



WAVESTONE

# BUILDING THE CASE FOR IT PROCESS AND NETWORK AUTOMATION

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INSIGHTS

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## 1 EXECUTIVE SUMMARY

IT process and network automation has become increasingly popular in the last couple of years. In this paper we discuss the different drivers for IT process and network automation, its benefits and the usage examples of various tools. We also review the automation market and the business case for IT process and network automation.

Although, IT process and network automation encompasses a variety of services and functions, it has four primary categories; Network automation, IT process automation, Autonomic systems, and Cognitive agents. There are various factors driving the need for automation including large volumes of data, error rates, resource utilisation, speed, customer experience KPI, transparency and security. These factors influence the adoption of different automation tools.

Driven by the factors listed above, organisations are seeking to benefit from: 1) reduced cost, 2) reduced risk, and 3) improved productivity. Usage examples of how automation is delivering these benefits for some end-user organisations are discussed in this paper. From a service provider's perspective, automation enables them to gain competitive edge in the market through innovation, efficiency and better customer service.

In this paper we analyse the IT process and network automation supplier's market. To fulfil the emerging needs, several traditional suppliers have repositioned themselves and new innovative suppliers have entered the automation market place. The market currently is congested and fragmented but is expected to consolidate over the years as it matures.

Deployment of automation tools is also discussed in the paper. Organisations often struggle to capitalise on the real benefits from their investments in deployment of automation. We believe that deployment should be looked at as a critical business change management programme. Wavestone proposes conducting an Automation Readiness Assessment using a lifecycle approach framework for automation deployment. Similarly, when developing a business case for automation, organisations need to understand that the benefits of automation go beyond the savings that are made. These include business reporting, customer services, incident reporting and management.

In this evolving automation landscape, with a fragmented marketplace, organisations really need to develop a comprehensive strategy and perform an automation readiness assessment before deploying automation toolsets and implementing change management programme.

# BUILDING THE CASE FOR IT PROCESS AND NETWORK AUTOMATION

## 2 INTRODUCTION

Organisations that deploy complex In recent years IT process and network automation has become increasingly popular as organisations seek to take advantage of two main drivers: making the IT function more efficient i.e. automating service management, and improving business performance by automating business processes (e.g. contact centre automation).

While many assume automation will be more cost-effective, organisations often struggle to capitalise on their investment. Indeed, current approaches to IT process and network automation are seen as expensive from a tools and resourcing perspective, difficult to implement and ineffective at ensuring end user satisfaction. Various compelling business reasons are pushing IT departments and network service providers to deliver IT, network and service management more effectively, efficiently and economically.

### 2.1 WHAT IS AUTOMATION

One of the main reasons why organisations sometimes struggle

with IT process and network automation is because it encompasses a wide variety of services and functions. Further complicating the matter, suppliers are continually looking to evolve their offerings to meet clients' expanding needs and expectations.

While automation can mean many things, there are four primary categories of automation with varying degrees of market adoption depending on product maturity:

**/ Network automation** - Network automation tools automate the maintenance of virtual and physical network device configurations, providing an opportunity to lower costs, reduce human error and improve compliance with configuration policies. Four distinct segments comprise the network automation tools market:

- *Network Performance Monitoring and Diagnostics (NPM/D)*;
- *Network Configuration and Change Management (NCCM)*;
- *Virtual Network Configuration Automation (VNCA)*; and

- *Network Configuration Automation (NCA)*.

**IT process automation** - also known as Robotic Process Automation or Run Book Automation (RBA), IT process automation is the ability to orchestrate and integrate tools, people and processes through structured and standardised workflows.

**Autonomic systems** - Autonomic computing systems control the functioning of computer applications and systems without input from a user. Employees are augmented with virtual agents, and the elements of systems failure are addressed with predictive tools that eliminate problems before the environment is effected, i.e. perform "self-healing".

**Cognitive agents** - Robotics can be adopted to revolutionise the way organisations manage and administer business processes, IT support, workflow management, remote infrastructure and back-office work, as well as customer contact support through the use of cognitive agents.

### 2.2 THE DRIVERS BEHIND AUTOMATION

The drivers of business process automation can be summarised as follows:

Driver	Characteristic
<b>Volume</b>	/ Large amounts of data can be managed and, processes can be run simultaneously through an autonomic system / Increased Data Analytics capability
<b>Error Rate</b>	/ Processes prone to human error are optimised and systemically managed / Reduction in error rate
<b>Resource Utilisation</b>	/ Automating tedious, standardised tasks will free up resources to focus on more value-adding tasks / Increased employee satisfaction
<b>Speed</b>	/ Faster processing of data provides the ability to serve more customers and provide better service
<b>Customer Experience KPIs</b>	/ Increased availability and reduced time loss for handling processes / Improvement in SLA compliance metrics and Customer Satisfaction ratings
<b>Transparency and Security</b>	/ Less risk of data loss or compromise that stems from the manual handling of customer or other sensitive information / Decreased risk of security breach

Table 1: Drivers of business process automation

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Tactical automation investments can bring short term benefits. However a lack of comprehensive automation strategy introduces the risk of technology silos and lack of organisational agility against the ever changing technology landscape.

In summary, the drivers of IT, network and service management automation can help to improve resource productivity today, whilst building an operational platform for future transformation.

## 3 BENEFITS OF IT PROCESS AND NETWORK AUTOMATION

### 3.1 THE POTENTIAL BENEFITS OF AUTOMATION FOR ORGANISATIONS

The potential for business and process disruption that might result from the adoption of the various types of automation toolsets can be obtained from some predictions made regarding the potential for disruption in the call centre (and general customer services) market:

- / "Customer service occupations has a 91% likelihood of automation, putting it in the top 50 most likely to be lost. For call centre workers the likelihood is 75%." (Oxford University and Deloitte)
- / "45% of manufacturing jobs would be wiped out in a decade due to introduction of intelligent labour." (Bank of America Merrill Lynch)
- / "35% of current jobs in the UK alone are at risk from automation." (Oxford University and Deloitte)

This potential of disruption as highlighted in the statistics above shows how Automation is key to improving the speed, agility and efficiency of an organisation. By investing in tools that can provide a central hub for automation, organisations can realise the following benefits:

**Reduce Cost** - Automation delivers significant cost reductions by freeing up IT departments from spending time and money on labour-intensive tasks that can be easily automated.

**Reduce Risk** - By building standardised, documented processes and configurations across physical and virtual infrastructure, automation can result in fewer issues caused by human error.

**Improve Productivity** - Automation can help with faster deployment and configuration of infrastructure in response to changing market demands.

Adoption of each of the primary categories of automation offers different advantages to the organisation or the organisation deploying them.

### 3.2 REDUCED COST

Automation toolset type	Primary Benefit description
Network automation	/ Increase in IT operational efficiency and reduced operational costs

Table 2: Reduced cost - benefits of automation

### 3.3 REDUCED RISK

Automation toolset type	Primary Benefit description
Network automation	/ Ensure mission-critical availability and business contingency
IT process automation	/ Reduce human errors / Faster response to mission-critical system problems
Autonomic systems	/ Create a secure and compliant environment, ensuring no network device compromise network security. As full network security at all times is becoming harder and harder to achieve, autonomic systems can be leveraged to recognise new devices on the network and configured according to compliance standards. The tools can also monitor device activity to mitigate and resolve risk in real time
Cognitive agents	/ Ability to understand the emotional content of a conversation and react accordingly

Table 3: Reduced risk - benefits of automation

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## 3.3.1 IMPROVED PRODUCTIVITY

Automation toolset type	Primary Benefit description
<b>Network automation</b>	<ul style="list-style-type: none"> <li>/ Greater business agility, resulting in faster IT service delivery</li> <li>/ Better capacity planning for future requirements</li> <li>/ Increase in business and end-user satisfaction and productivity</li> </ul>
<b>IT process automation</b>	<ul style="list-style-type: none"> <li>/ More efficient allocation of resources</li> </ul>
<b>Autonomic systems</b>	<ul style="list-style-type: none"> <li>/ Optimise staff productivity e.g. through the ability to watch and learn from employees performing common tasks, autonomic systems can create repeatable processes which will bring a new level of operational efficiency.</li> <li>/ Streamline increasingly complex IT infrastructures. That is, the proliferation of new devices, and other Internet of Things (IoT) products are converging onto the organisation network and creating an ever more complex IT stack. This can be managed by ensuring that the various systems, software and applications are configured and managed in a way that will ensure they serve the needs of the multiple users in multiple contexts and environments (Improve Productivity).</li> </ul>
<b>Cognitive agents</b>	<ul style="list-style-type: none"> <li>/ Provide access to complex information, perform digital tasks like opening a bank account or checking a patient into a hospital, make recommendations about products or services, and bring awareness of context to an interaction.</li> <li>/ Many aspects of the Customer Service function could benefit with cognitive agents. This might encompass billing and account interactions, technical support, furnishing lost passwords, etc.</li> </ul>

Table 4: Improved productivity - benefits of automation

The benefits that can be obtained from an automated approach to IT process and network operation have resulted in different levels of adoption and deployment across organisations. It has led to **substantial deployment** of the market leading Network Automation toolset providers, such as Riverbed and SolarWinds. There is also a **rapidly increasing adoption and deployment** of the leading IT process automation toolset from providers such as IPSoft, SolarWinds and Service Now. Meanwhile, the benefits of Autonomic Systems have led to the **early adoption and deployment** of the leading IT process automation toolset providers such as IPSoft and IBM.

It is anticipated that the benefits to organisations that can arise from the successful adoption of Cognitive Agents may transform many aspects of business in the near future.

Wavestone has witnessed the early adoption of simple autonomic solutions and cognitive agents within a number of different business sectors including financial services (both regulatory compliance and banking platforms); the public sector and utilities.

Sector	Organisation	Technology	Use case scenario description
<b>FMCG</b>	Global foodstuffs	HP Service Manager	Network and IT service management automation.
<b>Financial Services</b>	Barclays	ServiceNow	The bank uses ServiceNow and is looking at deploying it end to end as the bank's preferred tool. Barclays has further evaluated ServiceNow's automation capability, although this would require Barclays to transform much of its remaining management toolset in order to embrace a broader ServiceNow automation model.
<b>Financial Services</b>	Retail bank	Solarwinds	Network and IT service management automation.
<b>Financial Services</b>	SEB Customer Service	IPSoft / Amelia	Amelia deployed as a new digital employee at the bank's internal IT support. By mimicking the human process of learning and conversation, the technology can be used to perform assignments and provide information. The next step is to let the bank's retail customers benefit from Amelia's skills as a complement to other services

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<b>Financial Services</b>	RBS	IBM Watson	Self service advisor
<b>Financial Services</b>	DBS Bank in Singapore	IBM Watson	Agent Advisor
<b>Financial Services</b>	Swiss Re:	IBM Watson	Insurance underwriting advisor
<b>Financial Services</b>	Anonymous	IBM Watson	Private advisor in Wealth Management
<b>Financial Services</b>	Anonymous	IBM Watson	Asset Management
<b>Hospitality</b>	Hilton Hotels	IBM Watson	Self service advisor / virtual concierge
<b>Public Sector</b>	Enfield council	IPSoft / Amelia	Enfield Council is deploying Amelia, a cognitive agent, for frontline services. Amelia will be used to help Enfield residents find information online and fill in forms, guiding users through a chat feature on their computer screen. Any questions Amelia cannot answer will be referred to a human colleague.

Table 5: Use case scenarios of early adoption of automation solutions

From the use case examples in Table 5, it can be gathered that most banks are currently more interested in cognitive computing for commercial purposes rather than retail banking needs.

### 3.4 THE POTENTIAL BENEFITS OF AUTOMATION FOR SERVICE PROVIDERS

Service providers are regularly being challenged by customers complaining that current approaches to network and service management are expensive from a tools and resourcing perspective, difficult to implement and ineffective at ensuring end user satisfaction.

Service providers are therefore compelled to respond to these business challenges. Meanwhile, the adoption of autonomic systems and cognitive agents represent a huge opportunity for service providers to differentiate themselves in a crowded service provider market and ensure sustained growth.

Therefore, integration of the automation toolsets into service providers' managed services tools is becoming an essential part of their plans in response to this marketplace challenge.

Service providers are also engaging in a wide range of additional activities in response to the challenges and opportunities presented by the progress of automation in IT, network, and service management. For example,

Wavestone has observed the following trends within the industry:

- / Service providers such as IBM and BT are investing heavily in e.g. R&D, automation tool evaluation and Beta testing. BT alone has filed more than 20 patent applications in the domain of network analytics and autonomic systems.
- / Attention is being given to the Service provider's future service delivery vision and, in particular, the potential implications on cost and security.
- / Attention is also being given to offering faster, more personalised and smart customer services, e.g. contact centres to improve the customer experience. As an example, BT recently announced plans for 1000 new UK recruits in order to re-dress some of the cultural concerns associated with its previous focus on offshoring. This was backed up by a public commitment that more than 90% calls will be handled by UK based agents. In Wavestone's opinion, the potential adoption of a cognitive agent such as Amelia (the agent used by SEB and Enfield Council use cases) could help ensure that such a

target is more easily achieved if Amelia was deployed to handle more standardised requests.

- / Service providers are determining how the performance of autonomic systems and cognitive agents should be measured. What are the relevant Key Performance Indicators (KPIs), acceptance criteria, reporting needs, etc.; and how should this be defined within complex managed services contracts?
- / And lastly, service providers are also investigating what the future regulatory obligations might be for autonomic systems and cognitive agents where the performance of a service will be directly influenced by the system's ability to acquire new knowledge through machine learning.

The evolution of automation represents both a challenge to service providers and a significant business opportunity. Adopted innovatively as part of their Managed Services value proposition, automation offers the service providers the opportunity to both:

- / Protect existing revenue streams, while passing better

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service quality and savings onto the customer; and Acquire new customers, concerned with the performance and cost of their legacy IT, network and service environments, and who wish to innovatively transform their enabling infrastructure. technology

## 4 WHAT IS THE STATE OF THE AUTOMATION MARKET?

### 4.1 WHO ARE THE LEADING SUPPLIERS?

The automation landscape is characterised by many suppliers and various tools for automating discrete, manual steps or processes. However, leading suppliers are now focused on developing new solutions aimed at managing and coordinating end-to-end IT service automation as well as consolidating product offerings through market acquisition.

Below is a summary of the leading suppliers in each of the primary categories of automation:

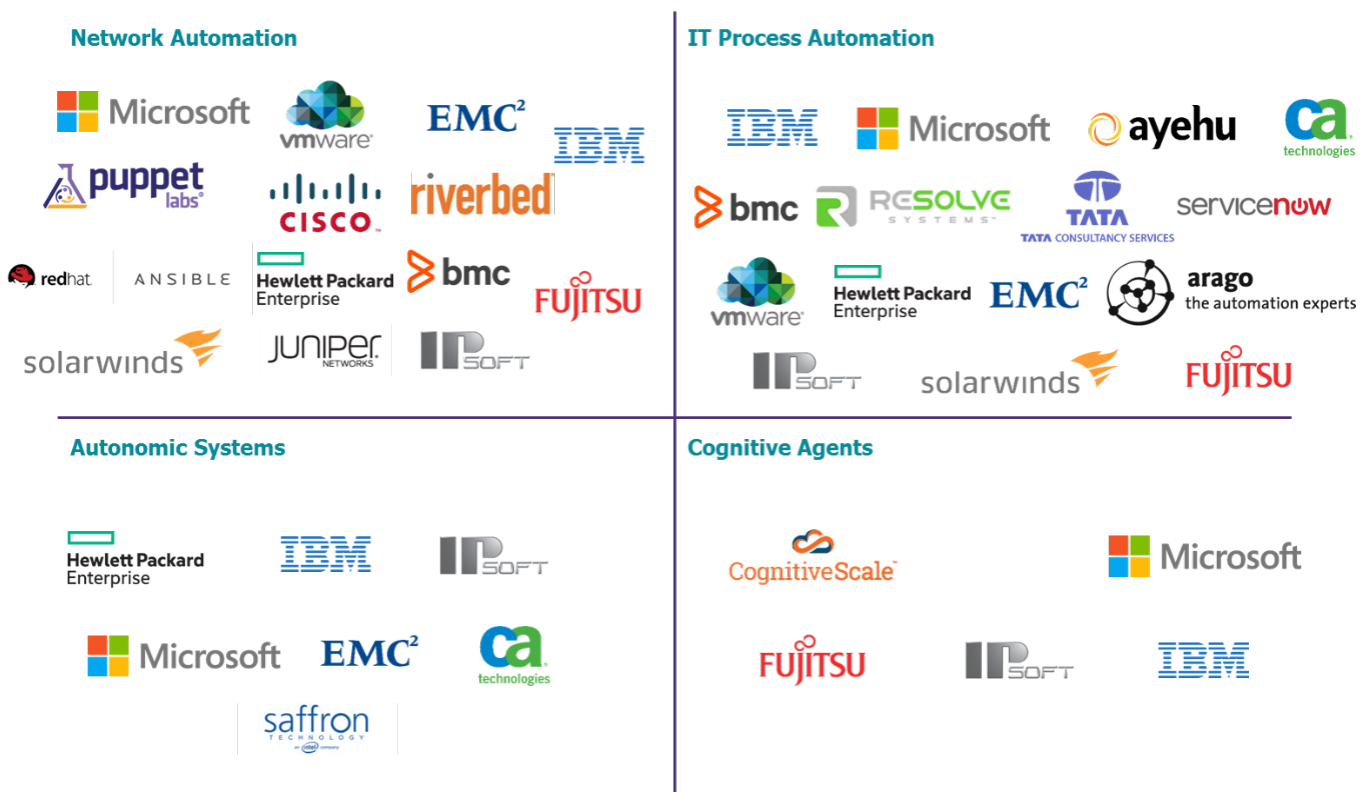


Figure 1: Leading suppliers by automation category

### 4.2 CURRENT STATE OF THE MARKET

As noted above, the current marketplace is very congested, partly due to the many legacy network and service management tools being re-positioned to reflect the strategic trend for IT process and network automation. In practice, there are far fewer toolsets that have been specifically developed using AI and cognitive computing capabilities for the

specific purpose of addressing IT process and network automation needs.

#### 4.2.1 NETWORK AUTOMATION MARKET

As a result, the current market is dominated by the adoption of network automation tools that automate the process of Network Performance Monitoring and Diagnostics, and the maintenance

of virtual and physical network device configurations. This provides an opportunity to lower costs, reduce human error and improve compliance with configuration policies.

The market leaders in this area include Riverbed, VMWare and SolarWinds, as well as considerable market presence from the players shown in the upper left quadrant of Figure 1.



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## 4.2.2 IT PROCESS AUTOMATION MARKET

In addition, there has been rapidly increasing adoption and deployment within the market of IT process automation toolsets with the ability to orchestrate and integrate tools, people and processes through structured and standardised workflows. However, achieving these benefits isn't always trivial. In complex IT environments, particularly when systems are virtualized or cloud-based, implementing IT process automation can be challenging.

Leading IT process automation toolset providers include key players such as IPSoft, SolarWinds and Service Now, as well as considerable market presence from the technology players shown in the upper right quartile of Figure 1.

## 4.2.3 AUTONOMIC SYSTEMS AND COGNITIVE AGENTS MARKET

The current market is also characterised by much more limited market penetration of autonomic systems and cognitive agents. While there is clear evidence of deployment of the technology by early adopters (see Table 5), the market is less characterised by substantial deployment of the technology companies illustrated within the lower half of Figure 1.

It is expected that Service Providers will increasingly include IT Process Automation and Data Visualisation tools within their strategic IT, Network and Service Management toolsets.

In summary, although tools for automating discrete, manual steps or processes are widely available, vendors are now focused on developing new solutions aimed at managing and coordinating end-to-end IT service automation, as well as consolidating product offerings through market acquisition.

Gartner has stated that, "infrastructure and operations leaders see today's network domain as lagging in agility. Network

automation tools enable network staff to gain process and configuration agility, while ensuring compliance".

## 4.3 MEDIUM TERM FORECAST FOR THE AUTOMATION MARKET

The medium term forecast covers the timescale of 1-3 years. We at Wavestone predict that:

- / The market will further consolidate as more niche suppliers and new market entries face challenges around geographical presence and fragmented product offerings. Organisations should look to partner with suppliers that are expanding their solutions' capabilities to support end-to-end automation.
- / Best practice 'Network Performance Monitoring and Diagnostics', and 'IT Process Automation' tools will be adopted by both service providers and insourced IT organisations.
- / The deployment of integrated process automation tools (such as IP-Soft) and process orchestration (such as Tail-f, owned by Cisco) will increasingly be seen and used as a mechanism for aggregating and leveraging the benefits from multiple sources.
- / Furthermore, service providers will increasingly look to include cognitive agents within their strategic IT, Network and Service Management toolsets within this timescale.

However, according to the discussions of Wavestone consultants with some leading Researchers in this field, IT process automation is viewed as falling short of being a full autonomic solution, and thus more of an intermediate step on the road to full automation of IT and telecommunications services. The adoption of fully autonomic systems is therefore not anticipated within this timescale.

## 4.4 LONG TERM FORECAST FOR THE AUTOMATION MARKET

The long term forecast covers the timescale of 3-7 years. Within this timescale we anticipate that:

- / The market will undergo further consolidation and integration between toolsets.
- / IT Process automation tools will have achieved widespread market adoption by both Service Providers and Insourced IT organisations.
- / There will also have been a more widespread deployment of cognitive agents; and early implementation of more complex autonomic systems.
- / In addition, we expect the market to further investigate the combination of ever-expanding technologies and software tools in the domains of neural networks, genetic algorithms, sensing devices, sensing interpretation algorithms, data analytics, pattern recognition, natural language understanding, semantic modelling, etc. Other smaller, interesting players may start to gain acceptance and potentially leverage a positive impact on revenues within the right client organisations. An example of this is Afiniti Enterprise, which performs Behavioural Pairing through public data mining (e.g. Facebook or credit rating) in order to match customers to the best suited call centre agent.

## 5 AUTOMATION DEPLOYMENT

In recent years, automation has become increasingly popular as organisations seek to take advantage of new technologies and secure their expected cost savings. While many assume automation will improve cost-effectiveness, organisations often struggle to capitalise on their investments in these tools.

The successful deployment of IT process and network automation processes should be treated by organisations as a critical business change management programme. As a result, there are a number of

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critical topics that Change Managers should take into consideration. Organisations must first identify what, if any, automation exists within the organisation already and rationalise as much as possible.

That is, effective implementation of IT process and network automation should invoke a programme that fully addresses the change process in respect of the three P's: People, Process and Product (i.e. the Toolset itself). Successfully

achieving that will require full consideration of these three poles in the context of end-to-end benefits realisation within a business change transformation programme.

The following figure illustrates a suitable lifecycle approach that can frame the automation transformation programme:

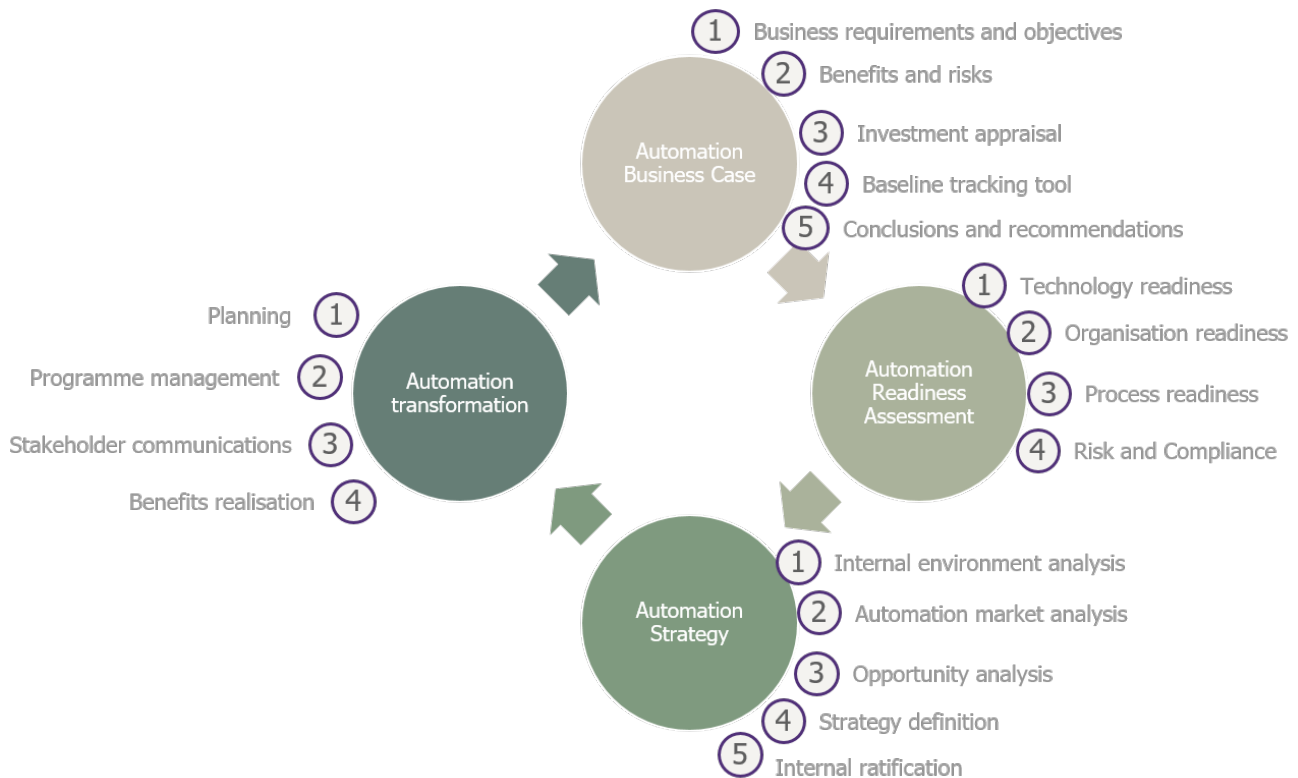


Figure 2: A lifecycle approach for automation transformation

This approach will support organisations in assessing the commercial viability, the strategic value and impact of automation, and how automation could integrate with current and future IT strategies or operating models within their business.

We recommend that any business looking to exploit the capabilities of automation should initially conduct an Automation Readiness Assessment to:

- / determine the percentage of legacy systems impacted by automation; and
- / assess current level of investment in automation solutions.

We further recommend that organisations start by focusing on automation opportunities that increase efficiencies, by moving redundant and repetitive tasks into an automated process. By focusing on low-level process automation, such as implementing a patch on an operational server, organisations test small pilots that can be implemented quickly, deliver immediate value and that don't require large upfront investments.

While looking at automation deployment, organisations should take into account a number of specific risks that have been identified in implementing automation, such as:

- / Adding an automation or orchestration layer to the management stack.
- / Automation is complex and can lead to less transparent business processes.
- / Automation requires the right people with the right skills backed up by.

## 6 THE BUSINESS CASE FOR AUTOMATION

Wavestone advocates that the business change management programme to implement automation in IT, Network and Service Management should be supported at all times by a detailed, comprehensive business case.

# BUILDING THE CASE FOR IT PROCESS AND NETWORK AUTOMATION

While automation is often closely associated with cost cutting activities, it is important to recognise the key benefits of automation reach (far) beyond direct savings. Failing to incorporate the additional long-term benefits of automation can easily lead to projects being dropped, due to incomplete business cases that fail to convince management.

The direct cost savings; mainly in terms of corporate headcount reduction can result in impressive three digit Return on Investment (ROI). Of equal importance however, are the non-monetary benefits, including for example, increased effectiveness of retained FTEs, enhanced user and customer experience, increased transparency of operations and compliance and big data management.

The budget developed in the automation business case comprises three major elements:

- / Firstly, every single forerunning project required for a successful transformation, including consulting, training, software and remediation should be determined.
- / Secondly, all "in-life" cash-flows, including architecture expenditure, consulting fees, implementation costs, orchestration training, server and hardware storage and licenses, should be assessed.
- / Thirdly, an appropriate discount rate, beyond the company WACC (Weighted Average Cost of Capital) that incorporates the typical amount of project risk and time value of money, should be pinned down for this programme.

In addition, the automation business case must factor in the associated costs relating to:

- / The huge potential impact on network provisioning, network backbone optimisation, security management and any additional storage requirements.
- / Direct administration resources and costs, IT service management resources and costs, facilities management,

network, storage, server hardware, and all relevant system and application software licences, etc.

## 6.1 HOW DO THE NUMBERS ADD-UP?

What sort of ROI should a business case of IT process and network automation look to capture? According to some of Wavestone's clients, savings of the following nature should be sought:

- / Successful deployment of IT Process automation to deliver savings of 35-60%; while
- / Successful deployment of integrated Process automation and Service orchestration could however potentially deliver savings of up to 60-80%.

These savings targets are eye-catching and clearly represent very large percentage savings in historical IT and telecommunications terms. It is therefore reasonable that these are challenged over how realistic they might be and, indeed, where within the organisation these savings would be generated (i.e. are these savings on the IT TCO (Total Cost of Ownership)? Or resource costs)?

Some of the key areas in which these savings could be made, as identified by Wavestone include:

- / The creation of streamlined processes, consisting of the automation of workflow tasks reduces the effort required, and therefore the need, for Service Management staff resources.
- / Addressing greater than 80% of events and incidents in an automated manner without the need for any human intervention, again reduces the resourcing requirement for Service Management staff in key service assurance functions such as Service Desk 1st level support, incident resolution, problem management, critical incident team deployment, escalation processes and on-going incident reporting.
- / Retirement of obsolete silo-like service and network management toolsets reduces the need for operational and

preventative maintenance services as well as the associated user licence fees required for multiple toolsets.

In addition, Wavestone recommends that organisations also take detailed account of indirect non-quantifiable benefits that will be derived from effective automation deployments:

- / better management information,
- / real-time access to reports and raw information data,
- / better analysis/ business analytics,
- / automated reporting, and
- / improved auditing and governance.

Establishing quantifiable monetary savings in these areas is not a simple task, but these benefits do go a long way in achieving the operational efficiencies craved by enterprises.

The Automation market remains insufficiently mature to determine more precisely what level of ROI could be obtained via the true application of next generation networks deploying autonomic systems with SD WAN technologies deployed. However, although difficult to quantify clearly now, from the factors taken into consideration above, the commercial potential appears compelling.

As mentioned above, these ROI are not accrued simply as a result of acquiring the technology. Full benefits realisation will only come through a well-structured, transformational business change management programme.

## 7 CONCLUSION

The paper has reviewed how, in recent years, IT process and network automation has become an increasingly popular technology transformation theme, as organisations seek to make the IT function more efficient and effective.

While it's widely assumed that automation will be cost-effective, we have observed that organisations often struggle to

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capitalise on their investments in automation tools. Organisations need to effectively assess the strategic and commercial benefits of automation and understand how these technologies should integrate within the organisation's current and future IT strategy and/or operating model.

Strategic Automation investments can only be fully capitalised on, if organisations take an end-to-end transformational change management approach. Uncoordinated automation solutions, developed independently of each other will require constant revision and will often drive up costs and complexity.

We, at Wavestone, therefore recommend that organisations should first conduct an Automation

Readiness Assessment to understand their existing environment and prioritise areas of automation. We also recommend that organisations start by focusing on low-level process automation that increase efficiencies, by moving redundant and repetitive manual tasks and integrate them into an automated process. They should also focus on testing small pilots that can be implemented very quickly, can deliver immediate value and that don't require a large upfront investment.

Finally, any business change management programme for implementing automation in IT, Network and Service Management should be initiated, monitored and evaluated at all times by a comprehensive business case.

## ABOUT US

Wavestone is an international consultancy that provides connected thinking, insight and capability to industry leading organisations. We work collaboratively with our clients to plan strategic business transformation and seamlessly turn strategy into action.

## FIND OUT MORE

If you'd like to find out more, please contact us by calling at +44 20 7947 4176, or via email at [enquiries@wavestone-advisors.com](mailto:enquiries@wavestone-advisors.com) or visit our website at [www.wavestone-advisors.com](http://www.wavestone-advisors.com)