



Innovation Portfolio Management: Where To Place Your Bets

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Year **2012**



lean elephants

Telefonica: A Lean Elephant

CASE STUDY by Henry W. Chesbrough, Susana Jurado Apruzzese, and Maria de Olano Mata



FORMAT ?

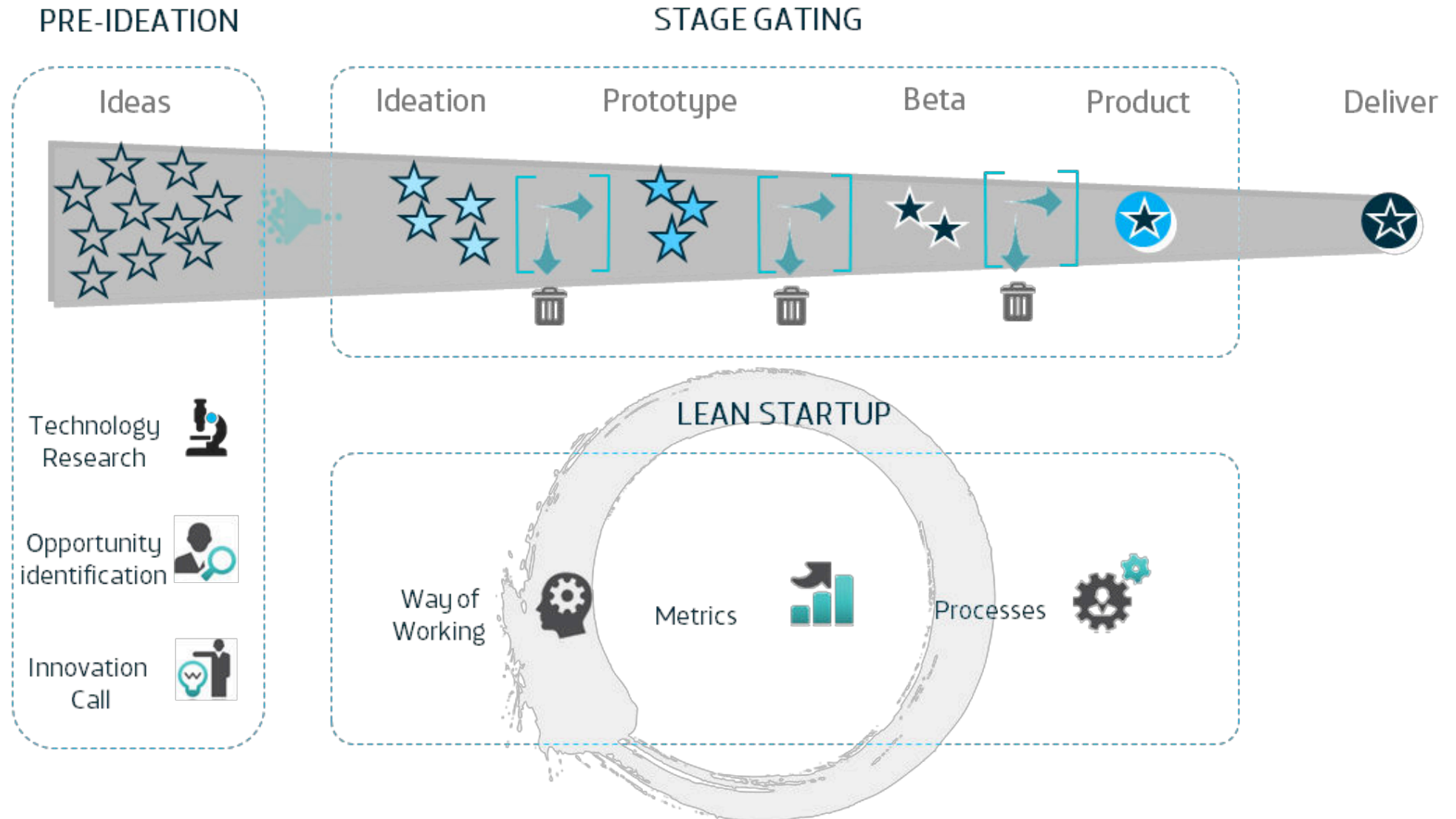
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LANGUAGE

English

ADD TO CART







52% lower budget
spent in average





alan thicke season leonardo dicaprio seaver third season cast pains cast pains season



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Growing Pains, Season 7 on iTunes

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Measuring the impact of innovation



We have
defined **2**

approaches



1

Results

Revenues and efficiencies

Talent

Knowledge, expertise and skills

PR

Contribution to image

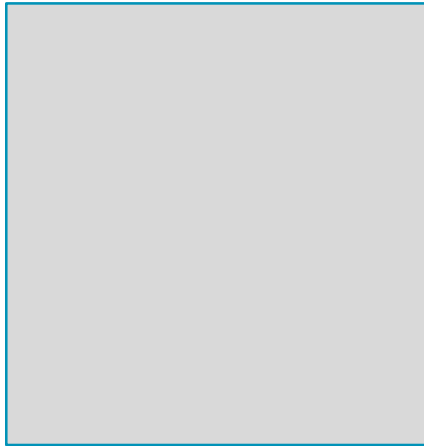


2

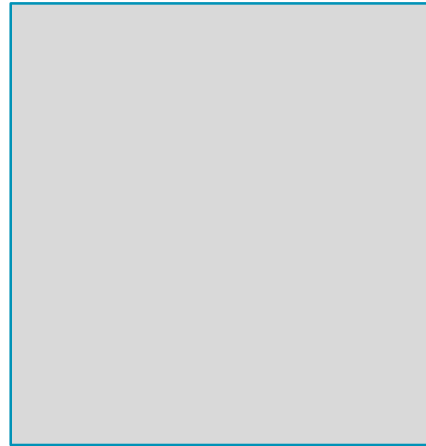
Dashboard + Visualizations

Dashboard

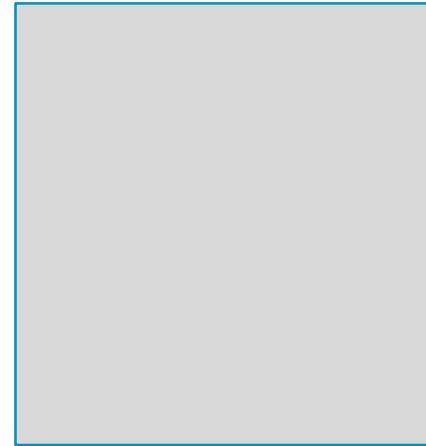
4 blocks



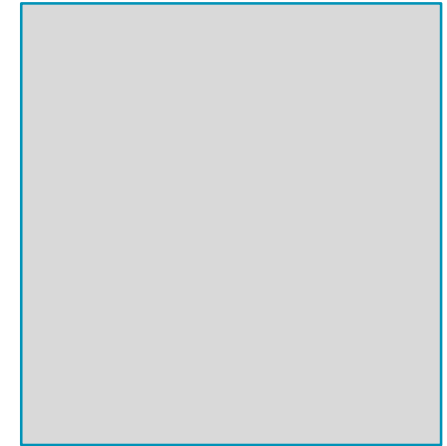
Data



Facts



Impact
forecasts



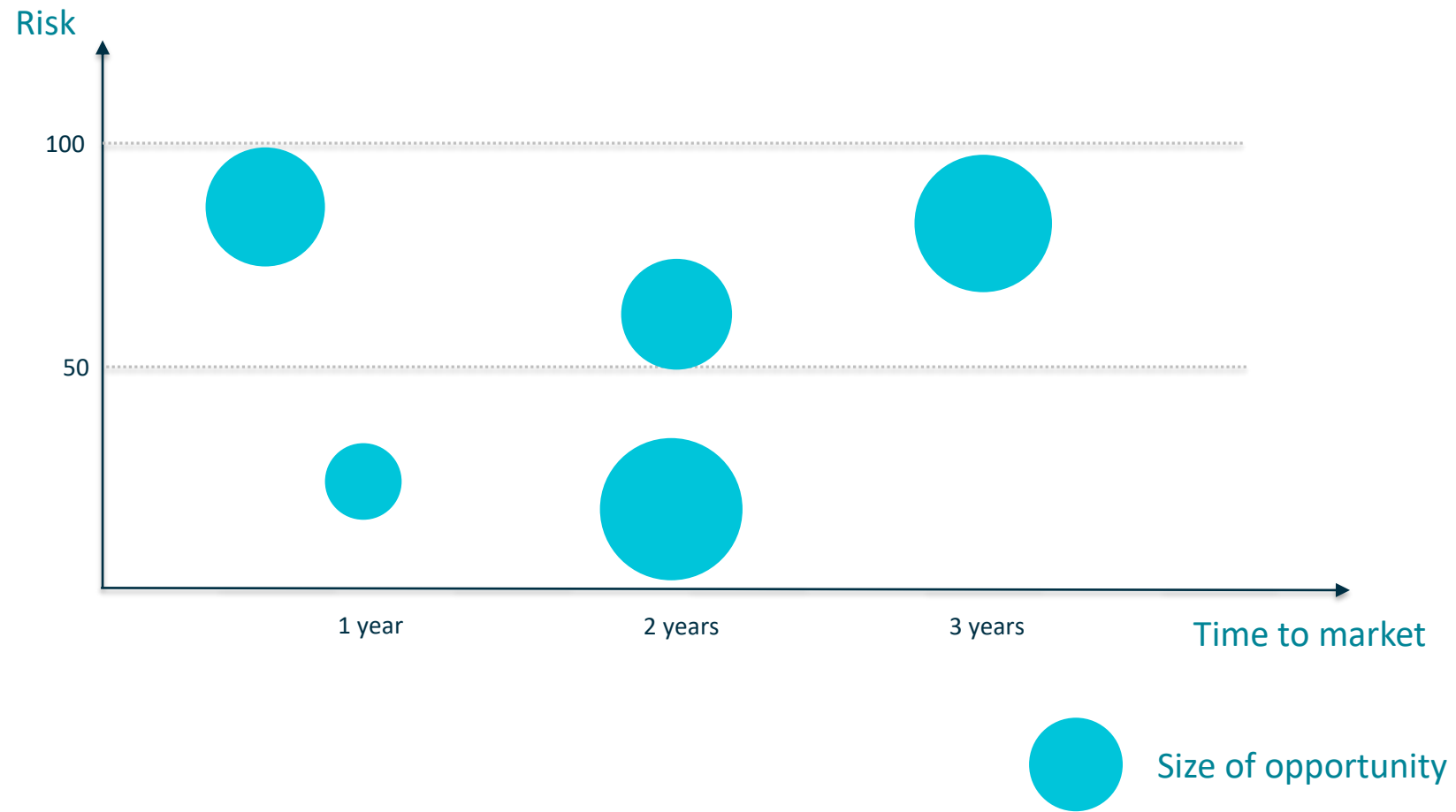
Probability
of succeeding

3 indexes

Maturity

Risk

Transfer









What determines **scaling-up success?**

Transfer the complete “product toolkit”

Sponsorship

The right moment

Can we use **AI for predicting
scaling-up
success?**

7 “usual suspects”

Sponsorship

Differential technology

Feasibility

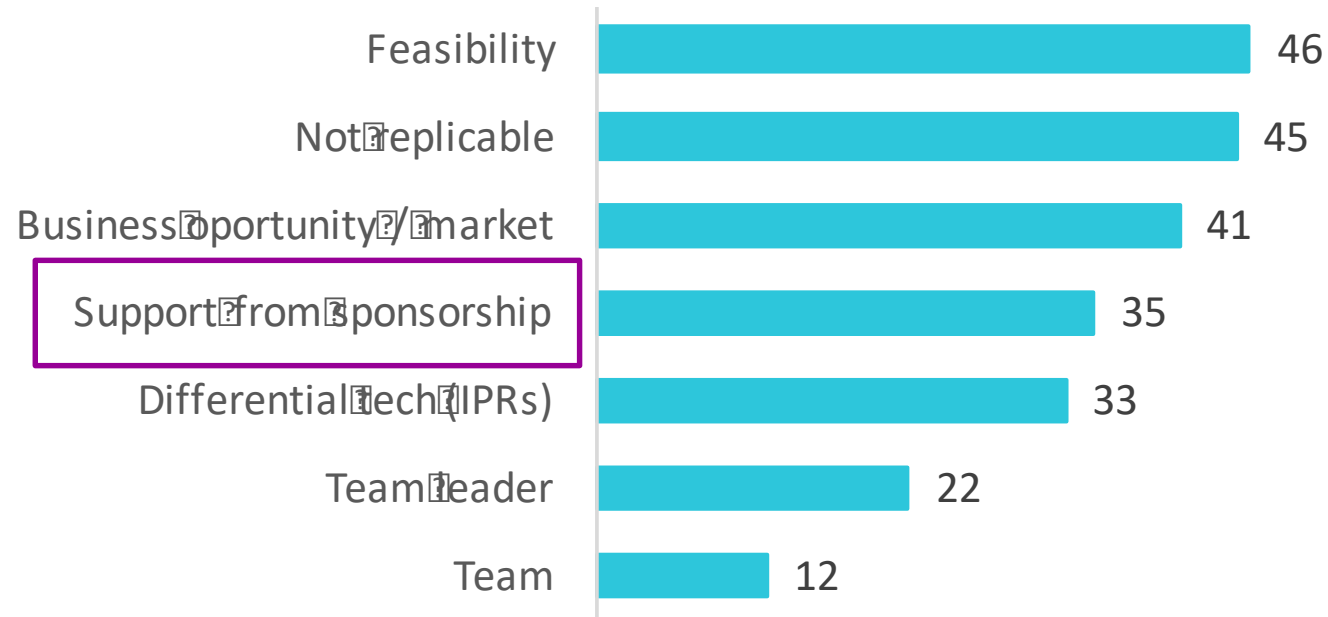
Team leader

Not replicability

Team

Business opportunity

Feature Importance



80%
of accuracy

Uses?

What-if scenarios

Portfolio management

Prioritization of actions



2 main learnings

1 Use machine learning

Learn what works best for you

2 Show the impact

Tracing and forecasting results

Use a language the company understands





Matyas Manning

Thank **you!!**

Telefónica

We choose it all

