The ExO Sprint for the Large Format Design Printing Business of HP Inc. took place in Barcelona, Spain, over the course of 10 weeks. The Awake Session was held September 7, 2017 and the final presentations were delivered December 14, 2017.

The Large Format Design Printing Business of HP is the indisputable leader in the Large Format (LF) industry, far ahead of its closest competitor. HP has been the leader in LF Design for more than 25 years. The company services a broad universe of customers: technical design (architects, designers, construction, utilities, engineers); production (repro houses, copy shops, CRDs); indoor and outdoor graphics production; and graphic design and professional photo. The company is constantly innovating to reinvent itself and create new businesses such as 3D and LaTex.

The Challenge

The ExO Sprint lasted 10 weeks, with a one-week break before Week 1 and a two-week break prior to its completion. The goal was to build on the success of the LF Design business in a way that nobody would expect by adopting a new model for innovation that harnesses the power of exponential technologies, provides new vectors of discovery and growth and accelerates the capacity to always be innovating.

The scope of work was defined to focus on the Large Format Design segment with two main intents: transform the LF printing industry and make the current organization more flexible and adaptive. Participants recognized that many industries could be transformed by applying the core competences of the LF Design division, such as pharma, cosmetics, printing, communications and construction.

HP decided to start with Large Format Design Printing because its Project Sponsor was recognized as a visionary within the company when it comes to innovation and the application of new methodologies.
The Journey

Four customizations to the standard ExO Sprint were made:

1. Edge Teams were open to the possibility of disrupting other industries by building on the existing core competencies of the current business

2. An “uncontaminated” team was created (i.e., participants with less than 6 months with the company) made up of millennials

3. External ExO Advisors participated in the closing session

4. An extra feedback loop was conducted during Week 9, allowing teams to really adopt the Experimentation Attribute as a fundamental change to the way they usually work

As could be expected, challenges during the ExO Sprint were mainly related to having participants get used to changing their usual ways of working, keeping up with the weekly deliverable schedule and bringing in new, external perspectives.

It was found that the “soft skills” of coaching (empathy, encouragement, reframing, etc.) were valuable in supporting participants through their new experiences. Low bandwidth was a challenge initially, which was addressed by bringing additional participants to the teams.

Key Outcomes

At the close of the ExO Sprint, 8 ExO Initiatives (names withheld) were presented, along with specific next steps.

**INITIATIVE 1**  
- 3 Engineers to be assigned within a month  
- 1 Product Manager to be assigned within a month  
- Technical Sponsor named

**INITIATIVE 2**  
- $50K assigned to move forward  
- Technical Sponsor named

**INITIATIVE 3**  
- $20K assigned to move forward  
- 1 Subject Expert to be assigned within a month  
- 50% Product Manager and 50% Customer Experience role to be assigned within a month  
- Technical Sponsor named

**INITIATIVE 4**  
- $50K assigned to move forward  
- Team assigned, with 25% commitment

**INITIATIVE 5**  
- Find external company builder/entrepreneur;  
- challenge to be launched within a month  
- Decision expected within a quarter

**INITIATIVE 6**  
- Feature for new products in existing line  
- 30% of Customer Experience role and 30% of R&D

**INITIATIVE 7**  
- Merge with existing product

**INITIATIVE 8**  
- Present to a different business division within a week
Follow-up

The results were extraordinary. On the organizational front, the following transformations took place:

• Cultural shift to become more agile in execution; moving away from the idea of perfection in favor of going FAST

• Cultural shift towards customer insights; a culture of experimentation was initiated (customer development, fast prototyping)

• Opened the business to the outside. For example, external ExO Advisors were engaged to do periodic (once or twice monthly) checks on the progress of the projects.

• Incorporation of the word “disruption” in strategic conversations where it had been formerly taboo

• Developed deep knowledge of disruptive technologies and ExO Attributes

• Created new opportunities and ideas to explore; ExO Ideas were integrated into current innovation processes

Other business units have now followed this lead and are running self-provisioned ExO Sprints supported by some of the ExO Sprint participants, who are serving as internal facilitators.

“The most important thing I see is a shift in the culture.”

Project Sponsor

Guayente Sanmartin
General Manager, HP Large Format Design Business, HP Inc.
ExO Sprint Case Studies
Building Exponential Organizations

CONTACT INFORMATION

OpenExO
hello@openexo.com | +34.958 88 89 41

www.openexo.com