



About INTERprotección

INTERprotección is a Mexican group of companies specializing in insurance brokerage, reinsurance and surety of the highest quality. As an insurance broker, INTERprotección negotiates the best possible terms and conditions with insurers, providing cost effective solutions to clients. With over 5,000 institutional clients in Latin America, the company has a global presence and is widely recognized.

Prior to running the ExO Sprint, INTERprotección was aware of industry disruption happening not only in insurance but also across other industries. As a result of that awareness, it chose to become a disrupter rather than allow itself to be disrupted. The company also realized that new technologies and business models would enable it to reach exponential growth beyond its current market by, for example, launching new B2C disruptive business models.

LOCATION

Mexico City

TIME

10 Weeks

PARTICIPANTS

36 People

Preparation

The company’s ExO Sprint goal was to transform the organization, the industry and related industries, so all ExO initiatives were focused on the insurance industry and adjacent industries. INTERprotección’s ExO Sprint was one of the first ever executed, so the approach in terms of the number and type of ExO teams differed from what we 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.

Execution

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 INTERproteccion CEO Paqui Casanueva, who also played a role as an ExO Sprint participant. His participation was a powerful motivator to his team and helped drive a mindset change.

Six teams were created: Two focused on the main business (ExO Core); two focused on creating new businesses (ExO Edge), gaining inspiration from new technologies; and two focused on creating new businesses (ExO Edge), gaining inspiration from new business models in other industries. Each of the teams had an ExO Coach, with Francisco Palao acting as the Head Coach overseeing and supporting all ExO Coaches on the methodology.

The main challenge was managing and coordinating six ExO teams, which turned out to be too many. A particular issue was that the schedule for the ExO Disruption Session and later Launch Session was tight; there was little time for each team to present its ExO initiatives. Nonetheless, the ExO teams managed to deliver a great outcome. INTERprotección was a true early adopter of the ExO Sprint methodology, and the learnings there significantly contributed to the improvement of the ExO Sprint process for future projects.



The Solution

The ExO Sprint resulted in six ExO initiatives (two ExO Core Initiatives and four ExO Edge Initiatives), as well as an innovation lab that was 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, INTERproteccion learned how to transform the organization by keeping incremental innovation within the organization and allocating disruptive innovation outside the main organization. The company also learned that not only is it important to generate a lot of ExO Initiatives (content) but also to either design an innovation lab (a container) or find an external company builder to further develop the ExO initiatives once the ExO Sprint is completed. INTERproteccion also figured out what the insurance industry will look like 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, INTERproteccion adopted a “learn-by-doing” approach to transformation.

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



“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.”

[Watch the testimonial here.](#)

Francisco Casanueva
CEO, INTERprotección

Follow-Up

The impact of the ExO Sprint was huge on 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.

