



 **LOCATION**  
Granada, Spain

 **TIME**  
10 Weeks

 **PARTICIPANTS**  
24 People

## About Grupo Cuerva

Our ExO Sprint took place in Granada, Spain, over the course of 10 weeks beginning in October 2017.

Grupo Cuerva has been active in the electricity sector for over 75 years and oversees the generation, distribution and sale of electric power. It is also involved in the establishment and maintenance of electricity installations.

In addition, the company features a disruptive innovation “Lab on the Edge” called Turning Tables. It was launched a couple of years ago with a vision of incubating next-generation businesses for the energy industry.

Grupo Cuerva employs approximately 80 people, and some 30 percent of the company—representing all areas of the organization—was involved in the ExO Sprint.

## Preparation

The energy industry is being exposed to many changes that will ultimately transform it completely—so much so that we're assuming that electricity will be free in a decade! Given this tectonic shift in the industry, our main goal was to transform our company into an innovation-centric organization. Our intent was to transform not only the industry but the company as well. To that end, the Edge Stream was designed to work on any sector whether or not it was in an adjacent market.





## Execution

The project was led by our CEO, Ignacio Cuerva, who provided us with a draft of this book and which we used as a guide with great success.

Our ExO Sprint was structured into four teams, two Core and two Edge, each comprised of five people. Paqui Rubio was the ExO Coach for both Core teams as well as a team member on one of the Edge teams. Alfredo Rivela (CEO of Turning Tables) acted as the ExO Coach for both Edge teams, and Francisco Palao, co-author of this book, acted as Head Coach in support of both ExO Coaches whenever they had any questions about the methodology.

## The Solution

Ten initiatives were presented at the Launch Session: five from the Core teams and five from the Edge teams. Eight initiatives were selected by Cuerva's leadership team and received funding for their next stages. The ExO Core Initiatives are being coordinated internally by the Innovation Department, and Turning Tables, Grupo Cuerva's innovation lab, is developing the ExO Edge Initiatives.

While it's too early to report on results of the recently launched initiatives, it's clear that the mindset of the organization as a whole has completely shifted, and that those who participated in the ExO Sprint feel empowered to try new things in their goal of leading the way to industry transformation.



“Our company now knows what to do in order to transform the organization for the next industry disruption, and we have a team of people ready and eager to do it.”

**IGNACIO CUERVA**  
CEO, GRUPO CUERVA

## Follow-Up

Two of our ExO Edge Initiatives are most likely to result in two new companies, while the other two will become part of the Disruptive Innovation Lab ecosystem previously launched by Turning Tables in its role as an implementation partner.

Our ExO Core Initiatives are predominantly focused on digital transformation and include designing new roles (e.g., a data scientist) and making the company more adaptable to clean energy disruption.

The biggest challenge of the ExO Sprint was the level of dedication required and ensuring that executive management was at all times aware that employees needed to dedicate over 50% of their time to the project. However, strong support from the CEO of the company and a high level of passion among the participants working on

the ExO Sprint made the whole project a great experience for everyone, especially given the outstanding results.

In particular, the ExO Sprint participants value their new mindset around experimentation and early exposure to customers, and they are currently applying this new way of thinking and doing to their daily basis tasks.

With a third of our employees engaged in the project, the ExO Sprint was a massive commitment, one that translated into a tremendous shift in terms of our company’s culture and in defining what is possible.

Many of our staff have now come to adopt a transformational mindset, and our new “normal” involves creating and testing new hypotheses on a daily basis.