The ExO Sprint took place in Granada, Spain, over the course of 10 weeks beginning in October 2017.

Grupo Cuerva has been active in the electricity sector for over 75 years overseeing the generation, distribution and sale of electric power. The company is also involved in the establishment and maintenance of electricity installations.

In addition, they feature a disruptive innovation “lab on the edge” called Turning Tables. It was launched a couple of years ago with a vision of incubating next-generation businesses for the energy industry.

Grupo Cuerva employs approximately 80 people, and about 30 percent of the company—representing all areas of the organization—was involved in the ExO Sprint.

**The Challenge**

The energy industry is being exposed to many changes that will ultimately transform it completely—so much so that Grupo Cuerva assumes that electricity will be free in a decade! Given this tectonic shift in the industry, the main goal was to transform the company into an innovation-centric organization.

The intent was to transform not only the industry but the company as well. To that end, the Edge Stream was designed to work on any sector whether or not it was in an adjacent market.
Ten initiatives were presented at the Launch Session: five from the Core Teams and five from the Edge Teams. Eight initiatives were selected by Cuerva’s leadership team and received funding for their next stages. The ExO Core Initiatives are being coordinated internally by the Innovation Department. Turning Tables, Grupo Cuerva’s innovation lab, is developing the ExO Edge Initiatives.

While it’s too early to report on results of the recently launched initiatives, it’s clear that the mindset of the organization as a whole has completely shifted, and that those who participated in the ExO Sprint feel empowered to try new things in their goal of leading the way to industry transformation.

**The Journey**

The project was led by Ignacio Cuerva, CEO of the company, who provided a draft of the *Exponential Transformation* book and which was used as a guide with great success.

The ExO Sprint was structured into four teams, two Core and two Edge, each comprised of five people. Paqui Rubio was the ExO Coach for both Core teams as well as a team member on one of the Edge teams. Alfredo Rivela (CEO of Turning Tables) acted as the ExO Coach for both Edge teams, and Francisco Palao, co-author of the *Exponential Transformation* book, acted as Head Coach in support of both ExO Coaches whenever they had any questions about the methodology.

**The intent was to transform not only the industry but the company as well. To that end, the Edge Stream was designed to work on any sector whether or not it was in an adjacent market.**

---

**Key Outcomes**

The intent was to transform not only the industry but the company as well. To that end, the Edge Stream was designed to work on any sector whether or not it was in an adjacent market.
In particular, the ExO Sprint participants value their new mindset around experimentation and early exposure to customers, and they are currently applying this new way of thinking and doing to their daily basis tasks.

With a third of the employees engaged in the project, the ExO Sprint was a massive commitment, one that translated into a tremendous shift in terms of the company’s culture and in defining what is possible. Many of the staff members have now come to adopt a transformational mindset, and the company’s new “normal” involves creating and testing new hypotheses on a daily basis.

Follow-up

Two of the ExO Edge Initiatives are most likely to result in two new companies, while the other two will become part of the Disruptive Innovation Lab ecosystem previously launched by Turning Tables in its role as an implementation partner.

The ExO Core Initiatives are predominantly focused on digital transformation and include designing new roles (e.g., a data scientist) and making the company more adaptable to clean energy disruption.

The biggest challenge of the ExO Sprint was the level of dedication required and ensuring that executive management was at all times aware that employees needed to dedicate over 50% of their time to the project. However, strong support from the CEO of the company and a high level of passion among the participants working on the ExO Sprint made the whole project a great experience for everyone, especially given the outstanding results.

“Our company now knows what to do in order to transform the organization for the next industry disruption, and we have a team of people ready and eager to do it”.

Project Sponsor

Ignacio Cuerva
CEO, Grupo Cuerva
OpenExO Ecosystem Drivers
The Global ExO Transformation Ecosystem

1 Head Coach
A. Rivela
Edge Coach

2 ExO Coaches
P. Rubio
Core Coach

3 Disruptors
F. Palao
C. Almagro
D. Soroa
S. Llorente