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|---|---|
| Start-up | <i>Positive characteristics:</i> Entrepreneurial. Committed. Innovative. Flexible. Public/news oriented. Un-structured. Floating. Ambiguous (in selection of topics) Dependent of individuals. |
| Establishment | |
| Consolidation (Focused development towards the mature centre) | <i>Positive characteristics:</i> Clear long term strategy and objectives. Clear structure. Clear role. Robustness, independence, international profile Clear focus in terms of activities and topics (prioritising, de-selecting) Broad anchoring of competencies. Entrepreneurial Committed. Innovative. Flexible. Public/news oriented <i>Negative characteristics:</i> Un-structured. Floating. Ambiguous (in selection of topics). Dependent of individuals |
| The mature centre | |

Figure 2.1 Four-phase model for CMS's development from start-up to mature centre