

BCG Growth-Share Matrix

A portfolio grid that plots each business or product by market growth and relative market share, sorting the portfolio into stars, question marks, cash cows and dogs so that cash can be deliberately moved from where it is generated to where it will compound.

PREPARED BY _____ DATE _____

STARS High share in a high-growth market. Stars are the portfolio's future cash cows, typically self-funding at best while growth lasts, and the priority is holding leadership until the market matures around them.	QUESTION MARKS Low share in a high-growth market. The most difficult category: growth makes the market worth winning, weak share means winning it demands cash the unit cannot generate itself. Each demands a decision to fund to leadership or to exit.
CASH COWS High share in a low-growth market. Cows generate cash well beyond their reinvestment needs, and their surplus is the engine of the whole portfolio, funding stars and chosen question marks. The risk runs both ways: over-milking degrades the franchise, over-investing wastes the surplus.	DOGS Low share in a low-growth market. Dogs neither generate nor absorb much cash in theory, and in practice often absorb management attention instead. The default is to run for cash or divest, though the label deserves scepticism where the unit props up shared costs or serves a profitable niche.