



U.S. Military Organization Modernizes IT Ecosystem Spanning Nearly 600 Business Units

A new technology strategy supports future mission demands across one of the world's largest and most complex enterprise business system environments.

Challenge

Over decades, a U.S. military organization overseeing nearly 600 business units had accumulated one of the most complex enterprise business-system architectures in existence, including hundreds of large-scale systems and exceptionally complicated Enterprise Resource Planning (ERP) implementations. Designed primarily as monolithic, domain-specific solutions, the ecosystem lacked effective integration, relied on outdated technologies, and was increasingly fragile.

As critical ERPs approached end-of-life, the organization sought to rationalize systems, improve integration, support agile development, and leverage advanced analytics. Yet modernization posed immense risk: the architecture was highly siloed, with multiple decision-makers across groups, each with unique budgets. The organization also lacked the skills needed to adopt modern technologies. Heavy reliance on legacy vendors further constrained the ability to chart an independent, enterprise-wide path forward.

Discovery

We created a comprehensive set of tools and frameworks to help leadership understand the scope and nature of their technology challenge. Through workshops with stakeholders across

the enterprise, our team introduced best practices in modern architecture and connected these concepts to mission outcomes, including microservices, cloud technologies, and agile methods.

We mapped the current-state ecosystem to visually depict its scale and interdependencies, exposing operational risks and structural barriers to modernization. Additional tools including graph modeling and analytics, value stream mapping, and data governance frameworks provided leaders with a more informed view of how to redesign systems and organizational structures to support a modern enterprise.

Impact

We recommended a balanced technology architecture combining custom microservices for mission-critical differentiation with standardized commercial off-the-shelf solutions for non-differentiated processes. Our team advised on building organic technology capabilities, including modern engineering methods, and on streamlining the operating model to strengthen governance and improve cross-organizational coordination. We recommended user-centric business process redesign, ensuring modernization efforts reflected how work is actually performed.

A dedicated transformation team was formed, supported by a governance structure with a single, accountable leader. The organization moved from contemplating only monolithic ERP solutions to strategizing how to use microservices where differentiation mattered most. Enhanced visibility into system complexity helped leaders better understand and manage risk, and a business process reengineering effort was launched to anchor the modernization journey. Senior leaders now have the tools and understanding needed to guide one of the largest IT transformations in the world.

Contact Our Experts



Andrei Perumal is a Managing Director at Innosight, based in Dallas.

aperumal@innosight.com



Stephen Wilson is a Managing Director at Innosight, based in Dallas.

stwilson@innosight.com



Ernie Spence is a Managing Director at Innosight, based in the Washington, DC area.

espence@innosight.com

About Innosight

Innosight helps enterprise leaders turn uncertainty into opportunity and thrive in a changing world. With unmatched expertise in navigating disruption, we partner closely with clients to address their most complex strategic challenges, building resilience in today's business while shaping the organization of tomorrow. Together with our colleagues across **Huron**, we align strategy, operating models, and people to drive transformation and deliver sustainable growth.

www.innosight.com.

[Contact Us](#)