what I have learned about NL suggests  
that Innovation was one of the key  
enablers to make that happen  
um  
I was wondering if you can tell us about  
how you  
facilitate and enable how do you create  
conditions for Innovation function to do  
what they do best in order to make that  
happen  
- if we had to move from an innovation that  
was basically trying to  
discover new Contraptions or improve  
technical performance of things  
which is what typically not only us but  
most of the companies in our sector  
we're trying to do for a long time  
so how to improve the workings of a  
boiler how to improve the workings of a  
turbine how to improve which of course  
is important  
by the way I think it's much more in  
control by the original manufacturers  
than than in our case so we said that  
  
part of say technical  
improvements nothing wrong with it but  
they don't really change much and they  
don't move the needle at all  
so what other what other problems do we  
have  
for which we have no answers for which  
we have no solution and and where are  
these problems and how do we find the  
solutions outside since we we cannot  
find them inside  
so the the work the difficult part of  
this work with a nest or will help me a  
lot in this was to kick start this kind  
of circle saying come up with the  
problems  
even if you don't have the relevant  
Solutions because there was a little bit  
of a catch-22 that you hear sometimes  
you know don't come with promise come  
with Solutions and so the management is  
saying don't bother me basically so  
people would just keeping the problems  
but you can imagine you have  
organization with problems  
that people know  
that cannot be  
discussed or not publicly aired because  
there are no solutions from the people  
that have the problem and that is a  
terrible story so we said let's free  
these people from this  
problem solution  
conundrum and say come with a promise  
and don't worry about it  
so we started having finally the first  
problems  
and then we said okay now we we go  
outside to look for them for their  
Solutions so we went into this we  
established this first  
Innovation hubs in places that are not  
our industry but  
places where there is a  
say a combination of Entrepreneurship  
academic thoughts  
and and bright Minds basically  
and we started seeing Solutions coming  
many of them were totally rubbish but  
some of them were actually useful so  
this circle finally started circling  
back solutions that people were saying  
oh  
we found somebody that fired the  
solution so maybe we have and then more  
courage came up with more problems and  
and it all started circulating so that's  
how we began okay  
and the problems were all kinds I mean  
that we had technical problems  
operational problems business model  
problems  
different types of problems  
we multiplied The Innovation hubs so we  
put more of them  
we also  
established a community of  
Innovation on a digital platform so that  
we could call for solutions from people  
in the in the web so when that become  
became robust okay we started seeing  
also from our own people ideas coming up  
so they found the courage  
that they could also contribute to this  
idea's generation and so we found that  
we had innovation in the company just it  
was kind of scared  
to come up and and you know they said  
you know what about if our solution  
doesn't work you know we look bad so but  
then we started they started saying that  
a lot of people super bright had some  
stupid ideas too so they said okay they  
can do it they can do it too so this  
became a much more relaxed  
environment in which things came up and  
I think it was quite a success yeah

- Enel unites in one senior role chief  
innovability officer responsibility for  
Innovation and sustainability. why?  
the name the name was invented by  
no abilities  
this is horrible it's a terrible name  
but that he it was a crisis of the words  
you know innovation in Cincinnati  
now because at the beginning we we found  
in fact that we could not change our  
business model without innovation  
and and so we needed to have this kind  
of  
connection on the other side we could  
not  
challenge Innovation to start innovating  
if we did not have some problems that  
came mostly from the unsustainable land  
that we had to change so one sustain the  
other and we put them together this was  
I think one of the my few personal ideas  
that they could work together  
and at the beginning I think a lot of  
people said just you do that because you  
don't know what to do with the boats and  
you put them together so that's you know  
you wash your hands of both problems but  
they did really sustain each other in in  
many ways so  
I think it was also I must say probably  
luck or foresight that not all people  
are  
capable of doing this in in the way in  
which an associate did so we were lucky  
with him he was able to make these two  
worlds  
go work and in hand that  
that helped I would say yeah  
-perhaps the last question for for for  
today and thank you very much this is  
really inspiring and I'm sure that a lot  
of leaders will pick up many uh  
takeaways from it  
but the last question concerns future  
um and now uh quite boldly uh pushed  
forward the gold of Net Zero from 2050  
to 2040.  
how did that happen? I mean  
what what contributed to that? and do  
you see that this can be achieved with  
current Innovation System that you have  
in place or are you anticipating any  
changes to enable this result?

-let's say  
that we looked you know this is us by  
the way this is a 2014 scope one two and  
three yes okay so what happened is that  
during 2020  
so 20 20 21 during the full covered  
moment we found out that our scope 1  
emissions  
went below the scope 3 emissions which  
was for us completely a surprise because  
you know we had a large scope of  
animator so we have a lot of CO2 like  
most generators  
so we said I mean this cannot be and  
there must be something here so we found  
out that it was the case so we have  
still high scope one higher scope three  
very little scope 2. so we said  
scope one is for is a trajectory that we  
have very well under control so we we  
know our thermal generating assets we  
know the life that they have in front of  
them in terms of  
let's say economic returns and we have  
now a pretty solid control of the  
trajectory of growth of renewals that  
are going to fit them to to substitute  
them and for us it was that's super easy  
I can easily say that within amply  
within 2014 the scope 1 emissions will  
be zero  
the the attention on scope 3 developed  
as we saw that scope 3 came up and we  
said okay let's look at scope three  
because scope 3 is customers and  
supplier value chain so the whole array  
of vendors and contractors that work  
with us how about customers and we said  
okay customer is easy because if we keep  
the carbonizing energy we sell to them  
they will be neutral to us zero to us  
because they will use the electricity we  
give them and that's going to go  
what about gas and that was the point  
that we that we saw through this end of  
decade saying you know there is a clear  
indication that electrification is  
becoming a big theme so all the gas  
customers we have the challenge is  
make it obvious to them that they should  
Electrify their users  
and push that into their system and the  
view we have is that through 2030 2035  
this could probably happen for most of  
our customers I mean those that we would  
not be able to convince we probably lose  
as customers that's it  
the hardest part is now the supplier  
value chain the supplier whole Supply  
Universe for these people what we said  
is guys  
do it for yourself not for us but think  
that  
through US you're getting a first-hand  
view of what you're going to get from  
everybody else just in the next three  
four five years so either you act now or  
you just  
look at the opportunity you have if you  
at before others from a competitive  
standpoint and use the tools that we  
provide you to carbonize your energy use  
shift your production to different  
Technologies so that you can phase out  
fossil fuels and that starts  
started this year basically I think that  
is going to be the last part and that's  
what goes to 2040 because the other  
stuff will end first much faster than  
that so we could say 20 40 for scope 3  
and when we a little a lot earlier for  
24 scope one and somehow in between for  
scope 2. but basically that's it thank  
you very much I really appreciate the  
opportunity and I look forward to seeing  
an L uh get to the to the results  
thank you thank you again for the  
questions