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Establishing a Strategic Business Case for Enterprise IT Automation

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Summary

IT automation initiatives often focus on IT cost and productivity with limited emphasis on strategic business value creation. As a result, cost reduction expectations tend to be unrealistic and often fail to materialize in hybrid enterprise environments.

More importantly, tethering the IT automation narrative solely to IT cost metrics leaves significant value on the table. An enterprise can derive the true potential of IT automation by viewing the initiative in the context of the broader business transformation. In that approach, business objectives are the starting point, so that the initiative captures desired outcomes across the business value chain.

The IT automation strategy can be conceived of as a set of initiatives that, when effectively prioritized, can help create both short- and long-term progression toward a set of carefully selected and measurable business metrics. These metrics can, in turn, be connected to IT performance defined by quality, speed, and cost. However, the IT automation roadmap necessarily needs to be a derivative of the business objectives.

This approach, in which the IT automation strategy is formulated as a part of a broader, unified IT modernization + business process re-engineering strategy, is the key to value-based delivery, leading to breakthrough outcomes (superior customer experience and choice, new delivery and revenue channels, faster time to market, effective monetization of digital assets, etc.

It is important to realize that business outcomes cannot be driven solely by a robust IT automation strategy. While IT automation can play a key role, in order to achieve optimum business outcomes, adoption needs to be overlaid with appropriate business process re-engineering and organizational change management initiatives.

In this report, we:
- Make a case for a business-led view of IT automation
- Outline the business value continuum for the enterprises, exploring illustrative use cases across key industries
- Establish an IT automation framework for business value and how to measure the efficacy of IT automation implementations
- Suggest key considerations for enterprises as they implement IT automation as part of broader business transformation

A business-aligned approach to IT automation: the way forward

Everest Group take

The value of enterprise IT is being defined by its ability to enable business outcomes. Consequently, the IT automation narrative needs to transcend cost and productivity benefits and focus on accelerated speed and accuracy of processes, superior stakeholder experience, and innovation. IT modernization and business process engineering need to go hand-in-hand to realize such breakthrough business value.

A tale of two complementary approaches

Digitalization has given rise to two distinct sets of enterprise initiatives – IT modernization and business transformation

- At its core, **IT modernization** focuses on making IT leaner, more cost effective, and better aligned with business requirements.
- **Business transformation** initiatives are designed with the desired business outcome as the starting point, and focused on the size of business results and the speed at which they can be achieved

EXHIBIT 1

IT modernization vs. Business transformation

Source: Everest Group (2019)

	Standalone IT modernization	Business transformation
Designed for	Improving IT	Improving business
Measured by	IT cost and productivity metrics	Business cost, agility, stakeholder experience, and innovation metrics
Decision making led by	IT	Partnership between IT and business

60% of enterprises have prioritized IT services agility and flexibility through modernization as the PRIMARY focus of their IT services strategy, with cost reduction seen as a logical/implicit derivative.[1]

The current approach to IT automation skews toward a standalone IT modernization-led view focused on "running IT" better by reducing IT costs and improving IT process efficiencies. However, this approach leaves untapped business value on the table.

IT automation achieves its full potential only when it takes a business-first approach to its strategy formulation. Such an approach involves mapping business objectives and desired outcomes back to how IT should perform, and thereby formulating an automation strategy that can help achieve the required IT performance goals.

Consequently, IT automation should be designed and enabled within a business context, with tight causality between IT automation efficacy and business outcomes achieved.
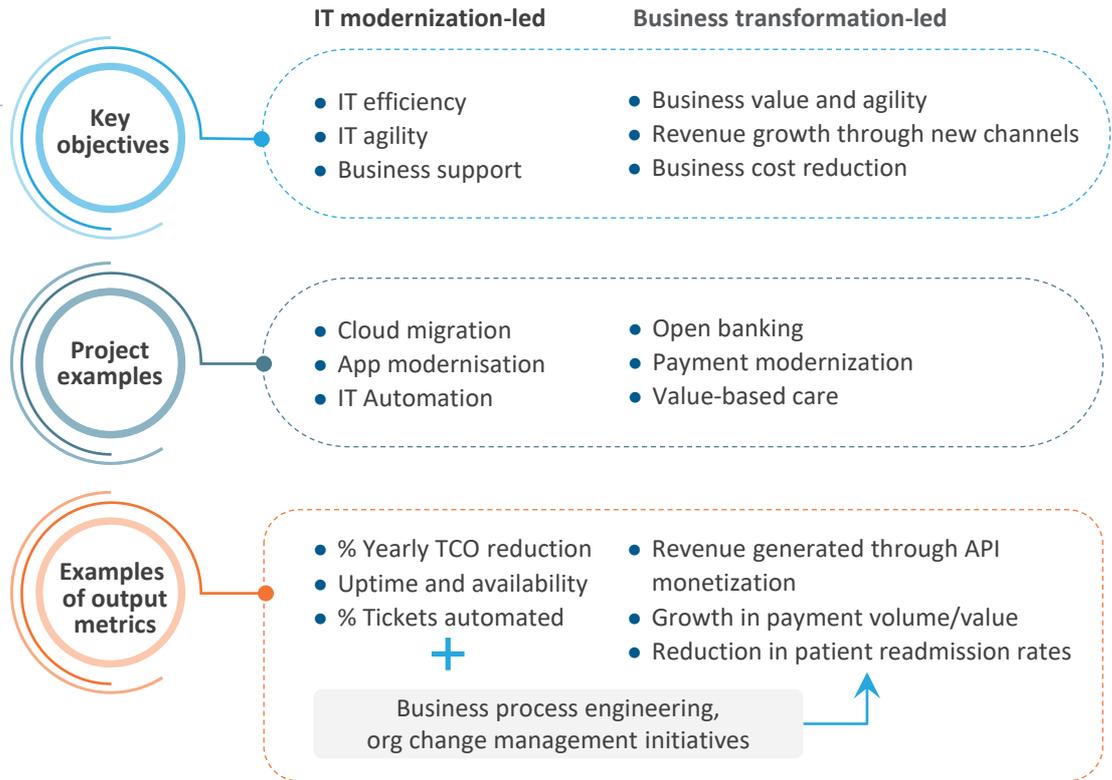
At the same time, enterprises should view IT automation as only one element of the larger business transformation goals –a goal whose other elements include effectively designed processes enabled by an agile, resilient IT setup, to drive strategic value.

1   Everest Group survey with ~200 CIOs / IT heads with large enterprises (>US$ 1billion revenue)

EXHIBIT 2

IT modernization-led vs. business transformation-led IT automation approach

Source: Everest Group (2019)

	IT modernization-led	Business transformation-led
Key objectives	• IT efficiency • IT agility • Business support	• Business value and agility • Revenue growth through new channels • Business cost reduction
Project examples	• Cloud migration • App modernisation • IT Automation	• Open banking • Payment modernization • Value-based care
Examples of output metrics	• % Yearly TCO reduction • Uptime and availability • % Tickets automated	• Revenue generated through API monetization • Growth in payment volume/value • Reduction in patient readmission rates

Business process engineering, org change management initiatives

Case example

A separation between IT automation and business process change can significantly impede breakthrough business value.

Take for example, a retail firm facing serious out-of-stock issues due to supply chain efficiencies causing potential revenue loss. IT automation can play a key role in improving systematic management of inventory – for example, agile and automated batch processing can result in timely order placements and inventory fulfillment.

However, the firm's inventory system is constrained by the limitations of the core business process design, limiting its ability to create breakthrough business impact.

Alternatively, the process could be redesigned, so that the stores facing out-of-stock situations can immediately create an online order to deliver the desired item to the customer location via a self-serve kiosk – ensuring superior customer experience and reclaiming potential lost revenues. While IT automation would play a key role in enabling the transaction through a seamless click-to-deliver experience, this scenario will also require business process changes, such as employee education and behavioral and procedure changes. Additionally, IT automation driven by data mining can also enable automated decision-making for employees, thus improving business agility and employee productivity.

Establishing the IT automation framework for business value

Everest Group take

Enterprises need to base their IT automation strategies on an upfront compilation of business value drivers and associated KPIs. The KPIs should capture desired outcomes across the business value chain (front to back office) for superior value. Choosing the right metrics plays a key role in ensuring tangible business value, while establishing causality between IT metrics and business KPIs.

Further, to capture business value and compound benefits from individual task automations, the IT automation design should be supported by an effective orchestration platform that seamlessly links and triggers tasks and workflows within, and across IT functions and the technology stacks.

Exploring the business value continuum

The business value continuum comprises three key components:

- **Business cost impact:** Achieving "more with less" by identifying avenues of ongoing cost optimization and avoidance
- **Efficiency impact:** Associating outcomes with speed of business, accuracy, and improvement in process cycle time
- **Strategic impact:** Achieving breakthrough outcomes and exponential growth through superior customer experience, market differentiation, and a shift in the business models

EXHIBIT 3

The business value continuum

Source: Everest Group (2019)

Strategic impact
(Transcend boundaries)

- Superior and omnichannel CX
- New business/service models
- New market segments
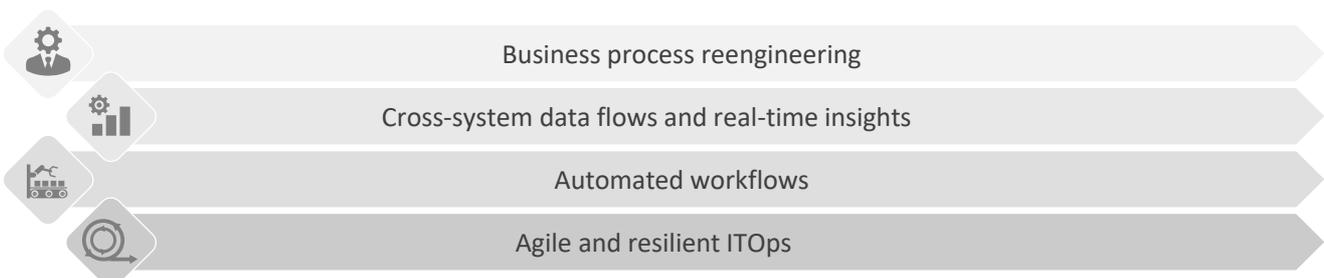- Data-led monetization avenues

Efficiency impact
(React faster)

- Business agility
- Business resiliency
- Improved compliance

Business cost impact
(Run better)

- Cost reduction
- Cost avoidance

Business process reengineering

Cross-system data flows and real-time insights

Automated workflows

Agile and resilient ITOps

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Enterprises need to contextualize the business value continuum to specific business functions. Business objectives and system characteristics across back-, middle-, and front-office functions vary significantly and a clear framework of objectives needs to be detailed for each intervention point. When designed and implemented correctly, IT automation can not only help drive outcomes within business functions, but also connect and orchestrate value across front-to-back office channels. This kind of design, coupled with a highly automated and agile ITOps setup, integrated workflows, robust data management, and well-designed business processes, takes the organization beyond traditional "cost of IT" KPIs, creating breakthrough value through superior client experience, access to new market segments, acceleration of sales channels, and discovery of monetization opportunities, thereby leading to an elevated brand perception.

Building the IT automation roadmap

Once the business value continuum has been laid out, the value from the derivative IT automation roadmap needs to be measured by improvements across three key dimensions:
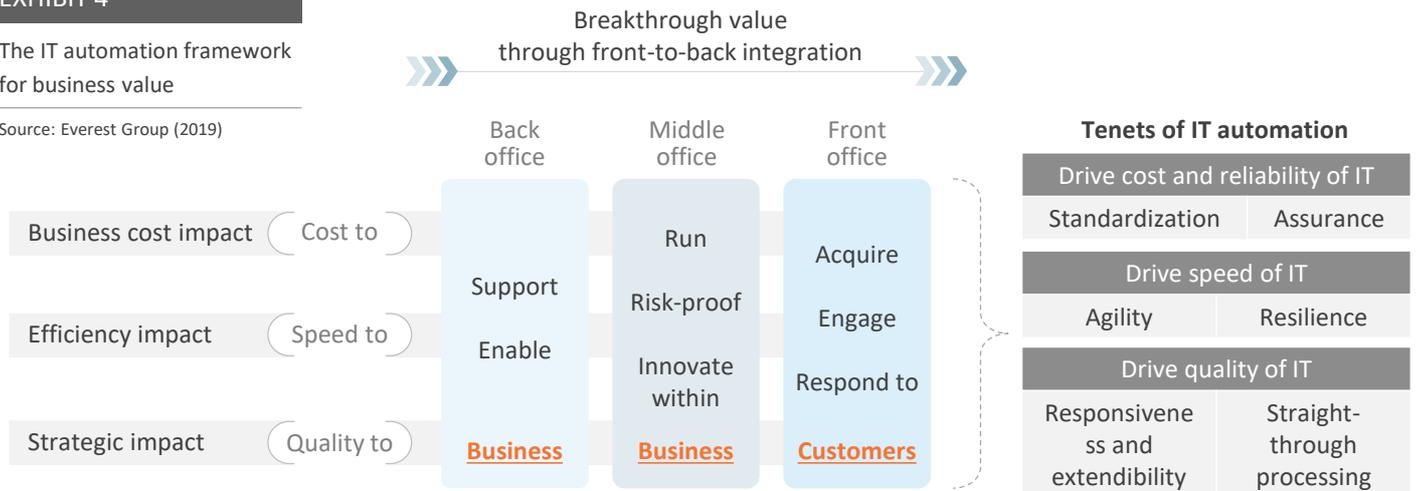
- **Cost and reliability of IT:** At a foundational level, IT automation should enable lean, cost-effective operations through effort elimination. In addition, the automation setup should be well-orchestrated to link various workflows and processes, allowing for service assurance through autonomous and self-healing operations
- **Speed of IT:** Because time-to-market is essential to businesses, IT teams are under constant pressure to deliver agile services that are highly resilient and consistent. As advanced IT delivery models such as cloud, DevOps, and as-a-service make significant inroads, intelligent automation and orchestration become de-facto levers to manage complex environments across IT functions
- **Quality of IT:** At the highest level, IT needs to deliver a seamless and consistent consumption experience for users (customers, partners, and employees alike) that is agnostic of prevailing business conditions (e.g., M&A transition, regulatory requirements) or access points (e.g., location or device types).
  An embedded automation design that enables IT to adapt/extend to newer environments and offers strong straight-through processing for various IT functions (apps, infrastructure, data, and security) becomes a prerequisite for such an IT setup.
  In this kind of set-up, the business value of IT automation is primarily tied to strategic business value metrics, not so much traditional cost metrics

EXHIBIT 4

The IT automation framework for business value

Source: Everest Group (2019)

Breakthrough value
through front-to-back integration

	Back office	Middle office	Front office
Business cost impact — Cost to	Support Enable **Business**	Run Risk-proof Innovate within **Business**	Acquire Engage Respond to **Customers**
Efficiency impact — Speed to			
Strategic impact — Quality to			

Tenets of IT automation

Drive cost and reliability of IT	
Standardization	Assurance

Drive speed of IT	
Agility	Resilience

Drive quality of IT	
Responsiveness and extendibility	Straight-through processing

Bringing the business value continuum to life

Individual business outcomes (e.g., such as those being driven within specific business functions, or triggered by changing business dynamics) require a further contextualized IT performance and support model. Consequently, enterprises need to take a specific business use case / outcome view to IT performance, and the role of IT automation.

The first step of an effective business use case-based approach to an IT automation strategy is establishing the desired business outcomes articulated as tangible business Key Performance Indicators (KPIs).

Organization should identify and prioritize business outcomes based on potential immediate versus long-term impact and current business maturity levels keeping in mind the practicality of goals/milestones given operational and design constraints.

EXHIBIT 5

Establishing business use case KPIs – examples across key industries

Source: Everest Group (2019)

KPIs (highlighted in orange) focused on net new value creation are hard to achieve without significant business transformation initiatives, and they depend on external factors beyond IT modernization and automation

Industry	Use case	Description	Business cost impact	Efficiency impact	Strategic impact
Banking	Mortgage onboarding and processing	Process of onboarding new customers and managing their lifecycle from origination to loan disbursement	• % reduction in unit cost per mortgage origination • % reduction in unit cost per mortgage loan servicing • % reduction in cost of the customer onboarding process (e.g., cost of KYC)	• % reduction in mortgage closing cycle time • % reduction in compliance costs through improved underwriter productivity • % reduction in time and effort to onboard customers	• % revenues through mortgage refinancing • % Net Promoter Score (NPS) improvement • % improvement in application approval rate
Insurance	Auto claims processing	Claims processing for auto insurance product starting from First Notice of Loss (FNOL) to claims disbursement	• % reduction in average cost per claim • % reduction in the loss ratio • % reduction in unit cost for claims processing	• % reduction in average time to settle a claim • % reduction in cycle time • % reduction in error rate • % reduction in compliance costs through improved underwriter productivity	• % revenues from add-on advisory services • % policies sold with usage-based insurance/ dynamic pricing • Upsell to all-in-one policy • % improvement in renewals
Asset management	Onboarding, advisory, and execution	Onboarding of customer and ongoing relationship management activities carried out by client advisor	• % reduction in cost of the customer onboarding process (e.g., cost of KYC) • % reduction in unit cost per customer investment payout processing • % reduction in cost per equity trade (back office)	• % reduction in time to onboard customers • % improvement in cycle time for customer investment payout processing • % improvement in trades processed per trade support employee	• % improvement in Net New Money (NNM) • % improvement in revenue earned per financial advisor • % improvement in client retention rate • % increase in revenue per client
Retail	Supply chain efficiency	Managing supply chain operations from PO generation to customer order fulfillment	• % improvement in cash-to-cash cycle rate • % improvement in freight cost per unit • % accuracy in Inventory Velocity (IV) calculations	• % order cycle time improvement • % out-of-stock / DSO reduction • % regulatory inquiries addressed within deadlines	• % increase in sales per square foot / online revenues • % improvement in perfect order rates • % on-time shipping

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Illustrative industry use cases with key business KPIs mapped out across the business value continuum

Industry	Use case	Description	Business cost impact	Efficiency impact	Strategic impact
Healthcare	Claims management	Process across patient treatment by provider, submission of bill of services to designated payer, and evaluation and reimbursement by payer	• % cost reduction through identification of frauds and overpayments (write-offs and loss reduction) • % cost reduction through optimization of administrative operations	• % reduction in claim adjudication time for payers • % accuracy in claims data capturing/ management • % reduction in processing cycle time for payers • % reduction in time to achieve regulatory compliance	• % revenue increase for providers through digital verification and estimation • % revenue increase for payers through customer profiling, market segmentation • Improvement in patient satisfaction through decreased wait/treatment time
Life sciences	Pharmaco-vigilance (PV)	Collection, detection, assessment, monitoring, and prevention of adverse effects of pharma products	• % reduction in PV cost by improving drug risk profile and mitigating risk • % reduction in cost by streamlining administrative operations	• % reduction in time for patients to report Adverse Drug Reaction (ADR) • % reduction in effort to manage information landscape (social media, IoT, devices)	• % improvement in patient engagement and trust scores through ease of ADR reporting, reduced end-to-end PV cycle time, and monitoring of remedial action impact
Manufacturing	Outbound logistics	Storing, transporting and distributing finished goods to customers	• % reduction in logistics spend • % reduction in inventory carrying costs • % reduction in supply planning costs	• % improvement in inventory turnover, distribution time • % vendors compliant • % inventory forecasting accuracy	• % increase in servitization / online channel revenues • Reduction in revenue loss due to out-of-stock situation • % improvement in perfect order rates

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Executing on the IT automation adoption roadmap

Once the business KPIs are established, the next step is to determine the IT characteristics required to achieve those KPIs and IT metrics to measure the performance of the IT characteristics . These IT performance requirements integrate into the business use case-driven IT automation strategy.

EXHIBIT 6

IT performance – key metrics across the stack

Source: Everest Group (2019)

Banking / Asset management

Insurance / Healthcare

Life sciences

Retail / Manufacturing

Use case	Examples of IT performance characteristics for superior business value
Onboarding and processing	• App responsiveness / performance reliability across devices • SSO access; pre-integration with FinTech / third-party services • Agile app delivery models to push new features/functionalities • Automated compliance mechanisms (e.g., KYC)
Claims processing / management	• App responsiveness / performance reliability across devices • Integrated systems enabling customer self-service solutions • Elastic systems to support real-time analytics / processing
Pharmacovigilance (PV)	• Centralized data governance; transient data management • Cross-platform data availability through connected workflows • Automated QA for data management, visibility, audit
Supply chain / outbound logistics	• Self-healing, high availability systems across locations/devices • Integration/orchestration across systems/apps (e.g. vendors) • Agile app delivery for onboarding new entities (sites/stores, partners, products) • Automated data flows for real time insights

It is imperative to design for and track progress across all identified IT characteristics for long-term business value creation. However, large scale IT automation initiatives can be complex, and potentially risky when executed without due consideration given to inherent challenges and process / change management requirements.

To minimize transformation risks, enterprises should adopt a phased approach to executing IT automation strategies. Initiative sequencing and prioritization (i.e., the IT metrics targeted) should be based on a robust evaluation of the as-is environment considering:

- **Environment complexities:** Sophisticated IT automation use cases and metrics warranting tight integration and orchestration of discrete toolsets/processes require time for roll-out and stabilization. Enterprises should prioritize use cases covering standardized processes and low technology dependencies to capture immediate value
- **Breakfix vs. net-new value creation:** Another useful guideline for prioritizing IT automation initiatives and metrics is to focus first on those initiatives that fix existing business operational bottlenecks or problems (eliminating the mess). Coverage can then expand to initiatives/metrics that create net new, strategic impact
- **Operating model considerations:** Delivery models that cut across service disciplines (e.g. Agile, DevOps) structurequire IT operating model transformation at multiple levels including tooling, processes, team res, skills, and governance. Enterprises should carefully evaluate readiness and time required to undertake a broad-based "IT overhaul" to enable such models

EXHIBIT 7

IT performance – key metrics across the stack

Source: Everest Group (2019)

Legend:
- ☐ Levers for immediate / direct business impact
- ☐ Levers for medium-term business impact
- ☐ Levers for long-term strategic impact

IT function	Cost of IT	Speed of IT	Quality of IT
SDLC	Availability of business apps	MTTR reduction	Assurance of data quality/integrity
	# automated test cases	Code quality assurance	Reduction in run time defects
	Adoption/roll out of bots	Automated code review	Reduction in escaped defects
Workplace/ EUC	Shift-left achieved	MTTR reduction/FCR improvement	% auto-/self-heal
	Automation of device utilization issues	Automation of service requests	% bot accuracy
			Automated UX maintenance
	Adoption/roll out of bots	Reduction in avg handle time	ESAT improvement
	Reduction in phone contacts	Reduction in provisioning time	Resolution through P2P collab.
IT Operations	Uptime and availability	Reduction in time to provision	% auto scaling
		MTTR reduction	% proactive resolution
	Automation of deployment and monitoring	Time to deploy applications	Reduction in RCA time
		% self-service in provisioning	Automated cloud management
	Reduction in op costs	App deployment frequency	% proactive health checks
		Deployment success rate	Lead time for changes
Security	Automated patching	Reduction in false positives	% adherence to compliance
	Automation of security policies	Automation in security testing	% risk-based patching
	Automation of detection		Reduction in unneeded privileges
	Automated log management	Automation of access management/user provisioning	% reduction in SOD violations
			% automation of remediation
	Endpoint fixes automated	Reduction in time to respond	% automated sec orchestration

Measuring progress of IT automation initiatives

The success of business outcomes is eventually a function of the design of both business processes and IT operations. A practical framework to measure the impact of the IT automation strategy involves tracking the maturation of IT performance characteristics on an ongoing basis which ensures that enterprises do not fall into the trap of measuring success of IT automation initiatives purely through the lens of "roll-outs".

EXHIBIT 8

IT performance maturity continuum across functions

Source: Everest Group (2019)

	Foundational	Enhanced	Business-centric
SDLC	• Defined coding and quality standards (% defect reduction through automation) • Year-on-year reduction in operations cost (% reduction in fixes) • % defects and up-time per industry standards	• Agile methodologies (automated code review and CI) • Reusable components, libraries, knowledge leveraged (% reusability) • No outages (apart from deployment challenges) • Year-on-year reduction in TAT and ticket volumes	• Extensible and modular system architecture with device agnostic UI layer • Industrialization of self-healing, continuous monitoring; low-code / no-code (% reduction in run-time defects)
Workplace/ EUC	• Avoid ticket flooding (Shift left from L2 to L1) • Standardized and packaged services for specific user personas (automated packaging) • Cost-optimized environment with industry standard MTTR rates (MTTR reduction)	• Reduction in phone contacts and shift left to self-service • Ubiquitous access (automated UX maintenance across devices) • Year-on-year reduction in ticket count through self-heal (% bot accuracy) • Embedded security (reduction in alerts)	• L1 support requirement eliminated (immersive automation/analytics/auto-heal) • Democratized service consumption (%self-support, contextual channel choice) • Extendable architecture for seamless next-gen tech integration (AR/VR, IoT, immersive collaboration)
IT Operations	• All SLAs green (% uptime and availability improvement) • Year-on-year reduction in operations cost (% reduction in repeat incidents) • Centralized view of assets, services, and policies (CMDB accuracy) • Industry-standard deployment time	• One-touch, catalog-based, self-service consumption (reduction in time to provision) • Orchestrated hybrid environment with business-level chargeback (%accuracy of chargebacks) • Year-on-year reduction in incident count through proactive resolution • DevOps methodologies (reduction in time to deploy apps and deployment success rates)	• Context-aware, self-healing operations (% reduction in time to implement changes) • Ongoing improvement in deployment frequency • Utility-based consumption model • BizDevOps with embedded security • Human intervention limited to training and governing systems
Security	• All SLAs green (automated patching) • Well documented policies (automation of security policies) • Year-on-year reduction in cost of day-to-day operations (improved security analyst productivity)	• Application level security controls (time to discover and respond to vulnerabilities) • Security controls extended to all external touchpoints (e.g., partners) • Integrated compliance and security management model	• Context-aware, multi-layered security approach (% reduction in unneeded privileges) • Embedded DevSecOps models • Integrated physical-cyber security • Separation of Duties (SOD) design for dynamic business needs (% reduction in SOD violations)

ITIL 4.0 – Corroborating the importance of the business value of IT

A business-down approach to IT automation requires strong collaboration among and within IT and business teams. ITIL 4.0 – the latest version of IT service management framework, ratifies the business outcome-focused approach to IT delivery and provides a foundational framework for a business-led, IT automation journey:

- **Focus on outcomes and value:** ITIL 4.0 is based on the foundational principle of a "service value system". It advocates that enterprise IT adopt a value- / outcome-centric view to initiatives – designing to improve customer experience, iterating to drive greater value in end products and services, and driving effective business risk management

- **Take a risk-optimized, pragmatic, contextualized approach:** Other key guiding principles laid out by ITIL 4.0 for enterprises include:
    - Having a practical understanding of existing maturity levels (start where you are)
    - Avoiding big-bang transformational agendas (progress iteratively with feedback)
    - Outlining risk-free roadmaps and milestones (keep it simple and practical)
    - Driving ruthless efficiencies (optimize and automate)

- **Emphasize collaboration and an integrated operations view:** ITIL 4.0, through the "service value chain" concept, promotes an IT operating model that creates, delivers, and continually increases value of services in line with dynamic business demands. To do so requires enterprise IT to adopt a value stream-based approach – i.e., a flexible, outcome-oriented IT setup based on strong collaboration, transparency, and agility (for example, product-focused delivery teams, DevOps, and centralized IT)
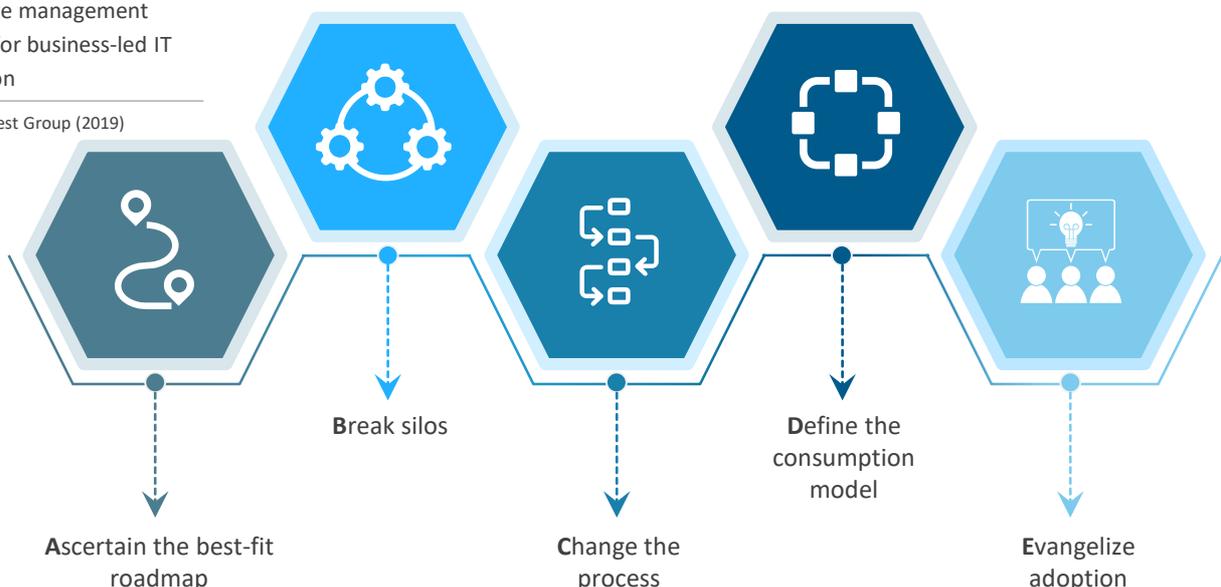
What it takes to get there

Capturing breakthrough business value through IT automation in not only about technology. It is evident from the latest ITIL framework – ITIL 4.0 – that enterprises may need to undertake significant changes to gain benefits beyond cost savings. A review of successful implementations uncover five key actions enterprises need to take to succeed:

EXHIBIT 9

The change management alphabet for business-led IT automation

Source: Everest Group (2019)

Break silos

Define the consumption model

Ascertain the best-fit roadmap

Change the process

Evangelize adoption

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Ascertain the best-fit roadmap

- **Why:** The adage "you get what you plan for" holds true for IT automation. That said, the journey roadmap cannot be limited only to where the enterprise wants to go, it needs to be integrated with an evaluation of where the enterprise currently stands. IT automation is a lever to compound returns – it creates superior value when implemented in an orchestrated manner in the right context and to the right degree, and on the other hand, diminishes value when applied indiscriminately. For instance, orchestration across individual task automations, across IT towers, provides benefits beginning with cost reduction and resiliency to higher order benefits such as business agility and experience, thus compounding overall business value. Enterprise experiences suggest that IT automation is best viewed as a progressive journey. Enterprises with unstable systems, sub-optimal security postures, and non-standard processes are unlikely to capture higher order benefits. The first phase of the automation journey for such enterprises should be resiliency and service transformation, followed by agility, before targeting business transformation.

- **How:** The identification of business KPIs and formulation of IT automation roadmap should be rooted in pragmatism, considering the as-is environment, a core principle of the ITIL 4.0 framework. The IT performance maturity continuum provides an ideal framework to ascertain the current state – i.e., where an enterprise exactly lies across the Foundational -> Enhanced -> Business-centric continuum (refer exhibit 8).
  For instance, enterprises in the foundational zone are generally cost-optimized, and will be best served by leveraging IT automation to move the needle on speed and agility of IT service delivery in an attempt to reach the enhanced zone. Even the enhanced zone is a spectrum – while enterprises might display some "enhanced" characteristics, there is room for maturation along almost all dimensions, before they reach the business-centric zone. However, with the right process design and orchestration mechanisms, enterprises displaying hybrid characteristics in the continuum have also realized adequate business benefits, if not breakthrough value . Once the organization determines a realistic end state, it should prioritize its IT metrics and automation use cases considering short versus mid- / long-term business impact.

Break silos

- **Why:** The true power of IT automation lies in harmonizing deployments within and across service functions which enables greater straight-through processing and compounds value. Scaling IT automation across the value chain requires significant collaboration across business operations and IT groups, as outlined by ITIL 4.0.

- **How:** Addressing siloed value creation challenges in a multi-sourced environment requires a rethink of the operating model and investments in service integration and orchestration. Tower-based models may need to be reorganized around business processes or functions, with unified IT+Ops command centers. Investments in cross-functional skills, seamless collaboration setups, collaboration- / outcome-linked incentives, and centralized governance are key to sustaining an integrated model.

Change the process

- **Why:** The fundamental premise of ITIL 4.0 framework is the focus on business outcomes. However, broken process are one of the most common impediments to business-led IT automation initiatives. Automating flawed processes will inevitably fail to scale, and will leave significant value on the table.
- **How:** Along with an injection of technology, enterprises need to critically evaluate potential process redesign to create well integrated and orchestrated workflows.

Define the consumption model

- **Why:** The mode of automation adoption depends on pre-existing service models and enterprise imperatives (balancing efficiency versus speed). Identifying the right, contextualized consumption model for IT automation, is the key not only to meeting system and business requirements, but also to sustaining funding and creating continuous benefits.
- **How:** IT automation may be consumed as a standalone workstream, or embedded within the fabric of operations. Standalone models are often defined (e.g., Automation CoEs) to create initial scale impetus. They are often suitable for IT infrastructure operations as a vehicle for continuous automation and intelligence. Embedded automation initiatives typically leverage tools and techniques within the fabric of ongoing IT activities, are designed to drive initial speed, and are often more suitable for SDLC automation, particularly in the front office.

Evangelize adoption

- **Why:** Cultural resistance and behavioral inertia are perhaps the biggest challenges to automation and transformation initiatives.
- **How:** IT teams and end users need to be encouraged to adopt automation solutions and outcomes through a series of top-down and bottom-up evangelization initiatives. Identifying power users is a good starting point, and proactive communication of automation benefits within the peer group is essential to scaling adoption.

About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at www.everestgrp.com.

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