



Service Delivery Automation (SDA) – Best Practice Guide to Establishing an SDA Center of Excellence

Service Optimization Technologies (SOT)
Market Report – April 2016 – Preview Deck

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Introduction and scope

The market for Service Delivery Automation (SDA) is a fast moving one, both in terms of adoption as well as advances in technology. Many organizations have already tried and adopted SDA technologies, such as Robotic Process Automation (RPA) and cognitive automations, based on machine learning software. These organizations are looking beyond Proofs of Concept (PoC) and trials to wider adoption of SDA across their organizations. An SDA Center of Excellence (CoE) enables organizations to develop their SDA capabilities and competencies in a controlled and centralized manner. It helps organization to stay abreast of developments in the fast moving world of SDA.

This report provides a guide to setting up and expanding an SDA CoE. It focuses on:

- Establishing existing capabilities, assets, and expertise
- Building a repository of knowledge from existing projects and automation deployments
- Building a team of experts
- CoE governance and funding
- Building the PoC
- Scaling processes up and out
- Achieving continuous improvement
- Keeping up with the market and technology developments
- Expanding the CoE

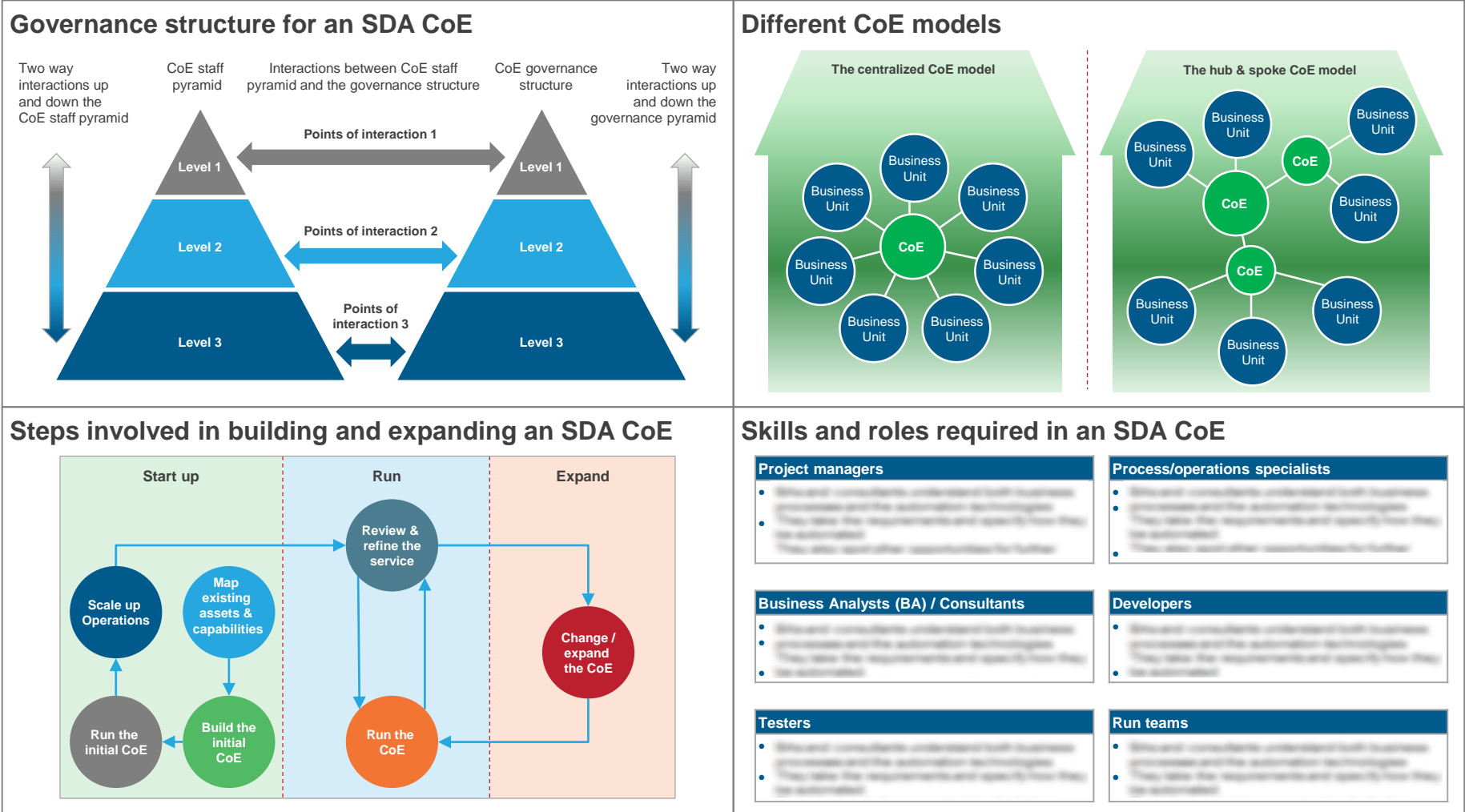
This report is intended for:

- Organizations that are setting out to build a CoE
- Service providers looking to build CoEs for their clients
- SDA technology vendors seeking insights into the bigger CoE picture

Summary of key messages

- An SDA Center of Excellence (CoE) enables organizations to develop their SDA capabilities and competencies in a controlled and centralized manner
- A pyramid structure for a CoE brings its governance in-line with its customers and clarity around roles and responsibilities will maximize CoE operational efficiency
- The centralized CoE maximizes standardization but limits geographic presence whereas the hub and spoke CoE can enhance automation operations in more geographic regions
- Building and expanding an SDA CoE is a closed loop process and involves several key steps
 - Map existing automation assets & capabilities
 - Build an initial CoE
 - Run the initial CoE
 - Scale up operations
 - Review & refine the CoE
 - Run the CoE
 - Expand the CoE
- Taking stock of existing automation capabilities is a step in the right direction when getting started
- Bringing software tools and expertise together wrapped in a governance framework is critical to building the initial CoE
- As the CoE matures and the skill-base becomes deeper and wider, it should become easier to spot new opportunities for automation as well as new approaches to it and innovation in service delivery
- A CoE requires a diverse set of skills and roles such as project managers, process/operations specialists, business analysts / consultants, developers, testers, and run teams

This study provides a guide to setting up and expanding an SDA CoE; below are the four charts to illustrate the depth of the report



Source: Everest Group (2016)

Service Optimization Technologies (SOT) research calendar

Published Current

Topic	Release date
Service Delivery Automation (SDA) - The Business Case for Robotic Process Automation in Finance and Accounting	March 2015
Service Delivery Automation (SDA) - The Business Case for Robotic Process Automation in Insurance Services	March 2015
Reinventing Business Process Services (BPS) – Leveraging Technology to Deliver on New Expectations	March 2015
Technology in BPS – Service Provider Profile Compendium 2015	June 2015
Service Provider Technology Landscape – The Pecking Order	August 2015
Seizing the Robotic Process Automation (RPA) Market Opportunity	October 2015
Service Delivery Automation (SDA) – The Story Beyond Marketing Messages and an Assessment of SDA Tools	December 2015
Service Delivery Automation (SDA) technology provider compendium	December 2015
Service Delivery Automation (SDA) – Best Practice Guide to Establishing an SDA Center of Excellence	April 2016
Service Delivery Automation (SDA) – Artificial Intelligence- based SDA Tools Market Report	Q3 2016

Additional technology research references

The following documents are recommended for additional insight on the topic covered in this report. The recommended documents either provide additional details on the topic or complementary content that may be of interest

1. **Service Delivery Automation (SDA) – The Story Beyond Marketing Messages and an Assessment of SDA Tools** ([EGR-2015-10-R-1646](#)); 2015. This report provides a detailed view of the SDA technology market by providing a thorough assessment of the various SDA technology solutions and ranking them along Everest Group's Feature, Implementation, and impactT (FIT™) Matrix. The report also analyzes key strengths and areas of improvement for each of the technology vendors from the perspective of their SDA solution. Additional insights on the market, operating models, capabilities of different tools, and commercial models have also been provided
2. **Seizing the Robotic Process Automation (RPA) Market Opportunity** ([EGR-2015-10-R-1609](#)); 2015. The report examines the state of the RPA market today and its potential in the coming years. It offers a series of case studies across horizontal and vertical business processes and highlights lessons learned from early RPA adopters. This report also explores the “coopetition strategy” adopted by BPS service providers, RPA technology vendors, and specialist technology integrators and the various options it results in for a BPS buyer. Finally, it takes a look at the future implications of RPA on the BPS industry
3. **Service Delivery Automation (SDA) - The Business Case for Robotic Process Automation in Finance and Accounting** ([EGR-2015-1-R-1402](#)); 2015. This report examines the market that is broadly referred to as “Service Delivery Automation” (SDA) and its subset, Robotics Process Automation (RPA). It covers overview of process automation technologies, market drivers for RPA adoption, and cost implications of RPA when applied to F&A

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