INTERprotección is a Mexican group of companies specializing in insurance brokerage, reinsurance and surety of the highest quality. They negotiate the best possible terms and conditions with insurers, providing cost effective solutions to clients. With over 5,000 institutional clients in Latin America, they have a global presence and are widely recognized.

Prior to running the ExO Sprint, INTERprotección was aware of industry disruption happening both in the insurance sector and across other industries. They chose to become a disrupter rather than allow themselves to be disrupted. They also realized that new technologies and business models would enable them to reach exponential growth beyond their current market by, for example, launching new B2C disruptive business models.

**The Challenge**

As the company’s ExO Sprint goal was to transform the organization, the industry and related industries, all ExO Initiatives were focused on the insurance industry and adjacent industries.

The INTERprotección’s ExO Sprint was exciting and novel as it was one of the first ever executed. The approach in terms of the number and type of ExO teams differed from what we would recommend today. In fact, the ExO Sprint presented in this book is the result of lessons learned—and improvements made—after executing several ExO Sprints with early adopters such as INTERprotección.

**The Journey**

INTERprotección’s ExO Sprint began in March 2016 and ran for a total of 11 weeks (one week for the Awake Session and Align Session at the outset, plus 10 weeks for the ExO Sprint weekly assignments).

The project was led by INTERprotección CEO Paqui Casanueva, who also played a role as
The ExO Sprint led to 6 ExO Initiatives (2 ExO Core Initiatives and 4 ExO Edge Initiatives), as well as the creation of an innovation lab designed during the course of the ExO Sprint. All ExO Initiatives presented were selected for further development and received a total of $2.5 million in funding.

Overall, the organization learned how to transform by keeping incremental innovation inside the organization and allowing space for disruptive innovation outside the main organization. They also learned how important it is to generate a lot of ExO Initiatives (content) and also to either design an innovation lab (a container) or find an external company to further develop the ExO Initiatives once the ExO Sprint was completed.

They also gained insight on the future of the insurance industry as a result of the disruption currently underway and launched ExO Initiatives that will allow it to keep (and solidify) its leadership position. In short, INTERprotección adopted a “learn-by-doing” approach to transformation.

Finally, the ExO Sprint resulted in a mental shift throughout the organization, transforming those with an immune-system-response mindset into ExO-minded innovators.

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Follow-up

The ExO Sprint generated tremendous impact at multiple levels. Some of the ExO Edge Initiatives generated thousands of dollars in revenues within a few days of their market launch. The newly formed innovation lab is developing the ExO Edge Initiatives and investing in external projects. Finally, the company mindset was transformed and most of the ExO Sprint participants were either promoted or given new responsibilities as a result of the intensive professional growth they experienced during the ExO Sprint.

“"We were in the perfect place to be disrupted but didn’t know where to begin. The ExO Sprint was the answer. It was our best investment for moving forward. It shook the organization and completely transformed our culture, breaking down boundaries and opening a whole new world of innovation.

Our entire mindset has shifted. It prompted us to make the best of ourselves. All our competitors are wondering what happened”.

Project Sponsor
Francisco Casanueva
CEO, INTERprotección
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