



EXECUTIVE BRIEF

KORE-TEK EXECUTIVE BRIEF

NOC Is the New Boardroom: Why Operations Matter Now

An executive brief on the economics, risk, and governance of network operations, for CFO, COO, CIO, and CTO leaders in enterprise, education and research, and the public sector.

EXECUTIVE SUMMARY

The decision has moved from IT to finance and operations

Network operations used to be an engineering line item. It is now a recurring-cost, risk, and governance question that the C-suite owns. Three forces have driven that shift, and each maps to a number a board already understands.

▪ MARKET MOMENTUM

The global NOC as a Service market is projected to grow from USD 3.73 billion in 2025 to USD 6.14 billion by 2030 (CAGR 10.5%). **[MarketsandMarkets]**

▪ ECONOMICS FIRST

TCO includes hardware, software, labor, maintenance, energy, and downtime, and recurring costs often exceed upfront CapEx over a 3-5 year horizon. **[Meter]**

▪ OPERATIONAL FOUNDATION

Event monitoring and correlation reduce alarm-to-ticket latency and are the budget foundation for 24x7 NOC services. **[MarketsandMarkets]**

Why operations, not architecture, is the boardroom issue

Operations are the strategic surface where AI is advancing fastest; NOC decisions are now CFO/COO/CIO conversations about economics, risk, and governance.

Three things have changed the math. Tool sprawl has multiplied the number of monitoring consoles a network team has to watch, and each tool carries its own license, integration, and training cost. The expectation of 24x7 availability has turned overnight coverage from a nice-to-have into a baseline obligation, which is expensive to staff internally and unforgiving when it lapses. And AI-enabled monitoring has raised the bar again, because the value is no longer in collecting alerts but in correlating them into a small number of incidents a team can act on. Together, these forces move the conversation out of the engineering room and into discussions about recurring spend, downtime exposure, and who is accountable for outcomes.

For most organizations, this is not an architecture problem. The network design is usually sound.

What has changed is the operational load placed on an organization that was sized for a

different era, and the cost and risk of carrying that load with internal staff alone. That is why the build-versus-buy question has flipped from a technical decision into a financial and governance one, and why senior leaders outside IT now have a direct stake in how it is answered.

More organizations are moving to outsourced or hybrid NOC models, not because architecture has failed, but because operations have outgrown the org chart.

RYAN YOUNG · KORE-TEK CEO

FIGURE 1

The Boardroom Lens on Network Operations

Why the operating decision has moved from IT to the C-suite

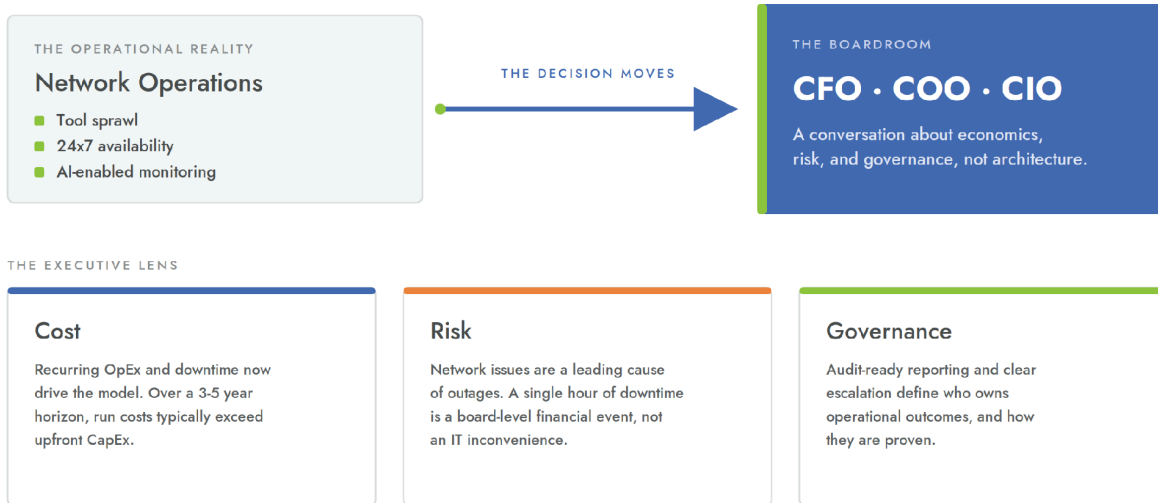


Figure 1. The operating decision moves from IT to the C-suite, evaluated through cost, risk, and governance.

WHERE THIS SHOWS UP**Three sectors, the same pressure****Enterprise**

For multi-site enterprises, tool sprawl and hybrid cloud have multiplied the consoles a lean team must watch around the clock. Outsourced or co-managed correlation collapses that noise into fewer actionable incidents, which is why hybrid delivery is the fastest-growing segment of the market. **[MarketsandMarkets]**

Education and research

Universities and research institutions run dense, high-availability networks with small operations teams and real compliance obligations. A managed NOC provides 24x7 coverage and audit-ready reporting without the standing cost of staffing a full overnight shift. **[ACG]**

Public sector

Public-sector agencies face the same always-on expectations under tighter budget scrutiny and stricter governance rules. Recurring operations spend is easier to justify and govern than repeated capital cycles, and it ties cost directly to availability outcomes. **[Meter]**

The executive checklist

Three questions move this from an IT conversation to a board conversation. Each has one concrete action.

1 Cost

Build a 3-5 year total cost of ownership view that includes labor, maintenance, energy, and downtime, not just hardware and software, then compare your internal run cost against a managed or hybrid model on the same basis. **[Meter]**

2 Risk

Quantify one hour of downtime for your most critical service, then map who is on call to prevent it at 2 a.m. If that answer is thin, it is a board-level exposure, not an IT staffing gap.

3 Governance

Define how operational performance is measured, escalated, and reported, and insist on audit-ready evidence of response times and outcomes, whether operations run internally or through a partner.

RECOMMENDATION

Treat network operations as a board-level decision about economics, risk, and governance, and pressure-test your current model against a managed or hybrid alternative on cost, coverage, and accountability.

Request a 20-minute briefing to map your network operations economics.

ABOUT THIS BRIEF

Kore-Tek Strategic Perspectives is an ongoing series for senior infrastructure leaders. This brief follows [The AIOps and Managed NOC Convergence](#); [The Co-Managed NOC: Rethinking the Sourcing Spectrum](#); and [The Outsourcing Inflection](#). The series is published at kore-tek.com/insights.

Kore Technologies (Kore-Tek) provides optical engineering, network infrastructure, and managed NOC services. To discuss your network operations, contact marketing@kore-tek.com or visit kore-tek.com.

SOURCES

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