



IMAGINE  
2030

# Corporate Intra-Enterprise Project



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## Definition of Innovation

We will define innovation as the capacity to create value and profit for people, whether they are employees, customers or suppliers. This value should be expressed through use. If that is not the case, the material created is not innovative.

## Objectives and Challenges

The “Imagine 2030” Challenge Call for Proposals, henceforth ‘the call for proposals,’ is designed to promote innovation and digital transformation within the company, identifying initiatives that strengthen operational and administrative performance, create value in the company and significantly improve internal processes, contributing to growth through technology.

The innovation call for proposals is meant to identify opportunities to improve the company’s productivity and/or the development of solutions that optimize performance and improve the overall quality of service for employees and customers.

## I. General Provisions

For a full understanding of the contents of these Terms and Conditions, the words below are defined as follows:

- a) **Digital Transformation Committee:** entity comprised of the Managers of the various areas of SAAM, who will be responsible for defining strategy, approving budgets and validating proposals.
- b) **Digital Transformation Office:** entity comprised of an inter-disciplinary team from the various units, henceforth also known as the Call for Proposals Technical Team. It will be responsible for the process, and its role includes scanning, analyzing and validating opportunities; planning, prioritizing, experimenting and assessing results; seeking out partnerships; and managing digital transformation projects.

## II. Scope and Conditions of Participation

The first edition of this call for proposals will cover the operational and administrative areas of the following SAAM subsidiaries and locations. It is directed at all employees of these companies.

Company	Location (Country/Region)
SAAM Corporate	TNA and Tecnopacifico
SAAM Logistics	Tarapacá, Valparaíso, Metropolitan, Los Lagos, Aysén and Magallanes regions
SAAM Ports	Chile, Ecuador, Costa Rica, Mexico and the United States
SAAM Towage	Chile, Brazil, Ecuador and Canada
Aerosan	Chile, Colombia and Ecuador

We note that employees of the Digital Transformation & Innovation Office or its technical committee may not participate in the call for proposals, but they may support applicants by providing the technical information necessary to allow them to develop their submissions.

Submissions must be authored by 2 to 4 people. The team must represent at least two different units within the company. Individual submissions will not be accepted. The team from the area or department that has direct influence over the implementation of the winning initiative may collaborate on it in order to ensure that it is successfully completed.

The authors of the initiative are defined as the participants registered on the platform designed for that purpose whose idea has been submitted in their account in a satisfactory manner.

### III. Participating Initiatives

Any initiative that has a positive and direct impact on the quality of service provided to customers or employees and that leads to an improvement in the efficiency of internal operational or administrative processes of at least 10% may be submitted.

The ideas should meet the needs of employees or customers using existing resources or have an implementation cost that is lower than US\$25,000. It should also be something that can be replicated in other group subsidiaries.

It is important to note that initiatives related to staffing, compensation or hiring may not be submitted. We will not accept proposals that require major amounts of infrastructure or employee training, as these should be channeled through other entities.

### IV. Category of Initiatives

The initiatives to be submitted must align with the strategic priorities identified by the company's Digital Transformation & Innovation Committee.

The following categories have been established in order to facilitate the submission of initiatives:

1. **Customer relations:** This category covers any initiative supported by technology meant to create new services or to improve relationships between the company and its customers and that creates value in the service provided in Chile or abroad.
2. **Employee relations:** This covers initiatives that involve the development or implementation of technological platforms designed to optimize relationships within the various departments or between the company and its employees, generating value for the service provided by the organization.
3. **Administrative process improvements:** This category covers initiatives oriented towards improving the productivity of the administrative processes developed within the various areas of the company.

4. **Operational process improvements:** This category covers initiatives oriented towards improving the productivity of the operational processes developed within the various areas of the company.

## V. Submission of Initiatives

A registration form has been created to facilitate and channel the submission of the initiatives. Participants will be given credentials that can be used to access the platform and formally submit their ideas. This form is available online at: <https://forms.office.com/r/3mPbdvsQT7>. Other media may be made available and will be announced through official communications channels in accordance with Section XVIII of these guidelines.

To access the platform, each participant must enter their basic personal information, including their tax identification number or identity card number and the names of each member of the team. This identifies the participants and allows them to answer questions related to the initiative they are submitting.

The registration steps are described below:

- **Step 1:** Proposal title
- **Step 2:** Brief description of the problem it seeks to solve.
- **Step 3:** Registration of team members:
  - Team Member 1 Name
  - Team Member 1 Email Address
  - Team Member 1 department/company/location or work area
  - Team Member 2 Name
  - Team Member 2 Email Address
  - Team Member 2 department/company/location or work area
  - Team Member 3 Name
  - Team Member 3 Email Address
  - Team Member 3 department/company/location or work area
  - Team Member 4 Name
  - Team Member 4 Email Address
  - Team Member 4 department/company/location or work area
- *Team Members 3 and 4 are optional.*

Next, the applicant describes the idea so that the evaluation process can begin. They will be sent a new link to complete the next steps.

- **Step 1:** Account creation and activation using the link emailed to the applicant.
- **Step 2:** The applicant enters the INNK platform using their username and password.
- **Step 3:** The applicant selects the appropriate innovation challenge.
- **Step 4:** Select "Create new idea."
- **Step 5:** Enter the title of your idea.
- **Step 6:** Describe the problem.
- **Step 7:** List the people affected by it.

- **Step 8:** Describe how it is currently addressed.
- **Step 9:** Describe the proposed solution.
- **Step 10:** Identify the benefits that implementation would generate.
- **Step 11:** Explain what your idea seeks to do:
  - Create/improve a product or service.
  - Create/improve a process.
  - Create/improve a marketing and sales method.
  - Create/improve an organizational method.
- **Step 12:** List the co-authors.
- **Step 13:** Upload a file (if applicable).

The technical team reserves the right to disqualify projects that include ideas that have previously been submitted by another individual or group.

## VI. Deadlines

Initiatives may be submitted between **June 14** and **July 31 at 11:59 p.m.** Submissions received after that point will not be accepted unless the application timeframe is expanded, which will be announced in a timely manner using the official communication channels in accordance with Section XVIII of these terms and conditions.

## VII. Admissibility

During the ten business days following the end of the submission period, the technical team will ensure that each application has been submitted on time and in accordance with the rules set out in Section VI, that the application form has been filled out correctly and that the initiatives have the characteristics described in Sections IV and V of these terms and conditions.

If the application is not admissible, the proposal will not move through the following stages and the participant will be informed of this circumstance through a notification letter in accordance with the timeline.

## VIII. Evaluation

All admissible submissions will be evaluated by the technical team in accordance with the evaluation criteria and weighting described in Section IX. Each criterion will be evaluated on a scale of 1 to 5, where 1 is the lowest score and 5 is the highest. They will be analyzed based on the information provided. The score will be obtained by weighted summation of the criteria. In the case of a tie, the person presiding over the Digital Transformation & Innovation Committee will determine how the initiatives progress.

## IX. Assessment Criteria

Admissible initiatives will be evaluated and weighted based on the assessment criteria described below:

Criterion	Definition
Problem or opportunity (20%)	Clear identification of the problem or opportunity in the proposal submitted and demonstrated relevance based on the referenced context.
Proposed solution (20%)	Real description of a solution to the problem identified or approach to taking advantage of an opportunity.
Level of innovation (25%)	Level of ingenuity, creativity and originality of the proposed idea.
Proposal impact (20%)	Positive impacts that implementation of the proposed idea would generate for the institution, area, process or internal or external user.
Viability of the idea (15%)	Concrete possibility of implementing the proposed idea in relation to human, financial, time and other required resources.

During the evaluation process, each member of the jury will assign a grade on a scale of 1 to 5 for each of the items described above. The final grade for each item will be based on the associated weighting of these results.

Example: **Judge A**

	Grade	Weighted score	
Problem or opportunity:	3	12	} Total Score <b>65 points</b>
Proposed solution:	4	16	
Level of innovation:	4	20	
Proposal impact:	2	8	
Viability of the idea:	3	9	

## X. Timeline of the Process

### PHASE 1: Initial Phase

- **Submission of ideas:** June 14 to July 31, 2021 at 11:59 p.m.
- **Review of idea admissibility:** August 1-8, 2021
- **Evaluation of ideas:** August 2-13, 2021
- **Publication of list of semi-finalists:** August 14, 2021
- **Notification letters** for unselected proposals will be sent out starting on August 13, 2021.

### PHASE 2: Refining or Technical Selection

- **Mentoring for semifinalists:** August 23-September 30, 2021
- **Evaluation of semi-finalists:** October 4-15, 2021

- **Publication of finalists' ideas:** October 16, 2021
- **Notification letters** for unselected proposals will be sent out starting on October 18, 2021.

#### **PHASE 3: From Idea to Project**

- **Workshop on project innovation and design:** August 20-September 15, 2021
- **Turning an idea into a project:** October 18-November 19, 2021
- **Final project evaluation:** November 22 -December 3, 2021
- **Final submission of projects to the Evaluating Committee by company:** December 10, 2021 (pitch day)
- **Awards ceremony and publication of winners by company:** December 10, 2021

#### **PHASE 4: Inter-Company Final Presentation**

- **Final presentation of winning projects by each company to the SAAM Evaluating Committee:** December 17, 2021 (pitch day)
- **Awards ceremony and publication of 2021 winners:** December 17, 2021

The aforementioned dates may be changed depending on the evolution of the activities proposed in this call for proposals.

Any change in dates and the specific timeframes for final submissions will be announced through official channels in accordance with Section XVIII of these guidelines.

## **XI. Competition Stages**

The competition consists of the following stages:

- **Stage 1: "Submission of ideas"**  
Anyone interested in participating in the call for proposals must register using the application platform and list the idea or ideas that they wish to submit.
- **Stage 2: "Admissibility"**  
Once the deadline for submissions has passed, the technical team will determine whether the initiatives submitted are admissible in accordance with Section VII of this document.
- **Stage 3: "Evaluation of ideas"**  
Once the admissibility of the initiatives has been evaluated, the technical team will conduct an initial assessment of the ideas that have been declared admissible. This activity will be ratified by the President of the Digital Transformation & Innovation Committee. The initiatives with the highest scores will advance to the second stage of the call for proposals.



Once the results are obtained, they will be published and the authors will be notified.

Participants who do not move on to the second phase will receive a notification letter thanking them for participating.

The results of the evaluation of each initiative will be published on the platform used to submit ideas and may be viewed by each participant using their username and password.

- **Stage 4: “Mentoring for semifinalists”**

The authors of the initiatives that move on to the second phase must expand on them focusing on three aspects, plus a video related to the proposal:

- ✓ Initiative impact
- ✓ Initiative scope
- ✓ How/if the proposal complements another ongoing project.
- ✓ Three-minute video presenting the initiative using a “pitch” format.

The technical team will hold an in-person meeting with each group of semifinalists to discuss the information submitted. An internal mentor will be assigned to support the development of the initiative.

The technical team may ask the participant for more information in order to arrive at a better understanding of the opportunities identified and the proposed solution.

- **Stage 5: “Evaluation of semi-finalist ideas and selection of finalists”**

Once all of the technical aspects of the semi-finalist ideas are known and explored, the technical team will evaluate said initiatives. The initiatives with the highest scores will be part of the final stage of the call for proposals.

- **Stage 6: “Workshop on project innovation and design”**

During this stage, the finalists will participate in a workshop to strengthen their technical abilities in the areas of innovation, project formulation and the presentation of the “pitch.”

The workshop location will be determined based on public health conditions. If it cannot be held in person, it will take place virtually.

The finalists’ attendance and participation is an essential requirement for the final presentation before the Evaluation Commission. Teams that do not attend the workshop will be automatically disqualified.

- **Stage 7: “Project formulation”**

Ideas that move on to the final stage must be strengthened using the tools acquired in the workshop, applying all of the criteria set for the formulation of innovation projects in addition to developing a prototype of the solution.

Each participant will have the support of an advisor—a professional selected by the company—for the formulation of the project as an internal mentor.

## **XII. Presentation of the Project to the Evaluation Commission and Selection of Winning Projects**

The finalist initiatives must be presented to the Evaluation Commission of the respective division. This body is comprised of five members (review number) who will select the three best projects based on the evaluation criteria set by the Digital Transformation & Innovation Committee.

The group proposing the initiative will give the presentation with the technical support of their assigned advisor or mentor.

## **XIII. Planning and Implementation of Winning Projects**

The top three teams will work with a multidisciplinary team to plan and implement the pilot of the project during 2022 and possibly during the first half of 2023 depending on the magnitude of the project.

The leadership of the respective area of influence will lead and implement these pilot programs with the participation of the winning group and the area or department that will receive the innovation. As such, any activity or decision related to the project must be authorized and managed by the aforementioned leadership team.

## **XIV. Competitor Participation**

Anyone who wishes to participate in the call for proposals must actively participate in each of the stages described above in order to ensure the success of the process. Failing to participate in any of the activities established in Phases II and III will result in automatic disqualification of the team. As such, participants whose ideas move to the second phase must have the support and commitment of the corresponding leadership and management team.

During the implementation stage, the authors of the winning projects and participating agents must be actively engaged in order to ensure proper implementation.

If the winner cannot actively participate in this process, the respective management team or the designated team will be responsible for implementing the project and evaluating its development. Furthermore, if the winner or their area or department has difficulty implementing the project during the timeframes agreed upon at the outset, the respective leadership team will have the authority to implement the project in a different area without the participation of the winning competitor. The intellectual property related to the project will be protected.

## **XV. Intellectual Property**

Participants in this call for proposals authorize the company to include their initiatives in a portfolio of ideas to be managed by the Digital Transformation & Innovation Office. These ideas may be adapted

and/or modified depending on the specific needs to be met. As such, the company will retain ownership of all of the information submitted by the participants by virtue of the submission of their initiatives and all of the products of that project. This includes but is not limited to all reports, methods, processes, techniques, ideas, concepts and practical knowledge developed or provided to the company by the participants.

The winning participants authorize the company to develop the projects autonomously while recognizing the participants' authorship.

## XVI. Prizes

The 2021 Innovation Initiatives Call for Proposals will award the following prizes to the finalists and winners:

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<b>First place</b>	<ul style="list-style-type: none"><li>● Pilot implementation of the project.</li><li>● Presentation of the project to other companies within the group that are interested in learning about it.</li><li>● Seal for the innovating area or department.</li><li>● Letter of congratulations added to the winners' curriculum by the Chief Executive Officer.</li><li>● Dinner for the winning employees and their direct family members.</li><li>● An electric scooter for each member of the winning team.</li></ul>
<b>Second place</b>	<ul style="list-style-type: none"><li>● Pilot implementation of the project.</li><li>● Seal for the innovating area or department.</li><li>● Letter of congratulations added to the winners' curriculum by the Chief Executive Officer.</li><li>● Android tablet for each member of the winning team.</li></ul>
<b>Third place</b>	<ul style="list-style-type: none"><li>● Pilot implementation of the project.</li><li>● Seal for the innovating area or department.</li><li>● Letter of congratulations added to the winners' curriculum by the Chief Executive Officer.</li><li>● Smart watch for each member of the winning team.</li></ul>
<b>Finalists</b>	<ul style="list-style-type: none"><li>● Certificate of recognition</li></ul>

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## **XVII. On the Terms and Conditions**

All competition participants agree to accept the general terms and conditions and the decisions of the Digital Transformation & Innovation Committee regarding any point or issue not addressed in them.

These guidelines, terms and conditions and any changes, additions and clarifications, if applicable, will form part of the competition rules.

Any issue that is not addressed in these guidelines will be resolved by the Digital Transformation & Innovation Committee. The committee's decision is not subject to appeal.

## **XVIII. Communication Channels**

The official communication channels for this call for proposals will be the channels regularly used by each company through the respective dissemination campaign and the email address [imagina2030@saam.cl](mailto:imagina2030@saam.cl).

## **XIX. Penalties**

The Digital Transformation & Innovation Committee reserves the right to disqualify any participant who breaks the rules during the process by engaging in activities such as falsifying information, engaging in identity fraud, altering computer systems or accessing the competition website without authorization.