



INNOVATION

ADOPTION KIT

By DON Chief Technology Officer





INTRODUCTION & KEY ENABLERS

ENABLING INNOVATION ADOPTION

The Department of War has long prioritized sustainment and gradual evolution of the industrial base. But today's mission demands call for faster, more flexible adoption of cutting-edge technologies from both commercial and defense sectors. Government stakeholders across the DoW face recurring barriers: siloed decision-making, waterfall budgeting, rigid acquisition pathways, and limited mechanisms for piloting or scaling promising solutions.

The result is a recurring gap between what's possible and what's delivered to Sailors and Marines. The Innovation Adoption Kit (IAK) exists to help government stakeholders—program managers, requirement owners, contracting officers, and technical leads—bridge that gap. It provides practical methods and processes to increase alignment, move more quickly from pilot to program, and tailor agile approaches to fit within existing constraints. These tactics are adaptable across a wide range of missions, all in service of delivering better outcomes, faster, for the Warfighter.

"We have found that the United States does not have an innovation problem, but rather an innovation adoption problem... the DoW struggles to identify, adopt, integrate, and field these technologies into military applications."

Atlantic Council Commission on Defense Innovation Adoption



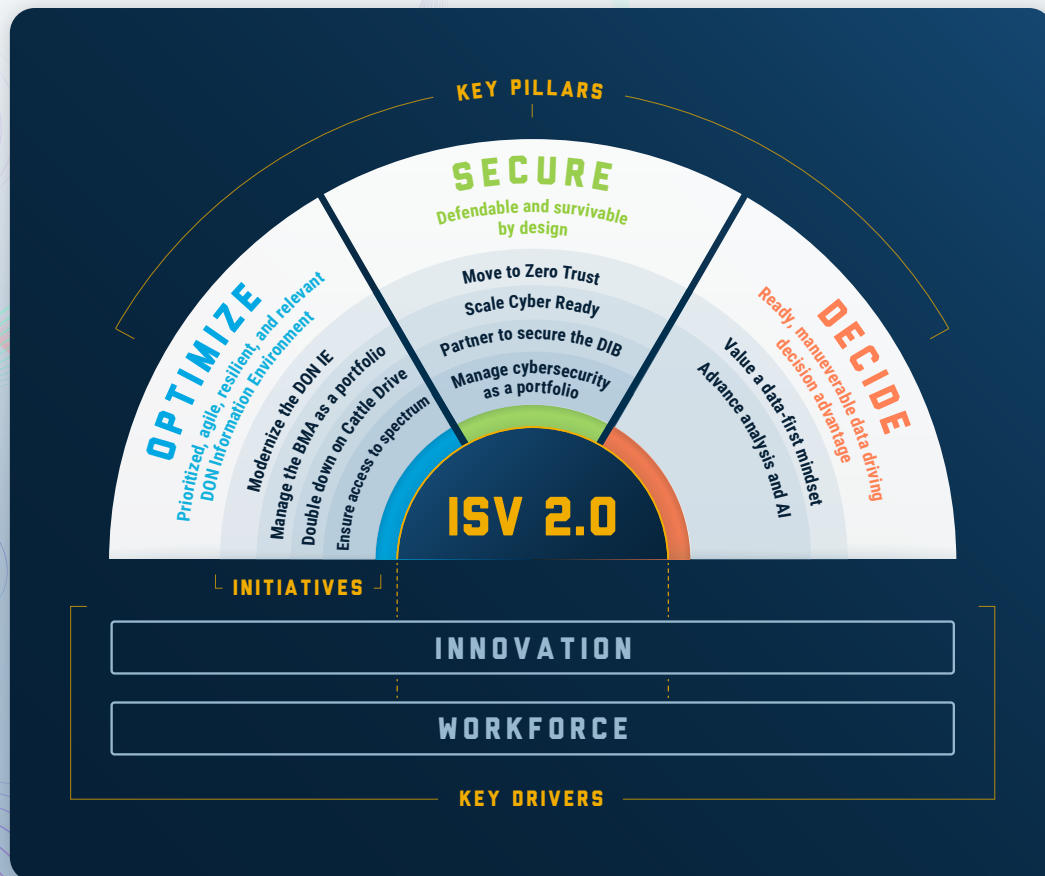
KEY ENABLERS

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INFORMATION SUPERIORITY VISION 2.0

The Department of the Navy (DON) Chief Information Officer (CIO) Information Superiority Vision 2.0 (ISV 2.0) is about urgently solving mission problems, accelerating emerging technology, and getting better at the business of IT to enable our Sailors and Marines to fight through and win in a contested Information Environment today and in the future.



KEY PILLARS

OPTIMIZE

The DON Information Environment (IE) offers business and warfare technology capabilities to the warfighter. A modernized IE ensures a competitive advantage for all missions and functions.

SECURE

The DON shares a collective responsibility to defend its data, networks, platforms, and systems from persistent threats. A secure IE depends on continuous action and a fundamental shift toward proactive cyber readiness.

DECIDE

The DON relies on secure, trusted data to enhance lethality, increase speed, and achieve mission success. Decision advantage comes from strong data stewardship and solutions that enable interoperability, analytics, and AI.

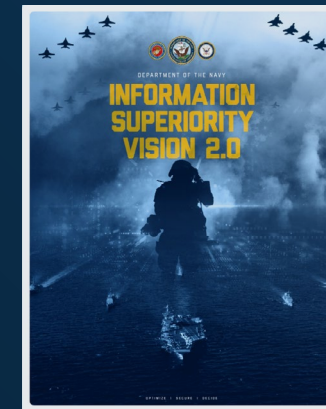
KEY DRIVERS

INNOVATION

The DON continuously scouts game-changing technologies, practices, and ideas. To achieve information superiority and better mission outcomes, the DON fosters a culture that empowers individuals to experiment, take smart risks, learn from failure, and drive improvement.

WORKFORCE

The DON cyber workforce is comprised of more than 70,000 personnel who build, secure, operate, defend and protect cyberspace and intelligence resources. The DON cyber workforce strengthens the Department of War (DoW) IE and enables the warfighting advantage.





TOP 10 BEHAVIORS



Disrupt ourselves with **experiments**



Use before rent; rent before buy; buy before build



Beta earlier; a 10% solution is better than no solution



Partner bolder and as often as possible; leverage the success of others



Move with urgency and exercise a **bias toward speed**



Seek **simplicity** for scalability



Seamlessly deliver **customer-centric** technologies



Never duplicate, **always automate**



Reward innovation; make government IT cool to do and boring to maintain



Weaponize data to make better decisions at the speed of relevance





OUTCOMES OVER OBSTACLES

CONQUER THE VALLEY OF DEATH

The tools for innovation, found in this Innovation Adoption Kit, inform how great teams can innovate. But what are the human actions and soft skills that translate those tools into *real capabilities* for the fleet?

The principles of **intention**, **urgency**, and **failing forward** support a rapid transformation of fleet needs into ideas for change and then into capabilities that enable victory. It is the action of the people themselves with a focus on outcomes over obstacles that navigate the raging waters of experimentation to deliver a rapidly modernized Naval force.



TRANSFORMATION FOCUSED

Information superiority requires rapid innovation and iteration in a coordinated, enterprise-wide effort transcending traditional silos. Iteration is the catalyst behind rapid innovation that delivers high-impact solutions to our Warfighters.



“We have found that the United States does not have an innovation problem, but rather an innovation adoption problem...the DoD [DoW] struggles to identify, adopt, integrate, and field these technologies into military applications.” - Atlantic Council Commission on Defense Innovation Adoption

The core tenets of Outcomes Over Obstacles are:

Intention

You must know the outcome you are striving for in order to get there. World Class Alignment Metrics (WAMs) replace risk aversion with risk acceptance and grants the freedom to iterate for the good of the Warfighter.



Urgency

The looming threat of 2027 and the Davidson Window requires a bias toward speed. Warfighter needs are ever-changing, so organization must apply new approaches and new partnerships to meet that urgent need.



Fail Forward

Failure is a tool, not a permanent mark. Success is not the only criteria for recognition. All attempts to achieve information advantage are celebrated when focused on outcomes.



THE VALLEY OF DEATH

WIDESPREAD ADOPTION

To achieve widespread adoption and deliver a cutting-edge marketplace of scalable, reusable resources, we must prioritize needs and synchronize efforts to remove irrelevant technologies.



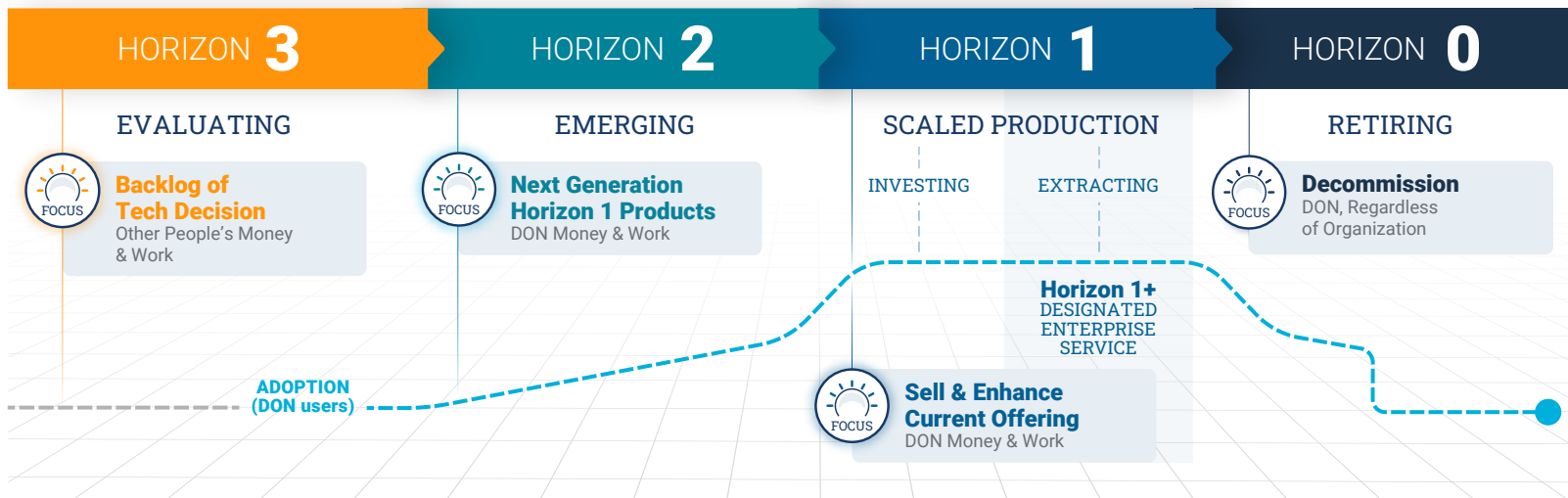
INVESTMENT HORIZONS

In a saturated and quickly evolving landscape, it is challenging to know where to spend your time and money. We need to innovate, but we must make divestments to do so. All while “keeping the lights on” and effectively sustaining the services that are working for our end users.

Investment Horizons help us assess and strategize where we spend our time and money. They ensure we evaluate new technologies, sustain those that are effective, and divest those that no longer propel us forward.



This framework will help you to assess the lifecycle of your technology, drive innovation, and encourage divestment. And once you use it to assess your tech, you’ll realize it can be used as a framework to assess other areas of your organization as well.



ADAPTIVE ROADMAPS

How do Investment Horizons fit into the bigger picture?

From S&T to field planning, these three products together provide all of the relevant “roadmap” information needed to move teams in a common direction with a common goal.



TECH HORIZONS

Provides the full landscape of technology, from emerging to divestments; is the forcing function for what comes next.



EXECUTION SCHEDULE

A timeline and user/site based view of a technical implementation.



DOTMLPF-P CAMPAIGN PLAN

Not every project will require a campaign plan but for those with tricky governance and urgency, this can be leveraged to get faster buy in and earlier visibility.



INVESTMENT HORIZONS | STRUCTURED PILOTING

Piloting speeds the adoption of new capabilities while reducing the risks of mistakenly committing to unsuitable solutions. A structured piloting approach establishes clear evaluation criteria to assess candidate capabilities, enabling teams to scale proven solutions faster across the enterprise.



CRITERIA TO ADVANCE

- Understand MSD design concepts
- Identify functional champion
- Align with a portfolio, initiative, and organizational priorities
- Prioritize pilot investments considering World-class Alignment Metrics (WAM)
- Outline Enterprise Service cost model (optional)



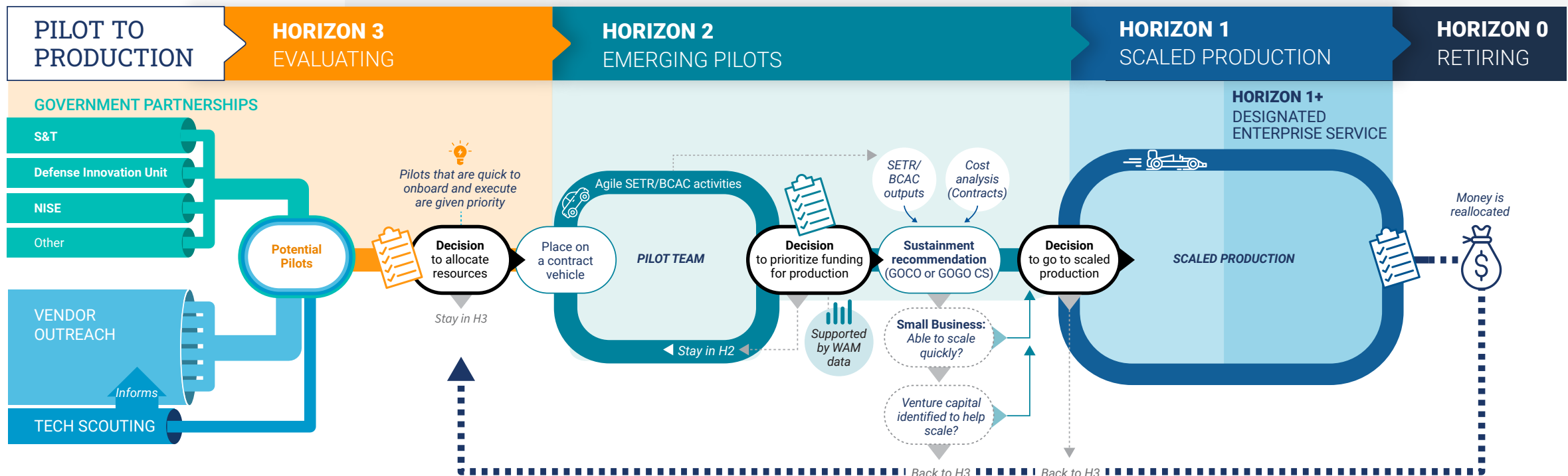
CRITERIA TO ADVANCE

- Compliance with MSD design concepts
- Support at least 10% of the user base (in any context)
- Map to Technology Business Management solutions
- Support product delivery strategy
- Sequence to optimize on scale and/or values
- Solution is not already available as a potential DON enterprise service
- Positive assessment against enterprise standards



CRITERIA TO ADVANCE

- To H1+
- Enterprise Service designation
- To H0
- Replaced by a Modern Service Delivery compliant technology

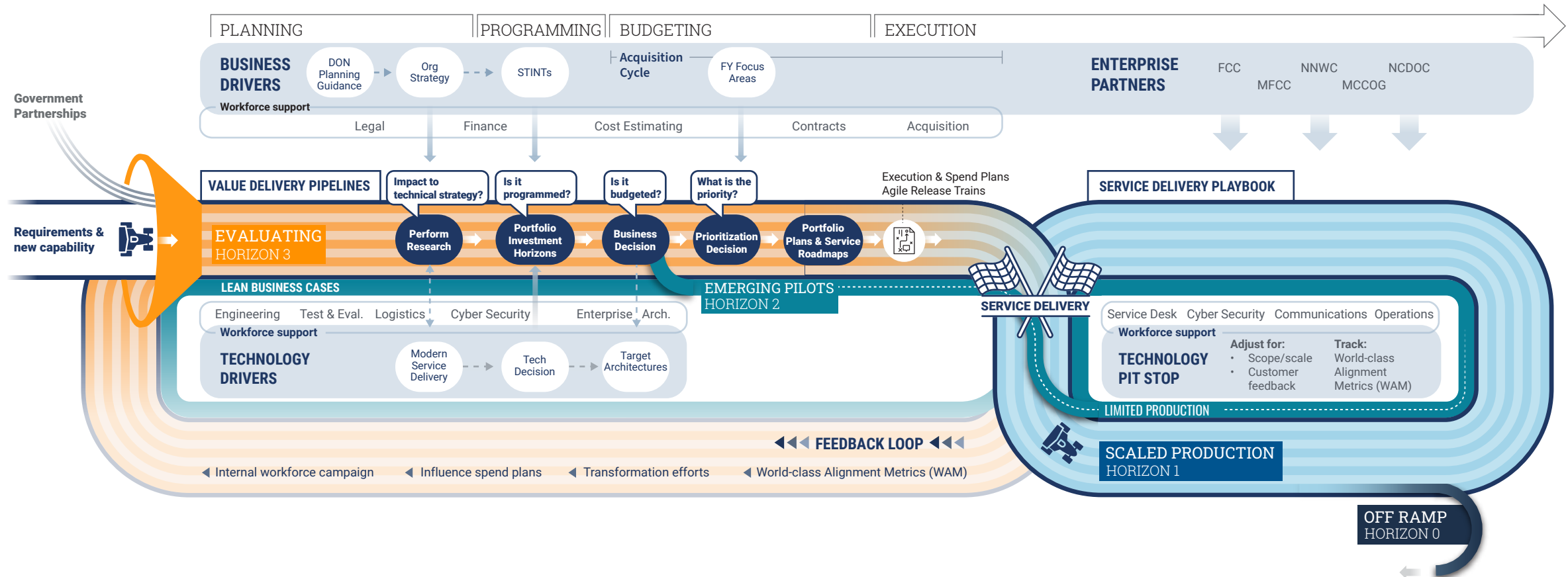




INVESTMENT HORIZONS | STRATEGY THROUGH EXECUTION

DON CIO moves with tenacity, speed, and agility to generate and deliver premier enterprise technologies in response to the urgent technology needs of Sailors and Marines. The Strategy through Execution diagram below outlines the process

new capabilities and requirements follow through the Planning, Programming, Budgeting, Execution (PPBE) cycle and beyond to be effectively researched, prioritized, delivered, sustained, and beyond.



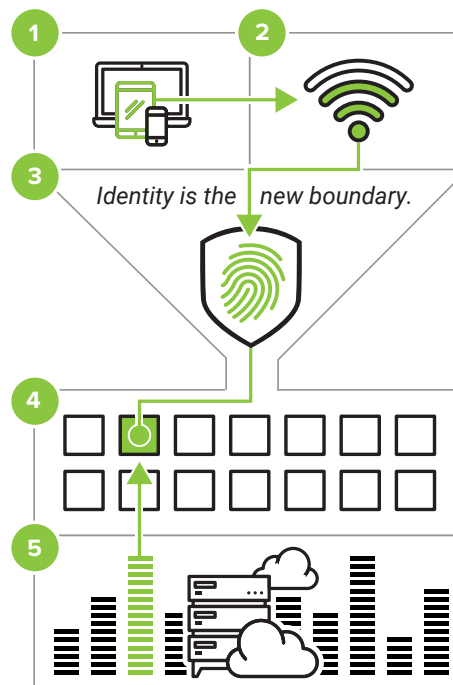


MODERN SERVICE DELIVERY (MSD)

The Department of the Navy (DON) is implementing shared Information Technology services as a fundamental shift in how the organization designs, consumes and delivers services to support mission objectives and the DON Information Superiority Vision.

The DON is also transforming services to better align with industry standards for service delivery. Accordingly, the requirements (see next page) for the DON portfolio of services are called Modern Service Delivery, which are generally universal decision-making guidelines aligning efforts related to a scope of work.

Access to the services and data is seamless to the user at home, at work and on the go.



1 DEVICES

Services and data are equally accessible across all devices (device agnostic).

2 NETWORK

Multiple connectivity methods for managed and unmanaged devices.

3 USER

Device, access and user combinations are verified.

4 APPLICATION

User centric services designed for ubiquitous access.

5 DATA

Seamless data synchronization across all devices.

FOUNDATIONAL ELEMENTS



VISIBILITY & ANALYTICS



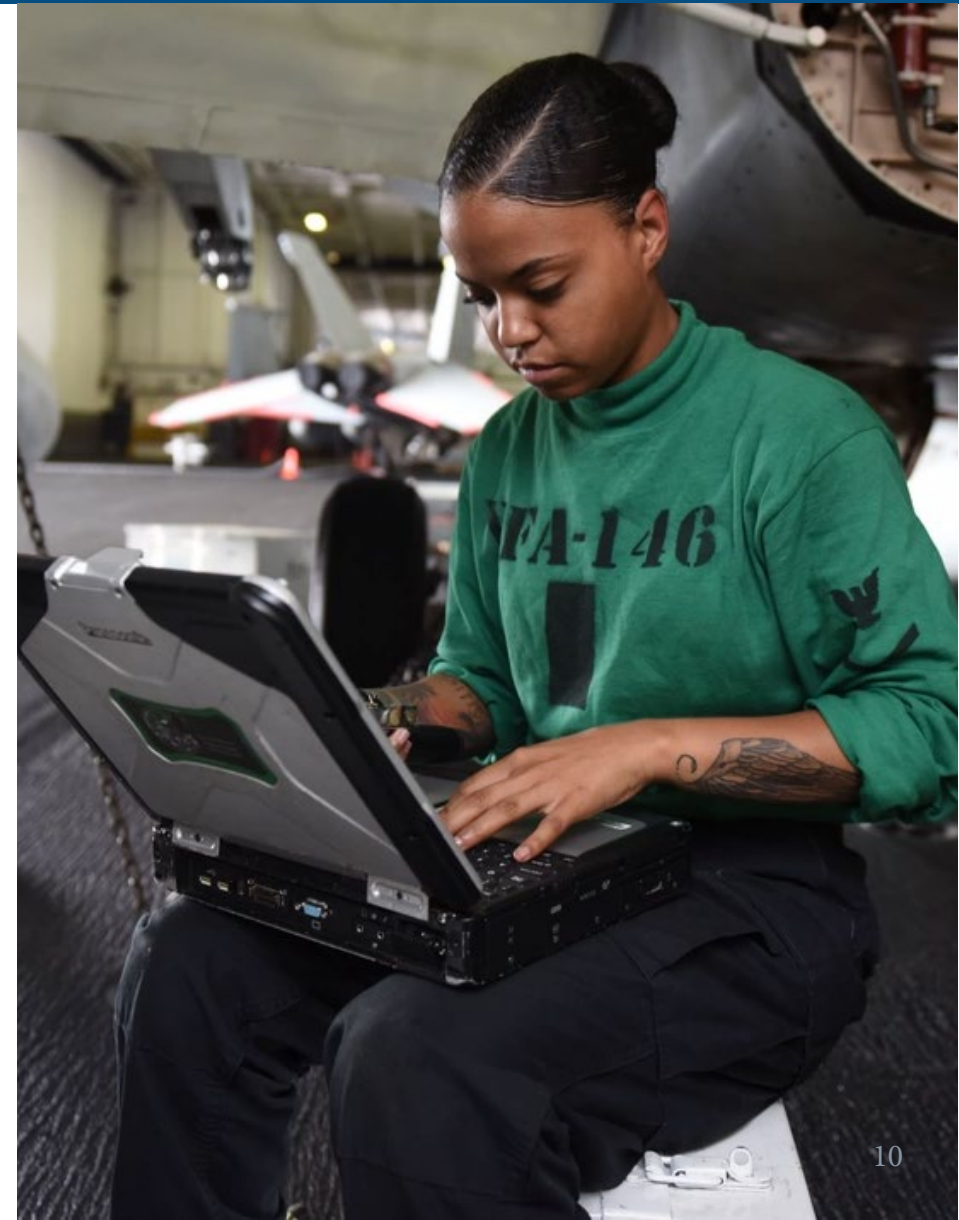
AUTOMATION & ORCHESTRATION



MODERN SERVICE DELIVERY (MSD)

All Digital Enterprise Services adhere to the MSD requirements:

- **Composable by Default.** Build once, use often. Design loosely coupled services that cross security, mission, and infrastructure boundaries to support reusable workflows.
- **Cloud-Native.** Design cloud-native services using NIST 800-145 traits across all deployment models
- **Edge-Ready.** Enable edge-resilient capabilities that support operations in degraded or disconnected environments.
- **Modular by Design.** Deploy integrated product suites that scale mission needs without siloed sprawl or brittle links between "best of breed" products.
- **Zero Trust.** Always design every interaction for verified access across users, devices, and domains.
- **Self-Service, Powered by Automation.** Put power in user hands from provisioning to teardown. No middlemen required.
- **API-Driven, Orchestration-Ready.** Expose everything through open, reusable APIs built for orchestration, integration, and autonomy.
- **Data Independent by Design.** Separate data from logic. Use decoupled, API-accessible services that feed analytics, AI, and integration.
- **Emit Smart Data.** Output machine-readable formats to train models, inform logic, and drive real-time decisioning.
- **Built to Watch Itself.** Instrument for logs, metrics, and traceability. Every service is a sensor.
- **Automate Everything by Default.** Provision. Scale. Recycle. Let humans shape strategy, not run the pipeline.
- **Tag and Version All Services and Interfaces** to support discovery, dependency management, and lifecycle governance. No orphans, no drift, no guesswork.
- **Use before Rent, Rent before Buy, Buy Before Build, Build by Exception,** Grab As-a-Service tech off the shelf. Only custom-build if you must and prove the edge.





WORLD-CLASS ALIGNMENT METRICS (WAMs)



DON CIO has adopted World-class Alignment Metrics (WAM) to better evaluate our Information Technology (IT) investment and performance by connecting data to mission outcomes. The intent is to increase effectiveness across the Navy and Marine Corps through a clear, data-driven approach to evaluating success.

MISSION OUTCOMES

Overall goal: Drastically improved IT experience with increased resilience by the end of CY2025 (25%)
Five metrics inform decisions on future technology investments:



USER TIME LOST

All computing
transaction times



OPERATIONAL RESILIENCY

Cyber, Uptime,
Fighting hurt



ADAPTABILITY / MOBILITY

Time to change
(e.g. infrastructure,
contracts, people)



CUSTOMER SATISFACTION

All subjective input
(e.g. Net Promoter
Scores)

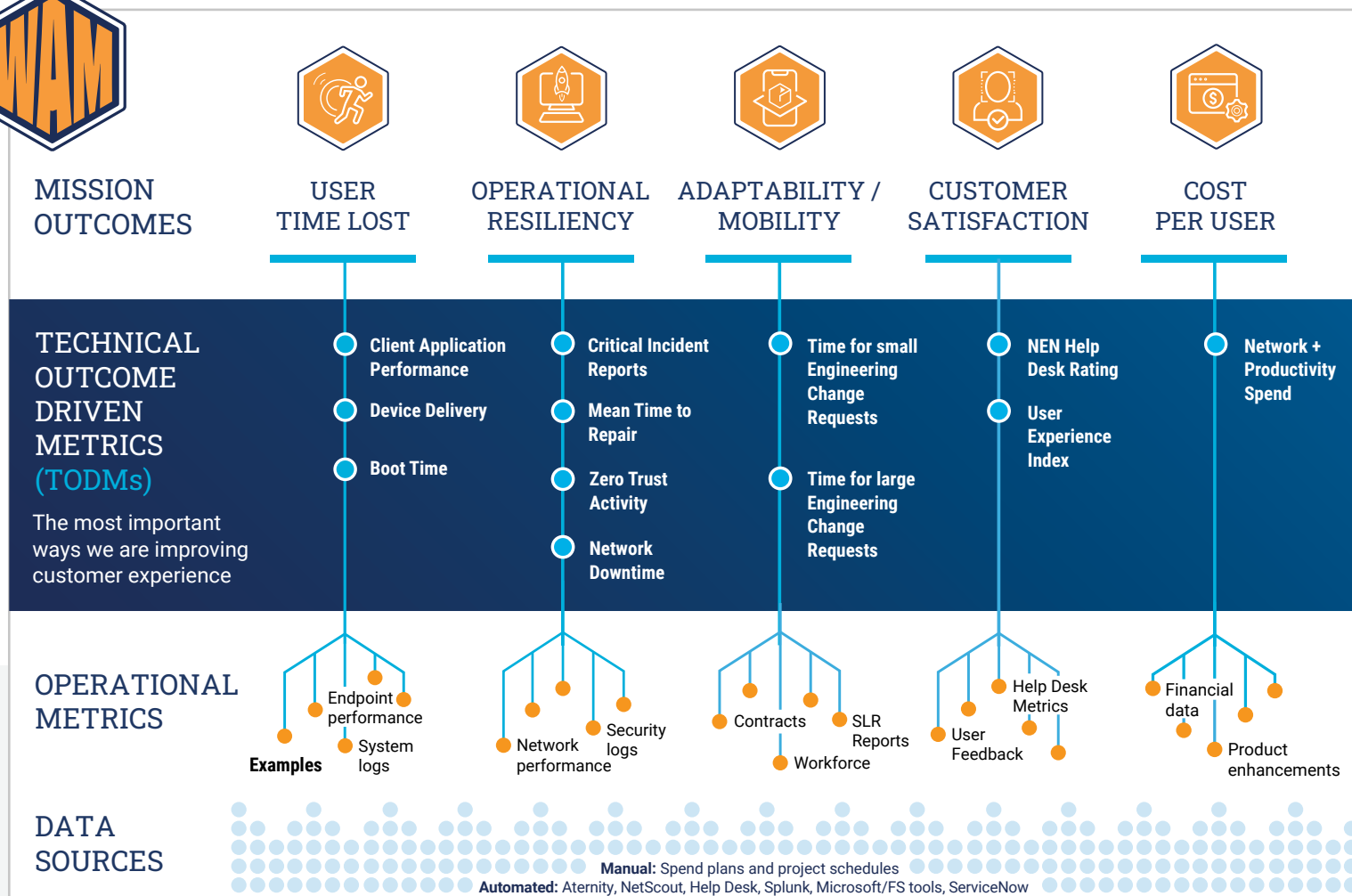


COST PER USER

All costs
(e.g. seats, sites,
licenses)



WORLD-CLASS ALIGNMENT METRICS (WAMs)



Information technology and timely access to data is the foundation for force generation in the Navy. World-class Alignment Metrics (WAMs) use industry-validated best practices to drive and articulate the DON's impact to mission outcomes.

An outcome-driven metric framework translates technical and business metrics into mission outcomes to improve investment decisions and IT service delivery. These specific TODMs were selected by the DON to represent the most important ways they are improving mission outcomes.

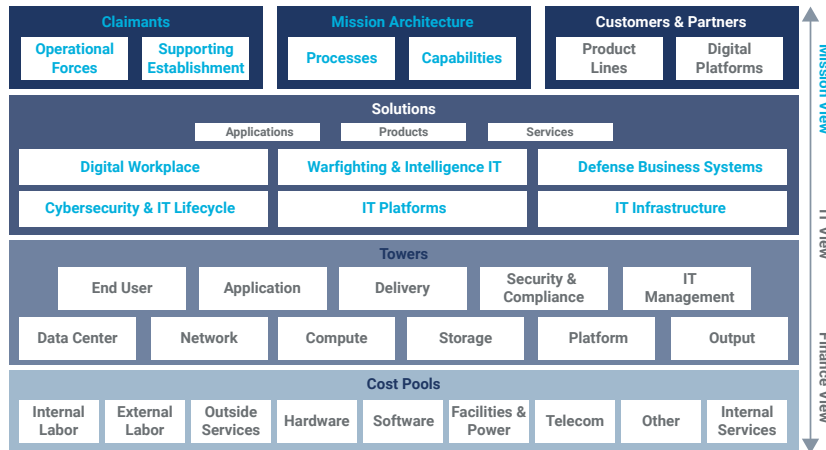
Instrumentation
undergirding
enables measurement
and availability of
operational metrics.



TECHNOLOGY BUSINESS MANAGEMENT (TBM)

A STANDARDIZED TAXONOMY

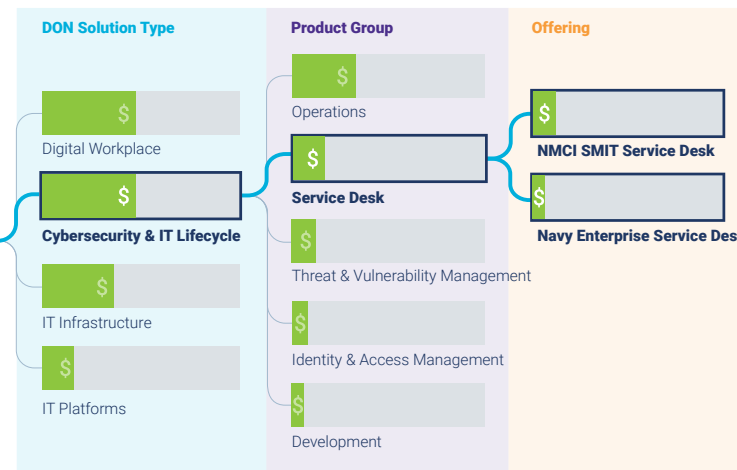
In 2019, the Office of Management and Budget introduced guidance for all DoW components to transfer IT budget reporting into the TBM Framework cost pools and towers. In addition to just finance, TBM provides a standardized taxonomy for binning capability inventories and identifying duplication. TBM enables the DON to react quickly to changing market dynamics and make data-driven decisions to manage the business of technology.



Bright blue text identifies where the DON has modified the TBM naming structure to better reflect our mission and organizational goals.

Business intelligence and data visualization tools offer the ability to interact with the DON service catalog by TBM solutions. A common TBM taxonomy offers improved transparency and enhanced decision making across programs.

NOTE: TBM 4.0 is the current reporting requirement but should be managed with TBM 5.0 domain logic



MODERN SERVICE MANAGEMENT

A centralized, digital tool suite to provide transparency into portfolio activities.

The DON is embracing a single, digital point of entry to provide both access to and transparency into program control data and activities. PEO and Portfolio leadership gains insight into the key costs, schedule, and performance progress. The tool suite is not just for the DON, but will enable greater transparency with other DON stakeholders as well.

A shift from manual data collection and PowerPoint presentations to automated visualization reporting ultimately means:

- Real-time, data-driven decision making
- Increased transparency
- More robust leadership reporting
- Optimized efficiency and data fidelity



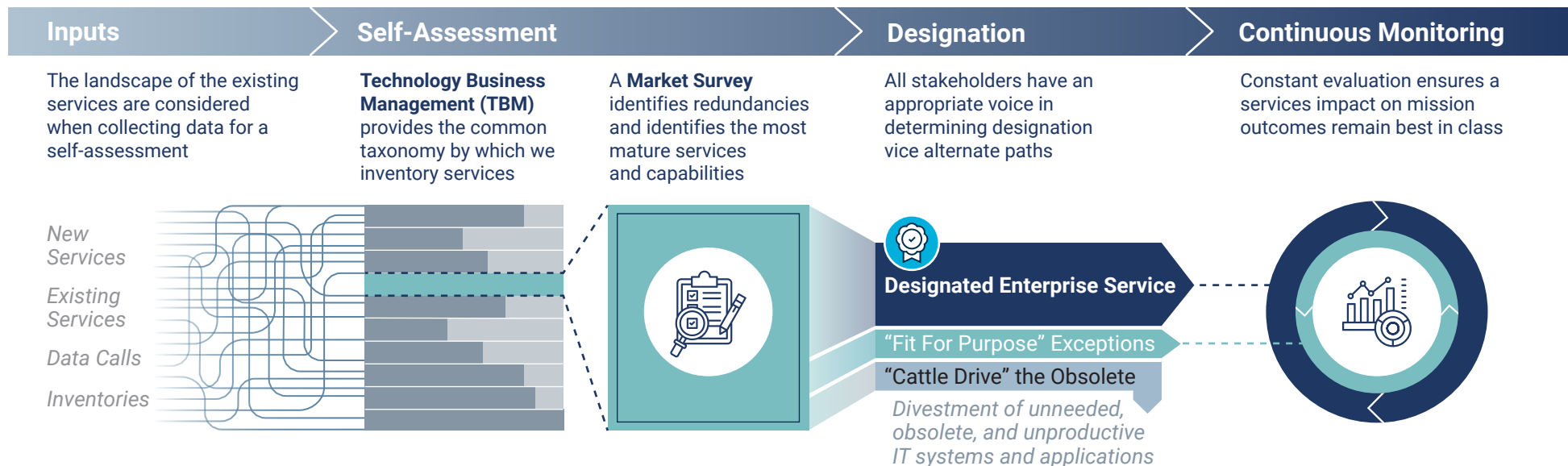
ENTERPRISE SERVICES

ENTERPRISE SERVICES REDUCE DUPLICATIVE IT

DON IT Enterprise Services are those services that the DON Technical Authorities and Senior IT Leadership have reviewed from a capability, availability, cyber security, and resourcing standpoint and have been designated as either a) the mandatory and only service or set of services that may be used for a unique set of mission requirements, or b) the preferred single service or set of services that must be considered for use first before

considering any other alternative solutions. In either case, if a command has a valid unique or emerging mission requirement that cannot be met by using a DON IT Enterprise Service, then alternative, non-enterprise solutions may be used by exception on a case-by-case basis. This Enterprise IT Services approach focuses on identifying secure IT services and consuming these services broadly across the DON.

The Enterprise Service Lifecycle



Increased agility and speed in the development & delivery of consistent capability to the warfighter.

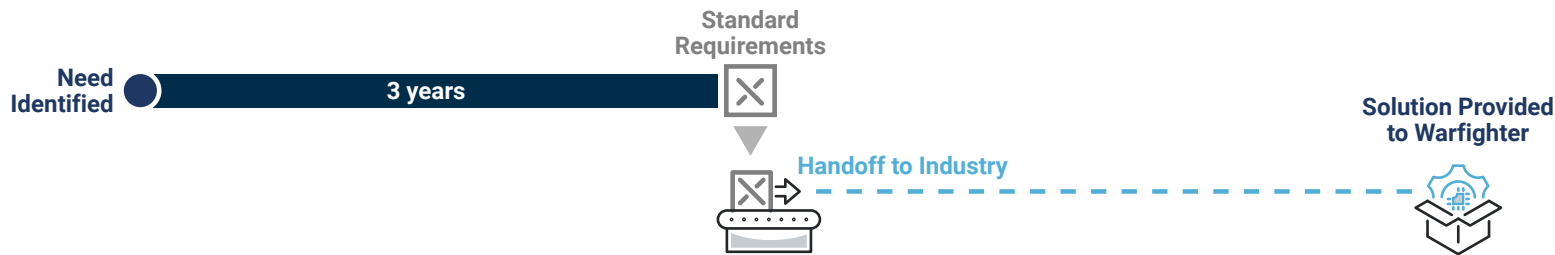


TOP LEVEL REQUIREMENTS

HIGH-LEVEL REQUIREMENTS FOR AGILE DELIVERY

Top Level Requirements (TLRs) facilitate the rapid initiation of capability development programs by providing streamlined, tiered requirements that enable early industry engagement and iterative program development while traditional detailed requirements are being finalized. In addition to a vastly shortened process, other benefits include early industry engagement to drive innovation and flexible iteration that allows for course corrections.

The Challenge: Traditional requirements take years to develop. Programs stall waiting for complete requirements definition while warfighter needs remain unmet.



TLRs allow us to adopt faster, improve continuously, engage early and decrease burden.



Capability Needs Statement (CNS)

A high-level software acquisition document that:

- Identifies missions gaps
- Outlines operational need
- Assesses operational threat

Effective CNS reconciles user requirements and TLR implementation.

A TLR CASE STUDY

The Next Generation Enterprise Network (NGEN) Top Level Requirements (TLRs) are the high-level requirements for the procurement and agile delivery of NGEN capabilities and infrastructure upgrades enabling the rapid design, development, delivery, and sustainment of capabilities while taking advantage of future technology advances.



NGEN TLRs allow us to adapt

12 TIMES FASTER

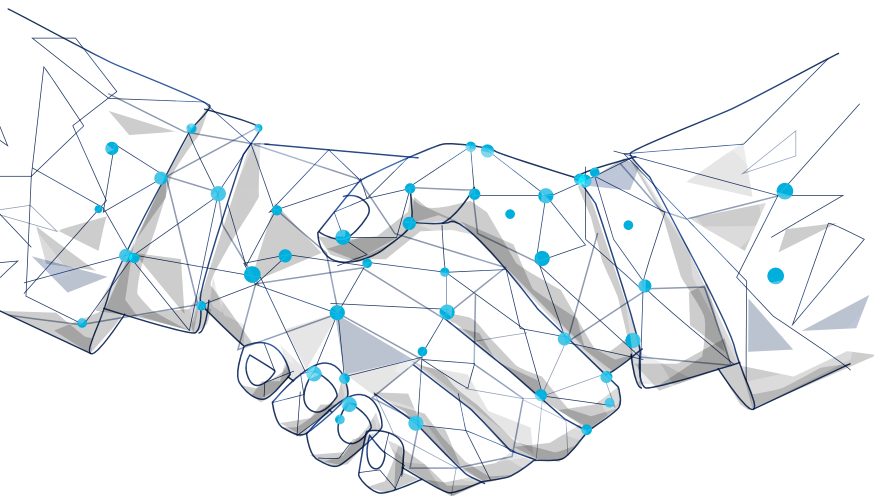
which is necessary to retain our technical superiority and ensure the Navy continues to overmatch our adversaries.



RESILIENT CONTRACTING

A resilient contracting posture includes:

- Map existing requirements to new capabilities.
- Multiple vendors should operate in a loosely coupled fashion to support Modern Service Delivery.
- Use a diversified contracting approach. The vendor and contracting ecosystem should mirror the target state of the technology. A loosely coupled configuration of vendors with diversified contracts provides operational resilience. Diversify the risk of underperformance from one contracting shop with partnerships.
- Overcome constraints in budgets and skill levels with partnerships. Expand the use of partnerships. Establish pilots with DIU, DTIC, SBIR, and other contracting offices that offer efficiencies and innovative contracting practices.
- Expand the use of contracting authorities and other transactions for pilot acceleration and transitions into sustainment. Sustainment transitions can happen via Production OTs or FAR Contracts. Competing for a pilot with an OT may satisfy the competition requirement to transition into production.



- Redirect funds from legacy investments to modern service delivery design concept-compliant technologies in their transition to enterprise services based upon the WAMs of each pilot in comparison with legacy technology.
- Maintain negotiating power with competing capabilities. Piloting a competing capability ensures the government's ability to rapidly respond to underperformance and increase cost efficiency to deliver the greatest yield to Warfighters. SBIRs are a great tool for negotiating power and risk reduction, and may also offer innovative services to scale value generation.
- Incentivize value generation measured with the World-class Alignment Metrics. In software this is achieved when the capability is deployed into production.

AGILE CONTRACT STRUCTURES

A Statement of Objectives (SOO) should be written to align with the product visions with a focus on the intended outcome. It should not specify the exact system features.

- Application of the agile process will be used to achieve the product vision
- A Quality Assurance Surveillance Plan (QASP) ensures continuous product enhancement
- Measure outcome impacts with WAM

Incentives

- Measurable WAM benefits
- Production deployment frequency

Deterrents

- Cost of delay with neutral or negative changes in WAM



DRIVER TREES

OPTIMIZATION OPPORTUNITIES

Performance-based management tools like driver trees drive team collaboration and improved outcomes—they serve as an execution management optimization and bottleneck removal tool. Driver trees should assign clear ownership, conduct data driven analyses, and leverage a team's strengths to hunt for optimization opportunities on existing projects.



North Stars

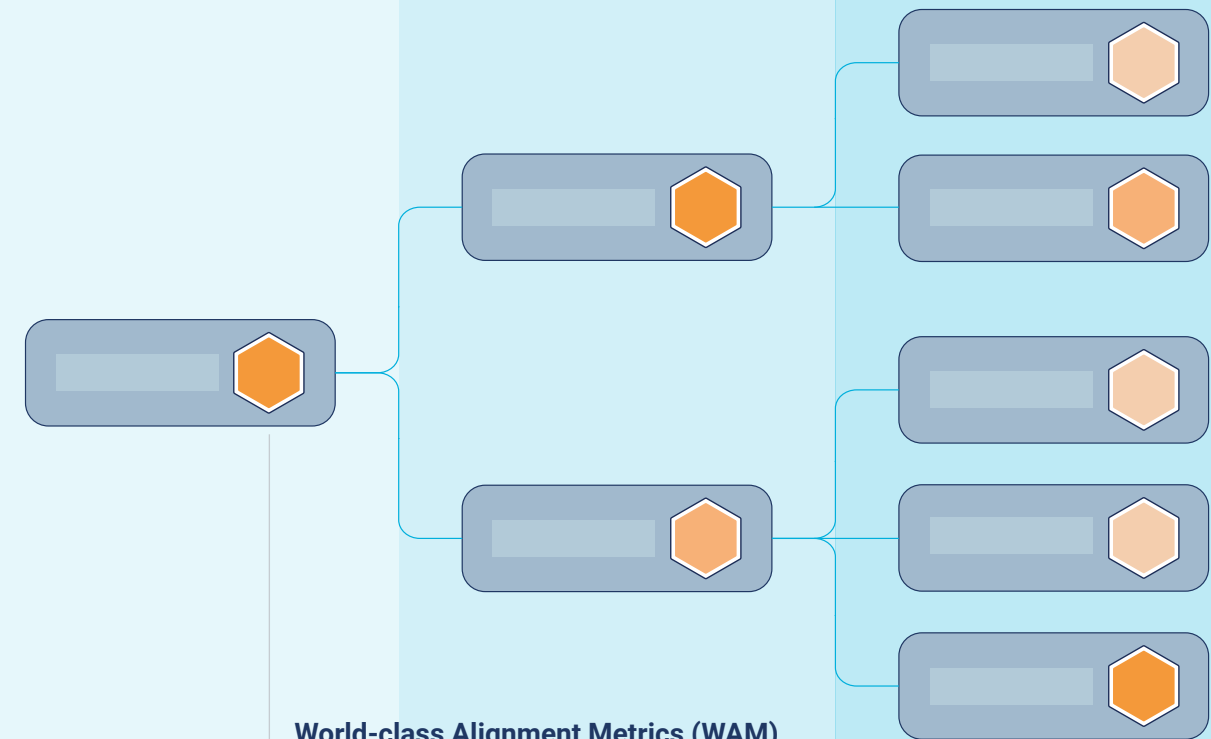
define program goals and provide high-level context to senior leadership and project stakeholders

Outcomes

provide tangible goals that contribute to the North Star and can be objectively reviewed with clear ownership

Drivers

expand on outcomes by outlining the processes and deliverables needed to achieve them, with clear ownership



World-class Alignment Metrics (WAM)

measure technology capability and performance of the drivers

Driver Trees highlight key areas of impact.



STRUCTURED CHALLENGES

CREATIVE CROWDSOURCING

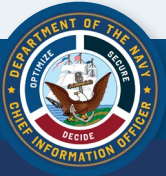
The DON's workforce has ideas to increase the outputs, outcomes, and improve the work environment. Challenges focus on the innovation and creativity of the workforce to generate solutions. The diversity of thought, perspective, and new ideas power the innovation we seek through a structured challenge approach.

A structured challenge begins with the identification of the outcome a sponsor desires to achieve. Two primary areas for challenges are accelerating a technology implementation or optimizing an existing capability. The use of horizon charts, WAMs, and customer/workforce engagement all help focus a challenge to achieve the intended outcome.



The DON employs several best practices within its structured challenges approach to optimize the adoption and management of new technologies.

- Identify areas for challenges to focus upon through reviews of Horizon Charts or organizational feedback.
- Create challenges that accelerate the achievement of organizational goals or needs.
- Strategic redirection of savings from divestments to fund new technologies, ensuring investments are made in areas with the highest potential for impact.
- Collaborating with the science and technology communities is essential to stay ahead of technological advancements and replace outdated systems.
- Involving relevant stakeholders, including DON Deputy CIOs and key commands such as the U.S. Fleet Cyber Command, in the development and review of technology strategies.
- Maintaining detailed records and centralizing documentation in a designated DON CIO location facilitates easy access to information and supports knowledge sharing across the organization.
- Create prize challenges where possible. The idea of a prize, of any form, will increase the motivation for participation.
- Using established metrics like World Class Alignment Metrics (WAM) consistently across all projects ensures that evaluation and progression decisions are transparent and based on objective criteria.



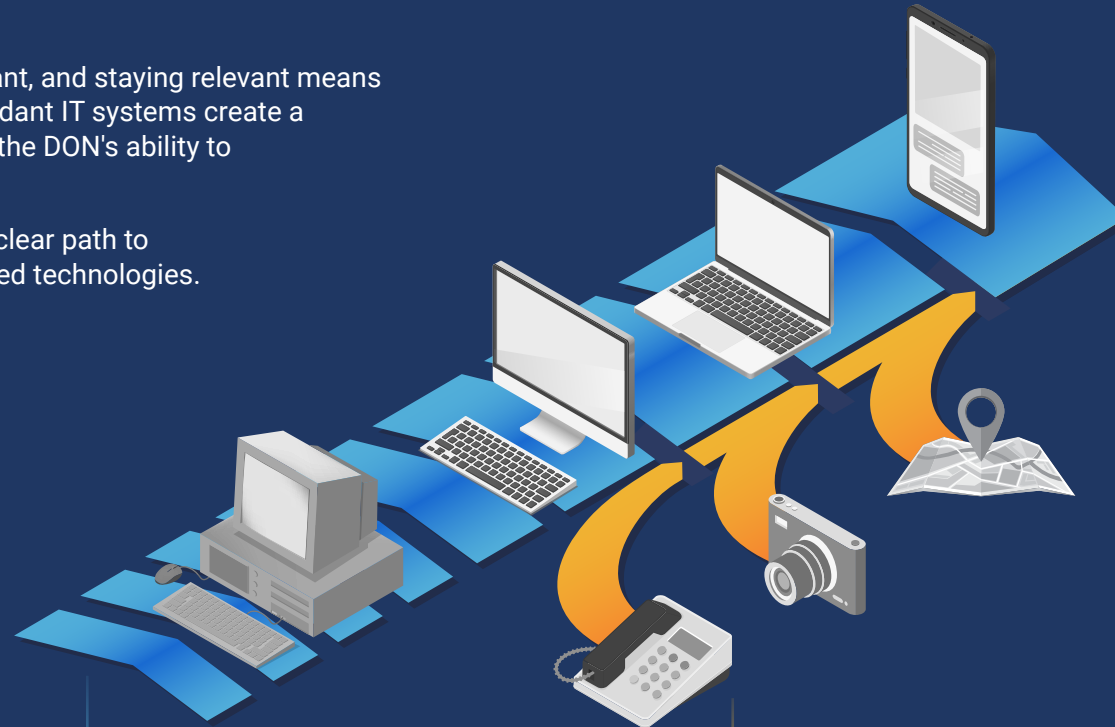
STRUCTURED DIVESTMENTS

Staying ready means staying relevant, and staying relevant means keeping up with technology. Redundant IT systems create a complex environment that hinders the DON's ability to achieve information advantage.

Structured Divestments outlines a clear path to identify, assess, and sunset outdated technologies.

It typically takes two forms:

- **Modernization (tech refresh)**
- **Convergence (elimination of redundant solutions)**



MODERNIZATION

Divestments eliminate obsolete IT systems, freeing up resources to invest in modern, secure capabilities that directly support warfighter needs.

CONVERGENCE

We continually look for efficient ways to consolidate capabilities, identifying, assessing, and eliminating redundancies.

IDENTIFY TO RETIRE

The goal is to replace redundant systems with Modern Service Delivery (MSD) compliant technology. When the criteria to divest is met, obsolete capabilities are sunset.

Criteria for retirement include:

- Does not pass assessment for an enterprise service
- Replaced by a MSD compliant technology
- No longer delivering on mission outcomes, using World-class Alignment Metrics (WAMs)

RETIRE TO REINVEST

Divested resources and savings are reinvested in modern and secure capabilities for our Warfighters.



INNOVATION

ADOPTION KIT

