

BUSINESS LIFE CYCLE NEEDS ANALYSIS

BUSINESS ACTIVITY	INCUBATION			INFANCY		IDENTITY		IMPACT		INSIGNIFICANCE	
	R&D	Design	Development	Introduction	Survival	Success	Take-Off	Consolidation	Leadership	Stagnation	Decline
KEY: * means "start", ++ means develop, 000 means maintain											
CORPORATE PERSPECTIVE											
Dominant Management Style - Type	Creativity			Direction			Decentralisation	Coordination	Collaboration		
- Characteristics	Individualistic & entrepreneurial			Directive	Directive	Directive	Delegative	Watchdog	Participative		
Emerging management problem/crisis	Commercial Viability		Leadership			Autonomy	Control	Bureaucracy	Complacency		
Management Focus	Conceptual	Screening	Project management	Make & sell, cash flow	Operational efficiency	Operational efficiency	Market expansion	Organisational consolidation	Problem-solving & innovation	Maintaining status-quo	
Possible Management Reward Emphasis	Royalties	Ownership	Salary & Merit Increases	Salary & Merit Increases	Salary & Merit Increases	Salary & Merit Increases	Individual Bonus	Profit sharing & stock options	Team Bonus		
Industry Analysis (demand & supply trends)	*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Current situation & historical analysis	*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Mission (role alignment in market-place)	*	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Vision (desired future situation in market-place)	*	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Corporate Objectives & Strategies	*	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategic Alignment (aligning structure with strategy)		Informal	Informal	Centralised & functional	Centralised & functional	Centralised & functional	Decentralised & geographical	Line, staff & product groups	Matrix of teams		
Organisation, management development & alliances				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategic Management Consulting											
Enterprise Reviews (SM-ER)		*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Corporate Strategy Diagnostic (SM-CSD)		*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategic Planning (SM-SP)	0	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Business Plans (SM-BP)	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Feasibility Studies (SM-FS)	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Financial Modeling & Analysis (SM-FM)	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Technology Commercialisation (SM-TC)	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Balanced Scorecard (SM-BSC)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Executive FastTrac (SM-EFT)						0 0 0	0 0 0				
Information Economy Strategy (SM-IES)			+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Partnering & Networking (SM -PN)			*	+ +	+ +	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0
Development Management (SM-DM)	*	0 0 0	0 0 0	0 0 0					0 0 0	0 0 0	0 0 0
Urban & Regional Development (SM-URD)	*	0 0 0	0 0 0	0 0 0					0 0 0	0 0 0	0 0 0
Local Economic Action Planning (SM-LEAP)	*	0 0 0	0 0 0	0 0 0					0 0 0	0 0 0	0 0 0
Performance Improvement Consulting											
Open Book Management (PI-OBM)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Performance Measurement (PI-PM)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Research & Marketing Consulting											
Marketing Strategy (RM-MS)		+ +	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Human Resource Management Consulting											
Organisation Reviews (HR-OR)					0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Organisation Development (HR-OD)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Management Training & Development (HR-MTD)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Recruitment (HR-R)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
ADAPTED TO BALANCED SCORECARD FRAMEWORK											

BUSINESS ACTIVITY	INCUBATION			INFANCY		IDENTITY		IMPACT		INSIGNIFICANCE	
	R&D	Design	Development	Introduction	Survival	Success	Take-Off	Consolidation	Leadership	Stagnation	Decline
FINANCIAL PERSPECTIVE											
Strategic Thinking & Planning Process											
Vision fulfilling goals & strategies											
Strategy fulfilling critical success factors				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategic performance measures (KPI's)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Implementation action plan			+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Source of Funds											
Round 1 Funding - Seed Capital	*	+ +	0 0 0								
Round 2 Funding - Start-up Capital		*	+ +	0 0 0							
Round 3 Funding - Launch Capital			*	+ +	0 0 0						
Round 4 Funding - Growth Capital						+ +	0 0 0				
Round 5 Funding - Exit Capital									0 0 0		
Use of Funds											
IP		+ +	0 0 0								
Product Development	*	+ +	0 0 0								
Physical Resources			*	0 0 0							
Human Resources	*	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Inventory											
Information Resources	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Capital Expenditure approvals		+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Consulting Interventions											
1. Strategic Management Consulting											
Feasibility Studies (SM-FS)	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Financial Modeling & Analysis (SM-FM)	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Balanced Scorecard (SM-BSC)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
2. Performance Improvement Consulting											
Open Book Management (PI-OBM)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Performance Measurement (PI-PM)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0

BUSINESS ACTIVITY	INCUBATION			INFANCY		IDENTITY		IMPACT		INSIGNIFICANCE	
	R&D	Design	Development	Introduction	Survival	Success	Take-Off	Consolidation	Leadership	Stagnation	Decline
CUSTOMER PERSPECTIVE											
Strategic Thinking & Planning Process											
Vision fulfilling goals & strategies	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategy fulfilling critical success factors				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategic performance measures (KPI's)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Implementation action plan			+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Marketing Activities											
Consumer & Market Research	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Marketing Plan	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Customer Relationship Management		*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Segmentation & Targeting	*	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Value Proposition	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Competitive Positioning	*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Pricing											
Promotion	*	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Distribution	*	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Consulting Interventions											
1. Strategic Management Consulting											
Balanced Scorecard (SM-BSC)				*	+ +	** *	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
2. Performance Improvement Consulting											
Quality Management (PI-QM)	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Performance Measurement (PI-PM)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
3. Research & Marketing Consulting											
Marketing Strategy (RM-MS)		+ +	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Market Research (RM-MS)	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Customer Relationship Management (RM-CRM)		*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Product Development (RM-PD)	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0

BUSINESS ACTIVITY	INCUBATION			INFANCY		IDENTITY		IMPACT		INSIGNIFICANCE	
	R&D	Design	Development	Introduction	Survival	Success	Take-Off	Consolidation	Leadership	Stagnation	Decline
INTERNAL PROCESS PERSPECTIVE											
Strategic Thinking & Planning Process											
Vision fulfilling goals & strategies	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategy fulfilling critical success factors				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategic performance measures (KPI's)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Implementation action plan			+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Product Design & Development											
Product Life Cycle	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Product Development	Concept	Brief, sketch, model, evaluate	Draw, prototype, test, evaluate								
Enhancements (facelifting)				X X	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Product Line Extension					0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Product Diversification						0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Process Design & Development											
Business Process Analysis		+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Productivity Improvement		*	*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Quality Management	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Value Chain Management			*	+ +	+ +	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0
Collaboration (networking & clusters)			*	+ +	+ +	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0
Consulting Interventions											
1. Strategic Management Consulting											
Balanced Scorecard (SM-BSC)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Executive FastTrac (SM-EFT)						0 0 0	0 0 0				
Information Economy Strategy (SM-IES)			+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Partnering & Networking (SM -PN)			*	+ +	+ +	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0
2. Performance Improvement Consulting											
Quality Management (PI-QM)	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Open Book Management (PI-OBM)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Project Management (PI-PM)	*	0 0 0	0 0 0	0 0 0					0 0 0	0 0 0	0 0 0
Program Evaluation (PI-PE)		*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Performance Measurement (PI-PM)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Productivity Improvement (PI-PI)		*	*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Process Re-Engineering (PI-PRE)						0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Supply Chain/Value Management (PI-SCVM)			*	+ +	+ +	+ +	+ +	+ +	0 0 0	0 0 0	0 0 0

BUSINESS ACTIVITY	INCUBATION			INFANCY			IDENTITY		IMPACT		INSIGNIFICANCE	
	R&D	Design	Development	Introduction	Survival	Success	Take-Off	Consolidation	Leadership	Stagnation	Decline	
LEARNING & GROWTH PERSPECTIVE												
Strategic Thinking & Planning Process												
Vision fulfilling goals & strategies	+ +	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategy fulfilling critical success factors				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Strategic performance measures (KPI's)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Implementation action plan			+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Enterprise Culture												
Cultural stage	Self culture	Self culture	Self culture	Power culture	Power culture	Power culture	Role culture	Task culture	Self culture			
Predominant culture						Authoritarian	Paternalistic	Bureaucratic	Consensual/participative			
Cultural world-view						Alien/threatening	Family/social	Institutional	Collaborative			
Values				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Business Literacy				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Entrepreneurship												
Engagement, motivation & commitment												
Learning Organisation						Level zero - authoritarian	Level one - paternalistic	Level two - empowerment				
Knowledge Management												
Intellectual Capital												
Consulting Interventions												
1. Strategic Management Consulting												
Balanced Scorecard (SM-BSC)				*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Executive FastTrac (SM-EFT)						0 0 0	0 0 0					
2. Performance Improvement Consulting												
Open Book Management (PI-OBM)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Performance Measurement (PI-PM)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
3. Human Resource Management Consulting												
Organisation Reviews (HR-OR)					0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Organisation Development (HR-OD)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Management Training & Development (HR-MTD)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Employee Surveys (HR-ES)				+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Recruitment (HR-R)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Contracting (HR-C)		*	+ +	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Executive Coaching (HR-EC)				0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0