



[www.endesa.com](http://www.endesa.com)

Founded in: 1944, Spain  
Industry: Energy

With Exago since:  
April 2012

Initial target of the program:  
22.000 employees  
in 6 different countries

## CASE STUDY

In the first 3 months, more than 150 approved ideas responded to management challenges.

Results of the utilization of Exago's model were so good that, in 2014, it was scaled up to the entire ENEL Group (owner of Endesa) with 71.000 employees in 40 countries.

cutting and enhanced efficiency by applying organisational and technological measures to the work processes.

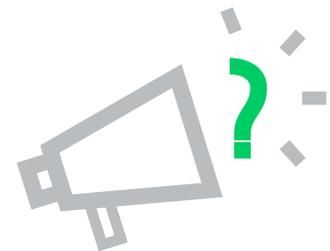
### Challenge

The most pressing challenges faced by the energy sector increasingly involve finding new ways of acting and responding to both environmental and mature market issues.

For Endesa, the largest electric utility company in Spain, innovation is a methodical process linking the organization's present needs and future challenges, creating value for all the stakeholders in the due process. It also creates a platform to increase employee participation and subsequently motivate them to make active contribution to the organization's present challenges. One of the main goals is to leverage the knowledge and innovation that exists within Endesa itself to succeed in its set goals. The specific objectives presented to the Endesa workforce are governed by three prime parameters of innovation, namely: safety in the workplace, low-cost high-impact solutions for the company's environment, cost

### Solution

The program was firstly opened to a total of around 22.000 employees spread across Spain, Brazil, Argentina, Chile, Peru and Colombia.



in one year and a half, 47 innovation challenges proposed to the entire Endesa workforce

According to Ismael Pulido, Endesa's R&D Portfolio Manager, the decision to choose Exago's Innovation Management solution stems from the fact that it combines **software and associated value-added services** with a rapid and effective response to the process of collecting, assessing and implementing innovative ideas. The two prime attributes of the interface is its **simplicity**, encouraging idea submission, and



*The experience of using Exago within Endesa [...] had an immediate effect on the areas where the challenge was presented through the application and development of ideas and actions proposed by the employees.*



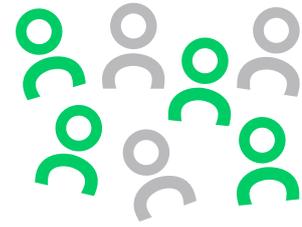
Ismael Pulido  
Endesa's R&D Portfolio Manager

its **autonomous** but participant oriented idea selection process, resulting in an **efficient and transparent** innovation journey.

Ismael Pulido extols the virtues and the value of Exago's model, designed to cover gaps that usually arise during an innovation process, remarking that "one of the defects most frequently attributed to other systems is the lack of transparency. Generally the contributions and ideas of the employees are assessed by panels of experts who provide no information or assessment of the merit of each idea until the end of the process", which makes it a lengthy and ineffective one.

Innovation in the energy sector tends to favour large technological projects that expense huge amounts of resources, while low-cost high-impact operating improvements are usually at risk of being undermined and sidelined. Unlike major investments in innovation which, as a rule, involve disruptive and spectacular action, this type of operating

innovation developed within Endesa assures the earning power and sustainability of the business activity in the short term. The use of Exago's platform benefited innovative management methods and brought above a deeper integration of management, employees and decision-makers throughout the Group, both worldwide and locally.



more than 1.700 active participants until the end of 2013

## Benefits

In order to identify innovative solutions aligned to the management strategies of Endesa, the involvement and adherence of a critical mass at Endesa was crucial. The collection of multiple



**Ideas en el mercado (35)**

¿Cómo conseguir fuentes adicionales de ingresos? (18 ideas)

Tiempo restante: 10d 9h 34m 21s

Queremos conocer tus propuestas para conseguir fuentes adicionales de ingresos en los siguientes ámbitos: 1- Generación 2- Distribución 3- Comercialización 4- Otros ámbitos. Responder al desafío

Idea	Desde		
Depósito Tranquilidad Endesa para Empleados: Beneficios Financieros para Endesa(cambiada)	18/06/2013	66,6%	0% ↑
Club Endesa: Programa de Fidelización y Retención de Clientes	19/06/2013	66,2%	0% ↑
Corte y reposición de suministro eléctrico a distancia	26/06/2013	50,4%	0% ↑
ALERTAS DE CONSUMO AUTOMÁTICAS A LOS CLIENTES BASADAS EN EL CONTROL DEL CONSUMO REAL	7	26/06/2013	51,9% 2,4% ↑
CONSULTORIO TARIFARIO	28/06/2013	47,4%	5% ↓
Equipos con garantía extendida	2	27/06/2013	52,3% 0% ↑
¿Te Gusta Consumir?(cambiada)	19/06/2013	65,5%	3,6% ↑
ACCESO A INTERNET POR LA RED ELÉCTRICA	27/06/2013	50,5%	1,9% ↓
Bonificación a Clientes a cambio de formar parte de Paneles de Estudio de Mercado	21/06/2013	54,5%	0,8% ↓

Mis Eidos

- Cartera de inversión 5m
- Cartera de premios 400
- Crear Nueva Idea
- Discutir Las Ideas
- Investir En Una Idea
- Subasta
- Retos
- Consulte la FAQ

Tags:

- Todas
- Más comunes
- Otras

FILTRAR

ÚLTIMAS TOP + DISCUTIDAS

Últimas ideas en el mercado

recoger oscios y eventos

viewpoints within the company and their aggregation, measured and monitored by Exago's platform, ensures that individual contributions are not only guided towards value generation, but also encourages greater **organisational solidity and commitment** to projects. Through this interactive interface employees are enabled to propose, share and explore new enriched solutions aggregating to a richer end solution.

practical and specific knowledge of each participant bring together all the production levels of the company. To quote Ismael Pulido, "some of the ideas received were highly original and very promising", which in turn were gathered, in a decentralised and efficient manner, in an attractive interactive environment. Endesa has put many of these contributions in practice, particularly in the fields of



*The decision to choose Exago stems from the fact that this solution combines software and associated value-added services with a rapid and effective response to the process of collecting, assessing and implementing innovative ideas.*



Ismael Pulido  
Endesa's R&D Portfolio Manager

Exago model utilizes the "**Wisdom of the Crowds**" concept, which states that the better decisions are made collectively compared to individualistic effort to help enrich and select the best ideas. The platform engages employees not only to create new ideas but also involves them in the decision-making process to select the ground breaking ideas for the proposed management challenges, empowering the entire employee base of Endesa.

For Endesa's corporate culture, innovation is a task, which calls for contributions from several viewpoints; hence Exago's ability to systematically synchronize the knowledge sharing and generating process in a transparent and user accessible way met the requirements of the company.

Endesa has now further enforced innovation at all levels of the organization. Novelty and originality stemming from the

workplace and environmental safety, which has shown a high level of participation and involvement from the employees.

As to the prediction of the success of a given initiative, collective knowledge and involvement are valuable tools, but they need to be measured within the dynamics of decision-making with a view to enhanced innovation. For Endesa, the value that Exago model has brought to its innovation strategy lies in the **exact definition of the challenges** presented to the participants, guiding their specific proposals. This criterion takes on particular importance for participant motivation as it arises from consideration of each one of the proposals and the employees' perception of this consideration, which may be deduced from the high level of employee adhesion and participation since the platform was launched in April 2012.

The experience of using Exago within Endesa “apart from the very significant realisation of the value of innovation and a greater innovation awareness within the company, once the ideas are implemented”, in the words of Ismael Pulido, “had an immediate effect on the areas where the challenge was presented through the application and development of ideas and actions proposed by the employees”.



until december 2012, about 2.000 ideas submitted in Exago market, 247 of which were approved to possible implementation

→ summary ←

**Challenge**

- // Collecting, valuing, aggregating and integrating the Endesa knowledge that is spread out over around 22.000 employees in a strategy of developing innovative production processes.
- // Implementation of a transparent innovation process that encompasses the entire Endesa workforce.

**Solution**

- // Program structured both for global and regional scopes, extended to include the entire Endesa workforce.
- // Option for Exago due to presenting a model capable of aggregating knowledge and managing it transparently, as an incentive to involve all the employees in this process.

**Benefits**

- // Adhesion and participation of a large percentage of the employees.
- // Implementing and immediately putting into practice many of the employees’ ideas and contributions.
- // Decreasing obstacles to innovation, owing to the proximity, speed and transparency of Exago model.
- // Involving the employees, who, by means of proposals that are global or regional in range, are included and committed to Endesa.