



 **LOCATION**  
Barcelona, Spain

 **TIME**  
10 Weeks

 **PARTICIPANTS**  
28 People

## About HP Large Format Printing

The ExO Sprint for the Large Format Design Printing Business of HP Inc. took place in Barcelona, Spain, over the course of 10 weeks. The Awake session was held September 7, 2017, and the final presentations were delivered December 14, 2017.

The Large Format Design Printing Business of HP is the indisputable leader in the Large Format (LF) industry, far ahead of our closest competitor. HP has been the leader in LF Design for more than 25 years! We service a broad universe of customers: technical design (architects, designers, construction, utilities, engineers); production (repro houses, copy shops, CRDs); indoor and outdoor graphics production; and graphic design and professional photo. HP is constantly innovating to reinvent itself and create new businesses such as 3D and Latex.

## Preparation.

Our ExO Sprint lasted 10 weeks, with a one-week break before Week 1 and a two-week break prior to its completion. The goal was to build on the success of the LF Design business in a way that nobody would expect by adopting a new methodology for innovation that harnesses the power of exponential technologies, provides new vectors of discovery and growth, and accelerates our capacity to always be innovating. The scope of work was defined to focus on the Large Format Design segment with two main intents: transform the LF printing industry and make the current organization more flexible and adaptive. We recognized that many industries could be transformed by applying the core competences of the LF Design division, such as pharma, cosmetics, printing, communications and construction.

HP decided to start with Large Format Design Printing because our Project Sponsor was recognized as a visionary within the company when it comes to innovation and the application of new methodologies.

## Execution.

### We made four customizations to the standard ExO Sprint:

1. Edge teams were open to the possibility of disrupting other industries by building on the existing core competencies of the current business.
2. We created an “uncontaminated” team (i.e., participants with less than six months with the company) made up of millennials.
3. We brought external ExO Advisors to the closing session.
4. We conducted an extra feedback loop during Week 9, allowing teams to really adopt the Experimentation attribute as a fundamental change to the way they usually work.

As could be expected, challenges during our ExO Sprint were mainly related to having participants get used to changing their usual ways of working, keeping up with the weekly deliverable schedule and bringing in new, external perspectives. We found that the “soft skills” of coaching (empathy, encouragement, reframing, etc.) were valuable in supporting participants through their new experiences. We also grappled with low bandwidth, which we addressed by bringing additional participants to the teams.



## The Solution.

At the close of the ExO Sprint, eight initiatives (names withheld) were presented, along with specific next steps:

### Initiative 1

- 3 Engineers to be assigned within a month
- 1 Product Manager to be assigned within a month
- Technical Sponsor named

### Initiative 2

- \$50K assigned to move forward
- Technical Sponsor named

### Initiative 3

- \$20K assigned to move forward
- 1 Subject Expert to be assigned within a month
- 50% Product Manager and 50% Customer Experience role to be assigned within a month
- Technical Sponsor named

### Initiative 4

- \$50K assigned to move forward
- Team assigned, with 25% commitment

### Initiative 5

- Find external company builder/entrepreneur; challenge to be launched within a month
- Decision expected within a quarter

### Initiative 6

- Feature for new products in existing line
- 30% of Customer Experience role and 30% of R&D

### Initiative 7

- Merge with existing product

### Initiative 8

- Present to a different business division within a week

## Follow-Up

The results were extraordinary. On the organizational front, the following transformations took place:

- Cultural shift to becoming more agile in execution; we moved away from the idea of perfection in favor of going FAST.
- Cultural shift towards customer insights; we initiated a culture of experimentation (customer development, fast prototyping).
- Opened our business to the outside. For example, external ExO Advisors were engaged to do periodic (once or twice monthly) checks on the progress of the projects.
- Incorporation of the word “disruption” in strategic conversations where it had been formerly taboo.
- Developed deep knowledge of disruptive technologies and ExO attributes.
- Created new opportunities and ideas to explore; ExO ideas were integrated into our current innovation processes.

Other business units have now followed our lead and are running self-provisioned ExO Sprints supported by some of our ExO Sprint participants, who are serving as internal facilitators.



“The most important thing I see is a shift in the culture.”

**GUAYENTE SANMARTIN**

General Manager, HP Large Format Design Business, HP Inc.