

Dominant Business Perspective	Dreaming	Initiating	Attacking	Maturing	Overhauling	Networking	Diversifying
Management Focus	<ul style="list-style-type: none">• Business planning• Seed funding• Market research	<ul style="list-style-type: none">• Cashflow• Winning new business• Establishing a presence	<ul style="list-style-type: none">• Cashflow• Supply/demand• Establishing stability	<ul style="list-style-type: none">• Planning and control• Assimilating new people• Establishing systems	<ul style="list-style-type: none">• Improving performance• Business analysis• Establishing corporate objectives	<ul style="list-style-type: none">• Improving corporate image• Developing new structures• Establishing strategy	<ul style="list-style-type: none">• Improving brand value• Increasing flexibility• Establishing alliances
Investor Focus	<ul style="list-style-type: none">• Business plan	<ul style="list-style-type: none">• Delivery of plan	<ul style="list-style-type: none">• Sufficient returns	<ul style="list-style-type: none">• Developing finance strategy	<ul style="list-style-type: none">• Improving return	<ul style="list-style-type: none">• Retaining stability	<ul style="list-style-type: none">• Brand equity
Employee Focus		<ul style="list-style-type: none">• Excitement vs. job security	<ul style="list-style-type: none">• Challenged resource vs. frustrations	<ul style="list-style-type: none">• Professional focus vs. concern about freedom	<ul style="list-style-type: none">• Reward for achievement vs. fear of change	<ul style="list-style-type: none">• Ownership vs. career credits	<ul style="list-style-type: none">• Acquired prestige vs. lost identity
Finance Source	<ul style="list-style-type: none">• Own equity• Corporate clearing	<ul style="list-style-type: none">• Own equity• Corporate clearing• Efficient cash collection	<ul style="list-style-type: none">• Short term debt• Working capital facility	<ul style="list-style-type: none">• Structured finance• Specialist schemes	<ul style="list-style-type: none">• Structured finance• Venture capital/private equity	<ul style="list-style-type: none">• Finance markets• Venture capital/private equity	<ul style="list-style-type: none">• Finance markets• Venture capital / private equity
Marketing and Sales Focus	<ul style="list-style-type: none">• Developing contacts• Establishing concept	<ul style="list-style-type: none">• Stimulating demand• Simple promotion• Developing distribution channels	<ul style="list-style-type: none">• Improving customer value• Improving customer quality-increasing customer base	<ul style="list-style-type: none">• Customer/market research	<ul style="list-style-type: none">• Cost per sale• Customer satisfaction	<ul style="list-style-type: none">• Strategic planning• Corporate positioning	<ul style="list-style-type: none">• Relationship management• Channel management
IT Focus	<ul style="list-style-type: none">• Planning basic business requirements / technical architecture	<ul style="list-style-type: none">• Basic office system/ packaged solutions to meet business requirements	<ul style="list-style-type: none">• Reliable systems• Improve internal and external communications	<ul style="list-style-type: none">• Customised IT solution	<ul style="list-style-type: none">• Re-engineer systems to optimise business needs	<ul style="list-style-type: none">• Optimise IT connectivity	<ul style="list-style-type: none">• Flexible, knowledgebased, customercentric
Supply Side Focus	<ul style="list-style-type: none">• Establishing contacts	<ul style="list-style-type: none">• Ad hoc, non negotiated	<ul style="list-style-type: none">• Applying customer criteria to purchasing decisions	<ul style="list-style-type: none">• Multiple supplier management• Terms negotiation	<ul style="list-style-type: none">• Rationalising supply• Power bargaining	<ul style="list-style-type: none">• Some joint ventures	<ul style="list-style-type: none">• Strategic alliances• Vertical chain strategies
Constitutional Elements	<ul style="list-style-type: none">• Family & friends• Influenced by contacts	<ul style="list-style-type: none">• Limited equity ownership• Influenced by lenders	<ul style="list-style-type: none">• Broadening ownership and influence	<ul style="list-style-type: none">• Establishing corporate formal structures & governance	<ul style="list-style-type: none">• Employee involvement	<ul style="list-style-type: none">• Diverse stakeholder interest	<ul style="list-style-type: none">• Complex constitution & governance
Community Orientation	<ul style="list-style-type: none">• Personal	<ul style="list-style-type: none">• Local employment	<ul style="list-style-type: none">• Random charitable• Local business associations	<ul style="list-style-type: none">• Political (local)	<ul style="list-style-type: none">• Coordinated charitable	<ul style="list-style-type: none">• Political (local and central)• Community programmes	<ul style="list-style-type: none">• Political (local and central)