POLICY, CULTURE, AND PEOPLE: A DIGITAL TRANSFORMATION STRATEGY FOR NAVSUP NOW AND IN THE FUTURE
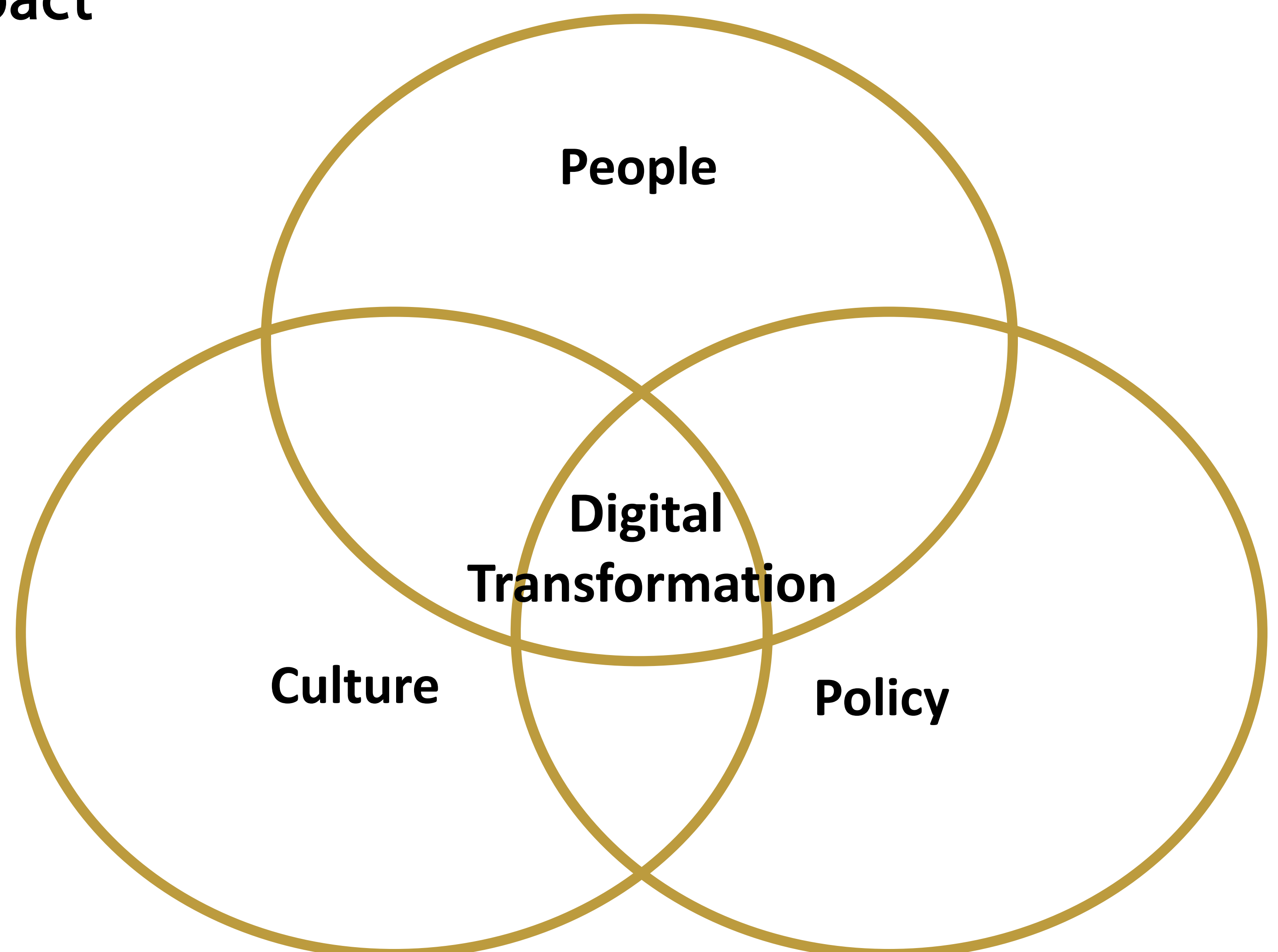
NAVAL POSTGRADUATE SCHOOL

Abstract

The Naval Supply Systems Command is currently conducting an information technology modernization plan. Since the 2018 National Security Strategy was released, the U.S. has been in a declared state of great power competition with China and Russia. The nexus of great power competition and NAVSUP's modernization arrive at digital transformation. The current threat environment for the U.S. military revolves around the idea that war will occur in all domains and for NAVSUP that means that logistics for U.S. forces will be contested. To help succeed in providing warfighters with the requirements they need, digital transformation at business levels such as NAVSUP need to be successful in order to increase the lethality of U.S. forces. Digital transformation is the act of using technology to improve processes, not just modernizing components of the information technology infrastructure. Through interviews with members of companies in the emerging technology sector and with members of NAVSUP, I garnered insights that I developed into recommendations on how NAVSUP can successfully conduct a digital transformation through innovation and education.

Methods

- Conducted interviews with senior civilians at Naval Supply Systems Command that are currently working on NAVSUP's IT modernization plan.

- Conducted interviews with senior leaders in the emerging supply chain technology industry to determine best practices in implementing emerging technologies as part of a digital transformation.

- Conducted thematic analysis across all interviewees to glean insights on how NAVSUP could implement a digital transformation strategy

Results & Their Impact

- Problem Discovery
  - Leaders must find problems to fix before implementing a tool or technology

- Experiment and Iterate
  - Create the mindset
  - Create the space
  - Fail, learn, pivot

- Policy
  - Innovation education is needed for Supply Corps officers
  - IT modernization ≠ digital transformation

People

Digital Transformation

Culture

Policy

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Acquisition Research Program

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Title

Abstract

Methods

Results & Their Impact

Recommendations

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