



# BUSINESS FIGHTS POVERTY ONLINE 2020: REBUILD BETTER

## TRANSCRIPTION: “INTRAPRENEURS” DRIVING CHANGE FROM WITHIN INCUMBENT INSTITUTIONS

DATE: WEDNESDAY 15/07

THEME: SKILLS

FORMAT: WORKSHOP

### HOSTED WITH:

*The League of Intrapreneurs*

#### Moderators:

- **Florencia Estrade**, Global Director, *The League of Intrapreneurs*
- **Paulo Bonneff**, Head of Corporate Social Responsibility, *Global Gerdau*

- **Mercedes Gutiérrez Álvarez**, Head of Communities Engagement, *IKEA, Ingka Group, Global*

#### **Florencia Estrade, The League of Intrapreneurs (00:00):**

Hi, thank you, Yvette. And I got actually, I really enjoyed listening to the comments of the previous session and just seeing how the energy flows into ours. First of all, thank you for this space, Yvette, Zahid, Katie of Business Fights Poverty. It's such a pleasure to be partners with you and do stuff together. And when we saw these event coming, we were of course, let's bring this conversation.

#### **Florencia Estrade, The League of Intrapreneurs (00:51):**

And for those of us who don't know us, I'm Florencia Estrade, League of Intrapreneurs, I'm a global catalyst for the League. And today I'm together with Mercedes Gutierrez, she is the head of community engagement at Ingka Group or IKEA. For some of us it's easier to relate to and receive the stories of IKEA. And with Paulo Bonneff, he is head of Corporate Social Responsibility in Gerdau, Brazil, and it's a multinational company that the headquarters is based in Brazil.

#### **Florencia Estrade, The League of Intrapreneurs (01:25):**

They are both League members. And just to share a little bit more about the League, the League started seven years ago, and we were always curious about the people that were driving change from within companies, within established

institutions. With the same shiny eyes as intrapreneurs, because it's his passion and wanting to drive change. And what was their journey? How were they feeling?

#### **Florencia Estrade, The League of Intrapreneurs (01:53):**

And we started finding more and more people and, the word intrapreneur really clicked. It was like, yeah, that's it. I'm actually driving things, I'm creating things, with all the same passion as an intrapreneur, but with a platform of facets, and an institution where I'm sitting. And I actually that's a great advantage. It may take longer because sometimes you need to move the elephant, and to make these changes is not easy, and it has bureaucracy. But at the same time how much power and how much scale can we reach when we are sitting inside those incumbent institutions?

#### **Florencia Estrade, The League of Intrapreneurs (02:35):**

The League is a learning community, we come together in intrapreneurs that are practicing so that we can learn from each other's journey. This is about practice, there's not much theory around it. When it comes to really driving change on the day to day, and as much as we have a closed community of members where we share, and have a lot of trust, and learning. We always create content that is available open source for people around the world that can really benefit and inspire.

### **Florencia Estrade, The League of Intrapreneurs (03:06):**

And of course it reached you in different times in your journey. Maybe you're just curious and wanting to drive change, maybe you're already more experienced, maybe you're working outside, and you're not inside an incumbent institution. But you're like, well, actually I know these people and I haven't thought of them as intrapreneurs.

### **Florencia Estrade, The League of Intrapreneurs (03:28):**

Wherever you are now and actually I'm curious if you want to start putting in the chat where you are now, where you're calling from, it's always great to get a sense of who's together with us today. Just if you want to put your name on where you're calling from, I would love to get a sense. And maybe have you heard of intrapreneurship or is this like first time. We're all part of the problem, all part of the solution, great 10 years, totally agree.

### **Florencia Estrade, The League of Intrapreneurs (04:02):**

Feel free to go to share on the chat, where you're calling from and your name. And I guess as we are looking into that, we have just launched our new book, The Intrapreneur, A Guide to Pathfinding. And I have to say this has been a collection of stories from members of our community, and the reason of the terminology, the guide to pathfinding is because in the end, what we see is the common thread, is we don't have a map, we have a lot of uncertainty.

### **Florencia Estrade, The League of Intrapreneurs (04:36):**

And what is the tools and skills that you need in order to create your own path? We are going to be talking about for sure, storytelling, how to navigate politics? How to bring others along? How to keep hold of your vision even if others don't necessarily see the same as you do? And also personal resilience, how you keep your flame alive? How you not get lost on your journey and you get through to it all the time?

### **Florencia Estrade, The League of Intrapreneurs (05:12):**

And we were sharing that before in this

mini break before starting, how important it is to be clear on the why? Why you're doing what you're doing? We're going to listen to Mercedes and Paulo, share a little bit more of their own stories. And the idea here is to cover a little bit of their why? Their work, their learnings. Then we're going to open it up for some questions and comments and go into small breakouts to dig deeper in our own journeys.

### **Florencia Estrade, The League of Intrapreneurs (05:44):**

What is the change that we want to drive? And what are some key takeaways and learnings on what are the skills that are needed on these path? With that I'm going to pass it on to Mercedes. Mercedes, if you can share with us a little bit about your work, your journey, and where does your passion come from?

### **Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (06:07):**

That's true and it's really a pleasure to joining this season, and to say my humble journey. But this is a journey that I haven't finished yet. So this is I'm in the middle of my journey, so happy to share. As you said my name is Mercedes, I'm working for Ingka Group, Ingka Group is one of the 12 companies that owns and operate IKEA stores in the world, so we are part of the franchise system.

### **Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (06:36):**

My focus is more about how to support IKEA retail to be active in the local communities, and what IKEA can do to really support to create positive impact in the local communities. I always explain that my journey started 15 years ago when I joined to IKEA, I was leading sustainability agenda in IKEA time during 10 years. And I was leading the complete agenda, everything about climate, about circular economy, about how to empower people to be far more sustainable at home.

### **Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (07:13):**

One of the ideas of course was about impacting the community. And after 10 years with a lot of huge project in this

span, I was thinking about now I need to take an extra step. What is my next steps? And I did maybe the best training I have done in my life at IKEA, is a program called Self Management Learning. And it's a self exploration about yourself, your 360 people around you, and to explore some things in a painful process to understand who I am and who I want to be.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (07:49):**

And something I put in my action plan is that, I don't know what I want to do when I'm getting older, but I want to do connect social innovation on people. I was lucky because at Global Level, they decided to change the structure of their sustainability department. And there were many youth vacancies to apply, and I was tempted to apply for different jobs, and I choose one, is about Community Engagement Manager.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (08:18):**

And the first question I deed to my manager, that my manager at that time was, can I do what I would like to do, or it's a fixed position with a plan to do things? And I had the opportunity to participate in the new strategy. And he's amazing to have in your hands, the capacity to influence in a company that is operating in 30 countries. And from the very beginning, we decided to develop the strategy based on the problems to solve in society.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (08:49):**

And we identify three problems, unsustainable consumption, climate change, and equality. And when I listen inequality was like, this is my mission, I want to tackle inequality. You see in IKEA retail as a business to find a way, it was a really amazing process to develop the strategy, also the complexity, because I'm from Spain and it's quite complex to understand 30 countries, 30 realities.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (09:21):**

And what's the learning process, high curiosity to learn everything, is supposed that I'm the centre of expertise of committee

engagement, but I'm learning everything. Because the complexity of this world is so big, and the reality in different market is so complex. And we decide the priorities for the next 10 years and I decided, okay, how to start now? We have a strategy, how to start?

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (09:50):**

And the first thing I did was, okay, what's happening on the markets? We have 380 stores in 30 countries, for sure. My thought at that time was, I need to find someone, crazy person is doing something different in their countries. And I did research about where we were at that time, and I discover many good things.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (10:18):**

But one of the things I impacted the most was, I discovered 19 stores supporting refugees with the skills for employment, and saying, why nobody knows about that before? And this is why I think maybe that's ... Let me think about how I want to create impact in this company. And I decided that instead of working hard to develop symbolic actions here and there, because sometimes it's to develop amazing things, but only in some location.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (10:50):**

I decided three years ago, my main impact is to create chains in 30 countries, that something happened in 30 countries. And from the very beginning this has impacted my way of developing initiatives. And these means that I need to have all any more, all function, all country to managers, all key stakeholders, really on board to create chains in 30 countries.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (11:15):**

And you need to be as global as necessary, but giving a space my colleagues in the countries to be as local as possible, because community is not something that can manage from Sweden, from Malmo, where I live in. The community around China stores, or stores in Spain, or in US, are totally different.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (11:38):**

And it was [inaudible 00:11:39] process, building my network global level, sharing my vision, I have this vision. I must say sometimes we are so complex at explaining the vision, but I learned after one year how make it simple. And now I can explain my vision in 10 minutes, and people understand more or less what they want to do, and these are learning process.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (12:03):**

Something I learned after two years is that instead of leaving the critical friends at the end, let's put at the beginning in your journey, because they can ask you the most complex questions. And if you find a way how to solve these questions, everything will be easier. And after three years in this position and really I create my methods, how to implement initiatives.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (12:34):**

It's simple to explain, but it's complex, because I say my project is like a kind of handmade projects that you need to take care of different components, and you need to engage different function, and working through the business with different colleagues in projects around skills for employment, for refugees, [inaudible 00:12:54] with human resources, or social innovation, and social intrapreneurs with fulfillment, and with operations.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (13:01):**

You need to have quite balanced to be curious about the business and the core business, to understand how you can really support them, and they can really support you in your mission. And I must say that I feel intrapreneurs in my company that I can connect the dots, but they can't deliver concrete to implement in the short term. And that this is my journey until now and I have-

**Florencia Estrade, The League  
of Intrapreneurs (13:32):**

And Mercedes, can you say a little bit more,

just because I know your story, the example specifically with the project with refugees, maybe a little bit further, how it ended up developing. Because I think it's beautiful, you captured the intrapreneurs in the stores of IKEA, that we're already doing stuff under the radar, people didn't necessarily know.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (13:56):**

I saw that when we suffer the crisis in Europe in 2015, about many refugees came to Europe, Global Level activated us extra fund to support countries, to support refugees. And majority of the country decided to take, let's donate products, let's create homes for refugees, and they support the NGOs to welcome refugees.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (14:18):**

But one store in Switzerland, decide, okay, but what's happen after. Because, okay, they can have a home, but what's happened after, so they need to find a job. And many of the refugees had many challenges to practice the language, and to understand the labor culture, and the labor legislation. One store in Switzerland with one my dear colleague Lawrence, decide, okay, I want to use this fund to do a skill for employment projects, and the beauty of IKEA is that we are in different communities, but we have the same operation in 380 stores.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (14:53):**

If something works in one store, we can copy and paste and scale up business model. In an organic way without any structure from Global, without any support sometimes from the service office at [inaudible 00:15:05] 11, 90 store decided to copy and paste this solution, and was driven by one passionate person in the store, from human resource from the commercial team. That they decided to do different kind of activities to provide skills for employment for refugees.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (15:23):**

When I did exploration, I said, okay, but these people in the store are much smarter than us at Global Level. At Global Level,

sometimes we put a lot of complexity, and they know how to do it into the operation. I decided instead of creating new things, new ideas to do, let's take how to learn from them, listen to them, how they did it? The barriers, what are the learnings? Which ideas do you think that we need to make a difference.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (15:51):**

And we created that blueprint from these 90 stores that now we have implement in 300 stores in the world. And what we did with this movement from 90 store to 300, is to activate all capacity and capabilities I can have at Global Level. And then the first thing I did from the very beginning, say, who are the business owner of this project? Because I'm working in sustainability, but this is happening with coworkers in this store.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (16:19):**

From the very beginning we selected people committee, the human resource's committee to approve the initiative. And we selected that this is something that is part of the quality plan. We want to be more diverse as a company, and in fact now this is part of the quality plan and is driven by people and culture in the countries, because it's how we are going to be more diverse in our communities and will reflect our community inside the store, and now refugees are part of our communities.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (16:45):**

It was a disruptive process, because I'm from one department approving another. And then for me the key success factor was, sometimes you don't need to be this big person, you need to select the good one, who has the main power to engage people. From the beginning, we have the support from the [inaudible 00:17:07] Jesper Brodin, he's passionate about support refugees. But we selected these people, and go to the manager, the deliberation managers as the main sponsors of the project. And they launch the call to action, is not me as the leader of the project, is the right people to activate 30 countries.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (17:29):**

And I might in 30 minutes presentation last year in June, all country managers stood up when we activate the call to action, would you like to join us to support our refugees in your markets? And now I'm really happy because we have 29 countries with action plan that they have already implemented, or they are in the implementation phase. And we have the commitment that by the end of 2022, we are going to support 2,500 refugees in 30 markets, to improve their skills for employment and languages skills to be able to find a job at IKEA or outside of IKEA.

**Florencia Estrade, The League  
of Intrapreneurs (18:07):**

Thank you Mercedes, and I want to pause here and maybe moving down to get to know Paolo, and we have some further follow up questions to go deeper in your journey. But just before I pass it on to Paulo, just to highlight, you said so many things around storytelling, around engaging others, around the idea not being yours, but being able to catalyse the ideas of others. And even more than that, how you can be the invisible leader that actually gives the voice to someone else, but you're actually driving.

**Florencia Estrade, The League  
of Intrapreneurs (18:45):**

I know all the effort you put around this, and one thing that always calls my attention is the invisibility of intrapreneurs many times to make things happen. And that's a great segue Paulo, to learn more about you, which you are a master on doing that at Gerdau. Why don't you share more about yourself and your work?

**Paulo Bonneff, Global Gerdau (19:10):**

Thanks Florencia, and it's great to share the stage with Mercedes. I was looking the share it here and people from all around the world here and many continents, very nice to talk a little bit about this parts of the globe, Latin America. I work in Gerdau, that is one of the major steel producers in the world. Our operations are based in Latin America and North America, so basically in America.

**Paulo Bonneff, Global Gerdau (19:44):**

I'm working in the CSR area, Corporate Social Responsibility for the last 12 years in this company. And I experienced a lot of changes in the company during this years, like changing future, creating [pod posts 00:20:00], changing leadership. We are a family company listed in the market, but the main shareholder is a family and they have their values that they introduced in the business.

**Paulo Bonneff, Global Gerdau (20:14):**

And other information that is very relevant, we have 120 years old as a company. So we have the analogy that we are like a Titanic, trying to make movements like a start up to survive for the next 100 years. And I would like to share two points of my journey as an intrapreneur here in Gerdau. And one is more connected with social responsibility, and one initiative that I created a few years ago, and the other is more connected to the business, and how we can change the business to change the company from insight and somehow connect maybe to sustainability.

**Paulo Bonneff, Global Gerdau (21:05):**

For the first part, talk about CSR, and just to give you a few numbers, I love numbers because they are more pragmatic to show the challenge that we have. We have operation in more than 50 cities in 10 countries, from Canada to Argentina, so many different social situations. We have 400 social projects each year in these regions, so we have to adapt our strategy considering for example, Canada and United States, they have social context there that is very different from Brazil or the Peru or Mexico or Caribbean region.

**Paulo Bonneff, Global Gerdau (21:49):**

But we try to focus on some initiatives that are connected to the business. This is one of my concerns when we changed your CSR strategy a few years ago, is to not be considered as an NGO inside the company. One point that for me is very important is to show to company leaders and to their shareholders, that CSR is part of the company's strategy. Maybe in a few years we won't be allowed to produce, if you don't have the social license from

the cities or from the communities to operate there if we are not supporting the community development.

**Paulo Bonneff, Global Gerdau (22:30):**

Based on that, we create a strategy with three areas. One is housing, because mostly our products are focused on civil construction and infrastructure. We decided housing is the social need connected to this business, the other two pillars are recycling, because we are the major recycling in the America. We have 12 million tons of scraps that we transform to new steel every year. And also education, because we understand that working for education, we can empower people and young people to decide what they want to do in their lives in the future.

**Paulo Bonneff, Global Gerdau (23:10):**

But to focus on housing, this is the example that I would like to share with you. When we created this strategy three years ago, I looked for the market to try to find some benchmarks. And I did find that in Brazil, that is the company is a Brazilian company, and we have biggest part of the business here. We have no company working with housing or supporting housing considered as a social strategy.

**Paulo Bonneff, Global Gerdau (23:37):**

Everyone looking for that, if you look for the base of the payments, consider like civil construction looking for selling houses, or cheap houses with government initiatives and benefits. But it's not as CSR strategy, or considering how can we create a national strategy or a coalition to support that. In 2017, I created idea project and I invite NGO to support us with the operational part.

**Paulo Bonneff, Global Gerdau (24:11):**

But when we are almost starting the project, the rollout of the project, and we have all the budget, and all the team necessary to run the initiative. We have an insight that if we invite other companies that are participating in the civil construction or in the housing business, we can create a better project considering the dimension of the country, and the scale that we need. But also about the knowledge that we need to achieve better results faster than working alone.

**Paulo Bonneff, Global Gerdau (24:51):**

We invite at that time maybe three or four of the biggest companies producing material for civil construction in Brazil. We invite a cement company, a chemical company, a plastic and tubes. If you need to build a house in Brazil, you can look for this four or five companies and you can build everything you need. We created at that time, the coalition that we call, The Housing Lab, that is the idea is to speed up entrepreneurs that they create their own business, focus on supporting a housing for the poor.

**Paulo Bonneff, Global Gerdau (25:34):**

These are the main goal of the business, of the collision. And passing the years we decided to expand that, so we create a knowledge initiative that is to provide information for the society in Brazil. Last year we deliver a thesis or a study with the context of housing in Brazil, and we have like 28 million people living with poor conditions of housing or no housing at all living under the bridges.

**Paulo Bonneff, Global Gerdau (26:09):**

This is a huge number, is more than 15% of the Brazilian population, 15, but it's an opportunity for entrepreneurs that want to support or create business supporting this. With this thesis, and we delivered that to the federal government of Brazil to support public initiatives to considering the different needs that we have in the population. The scenario in the North and the South of Brazil is totally different.

**Paulo Bonneff, Global Gerdau (26:38):**

Adding to that, we invited the government to be part of the coalition with us. So we have the major public bank in Brazil, that is the responsible for creating housing policies in the federal level here. And they are part of the coalition with us from almost one year. And also we are inviting engineers and architects to be part of the coalition towards more knowledge and to create together.

**Paulo Bonneff, Global Gerdau (27:11):**

This was one of the things I think that we created here in the company, and it started like a dream three, four years ago. But I found in the other companies intrapreneurs

that are trying to do something different and to deliver a legacy in [inaudible 00:27:32]. When I found these guys it was easier to create this connection and to get together and say, okay, but we need to define the baseline for creating this coalition.

**Paulo Bonneff, Global Gerdau (27:47):**

Our main base is, we need to develop social impact, we are not focused on delivering more profit to the companies. This will help maybe to add more clients or to support the brands or marketing or external communication. But this isn't our goals our goal is to find solutions for the poor people that don't have regular houses in Brazil. It's amazing that we've been running this project for three years now. We are adding more phases on the project, adding more partners that wants to support these initiatives, so this is something that we can later or now-

**Florencia Estrade, The League of Intrapreneurs (28:28):**

[crosstalk 00:28:28]. Thank you so much for sharing, I think knowing the story closer, I know how much energy you have put into it. And it's beautiful to see, I think we are always asking, what do we need to move into systems change? We've seen so many beautiful projects of different companies, but it's still very proprietary and like my project. I love when you bring your energy Paulo, you're always about coalitions and about what we can do together.

**Florencia Estrade, The League of Intrapreneurs (29:01):**

And I think you just gave a beautiful example of that. I guess I want to pose one question for you, Mercedes and Paolo for both of you to answer which is, looking into your journey, when you look into really challenging times, moments that were challenging in building these beautiful initiatives. What were the top two skills that were important for you in your journey that now you're like, okay, that was important for me to learn and to have, that can serve as an inspiration for others listening, and also going through similar journeys. So maybe Mercedes back to you.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (29:40):**

I think that maybe I can share my learning during the COVID crisis, it's still ongoing, so we are still in the middle of this crisis. And I think that from the very beginning, we took the decision in the company to split the company in two groups. One group taking care of the everyday crisis management, because from one day to another 80% of our stores were closed, so 80% of our revenues were out.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (30:08):**

We put 50% of the company's profit, okay, how to manage the situation? How to take action everyday? And then 50% of the company were focused on the middle long term. We had a plan, we have a strategy, how we need to prioritise, reprioritise, everything to move forward. I may say I was in the middle, I try [inaudible 00:30:28], okay, I need to support now, and support now the company and support communities now, but I want to take this ...

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (30:35):**

I want to influence as now everyone is looking for new priorities, I want to put my dream and my actions in the next priorities. I keep these two roles at the same time, for the first area about in crisis and a crisis like that, that we have never lived something like that. That was a worldwide crisis, I remember that I started before Christmas supporting IKEA Australia, with a plan about support the community with the wildfires, then jump to China with the COVID, and then it's worldwide, COVID in all countries that IKEA has a person.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (31:11):**

And the first skill is about, agility is fit and try to have something really simple that all countries can do. And some things that you don't need to be super strategic, is something simplicity is the most challenging and important skill sometimes. And I said that in one week we activate the emergency committee support in 30 countries with a very simple tennis lights, PowerPoint. Approving during the

weekend with the management board, the president and the financial officer, ,Ç"26 million to support all countries to activate support to the communities.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (31:52):**

And we put a clear focuses, use our main assets, IKEA products, and a space in the community, and support these concrete target groups, is people who are leading the emergency, healthy care professionals, emergency relief people, and people who is impacted the most. And you know that this simplicity create a huge impact in all markets. And after 15 weeks, because we are still in the middle of the crisis in many countries is that, we are supporting more than 700,000 people. We have all countries supporting the community.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (32:27):**

We had to close the store, but we opened as never before for the community, we have partnered with more than 1000 organisation at country regional city level, NGOs, municipalities, everyone to really be where the community needs the most. And simplicity is the main skills, because you can do a super complex strategy, but with the emergencies happening, don't make more complex the process.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (32:56):**

And on the other hand, this COVID situation is offering new opportunities because now for the first time it's many people have seen inequality. In reality [inaudible 00:33:07] in many markets that's, maybe sometimes is high income markets. People have seen that COVID has impacted the most, that people are experiencing poverty inequality before, and now the role of the companies in the local communities in the recovery phase and in the building back better is crucial.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (33:26):**

Now I think that what this crisis has allowed me, is to accelerate my plans, to really activate the next steps in my strategy. And now we are working on that with new insights, new scenarios in

the community that we have never had before. Many people has discovered this coalition and collaborate together. I always say that we are experts on life at home, and to sell furniture, but we don't have the competence to tackle shit all problems.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (33:58):**

We need to find the partners and these public private coalitions with NGOs, social entrepreneurs, civic society is needed, to tackle the challenges we are going to find in the coming years. And it's about how to tackle together inequality and climate change. I think that you need to be in the crisis, you need to keep the focus, but at the same time, don't lose your vision and your next steps to be able to take advantage for the opportunities that maybe these new scenarios is bringing to you.

**Florencia Estrade, The League  
of Intrapreneurs (34:33):**

Thank you Mercedes, Mario also on the chat, I really like the simplicity, so many people have said, "Let's go back to what's essential, right?" I can totally resonate with what you're saying and how important it is. And you brought that today earlier when you were talking about how to engage others and being simple in invitation and being clear as well. How important that is, so Paolo now back to you, what have you learned and the key skills for you, and then we have some questions already coming on the chat that I'm going to bring some for you in the next five minutes.

**Paulo Bonneff, Global Gerdau (35:09):**

Sure, I just want to start talking again about the books, that the League launched I think few days ago in Amazon, that is, The Guide to Pathfinding, because I received the book last year in like a spoiler. And it helped me a lot to understand a little bit about my journey, and how can I use the tools to find better paths inside the company and my journey, because I work a lot in the governance part of the company.

**Paulo Bonneff, Global Gerdau (35:44):**

My boss is the CEO, when I have many agendas with him and the board of the company to try to introduce new

topics in the sustainability agenda of the company. Two things that for me is the most important characteristic is our skills for intrapreneurs is resilience and self knowledge. And maybe I learn about self knowledge in the worst ways when you understand that you don't know completely how you work, and how your body and your mind work, and react when you have the bad days in the job or in personal life.

**Paulo Bonneff, Global Gerdau (36:27):**

And this is something that is very important because you need to understand when you need partners, when you need to get away of the business, or the meeting, or the offs, and just walk away, and walk in the park, and breath, and find energy to another day. It's impossible to win all the battles, but you need to identify the battles that you need to win and how you prepare for the bad days and to conserve yourself from that.

**Paulo Bonneff, Global Gerdau (37:01):**

Self knowledge for me is helping a lot in the last few years and about resilience is something that we talk a lot in the League. In many of our camp fires, we are talking about resilience because you need to understand how the environment in the company or in your organisation work. And to find the partners, and the sponsors, and using that to create a strategy to move forward on your idea and what you believe it's important.

**Paulo Bonneff, Global Gerdau (37:33):**

Other points like strategy or resource for me I used to say to my team, it's not difficult to find a resource, it's not difficult to find money. And I'm not talking about ... We are not a rich company, but I understand that we have many opportunities to find partners with money or international organisations as you support your project or your idea.

**Paulo Bonneff, Global Gerdau (37:54):**

The most difficult for me is to understand how you move forward with your idea and how you take care of yourself and how you deal with the problems that [inaudible 00:38:03] to you appear during your journey. Money, people, or strategy measurement, you can find that during the journey. I think for me the two

parts that for me, is very important is resilience and self acknowledgement.

**Florencia Estrade, The League of Intrapreneurs (38:21):**

Thank you, Paulo. And I'm going to pick on some questions that are coming on the chat. One of them is around how you engage, or build buy-in for your projects, when they are not the main purpose of your organisation? And another one specifically for you, Mercedes, there's a question around, do you ever encounter tension when that's creating a benefit for the community, but maybe a disadvantage for the consumer, or the business. Maybe some tension points that you've noticed. So who wants to go first?

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (38:54):**

I can take the first customers, and then I will complete with the buy-in process. I think that I'm privileged because I'm working for a company that have a simple but their powerful vision is create a better life for the many people. And this is buried for everyone in the business, it doesn't matter where you are and if he's good or challenging situation.

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (39:26):**

And one of the main priorities we have is we want to be affordable for people who can not afford to buy IKEA. This is the main driver of our strategy, we want to create ... Because we believe, and we know we have the proof point that, to have a better homes helps you to have a better life. And we have this main mission, we want to be affordable for the many people, we want every people can afford to buy IKEA.

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (39:53):**

And I think this is not a contradiction, and you see about the community is part of achieve our mission. We want to operate in a community can thrive. And people can really thrive and improve their lives, because at the end of the day, everything is connected. Our coworkers, our customers, our workers in the supply chain. We think about retail is home delivery, assembly companies are living in the same community.

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (40:17):**

Some things that we used to put everything in different chapters, it's about coworkers, it's about suppliers, it's about community, but you think about from the committee perspective, we are living in the same area, everything is connected. Of course that's in my case, because I decided from the beginning, I decided not to take this charity approach that I need big budget to donate and to share money.

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (40:44):**

I decided from the very beginning, and maybe this has complicated my life, but this is part of to be intrapreneurs. I want to put community engagement as part of the development of the company. And I want to build business case about community engagement. What is the win, win, win, and in this way that you have less barriers to discuss about how you are adding value to the core business, because you are using the core business to create impact.

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (41:12):**

And have very little example and sometimes it's important to listen the business colleagues, and not to think this is my projects because I'm in sustainability and the rest is fine. When I met different people I used three questions, first of all, what is your name? Your background? People love that I get to serve 20 years at IKEA, coming from where and there.

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (41:33):**

What are the main challenges in your function, and how I can support you, and people don't expect this question, say, you I don't know how you can shoot for me. Yes, you have a business needs, how we can really create a social impact and uncover some business needs? And one of my projects that are now testing in part is that, how to integrate people living in poverty, homeless to create jobs opportunities in the sustainable last mile service, because we need capacity for the business.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (42:03):**

We are now selling a lot online and there's not enough people to work in the sector. So I'll combine business needs with social challenges, and create solutions. And is when people change the mindset, this is not charity, this is adding value to the organisation. And the second question very quick for me is that, I don't have this problem, everything I'm doing is through the business, is through the main purpose of the company.

**Mercedes Gutiérrez Álvarez,  
IKEA, Ingka Group (42:31):**

We have the strategy, we have the initiative, and I decided because it's my decision to develop community engagement as part of the development of the business. I don't need to ... Of course, that you need sometimes ask extra resources and you need to justify what is the business case. But maybe in my case, I decided to make it simple. It's part of the business development or it's not part of the community engagement.

**Florencia Estrade, The League  
of Intrapreneurs (42:57):**

Thank you Mercedes, Paulo you want to add your perspective on how to get the buy-in?

**Paulo Bonneff, Global Gerdau (43:05):**

Sure, and I share the same understanding of Mercedes because we are not an NGO, and my team we are part of the business. And as a business we need to create projects that make sense for the strategy of the company, even if the company doesn't understand that, one thing that I learned with a German guy that live in Brazil, Heiko, Florencia know him. He used to say to me, "You need to stop hugging trees and kisses whales, you need to understand and to learn how to talk the language of your CFO or your marketing leader, and to understand their reality data challenges, and based on that you present your CSR strategy or your projects."

**Paulo Bonneff, Global Gerdau (43:55):**

One thing that I started to do a few years ago, I started to visit clients with marketing. I visited many hello, there is the

car manufacturer that we are a supplier, I visited many civil construction company in San Paolo and other cities. I started to understand the area, the reality and the challenge that they have. And based on that, then I said, "Okay, we can work with housing and to deliver a legacy, a social legacy, and create a positive impact."

**Paulo Bonneff, Global Gerdau (44:23):**

But we need to talk with the client to understand if this makes sense and to share about that with the client. Many clients never received a report, or any material talking about what we are doing in CSR, so this is something very important. And the other thing that for me, and I used the phrase from the big coops, that some companies use the idea, I want to be the biggest company in the world, or I want to be the best company in the world. And the big coops use the phrase that is, I want to be the best company for the planet.

**Paulo Bonneff, Global Gerdau (44:59):**

I don't want to be the best for me, but I want to be the best for this society. And when you connect this dot with the vision of your stakeholders, you can say that this is the strategy of what we are doing as a company. And you can use the share value from professor Michael Porter. You can create the theory of positive impact. You have many theories to share, but for me it's just to deliver positive impact on society, connecting directly to the main stakeholders that you have on your business.

**Florencia Estrade, The League  
of Intrapreneurs (45:35):**

Thank you. Paulo again, making the business case is such a big part of what we hear so much around from all of the intrapreneurs. I want to shift a little bit our energy now, and have a little bit more interaction from everyone here. So we have just two small questions. You're going to see some pop up on your screen, which is a simple and you can just select the answer.

**Florencia Estrade, The League  
of Intrapreneurs (46:02):**

Just the first one very simple. Do you identify as an intrapreneur? And probably not that we talk more about it, if this was

not part of the way you talked about it, but maybe you are an intrapreneur. So yes, definitely, sort of, not really. And looking at your work, what skills do you want to develop more going forward? And here are some of the ones that have come up in the book, as really important ones to drive change within organisations.

**Florencia Estrade, The League of Intrapreneurs (46:31):**

If you can select more than one if you want, but just to get a sense of what's present for us in this group. Let's give it just a minute for you to just fill in and then we can share results. Yes, definitely more than half see ourselves as intrapreneurs, and I guess it's interesting in looking at your work, what do you want to develop? Yet navigating politics is such a big piece of feed, and so unique for intrapreneurs.

**Florencia Estrade, The League of Intrapreneurs (47:06):**

My invitation now is if we can go into breakouts, Mercedes and Paulo will be joining the breakouts as well, and if you move into breakouts of four, maximum five, we have 10 minutes to just go into just sharing very briefly. What is the change you want to drive? And so I can put it here on the chart, what change are you driving?

**Florencia Estrade, The League of Intrapreneurs (47:34):**

Well, the wrap up is very simple and it's not only for us, but for everyone, which is whatever came out of this session that is present for you, how you're going to move it into action. The invitation is for Paulo and Mercedes, will just speak whatever is their take away and commitment after what they have heard had. And for all of us on the chat that feel comfortable, what can be one simple commitment, one simple thing that we are taking away with us from this session. Paulo you're first on the spot.

**Paulo Bonneff, Global Gerdau (48:15):**

A few words from my small group that Young said and I like it, it's about collaboration and courage.

**Florencia Estrade, The League of Intrapreneurs (48:25):**

Great. Be courageous and collaborate and you are committed to that, great. Mercedes.

**Mercedes Gutiérrez Álvarez, IKEA, Ingka Group (48:34):**

I think that, I think that's the important of a business case, and also that how to adapt to the situation, because COVID is impacting many good ideas to thrive. How are we going to really redefine maybe the solutions to be more resilient and to find your partners? And I think also that one of the commitment I'm taking is about, how to share tips and ideas and maybe hidden secrets to create global and local engagement at the same time with 50 countries. And I promise [Konor 00:49:12] from a Body Shop to share my hidden secrets how to do it. But I can share with others, I'm happy to connect with others and to share my ideas.

**Florencia Estrade, The League of Intrapreneurs (49:24):**

Love it. Thanks for those that are writing on the chat, and I think that my key take away has been, I loved the simplicity. I'm going to practice simplicity, for how we explain the League and how we bring people in. I'm taking that with me really, that commitment, and I think it's a big thank you. Thank you Mercedes, Paulo. Thank you Yvette, Zahid, Katie, Business Fights Poverty for having us and yeah, it's always inspiring.