MATURITY

**Commercial Phase**

Production Support

**Definition**: The product support step is that period during which the product or process realizes a useful life.

**Objective**: The objective of the production support step is to maintain maximum value of the product or process through continual improvement in the technical aspects of the production process.

**Product**: The product of this activity is a competitive product.

**Technical Activities**: During the product support step, the following activities must be practiced:

* Product on-site technical instructions and updates for safe and effective use of the product or process
* Prepare, distribute and encourage use of instruction manuals for the assembly, operation, and maintenance of the product or process
* Design, produce, and distribute "consumables" used in the product or process
* Design and introduce timely but minor improvements in materials, components, systems, and software
* Produce and distribute spare parts
* Set up and provide warranty services
* Introduce new applications developed for the product or process
* Identify new product spin-offs or major product design changes that would require going back into earlier stage to be re-identified as a new product
* Disseminate alerts and undertake remedial action for unplanned product deficiencies or changing safety and environmental requirements

**Technical Information:** The production support step usually will result in knowledge about the optimal conditions, technologies, processes, and procedures to produce a competitive product.

**Commercial Phase**

Market Diversification

**Definition:** The market diversification step is that period when the product is modified to meet new market opportunities or when new products are developed to meet existing market demand.

**Objective:** The objective of the market diversification step is to address changing market conditions.

**Product:** The product of this step is a portfolio of competitive products and multiple markets for products that insulate the enterprise against economic downturns.

**Marketing Activities**: The marketing activities common to this step are those necessary to diversify the products and markets.

During the market diversification step, the following activities must be accomplished:

* Market environment scanning process
* Technology transfer and/or deployment processes
* Allocation of resources for continued improvement of existing products
* Allocation of resources for new product development

**Marketing Information:** Implementation of the market diversification step usually will result in knowledge of emerging industries, emerging products, emerging technologies, sources of technology, identification of new enterprise opportunities and threats, and resources for technical assistance in technology development and deployment.

**Assessment:**

Have you diversified your product line?

Do you have a market environment scanning process?

Do you have a technology transfer and/or deployment process?

Do you make resource allocations for continual improvement?

Do you make resource allocations for new product development?

**Commercial Phase**

Business Maturity

**Definition:** The business maturity step is that period during which the enterprise secures market position, optimizes investment opportunities, and explores product and market diversification.

**Objective:** The objective of the business maturity step is to optimize profit potential of the enterprise.

**Product:** The product of this activity is a business enterprise that is generating increasing profits through multiple revenue streams.

**Business Activities:** Activities common to business maturity are related to investment options and business decisions that ensure enhanced competitiveness.

During the business maturity phase, the following activities must be completed:

* Implement a company diagnostic process
* Provide continuing education and training programs
* Explore alternate management technologies
* Invest profits
* Monitor life cycles of product in enterprise portfolio
* Regularly convene board of director meetings
* Monitor industrial business trends and practices
* Identify opportunities and threats to enterprise profits
* Conduct strategic and tactical planning for the enterprise

**Business Information:** The business maturity step usually will result in knowledge of potential exit strategies, opportunities for business diversification, emerging industry changes, new market demands and expectations.

**Assessment:**

Are you optimizing the company's profit potential?

Have you implemented an internal company diagnostic process?

Do you provide continuing education and training opportunities?

Do you explore alternate management technologies?

Do you reinvest profits?

Do you monitor product life cycles in the enterprise portfolio?

Do you monitor opportunities and treats to enterprise profits?

Can you identify opportunities and threats to enterprise profits?

Do you conduct strategic and tactical planning for the enterprise?