

DoiT's strategic moves point to a new generation of FinOps

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Introduction

DoiT's recent purchases of LiveDiagrams and PerfectScale represent consolidation in the FinOps market as well as maturity in the FinOps discipline. The goal is to combine rate optimization (which takes advantage of discount mechanisms controlled by the big cloud providers), usage optimization (which offers sustainability as well as cost benefits) and cloud-native observability to deliver always-on, largely automated savings coverage for cloud resources.

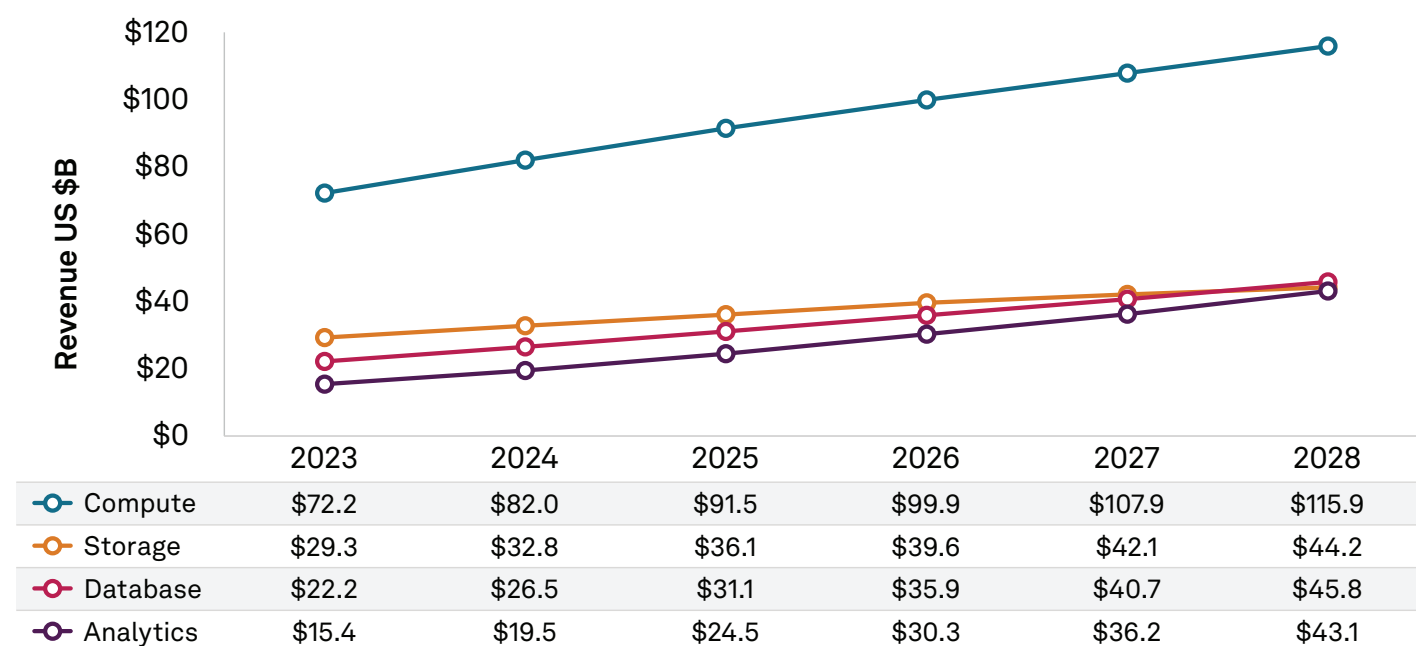
THE TAKE

The vendor has been upping its game to deliver a range of optimization services that go beyond cost savings and deliver functionality designed to appeal to enterprise-level organizations. DoiT's initial growth was driven by reselling public cloud to SMBs. While API-driven FinOps remains an anchor of its platform, adjacent functions — including tools for monitoring metered data services such as Snowflake, Databricks and BigQuery, as well as targeted engagements for building out generative AI, Kubernetes and data platforms on hyperscaler clouds — provide additional heft and stickiness. The company's recent purchases of LiveDiagrams (for near-real-time cloud infrastructure observability) and PerfectScale (for deeper Kubernetes expertise) add intellectual property in anticipation of where the modern IT puck is heading. Amid enthusiasm for GenAI's potential to increase productivity and reduce toil, we are seeing a reliance on human expertise as essential for FinOps efficacy.

Context

Founded in 2011, DoiT secured a \$100 million investment in 2019, which remains its only publicly disclosed funding round. With approximately 600 employees, including 170 cloud reliability engineers (CREs), the vendor attributes its low headcount per dollar of revenue to the high level of automation in its analytics offerings. DoiT serves over 4,000 customers and has established significant partnerships, including a five-year agreement with AWS aimed at driving \$5 billion in business and cloud consumption.

Although the market for FinOps software remains relatively small (expected to reach \$3 billion by 2028), the potential amount of cloud spending under management is huge and growing, according to 451 Research's Public Cloud Infrastructure Market Monitor & Forecast (Figure 1). Each of the big cloud suppliers has free tools for tracking and managing costs on its own platform, but multicloud systems such as DoiT's that can exhaustively allocate spending and apply unit economics — showing the cost of delivering a certain application or feature, for example — enable the kind of workload expense comparisons that enterprises have been craving.

Figure 1: Public cloud infrastructure (IaaS/PaaS) market by segment, 2023–2028

Source: 451 Research's Public Cloud Infrastructure Market Monitor & Forecast.

Product and business model

In mid-January, DoiT acquired cloud infrastructure visualization and analysis software provider LiveDiagrams, which is expected to be integrated into DoiT Cloud Intelligence as Cloud Diagrams. The company claims that the software will enable CREs and DevOps teams to map cloud environments, track and monitor changes, optimize cloud architectures by linking technical goals to specific workloads, streamline operations, and reduce incident response times. Cloud Diagrams will also offer a way to create cost allocations without relying on traditional tagging.

A few weeks later, the company picked up PerfectScale, a Kubernetes specialist with automation for remediating idle and wasted cluster resources while ensuring resiliency via proactive governance and policy management. DoiT's purchase of PerfectScale represented an exit for private equity investors — including Blumberg Capital, Upwest Labs, K2 Access Fund and Prelude Ventures — at a time when such transactions are hard to come by. PerfectScale will continue to operate independently and be available as a stand-alone tool or as an add-on for DoiT Cloud Intelligence customers.

The vendor is deploying AI both in its portfolio and to help customers with their AI optimization, including token utilization and other GenAI competencies. It asserts that it goes further than current FinOps providers and models but has the FinOps Foundation's FOCUS model on its roadmap for 2025.

DoiT's Cloud Intelligence platform was launched at the end of 2024 and contains four key elements:

- **Operational intelligence** includes multicloud analytics and cost allocation; governance (anomaly detection, budgets, alerting); APIs and integrations; and FinOps (cost optimization, data integration, automated workflows).
- **Workload intelligence** features Flexsave and Spot Scaling for AWS (for automated commitment discount coverage and spot fleet management); dashboards and insights (e.g., EKS, GKE, Snowflake, BigQuery); Attributions and DataHub (for cost allocation to feed into analytics and unit economics via billing and usage data); migration services.
- **Human intelligence** integrates expertise from on-staff cloud architects into the delivery model, with workshops, training and account management as well as Accelerators, which are structured engagements to help customer teams speed time to deployment of GenAI, Kubernetes and data platforms.
- **Operational automation** offers recommendations that are surfaced and actioned with automation. From tagging resources to approval-based deprovisioning of resources in a no-code fashion, DoiT helps its customers minimize the repetitive tasks of cloud management.

With DataHub, DoiT has prioritized integration of non-cloud and non-spend data — including employee headcount, pay-per-use SaaS costs, and key performance indicators such as units sold or number of user interactions — to apply analytics across a broad variety of measures. Data can be ingested into DataHub (which is a premium offering) via API or a .csv upload, with the aim of tying IT spending to unit economics. DoiT analytics can then be used to calculate “cost to serve” on a granular basis and drive spending accountability to engineering teams.

The company used to sell a “one size fits all” platform — it has reframed this for different markets and now has three offerings. Essentials and Enhanced packages are a service-provider co-sell whereas Enterprise can be a direct sell. The free Essentials tool is targeted at small digital natives and is supported by DoiT's Ava GenAI assistant. Enhanced is for midsize and small enterprises with human support; it costs 3% of cloud spending with a \$3,500-per-month minimum. Enterprise is for large cloud spenders, has custom service-level agreements and named resources, and is custom priced.

DoiT expects to double down on features for larger enterprises in 2025. It characterizes the current market as one with many superficial, quick fixes on offer that create an illusion of efficiency but often lead to greater problems further down the line. The vendor's goal is to provide deeper and longer-lasting optimizations using expert insight in addition to technology. It made five senior executive appointments in January in the areas of product management, sales, marketing, finance and legal.

Competition

Rivalry for DoiT includes cloud partners, cost optimization and management tools, and services. Broadcom Inc. (VMware CloudHealth, now distributed exclusively by Arrow Electronics), IBM Corp. (Apptio and Cloudability), Flexera (which recently acquired Spot), CloudZero, CloudKeeper and Zesty are all in the competitive landscape. DoiT believes that its technology is on par with that of Apptio and CloudHealth, and cites its depth of technical expertise and hands-on service delivery as a differentiator.

PerfectScale counts CAST AI, Spot, Kubecost (now in the IBM portfolio) and Sedai as its key rivals, all of which offer Day 2 Kubernetes operations along with cost optimization. DoiT notes that the likes of StormForge and Densify offer only the latter. Finally, do-it-yourself approaches represent further competition.

SWOT Analysis

STRENGTHS DoiT’s multicloud and multi-persona approach to FinOps, ability to accommodate third-party and non-cloud data, and depth of technical expertise set it apart in a crowded market — customers, public logos and funding validate this strategy. The company’s shift to diversify its go-to-market approach to include direct sales to enterprises has sharpened its focus on technical approaches to enhancing business value gained from cloud.	WEAKNESSES There is some risk of portfolio sprawl as the vendor expands its remit beyond cloud spend management and into helping customers build data, GenAI and Kubernetes platforms in the cloud. An increasing priority is the need to know not just what is being spent, but whether the cost justifies the revenue or “stickiness” of the service being provided. The human intelligence part of DoiT’s Cloud Intelligence strategy is not as scalable as the operational and workload components.
OPPORTUNITIES With its recent acquisitions, DoiT’s investors see an opportunity to roll up an end-to-end platform that can rival the capabilities of IBM and Flexera, which have also been scooping up IP and expertise in the areas of IT asset management, cloud FinOps and cloud-native spend management.	THREATS The company faces well-funded rivals in all of its markets, vying with dozens of FinOps services and/or platforms, as well as global systems integrators with captive systems for doing cost management and modernizing IT systems and data pipelines.

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