select one)



N=622



Read the article

FinOps for Data Center: Practical Cost Modeling & FOCUS Alignment

Proactive Technology Value: AI Tops the Agenda as FinOps Shifts Up, Left, and Out Across Technology Categories

- 1. AI Dominates the Agenda: Both Managing It and Using It** FinOps for AI is the top forward-looking priority, followed by Scopes beyond cloud, workload optimization/waste reduction, and applying AI to FinOps (team productivity). AI Cost Management is the #1 skillset FinOps practices are looking to add. AI investment stays strong in cloud but also has increases in SaaS, data center, and private cloud. Anecdotally, many are being asked to self-fund AI investments from optimization activities.
- 2. FinOps Has Definitely Expanded Across Technology** 90% now manage SaaS, 64% Licensing, 57% Private Cloud, and 48% Data Center. Additionally, 28% are including labor costs now or in the next 12 months—signaling continued expansion into total technology value management.
- 3. Optimization is Table Stakes, Value is the Goal** While optimization remains a current priority for many, it is increasingly viewed as a baseline activity ("table stakes") rather than the ultimate goal. Managing additional technology categories in Scopes, Governance/Policy, Organizational Alignment, and Forecasting collectively outweigh it. Practitioners report diminishing returns on optimization: "We have hit the 'big rocks' of waste and now face a high volume of smaller opportunities that require more effort to capture."
- 4. FinOps Has Shifted Up:** 78% Now Report into CTO/CIO. Mature FinOps practices are moving beyond reactive cost reporting to proactively shaping technology investments before commitments are made. The survey confirms this strategic elevation: 78% now sit within CTO/CIO organizations, and those with VP/SVP/EVP/CxO+ engagement show 2-3x more influence over technology selection—cloud service (53% vs 24%), cloud provider (47% vs 16%), and cloud vs. data center decisions (28% vs 12%) determining not just which cloud to use but whether to even go to Cloud.
- 5. Shift Left Is Happening, Measurement Remains Unsolved** Better alignment under CTO/CIO enables more engagement where cost and value data are introduced earlier in the engineering lifecycle as a priority. Pre-deployment architecture costing emerged as a top desired tool capability. Practitioners are actively building solutions, but acknowledge the challenge: "Once you fix it, it's gone...how do we give developers credit for shift-left activities?"
- 6. Intersecting Disciplines Are Converging** FinOps teams are collaborating most often with ITFM, followed by ITSM, ITAM/SAM then ESG teams—with Platform Engineering increasingly joining. Larger companies tend toward collaboration between separate teams; smaller companies integrate them.
- 7. Small Enablement Teams with Federated Champions** The dominant operating model has become Centralized Enablement + Federation. 60% operate with centralized enablement plus 21% hub-n-spoke, but team sizes remain lean (average 8 practitioners/contractors at \$100M+ spend). Successful practitioners describe building "federated models" with business-embedded champions driving cultural adoption rather than large central empires.

FinOps Certified: FinOps for AI



Sept 2025



Nov 2025



Jan 2026



Available Now



June 8-11, 2026 – San Diego

The conference for technology value

x.finops.org

Discover actionable best practices on:

FinOps for AI

Adopting FinOps

Optimization for Value

FinOps for SaaS

FinOps for Data Center

FinOps Enabled Executive Decisions