

Innovation Mentors Program

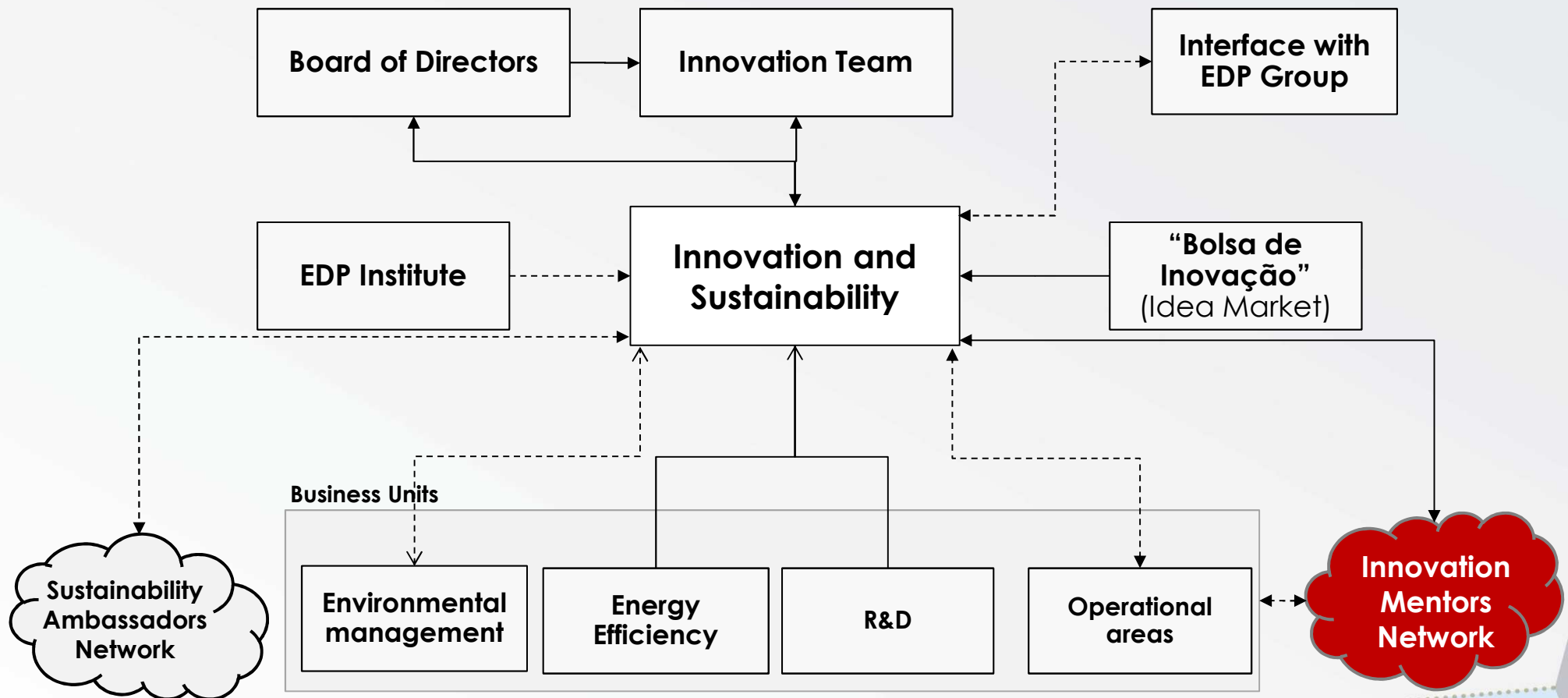
Program details

São Paulo. December, 2012



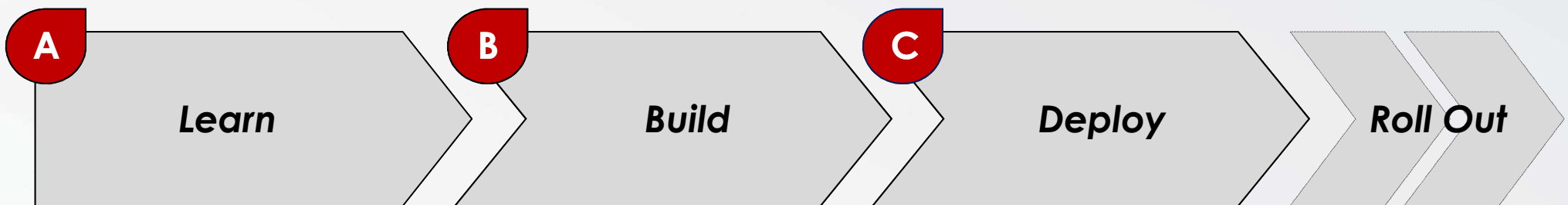
The Innovation Mentors network is integrated into the governance of Innovation and Sustainability

Innovation Mentors network



The training program was structured in 3 stages

Stages of Innovation Mentors program



- **Transfer** and test the **innovation principles**

- Application of the innovation principles and its tools / Methods in **four innovation challenges**

- **Build final value propositions**
- Prevent and **mitigate risks**

The program followed a methodology to provide answers to management and business challenges

Steps of the methodology learned



Discovery

**Generation and
development of
ideas**

Experimentation

Generate inputs to inspire
new ideas for the next phase

Generate business ideas
and management to
address defined challenges

Generate experimental
plans to mitigate potential
risks

Four challenges to be worked by Innovation Mentors were identified

Challenges selected to be developed

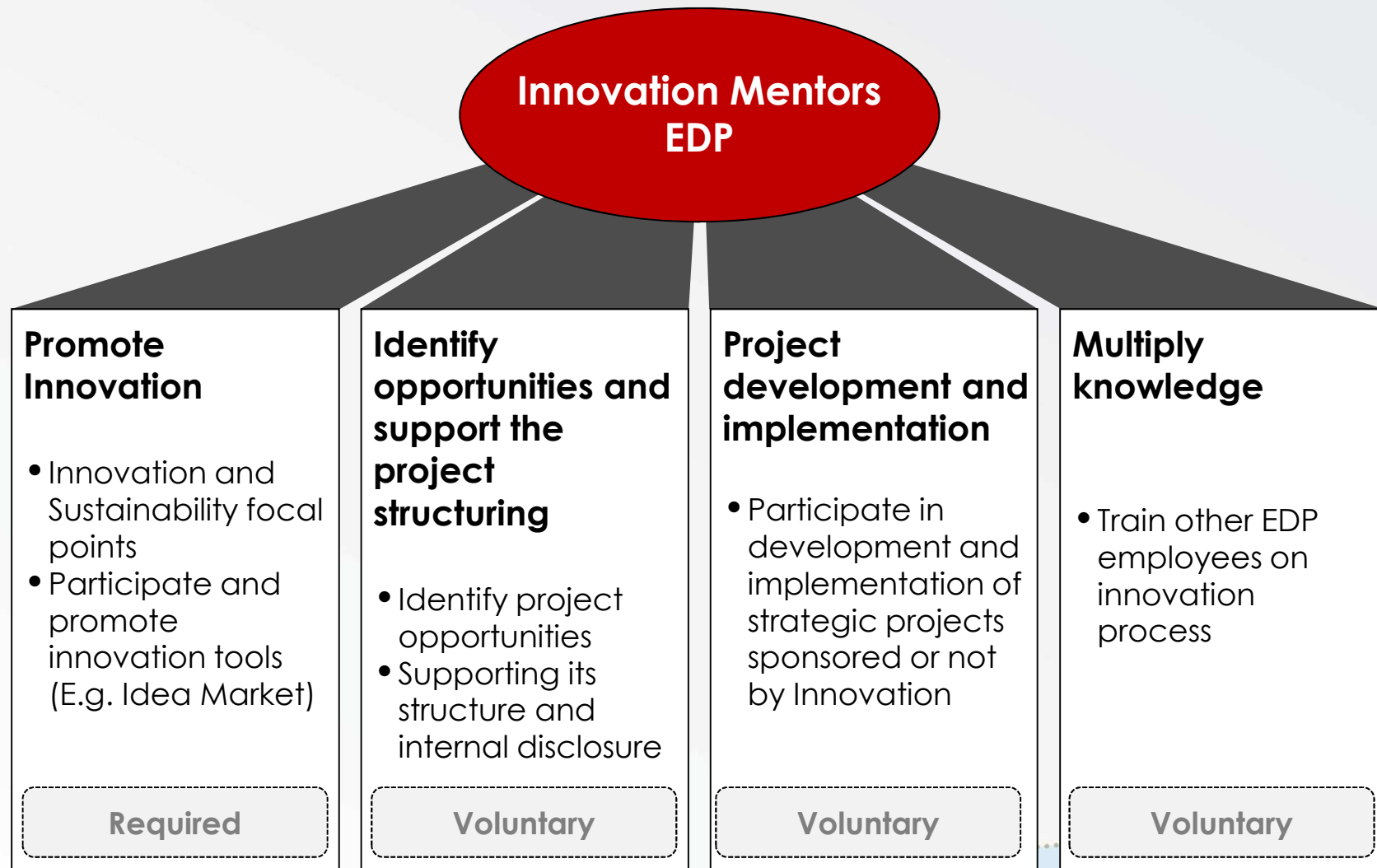
Business Challenges

- First Challenge: "How to develop business opportunities in the energy efficiency services area for B2B clients?"
- Second Challenge: "How to capture the potential of solar energy in the B2C segment?"

Management Challenges

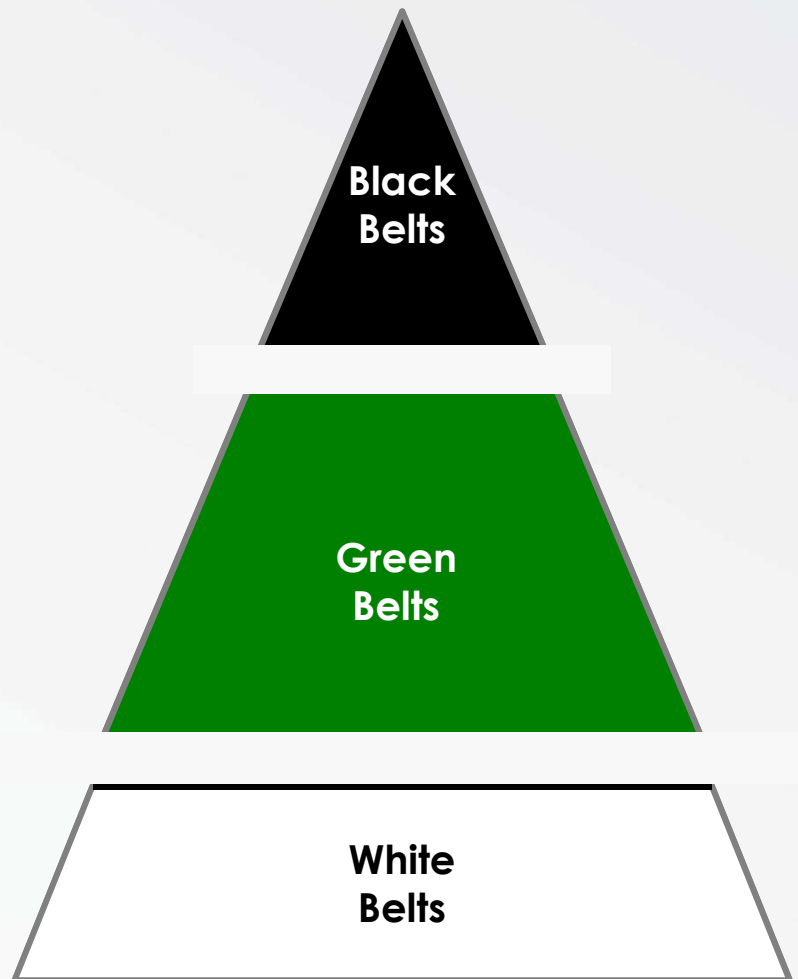
- Third Challenge: "How to reduce bureaucracy in the organization and increasing its effectiveness?"
- Fourth Challenge: "How to integrate, motivate and develop the new generations that are joining the company?"

The Innovation Mentors will have several responsibilities



The network will be composed by different proficiency levels

Network structure



The maintenance and access to different levels of proficiency is defined by a system of credits

Credit structure of Innovation Mentors program

Level	Level entrance (cumulative)	Level maintenance
Black belt	One idea implemented (participation)	20 credits per year and 1 implementation in last 2 years
Green belt	11 weeks of "ACTION" and 80% success at least	10 credits per year
White belt	5 days of classroom training (tests) with 90% participation in the session	5 credits per year

The accumulation of credits is accomplished by the participation in several activities

Activity	Credit
Actions multiplication	0.5 / hour
Participation in “Bolsa de Inovação”	0-4
Participation in the generation and structuring of new ideas	0-8
Participation in the presentation for approve ideas	0-5
Participation in the ideas implementation	0-15
Participation in transversal projects	0-15

Note 1: The number of credits awarded varies according to the evaluation obtained in each step

Note 2: Reality Check evaluation every two years by the Innovation Team