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The complete guide to building a business case

Creating a business case for a managed Network-as-a-Service provider for your global internet network

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Is your current network model still fit for the business you're trying to become?

Most enterprise networks were not engineered for today's demands.

They accumulated. Country by country. Contract by contract.

Now AI, cloud expansion, security mandates, and global growth strategies depend on a network operating model that was never designed to scale cleanly, creating serious risks:

The result:

1. Performance varies by location

2. New sites and changes take longer to deliver

3. Incidents take longer to resolve

4. Internal teams spend time coordinating suppliers instead of improving the network

The choice you face:

A fragmented model

- Multiple regional suppliers
- Distributed accountability
- Variable performance and resilience
- Reactive management

A managed NaaS model

- Standardized global architecture
- Centralized ownership and governance
- Consistent performance baselines
- End-to-end lifecycle management

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Network-as-a-Service (NaaS) replaces multi-provider complexity with a single, accountable model that designs, delivers, monitors, and optimizes connectivity end-to-end.

ABI Research forecasts that by 2030, over 90% of enterprise networks will be at least 25% Network-as-a-Service-operated

The business case you build determines which model wins.

You need to demonstrate that all avenues have been considered and make a structured, outcomes-based argument for the right choice.

This guide provides a structured framework for building a business case to evaluate that shift.

The process

1. Executive Summary
2. Strategic Alignment
3. Team & Sponsor
4. Project Overview
5. Benefits & ROI
6. Alternatives
7. Approvals

The outcome

A clear, decision-ready business case that connects network complexity to operational impact and demonstrates that a managed NaaS model can deliver greater resilience, agility, and control for the business.

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The executive summary is the first section of any business case. It is a short, decision-ready summary of why the current network model no longer works and what needs to change.

This section sets the tone for the whole document and should cover:

1. The problem
2. Business impact
3. Anticipated outcomes
4. Recommendations
5. Benefits and ROI

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How to approach it

- Describe the problem in operational terms, not technical detail
- Show where complexity is creating risk or slowing the business
- Be clear on the recommended operating model
- Keep it outcome-focused and concise

Example:

Problem

Our network has evolved market by market, provider by provider. Performance, resilience, and visibility vary widely, and operating the environment now consumes significant internal effort.

Business impact

Inconsistent network performance affects application reliability, user experience, and site readiness. At the same time, teams spend time managing suppliers and incidents instead of improving the network.

Anticipated outcomes

A network that is easier to operate, faster to change, and more resilient and doesn't increase internal complexity or headcount.

Recommendation

Move to a managed Network-as-a-Service model that standardizes connectivity, centralizes ownership, and provides consistent performance and visibility across regions.

Benefits and ROI

Reduced operational overhead, fewer high-impact outages, faster delivery of new sites and changes, and improved cost predictability. While total connectivity spend may remain broadly neutral, ROI is achieved through avoided disruption, reduced internal effort, and clearer control over network services and spend over time.

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Strategic alignment

Network decisions are no longer isolated IT choices.

So it's important that your business case creates a clear link between the suggested network initiative and achieving business goals.

How to approach it

- Align expected outcomes to business priorities such as expansion, resilience, or efficiency
- Use plain business language, not architecture diagrams
- Show how the network would enable change

Example:

Using a managed Network-as-a-Service provider would support the business by enabling consistent performance across regions, reducing operational risk, and allowing new sites and services to be deployed faster without adding operational overhead.

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Project team and executive sponsor

You need to provide an overview of ownership, accountability, and decision-making throughout the project lifecycle.

Clear ownership reduces delivery risk and prevents the network from becoming a shared problem with no clear accountability.

Role	Core responsibilities
Executive Sponsor (CIO)	Owns strategic intent and success
Project Owner (Network Lead)	Accountable for delivery and outcomes
Finance Partner	Cost modelling and ROI tracking
Security Lead	Risk and compliance oversight
Procurement	Commercial governance

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Project overview

The project overview section should be a practical description of the scope, goals, measures of success, key assumptions and key risks of the project. It should always refer back to how every element will contribute to the overarching business goals.

This section provides executives with a view of whether the initiative is realistic, controlled, and aligned to business timelines.

How to approach it

- Describe the project in operational terms
- Keep scope business outcome-focused
- Be clear on assumptions and risks
- Avoid unnecessary technical depth

Example:

Project description

Transition the organization's global connectivity to a managed NaaS model covering design, sourcing, deployment, monitoring, and ongoing optimization.

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Scope

Network discovery and assessment

A structured assessment of the current network environment, including connectivity types, providers, contracts, performance baselines, resilience gaps, and operational dependencies across regions.

Requirements definition and RFP development

Development of a detailed RFP that defines the desired network operating model and outcomes. This includes scope of services, geographic coverage, performance and resilience requirements, visibility and reporting expectations, security integration, service management responsibilities, transition approach, governance model, and commercial structure.

Provider evaluation and selection

Structured evaluation of RFP responses, including scoring against technical, operational, and commercial criteria.

Contract negotiation and onboarding

Final steps include notification of intent to award, commercial negotiation, and contract execution, with clear accountability defined for delivery and ongoing operations.

Phased implementation and transition

Execution of a detailed implementation plan covering network design finalization, site prioritization, migration sequencing, and supplier coordination.

Post-implementation operations and optimization

Transition into steady-state operations with centralized monitoring, reporting, and support. This includes user and operational team onboarding, service testing, incident and change management processes, governance cadence, and continuous optimization of performance and resilience.

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Goals

Business goal	How Managed NaaS supports it
Business growth and expansion	A managed NaaS will enable faster, more predictable site and market launches by providing tailored network design and delivery globally.
Operational resilience	By designing resilience into the network and operating it end-to-end, managed NaaS will reduce the business impact of outages and performance issues. Proactive monitoring and defined ownership will improve recovery times and reduce unplanned disruption.
Employee and customer experience	A NaaS solution provides consistent network performance across regions improves application reliability for employees and customers alike. This reduces productivity loss, supports digital initiatives, and removes location-based performance disparities.
Operational efficiency	Managed NaaS reduces internal effort spent coordinating providers, resolving incidents, and managing change. IT teams shift from day-to-day network firefighting to governance, optimization, and strategic planning.
Cost predictability and control	Lifecycle management reduces unexpected costs, while clearer reporting supports more accurate forecasting and budgeting.
Security and risk management	Centralized governance and consistent network controls reduce exposure to regional security gaps and compliance risk.

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Measures of success

- Faster site delivery
- Improved uptime and SLA adherence
- Reduced incident resolution time
- High global productivity and user satisfaction

Key assumptions

- Phased migration approach
- Priority given to business-critical sites

Key risks

- Regional delivery complexity
- Change management across teams

Milestones and timeline

Milestone	Description	Description
Business case approval	Executive approval to proceed with a Managed NaaS evaluation and transition	**2–4 weeks**
Discovery and target model definition	Assessment of the current network estate and definition of the future-state operating model and success criteria.	**6–8 weeks**
Provider evaluation and selection	RFP process, response evaluation, solution validation, and provider selection.	**8–12 weeks**
Contracting and transition planning	Commercial finalization and detailed rollout planning.	**4–6 weeks**
Phased implementation	Controlled rollout by region or site, starting with priority locations.	**3–6 months (scope-dependent)**
Steady-state operations	Fully-managed operations with ongoing monitoring and optimization.	**Ongoing**

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Benefits and ROI drivers

The benefits and ROI section provides a clear view of the operational and financial value created by changing the network operating model.

This section is a great opportunity to emphasize that the value of using a managed NaaS is more than lower cost, it also reduces risk, improves performance and provides operational efficiency at scale.

How to approach it

- Separate operational benefits from financial impact
- Focus on avoided effort, avoided risk, and faster outcomes
- Keep assumptions realistic
- Be specific about costs and potential savings

Example:

Benefits (non financial)

- **Improved application performance and reliability:** Consistent network performance across sites reduces latency, packet loss, and service degradation that impact critical applications.
- **Increased operational resilience:** Built-in redundancy, proactive monitoring, and defined ownership reduce the frequency and impact of outages.
- **Faster delivery of new sites and changes:** Tailored network designs and supplier abstraction reduce lead times for new locations, upgrades, and network changes.
- **Reduced operational complexity:** Centralized management replaces fragmented provider coordination, simplifying day-to-day operations for IT teams.
- **Greater visibility and control:** End-to-end insight into network performance, incidents, and service status enables better decision-making and governance.
- **Improved security posture:** Consistent enforcement of network and security standards across regions reduces exposure created by local variation.

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ROI (financial)

Savings and avoided costs:

The following estimates are indicative and based on a global enterprise network of approximately 100 sites operating across multiple regions.

Figures are intended to illustrate order of magnitude rather than provide a detailed financial model.

ROI driver	Description	Indicative impact
Implementation savings	• Reduced internal effort to procure, design, and deploy network services across regions. • Elimination of direct management of 60–80 providers in a typical 100-site network. • Reduced project rework through standardized design and delivery.	• $200,000 p.a. reduction in fragmented procurement and delivery effort. • Reduced need for regional project management and coordination.
Operational management	• Lower reliance on in-house 24/7 operational coverage and reduced impact of high-severity outages through proactive monitoring and defined ownership. • Retirement of private or legacy networks requiring 10–15 engineers on rotation.	• Avoidance of ~5 FTEs for 24/7 coverage (c. $500k p.a.). • Material avoided downtime costs (e.g. $260k–$2.48m per hour, industry-dependent).*
Financial change management	• Improved cost predictability through standardized service models, consolidated reporting, and supplier rationalization. • Fewer unplanned costs from emergency fixes, short-term contracts, and reactive upgrades.	• Improved forecasting accuracy. • Reduced unplanned spend and commercial leakage. • $50-100k p.a. reduction in maintenance costs.
Infrastructure and equipment rationalization	• Reduction in capital and maintenance costs through retirement of legacy network equipment and private infrastructure.	• $1–5m p.a. reduction in equipment and maintenance costs.

*source: pingdom.com

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Alternative solution analysis

Here you need to provide an objective comparison of realistic alternatives to a managed NaaS.

This is where you can showcase that your recommendation of a NaaS approach is a deliberate choice, not a default.

How to approach it

- Compare operating models, not vendors
- Assess scalability, risk, and control
- Keep the analysis concise

Example:

- **Maintain current model:** Low disruption, but continued complexity and risk.
- **In-house, DIY management:** Greater control, but requires more tools, skills, and headcount.
- **Regional managed services:** Improves local delivery but lacks global consistency and creates complexity of management, billing, and performance.

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Required approvals

Here you outline a list of required internal signatures for business case approval. The more potential project sponsors that sign off on a business case, the more likely it is to be approved.

Key approvals required for a managed NaaS business case are CIO and IT leaders, finance, security and risk validation.

Example:

- The signatories below indicate they understand the purpose of this business case by signing it.
- By signing this document, you are giving your approval of the proposed project outlined in this business case.

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Make your case for change

A well-structured business case connects network complexity to real operational impact, shows how a managed operating model reduces risk and friction, and demonstrates how tailored network strategies, visibility, and end-to-end accountability support broader business goals.

Step 1

Get clear on the problem:

Document where network complexity, inconsistency, or lack of visibility is creating operational risk or slowing the business.

Step 2

Define the operating model you need:

Understand your audience: Who will review the business case and what priorities do they need a network model to achieve?

Step 3

Create a decision-ready document:

Structure the business case around impact, risk, and outcomes so executives can assess and approve the change quickly.

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Turn your network complexity into control.

Talk to Expereo about assessing your current network operating model and understanding whether Managed NaaS is the right next step.

Arrange a consultation

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