



StanleyBlack&Decker

LOCATION

North America
Europe

TIME

10 Weeks

PARTICIPANTS

30 People

About Stanley Black & Decker

Stanley Black & Decker is the world's largest tools and storage company, the second largest electronic security company and a leader in engineered fastening. Stanley Black & Decker is headquartered in the greater Hartford city of New Britain, Connecticut.

The company has annual revenues of more than US\$12 billion and approximately 58,000 employees across the globe. Its brands are sold in more than 175 countries in all of the world's major markets. Stanley Black & Decker draws a broad demographic of customers due to its large B2C and B2B product offering, and total revenues have grown an average of 20% over the last 10 years.

Preparation

Over the past couple of years, Stanley Black & Decker has initiated efforts to double revenues in the next half-decade through organic growth and acquisitions. To achieve this growth, the company must be open to new business models, adopt new technologies and pursue new businesses with high opportunities for growth. With the ExO Sprint we saw a unique opportunity to experience how to ideate, test and, importantly, launch initiatives with exponential potential.

We wanted to generate a deep transformation of our organization quickly. We chose to run four ExO Sprints, each in a different business unit, to achieve company-wide impact. Concurrently, we selected existing internal projects to accelerate with ExO Incubation Partners and established an internal incubation unit, our Exponential Learning Unit (ELU), to orchestrate the work of generating new exponential businesses.

Our first ExO Sprint was focused on our Security business unit, which is in an industry seeing rapid commoditization of services. Our objectives were to address external disruptions and create new, fast-growing businesses.





Execution

The ExO Sprint for the Security business took place in our North American and European offices over the course of 10 weeks, from the Awake session on August 24, 2017, to the final presentations on December 12, 2017.

It was a challenge to unlearn some of our organizational practices—how we typically do things—in order to learn new alternatives. For example, this was evident when the teams had to validate their hypotheses. There was a natural tendency to want to engage third parties to do this, rather than “getting out of the building” to do it ourselves. The Sprint was valuable in bringing more agile ways of working to life.

One of the greatest challenges for participants was having the availability to commit the required time to the ExO Sprint. Learning to juggle day-to-day business responsibilities while creating new structural value for the organization was a bumpy road, but we recognized it as a crucial exercise required by any organization that wants to remain relevant in this era of disruption.

Overcoming the implicit tension between meeting quarterly numbers and going into uncharted waters with the ExO Sprint was achieved with strong support by our leadership, who demonstrated courage in their willingness to try new approaches and gave unwavering support to participants throughout the process.

The Solution

Outstanding results were achieved over the course of the ExO Sprint. Many of the teams came to the final presentation with demos. Seven of the eight initiatives presented at the final session were funded on the spot and approved for next steps.

The ExO Sprint created the opportunity to tap into new markets, solve some of our current challenges, and discover new technologies and applications. Furthermore, it catalyzed a profound mindset shift not only for participants, but also for outside employees who were attracted by the process and amazed by the results.



“We are using the ExO Sprint to transform our entire organization.”

JAIME RAMIREZ

SVP AND PRESIDENT GLOBAL EMERGING
MARKETS, STANLEY BLACK & DECKER



Along the way, we learned that:

- We have significant in-house talent. Without the opportunity to commit time to create structural value for the company in an orchestrated way through an agile process, this talent would have remained untapped or beyond reach.
- The process of creation may initially seem overwhelming but by gaining confidence through persistence and practice, it becomes an empowering experience.
- Opportunities to create value are ubiquitous.

The process and results of the ExO Sprint confirmed to leadership the need for transformation and the need for a new way to seize opportunities and achieve growth.

Follow-Up

The impact of the ExO initiatives is tremendous: new businesses are being launched, the Core initiatives are making our company 10x more efficient in some areas, and startup acquisitions are being explored that are expected to accelerate the development of some of the ExO Edge Initiatives.

From the ExO Sprint, we gained the benefit of being able to identify, structure and rapidly validate exponential opportunities for growth and adaptability. We instilled a profound mindset shift from a single-speed operating model focused only on meeting quarterly goals, to a dual-speed operating model focused simultaneously on meeting quarterly goals while creating value by leveraging the abundance of a hyper-connected and tech-powered world.

We are now underway with our next two ExO Sprints for other business divisions.