Portfolio review — growth-share matrix

Meridian Fabrications · All records · Prepared by Managing Director

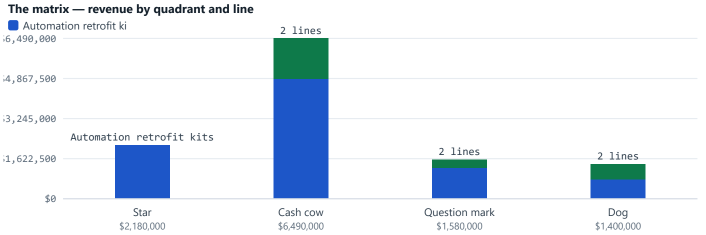
CAPSULEM8
CM8-253 · BCG Growth-Share Matrix
August 9, 2026

LINES IN THE PORTFOLIO	PORTFOLIO REVENUE	CASH COW REVENUE SHARE	STARS	QUESTION MARKS
7	$11,650,000	55.7 %	1	2
one portfolio	up 13.5 % like-for-like on last period	where today's cash comes from — 2 lines	$2,180,000 · tomorrow's cash cows if share holds	$1,580,000 · back them properly or exit

DOGS
2
$1,400,000 tied up in low-growth, low-share lines

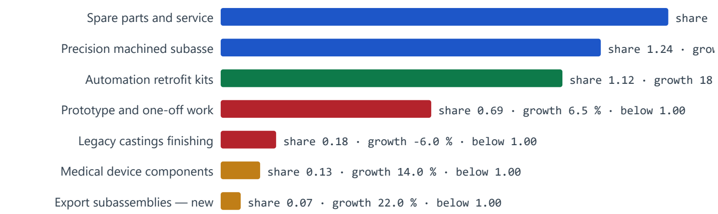
7 of 7 record(s) included. All records. Amounts in USD.

The matrix — revenue by quadrant and line

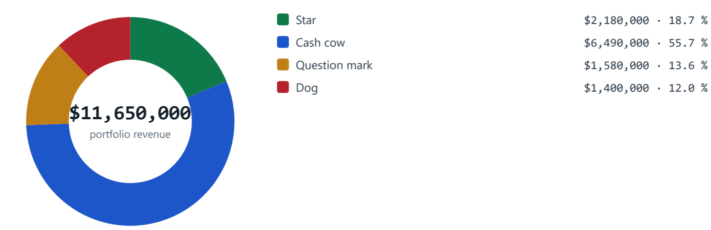


This is the portfolio distribution, not a ranking. A tall cash cow bar next to an empty star bar means the business is living off its past. A tall question-mark bar means a lot of revenue is sitting in markets where somebody else sets the price. This is the portfolio distribution, not a ranking. A tall cash cow bar next to an empty star bar means the business is living off its past. A tall question-mark bar means a lot of revenue is sitting in markets where somebody else sets the price.

Lines by relative market share

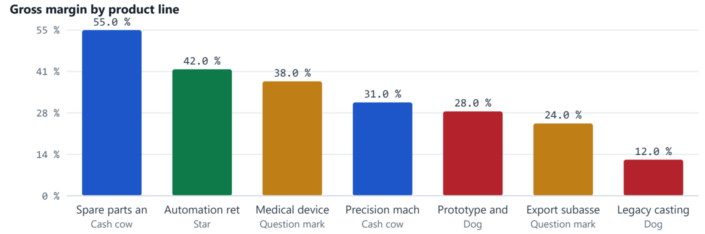


The classic x-axis of the matrix. A value of 1.00 means level with the leader; below the threshold means somebody else has the scale, and usually the cost position, in that segment. Colour shows the quadrant. The classic x-axis of the matrix. A value of 1.00 means level with the leader; below the threshold means somebody else has the scale, and usually the cost position, in that segment. Colour shows the quadrant.



The share of revenue sitting in each quadrant. Read it alongside the margin chart: a large cash cow slice is only reassuring if those lines actually earn. The share of revenue sitting in each quadrant. Read it alongside the margin chart: a large cash cow slice is only reassuring if those lines actually earn.

Gross margin by product line



Margin percentage per line, coloured by quadrant. A cash cow with a thin margin is not funding anything, whatever the matrix says — and a question mark with a strong margin is a much easier investment case than one without. Margin percentage per line, coloured by quadrant. A cash cow with a thin margin is not funding anything, whatever the matrix says — and a question mark with a strong margin is a much easier investment case than one without.

The portfolio

PRODUCT LINE	REVENUE	SHARE OF REV.	MKT GROWTH	OUR SHARE	REL. SHARE	QUADRANT	MARGIN	STRATEGY	OWNER
Precision machined subassemblies	$4,850,000.00	41.6 %	3.5 %	18.7 %	1.24	Cash cow	31.0 %	Hold	Operations director
Automation retrofit kits	$2,180,000.00	18.7 %	18.0 %	13.8 %	1.12	Star	42.0 %	Build	Engineering lead
Spare parts and service	$1,640,000.00	14.1 %	4.0 %	22.2 %	1.46	Cash cow	55.0 %	Hold	Service manager
Medical device components	$1,240,000.00	10.6 %	14.0 %	3.0 %	0.13	Question mark	38.0 %	Build	Sales lead
Legacy castings finishing	$780,000.00	6.7 %	-6.0 %	6.2 %	0.18	Dog	12.0 %	Divest	Operations director
Prototype and one-off work	$620,000.00	5.3 %	6.5 %	11.1 %	0.69	Dog	28.0 %	Hold	Toolroom supervisor
Export subassemblies — new region	$340,000.00	2.9 %	22.0 %	1.9 %	0.07	Question mark	24.0 %	Undecided	Managing director
7 lines	**$11,650,000.00**	**100.0 %**	**7.5 %**	–	–		**35.5 %**		

Quadrant summary

QUADRANT	LINES	REVENUE	SHARE OF PORTFOLIO	MARGIN (WTD)	MKT GROWTH (WTD)	STANDARD PLAYBOOK
Star	1	$2,180,000.00	18.7 %	42.0 %	18.0 %	Invest to hold share while the growth lasts.
Cash cow	2	$6,490,000.00	55.7 %	37.1 %	3.6 %	Defend cheaply, and fund the rest of the portfolio.
Question mark	2	$1,580,000.00	13.6 %	35.0 %	15.7 %	Decide — back it properly or exit.
Dog	2	$1,400,000.00	12.0 %	19.1 %	-0.5 %	Exit unless it serves a strategic purpose.
All lines	**7**	**$11,650,000.00**	**100.0 %**			

Portfolio register

PORTFOLIO	PRODUCT LINE	REVENUE	PREV REVENUE	MARKET SIZE	LEADER REVENUE	MKT GROWTH	MARGIN	STRATEGY	OWNER	REVIEW	RELATIVE SHARE	OUR MARKET SH
2026 product review	Precision machined subassemblies	4,850,000.00	4,620,000.00	26,000,000.00	3,900,000.00	3.5	31.0	Hold	Operations director	2026-07-28	1.24	
2026 product review	Medical device components	1,240,000.00	890,000.00	41,000,000.00	9,600,000.00	14.0	38.0	Build	Sales lead	2026-08-04	0.13	
2026 product review	Legacy castings finishing	780,000.00	940,000.00	12,500,000.00	4,300,000.00	-6.0	12.0	Divest	Operations director	2026-07-20	0.18	
2026 product review	Automation retrofit kits	2,180,000.00	1,540,000.00	15,800,000.00	1,950,000.00	18.0	42.0	Build	Engineering lead	2026-08-06	1.12	
2026 product review	Spare parts and service	1,640,000.00	1,580,000.00	7,400,000.00	1,120,000.00	4.0	55.0	Hold	Service manager	2026-07-10	1.46	
2026 product review	Prototype and one-off work	620,000.00	600,000.00	5,600,000.00	900,000.00	6.5	28.0	Hold	Toolroom supervisor	2026-06-25	0.69	
2026 product review	Export subassemblies — new region	340,000.00	90,000.00	18,000,000.00	5,200,000.00	22.0	24.0	Undecided	Managing director	2026-08-01	0.07	

Notes

Sample portfolio for a small manufacturer. Market sizes and competitor revenues are estimates and are recorded as such in the notes on each line. Replace every figure with your own before using this to move money between product lines.

A growth-share matrix is only as good as the market estimates behind it, and in most businesses those are the weakest numbers on the page. Your own revenue is measured; market size, the largest competitor's revenue and the segment growth rate are almost always estimates, sometimes little more than informed guesses. A line can move quadrant on a 20% error in a competitor figure nobody can verify. Record where each estimate came from, treat the quadrants as a way to structure an argument about where cash should go, and never let a label from this tool close a discussion that the underlying numbers cannot support.