

BCS SM-ITAM Webcast · 19 May 2026

AI Asset Management

An asset class we don't yet have language for.

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About me.

Practitioner



Inside the operating room — ITAM consulting & SaaS, both since acquired.

Standards



On the BSI committee mirroring the ISO working group for the 19770 family.

Researcher



*AI safety research — University of Warwick and Singapore's A*STAR.*

Roadmap

The next 40 minutes.

Six parts. One asset class we don't yet have language for.

0	Opening	<i>AI in the wild, by stories and numbers</i>
1	Are AI Systems IT Assets?	<i>The coverage + character gap</i>
2	Defining AI Assets	<i>A working scope, not a finished standard</i>
3	From WHAT to HOW	<i>Three disciplines, one gap</i>
4	Why now and why ITAM	<i>Two clocks, three reasons</i>
5	What to do — and a close	<i>30 / 90 / 365</i>

Some interesting AI news.

Value

Anthropic: 90%+ code by AI

- Klarna — \$40M profit improvement from AI agents
- Airbnb — 40% of customer service resolved by AI

Cost

Stargate: \$500B over 4 years

- Microsoft — \$190B capex in 2026 alone
- Meta — up to \$135B on AI infrastructure

Risk

Ireland: 21% of electricity to data centres

- TSMC — advanced packaging capacity booked out
- Microsoft — restarting Three Mile Island for AI

Lifecycle

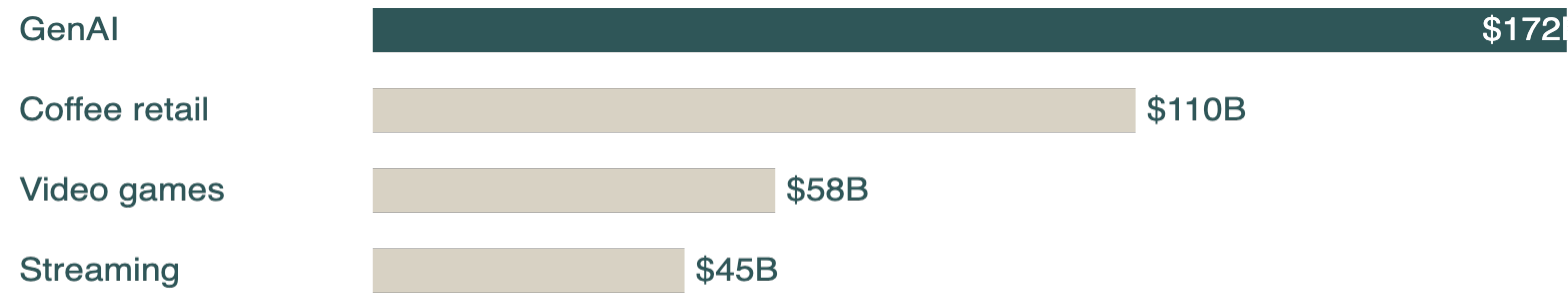
GPT-4o: backlash & rollback

- Claude Code — 6-week silent regression
- Grok — 9-day forced migration (15 May 2026)

Industry forecast.

Value

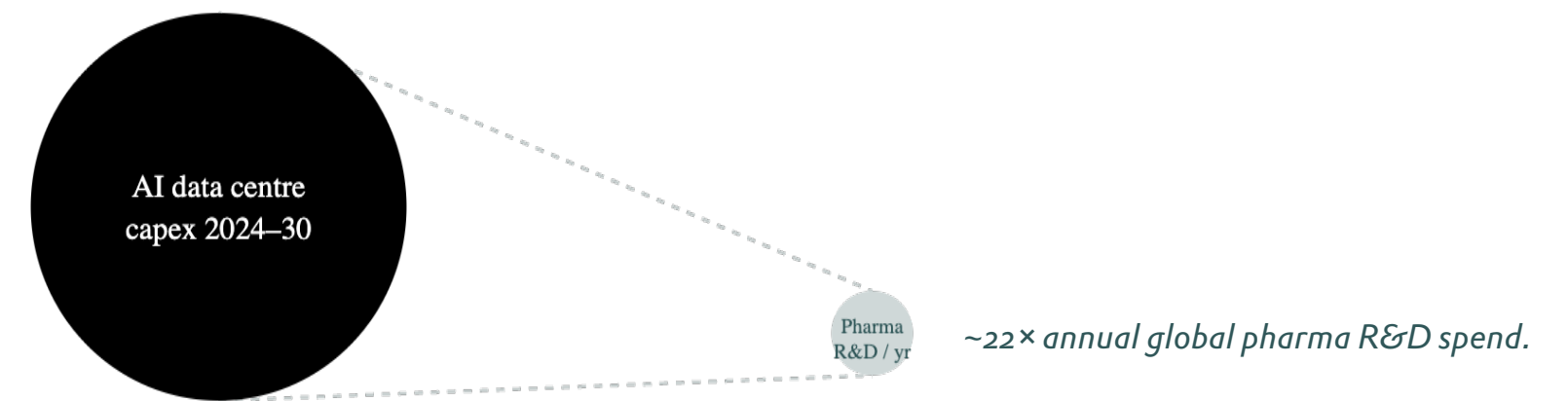
\$172B · annual U.S. consumer value of GenAI



≈ U.S. coffee retail · ~4× streaming.

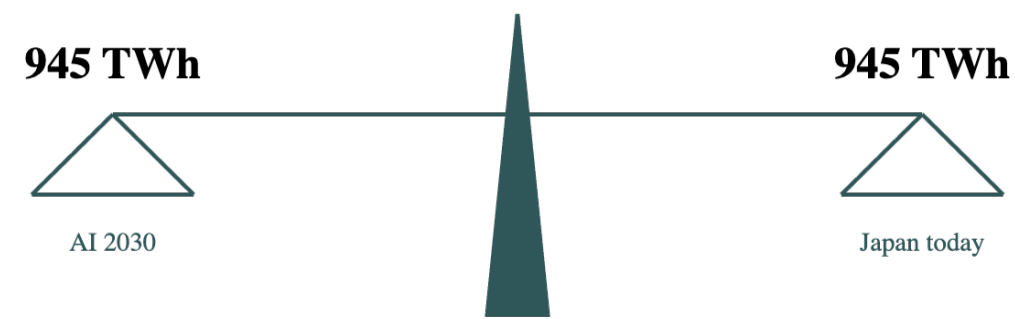
Cost

\$6.7T · global AI data centre capex 2024–30



Risk

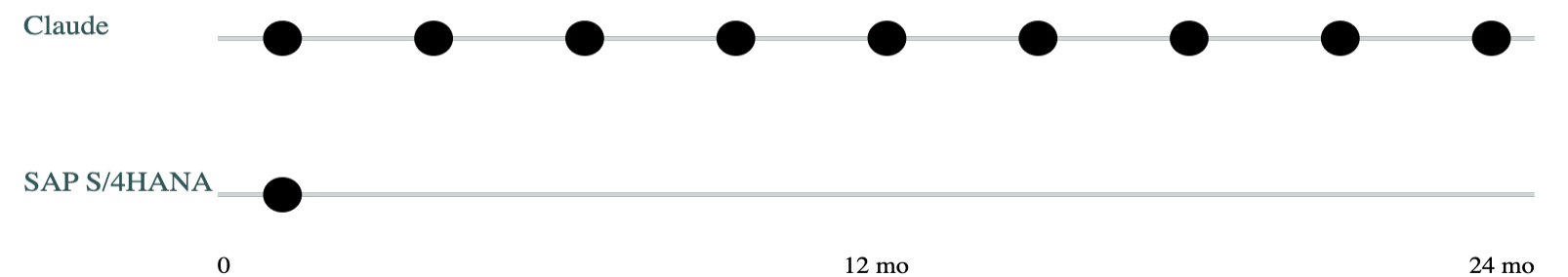
945 TWh · global data centre electricity by 2030



AI electricity 2030 = Japan's entire current consumption.

Lifecycle

~9 versions · Claude releases in 24 months



~5–10× faster cadence than enterprise software.

~~Random~~ ISO Labels — and an obvious answer.

AI System

An engineered system that generates content, forecasts, recommendations, or decisions for human-defined objectives.

Three converging sources: ISO/IEC 22989 §3.1.4 · OECD AI Recommendation · EU AI Act Art 3(1)

Asset

An item, thing, or entity with potential or actual value to an organisation.

Managed across four characteristics · ISO 55000



✓ **AI Systems can be Assets.**

The easy answer. But not the one that matters —

Two questions we are asking today.

Question 1 · Coverage

Q1

Are AI Systems IT Assets?

Does the current ISO/IEC 19770-1 definition of an IT Asset cover the things we're calling AI Systems — or do AI Systems sit outside that boundary?

Question 2 · Management

Q2

Can AI Systems be managed as IT Assets?

Regardless whether AI Systems are covered, do existing ITAM methods actually handle them — or are their value, cost, risk, and lifecycle structurally different?

Part 1 of 5

Are AI Systems IT Assets — and can they be managed as such?

Two questions. Two answers. And a look back at how ITAM has been asked this before.

ITAM has been asked both questions before.

For at least 3 times already ...

Wave 1
1980s – 90s

Physical media & anti-piracy

- Barcode scans
- BSA / FAST
- Compliance enforcement

Q· Can software be IT Assets?

Wave 2
2000s

Software becomes the Asset

- SAM → ITAM
- ISO 19770-1 (2006)
- Licence management

Q· How to manage software as IT Assets?

Wave 3
2010s

Cloud becomes the Asset

- SaaS sprawl
- 19770-1 Note 2: services
- FinOps emerges (~2019)

Q· Can Cloud be IT Assets — and how...

Wave 4
2020s

AI becomes the Asset?

- Wave 4 is us
- This talk's central question

Q· Are AI Systems ...

Each time, ITAM evolved to answer it. Can it answer the 4th wave?

Part of AI Systems *can* be IT Assets.

But not all of them

Above the line

IT Assets — §3.25 covers

- GPU / AI accelerator hardware
- Model API entitlement
- Inference runtime software
- AI platform subscription (SaaS)
- AI software licences
- Cloud compute contracts

ITAM currently manages the **container** — the subscription, the licence, the file as a whole entity. Not the **content** — the behaviour, the provenance, the quality, the evaluation evidence.

Below the line

Not currently IT Assets — “information per se”

- Model weights
- Evaluation / test datasets
- Agent workflow configurations
- Model cards / system cards
- Training / fine-tuning datasets
- Prompts and prompt libraries
- Embeddings / vector store data
- AI impact assessments

Model, dataset, evaluation data have formal ISO definitions. Prompts, agent workflows, embeddings are practitioner constructs not yet defined at ISO level.

ISO/IEC 19770-1
§3.25 Note 4

“Information per se, independent of IT Assets, can be considered an asset, but is not considered an IT Asset.”

ITAM may not be enough for AI Systems

All four ISO 55000 pillars behave structurally differently for AI Systems.

Value — probabilistic, quality-dependent

ITAM: Is an IT Asset’s lifecycle managed effectively to support business goals?

vs.

AI System: Is the AI System delivering the expected business outcome?

New Challenges

- ISO/IEC 25059: error rates are expected by design
- Utilisation/volume does not correlate to quality, cheaper cost may actually reduce value
- “Is your AI providing value? No one can answer that yet.” — State of FinOps 2026

Cost — path-dependent, physical, balance-sheet

ITAM: Is an IT Asset acquired and maintained cost-effectively

vs.

AI System: can we accurately predict and account for significant costs?

New Challenges

- Same task, same model: up to 30× variance (Bai et al, 2026)
- 22% of cheaper-listed models cost MORE to run (Chen et al, 2026)
- **CAPEX divergence:** accounting life, economic life and workload life may no longer align.

Risk — physical, supply-chain, regulatory

ITAM: Is an IT asset introducing unacceptable commercial or operational risk to the organisation?

vs.

AI System: Is an AI system introducing unacceptable behavioural, ethical, legal, safety, or societal risks.”

New Challenges

- ISO/IEC 23894 / 38507: hardware availability and value-chain dependency
- TSMC “single foundry”, 46% sovereignty as top driver of placement (Uptime Institute)
- EU AI Act & delays

Lifecycle — volatile, provider-driven

ITAM: Is an IT asset supported, patched, renewed or retired under lifecycle control?

vs.

AI System: Is the deployed behaviour still the behaviour we evaluated, approved and governed?

New Challenges

- ISO/IEC 5338: AI lifecycle is iterative — re-evaluation / redeployment can repeat.
- ISO/IEC 23894: updates can cause regressions or unintended deterioration.
- Evidence expiry: model + prompt + workflow + data + eval evidence must remain linked.

What we've established.

A coverage gap on one axis. A character gap on the other.

01

AI Systems are Assets.

By ISO 55000's definition — yes. Value, cost, risk, lifecycle consequences are clear.

02

Some parts of AI Systems are already IT Assets.

GPU hardware, AI SaaS, API entitlements, licences, contracts, cloud compute — 19770-1 covers these. ITAM has jurisdiction.

03

Other parts are not — and probably won't be.

Model weights, training data, prompts, agent workflows, embeddings, evaluation evidence — information per se, below the line.

04

Neither side is fully covered by current ITAM.

Above the line: value, cost, risk, lifecycle all differ. Below the line: ITAM doesn't reach. Either way, current methodology falls short.

→ So how do we bridge the gap?

Part 2 of 5

Starting with definition.

The WHAT, WHERE and WHICH of AI Assets.

Starting with the WHAT.

What

What is an AI Asset?

A definition that follows the ISO drafting pattern of ISO 55000 and ISO 19770-1. Operative, scoped, defensible.

Where

Where do AI Assets sit relative to the AI System?

Four zones based on the relationship to the AI System — is it, provides it, enables it, governs it.

Which

Which categories of AI Asset matter?

Thirteen categories across the four zones — with honest tagging of which are standards-anchored and which are not.

What is an AI Asset?

Source	Term	Definition
ISO 55000	<i>asset</i>	item, thing or entity that has potential or actual value to an organisation
ISO 19770-1	<i>IT asset</i>	asset that is, or contains, software, or that is used to acquire, process, store, distribute or dispose of digital information
AIAM (proposed)	<i>AI asset</i>	item, thing or entity that is an AI system, or that is used to provide, enable, or govern the use of AI systems, and that has potential or actual value to an organisation

Scoping Discipline

A general-purpose resource does not become an AI Asset just because an AI System consumes it. Scope applies where it is specifically allocated, configured, or controlled for AI purposes.

Not Mutually Exclusive

AI Assets are not mutually exclusive with other asset types. The same item can also be an IT Asset, data asset, software asset, contractual asset, or service asset. Extension, not replacement.

Where — AI Assets relate to the AI System in four zones.

Each AI Asset relates to the AI System in one of four ways: is, provides, enables, or governs.

1 Is

Core AI Assets

Models · Applications · Agents · Orchestration

2 Provide

Provision Assets

Contracts · Licences · External AI services

3 Enable

Operational Assets

Data · Knowledge bases · Runtime config · Compute · Facilities · Identity

4 Govern

Governance Assets

Metadata & provenance · Evaluation & testing · Audit & compliance

Thirteen categories distribute across these four zones.

Which — 13 categories of AI Assets.

Terms such as prompt, agent workflow, orchestration, routing strategy (Cat 2), vector store, embedding (Cat 6), model card, system card (Cat 11) are not yet formally defined at ISO level.

Zone	Category	Status	Reference
Zone 1 · Is			
Core AI Assets	01 Model assets	Anchored	22989 · 23053 · 5338
	02 Application, agent & orchestration assets	Partial	23053 · 22989 · 5338 · 12207
Zone 2 · Provide			
Provision Assets	03 Contract, licence & usage rights	Anchored	19770-1 · 19770-5
	04 External AI service & dependency	Anchored	42001 · 19770-1
Zone 3 · Enable			
Operational Assets	05 Data assets	Anchored	22989 · 8183 · 5259-1 · 5338
	06 Knowledge & retrieval assets	Anchored	22989 · 5338
	07 Deployment & runtime configuration	Anchored	10007 · 5338 · 12207
	08 Compute, capacity & quota	Linked control	42001 · 27002
	09 Facilities & environment	Linked control	15288 · 55000
	10 Identity, access & keys	Linked control	27001 · 27002
Zone 4 · Govern			
Governance Assets	11 Metadata & provenance	Anchored	5259-1 · 5338 · 8183 · 42001
	12 Evaluation & testing assets	Anchored	25059 · 42001 · 5259-1
	13 Audit, traceability & compliance	Linked control	42001 · 23894 · 42005

Your view on our proposal.

We've made our case for the WHAT. Now we want yours.

01

Asked live

Is this *scope* too wide — or too narrow?

02

Asked live

Does the four-zone split — *is / provides / enables / governs* — hold, or would you carve it differently? What's *missing*, or *mis-tagged*, in the thirteen categories?

03

Asked live

Which of these assets do you already manage — and which would your tooling not even recognise?

More to consider —

- a. *Which practitioner-derived terms — prompt, agent workflow, embedding — most need formal ISO definition first?*
- b. *Does “information per se” (§3.25 Note 4) still feel right for model weights and prompts — or has that line moved?*
- c. *Is “extension, not replacement” the right relationship to your existing asset registers?*

Part 3 of 5

From definition to seeking solutions.

How should AI Assets be managed — or not?

We've defined the AI Asset. Managing it — across value, cost, risk and lifecycle — is **AI Asset Management (AIAM)**. So how should it be done, and by whom — or not at all?

Three candidates: FinOps · ITAM · AI Governance.

What each does well — and where each stops.

ITAM

Entitlements & contracts

- Vendor agreements
- Licences
- Usage rights

Lifecycle discipline

- Acquisition
- Deployment
- Retirement

Commercial governance

- Renewal control
- Audit management
- Licence compliance

— less well —

- Information per se sits below the line (§3.25 Note 4)
- Built for slow, deterministic objects (3–10-year lifecycles)

FinOps

Spend

- Capacity
- Unit economics
- Forecasting

Optimisation

- Workload control
- Rate optimisation
- Anomaly detection

Financial management

- Attribution
- Allocation
- Showback / chargeback

— less well —

- No asset model — FOCUS is a billing schema
- Multi-agent cost attribution unsolved (own WG admits)

AI Governance

Risk

- Risk taxonomy
- Impact assessment
- Risk register

Policy & oversight

- Ethics review
- Roles & accountability
- Approval gates

Evidence & documentation

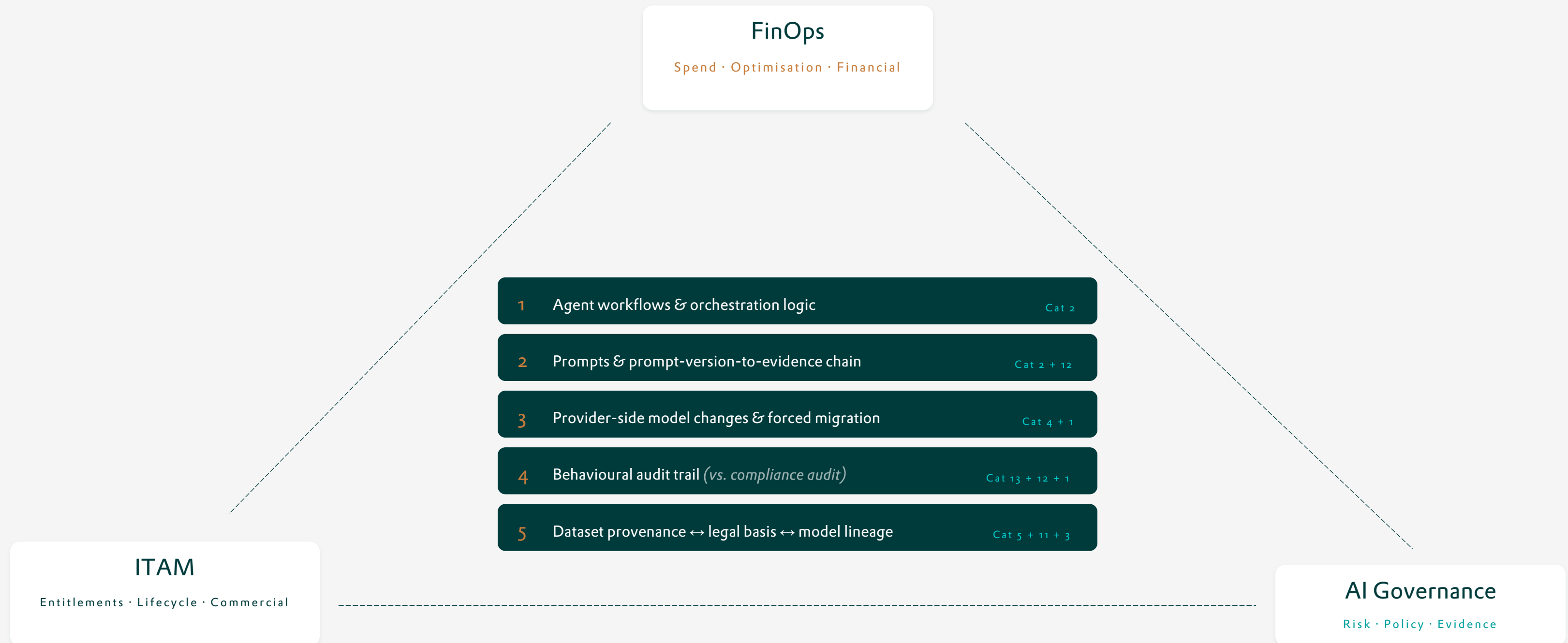
- Technical documentation
- Model / system cards
- Monitoring & logging

— less well —

- No asset / data model — demands inventory without schema
- Principles-to-practice gap — operational primitives lag

The Bermuda Triangle of AI Asset Governance.

Three disciplines around the edges. Five items in the middle. No one owns end-to-end.



Three concrete examples.

Three real production incidents. The gap is operational, not theoretical.

Example A · 9 days ago A

Grok forced migration.

6 May 2026 · xAI emails enterprise customers
15 May 2026 · 8 Grok variants retired
→ forced migration to Grok 4.3

FinOps	Cost-line change at next invoice
ITAM	Contract technically in scope
AI Gov.	Nothing in real time

No one saw
which workflows depended on which Grok variant, what evidence is invalidated, what compliance triggers re-attestation

Gap #3 · Cat 4 + Cat 1

Example B · 4 weeks ago B

Claude Code 6-week regression.

23 April 2026 · Anthropic public postmortem
Three product-layer bugs, 6 weeks silent regression
reasoning downgrade · verbosity cap · context-caching bug

FinOps	Stable spend — API calls unchanged
ITAM	Same contract
AI Gov.	No schema for behavioural drift

No one saw
that the AI Asset was degrading; no retrospective audit trail possible

Gap #4 · Cat 13 + Cat 12

Example C · November 2025 C

The \$47,000 multi-agent loop.

4-agent LangChain pipeline · A2A messaging
Analyzer + Verifier recursive cycle · 11 days undetected

W1	W2	W3	W4	Final
\$127	\$891	\$6,240	\$18,400	\$47K

FinOps	Spend rising; assumed organic growth
ITAM	No concept of Analyzer / Verifier as entities
AI Gov.	No schema for inter-agent messages

No one saw
the loop itself — for 11 days

Gaps #1 + #2 + #4 · Cat 2 + Cat 13

What exists probably isn't enough.

So what should we do?

01

Asked live

Should we add an *extension* to ITAM, a *control layer* across the three disciplines, or a new *sub-discipline*?

02

Asked live

Who owns the things that *fall between* the disciplines — prompt lifecycle, agent attribution, provider-side model change?

03

Asked live

What would *your organisation* need before adopting any of this?

More to consider —

a. *If you run FinOps and ITAM today, who would own a forced model migration — and would anyone catch it?*

b. *Does your asset register have a place to record a model, a prompt, or an agent — or only the contract?*

c. *What is the one AI asset question your current tooling cannot answer?*

Part 4 of 5

4

Why ITAM, and why now

Three reasons. Two clocks.



Our proposal: extension — ITAM as the substrate.

We lean towards extension. FinOps proved you can build outside and succeed — here's why we'd still anchor AIAM in ITAM.

01 the home already exists

The home already exists.

- **FinOps (2019)** had no incumbent owner to extend — finance didn't do real-time, engineering didn't do cost. It built from zero.
- AI assets already have an incumbent discipline with the right remit. **AIAM has something to extend** — the logic that pushed FinOps outside doesn't apply.

02 the operating muscle

ITAM already has the operating muscle.

- AIAM needs **rights tracked, obligations honoured, lifecycle managed, evidence preserved**, supplier commitments interpreted.
- That is ITAM's daily work — entitlement, contract, lifecycle, audit, commercial control.
- The asset record then becomes the **substrate** FinOps and AI Governance both draw on.

03 the standards pathway

The standards pathway exists.

- **ISO 19770** family · **ISO 55000** · **WG21** · **BSI** · **30+ national mirror bodies** — a base, and a route into formal discussion.
- Enough to **start the conversation formally**; the absorption itself is years of careful work.

• A wider reason —
AI needs that global reach: its asset base is bi-polar — Chinese models ~30% of global use, often inside Western estates; a Western-only foundation would start Western-only.

ITAM's claim is narrow — convene the asset-system view: what exists, what rights attach, what it costs, when it must change. The wider AI-governance problem stays shared, and the operating model still needs the community.

The substrate is already here. **AIAM is its next extension.**

Two clocks are running.

Clock 1

The regulatory consumer is arriving.

AI governance is becoming a structural consumer of AI asset-system information — in the EU and the UK.

Continuous

EU AI Act · PRA SS1/23 · BoE / FCA

Clock 2

The ITAM standards window is open.

WG21 has live work programmes that can carry AIAM. 19770-10 incubator, Project Paradigm, SC27 + SC42 bridges.

Next milestone

Tokyo interim · 4–5 Nov 2026

*Either the community helps shape AIAM — or **AIAM gets shaped for the community.***

Part 5 of 5

5

Where this leaves us.

What we've established, what's still open, and where you come in.

What we've established — and what's still open.

Established · 04

The firm ground — what holds up.

- ✓ AI Systems **can be Assets** — ISO 55000's four characters all apply.
- ✓ Some parts are already IT Assets; others sit **below the §3.25 line**. ITAM covers the *container*, not the *content*.
- ✓ FinOps, ITAM and AI Governance each leave seams — **no one owns the asset-system view end-to-end**.
- ✓ A proposed definition and a **thirteen-category scope map** — the WHAT.

Open · 04

Where we're still asking — the HOW.

- ? Is the *scope* right — too wide, too narrow?
- ? How should AIAM be organised — *extension, control layer, or new sub-discipline*?
- ? What's the *minimum AI asset information model*?
- ? What should the *standards route* incubate first?

We're more confident on the **WHAT**.

We need your input on the **HOW**.

ITAM was late on the cloud. Let's take the **lead** on AI.

A community position paper

Consolidating the AIAM definition, the thirteen-category taxonomy, the gap analysis, and the standards pathway.

An invitation to the BCS SM-ITAM community, the ITAM Forum, BSI, and WG21 to comment, contest, and contribute.

Open for community comment · September 2026

Thank you. Questions, pushback, and engagement: all welcomed.