



Making Army Modernization Executable.

Turning Technology Investments into Operational Capability



■ The Army Demand Signal Has Changed

For decades, modernization was often measured by the successful acquisition or deployment of a new capability. Today, Army leaders face a different reality.

Technological advancement is occurring faster than organizations can fully operationalize it. Artificial intelligence, cloud-enabled architectures, integrated command-and-control systems, advanced analytics, cyber capabilities, and data-centric operations are reshaping how Army organizations plan, decide, and execute missions. At the same time, leaders are being asked to modernize while maintaining readiness, sustaining current operations, and responding to increasingly complex threats.

■ The challenge is no longer access to technology. The challenge is transforming technology investments into operational capability.

Modernization efforts must now account for more than system deployment. New capabilities must integrate with existing architectures, operate securely across contested environments, support decision-makers with trusted information, align to mission requirements, and remain sustainable over time.

- The question facing Army leaders is no longer:
Can we acquire new technology?
- The question is:
Can we integrate, secure, validate, inform, execute, sustain, and protect that technology quickly enough to create mission advantage?

The answer determines whether modernization becomes operational capability or remains unrealized potential. Drawing on Army-focused experience, this brief examines the execution activities that consistently shape that outcome.

Integrate

Secure

Validate

Inform

Execute

Sustain

Protect

Chenega MIOS Across the Modernization Lifecycle

The Chenega MIOS family of companies supports Army and federal missions across:

- Enterprise integration and IT modernization
- Cyber operations and mission assurance
- Intelligence modernization and capability validation
- Information sharing and decision support
- Program execution and enterprise transformation
- Readiness, fielding, and lifecycle sustainment
- Enterprise governance and resilience

Together, these companies bring specialized expertise to the execution layer between technology investment and operational capability.

■ 1. INTERGRATE | Connect Technology to Mission Operations

ARMY REALITY

Technology must demonstrate military value before deployment.

Army modernization must demonstrate more than technical performance. A new technology must address an operational requirement, function within existing and future architectures, support realistic mission workflows, and provide value to the people expected to employ it. That requires experimentation, operational assessment, requirements analysis, testing, doctrine development, training integration, interoperability evaluation, and direct user input.

Validation creates the evidence leaders need to understand a capability's strengths, limitations, suitability, and operational implications before making broader fielding commitments. It also provides a mechanism for refining requirements and informing future-force development as technologies and mission needs evolve. Before committing resources to large-scale fielding, the Army must understand whether emerging capabilities improve mission outcomes, support operational concepts, and can be adopted by the force.

Army Modernization in Practice: ASTRAEUS OPERATIONS

Astraeus Operations provides a practical example of this integration challenge. While the supporting example is from the Department of State rather than an Army customer, it demonstrates a highly relevant modernization principle: current operations must continue while cybersecurity improvements, cloud-transition activities, technical discovery, and future-state planning move forward. AO supported approximately 600 CONUS and OCONUS users and resolved approximately 12,064 support tickets during the Base Year while supporting those parallel activities. During a cybersecurity-driven isolation of the GINL network environment, AO supported the effort without disrupting mission operations.

INTERGRATE Mission continuity
Modernize without disrupting the mission.

■ 2. SECURE | Establish Trust Before Capability

ARMY REALITY

Capabilities cannot be operationalized if they cannot be trusted.

For the Army, every modernization initiative has a security dimension. Cloud adoption, AI-enabled tools, data interoperability, connected mission systems, and increasingly distributed operations can create operational value, but they can also introduce new dependencies and expand cyber risk. A capability cannot provide sustained mission advantage if it cannot be trusted, authorized, monitored, defended, and recovered when conditions change.

Cybersecurity must therefore be considered during design and implementation, not added after a capability is technically complete. Zero Trust principles, RMF and authorization activities, vulnerability management, mission assurance, system visibility, and operational resilience need to develop alongside the technology. This is especially important where modernization connects enterprise systems, operational environments, and mission data.

Army Modernization in Practice: CHRONOS OPERATIONS

Supporting a major Army organization responsible for materiel readiness, sustainment, and mission-critical infrastructure, Chronos Operations helps leaders understand and manage cyber risk in operational terms. The focus is not simply protecting networks. It is ensuring that the systems, data, operational technologies, and supporting infrastructure required to sustain Army missions remain resilient, defensible, and available when needed most.

This work connects cybersecurity directly to mission assurance. Through continuous risk management, cyber operations support, threat assessment, mission analysis, and operational technology security, Chronos helps decision-makers understand how cyber conditions affect readiness, sustainment, and mission execution. By translating technical vulnerabilities into mission impact, leaders are better equipped to prioritize resources, reduce operational risk, and maintain confidence in the capabilities that support Army operations.

The approach also extends beyond traditional enterprise environments to mission-relevant cyber terrain, including operational technology and critical infrastructure that underpin manufacturing, facilities, logistics, and sustainment operations. This broader perspective helps ensure modernization efforts remain secure, resilient, and aligned to operational priorities throughout their lifecycle.

SECURE Trusted operational capability
Build trust into modernization from the start.

■ 3. VALIDATE | Prove Capability Before Fielding

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Army Modernization in Practice: **Chenega IT Enterprise Services**

Supporting Army intelligence modernization, experimentation, and future-force development efforts, CITES helps decision-makers evaluate whether emerging capabilities can deliver meaningful operational value before significant resources are committed to acquisition, deployment, and sustainment. Its work spans requirements development, operational assessments, experimentation, testing, and capability analysis across the Army intelligence enterprise.

Rather than operating systems after deployment, CITES frequently supports the activities that occur before fielding decisions are made. Across intelligence modernization and future capability initiatives, the work includes defining requirements, evaluating operational utility, conducting experimentation, supporting interoperability assessments, developing test criteria, and informing modernization decisions.

A particularly relevant example is CITES' support to Army organizations responsible for defining and assessing future intelligence capabilities. Through requirements development, experimentation, operational assessments, and capability analysis, CITES helped provide the evidence needed to evaluate emerging technologies, identify capability gaps, and inform modernization and investment decisions across the intelligence enterprise.

CITES also supported major Army experimentation and future-force assessment activities designed to test concepts, technologies, and operational approaches before broader implementation. Through experimentation, modeling and simulation, operational assessments, and capability evaluations, the Army gained greater insight into how emerging capabilities could perform in realistic mission environments.

VALIDATE Reduced risk
Prove value before fielding.

■ 4. INFORM | Transform Information into Mission Understanding

ARMY REALITY

The value of information is determined by how quickly it can be trusted, understood, and acted upon.

Army operations generate information across operational, intelligence, logistics, acquisition, and training environments. Yet greater data volume does not automatically produce better decisions. Information must be collected, secured, governed, visualized, and shared in ways that give Soldiers, civilians, and leaders an accurate view of the mission.

This challenge becomes more complex as the Army adopts connected platforms, cloud technologies, AI-enabled tools, and digital engineering approaches. These capabilities depend on accessible and well-managed information, but they also introduce new requirements for cybersecurity,

interoperability, scalability, and operational trust. Systems, people, data, and processes must therefore evolve together rather than as separate modernization efforts.

For Army leaders, the objective is not simply to move more data. It is to reduce the distance between information and action. Effective information management can improve decision speed, strengthen collaboration, support readiness assessments, and reduce risk across the mission lifecycle.

Army Modernization in Practice: **Chenega Analytic Business Solutions**

Supporting Army intelligence, engineering, research, acquisition, and training organizations, Chenega Analytic Business Solutions helps ensure information reaches the people who need it in a form they can understand, trust, and act upon. Across enterprise IT environments, operational support activities, collaboration platforms, knowledge management functions, and readiness-focused initiatives, the focus remains the same: improving decision quality through better information accessibility, context, and delivery.

Much of the challenge facing Army organizations is not the absence of data, but the ability to share, visualize, and operationalize information across geographically distributed users, mission environments, and organizational boundaries. Supporting Army intelligence customers, collaboration environments, engineering organizations, and training activities, CABS helps align technology, information, and users so critical information can move efficiently between collection, analysis, communication, and action.

A particularly relevant example is support provided to a globally distributed Army intelligence organization responsible for secure information sharing and collaboration across Army, Joint, Coalition, and Intelligence Community partners. In these environments, visual information, multimedia, communications, teleconferencing, and collaboration capabilities help enable a common operational

picture across multiple locations and security domains. The objective is not simply to move information faster. It is to ensure decision-makers have timely access to the information needed to understand mission conditions and coordinate action.

CABS also supports readiness and experimentation environments that help organizations assess capabilities, refine operational concepts, and prepare for real-world mission conditions. These activities reinforce the connection between information, learning, and decision-making before capabilities are employed operationally.

INFORM Decision advantage
Turn information into shared understanding.

■ 5. EXECUTE | Turn Strategy into Coordinated Delivery

ARMY REALITY

Modernization requires disciplined delivery.

In nearly every modernization effort, the technology is only one part of the problem. Programs must also align organizations, funding, governance, users, and operational timelines.

Even when the mission objective and selected technology are clear, successful delivery requires coordination among program offices, technical teams, operational users, leadership, vendors, and other stakeholders. Requirements, schedules, resources, risks, dependencies, training, and organizational change must remain aligned as the initiative progresses.

The execution challenge is managing that complexity without losing sight of the intended mission outcome. Leaders need governance structures, performance visibility, integrated planning, and decision-support mechanisms that help them identify risk, prioritize resources, resolve dependencies, and adjust as requirements evolve. Modernization efforts rarely fail because of technology alone. They fail when complexity overwhelms execution.

Army Modernization in Practice: Chenega Advanced Solutions and Intelligence Services

Supporting Army modernization organizations responsible for enterprise transformation, capability delivery, acquisition planning, and digital modernization initiatives, CASIS helps leaders keep large-scale modernization efforts aligned to mission outcomes. As programs grow in scope, the challenge is rarely identifying the right technology. The challenge is coordinating the people, priorities, resources, and decisions required to deliver that capability successfully.

Army modernization programs operate across multiple organizations, funding streams, and operational priorities. Requirements evolve, stakeholders change, schedules shift, and dependencies emerge. In these environments, progress can stall when execution becomes disconnected from strategy. CASIS helps organizations maintain visibility across modernization activities, enabling leaders to better understand risk, prioritize resources, and keep efforts moving toward intended outcomes.

A particularly relevant example is support provided to Army organizations managing large enterprise modernization portfolios. In these environments, CASIS helps leaders navigate competing priorities, synchronize activities across multiple stakeholders, and maintain momentum as requirements evolve. The value is not found in any single process or tool. The value comes from helping modernization efforts remain aligned, informed, and executable at scale.

EXECUTE Coordinated delivery
Keep strategy and execution aligned.

■ 6. SUSTAIN | Maintain Readiness Beyond Deployment

ARMY REALITY

Fielding is the beginning, not the end.

Too often, modernization efforts are considered successful once a capability is fielded. The harder challenge begins afterward: keeping that capability ready, relevant, and supported as mission needs evolve.

A capability must remain available, supportable, adaptable, and effective throughout its operational life. That requires systems engineering, configuration management, training, logistics, maintenance, operational support, lifecycle planning, and continuing feedback from users and mission environments.

These requirements become even more important when systems operate in contested environments or must adapt to changing threats, technology baselines, supply conditions, and mission needs. Sustainment decisions made early in the lifecycle can affect whether a capability remains mission-ready after deployment or becomes increasingly difficult to operate and support. A capability that cannot be sustained, maintained, trained, and adapted over time cannot contribute to long-term readiness.

SUSTAIN Enduring readiness
Keep capabilities mission-ready over time.

■ 7. PROTECT | Build Enterprise Foundations That Endure

ARMY REALITY

The value of information is determined by how quickly it can be trusted, understood, and acted upon.

Enterprise foundations enable modernization at scale. As Army modernization expands across cloud, data, cybersecurity, intelligence, installations, and enterprise IT, leaders need more than individual technical solutions. They need an enterprise foundation that provides visibility across investments, systems, risk, readiness, and mission requirements. Without that visibility, organizations can struggle to determine whether modernization efforts remain aligned with strategic priorities or whether new dependencies are creating operational exposure.

Protection in this context extends beyond defending a particular network or facility. It includes governing cloud and data environments, maintaining cybersecurity and compliance, managing technology portfolios, improving readiness visibility, and ensuring leaders have reliable information for investment and mission decisions.

Army Modernization in Practice: **Venturi**

Supporting Army organizations responsible for missile defense, space operations, aviation systems, and future capability development, Venturi helps ensure capabilities remain effective long after they have been fielded. While modernization often focuses on acquiring and deploying new technology, long-term mission success depends on whether Soldiers and organizations can continue to operate, maintain, adapt, and rely on those capabilities as conditions change.

The challenge facing Army leaders is not simply introducing a new capability into the force. It is ensuring that capability remains ready as threats evolve, technology changes, users rotate, and operational demands shift. Readiness depends on more than hardware and software. It depends on the training, sustainment, engineering, logistics, testing, and operational support activities that keep capabilities relevant over time.

A particularly relevant example is support provided to Army organizations responsible for developing, integrating, testing, fielding, and sustaining complex operational systems. In these environments, lifecycle support extends well beyond deployment. Capabilities must be continuously evaluated, adapted, supported, and integrated into operational environments while maintaining readiness for real-world missions. The objective is not simply to deliver a system. It is to ensure the Army can depend on that system throughout its operational life.

Across training, testing, operational support, logistics, and sustainment activities, this work helps connect modernization investments to enduring mission readiness.

Army Modernization in Practice: **Chenega Systems**

Supporting Army Intelligence CIO organizations, Chenega Systems helps leaders govern modernization across a complex enterprise. As cloud adoption, cybersecurity, data initiatives, and digital transformation efforts expand, leaders need visibility into how technology investments, risks, and resources align to mission priorities.

A particularly relevant example is support provided to an Army Intelligence CIO organization responsible for managing enterprise IT environments across multiple locations, classifications, and security domains. In this role, CS helps leadership connect modernization priorities, cybersecurity requirements, cloud adoption, data governance, and enterprise investments to mission outcomes.

The value is not found in any single technology. It comes from giving leaders the visibility and governance needed to make informed decisions as modernization efforts grow in scale and complexity.

PROTECT Enterprise resilience
Govern modernization at scale.

■ Execution is the Competitive Advantage

The Army's modernization priorities will continue to evolve. New technologies will emerge. Mission requirements will change. Threats will adapt. But one reality will remain consistent:

Technology alone **does not** create operational advantage.

The Army's ability to realize value from modernization investments depends on what happens after a capability is selected. Success is determined by the ability to integrate that capability into mission environments, secure it against evolving threats, validate its operational utility, transform information into understanding, execute modernization at scale, sustain readiness over time, and govern increasingly complex enterprise environments.

These activities form the modernization execution layer. They determine whether a promising technology becomes a trusted capability, whether data becomes decision advantage, and whether modernization investments translate into measurable mission outcomes.

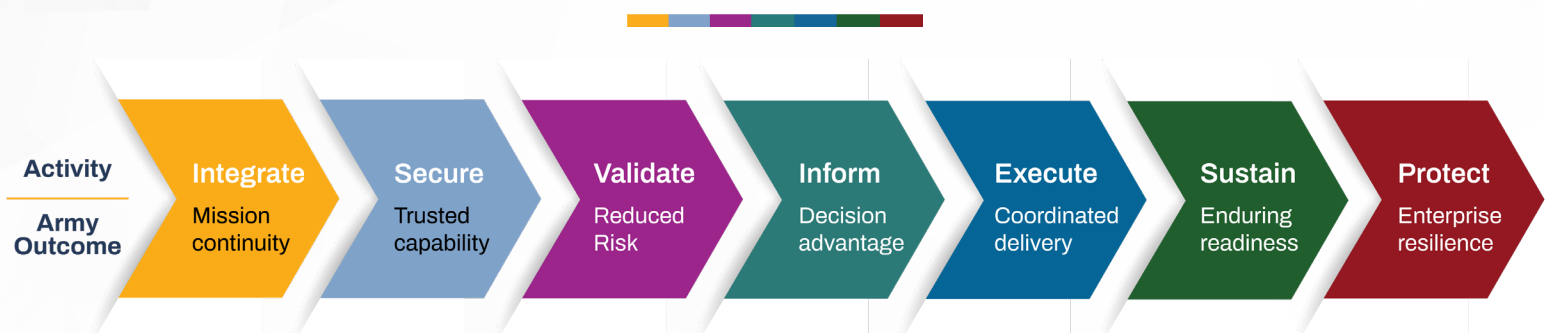
Across the Chenega MIOS portfolio, our companies support this execution layer every day. From integration and cybersecurity to testing, readiness, governance, and enterprise modernization, they help Army organizations move from modernization plans to operational results.

Modernization is often discussed through the lens of innovation.

The real differentiator is **execution**.

The organizations that can successfully integrate, secure, validate, inform, execute, sustain, and protect modernization efforts are better positioned to increase readiness, accelerate decision-making, strengthen mission effectiveness, and support future force objectives.

Making Army Modernization **Executable**.



The true measure of modernization is not what is funded, acquired, or deployed.

It is what becomes **operational capability**.



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