

¹ https://en.wikipedia.org/wiki/Memory_span

SUMMARY of LIFE CYCLE STAGES FOR AN ORGANISATION								
	INFORMATION	INVENTION	INNOVATION	DIFFUSION	SHAKEOUT	MATURITY	RESURGENCE	DECLINE
Stage Description	Pre-existence	Idea of particular system conceived	Idea developed into working system	System widely accepted by market	Slowdown of growth and rationalisation of system redundancies	System conforms to hierarchical standards	Rationalisation by closer relationship of system management and operations	System fragments
MISSION (Purpose)	Pre-Purpose	Purpose articulated and described	Purpose embodied in tangible elements and relationships	Initial purpose realised and other possibilities identified	Purpose restricted	Purpose becomes implicit	Purpose made explicit in terms of narrowly-defined mission statement	Purpose no longer relevant to market
MANDATE	Companies codes, laws, business practices	Business Registration, Company Articles	Permits, leases, codes, Licenses, patents,/IP, Standards	Association memberships, emerging quality standards	Industry guidelines, trade practices, monopolies legislation, bankruptcy regulations	Membership of peak associations, input to Govt policies	System purpose defined by mission statements and corporate plans	Bankruptcy court, Bank contracts, shareholders
MOTIVATION	Data on success, evidence of demand	Positive analysis of misfit in present circumstances	Income potential, support groups, market potential	Market response, esprit decorps	Consolidation of market position	Limits to market, corporate image	New opportunities, threats in market place, Fear of failure, greed	Lack of improvement or opportunities
MARKET	Data on customers, competitors	Market analysis	Market strategies	Establishing markets, emph on functionality	Market levelling, consolidation of market position	Segmented markets, emphasis on quality, price	New markets or revitalisation of old markets	Low advertising, market rejection spiral
MANAGEMENT	Individ often in larger organization	Individ or small group???	Vision leadership	Entrepreneurial, democratic style encouraging experimentation	Leading functional and project groups	Conservative, administrative, Hierarchical process orientation	Creation of new structures, contempt for old guard, ruthless	Obsession with financial issues

MANPOWER	Acquisition of skills not congruent with existing requirements		Contract planners, finance cons	Flexible and multiple skills, high job satisfaction, high uncertainty	Capacity to apply skillsets to range of projects. Possible misfit with organization.	Stable workforce, highly segmented skills, labour organizations,	Changing skill demands, large scale redundancies	Labour shedding spiral, Survival skills
MACHINES	Databases, networks, magazines	Development of production options	Acquisition of variety of standard machinery, some design modification for new processes	Increased design modification, emphasis on individ machine performance	Emphasis on integration of	Emphasis on processes between standardised machines	Lage scale integration of functions into single machines or software	Outdated equipment, emphasis on repair and spare parts acquisition
MATERIALS	Data on properties of materials	Specific materials tested or analysed						
MONEY	Data on funding sources	Investment of individ time and money little outside funds	“Personal, “family, fools and friends” financing	High investment/ high return financing, venture capital, 2 nd board listing, business angels	Return rate diminishing, security of investment increasing, Mainboard listing	Debt and equity financing	New capital injection, private equity	Defensive accounting, bankruptcy
MAP (Spatial)	Dispersed data	Individual ideas, small groups,	Strong interaction in group, isolation from others	Strong group ethos, growing rels with customers and suppliers	Emerging preferences with customers and suppliers	Old boy network (OBN) with strong cstomer and supplier preferences and loyalty	OBN Breakup, Internal mutiny group New networks established	Networks in decline
MAP (Temporal)		Limited view of time frames	Corp plan gives some time frames	Short term response to customer and supplier demands	Decisions on long rage palnning emerges	Long term planning with incremental changes	Focus on both short term and long term	Short term planning only