



> OVERCOME FRICTION WITH THE 4Qs FRAMEWORK

THE 4QS FRAMEWORK EMPOWERS
EVERYONE IN AN ORGANIZATION TO
MAKE DECISIONS 🙌 TOGETHER AND
PREDICT 😊 IF A DECISION IS LIKELY
TO MAKE THE NEXT SALE FRICTIONLESS

TOLD BY ANTHONY COUNDOURIS
FACTSHEET EDITION 1.2 2021

run_
frictionless



IN THE PAST MAN
HAS BEEN FIRST;
IN THE FUTURE
THE SYSTEM
MUST BE FIRST

FREDERICK W TAYLOR,
SCIENTIFIC MANAGEMENT 1911

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freethefounder@runfrictionless.com

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ABOUT THE AUTHOR

Anthony has a decade of experience consulting to technology, and software-as-service startups. Brands include salesforce.com, Google, SAP, and IBM. He specializes in designing automated sales and marketing systems. He has consulted with SaaS vendors in the United Kingdom, Korea, Singapore, the Philippines, and Australia. Anthony has been a founder of two startups.

His first business, Firestarter, consulted on Facebook and iPad app development in South East Asia. The firm was acquired by Novus Media in 2010. He co-founded Futurebooks, an accounting firm servicing over 500 startups and ranked as Xero's number one reseller in Asia. When he's not working, Anthony enjoys racing sports bikes and sailing boats.

Find him on [linkedin](#).



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AUDIENCE

This factsheet was prepared for business owners and sales managers trying to free themselves of a sales role; digital transformation consultants 🙌 helping enterprise customers transform, and operations managers introducing innovation or operational excellence.

ABSTRACT

The risks of not sharing our decision-making are felt every day in organizations. Growth is inhibited and staff morale severed. One common story told by staff working in corporations is how a lack of clear decision-making results in their decisions being reversed.

Almost three-quarters of companies have no formal corporate-wide decision-making process; therefore, nearly half of respondents say there is no transparency in how their organizations make decisions.¹



THE RESULT IS A CULTURE WHERE STAFF INVITES MANAGEMENT TO EVERY MEETING FOR FEARS THEIR DECISION WILL BE OVERTURNED LATER.

In agile organizations, the ability to make nimble decisions lead to 2.5x the growth, twice the profit, and a 30% higher ROI on investments².

¹ Harvard business review analytic services, 2012, *The Evolution of Decision Making: How Leading Organizations Are Adopting a Data-Driven Culture*

² Mckinsey, *Keys to unlocking great decision-making*, April 2018

Disciplined employees at work find it hard to get along with procrastinating co-workers, causing heightened ✨ tensions and creating friction among them.³

Organization-wide common language speeds up decision-making. Transparency in how decisions are reached replaces the blind faith that people must place in the judgment of their superiors.⁴

³ HR Monks, *Does Procrastination Affect Employees' Productivity?*

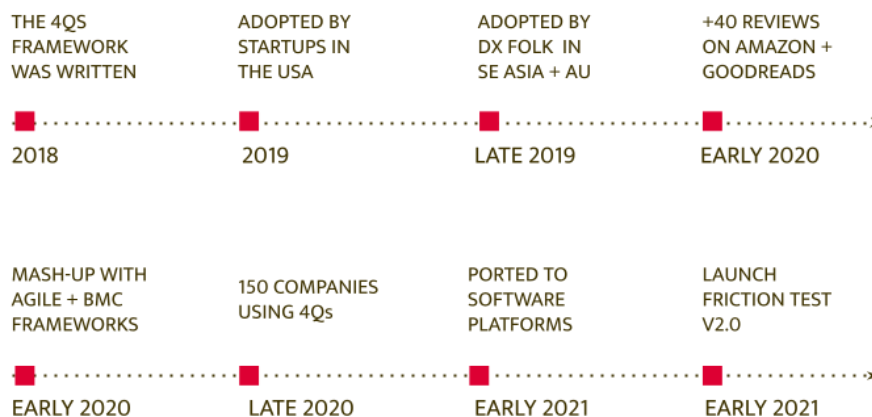
⁴ HBR, Larry Neal and Carl Spetzler, May 2015, *An Organization-Wide Approach to Good Decision Making*

INTRODUCTION

The 4Qs decision-making framework is ideal for business leaders who want to 🦵 reduce friction and improve the customer experience for their organization.

Friction is any obstacle that slows the ⚠️ customer from reaching their goal and equally slows an organization from making a sale. A frictionless buying decision is effortless for the customer. It feels like a natural, wonderful experience, where every detail has been considered and no thinking is required on the part of the customer.

In his new book, *run_frictionless*, entrepreneur Anthony Coundouris proposes a framework designed to eliminate friction from customer experience. Called the 4Qs, this framework empowers everybody in an organization to make decisions together and predict if a decision is likely to make the next sale frictionless.



Today, the 4Qs (short for Four Quadrants) are actively used by over 150 companies and consultants worldwide. Like the Agile practitioners who created the Agile Test in 2017, *run_frictionless* introduced the **Friction Test** in 2021.



a smart framework for the entire go-to-market strategy

Ethan Beute, Author, Host, The Customer

Experience podcast



useful for achieving operational excellence and
driving innovation

Tim Wieringa, Digital Transformation Partner for

Innovation & Excellence




great framework for understanding sales as a system

Leon Boey, Founder, Arakabar Beverages



incredibly simple and dovetails perfectly with our
philosophy of agile

Jonathan Kidd, Co-Founder, Boombirds

> MEASURE THE 
FRICTION IN YOUR
ORGANIZATION



FRICTION

[more](#)

THE 4Qs AT A GLANCE

The 4Qs framework empowers everyone in an organization to make decisions 🙌 together and predict how a decision is likely to make the next sale frictionless.

Quadrant 1 identifies customer profiles. Quadrant 2 helps work out what we serve customers. The third quadrant covers brand consistency and sharing beliefs. Lastly, Quadrant 4 describes how we serve. Specifically, Quadrant 4 outlines the minimum number of interactions required to create a customer.



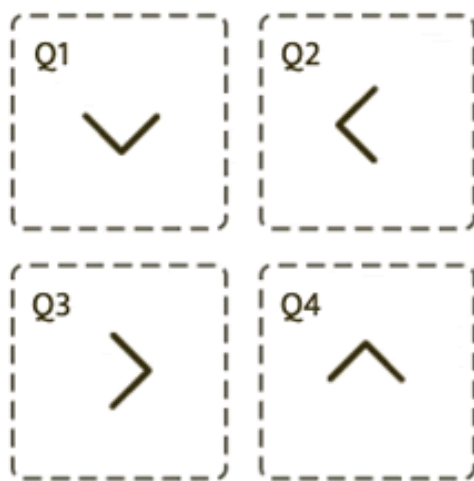
The power of the 💪 4Qs rests in how it organizes people, processes, and tasks into one or more quadrants, such that everyone in the business has a clear picture of how their role and decisions touch a customer.

To overcome friction, the framework addresses the whole organization. For example, a staff member standing in Quadrant 1 may decide to position your organization to start attracting enterprise customers. This will change the course of the product roadmap in Quadrant 2. It will have 📣 implications on the shared beliefs found in Quadrant 3. The customer flow specified in

Quadrant 4 will likely become redundant. This customer flow was optimized for small business owners, not enterprise decision-makers.

Although all four quadrants are distinct, each quadrant is interdependent. A decision made in one quadrant will present decisions to be made in one or more other quadrants.

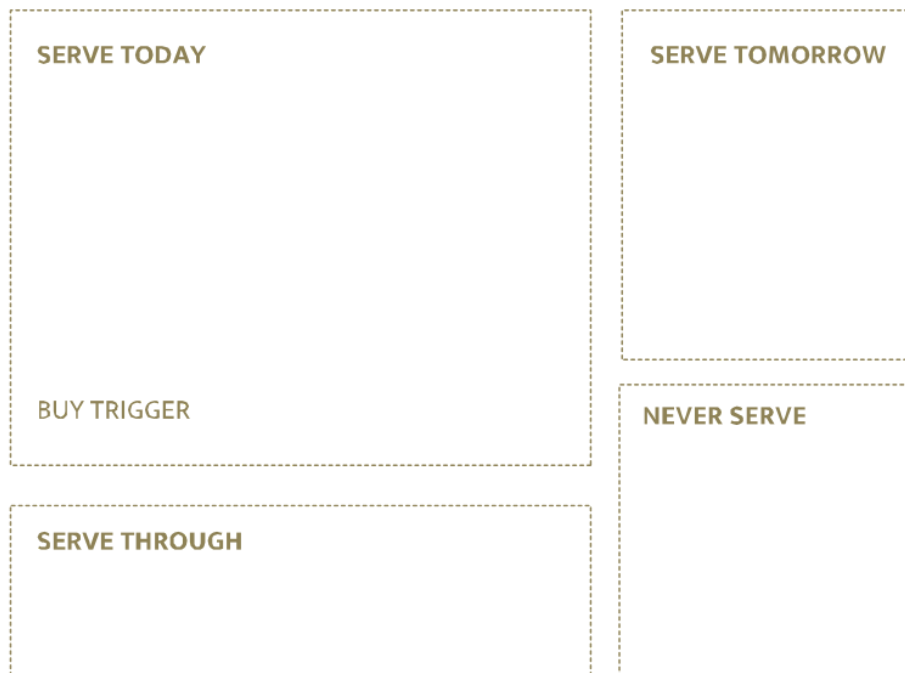
In short, staff can make better decisions because they can anticipate the knock-on 🌀 effect their ideas will have on other Quadrants, meaning other people, processes, and tasks.



Secondly, projections on how long implementation will take are more accurate because they understand the limitations of each Quadrant. They can see who is assigned to these Quadrants and what resources they have in place. They can collectively decide if the change will reduce friction across the business, and present a united case to management to get consent.

QUADRANT 1 WHO WE SERVE

Can you describe customers 🧐 you serve today, serve tomorrow, and never serve? Addressing who you serve is as important as addressing who you never serve. Some customers are a liability. They are more likely to ask for discounts or refunds, provide poor intelligence on Quadrant 2, and leave negative reviews (written and spoken).



Customers you are not ready to serve tomorrow make an ideal second pipeline of business for the organization. These customers are placed on a waiting list until a new feature or product is available from Quadrant 2.

If you have made the mistake of serving everyone, you'll need to trim your customer base to a few profiles you can serve with the least friction.

QUADRANT 2 WHAT WE SERVE

Do you know the exact functions and limits ⚠️ of the product you serve to Quadrant 1? Maybe your organization has fallen victim to future-selling. Most organizations are capable of naming features.

FEATURES	LIMITS
	WORK-AROUNDS

Get an advantage in Quadrant 2 by mapping features to limitations and known work-arounds. Customers try to make rational buying decisions by comparing the features, limits, and workarounds found in Quadrant 2, with various other vendors.

When we say ‘no’ we are more likely to name limitations. Naming limits reduces 🙌 future-sell, meaning we better manage customer expectations. A customer learns as much from the list of functions as they do from the list of limits. The boundaries of expectations are defined by both.

QUADRANT 3 WHO WE ARE

Does the organization have a 📦 corporate identity? A logo alone is not enough. Without a visual language, your words and pictures will be bland when it comes time to wrap them around interactions from Quadrant 4.

More importantly, do your shareholders, staff and customers share the same belief? Only a belief which is shared is valuable.

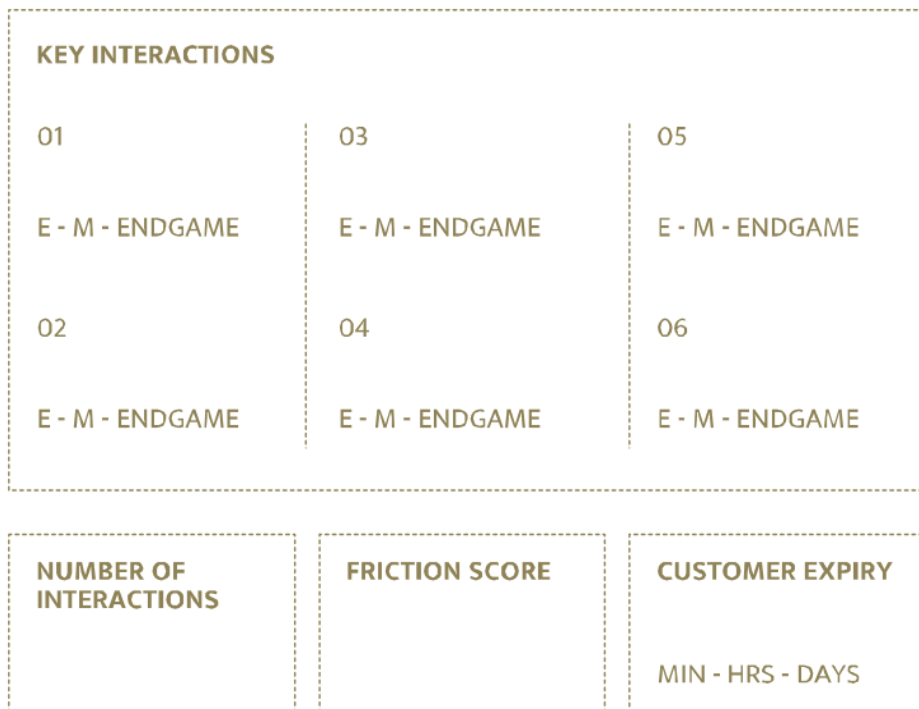
BELIEF WE SHARE		
TONE OF VOICE / VALUES	COLORS	FONTS
01	<input type="checkbox"/> #	01
02	<input type="checkbox"/> #	02
03	<input type="checkbox"/> #	03

Research suggests your chances of selling to 💔 a non-believer are less than 5%. So it is vital the customer you serve today and tomorrow share the same belief as your organization.

A sale is a battle over beliefs before it is a contest over a product.

QUADRANT 4 HOW WE SERVE

What is the minimum number of interactions required to create a customer? If you're serving small business owners, you're talking in the quantum of 10 to 15 interactions to create a customer. If you're talking to enterprise decision-makers you're serving 25 interactions upwards to 50.



Time is an important dimension to making a buying decision. Every customer buying decision has an expiry. If the buying decision is not closed in the time frame, the customer is likely to drop off and abandon their buying decision.

If your customer expires in 14 days, and you design a set of experiences that are delivered in 21 days, you are out of the 🙅 race. Customer expiry is the length of time a customer consciously or unconsciously allocates to making a buying decision.



CATCH ACCLAIMED
US PODCASTER,
ETHAN BEUTE,
DELIVERING HIS
INTRODUCTION
TO THE 4Qs

listen



BENEFITS

The 4Qs have gained popularity among consultants who help organizations digitally transform, introduce innovation teams or improve sales processes.

In addition to the benefits mentioned earlier, here are a few more you should know.

TEACH DECISION-MAKING

There is no value in staff making decisions if those decisions are not as good or better 🙌 than decisions made by management. Day-by-day, week-by-week, staff learn 🎓 how their organization makes decisions.



COMPANIES DO NOT COME TO FASTER DECISIONS BY OSMOSIS — IT IS ALWAYS THE RESULT OF A BETTER DECISION-MAKING FRAMEWORK⁵.

⁵Stepchange, Mar, 2021, *An Effective Framework For Strategic Decision-Making*

ILLUMINATE VALUE

Discover if an organization is fixated on creating value in only one Quadrant and blinkered to the potential value that could be created in other Quadrants. It is not uncommon for technically-led teams to focus their efforts on Quadrants 1 and 2, and forget to tap into the irrational buying forces found in Quadrants 3 and 4.

SCALE ONE QUADRANT AT A TIME

As the business adds headcount, business owners can begin delegating leadership, by assigning staff to become quadrant leaders. Over time, business owners scale out of a sales role, one Quadrant at a time.

BUILD INNOVATION

The 4Qs organizes staff, their processes, and their tasks into one or more Quadrants, breaking-down departmental barriers. In theory, people from different departments meet once a week, sifting through intelligence 🍒 gathered, and innovating using the 4Qs decision-making framework. This team becomes a virtual innovation team.

BECOME A MARKET LEADER

Now that decision-making is universally understood, more people in the business can contribute ideas. In agile organizations, the ability to make nimble decisions lead to 2.5x

the growth, twice the profit, and a 30% higher ROI on investments⁶.

ORGANIZE YOUR INTUITION

Some users describe their experience using the 4Qs as not having taught them anything new. Rather, they tell us the 4Qs organized their intuition and allowed them to make decisions in a fraction of the time than before.

USE A COMMON LANGUAGE

To help demonstrate good decisions, the 4Qs encourages users to 'play' or 'fit' 📁 one quadrant with another. By classing decision-making as a Quadrant 1-2 fit or a Quadrant 1-3 fit, everyone understands the gravity of the decision being made, and how it will affect their respective Quadrants.

Here is a library of fits to help class a decision being made.

- 💡 Quadrant 1-2 fit
- 💡 Quadrant 1-3 fit
- 💡 Quadrant 1-4 fit
- 💡 Quadrant 2-3 fit
- 💡 Quadrant 1-2-4 fit

Organization-wide common language speeds up decision-making. Transparency in how decisions are reached replaces the blind faith that people must place in the judgment of their superiors.⁷

⁶ Mckinsey, *Keys to unlocking great decision-making*, April 2018

⁷ HBR, Larry Neal and Carl Spetzler, May 2015, *An Organization-Wide Approach to Good Decision Making*,

BOTTOM-UP DECISION-MAKING

As managers adopt and use the language of the 4Qs, so too will those working beneath them in their respective departments. Using the language, staff can passively engage with the 4Qs. For more active engagement, allow staff to contribute intelligence to make the next sale easier.

CREATE UNIQUE WORDS + PICTURES

The 4Qs provide a decision-making framework that helps teams make sense of intel and decide what to do with it. Rather than follow competitors blindly, your team synthesizes intelligence gathered. Some intelligence will register useless while other intelligence will 📌 become paramount. The result is unique words and pictures and less tendency for an organization to copy a competitor.



NO IMPLEMENTATION

The 4Qs can be taught in one hour. There is no requirement to use software, read books or create a roll-out project. The next time you need to make a decision, reach for the 4Qs. The more one uses the 4Qs and the language, the more readily it is adopted by the organization.

USING IT, YOUR WAY

The 4Qs allows users to start their journey in any of the four Quadrants. There is no fixed 📍 starting position. Digital transformation consultants or customer service engineers might like to start in Quadrant 4. Executives typically start their journey in Quadrant 3. Product folk in Quadrant 2 and sales guys and girls in Quadrant 1.

ACCESS ONLINE TEMPLATES

Apart from being available as a free **playbook**, 4Qs templates have been ported ✈️ to several software platforms. Consultants can now enjoy an interactive experience for themselves and their clients via Moqups and a handful of other platforms. Moqups is part of a new breed of applications moving users from old-school, powerpoint-style templates to an experience more akin to a whiteboard.

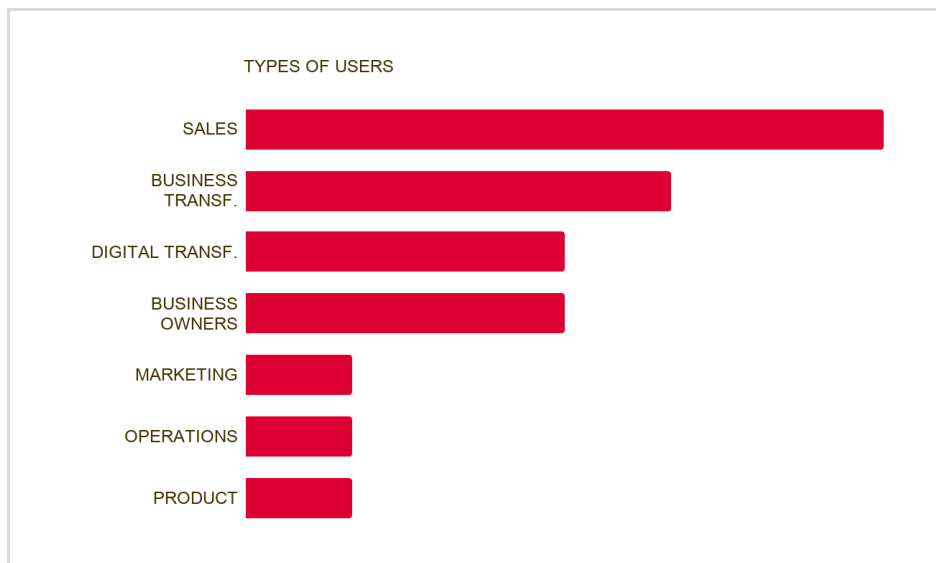
INTEGRATE WITH EXISTING FRAMEWORKS

If you are an advocate ❤️ of the Business Model Canvas or Agile methodology, you'll enjoy how easily the 4Qs integrates with these two frameworks.

USE CASES

The 4Qs are used by over 150 companies and consultants worldwide. Based on customer surveys conducted in 2019 to 2020⁸, the most active use cases are as follows:


- 💡 business owners or sales managers trying to free themselves of a sales role
- 💡 digital transformation folk trying to help enterprise customers transform
- 💡 Marketers trying to create unique words and pictures
- 💡 Operations managers introducing innovation or operational excellence
- 💡 Product managers introducing a new product or feature set



⁸ run_frictionless, April 2020, 4Qs digital transformation survey

DIGITAL TRANSFORMATION CONSULTANTS



65 PERCENT OF DIGITAL TRANSFORMATION PRACTITIONERS SURVEYED SAID THEY WOULD  IMPLEMENT THE 4Qs IN THEIR ORGANIZATIONS.



65 PERCENT OF DIGITAL TRANSFORMATION PRACTITIONERS SURVEYED REPORTED THE 4Qs FRAMEWORK EASY TO USE



50 PERCENT OF THOSE SURVEYED BELIEVED THE 4Qs WOULD IMPROVE SALES BY 20-30%⁹

Further, 66 percent of respondents claimed they were attracted to using the framework because of its ease of use and simplicity.

When the same group was asked if they understood the framework, 92 percent said their comprehension of the framework was above average¹⁰. Respondents did not regard the framework as a nice-to-have. Instead, 75 percent said the 4Qs were an essential tool for digital transformation.

Respondents did not regard the framework as a nice-to-have. Instead, 75 percent said the 4Qs were an essential tool for digital transformation.

Perhaps the most startling revelation was the correlation that digital transformation consultants drew between sales and the 4Qs. To our surprise, 60 percent of the respondents believed the 4Qs would deliver a 20% increase in sales.

⁹ run_frictionless, April 2020, *4Qs digital transformation survey*

¹⁰ run_frictionless, April 2020, *4Qs digital transformation survey*

The balance of those surveyed believed the 4Qs would deliver as high as 30% improvement in revenue¹¹.



OPERATIONS MANAGERS

During my discussion with DX practitioners, James McLaren, Director of Digital Transformation, Ultimum ICT, schooled 🙏 me on how the 4Qs is a means to achieving operational excellence.

James founded Ultimum 18 years ago. His practice is located in Australia, but he reaches customers as far as Asia, the Americas, and Europe. He specializes in the financial sector. He has served some big names like Commonwealth Superannuation Corporation, Willis Towers Watson, IAG, NAB, Westpac Group, and, AMP.

I was delighted when James agreed to be interviewed. James says, ‘companies need operational improvement to push digital transformation. The 4Qs is an avenue to helping organizations achieve operational excellence’.

Cross-functional cooperation is essential to reaching 🏆 operational excellence. The 4Qs digital transformation framework gets cooperation from across an organization. The framework helps people in an organization talk about constraints, and therefore, together, they can better overcome 💪 these constraints.

¹¹ run_frictionless, April 2020, *4Qs digital transformation survey*

SALES MANAGERS

Intelligence is information gathered both inside and outside the business. For many organizations, especially pre-revenue startups, buying intelligence is not affordable. However, every organization can afford to collect intel from customers, by turning their salesforce into an intelligence-gathering machine.

Not every customer interaction yields revenue. However, what every interaction can yield is intelligence. Intel is an important aid for creating a frictionless customer experience.

Further, the real return comes when one of your staff makes a sale, and an improvement, to make the next sale frictionless. For example, one of the reasons organizations introduce friction is because they make poor decisions about who they serve today, tomorrow, and most importantly, who they never serve.

Using the 4Qs, intel can guide sales managers trying to make this kind of decision.

MARKETERS

One function of marketers is to produce words and pictures. Marketers gather intelligence and action in words and pictures either for their own business or on behalf of a customer. A website and sales collateral are examples of a company's words and pictures.

Producing words and pictures is painful for marketers working with a new client. No matter how well they manage a client, the marketers face a merry-go-round of edits and revisions from the client.

Web developers face a similar problem. They can't start the project until they have the content. If they commence

development before the content is written there's a risk they'll be forced to redesign the work later once the content does arrive.

On the flip side, every day the project does not start is another day the agency cannot bill the job. Meaning the project and revenue are delayed.

The 4Qs addresses the above situations by first getting everyone to agree to the single point of truth before words and pictures are created. Rather than learn the source of truth through the editing process, marketers can produce a brief and create a snapshot of their customer's 4Qs.

This has an added benefit where intelligence gathered by marketers can be synthesized.



copyright © runfrictionless 2018

Instead of following their client's competitors, marketers can create unique words and pictures. This is because your words and pictures are created from the intelligence gathered and synthesized using the 4Qs.

ADOPTION

The risks of not adopting a decision-making framework are felt every day in organizations. Growth is inhibited and staff morale severed.

The key to the success of 4Qs is its speed of adoption. The 4Qs can be taught in one hour. There is no 🚫 requirement for software, books, or on-boarding. The more one uses the 4Qs and the language, the more readily it is adopted and accepted by the organization.

In research carried out by the Harvard Business Review, almost three-quarters of companies had no formal corporate-wide decision-making process and nearly half of respondents said there is no transparency in how their organizations make decisions.¹²



THE RESULT IS A CULTURE WHERE
STAFF INVITES MANAGEMENT TO
EVERY MEETING FOR FEARS THEIR
DECISION WILL BE OVERTURNED
LATER.

Disciplined employees at work find it hard to get along with procrastinating co-workers, causing heightened tensions and creating friction among them.¹³

¹² Harvard business review analytic services, 2012, *The Evolution of Decision Making: How Leading Organizations Are Adopting a Data-Driven Culture*

¹³ HR Monks, *Does Procrastination Affect Employees' Productivity?*

SIMULATED DECISION-MAKING

Make any kind of decision you like:

- 💡 sell through a new channel
- 💡 add a new product feature
- 💡 cease serving an old customer profile

DECIDE TO SELL VIA A MARKETPLACE

Organizations are often faced with a decision whether there is less friction serving customers directly from their company website or via a third-party marketplace. Marketplaces include eBay, Amazon, and Etsy. Etsy, like many marketplaces, brings its own pre-designed experiences like billing and shipping.

When deciding to better map customer experiences to customer profiles in Quadrant 1, the organization is said to be chasing a Quadrant 1-4 📍 fit.

This decision will have implications for Quadrants 1 and 4. It is likely to have minor implications for Quadrants 2 and 3.





THE RESULT OF STRIKING A QUADRANT 1-4 FIT IS ACHIEVING SCALE

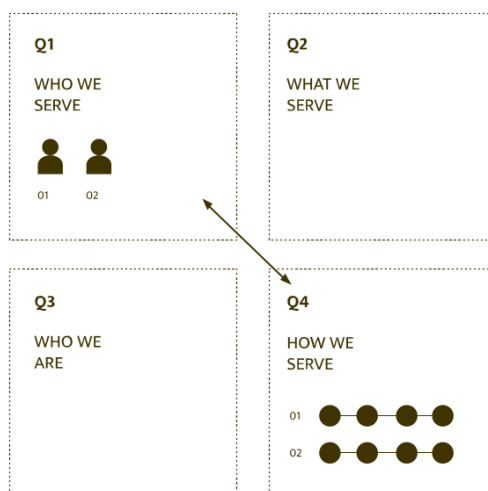
If you decide to add a new sales channel like Etsy, these marketplaces bring their own set of customer interactions found in Quadrant 4. Sometimes, they also introduce a new type of customer profile.

Here are two reasons 🙌 why an organization may decide to serve through a marketplace.

- 💡 serve a new customer profile in Quadrant 1
- 💡 utilize customer interactions from Quadrant 4

Marketplaces are renowned for bringing their suite of customer interactions like shopping carts, billing, and shipping. As such, organizations choosing to serve through a marketplace can expect a lower cost-to-serve than selling directly, as the capital investment in Quadrant 4 is less.

In a sense, by selling through a marketplace, an organization is driving-down friction by ‘outsourcing’ parts of Quadrant 4.



However, there are implications for the 4Qs when making this decision.

- 💡 new customer profile in Quadrant 1 may be more price-sensitive than the customers you serve today
- 💡 possible change in pricing or features of the product in Quadrant 2
- 💡 no ability to augment or customize 😬 the customer interactions in Quadrant 4

If the marketplace serves an entirely different customer profile, one which is more price-sensitive, the organization may be forced to re-evaluate its value propositions, pricing, and features in Quadrant 2, to fit the new customer profile.



IN ADDITION TO A QUADRANT 1-4 FIT, THIS DECISION MAY REQUIRE A QUADRANT 1-2 FIT.

ADD A NEW FEATURE TO THE PRODUCT

Sales organizations are often eager to add more product features to create a new customer. Behind this decision to add a new feature, rests a second, more important decision - whether to serve 🧑 a new customer profile tomorrow.

When deciding to map a new set of features or products from Quadrant 2, to a new customer profile in Quadrant 1, the organization is said to be chasing a Quadrant 1-2 📌 fit.



THE RESULT OF STRIKING A
QUADRANT 1-2 FIT IS REVENUE.

A consequence of a Quadrant 1-2 fit is revenue. That means the organization has matched the right customer profile from Quadrant 1, with the right set of features, limits, and workarounds from Quadrant 2.

A decision to serve a new customer profile opens a second pipeline of business opportunities. An organization's primary pipeline is the customers it serves today. However, by staging Quadrant 1, organizations can create a second pipeline of business.

However, Quadrant 2 is expensive and investment must be made first. As features take time to build, the salespeople cannot serve the new profile today. Instead, they create a waiting list and begin nurturing customers they plan to serve tomorrow.

In theory, organizations could pay salespeople 100% commissions for customers they serve today and 50% commissions on customers they serve tomorrow.

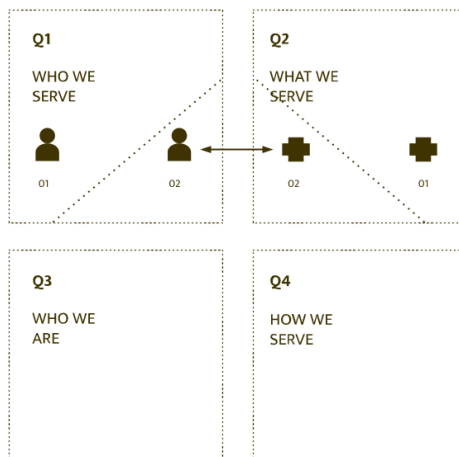
Once the product or features are ready, the company can convert this pipeline to sales and remunerate the salespeople the balance of the commission owing.

Here are two reasons why an organization may decide to serve a new customer profile tomorrow.

- 💡 reach a customer underserved by competitors
- 💡 reposition Quadrant 3 to a wider audience

By thin-slicing 🍰 customer profiles into smaller lots called variants, organizations can find profiles that have gone undetected by competitors.

Rather than jeopardize the organization's credibility by trying to serve this customer today, the salespeople instead ask customers to join a waiting list until the feature or product is fit for purchase. Serving this customer today would be a mistake that would add friction.



Once an organization has dominated a single customer profile it serves today 👍, it may be time to reposition Quadrant 3 to serve more customer profiles. In this situation, the organization decides to chase a new Quadrant 1-2 fit.

However, there are implications for the 4Qs when making this decision.

- 💡 new words and pictures in Quadrant 3 may be required and could alienate customer we serve today
- 💡 new sets of interactions may be required in Quadrant 4, increasing cost-to-serve
- 💡 possibly decide to stop serving today's customer

DECIDE TO STOP SERVING A CUSTOMER PROFILE

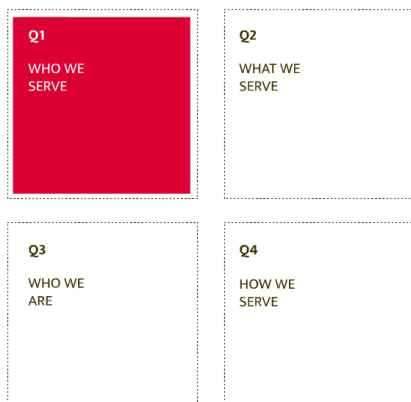
Customers we never serve are a liability. They are more likely to request discounts and refunds. They are more likely to provide false intelligence on Quadrants 2 and leave negative reviews.

In order to preserve revenue, an organization can decide to never serve this customer in Quadrant 1.



THE RESULT OF TIGHTENING
QUADRANT 1 IS REVENUE

A simple means to stop serving a customer is to either raise or lower the price of the product in Quadrant 2. When deciding to never 🙅 serve a customer profile in Quadrant 1, the organization is said to be tightening Quadrant 1.



Deciding not to serve a customer profile can be one of the toughest decisions an organization can be faced with. However, it is not without its benefits.

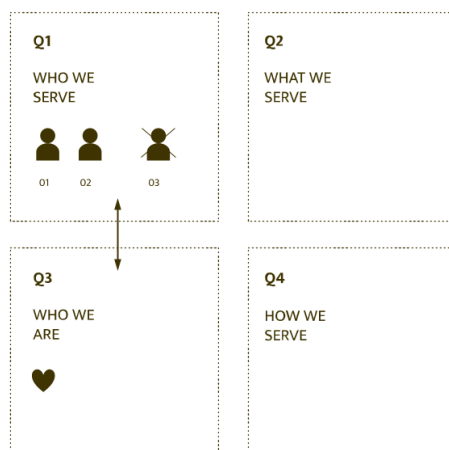
Here are two reasons why an organization may decide to never serve a customer profile

- 💡 build a defensible product in Quadrant 2
- 💡 build better customer journeys in Quadrant 4 🙌

The improvement will increase positive reviews and the net promoter score¹⁴, which in turn will increase market share and 💰 revenue.

However, an organization should also stop serving a customer profile when that profile does not share beliefs ❤️ from Quadrant 3. Technically, the product could serve the customer from Quadrant 2, but because the two beliefs are incongruent, this customer is a liability.

Unlike Quadrants 1, 2, and 4 which can be mapped to another, Quadrant 3 is constant. Quadrant 3 is ubiquitous. This is because beliefs are shared inside and out. Beliefs are shared with staff, shareholders, and customers.



¹⁴ Retently, *What is a good net promoter score? (2020 NPS Benchmark)*, Mar 2020

Only in extreme situations is a change in Quadrant 3 likely. For example, the organization decides to transform or change leadership. To help get you sharing your next decision, download the [4Qs playbook](#).



RUN FRICTIONLESS
+ DOWNLOAD
THE **FREE** 4Qs
PLAYBOOK

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AGILE INTEGRATION

In mid-2020, Wouter Debaere, fintech entrepreneur from Singapore, collaborated 🙌 with run_frictionless to design a mashup of the Agile and the 4Qs frameworks. This integration, or mash-up, validated the foundations and versatility of the 4Qs.



The two frameworks cover different aspects of a business. Together, they make a very neat package. The 4Qs is a holistic framework for overall business success. It addresses four fundamental questions: who to serve, what to serve, who we are, and how to serve.

AGILE, SCRUM + THE 4Qs



Agile is a specific approach to software development, designed for agility. The two frameworks are 🙌 complementary and allow for simultaneous adoption.

Where they overlap, the frameworks reinforce each other. Where the scope is different, the 4Qs drive Agile execution.

> [READ MORE](#)

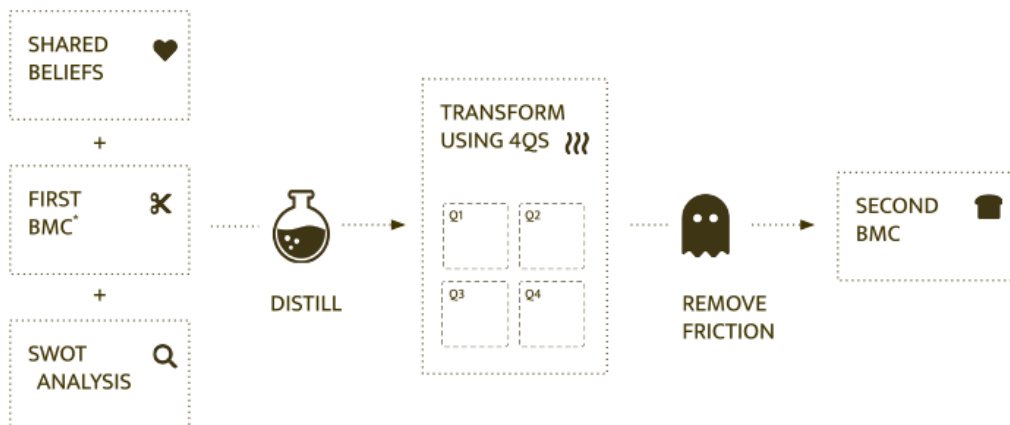
BUSINESS MODEL CANVAS INTEGRATION

In late-2020, Allen Pattiselanno, collaborated with run_frictionless to design a mashup of the Business Model Canvas and the 4Qs frameworks. Allen is a digital transformation veteran. He runs a practice in Singapore called Digital Donkeys.



Allen Pattiselanno shares 🙌 a unique approach to digital transformation, using his special blend of SWOT Analysis, Business Model Canvas, and 4Qs. The Business Model Canvas creates a base.

ALLEN'S NEW RECIPE FOR DIGITAL TRANSFORMATION



The Business Model Canvas has limitations. It is easy to create a current state of a business. However, when it comes to the future state, it is 🙌 tedious to use. What is missing is a structure to interrogate the Business Canvas Model. I used a modified version of Mickinsey's 7S until I discovered the 4Qs.

The 4Qs provides the perfect complement to the BMC because it encourages the users to 'fit' or 'play' one Quadrant with another.

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> HERE'S WHY
YOU NEED THE
4Qs FRAMEWORK
FOR DIGITAL 
TRANSFORMATION



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ABOUT FRICTION

Frictionless customer experience is a phrase that is only now beginning to take flight. In 2018, Amazon released news about AmazonGo as an important step to making their customer experience frictionless. AmazonGo is a chain of brick-and-mortar stores that does not require customers to queue for a cashier after shopping.

Soon after, Walmart announced its plans to deliver a frictionless customer experience by 2022.

Everywhere you look, organizations big and small are trying to reduce friction and remain competitive. During times of economic uncertainty, eliminating friction 🛑 is crucial for restoring predictable revenue.

This is because friction is an obstacle preventing a customer from making a buying decision. Friction slows a customer from reaching their goal, and equally slows an organization from making a sale.

Friction has a quotient and can be measured. No matter how talented your people, the greater the friction, the more difficult it is for your business to make and keep a customer.

Research shows friction accumulates too. This is because customers remember the friction they experience from one interaction to the next. Customers who experience overwhelming friction drop-off 😞 and disappear, never to be heard from again. It is a phenomenon some in e-commerce call cart abandonment.

It can be hard to spot friction points. The salespeople tell you it was a delivery problem. The delivery people tell you it was a sales problem. However, friction is not a sales or a delivery problem. It

is an organizational issue. A bad customer experience = bad reviews and that's bad business for the entire organization 🤔 .

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