

ABSTRACT

This research aims to analyze the organizational life cycle stage of PT. Snogen Indonesia using the Corporate Life Cycle theory developed by Ichak Adizes, and to evaluate its managerial roles and decision-making quality through the PAEI (Purpose, Administrator, Entrepreneur, Integrator) and CAPI (Coalesced Authority, Power, Influence) frameworks. PT. Snogen Indonesia is a textile chemical company established in 1998 that has demonstrated resilience in facing industry challenges, including significant market disruptions caused by the Covid-19 pandemic. Based on assessments using tools from the official Adizes platform and in-depth interviews with internal company sources, the study finds that PT. Snogen Indonesia is currently in the Adolescence stage—characterized by a transitional phase between growth and organizational maturity, during which balancing innovation with structural stability becomes critical.

The findings reveal that the company excels in the Entrepreneur (E) role, showing strong adaptability and risk-taking capabilities, and performs relatively well in the Administrator (A) role with a structured organizational setup. However, it exhibits weaknesses in the Integrator (i) role, due to the lack of a formal, sustainable collaboration system, and in the Purpose (P) role, as core values have yet to be fully embedded in operational practices. From a CAPI perspective, PT. Snogen Indonesia has implemented a relatively balanced distribution of authority, power, and influence, although improvements are still needed in feedback mechanisms and decision documentation. This study offers strategic recommendations to help the company move toward the Prime stage by strengthening collaborative work culture, clarifying organizational values, and enhancing adaptable and integrated managerial systems. The findings are expected to serve as a strategic reference for PT. Snogen Indonesia and other companies in similar developmental phases to better manage change and improve organizational effectiveness.

Keywords: *Corporate Life Cycle, Adizes, PAEI, CAPI, Development Strategies.*