



The Value of Innovation



Supporting Mission. Sustaining Culture.

The Critical Nature of Innovation

In today's competitive landscape of low-price contracting, lean management and innovative technical processes are becoming a necessity to get the job done under budget and within specifications. The status quo can no longer achieve the performance demanded by discerning organizations.

Without innovation, performance stagnates, and firms get caught in a rut that is detrimental to the mission as well as employee morale. Large organizations are magnets for an unintentional creative mothball due to bureaucracy, group-think, and the sheer size of a workforce. This stifled environment unfortunately drives up cost, increases necessary time and manpower, and lowers the overall efficiency of a project.

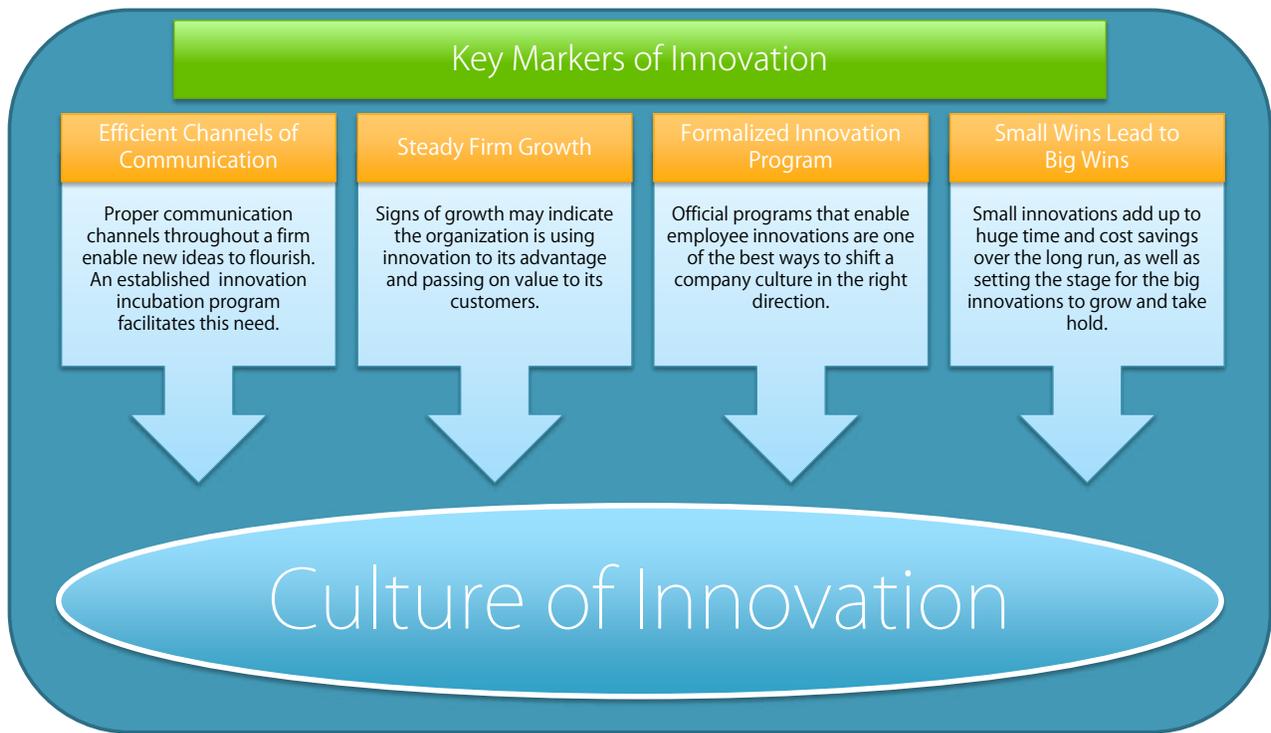


Figure 1.1 - Key Markers of Innovation

New techniques and ideas are critical to taking mission support to the next level of operation. Constant process refinement, coupled with reliable functional management, create value for the customer while completing mission requirements.

As a customer, it is critical to the value of dollars spent on a product, service, or contract that the selected vendor has a company culture that embraces innovation. Key markers to examine in a potential vendor are included in **Figure 1.1 - Key Markers of Innovation**.



On-Site Value

No matter how good a management or business practice sounds, the practicality of new ideas needs to make sense on paper. Innovations may take the form of brand new inventions, or the use of current practices and materials for new, modified, or improved uses for increased output or decreased resources.

However, careful consideration is needed when vetting a new idea for implementation, as some proposed innovations may encroach on regulations put in place for safety reasons and other vital needs.

The best innovations always have numbers behind them, creating a viable business case. In addition to saving time and money, innovations also boost morale and productivity. When a firm embraces a culture of innovation, resources are put towards making ideas a reality.

“Once the right culture is established, staff are likely to start developing new solutions to issues as second nature rather than simply identifying and compensating”

Employees who see their ideas supported by management and put into action are quickly inspired to pursue more resourceful initiatives. This is the single most important step in getting creative ideas flowing. A company-wide culture that enables and fosters innovative thinking paves the way to cost savings as well as increased employee satisfaction and output.



Recently a Project Manager for Chugach Government Solutions (Chugach) was able to put pen to paper and show that he could save a major project site over \$400,000 annually by moving critical equipment to solar power.

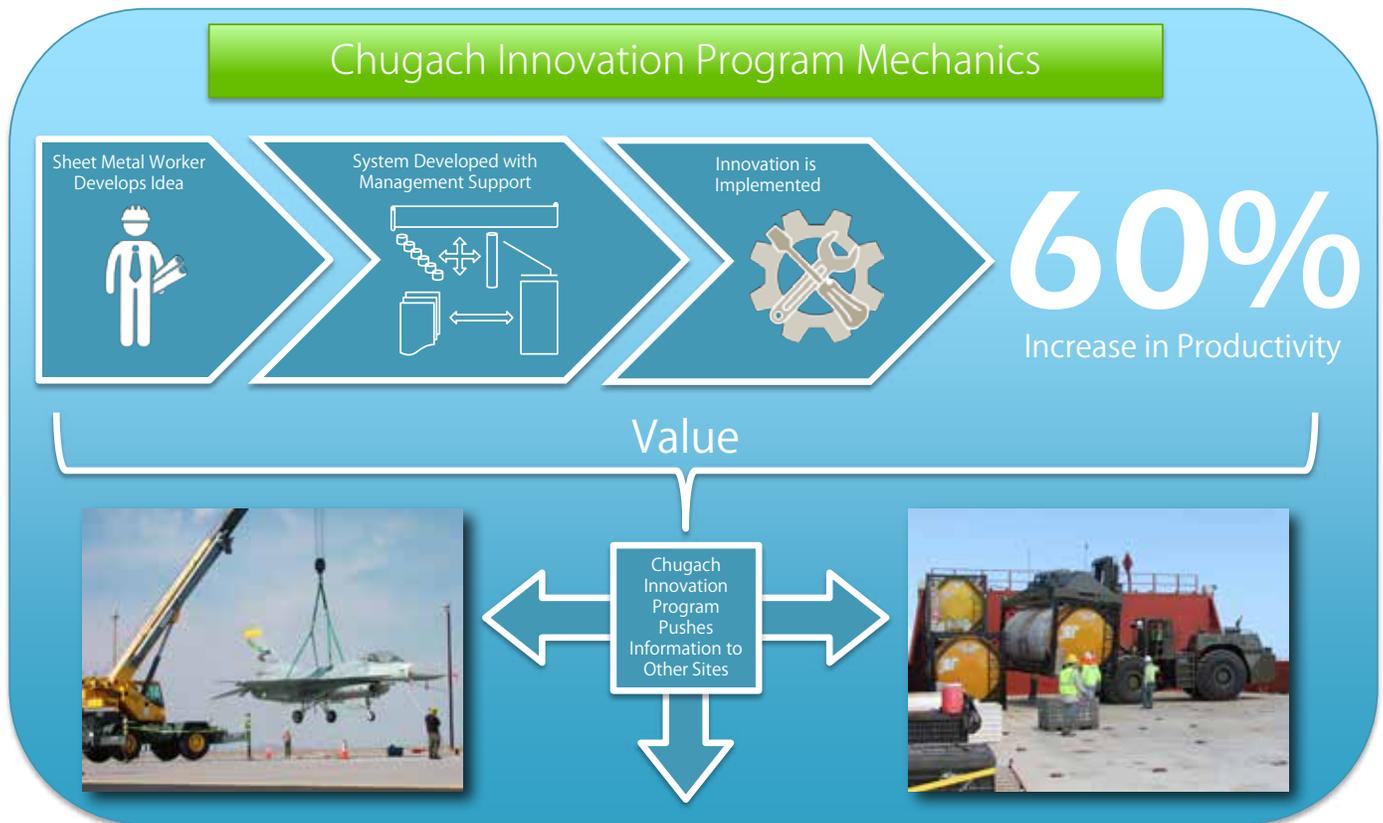
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Innovation at Chugach

At Chugach, all of our employees have the chance to be a champion of innovation. Our corporate model enables our staff to put forth creative ideas to save time on the job site while saving our customers money. Our innovation champions are often project managers or site technicians that work with complex systems every day.

framework, where creative ideas are born out of an understanding of the value of innovation.

Our innovations readily garner sponsorship and champions through our corporate program. We motivate our employees to think outside the box through incentive-based competition, enabling staff to bring forth the best work possible. The Chugach innovation program is also a central repository for ideas, or an “innovation bank”.



We start by putting highly competent individuals in technical positions who serve as the catalysts for innovation. When they see an opportunity for improvement, our company culture has reinforced entrepreneurial spirit under the organizational

This allows us to share knowledge across our project sites, and provide creative solutions to other customers. This anti-siloing institutional framework connects individuals to a broader knowledge base, thereby increasing the overall value on a single contract.



Once an innovation is formalized, it must be taught and embraced by the greater workforce to truly add value. The key to spreading useful information is not to wait for others to pull from available resources, but rather to push information actively through established programs.

An example of our champions in action was seen at a defense installation, when a Chugach Sheetmetal Worker decided to take action by developing a new method of drilling and clearing earth for cathodic protection system installation. His design, enabled by Chugach's innovation program, increased system installation productivity by over 60%, while simultaneously decreasing manpower and necessary equipment.

These kinds of success stories are the rewards of enabled individuals championing our company culture. Innovation is truly the work of the future, and to keep pace with growing needs, vendors must push the creative envelope to support missions to the fullest extent.

A firm that understands the value of innovations knows that they will be faster, smarter, and ultimately more efficient than the competition.

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At Chugach, we embody our Alaska Native values into everything we do. In this way, our customers benefit from our tradition.

- Our Core Behaviors**
- We do things the right way
 - We leave things better than we found them
 - We offer the best value





Alaska is our home.
The world is our workplace.



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