

# Portfolio Planning Model: The Growth-share Matrix

Annual real rate of market growth(%)  
HIGH  
LOW

Question Mark



Earnings: low, unstable, growing

Cash flow: negative

Strategy: analyze to determine whether business can be grown into a star, or will degenerate into a dog

Star



Earnings: high, stable, growing

Cash flow: neutral

Strategy: invest for growth

Dog

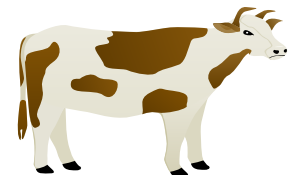


Earnings: low, unstable

Cash flow: neutral or negative

Strategy: divest

Cash Cow



Earnings: high, stable

Cash flow: high, stable

Strategy: invest