

# TURNING INNOVATIVE IDEAS INTO REALITY »»

## Management of ideas as the driving force of Innovation



“Atos Origin's Ideas Management Platform tool is used to bring together and capture the value of ideas from more than 27,000 creative minds located throughout more than 10 countries, each with different cultures and challenges”

Jorge Sánchez, Technology and Innovation Deputy Manager, Endesa.

# IDEAS MANAGEMENT AT ENDESA

**“THERE IS A NEED FOR COLLABORATIVE IDEAS MANAGEMENT”**

## CHALLENGES

ENDESA is the largest electricity company in Spain and the leading private electricity company in Latin America. It has made considerable developments in the field of renewable energies.

For this company, innovation is one of the most important concepts to consider as part of its day-to-day work. For Endesa, innovation is about searching for ideas and relationships, combining viewpoints and linking situations in order to convert problems into solutions - thus converting ideas into value.

However, innovation cannot be created without the support of the organisation's employees.

The aim is to take advantage of the organisation's internal knowledge as an essential resource, which is why Endesa needs to channel the management of its employees' ideas properly.

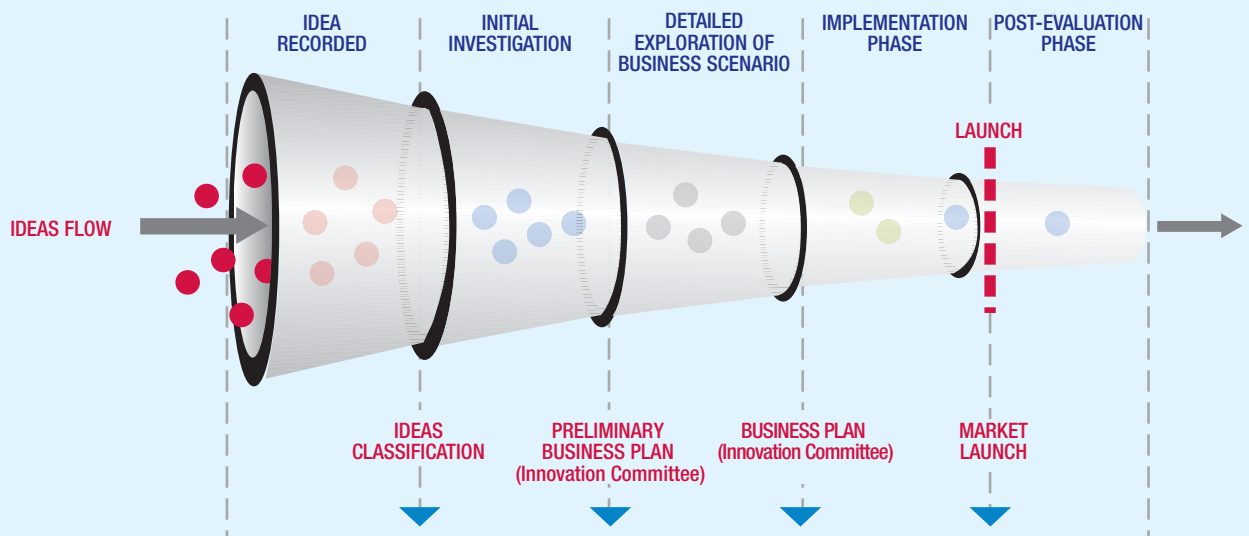
The initial problem when managing ideas is that of capturing employees' ideas, especially breakthrough ideas, converting them into value and coming out with a business plan at the end.

With this aim, Endesa set itself the following challenges:

- > To formalise its innovation processes in order to produce continual differential value.
- > To put in place a unique tool to provide the company, in all the countries where it is present, with a shared and standardised ideas base that is available to the entire organisation regardless of language.
- > The ideas management process must bring together the unique traits of the companies, both in terms of business and culture.

It is fundamental for Endesa to motivate and involve its employees. Correct management of innovation will guarantee success.





## Ideas Management Process

- > Ideas recorded by any company employee. New business opportunities or process improvements identified, promoting problems and challenges that require a solution.
- > Cooperative development of ideas through a structured process, providing results during all stages.
- > Ideas evaluated by experts and business plans drawn up.
- > Support for idea competitions with a view to setting challenges in order to find solutions and to searching for experts to resolve the challenges.
- > Support for decision-making.

### SOLUTIONS

In order to meet the objectives set by Endesa, Atos Origin submitted a custom-made solution: "Novare Project", implemented in all its general locations (Spain, Portugal, and Latin America).

This solution consists of implementing a web application known as the Ideas Management Platform (IMP) based on the disrupt-it methodology, which manages ideas, including the innovative-projects portfolio, monitoring the life cycle of each idea from the time it is recorded until it develops into a mature business plan.

The tool has been designed to help overcome the barriers that hinder good ideas in the company, strengthening the ability to detect potentially breakthrough ideas and reducing the risk of them being eliminated without justification.

This leads to transparency of ideas at all times during their life cycle and enables greater collaboration among the involved parties, creating constructive "feedback" cycles and synergies between people and ideas.

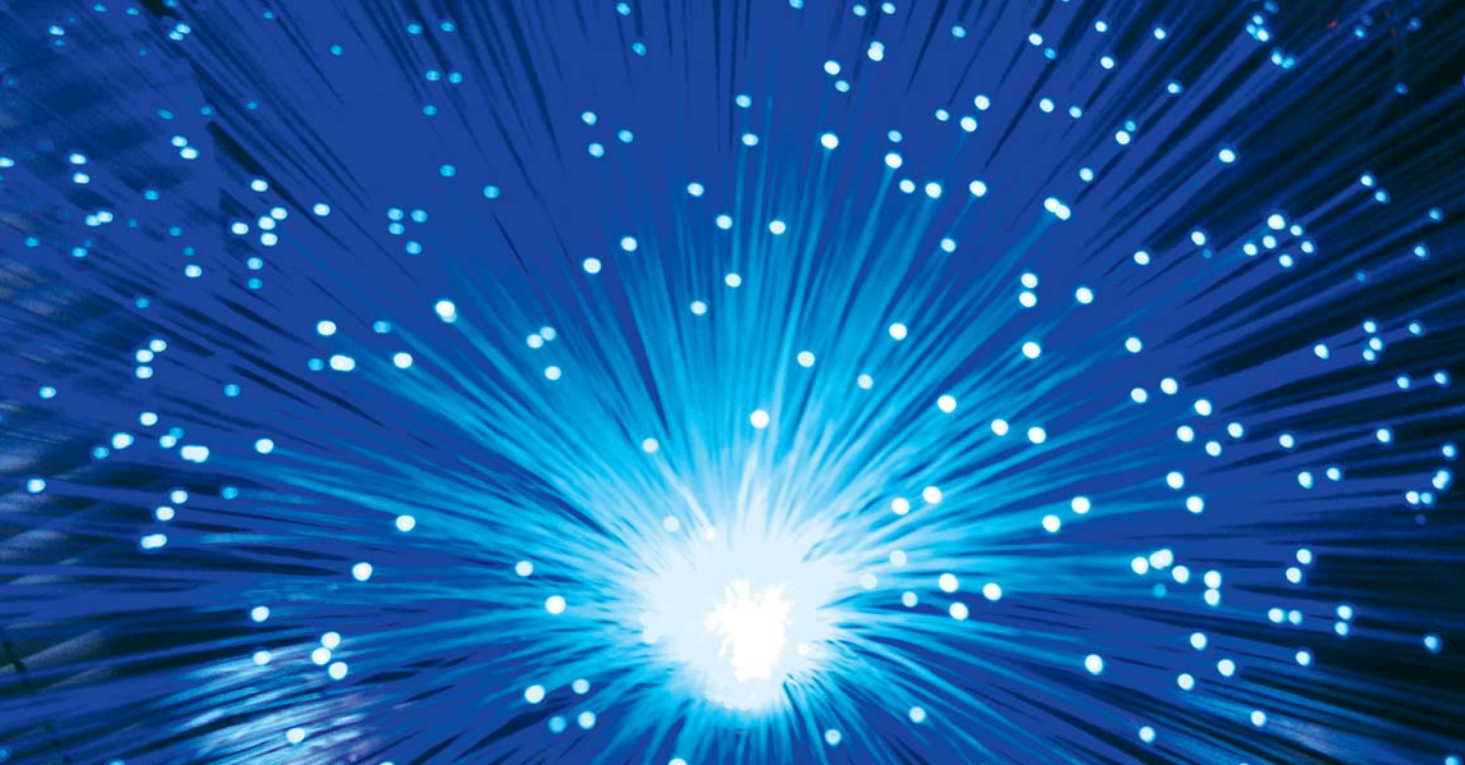
As regards decision-making, the solution offers a large number of graphical representations for the company ideas and project portfolio in order to obtain an overall, balanced view that is not based on individual decisions for each project.

This global view firstly makes it possible to detect and justify investments in potential breakthrough ideas, and secondly, provides a balanced portfolio, combining ideas for existing or new products, services or processes, with future investments in potential breakthrough ideas.

The systemisation of innovation enables companies to expand markets and increase business efficiency and effectiveness.

### DISRUPT-IT PROJECT

- > Atos Origin led the Disrupt-It project jointly financed by the EC, a pioneering project in Spain, for cooperative Innovation management.
- > A methodology and software tools were created to improve the Innovation management processes:
  - > Facilitating Incremental Innovation management.
  - > Generating and detecting the Disruptive Innovation.



## THE ENERGY OF 27,000 INNOVATIVE MINDS »

### BENEFITS

The Ideas Management Platform, or the Novare Project, in conjunction with other processes, has enabled Endesa to formalise its innovation processes, cooperatively involving all of its human resources in the search for innovative ideas.

The benefits obtained include the following:

- > Removal of organisational barriers that hinder many good ideas, so that business opportunities are not lost.
- > Increased quality and speed of decision-making.
- > Reduced time-to-market of ideas.
- > Greater critical mass through opening up the process to people outside the organisation, such as universities and academics, as well as suppliers, clients, and partners. This has, in turn, made it possible to offer continuity by making day-to-day operations compatible with innovation.

In short, this Endesa initiative motivates and involves employees, bringing uniqueness to the company's culture and business.

This involvement is demonstrated by the high level of participation by employees in the ideas competition. 2,414 ideas were initially presented, with 61 selected as being possible for development and finally 5 were chosen to be realised. The result of the ideas competition guarantees the success of the project.

**“A SOLUTION ENABLING COMPANIES TO JOINTLY MANAGE THE INNOVATIVE IDEAS OF THEIR EMPLOYEES”**

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### About Atos Origin

**Atos Origin is one of the world's leading international information technology services companies. Its business is turning client vision into results through the application of consulting, systems integration and managed operations. The company's annual revenues total €5.4 billion and it employs 50,000 people in 40 countries. Atos Origin is the Worldwide Information Technology Partner for the Olympic Games and has a client base of international blue-chip companies across all sectors.**

**Atos Research & Innovation is an R&D centre of Atos Origin in Spain, and is a world-class reference in innovation for the entire Atos Origin group. It focuses on carrying out projects by combining the most advanced technological developments and economic exploitation of research results, as well as exploring and promoting the social and humanitarian aspects of the implementation of technologies in groups with special needs.**