

# Case Study

## Closing execution gaps in a \$30 Billion DoD Enterprise

Strategy + Embedded Innovation

### Situation

Diligent Innovations developed and helped implement a management strategy for a DoD client responsible for more than \$30 billion of annual investments. The client's primary challenge was ensuring effective and efficient resource allocation to meet the priorities delineated by the Secretary of Defense. The office also needed to bring order and structure to the reporting processes and management practices of multiple activities that had developed organically and without integration over several decades. Diligent's work included design and implementation of processes and evaluative measures to enable informed decision-making and effective stewardship across the DoD research enterprise. Working closely with senior DoD leadership, Diligent identified and resolved current execution gaps regarding key priorities and desired outcomes as well as analysis of trends in future opportunities and challenges.

### Solution

Through a series of weekly reports, executive briefs, and formal strategies Diligent worked steadily over more than a year to develop, implement, and continuously improve processes for the following critical activities:

- Identification of DoD priorities and critical technologies;
- Design and implementation of dynamic data collection and warehousing;
- Analysis of intelligence, scientific, industry and academic trends; and
- Alignment of budget execution with key priorities.

Our strategic framework included identification of and simultaneous execution along four focus areas, as depicted below:



### Enterprise Stewardship Strategy

### Results: A needed 200% increase in budget

Diligent's efforts highlighted the critical under-resourcing of the OSD office relative to the tasks at hand, resulting in the OSD office receiving more than a 200% increase in annual funding.

**DILIGENT**  
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