



 **LOCATION**
SÃO PAULO, BRAZIL

 **FOUNDED**
2005

 **INDUSTRY**
Textile • B2B

ExO Sprint Goals:

- Expand leadership training and knowledge sharing throughout different parts of the entire organization.
- Create new leaders within the organization to help replicate the ExO Methodology.
- Strengthen customer focused initiatives and strategy.

About Coteminas

Coteminas (Springs Global S.A.) is a Brazil-based multinational corporation engaged in the manufacturing, marketing, and sale of packaged textile and non-textile home furnishings. It makes textile goods, such as sheets, pillows, bedspreads, towels and bath rugs, under the Springmaid and Wamsutta brands. Other well-known brands from Springs Global include Regal, Beaulieu, Bali, and Nanik.

Coteminas operates in Argentina, Mexico, Brazil, Canada, and the U.S., and has 30 manufacturing units in 13 states of the U.S. It distributes its products through wholesale channels across all of its markets, as well as in its own retail stores in Brazil.

Their Focus

Coteminas ran an ExO Sprint in 2018 that was focused on transforming its existing hierarchical culture into an agile structure. They sought to overcome challenges by learning how to identify hidden risks, respond to and leverage disruptive opportunities, and continually innovate.

Sprint Selection Process

Coteminas received 200+ company-wide applications for the ExO Sprint. Each applicant completed a questionnaire, and Coteminas then developed an algorithm to select the ideal candidates. Diverse teams were created based on the applicants' profiles, which varied in expertise, age, gender, and levels of management.

The Ten Week ExO Sprint

In just ten weeks, the ExO Sprint massively accelerated the four teams' ability to evaluate and respond to hidden disruptive risks and opportunities—driven by emerging technologies.

The Coteminas teams researched and developed initiatives that the company could adapt with the potential to reimagine the industry. They created and experimented with 12 Core initiatives and 10 Edge initiatives to change the textile industry.



“The technique we used was the genetic algorithm. It results in a first generation with 10 thousand formations of random groups with 24 participants each. From there we start adding mutations and crossovers creating new generations and selecting the best individuals. It is close to natural selection but in a faster form.”

DANIEL NOCE
Data Scientist, Coteminas



Final Results

Coteminas wishes to be a superior example on how to change the world in a positive way. As the leading organization in its industry, Coteminas not only needed to transform itself, but also pave the way for change throughout the industry in which it operates. This mindset piloted the company to take a journey of transformation, which began with the ExO Sprint.

Two great goals guided Coteminas during the ExO Sprint process. The first consisted on the thoughts about the future of the company through the insights of selected participants and presented projects. The second, more enduring, involved knowledge sharing and leadership training in different structures of the organization.

With this, through the Lean Startup concepts, Agile Methodologies, Prototyping and Exponential Technologies within the ExO Sprint, Coteminas' team became further prepared for the future of the company and the entire innovation ecosystem that it serves. The leading participants will replicate the ExO Methodology to all company members, creating a major chain of transformation.

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Here you may find updates on two of Coteminas Sprint Initiatives:

Initiative 1

Initiative 2

Before the ExO Sprint

- Traditional structured processes.
- Hierarchical path of inquiry within the company.
- Lacked vision of the customers' needs on final products.
- Little connection of day-to-day work with the company's strategy.

After the ExO Sprint

- Creation and execution of a customer-focused MTP.
- Implementation of proven innovation processes within the company.
- Construction of internal SWAT teams; Cross integration amongst different locations and units within the company.
- Participants mastered new skills for exponential success and are committed to industry-changing project.

To be continued...

OpenExO highly respects the privacy of our clients' initiatives, so we have intentionally omitted confidential details of the business cases that Coteminas developed during the ExO Sprint. We will only release information regarding the status of initiatives with approval and/or after the product/service has been launched and made publicly available.



"I believe that our expectations for this first step were surpassed. We finished the 10-week sprint today and I believe we have great projects. But more important is that we changed the culture of our organization by creating leaders that now know how to act in an exponential way. We are excited to share this new culture with the entire company."

JOSUÉ GOMES
PRESIDENT, COTEMINAS

About OpenExO

OpenExO, Inc. is the developer of a unique management consulting ecosystem and marketplace built upon the idea that every organization can find a way to harness exponential growth. The Company provides in depth training to a variety of consultants, coaches, and freelancers including a standardized approach to fostering exponential growth within and around an organization.