



Stimulating creativity and initiative to build a culture of innovation

Sonae Sierra believes that innovation training can bring real benefit to the business. CLICK (Creative Learning, Innovation and Continuous Knowledge) is a programme designed to enhance Sonae Sierra's innovation capacity. First launched in 2009 with a focus on developing creativity, in 2011 we held the second part of the programme, CLICK 2, to promote an initiative with the strapline "Become the change you want to see". It is our view that combining creativity with initiative is the formula for creating innovation.



The content of the CLICK 2 programme was developed by the Innovation Office, in co-operation with Sonae Sierra's Human Resources Department and sponsored by the CEO and all Executives.

It consisted of one day workshops in small groups and was facilitated by Sonae Sierra's own 'Innovation Champions', selected staff from all business functions and levels who

have been trained by external consultants to deliver the programme.



CLICK 2 received good feedback from employees at all levels of the business, with an 84% participation rate and an average evaluation of 3.7 on a scale of 1 to 4.

It also increased the satisfaction and motivation of the Innovation Champions and allowed them to work closely with people from other departments to share their knowledge about innovation and

help embed an innovation culture across our organisation.