

CREATING MO

When Physics Meets Strategy for Growth

THE MOMENTUM ADVANTAGE

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KEY TAKEAWAYS

- Momentum (MO) = Mass × Velocity – The new competitive advantage.
- Agility alone is no longer enough; sustainability comes from momentum.
- Ecosystem partnerships and scalable innovation drive compounding growth.
- Use metrics like Partner Synergy Ratio and Innovation Velocity Index to measure MO.
- The question isn't how fast you're moving – it's whether you're building momentum.

Most companies see velocity and think they've won. They haven't. Speed without mass is just motion.

The Evolution: From Big to Fast to MO

The business battlefield has shifted three times in three decades.

Round One: Size Wins

Big companies ate small companies. Mass was the advantage. Build scale, crush competitors, dominate markets. Simple physics. Simple strategy.

Round Two: Speed Wins

Then the internet happened. Atoms became bits. Fast companies ate slow companies. Agility became religion. Move fast, break things, iterate yesterday. The pendulum swung hard.

Round Three: Ecosystems Complicate Everything

Reality check: no company big or small, fast or slow could do everything alone. Enter ecosystems. Partnerships. Platforms. Network effects. Complexity as strategy.

Round Four: MO Changes the Game

Now? The velocity of change is so high that agility isn't enough. You need momentum. Not mass alone. Not velocity alone. Both. Together. Weaponized.

$$p = m \times v$$

This isn't a physics lesson. It's the new competitive equation.

Why Momentum Isn't New But MO Is

Five years after I graduated from INSEAD in 2003, J. C. Larreche, a professor of marketing at INSEAD, addressed this question in his book which still graces my bookshelf: *The Momentum Effect: How to Ignite Exceptional Growth* (2008).

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His research showed momentum-powered firms delivered 80% more shareholder value than slower rivals. Eighty percent. Not incremental gains. Transformation.

But here's what's changed: the velocity of the market has accelerated so dramatically that what worked in 2008 is table stakes in 2025. The principles haven't changed. The stakes have.

RECOGNIZING MO: THE STRATEGIC CHECKLIST

1. Strategic Partnerships and Ecosystem Integration

You're not working in isolation—you're weaponizing the strengths of others. Partnerships don't sit on a slide deck—they generate compound value. The network effect isn't theory—it's showing up in your P&L.

METRIC TO TRACK

Partner Synergy Ratio – Track cross-organizational initiatives against total partnerships formed. A high ratio means your ecosystem isn't just growing—it's accelerating innovation.

2. Scalable Innovation

Innovation isn't a one-off—it's a repeatable system. Products evolve based on real-time customer feedback, not annual planning cycles. You can scale innovation without sacrificing quality or speed.

METRIC TO TRACK

Innovation Velocity Index – Count how many ideas go from concept to market-ready in six months. Higher velocity means your innovation pipeline isn't just full—it's fast.

3. Speed and Adaptability with Purpose

You're not reacting to the market—you're shaping it. Decision-making is streamlined: swift and deliberate. Change is embraced before it's necessary—you're ahead of the curve, not catching up.

METRIC TO TRACK

Adaptive Pivot Speed – Measure the time from market signal to directional shift. Days, not weeks. Weeks, not quarters.

4. Data-Driven Decision Making

Data drives decisions at every level—not just in the C-suite. Real-time analytics are embedded in workflows, not bolted on afterward. Your team has the tools to gather and interpret data to drive momentum in real-time.

METRIC TO TRACK

Data-to-Action Latency – Track the time between insight and implementation. Shorter latency equals a more agile, data-driven operation.

5. Sustained Growth and Expansion

Growth isn't just fast—it's sustainable. You have the resources and capabilities to continue scaling without losing momentum. Your organization scales at an accelerated pace across regions, products, or services.

METRIC TO TRACK

Sustainability of Growth Multiplier – Compare growth from existing versus new products or markets. A higher multiplier means growth built on sustainable foundations, not one-off wins.

6. Cultural Alignment to Momentum

Speed and adaptability are shared across your team—not mandated from above. Your team is aligned on a common mission with focused purpose. Innovation is celebrated and rewarded, and your organization constantly seeks ways to drive forward momentum.

METRIC TO TRACK

Cultural Engagement Velocity – Measure how quickly teams adopt and implement new cultural shifts. Faster adoption means your culture is aligning quickly to support momentum.

7. Customer-Centric Innovation

Your business is built around deep customer understanding. You anticipate customer demands and rapidly adapt offerings to match. Customer feedback loops are integrated into business processes—not treated as quarterly surveys.

METRIC TO TRACK

Customer Insight-Driven Growth Rate – Track the percentage of growth from products or services that stemmed directly from customer feedback. Higher percentage means customer-centric innovation is driving momentum.

8. Investing in Technology to Accelerate Momentum

Technology isn't a support function—it's a core driver. You're adopting cutting-edge tech that enhances efficiency, scalability, and speed. Automation and AI are central to your business model, enabling faster execution without compromising quality.

METRIC TO TRACK

Tech-Infusion ROI – Measure ROI from tech upgrades by comparing increased operational speed, reduced cost, or added capacity directly linked to new tools or AI adoption. Higher ROI means technology is effectively accelerating momentum.

THE BOTTOM LINE

Agility got you in the game. Momentum keeps you winning.

This isn't about moving faster. It's about generating force—the kind that compounds, accelerates, and creates distance between you and everyone else.

MO is the new currency of success. Not because speed is dead. But because speed without mass is just noise. You need both. Together. Weaponized.

Ready to create MO? Start by questioning whether you're building momentum or just moving fast. One compounds. The other burns out.

ABOUT THE AUTHOR

Joe Batista is the Founder and Chief Creatologist of M37 Advisory and a former executive at Dell Technologies and Hewlett Packard Enterprise. Throughout his career, he has helped organizations identify and capture over \$12B in hidden opportunities by aligning business strategy with technological innovation. Joe now works with executives and boards to reframe how they approach growth:

What if your biggest obstacle isn't the competition but the way you think?



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