



A foundation built to scale.

How a newly launched national cooperative built a governance-first technology architecture, protecting data ownership and avoiding vendor lock-in, designed to grow without constant rework.

01 —

The challenge.

When a national cooperative procurement organization launched, leadership faced a decision most growing organizations get wrong: how to build a technology foundation that would support not just today's operations, but years of scale.

The instinct is to start by selecting systems. This organization started somewhere harder and smarter, with the structure underneath the systems: where authoritative data should live, how revenue information should flow, who owns what, and how to keep control as the organization grows.

Their question was not which platform to buy. It was how to make sure the platforms never owned them.

WHAT LEADERSHIP WANTED TO PROTECT

- A strong member experience
- Clear data ownership and accountability
- Revenue integrity
- The flexibility to evolve systems over time
- Protection from vendor lock-in

02 —

The approach.

MTC led a strategic assessment and architecture design with one distinctive philosophy: business structure first, technology second. We mapped the business outcomes, identified where authoritative data should reside, traced revenue-related information flows, and designed the governance that would hold as the organization scaled.

The key recommendation: separate business governance and integration logic from any single application vendor. As individual tools evolve or get replaced, the core business rules and governance framework stay stable.

Centralized orchestration

A single integration layer manages how systems communicate and how business rules are enforced across the entire stack.

Clear data governance

Every data element has a defined owner and system of record, across finance, membership, sourcing, and events.

System flexibility

Applications can be added, replaced, or upgraded independently, without disturbing governance or business logic.

Revenue integrity by design

Revenue-related flows were mapped and protected from the start, not patched in after the fact.

We did not just help select systems. We built the structure that keeps the business in control of them.

03 —

What **changed**.

100%

data ownership clarity: every element has a defined system of record and an accountable owner.

Zero

vendor lock-in: business logic sits independent of any single vendor, so systems can evolve without constraint.

No rework

the structured foundation supports growth without constant architectural redesign.

AI-ready

governed, structured data flows are already an ideal foundation for analytics and AI when they become priorities.

By defining data ownership, separating governance from vendor dependence, and introducing disciplined orchestration early, the organization established a flexible foundation built for long-term resilience and innovation.

POSITIONED FOR WHAT'S NEXT

With the foundation in place, the organization moved into a next phase focused on automation and AI, building on data it can already trust rather than redesigning its core to support it.

ABOUT MTC

MTC is a vendor-agnostic IT strategy and fractional-leadership firm. We help growing, purpose-driven organizations make smarter, lower-risk technology decisions. Business people first, not just tech consultants.



Tonia Dupler

FOUNDER & CEO

Tonia came up through banking and government, where she led enterprise shared services and ran a full ERP implementation from the inside. A Lean Six Sigma Black Belt, she built MTC to do technology the way she always wished someone would: business first, honest, and accountable.



Heather Troidl

PARTNER & SENIOR CONSULTANT

Heather is the bridge between what a business is trying to do and what its systems actually do, with a background spanning operations, product, and the governance work behind an initial GDPR rollout. Senior-led throughout: you get experienced advisors on your decision, not a hand-off to junior staff.

Where IT Strategy
Meets Action

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