9 Stages of Enterprise Creation

Business Context	Pre-Start		Growth			Maturity			Exit
Education Context	**New Venture Formation**			**Business Sustainability**			**Entrepreneurship Pathways**		
Stage	**Discovery**	**Modeling**	**Startup**	**Existence**	**Survival**	**Success**	**Adaptation**	**Independence**	**Exit**
Description	This stage is centred around opportunity recognition. These are the processes by which entrepreneurs identify and evaluate potential new business opportunities.	At this stage the entrepreneur begins to operationalise the opportunity by creating abstract models to test key hypotheses.	A new business venture in its first stages of operations, either has started trading or developing resources with the aim of trading.	These businesses have two issues to master, gaining enough customers and stabilising either production or product quality.	A viable business entity in terms of cash flow and resources, it has enough customers and satisfies them sufficiently with its products or services to keep them.	Entrepreneurs at this stage have two options: capitalise on the company's accomplishments and expand or keep the company stable and profitable.	The business is set to grow or pivot rapidly and has secured the required finances. Key management is in place with a set of operational systems. Operational and strategic planning are now a key focus.	The business now has the advantages of size, financial resources, market share and managerial talent. Innovation and Intrapreneurship are now factors in keeping the business in market position.	The shareholders want to release the value in the business. Common types of exit strategies include initial public offerings, strategic acquisitions and management buyouts.
Enterprise Development	At this stage the enterprise is only a set of ideas.	A formalised model of the enterprise, it's goals, reasons they are attainable, and plans for reaching them.	The organisations core processes will be geared to the refinement of a scalable, repeatable and profitable business model.	The organisation is a simple one, the entrepreneur does everything and directly supervises subordinates, who should be of at least average competence. Systems and formal planning are minimal to nonexistent. The company's strategy is simply to remain alive.	Systems development is minimal. Formal planning is, at best, cash forecasting. The company may have a limited number of employees supervised by a supervisor. Neither of them makes major decisions independently, but instead carries out the rather well-defined orders of the entrepreneur.	Core tasks are optimised to ensure the basic organisation stays profitable and is able to meet the needs of the growing organisation. Managers identify with the company's future rather than its current condition. Systems are installed to ensure strategic planning and business oversight.	The organisation is decentralised and, at least in part, divisionalised. The key managers must be very competent to handle a growing and complex business environment. The systems, strained by growth, are becoming more refined and extensive. Both operational and strategic planning are being done and involve specific managers.	The staff and financial resources are in place to engage in detailed operational and strategic planning. The management is decentralised, adequately staffed, experienced and motivated. Systems are extensive and well developed.	The organisation is profitable, definable with a clear and realistic strategy to continue. The CEO and founder are separate. The senior management team have good retention packages.
Entrepreneurial Development	Opportunity recognition represents one of the most important early aspects of entrepreneurship.	The nascent entrepreneur can see that the concept provides either: a good marketable opportunity, a protectable idea, and/or a favourable cash flow forecast.	The entrepreneur's role is to build a product customers want to buy; recruit a team; find funding from customers, partners, or investors; and overall prioritization of work.	The entrepreneur is the business, performs all the important tasks, and is the major supplier of energy, direction, and, with relatives and friends, capital.	The major goal is still survival, and the entrepreneur is still synonymous with the business.	The entrepreneur consolidates the company for business sustainability. If expanding then the entrepreneur establishes the borrowing power of the company and risks it all in financing growth.	The entrepreneur and the business have become reasonably separate, yet the company is still dominated by both the entrepreneur's presence and stock control.	The entrepreneur and the business are quite separate, both financially and operationally.	An exit strategy gives an entrepreneur a way to reduce or eliminate their stake in the business and, if the business is successful, make a substantial profit.
Focal Competencies	Opportunity recognition, creation and evaluation.	Financial and economic literacy. Self-discipline & personal organisation.	Mobilising resources. Identify and approach target markets.	Coping with uncertainty, ambiguity and risk. Tolerance of uncertainty, risk and failure.	Learning through experience. Implementation of ideas through leadership & management.	Operational & Financial planning.	Investor Management. Delegation.	Mental ability to coordinate activities.	Negotiation. Merger and acquisition.

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