Where will your next growth come from — new products, new markets, or both?

The ***Ansoff Matrix*** sets out four growth paths by crossing present and new products with present and new markets.

WHY IT MATTERS

Growth plans often mix very different bets in one list. Ansoff's grid separates them, so a team can see how far each move goes beyond the products and markets it already knows.

BY THE NUMBERS

4
product-market strategies (Ansoff, 1957)

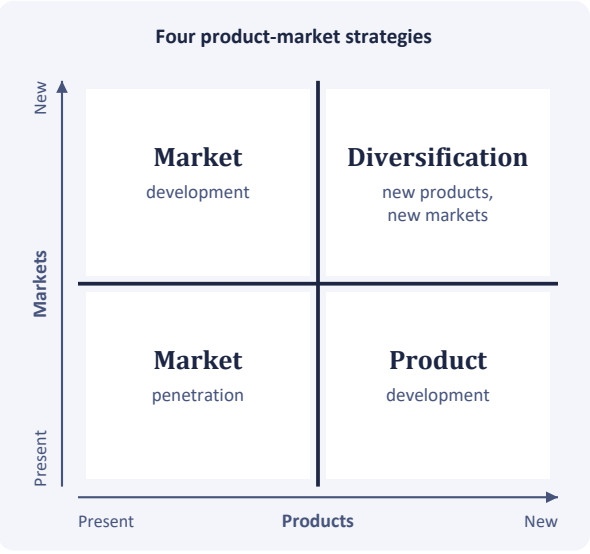
3
kinds of diversification: vertical, horizontal, lateral (Ansoff, 1957)

100
largest US corporations, 1909–1948, in a survey the article cites (Ansoff, 1957)

1957
published in *Harvard Business Review*

HOW IT WORKS

Place each growth idea in one quadrant: market penetration (present products, present markets), market development (new markets), product development (new products), or diversification (both new). Ansoff (1957) splits diversification further into vertical, horizontal and lateral moves.



WHEN TO USE IT

- When the growth target needs more than the current business delivers
- To balance a portfolio of growth bets
- Before committing to diversification

Where Horizon12 uses it: HorizonAxis and HorizonNorth both cite the Ansoff Matrix.

GO DEEPER

Credit. H. Igor Ansoff (1957). His exhibit was titled "Product-market strategies for business growth alternatives"; the name "Ansoff Matrix" came later.

Ansoff's axes are product line and markets, which he calls "missions."

References

Ansoff, H. I. (1957). Strategies for diversification. *Harvard Business Review, 35*, 113–124.

BOTTOM LINE

The matrix shows how far each growth move reaches. Choosing which to fund is the strategy. Run HorizonAxis and HorizonNorth free, then book a Strategy Blueprint ($5,000–$9,500) to turn the gap into a signed-off plan.