

Table 9.4. Competitive position/product life cycle matrix

Strength of competitive position	Life-cycle stage			
	Embryonic	Growth	Maturity	Aging
Dominant	Hold position All-out push for share	Hold position Hold share	Hold position Grow with industry	Hold position
Strong	Attempt to improve position All-out push for share	Attempt to improve position Push for share	Hold position Grow with industry	Hold position or harvest
Favorable	Selectively attempt to improve position Selective or all-out push for share	Attempt to improve position Selective push for share	Custodial or maintenance Find niche and attempt to protect it	Harvest Phased withdrawal
Tentative	Selectively push for position	Find niche and protect it	Find niche and hang on Phased withdrawal	Phased withdrawal or abandon
Weak	Up or out	Turnaround or abandon	Turnaround or phased withdrawal	Abandon

Adapted from Peter Patel and Michael Younger "A Frame of Reference for Strategy Development" *Long Range Planning*, 11 (April 1978), p. 8; reprinted by permission from Elsevier.

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