Growth options appraisal — Ansoff matrix

Meridian Precision Engineering · All records · Prepared by Managing Director

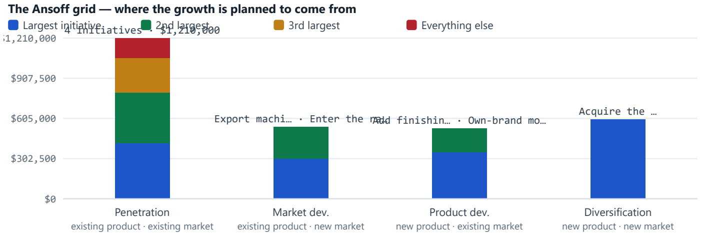
CAPSULEM8
CM8-254 · Ansoff Growth Matrix
August 9, 2026

INITIATIVES ON THE PLAN	REVENUE POTENTIAL	INVESTMENT REQUIRED	IN DIVERSIFICATION	BEST RISK-ADJUSTED
10	$2,880,000.00	$1,597,000.00	20.8 %	12.50
2 running · you said you can run 3	$1,560,000.00 approved or running	9 of 9 live initiatives costed	of live revenue potential — within your 25% limit	Reinstate quarterly account reviews to recover

WEAK CAPABILITY FIT
2
0 of them already approved or running

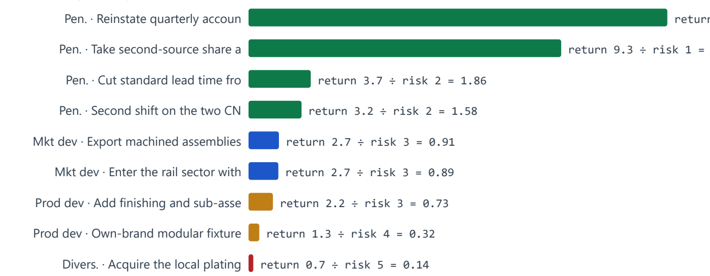
10 of 10 record(s) included. All records. Amounts in USD.

The Ansoff grid — where the growth is planned to come from



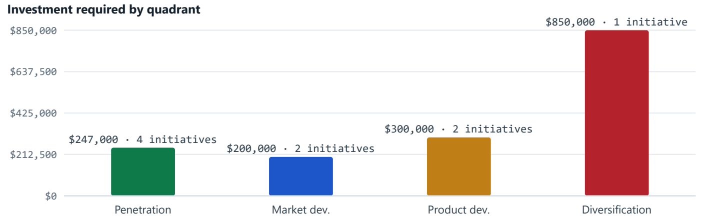
Each bar is the total annual revenue potential placed in that quadrant, split into its individual initiatives. Read it left to right: the further right the plan's weight sits, the more of your growth depends on things you have never done before. Each bar is the total annual revenue potential placed in that quadrant, split into its individual initiatives. Read it left to right: the further right the plan's weight sits, the more of your growth depends on things you have never done before.

Initiatives by risk-adjusted score

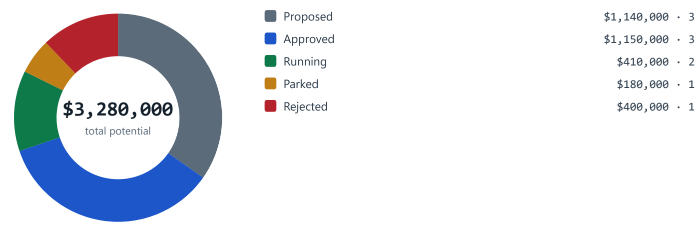


Return multiple is revenue potential divided by investment; the score divides that by the 1–5 risk rating, so a cheap familiar move outranks an expensive unfamiliar one of the same size. It ignores timing and the chance of failure entirely. Colour shows the quadrant. Return multiple is revenue potential divided by investment; the score divides that by the 1–5 risk rating, so a cheap familiar move outranks an expensive unfamiliar one of the same size. It ignores timing and the chance of failure entirely. Colour shows the quadrant.

Investment required by quadrant



Money committed to each quadrant. A plan that spends most of its money in the two right-hand quadrants is buying its growth in the places where the estimates are least reliable — that may be the right call, but it should be a conscious one. Money committed to each quadrant. A plan that spends most of its money in the two right-hand quadrants is buying its growth in the places where the estimates are least reliable — that may be the right call, but it should be a conscious one.



A plan where most of the potential is still "proposed" has not been decided yet. Parked and rejected are legitimate outcomes — they are decisions, and recording them stops the same idea returning every quarter as if it were new. A plan where most of the potential is still "proposed" has not been decided yet. Parked and rejected are legitimate outcomes — they are decisions, and recording them stops the same idea returning every quarter as if it were new.

The growth plan

INITIATIVE	QUADRANT	TARGET MARKET	REVENUE POTENTIAL	INVESTMENT	RETURN ×	RISK	CAPABILITY	MONTHS	DECISION	OWNER
Reinstate quarterly account reviews to recover lapsed custom	Penetration	Lapsed and under-served existing customers	$150,000.00	$12,000.00	12.50	1	Strong	4	Running	Sales lead
Take second-source share at three existing accounts	Penetration	Existing OEM accounts A, C and F	$420,000.00	$45,000.00	9.33	1	Strong	6	Approved	Sales lead
Cut standard lead time from fifteen days to eight	Penetration	Existing customers, rush and short-notice work	$260,000.00	$70,000.00	3.71	2	Strong	9	Running	Operations manager
Second shift on the two CNC cells	Penetration	Existing customers — unmet demand	$380,000.00	$120,000.00	3.17	2	Partial	8	Approved	Operations manager
Export machined assemblies to the neighbouring region	Market development	Neighbouring region — industrial buyers	$300,000.00	$110,000.00	2.73	3	Partial	14	Proposed	Managing director
Enter the rail sector with existing machining capability	Market development	Rail sector tier-one suppliers	$240,000.00	$90,000.00	2.67	3	Partial	18	Proposed	Quality manager
Add finishing and sub-assembly as a service	Product development	Existing OEM accounts	$350,000.00	$160,000.00	2.19	3	Partial	12	Approved	Engineering lead
Own-brand modular fixture range	Product development	Existing customers plus wider machine shops	$180,000.00	$140,000.00	1.29	4	Weak	20	Parked	Engineering lead
Contract electronics assembly for the consumer sector	Diversification	Consumer electronics brands — new to us	$400,000.00	$500,000.00	0.80	5	Weak	30	Rejected	Managing director
Acquire the local plating business	Diversification	Plating customers across the region — new to us	$600,000.00	$850,000.00	0.71	5	Weak	24	Proposed	Managing director

Quadrant summary

QUADRANT	INITIATIVES	REVENUE POTENTIAL	INVESTMENT	AVERAGE RISK	WHAT THIS QUADRANT NORMALLY COSTS IN RISK
Market penetration	4	$1,210,000.00	$247,000.00	1.5	Cheapest growth available — existing products to existing customers. Do this first and exhaust it before funding anything else.
Market development	2	$540,000.00	$200,000.00	3.0	Moderate risk — the product already works, so the unknown is the market: who buys, how they buy, and what it costs to reach them.
Product development	2	$530,000.00	$300,000.00	3.5	Moderate risk — the customers already trust you, so the unknown is the product: whether you can build it, at cost, to the quality they expect.
Diversification	1	$600,000.00	$850,000.00	5.0	Highest risk — new product and new market at the same time, so nothing you already know reduces the uncertainty. Needs the deepest justification of the four.
All live initiatives	**9**	**$2,880,000.00**	**$1,597,000.00**	**2.7**	**Rejected initiatives are excluded from these totals.**

Growth initiative register

PLAN NAME	INITIATIVE	QUADRANT	MARKET	REVENUE POT.	INVESTMENT	MONTHS	RISK	CONFIDENCE	CAPABILITY	OWNER	DECISION	REVIEW	RETURN ×	RISK-ADJ.
Growth plan 2027	Take second-source share at three existing accounts	Penetration	Existing OEM accounts A, C and F	420,000.00	45,000.00	6.0	1	High	Strong	Sales lead	Approved	2026-09-23	9.33	9.33
Growth plan 2027	Reinstate quarterly account reviews to recover lapsed customers	Penetration	Lapsed and under-served existing customers	150,000.00	12,000.00	4.0	1	Medium	Strong	Sales lead	Running	2026-08-29	12.50	12.50
Growth plan 2027	Cut standard lead time from fifteen days to eight	Penetration	Existing customers, rush and short-notice work	260,000.00	70,000.00	9.0	2	Medium	Strong	Operations manager	Running	2026-09-08	3.71	1.86
Growth plan 2027	Second shift on the two CNC cells	Penetration	Existing customers — unmet demand	380,000.00	120,000.00	8.0	2	Medium	Partial	Operations manager	Approved	2026-10-08	3.17	1.58
Growth plan 2027	Export machined assemblies to the neighbouring region	Market dev.	Neighbouring region — industrial buyers	300,000.00	110,000.00	14.0	3	Medium	Partial	Managing director	Proposed	2026-10-23	2.73	0.91
Growth plan 2027	Enter the rail sector with existing machining capability	Market dev.	Rail sector tier-one suppliers	240,000.00	90,000.00	18.0	3	Low	Partial	Quality manager	Proposed	2026-11-07	2.67	0.89
Growth plan 2027	Add finishing and sub-assembly as a service	Product dev.	Existing OEM accounts	350,000.00	160,000.00	12.0	3	Medium	Partial	Engineering lead	Approved	2026-09-28	2.19	0.73
Growth plan 2027	Own-brand modular fixture range	Product dev.	Existing customers plus wider machine shops	180,000.00	140,000.00	20.0	4	Low	Weak	Engineering lead	Parked	2027-02-05	1.29	0.32
Growth plan 2027	Acquire the local plating business	Diversification	Plating customers across the region — new to us	600,000.00	850,000.00	24.0	5	Low	Weak	Managing director	Proposed	2026-09-18	0.71	0.14
Growth plan 2027	Contract electronics assembly for the consumer sector	Diversification	Consumer electronics brands — new to us	400,000.00	500,000.00	30.0	5	Low	Weak	Managing director	Rejected	2026-07-25	0.80	0.16

Notes

Sample plan for a small manufacturing business. Every initiative, revenue figure, investment figure and risk rating is illustrative — replace them all with your own before this is circulated or acted on.

Every figure in this plan is an estimate made before the work starts. Revenue potential is what somebody believes an initiative could earn, investment is what somebody believes it will cost, and the risk rating is a judgement expressed as a number — none of them are measurements, and initiatives are routinely wrong on all three in the same direction. The matrix sequences options and shows where the plan is concentrated; it does not validate any of them, and it is not financial, investment or business advice.