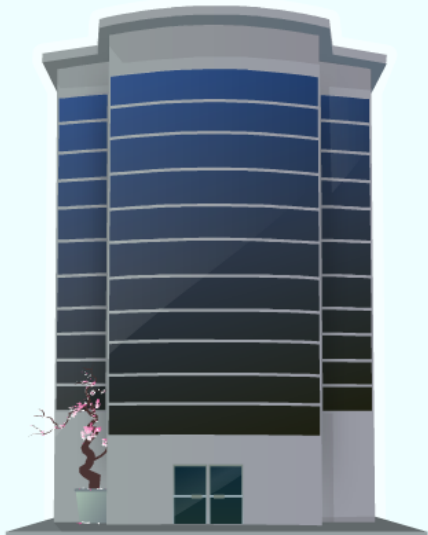


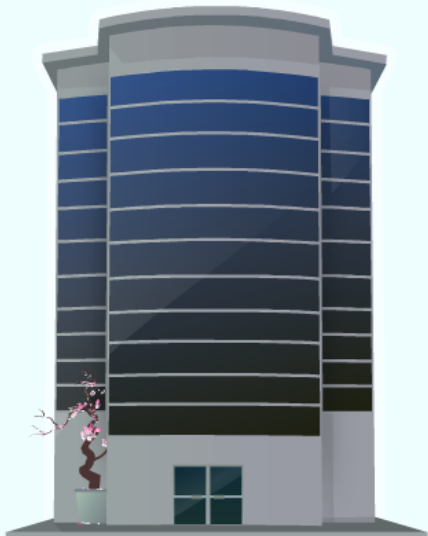
# Telefonica: A Lean Elephant

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Welcome to the world  
of innovation! Let's  
take a drive up the  
road, and see what we  
need to do to keep a  
large organization  
innovative!

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First, we'll start the journey by looking at the 3 steps of disruptive innovation!

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Using this strategy,  
we'll be helped to  
keep innovating  
and exploring!





An aerial photograph of a paved surface, possibly a parking lot or walkway, with several rectangular patches of green grass or vegetation. A yellow rectangular box is overlaid on the upper left portion of the image, containing the text 'Thecasesolutions.com' in blue. Below the box, the text 'First, we'll take a look at number 1:' is written in a dark, serif font. Further down, the text 'Scarce but secure resources' is written in a white, sans-serif font. A white curved arrow points from the text 'Scarce but secure resources' towards the bottom left of the image.

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First, we'll take a look at number 1:

Scarce but secure resources



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In a lean startup, a budget amount needs to be very stable. This will probably require less money in the budget, but you'll have a much more set amount that you can plan on.





## Number 2: Independent Development Authority

It helps when teams have autonomy (a big word for self-government).

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When teams have to get a bunch of approvals and do a lot of handoffs, it just slows down the process.

And finally, number 3: A personal stake in the outcome

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When employees have a bonus they get for doing well, they want to try harder.



Whether you give a paid vacation, or a pizza party, just be sure that they have a set goal to achieve before they get the prize.

This way, they have a specific thing to work towards.



An aerial photograph of a two-lane road with a white center line, flanked by green trees and grass. A large, semi-transparent blue circle is centered over the road. Text is overlaid on the circle.

All right! Now  
we're past the  
suburbs and on  
our way to the  
business district!  
We'll now go over  
a thing called...

The innovative sandbox!

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