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The QUASAR (Quick Access Sales Arise) Matrix

"Technological Marketing Tool Series # 02"

Fernando Zelada Briceño

Mercadeando S.A.

Ocharán 760 – Miraflores. Lima - Perú
fernando.zelada@mercadeando.com

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Abstract:

An important area of the technological innovation market is the custom solutions development industry. This is to say, companies that do not develop new technologies, package them, and launch them openly on the market. Instead, they operate in a personalized manner, through a personalized understanding of the needs of certain clients. They adapt or improve processes or technologies that, by solving the client's specific problems, ultimately result in innovations with respect to the state of art.

Sectors such as the custom software industry are a clear example of this type of innovative company, but in general, the spectrum can encompass all types of industries with a full or partial focus on customizing solutions for their clients: machinery and equipment developers, structural engineering, industrial design companies, chemicals and industrial supplies, etc..

The QUASAR Matrix is a tool specifically designed for this segment of the technological innovation industry. By systematically and orderly gathering information on product and customer portfolios within pre-established parameters, it enables the identification of a wide range of commercial opportunities that are not readily identifiable and are hidden behind the enormous operational burden of developing customized solutions for clients.

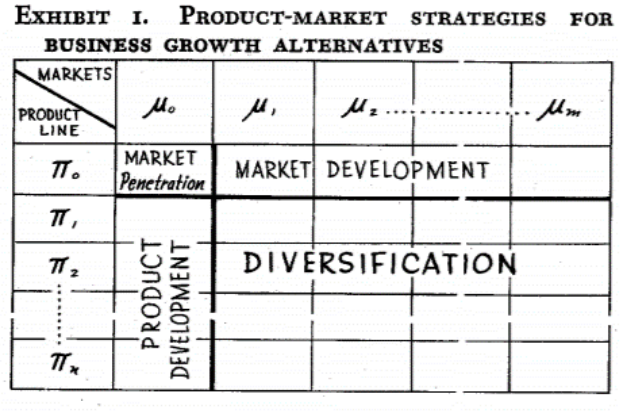
In astronomy, Quasars are distant galaxies that are almost invisible in the distance, but whose light and energy output are among the brightest in the universe. The QUASAR matrix allows us to zoom in on them and realize their potential in a practical and immediate way.

Key words: Marketing / Innovation / Technology / Acess to Markets / Marketing tools / Technology diffusion

1. Theoretical Framework: Since the Ansoff Matrix is the key reference for this new development, we will revisit some previous marketing reflections about it made by Zelada (2025):

"The Ansoff Matrix was first published in the Harvard Business Review in 1957. It is also known as the Product-Market Matrix and, in some cases, referred to as the Growth Vector Matrix. In the following illustration, we present the original manuscript as it appeared in the magazine:"

Figure No 1: Manuscript of Ansoff Matrix

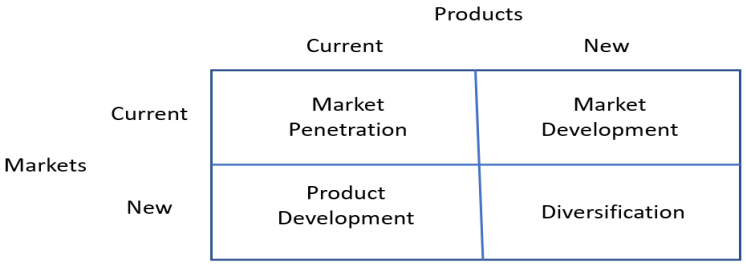


Source: Harvard Business Review (1957)

"Ansoff matrix is a tool that synthesizes all existing commercial options for any company or business initiative, using the fundamental variables of any business, products and markets, as the core of its analysis. Working with these two variables, Ansoff indicates that a company can choose to boost the sales of the products it already manages (product "0," as noted in the manuscript), or opt to innovate its product portfolio with new ones (products 1 to n). Similarly, it can choose to expand its position within the markets where it already operates (market "0") or seek new markets (markets 1 to n)."

"Crossing these variables, we find that four quadrants are formed, each reflecting a different strategic position:"

Figure No 2: Ansoff Matrix



Source: Harvard Business Review (1957)

"An essential and obvious point—so much it´s not explicitly stated in Ansoff's document—is that at the Cartesian origin of the matrix, companies are positioned, regardless of their type or business sector. Based on this clarification, it is understood that the development of the two variables, product and market, revolves around the individual and concrete reality of a specific company or innovation actor. For that company or actor, the product is either existing or new, and similarly, the markets are either existing or new concerning it." (Zelada:2025)

In the management/business literature on the analysis of possible product-customer correlations, the basis of the tool we will present, the first one that stands out clearly is the Ansoff matrix, although as has been explained, this author never proposed it in this way, since in fact his concept revolves around two variables: product and market. It can be seen that some authors replace "market" with "customers", which we consider to be relatively valid (a market can be understood as a group of customers), but at the same time, since customers are the final accounting unit of the market or a segment of it, this grammatical replacement moves from the abstraction proper to Ansoff's strategic thinking to an operational level that does not correspond to it.

The Ansoff matrix, as an assessment tool for managerial decision-making, maintains a logic of abstraction that is validated by the use of conceptual categories such as "markets" and "products." It does not refer to customers (operational level) but rather to markets, nor to the company's product portfolio (operational level) but rather to products. Therefore, we consider this operationalization inappropriate.

This downscaling of Ansoff concept can be found in Martinez Lobatón (2016), when he points out:

"If Bembo's[1] wanted to expand its market in 2006, it could open a new store in Lince. It wouldn't have to change the meat or the recipe used to make its hamburgers, because it would assume that the "tastes" of Lince[2] consumers are the same."

In this downscaling, for example, it can be seen that the author assumes that the district as a geographic reference unit constitutes a "market" for Ansoff, but without questioning how Bembo's (the company in the example) configures its concept of market: it easily uses rather demographic variables such as the age ranges of the different segments that at the same time are transversal to all the districts of Lima, so a geographic expansion by district would not qualify as "new markets."

In Rodriguez Veiguela, Sabión Fraga & Tanda Díaz (2013) we find the only explicit reference to a concept very similar to the one we develop in this document, in "The Customer-Product Cross Matrix: a feasible tool for decision making.", the functional approach developed by these authors being purchasing management.

Citing Torres et al (2007), however, they collect and develop the "Customer-Product Cross Matrix" as a tool that, from the demand, aligns the purchasing logistics chain towards maximizing the attention received by the different types of categorized customers; that is, by seeking to align purchasing management with market demand, they develop a purely commercial management instrument but, since commercial management is not their conceptual focus, they remain at a level of generalization that is functional to their purchasing management focus. Below we collect the cross-customer-product matrix:

Figure No 3: Cross Product Customer Matrix

Source: Torres et al (2007)

[1] Burguer fast – food chain in Perú
[2] 2 One of the 43 districts of Metropolitan Lima, capital of Peru

And we cite the authors' conceptualization as evidence of their approach to a commercial tool with a conceptual focus on purchasing management:

> *"Area 1:*
> *In agreement with Torres et al. (2007), here the key products and key customers coincide in the key area, therefore the strategy is to maintain high levels of service, and the motto must be to protect this area from customer-product transactions at all costs, as it is the one that generates the greatest competitive advantages for the organization."*
>
> *(...)*
>
> *Area 4:*
> *Customers with the least participation and products with the least significance. In this case, constant review of products is necessary to eliminate or replace them with others, and of customers, to avoid providing a service at a cost that does not justify it and to encourage them to increase their volume and frequency of purchases." Rodriguez Veiguela, Sabión Fraga & Tanda Díaz (2013)*

Note that the proposed action derived from the conceptualization of this area 1 of the matrix is the protection of this transaction area at all costs, while in area 4, product-based strategies are proposed to maximize the profitability of said portfolio, demonstrating that the focus is on maximizing the profitability of the client and product portfolio based on the economic contribution they generate for the company.

There is one element of this instrument that we incorporate for our subsequent conceptual proposal: the ordering of the product and client portfolio based on the greater or lesser level of profitability they contribute to the company.

Unlike Ansoff, who develops his matrix based on conceptual categories through abstraction, Torres et al. (2007) take the idea a step further and develop a more applicative, operational tool, where abstractions are replaced by specific products and specific clients of any company, which can apply it to their own commercial reality and obtain an individual and personalized result. The authors provide the reading company with a blank instrument, with clearly established information organization schemes. When completed with the applicant's own unique information, this instrument generates a snapshot of the current product-customer portfolio and allows for the identification of the most relevant areas for the organization in terms of profitability. This ultimately leads to proposals for strategies or actions based on this categorization.

Zelada (2025) uses this same approach in his Structural Commercial Risk Matrix, presenting a conceptual framework along with a framework for organizing and analyzing information. This allows for the identification of an innovative

company's current position and, based on this, for proposing strategies and actions. Additionally, this approach is found in Zelada (2024) in his development of the Market Driven Fit - MDF*: Marketing Evaluation of Technologial Innovation*s, and it is clearly an instrumentalist approach that will be incorporated in this new proposal.

2. Concept and Methodology of the QUASAR Matrix.

Concept:

The Quasar matrix is a micro-scale operational variant of the Ansoff matrix, encompassing both concepts (product/market) but at such an organic and grounded scale that companies developing technological innovation via tailor-made solutions can apply it and find specific business opportunities within their own trajectory and activate and operate them in the short term.

The Quasar matrix works with the same variables as the Cross Product Customer Matrix by Torres et al. (2007), with the database of customers and products from the applicant company, but the objective of its information organization structure does not seek to categorize the data for analysis, but rather to identify specific opportunities for new undeveloped product/customer operations.

At the intersection of these product/customer variables in the trajectory of any company developing customized technological innovation, opportunities emerge that can be quickly seized, known as Quasar - Quick Access Sales Arise, and can even serve as the basis for commercial development in both the medium and long term.

The subsequent extension of the Quasar matrix is now more similar to the Ansoff model, specifically in terms of new product and new market positions, but always replacing or considering that the market in our case translates into specific customers.

Methodology:

1. Developed Products and Clients Axises

Through a brainstorming or data mining process, the company places the entire list of products and innovations it has developed over the past 24 months on one of the axes; up to 24 months could be an opportune period for analysis, depending on the company's business cycle. Once this list is complete, the data is reordered in a priority order: the most profitable developments are closest to

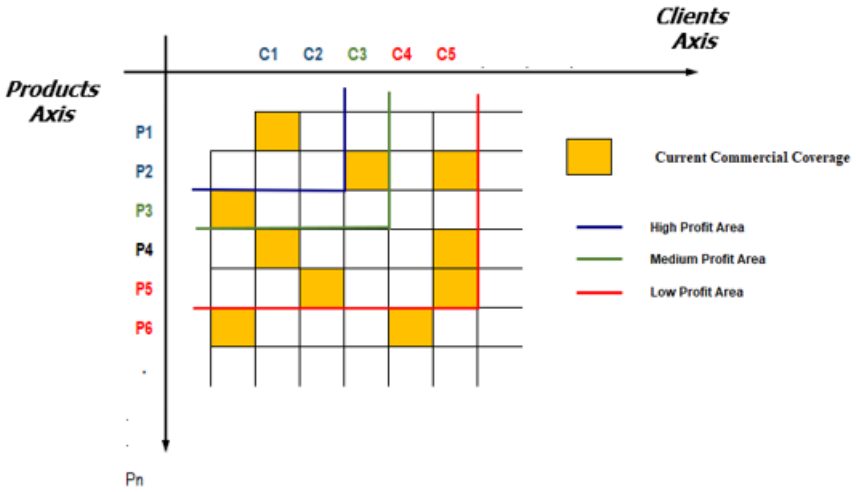
the Cartesian origin point, and the moderately profitable and least profitable products are successively placed at the midpoints or furthest from the Cartesian point.

In the case of clients, the same procedure is followed: a brainstorming session is held to establish a list of clients served over the last 12 or 24 months. Once the list is complete, the most profitable clients are placed closest to the Cartesian axis, and the less profitable ones are placed farther away from the same axis. This exercise can be done collectively, with the entire company or its management team, depending on the company's size.

2. Quasar Hunting

Once the axes have been established with the prioritized list of clients served and products developed, we proceed with an orange mark, to identify the crossing spaces, that is, the binomials that mark which development has been sold to which client, regardless of the specific date of the contract, automatically obtaining a map of all the commercial purchase-sale transactions that the company has executed during the last 12 or 24 months. This is the Commercial Capital Map (CCM).

Figure No 4: Commercial Capital Map



Source: Mercadeando S.A.

Once this orange zone is established, which represents the sales made or deals closed by the company, the light blue boxes are automatically generated, representing a first map of potential Quasars (Quick Access Sales Arise): opportunities for already developed products that have not been sold to certain clients. Therefore, there could be a minimal opportunity there to prospect or approach them and propose the purchase of this development, or a new adaptation of it, of which the client is unaware.

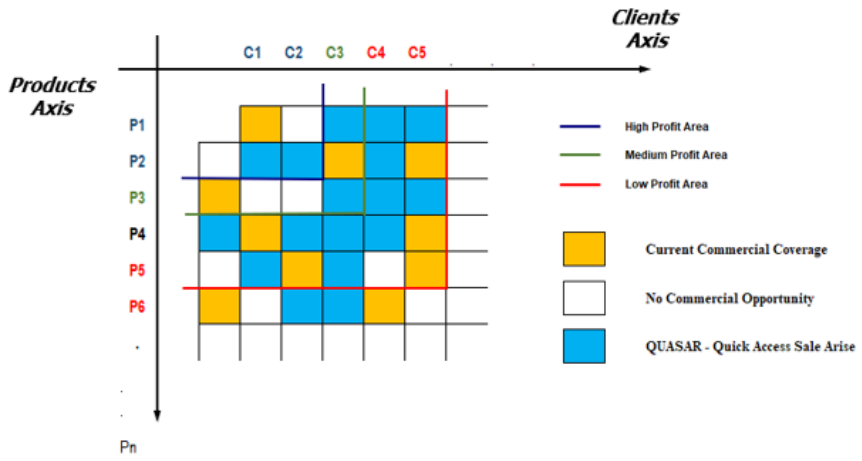
In the next step, the company applies a filtering process using its own commercial criteria or variables—which, when obeying its policies and concepts, are infinite—and which leave some boxes blank, establishing the concept that the identified opportunity is not really feasible due to certain circumstances.

Some samples of specific criteria a company can apply to filter the first opportunity mapping, are as follows:

- Product / technology developed has lost relevance
- Product / technology developed has become outdated
- The customer takes a long time to pay
- The customer is not commercially reliable
- Etc.

After this purification process, QUASAR Matrix finally appears.

Figure No 5: Quasar Matrix



Source: Mercadeando S.A.

3. Effectiveness as the central axis of the Quasar matrix

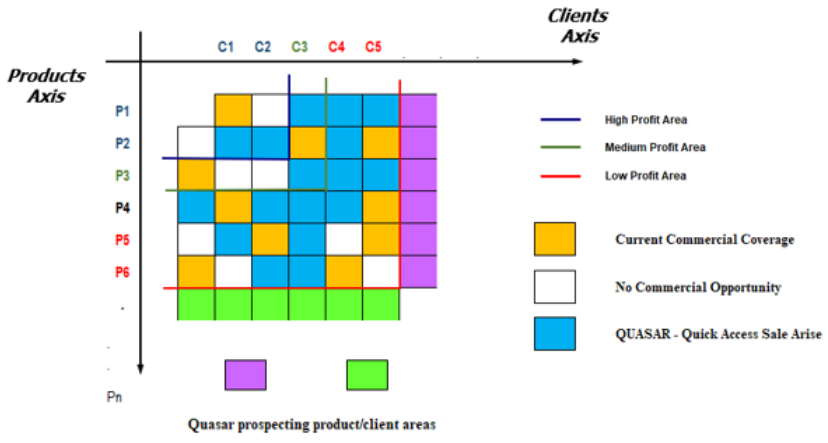
To the extent that the matrix captures the offering developed or the products or services developed by the company over the past 24 months, it facilitates leveraging sunk costs. That is, the research and development costs for these products have already been amortized or charged to the prices at which customers purchased at a given time. Therefore, it is already a sunk cost that is leveraged and made profitable over the Quasars shown in the matrix.

From the demand side, one of the principles underlying the effectiveness of the product-customer matrix is that it will always be easier or less expensive to sell a product to a customer who has already purchased a different product from us than to attract a new customer with a product that is new to them and who has no experience with us or the supplier company.

4. Quasar Prospecting

For the future, each new product and client the company would develop, will be incorporated into the ends of the matrix, as they automatically generate new transversal Quasars: being a new product, none of the previous clients in the portfolio have it, or being a new client, it has not had contact with all the previously developed products, therefore new placement options are gradually opened, following the logic of the Ansoff matrix, but at a micro level.

Figure No 6: Quasar Matrix Prospecting



Quasar prospecting product/client areas

Results

Obviously, not all Quasars, which represent potential unexecuted product-client pairings, will become business opportunities. However, the application of the matrix over the years shows an average efficiency level of 20 to 30%, depending on the business sector, the company, the client, the track record, etc.. That is, of 100 Quasars identified, typically 20-30% are executed or closed, which is a significant leverage and profitability ratio, considering the reduced organizational and commercial effort required for this implementation. This allows the matrix to be highly flexible, immediately applicable, and fully scalable depending on the company that wishes to implement it.

It is no exaggeration to say that, given the matrix's applicability, it can be used very effectively in both small and large companies, whether by territory, product, or market, or at the management level, depending on the company applying it.

The QUASAR matrix, as demonstrated, is completely operational, practical, and immediately applicable. However, it can be taken to a more strategic level, maintaining its practical essence but bringing it closer to Ansoff's level of conceptual abstraction.

Discuss and other considerations

Customers, for example, can be grouped by department, province, or possibly country, while products, rather than being presented individually, can be grouped into categories or product lines. The matrix can be applied as is, and its development can be appreciated with complete effectiveness, but at a more strategic macro or meso level for management.

Another important consideration on the demand side is the potential signing of exclusivity contracts that may have arisen outside of intellectual property rights: a development is likely to be offered to a client company with an exclusivity period, which obviously restricts the ability to manage the parent company, even though the contract could be expected to expire before proceeding.

In this sense, it is important to always consider the degree of market concentration. Companies are very likely to face restrictions in highly concentrated markets with few operators, where the fact that their product is offered to a third-party competitor may be viewed negatively or negatively, as being very close or highly conflictive. These issues must be evaluated in each company's specific case and its commercial management.

Another additional consideration that should not be overlooked is the consideration of barriers to entry or exit, such as intellectual property rights: if the company's product development is subject to contracts where the intellectual property remains in the hands of the clients, this obviously restricts the ability to use the parent company's application and obtain results.

Clearly, companies with more active or proactive research and development processes, regardless of the industry in which they operate, will also be able to better capitalize on the use of this matrix.

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