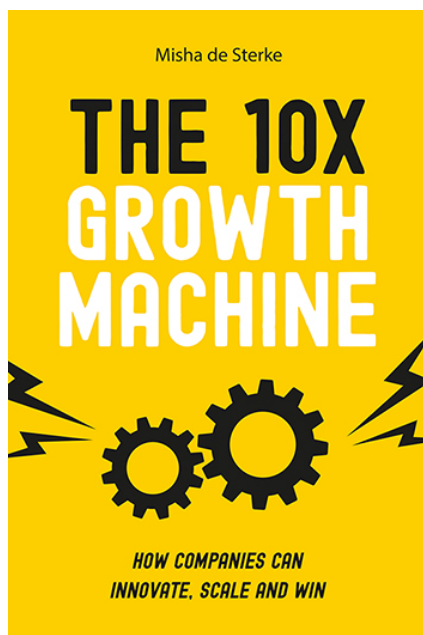


SANTASADŌ

Misha de Sterke - The 10x Growth Machine

How Companies Can Innovate, Scale and Win

ENTREPRENEURSHIP | INNOVATION | STRATEGY



Innovate or die! How do you achieve long-term growth in a highly competitive business environment? Many established companies are facing a similar challenge. Sales from existing products is declining and the urgency to innovate the existing business and create new businesses is bigger than ever. Scale as a competitive advantage is no longer sufficient to compensate for the slow speed of corporate innovation. We need to leverage the organizations scale and assets and combine this with the speed entrepreneurs have in building businesses.

Product innovation is in most companies a priority, but business model innovation is failing while it is considered as one of the most important drivers for revenue growth. Hackathons, accelerators and startup collaborations are the vehicles for innovation, but

what is the impact of these initiatives? Does it lead to real business impact or is it fair to say that most innovation projects end up at the graveyard?

How do you turn this around? My thesis is that innovation beyond the core business has zero change of survival in the current organization structures. These types of innovations need to be incubated in a different way, separate from the core business. *The 10x Growth Machine* helps companies incubate innovations systematically from idea to scale. No isolated innovation projects or disconnected initiatives. *The 10x Growth Machine* runs a portfolio of initiatives that have C-level protection and is rooted in the strategy of the organization. The culture of *The 10x Growth Machine* is entrepreneurial, and the progress of the (corporate) startup teams are measured and funded by a venture board that acts as an internal investor. In this book, innovation expert Misha de Sterke describes a battle-tested methodology with a framework, a canvas, seven models and eleven tools, to start building your own 10x Growth Machine.

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- English edition published by Management Impact



ABOUT THE AUTHOR

Misha de Sterke is a corporate innovation and startup expert and has extensive experience. In the corporate world as an interim manager and staff advisor on digital transformation, and as an entrepreneur building different tech-driven startups. He works for numerous Fortune 100 companies on disruptive strategy and venture building, focusing on achieving growth. He advises C-level executives on how to build the 10X Growth Machine and he coaches startups on turning ideas into profitable businesses. He also lectures at several Dutch universities about entrepreneurship and innovation and has a special interest in managing irrationality and tension in teams to forge bold outcomes. He is currently leading a corporate innovation practice that operates on a global scale.

RECOMMENDATIONS

'Innovation is a top priority for many companies. However, most companies fail to innovate successfully. In this book Misha de Sterke combines academic knowledge with practical expertise to bridge this knowing-doing gap. He provides a structured approach that enables companies to grow organically and continue to create value in the long run. Companies should create their own growth machine. With *The 10x Growth Machine* they can!'

Erik Stam, Professor of Strategy, Organization & Entrepreneurship, Dean of the Utrecht University School of Economics

'A very pragmatic and insightful reading on how to approach innovations and organize for them in today's times. The new scope of innovation extends beyond the 'product' and goes all the way to business models, something that established companies struggle to organize for and to build capabilities – the book provides a clear perspective on how to approach these challenges. Definitely recommended for reading and as a guide to aspiring corporate innovators!'

Aniruddha Kusurkar, Global Commercial Director, FrieslandCampina

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