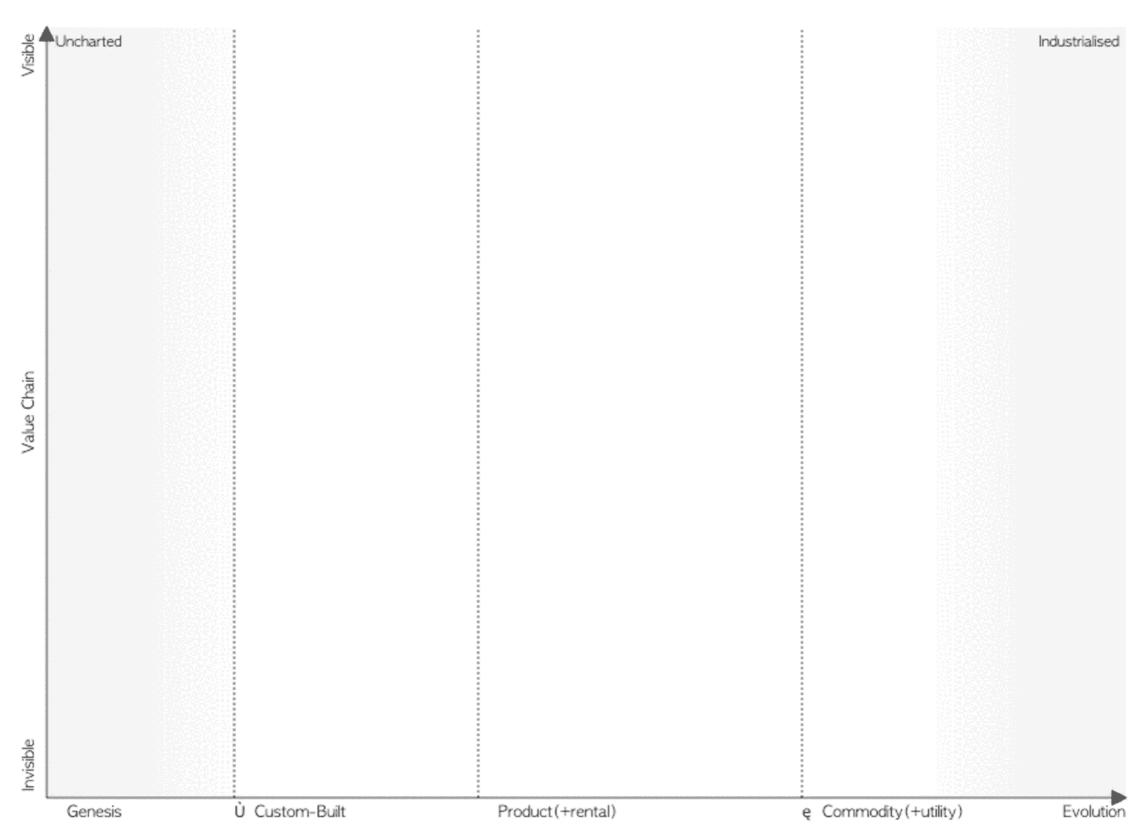
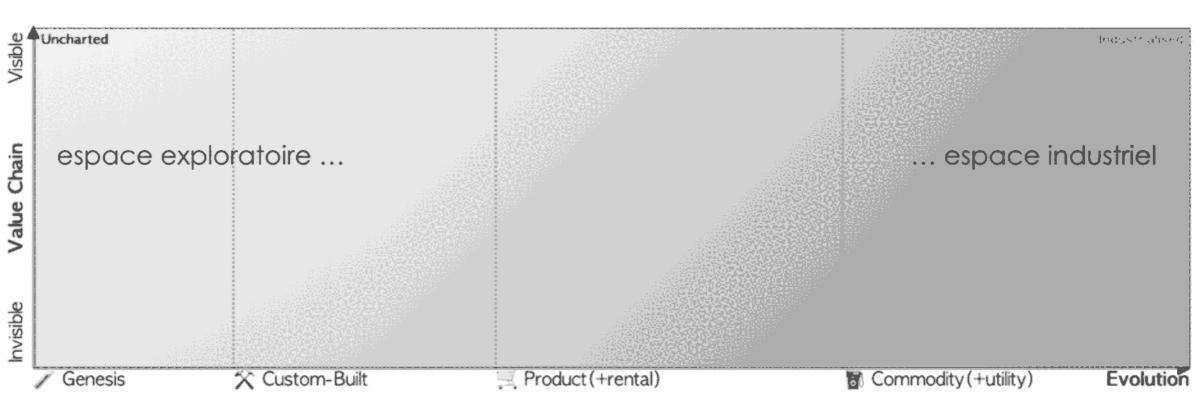


Stage of	Evolution	I	II	ĪII	IV
,	Activity (used)	Genesis	Custom	Product (+rental)	Commodity (+utility)
x-axis labels (types of capital)	Data (implied)	Unmodelled	Divergent	Convergent	Modelled
	Practice (implied	Novel	Rmerging	Good	Best
	Knowledge (implied)	Concept	Hypothesis	Theory	Universally Accepted
Charact	teristics				
Ubiquity		Rare	Slowly increasing	Rapidly increasing	Widespread in the applicable market / ecosystem
Certainty		Poorly understood / exploring the unknown	Rapid increases in learning / discovery becomes refining	Rapid increases in use / increasing fit for purpose	Commonly understood (in terms of use)
Publication Types		Describe the wonder of the thing / the discovery of some marvel / a new land / an unknown frontier	Focused on build / construct / awareness and learning / many models of explanation / no accepted forms / a wild west.	Maintenance / operations / installation / comparison between competing forms / feature analysis e.g. merits of one model over another	Focused on use / increasingly an accepted, almost invisible component
General	Properties			P	
Market		Undefined market	Forming market / an array of competing forms and different models of understanding	Growing market / consolidation to a few competing but more accepted forms.	Mature market / stabilised to an accepted form
	Knowledge management	Uncertain	Learning on use / focused on testing prediction	Learning on operation / using prediction / verification	known / accepted
Market ((Ecosystem) Perception	Chaotic (non linear) / Domain of the "crazy"	Domain of "experts"	Increasing expectation of use / Domain of "professionals"	Ordered (appearance of being linear) / trivial / formula to be applied
	User perception	Different / confusing / exciting / surprising / dangerous	Leading edge / emerging / uncertainty over results	Increasingly common / disappointed if not used or available / feeling left behind	Standard / expected / feeling of shock if not used
	Perception in Indusry	Future source of competitive advantage / unpredictable / unknown	Seen as a competitive advantage / a differential / looking for ROI and case examples	Advantage through implementation / features / this model is better than that	Cost of doing business / accepted / specific defined models
	Focus of value	High future worth but immediate investment	Seeking ways to profit and a ROI / seeking confirmation of value	High profitability per unit / a valuable model / a feeling of understanding / focus on exploitation	High volume / reducing margin / important but invisible / an essential component of something more complex
	Understanding	Poorly understood / unpredictable	Increasing understanding / development of measures	Increasing education / constant refinement of needs / measures	Believed to be well defined / stable / measurable
) 	Comparison	Constantly changing / a differential / unstable	Learning from others / testing the water / some evidential support	Competing models / feature difference / evidential support	Essential / any advantage is operational / accepted norm
	Failure	High / tolerated / assumed to be wrong	Moderate / unsurprising if wrong but disappointed	Not tolerated / focus on constant improvement / assumed to be in the right direction / resistance to changing the model	Surprised by failure / focus on operational efficiency
1	Market action	Gambling / driven by gut	Exploring a "found" value	Market analysis / listening to customers	Metric driven / build what is
IT Lis Si	Efficiency	Reducing the cost of change (experimentation)	Reducing cost of waste (Learning)	Reducing cost of waste (Learning)	Reducing cost of deviation (Volume)
in	Decision Drivers	Heritage / culture	Analysis & synthesis	Analysis & synthesis	Previous experience
					







Market: Undefined	Market: Forming	Market: Growing	Market: Mature
ailure: High / tolerated assumed	Failure: Moderate / unsurprising but disappointed	Failure: Not tolerated, focus on constant improvement	Failure: Operational efficiency and surprised by failure
ocus of value: High uture worth	Focus of value: Seeking profis / ROI?	Focus of value: High profitability	Focus of value: High volume / reducing margin
Comparison: Constantly changing / a differential	Comparison: Learning from others / testing the water	Comparison: Feature difference	Comparison: Essential / operational advantage
unstable	/ some evidential support		

