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In Brazil since 1996
Industry: Energy

With Exago since:
July 2010

Initial target of the program:
2.600 employees

CASE STUDY

Ideas, culture and innovation for a more dynamic and efficient company

Challenge

In 2010, EDP Brazil wanted to open up innovation to the entire organization, by adopting the “Wisdom of the Crowds” concept and decided to harness the intellectual capital of its 2600 employees along three key business topics: innovation, sustainability and efficiency.

This affiliate of Portuguese EDP, which operates in the production, distribution and sale of electricity in seven Brazilian states, was sure that tapping into the collective intelligence of the employees could benefit the company in several dimensions. EDP therefore aligned the idea generation and debating activities to the Group’s main strategic initiatives.

together a large number of ideas - involving employees in a collaborative discussion and evaluation process -, and of supporting the regular launch of challenges that aim to find an answer to previously identified operational issues.

Solution

Following a market screening, EDP Brazil found that **Exago Market** was the application that best served its objectives, not only because of the innovative software but also for the **consulting and management services** it aggregated. It is an innovative and high performance tool, with ample application experience in benchmark companies. The



The ‘Innovation Exchange’ captures the knowledge spread across the organization, through a mechanism that allows the collection, sharing, discussion, voting and selection of the collaborator’s proposed ideas.



João Brito Martins
Head of Innovation EDP Brazil

Once the main principles for internal innovation had been defined, one of the means of developing it was by searching for a platform capable of bringing

platform incorporates unique features which not only guarantee employee participation to generate and enrich ideas, but also provide a **shared and**



25% of EDP Brazil's entire workforce actively participating in the first 3 challenges



Due to its collaborative nature, the platform enables ideas to be proposed and improved with the contribution, knowledge and experience of all the participants, with increased benefits for EDP Brazil's operation.

decentralized assessment process, capable of managing a large number of ideas.

Exago Market mimics the functioning of a Stock Market, wherein each employee is empowered to submit an idea, comment on existing ideas and/or simply invest to approve or disapprove an existing idea. The fundamental principle behind market evaluation is that high quality ideas (perceived by the market at large) will draw high investments from the participants. Each employee obtains virtual credits for the above highlighted actions and also based on their investments on existing ideas. The active participants of the market could further exchange their virtual credits for awards, an incentive mechanism designed in collaboration with EDP Brazil to accelerate participation.

As illustrated earlier, high value ideas, ascertained by the participants of the market as a whole, will drive up its collective exchange value. The final stage requires scrutiny from the

Innovation Team, the committee that decides which ideas go on to be implemented.

Benefits

EDP Innovation Exchange - the name by which the solution is known internally - was launched during summer 2010, at the time of the 19th FIFA World Cup, with an internal communications campaign inspired by this high impact event, which led to tremendous support for the platform. The first challenge - "How to improve service in stores and the call center?" - encountered high participation and consecutively the percentage of active employees grew to 25% by the end of the third challenge.

By November 2011, 485 ideas had been submitted to the market, 128 of which went on to Exago Market's final stage and 89 have already been approved by the Innovation Team, out of which 27 have already been put into practice.

look & feel

MENU DE ENTRADA ADMINISTRADOR DA BOLSA 63 AJUDA ADMINISTRAÇÃO BACKOFFICE

edp Bolsa Soluções Prêmios Atividade Pesquisar...

Soluções em bolsa (5)

Tema: [meus] NOVA SOLUÇÃO

Só favoritos

Como melhorar a segurança da informação na EDP? (1 solução)

Solução	Desde			
Princípios e Melhores Práticas para a Proteção dos Ativos de Informações do grupo EDP	4	22/05/2013	77,4%	0,5% ↑

Como a EDP pode gerir melhor os seus projetos (3 soluções)

Solução	Desde			
Capacitação e conhecimento em gerenciamento de projetos	3	16/05/2013	54,5%	4,6% ↑
Criação de uma área de GMO - Gestão de Mudança Organizacional		20/05/2013	79,2%	3,3% ↓
Contratação de Projetos utilizando a modalidade TurnKey (chave na mão)		15/05/2013	23,3%	2,1% ↑

Meus Inovs

- Carteira de investimento 57.7m
- Inovs ganhos 10.5m
- Veja como investir numa solução
- Veja como comentar uma solução
- Veja como criar uma nova solução
- Veja como participar!!
- Insights
- Consulte as Perguntas frequentes

Tags:

- Todas
- Mais comuns
- Outras

Since then many more have been approved and implemented bringing value to the process and company.

deprived communities, in the municipalities and the media. The direct impact of this idea was seen by high customer satisfaction, with consecutive decline in complaints and cases of payment default.



Real story...

One of the stellar ideas approved for implementation was the “Low income guide” idea. The idea suggested creating a guide which informs customers of ‘low means’, how they could benefit from special electricity consumption conditions. Various mass communication initiatives were carried out promoting this social benefit - on invoices, in stores, initiatives in the more financially

Due to its **collaborative nature**, the platform enables ideas to be proposed and improved with the contribution, knowledge and experience of all the participants, with increased benefits for EDP Brazil’s operation. So by **using collective intelligence to analyse individual inputs**, Exago’s solution makes it possible to simultaneously assess hundreds of ideas by a very wide critical mass, resulting in **more precise conclusions with lower risk**.



about 500 ideas submitted in the platform until november 2011



Challenge

// To systematize innovation around the “Wisdom of the Crowds” concept, involving EDP Brazil’s 2.600 employees and capitalizing on their ideas to the benefit of the company.

// To encourage the organization to respond to previously identified operational challenges, in line with the Group’s innovation strategy.

Solution

// A consistent solution with application experience in benchmark companies.

// An application that works like a stock exchange, with virtual credits which encourage the generation and sharing of ideas, so that the best can be recognized for their value.

Benefits

// Utilization of the collective intelligence to assess a large amount of ideas and select the most promising ones, enabling a complete innovation process.

// More than 128 ideas approved by Exago Market after one year.

// After the first year, 89 ideas approved by the Innovation Committee, 27 of which have already been implemented.



27 ideas implemented in the first year of the initiative

