

# Creating a Culture of Innovation

**Gary Stewart**  
**Director, Wayra UK**





YALE LAW



SIMPSON  
THACHER







# Telefonica Opens Wayra Incubator In London, Plans More In Europe

Mike Butcher @mikebutcher / 7 years ago



Telecoms giant Telefonica has unveiled the latest addition to a network of nine startup incubators it's been busily building in Latin America and Spain. The latest "Wayra Academy" was [announced today in London](#) but won't be opening its doors until May.

DISRUPT!



OR Be  
DISRUPTED!!!





**JM Alvarez-Pallete** ✓

@jmalvpal

CEO Telefonica. Wayra Founder &  
Architect. Telecom, Technology,  
Economy, Innovation, Proniño, Think Big,  
Talentum, Open Future. Marathon runner.

📍 Europa

🌐 [telefonica.com](https://telefonica.com)

📅 Joined August 2010





# TELEFÓNICA IN NUMBERS

OUR BRANDS

*Telefónica*

 movistar

**vivo**

**O<sub>2</sub>**

52,008

million euros of **revenue** during  
the financial year 2017

122,718

**employees** as of  
December, 2017

17

**countries** in which we operate

343 million

**accesses**



A Telefónica company





**JM Alvarez-Pallete** ✓

@jmalvpal

Follow

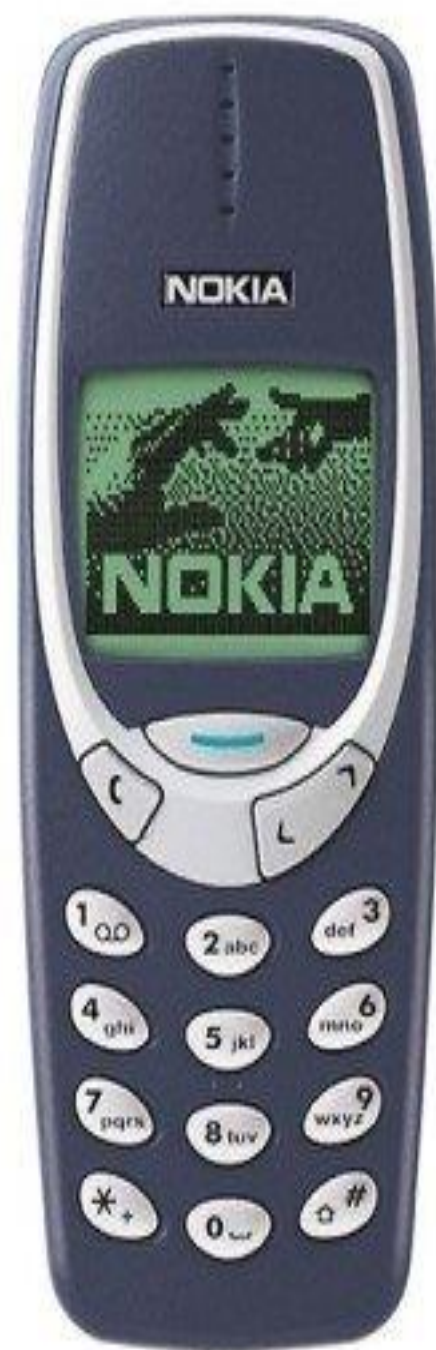


Vamos de viaje a la Gran Vía de Madrid en la década de 1920, a la altura de la calle Montera, cuando estaban construyendo el Edificio Telefónica (a la derecha de la imagen)



0:02 6,468 views

1:15 PM - 12 Aug 2018





Camera

Clock

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Calendar



Instagram



YouTube



Facebook



Messenger



Viber



WhatsApp



Skype



Play Store

Chrome



# PHYSICAL ASSETS PLATFORM

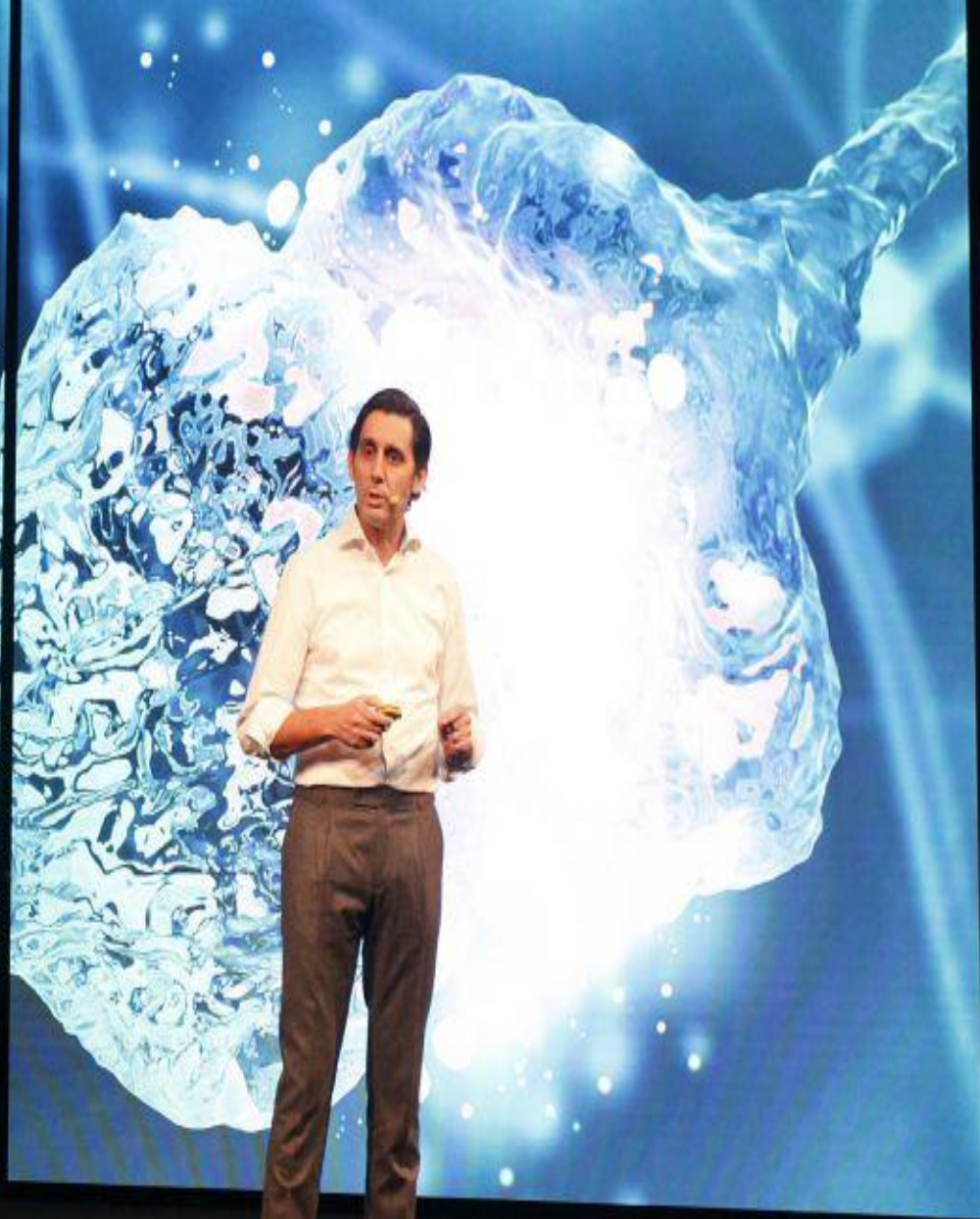




Our vision

Cognitive  
Intelligence

A new  
customer  
relationship





I'm a PC.



I'm a Mac.



Think different.





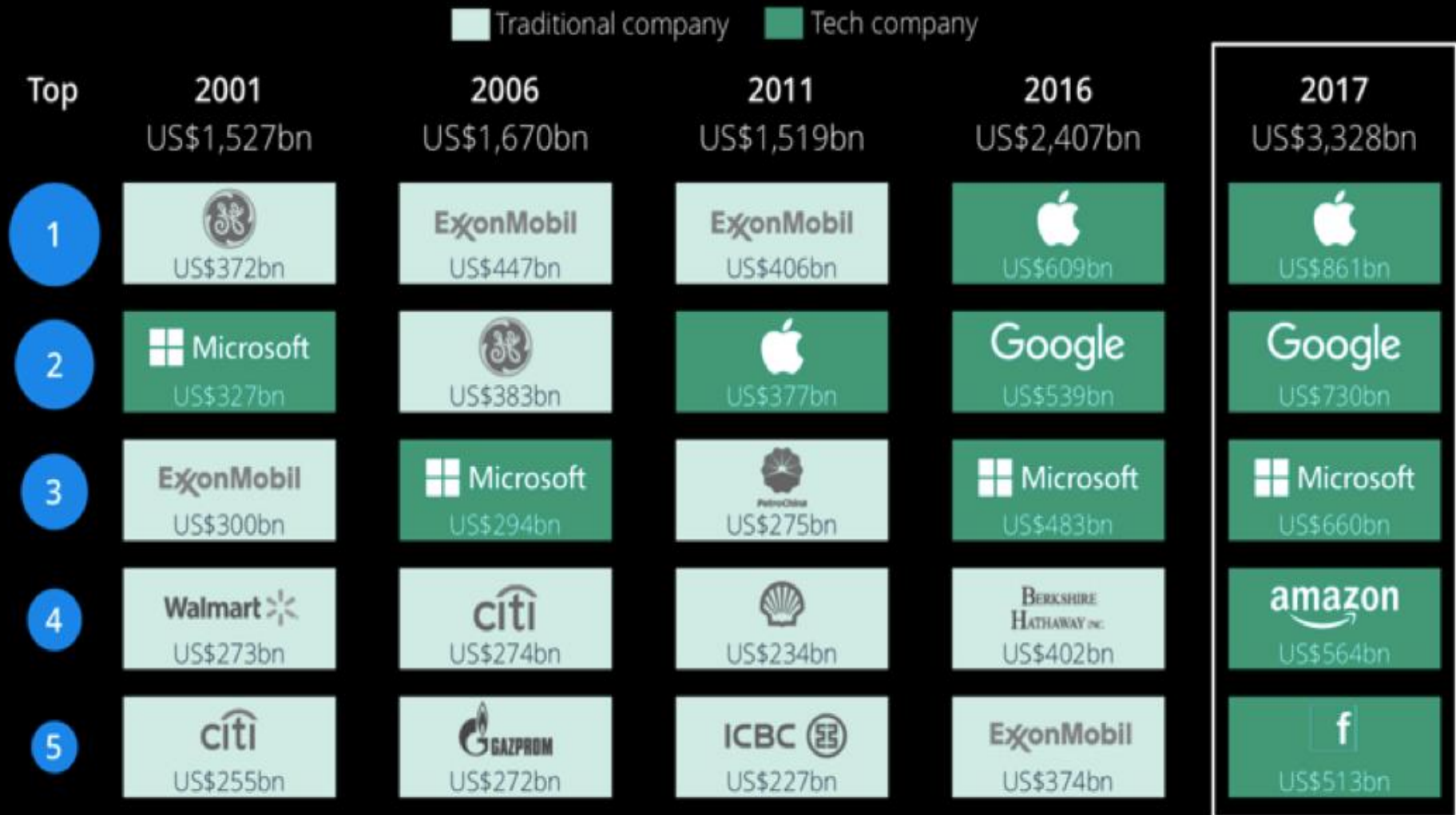
**I'm CEO, Bitch.**

mark Zuckerberg

**facebook.** CORPORATE HEADQUARTERS  
3156 university avenue, palo alto, ca 94301-1605  
phone: 650-543-4800 fax: 650-543-4801

# Tech companies take over the stock markets: In 2017 the Top 5 were valued at US\$3.3 trillion

Most valuable companies by market cap in billion US\$







**JM Alvarez-Pallete** ✓ @jmalvpal · Aug 21

August 19, 2004: @Google went public at \$85 a share with market cap of \$23 billion.

Today \$GOOGL is \$1,200 with \$837B market cap.

via @ValaAfshar



2



18



26

## *Amazon Hits \$1,000,000,000,000 in Value, Following Apple*



Amazon's founder and chief executive, Jeff Bezos, is richer, by far, than anyone in the modern world. David Ryder/Getty Images

# To Fuel Growth, Telcos Need a Digital Makeover

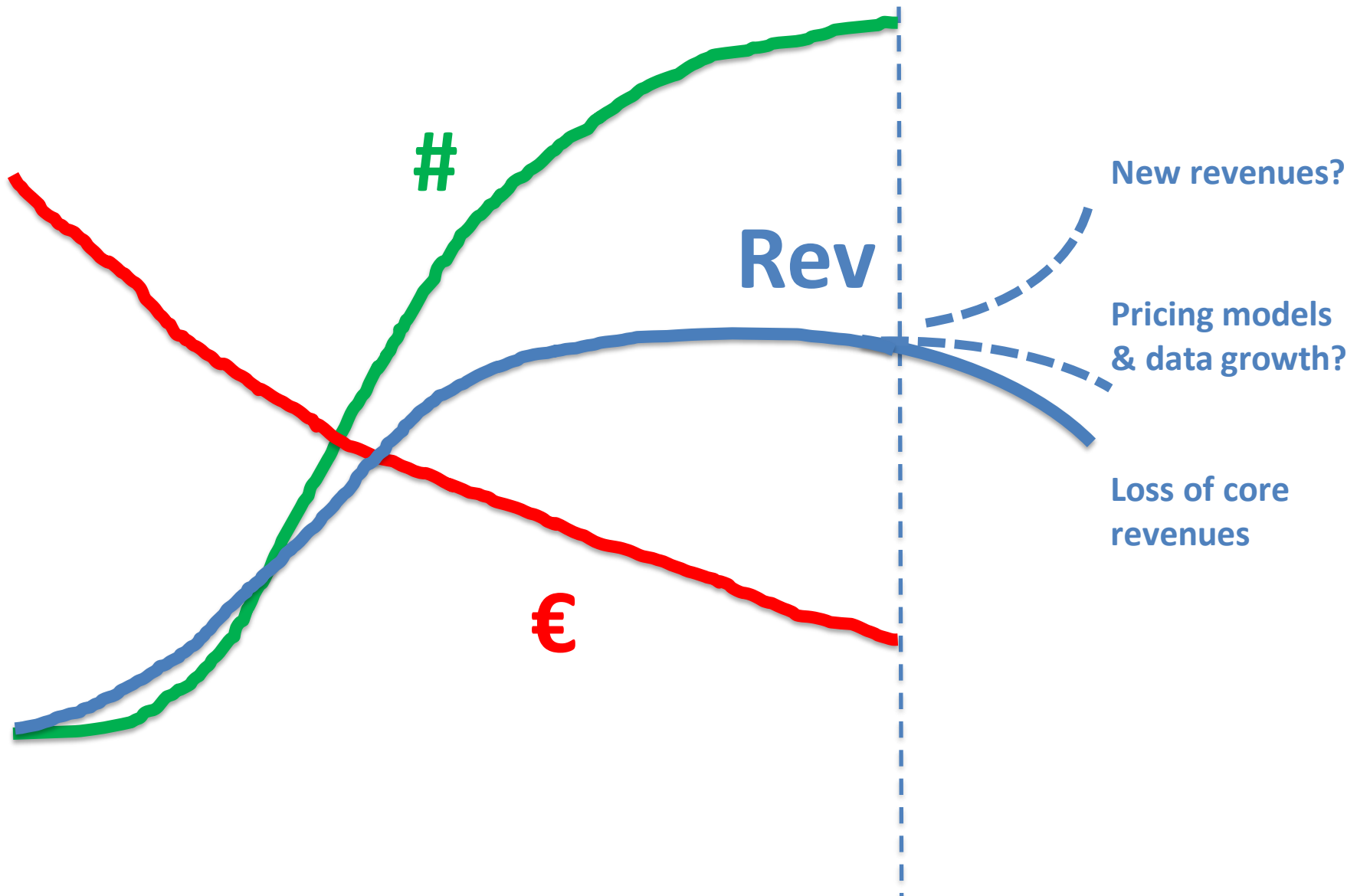
**APRIL 12, 2018**

Astrid Rauchfuss, [Maikel Wilms](#), Curtis Lightburn, Faisal Chishty, and Steffen Stern



As demand for fixed voice services has waned, telcos' B2B market share has dropped accordingly. But that decline has now accelerated by 5% (or more) annually, in some markets, as more nimble information and communication technology (ICT) players step in to offer what B2B customers want: more digital interactions and improved pricing and packaging options, along with better customer service and problem resolution.

# We need to work with amazing start-ups





# Disrupt or be disrupted



**JM Alvarez-Pallete**  @jmalvpal · Jul 1

On this day in 1979: Sony Walkman is released. / via [@JonErichman](#)





JM Alvarez-Pallete 📍 @jmalvpal · Aug 17

Nike - Just do it

# Telefónica to back start-ups

## Mobile operator aims to refocus on data



Subscribers can now gift articles



3



Save

NOVEMBER 2, 2011 by: Daniel Thomas, Telecoms Correspondent

Telefónica, the world's fifth-largest mobile operator by revenue, is to sponsor a series of European technology sites to house companies backed by its venture capital funds as part of a wider strategy to refocus the company on data.

Telefónica, which restructured last month to [carve a separate division](#) focused purely on digital business, plans to invest in technology start-ups and entrepreneurs to try to find the next wave of innovation. The [Spanish company](#) will cluster its partners in a number of connected technology sites planned in cities such as London and Munich.

Traditional mobile operators such as Telefónica face questions over their future given pressure on pricing at the same time as higher costs of infrastructure investment. Control of higher-margin data services – rather than providing the bandwidth for others to make money – is seen by analysts as one solution.

José María Álvarez-Pallete, who was appointed to head Telefónica Europe last month, said in his first interview that the company was being repositioned to focus its future on digital businesses. "We want to occupy the technology around telecoms. We need to take advantage of our proximity to the customer.



# Corporate Accelerators Are An Oxymoron

Danny Crichton @dannycrichton / 4 years ago





# Wayra UK in numbers: Financial

178

Number of start-ups

\$224M

Investment raised

# Wayra UK in numbers: “Fit”

108

Pilots, trials, contracts

\$15M

Revenue from TEF

QUALCOMM Robotics Accelerator

centrica  
energy

MERCK

Coca-Cola

Disney accelerator

BMW Startup  
GARAGE

Samsung  
ACCELERATOR >>

mediacamp  
A TURNER INITIATIVE



AXEL SPRINGER  
PLUG AND PLAY  
ACCELERATOR

Lufthansa

JLAB

from John Lewis



ProSiebenSat.1  
Accelerator

SAP  
startup.focus.



glh.

DB

AT&T  
FOUNDRY  
WHERE IDEAS ARE MADE

Healthbox™

Red Bull  
amplifier

start.inpost  
L'ACCELERATEUR INDUSTRIEL DU GROUPE LA POSTE



SIEMENS

Allianz

wayra.

BBC  
Worldwide Labs

SixThirty



Orange Fab

MasterCard

UniCredit Start Lab  
FINTECH ACCELERATOR

Deutsche  
Bank

Microsoft

hub:raum

Barclays Accelerator

POWERED BY  
techstars

WELLS FARGO  
STARTUP  
ACCELERATOR

VISA

2011 2012 2013 2014 2015





## Incubators and accelerators: An updated directory for the UK

### Key findings

- We identified 205 incubators and 163 accelerators currently active in the UK, considerably more than previously estimated.
- We find that corporate-funded programmes are now in the majority, with 51% of programmes receiving finance from this source. Furthermore, this trend for corporate funded accelerators appears to be growing very rapidly. VC funds now account for a small proportion of accelerators.

# Start-ups reveal their choice of the top UK accelerator programmes

Wayra UK topping the poll as the top accelerator for business development support and follow-on funding

by Henry Williams Updated: Mar 2, 2016 Published: Feb 2, 2016



# Deputy PM Nick Clegg opens social enterprise accelerator Wayra UnLtd

■ Get Funded    ⌚ October 14, 2013    👤 Business Matters





# GCHQ launches cyber security accelerator with Wayra



GCHQ's Cheltenham headquarters

Credit **Getty Images**

The UK's spy agency GCHQ has launched a cyber security accelerator as part of a programme to create two "world-leading" innovation centres.

FINANCIAL TIMES

New £20m fund to invest in companies helping the poor

# WAYRA FAIR BY DESIGN

A new acceleration programme tackling the poverty premium, where people from low-income households pay higher prices for many essential goods and services

chcm  
ouncil

Fair. BY DESIGN

Ascension  
VENTURES



BIG  
SOCIETY  
CAPITAL  
Transforming  
social investment

JRF  
JOSEPH  
ROWNTREE  
FOUNDATION

finance  
birmingham

# Two big Spanish companies are opening new projects in London with help from Sadiq Khan and Sol Campbell



Former England footballer Sol Campbell is backing the Telefonica accelerator. [Carl Court/Getty Images](#)





**Gary Stewart**

@garystew

A real honour & a personal inspiration 4 me 2 meet @Merck's global CEO Ken Frazier during visit @WayraUK. #yeswecan





PROGRAMMES

ABOUT US

COMMUNITY

NEWS

OPEN FUTURE\_

NEWSLETTER



# INTELLIGENT MOBILITY

Seeking start-ups to lead a transport revolution




ferrovial



ThoughtWorks Ventures

# Hundreds of jobs in pipeline as button pressed on capital AI hub



In an announcement made by Prime Minister Theresa May, the University of Edinburgh and technology support [platform](#)  Wayra UK are joining forces to set up the initiative to support 20 start-ups a year from September.

















# CREATING PREMIUM CUSTOMER EXPERIENCES

THAT DRIVE BUSINESS PROFITABILITY

# Qudini named as preferred Telefonica global supplier

Published on February 19th 2018

By **Anne-Marie Lavelle**

Qudini named as preferred Telefonica global supplier

# Tecnología

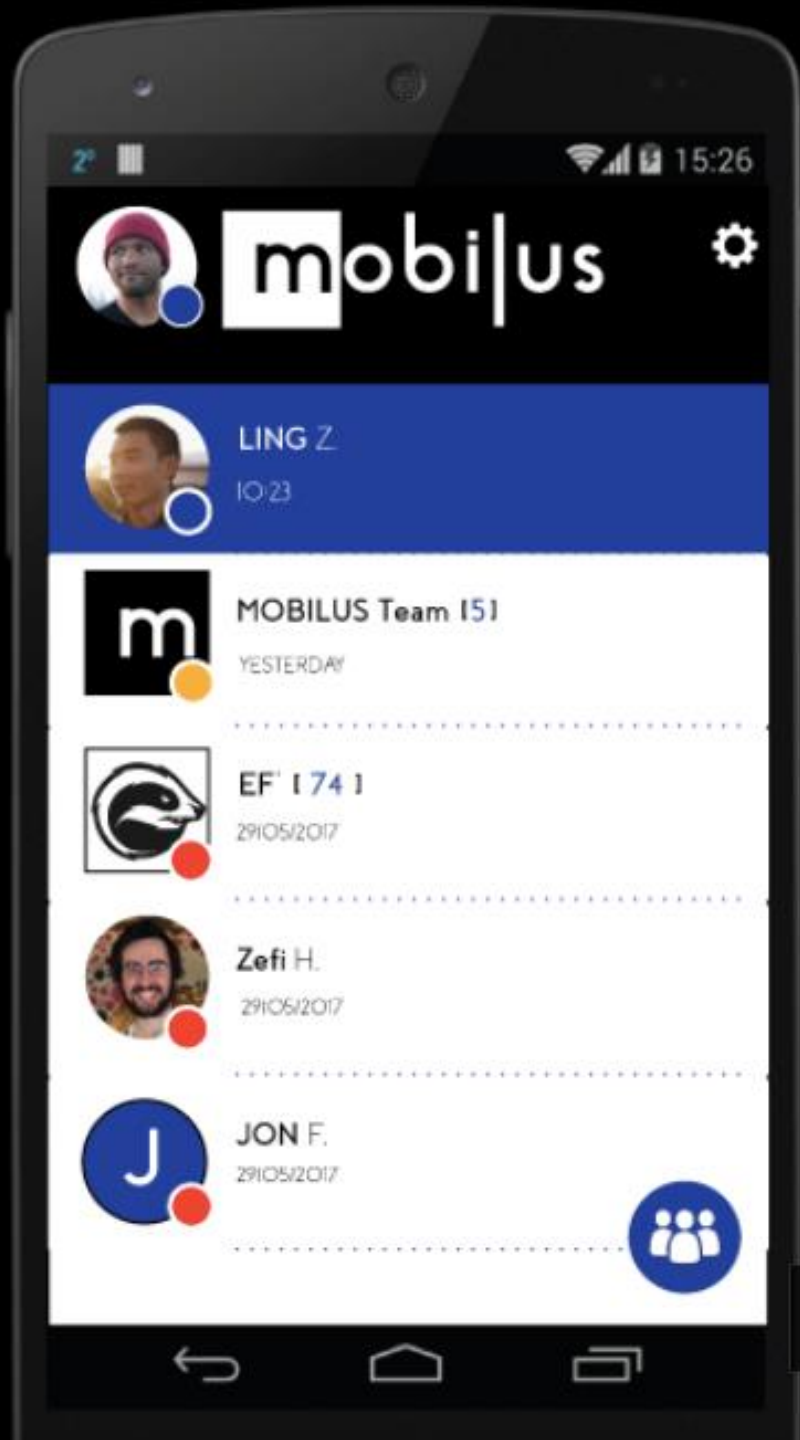
Primer 'marketplace' especializado en reparaciones de tecnología »

## Myfixpert y Wayra se asocian para crear la mayor red de reparadores técnicos a nivel mundial



César Alierta, presidente de Telefónica, junto con Alejandro Costa, CEO de Myfixpert, y Susana Díaz, presidenta de la Junta de Andalucía.





Mobilus Labs is a wearable hands free, ear free voice platform enabling teams of any size, to connect at any distance, from any environment.

#### VOICE FIRST + INDUSTRY 4.0

With it's wearable software/hardware solution, Mobilus brings voice communications in industrial applications into the digital age using cutting age innovations in bone conduction technology, voice recognition, and digital signal processing.



# Where customers are an extension of you

When you want to offer support 24/7, reduce your drop-off rate online and provide live testimonials on your products we empower your Customers to do that for You.



**Tom**

Hi, is the service as good as they say?

📌 20 seconds ago

**1 guuru found.** Starting conversation.



**Anna**

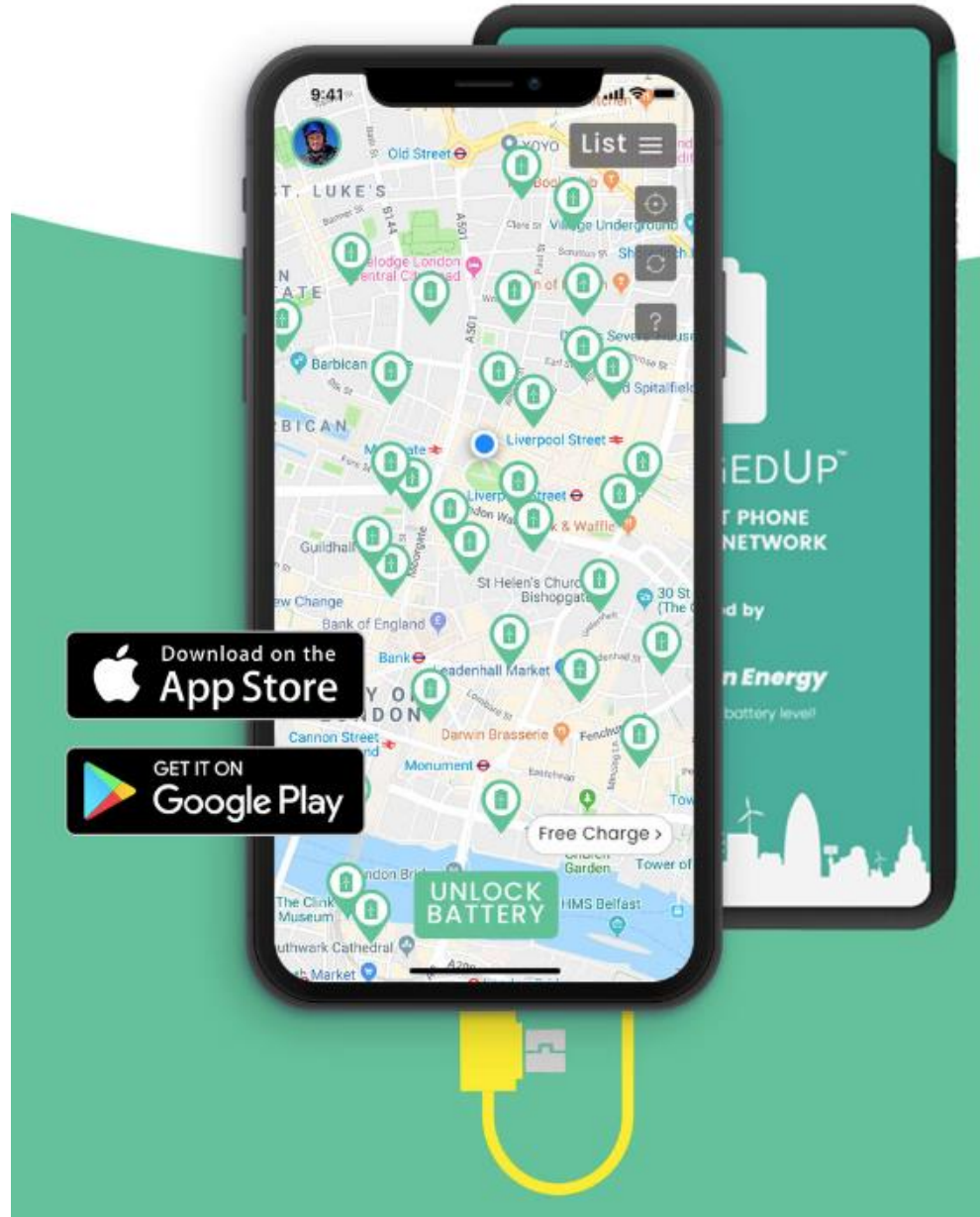
Hi, **@Tom**, I have been using it for a while now. You pay on demand. There are no surprises!

📌 Just now



Do you have a question?  
Live chat with an expert

# London's Phone Charging Network.




# Stasher

## Luggage Storage. **Everywhere.**

SEARCH

City, Street or Postcode

Near me now 

### Our partners





**We are Wayra. We scale start-ups.**