

FOURSIGHT

Seeing the world in quadrants

A curated collection of 2X2's by **subuism**[™]

**Do You
Like Boxes?**

Yes

Play Sudoku

**Yes, You Need a 2X2
Matrix**

No

No, go back to Twitter.

Get A Magic 8 Ball

No

Yes

Do You Have Decision To Make?

We are taught to think that life is too complex to fit into neat boxes. But sometimes, a simple grid can unlock profound clarity underneath all that complexity.

Introducing the humble 2x2 matrix. The earliest published record of it seems to have been when it was spoken by Dwight D. Eisenhower way back in 1954 when he said “I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent.”

Since then, with its intersecting axes, the 2X2 matrix has been the strategist’s sketchpad, the marketer’s map, and the philosopher’s maxim. From boardroom discussions to classroom debates and dinner table arguments, it reduces noise, sharpens trade-offs, and reveals patterns hiding in plain sight.

This e-book gathers nearly a hundred 2x2 frameworks drawn from strategy, marketing, personal growth, and the everyday puzzles of life. Some are classics you’ll recognise; others are fresh perspectives that challenge you to think differently. Together, they are not rigid answers but flexible lenses—tools to frame choices, explore paradoxes, and provoke better questions.

Turn the page, pick a quadrant, and see the world split into fours. Suddenly, it all starts making more sense.

*Your Sensemaker,
Krishnan Subramanian
subuism.in*

p.s. Wish to dig deeper? The definitive book on the subject is
The Power Of The 2x2 Matrix by Alex Lowy and Phil Hood (<https://www.transcendstrategy.com/>)

DISCLAIMER

This e-book is a compilation. It is neither definitive or exhaustive.

I'm a mere curator, not the creator. All original credit to the quadrant masters. The matrices you'll find here come from many brilliant thinkers across strategy, marketing, self-development, and beyond. Unless I've explicitly said otherwise, every framework belongs to its original creator.

My role has simply been to bring them together in one place, so you can wander, learn, and get inspired.

For more, come over to

subuismTM.in

Page starts at

6



FOUR BUSINESS

1 - 21

49



FOUR MARKETING

22 - 51

112



FOUR PEOPLE

52 - 67

145



FOUR SELF

68 - 87

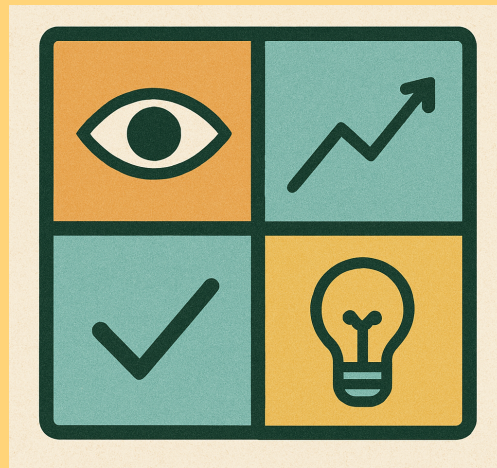
186



FOUR FAKE

88 - 103

Jump to model
(Bottom right)



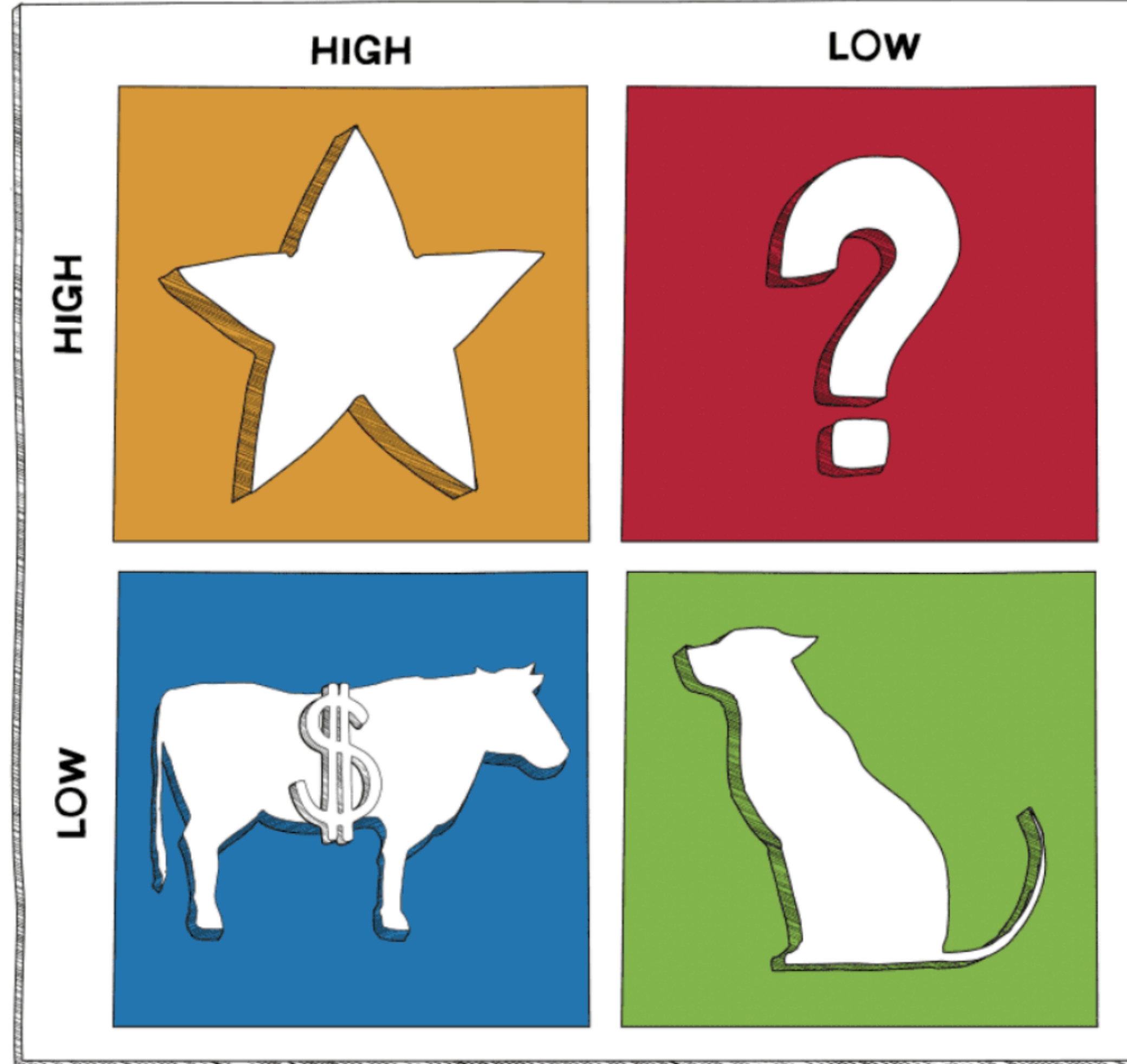
FOUR BUSINESS

The Classic BCG Matrix (1970) for a
corporate to analyse its business units

MARKET GROWTH RATE

CASH USAGE

RELATIVE MARKET SHARE
CASH GENERATION



Where should your business focus?

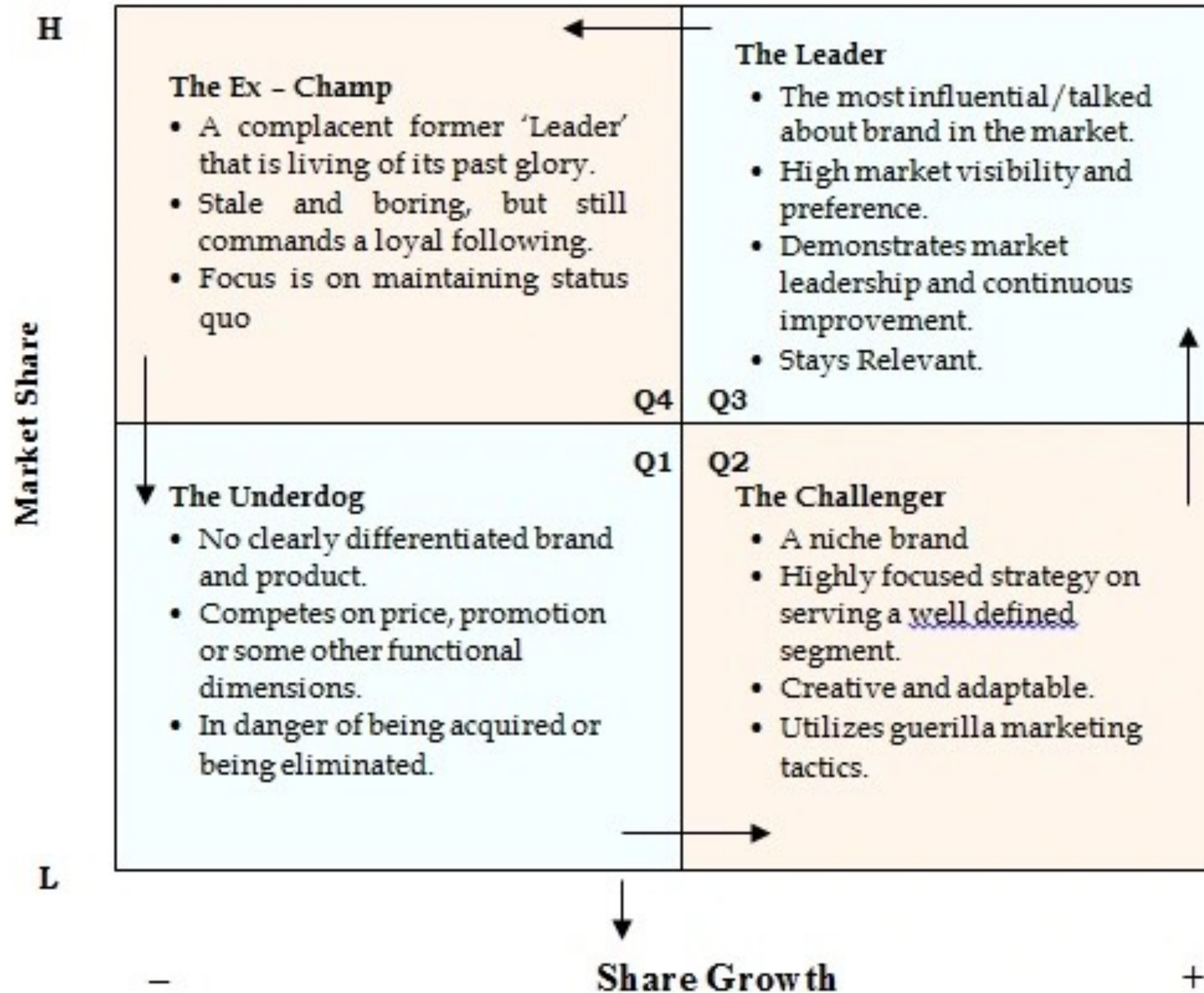
Importance for the company



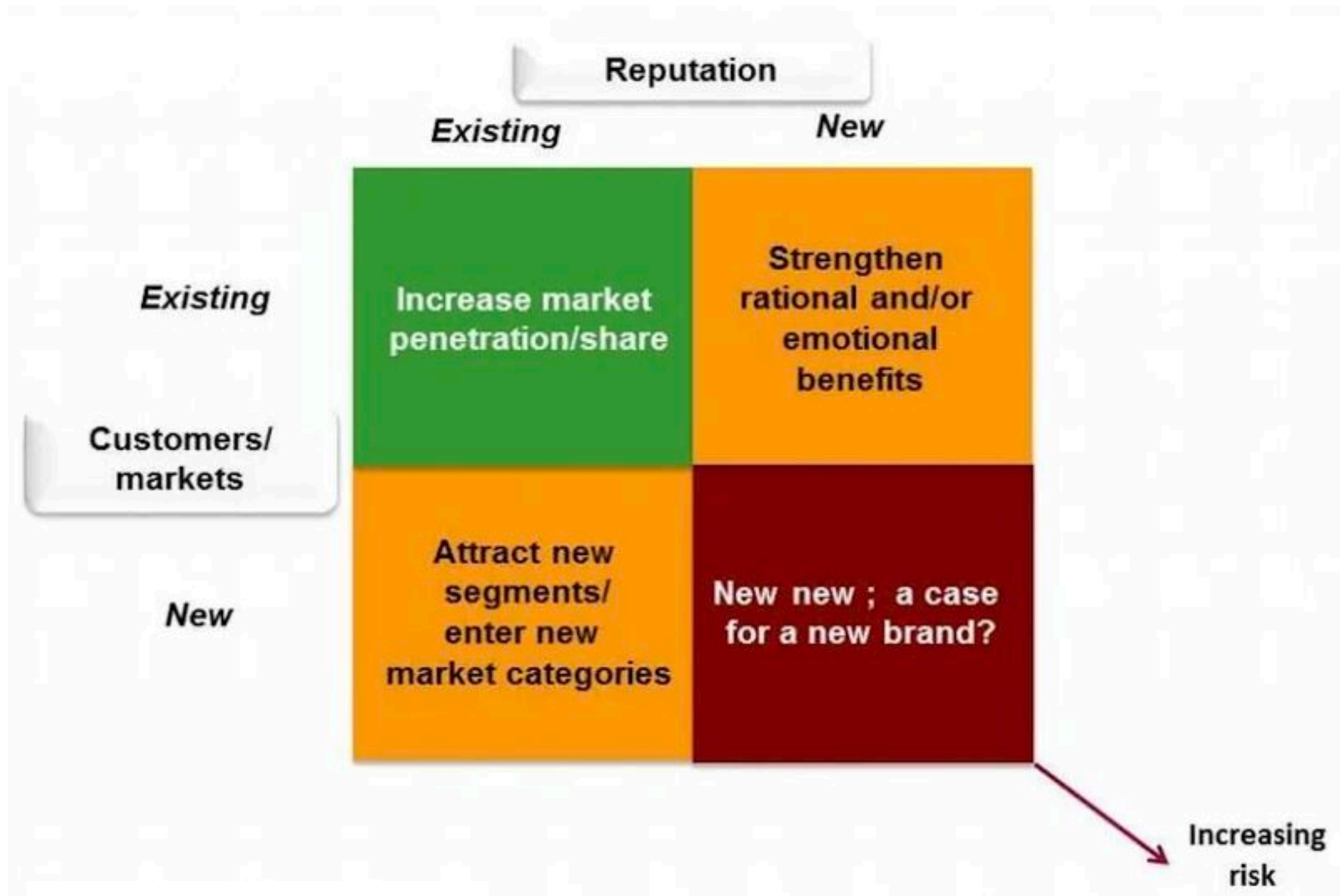
Expected importance

P.s. Scale back is semi-controversial
So, give that an extra second

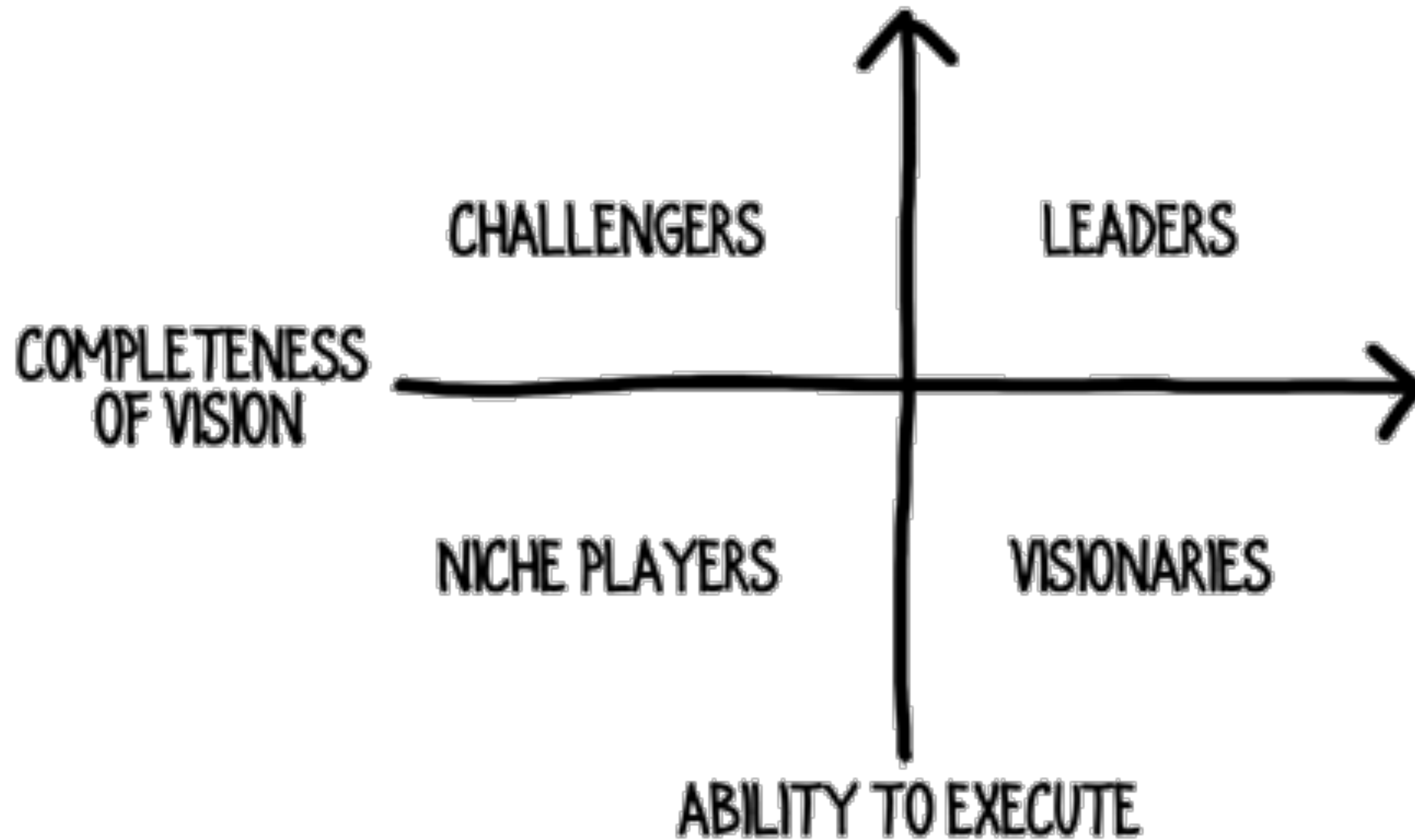
Your business trajectory; from inception to demise



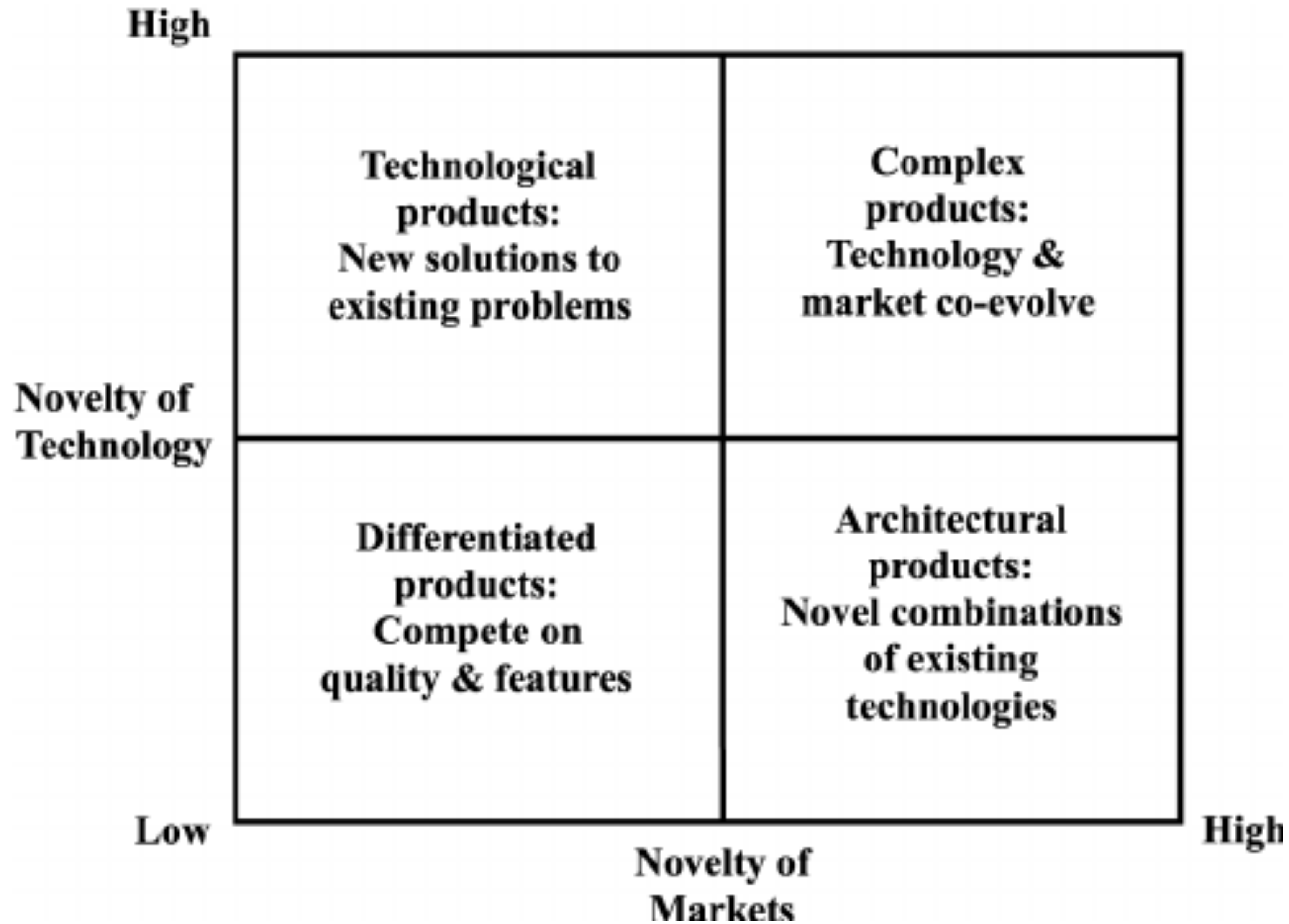
Strategies to expand your business?



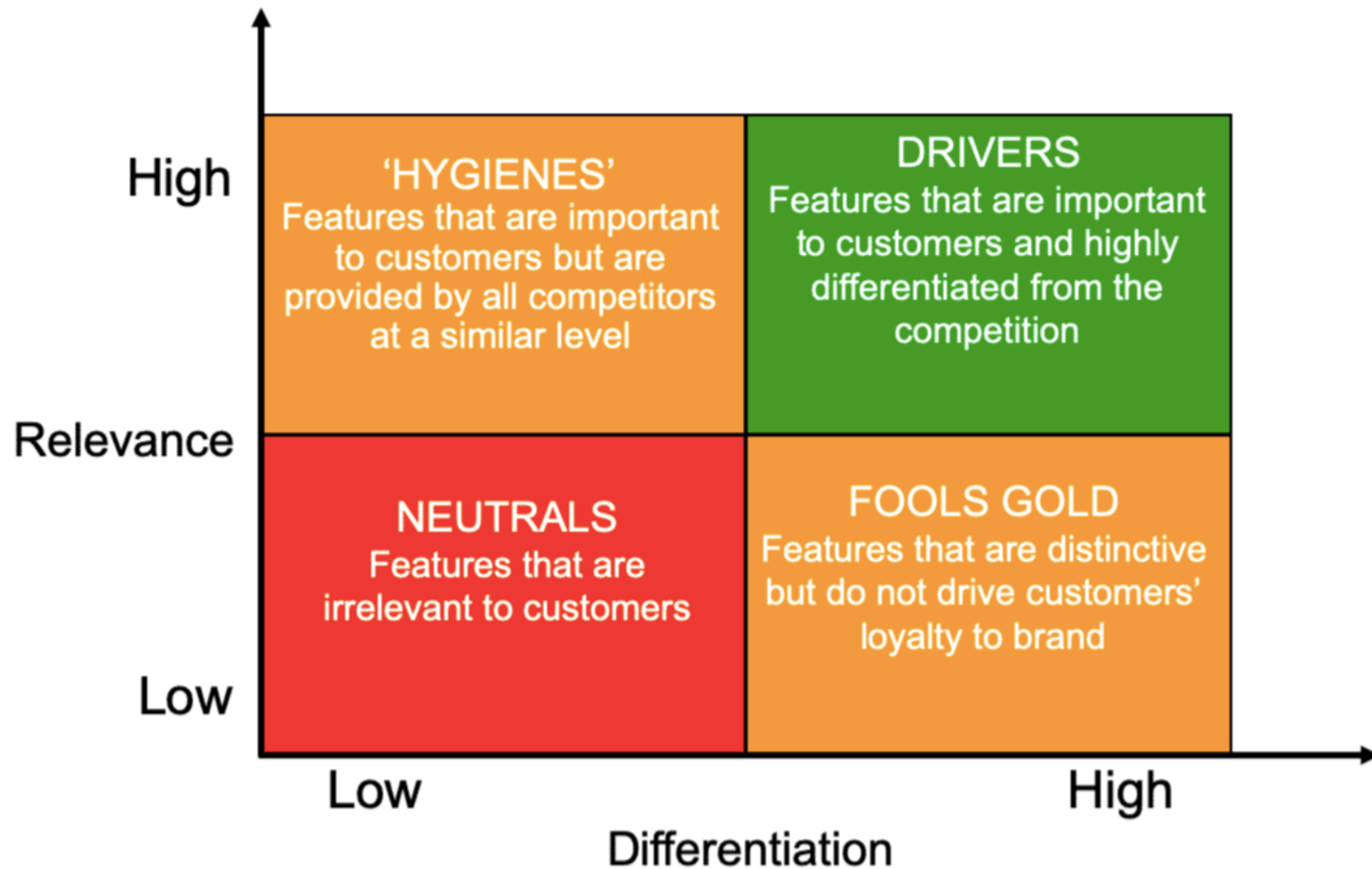
Evaluating your business competitors (or your own standing) ?



Source code for product innovations?



Relevance of a specific feature for your customers?

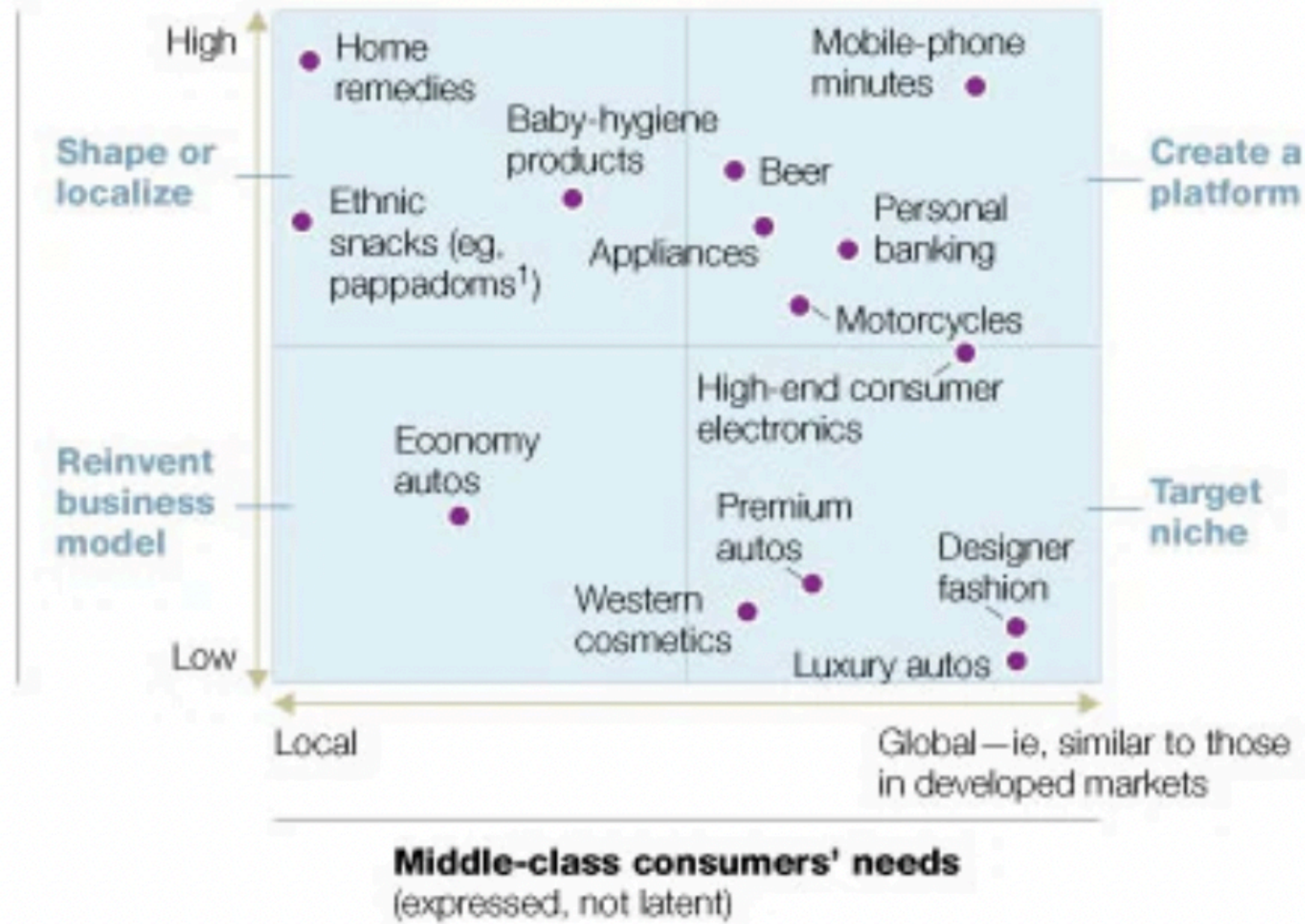


How can your business serve its customers better?

Four category-specific strategies can help companies serve middle-class consumers in developing markets.

Middle-class consumers' ability to buy

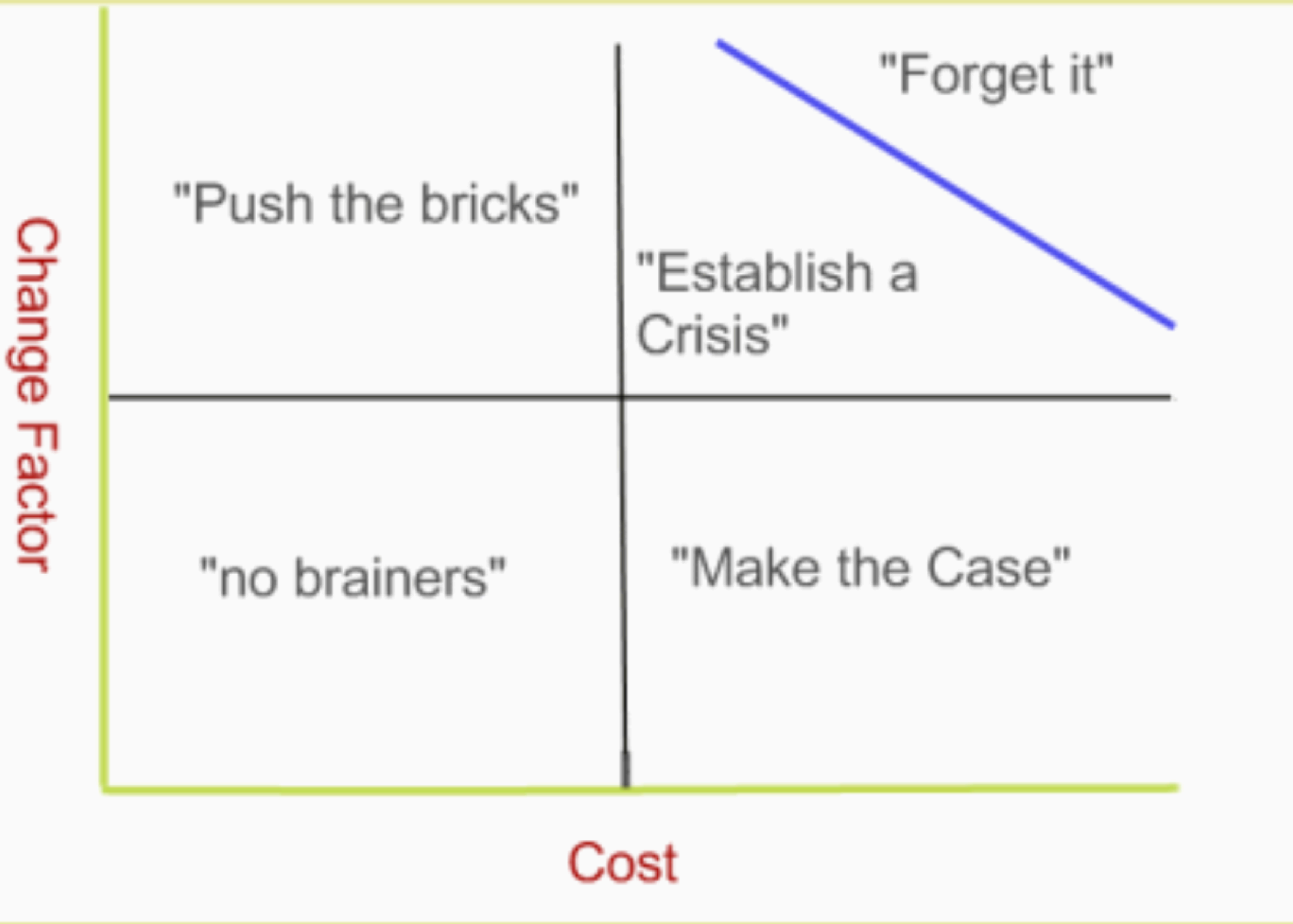
- Affordability (disposable income, product costs, and willingness to 'stretch')
- Accessibility (product distribution)



Strategic direction for your business?



Pushing a proposal to top management?



Making your business do some good (within itself or for the world)?



© 2020
Christian Sarkar
and Philip Kotler.

What kind of a global business are you?



Global Integration

(Globally controlled and consistent brand)

PURE GLOBAL

Highly integrated brand
Transferable marketing to serve global markets

TRANSNATIONAL

"Glocal" brand
Exploit global efficiencies together with local responsiveness

INTERNATIONAL

Extension of domestic brand
Exploit home-based competitive advantage to open up international markets

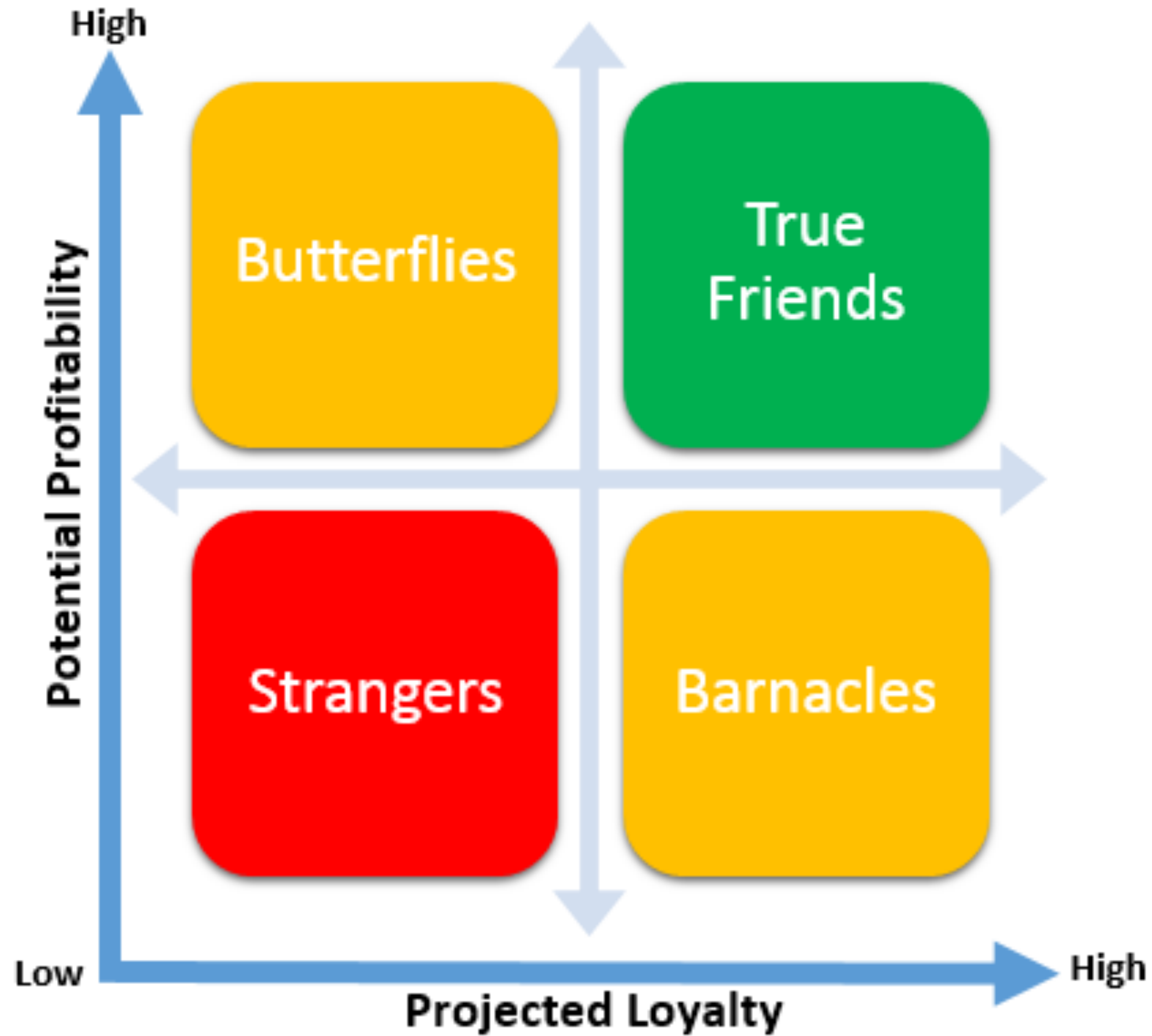
MULTI-DOMESTIC

Highly responsive brand
Country subsidiaries tailor activities to local markets/needs

Local Responsiveness

(Locally flexible brand execution and activity)

Kinds of loyal customers in your business?



Kinds of clients your business wants in the future?



How to price your product?

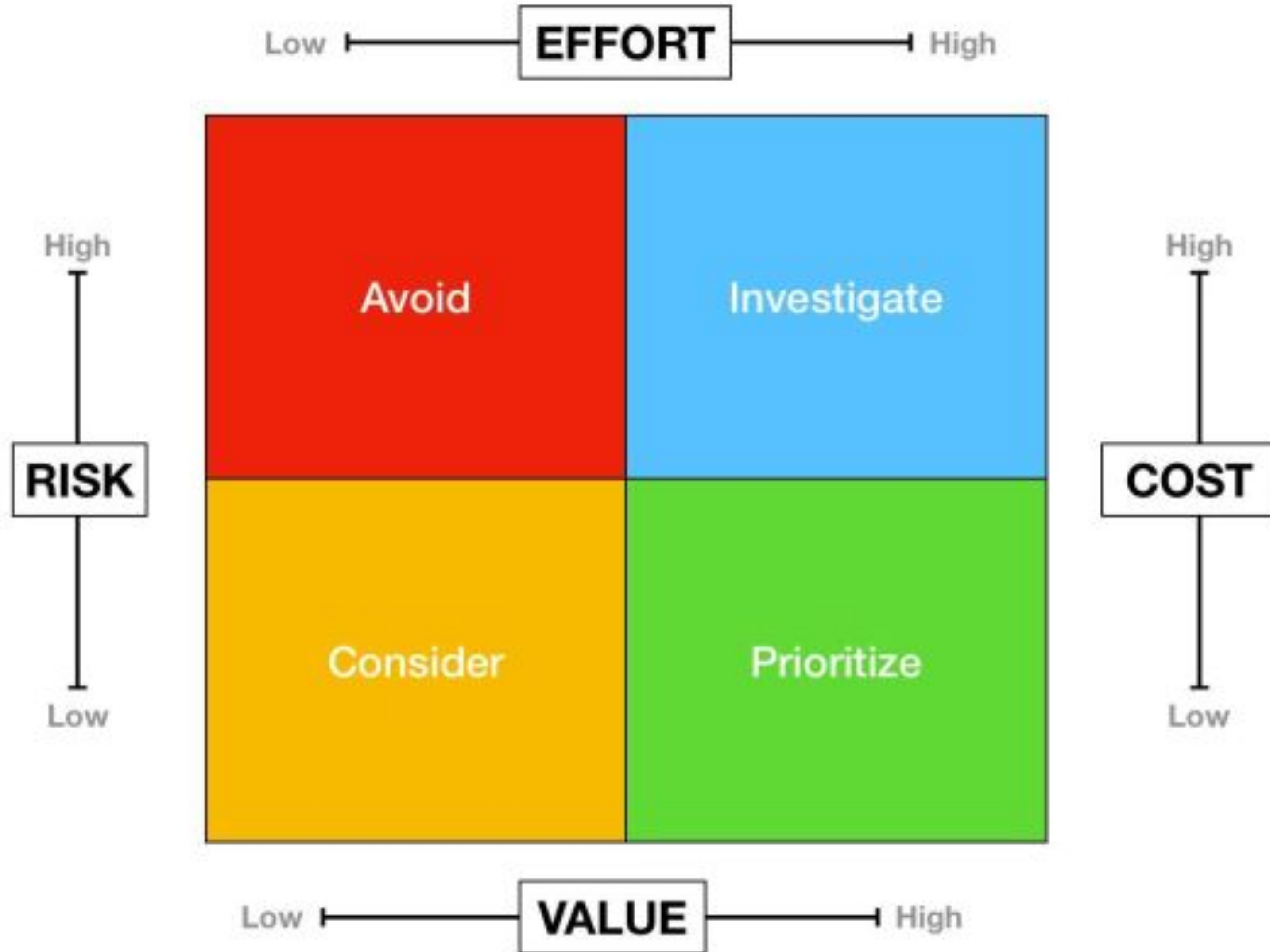
PRICE DIFFERENTIATION MATRIX



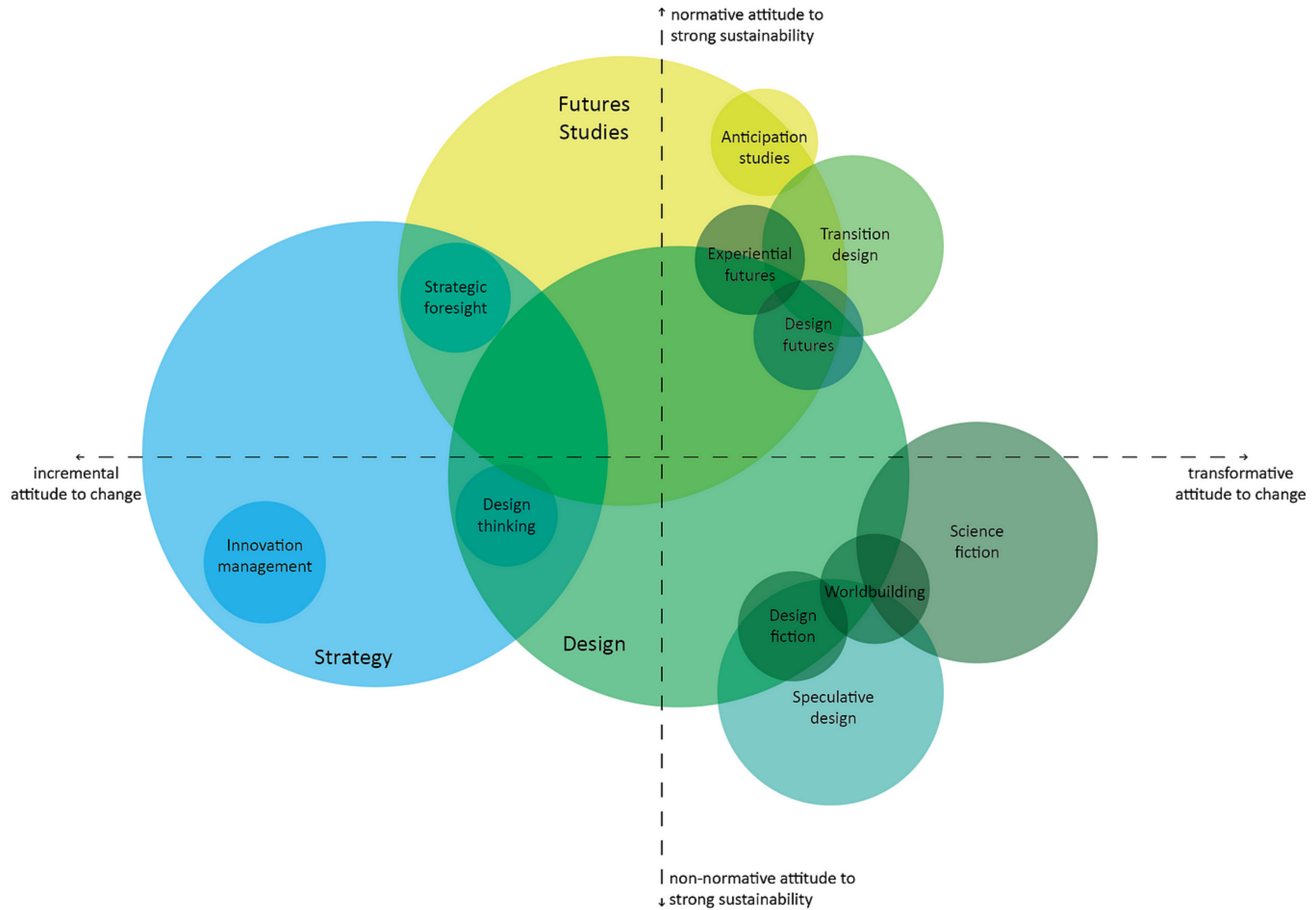
What to do after you have done a SWOT?

<p>The organisation</p>	<p>Strengths – S</p> <ol style="list-style-type: none"> Existing brand Existing customer base Existing distribution 	<p>Weaknesses – W</p> <ol style="list-style-type: none"> Brand perception Intermediary use Technology/skills Cross-channel support
<p>Opportunities – O</p> <ol style="list-style-type: none"> Cross-selling New markets New services Alliances/co-branding 	<p>SO strategies</p> <p>Leverage strengths to maximise opportunities = Attacking strategy</p>	<p>WO strategies</p> <p>Counter weaknesses through exploiting opportunities = Build strengths for attacking strategy</p>
<p>Threats – T</p> <ol style="list-style-type: none"> Customer choice New entrants New competitive products Channel conflicts 	<p>ST strategies</p> <p>Leverage strengths to minimise threats = Defensive strategy</p>	<p>WT strategies</p> <p>Counter weaknesses and threats = Build strengths for defensive strategy</p>

Prioritising the various projects within your business?

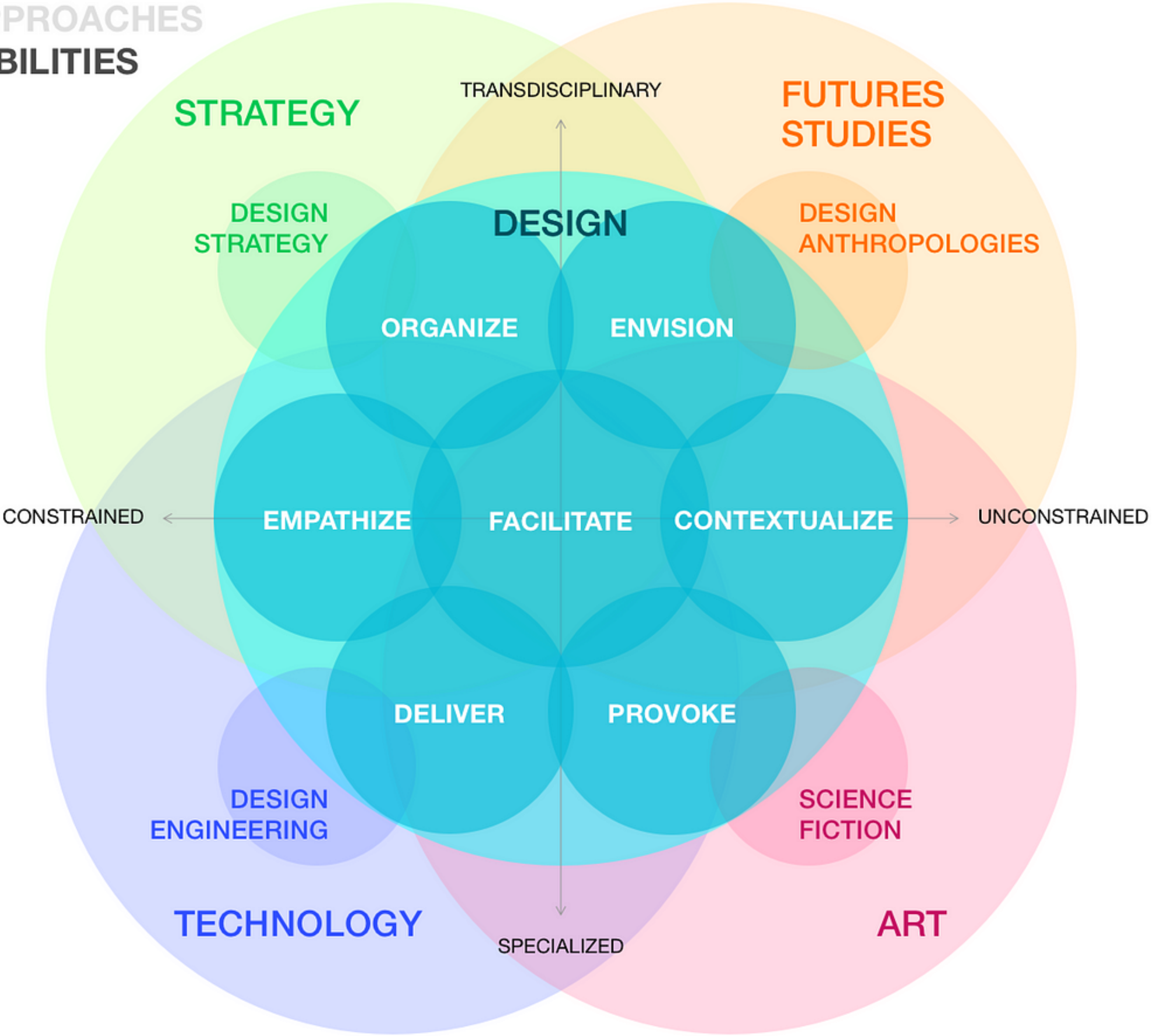


Making your business ready for the future?

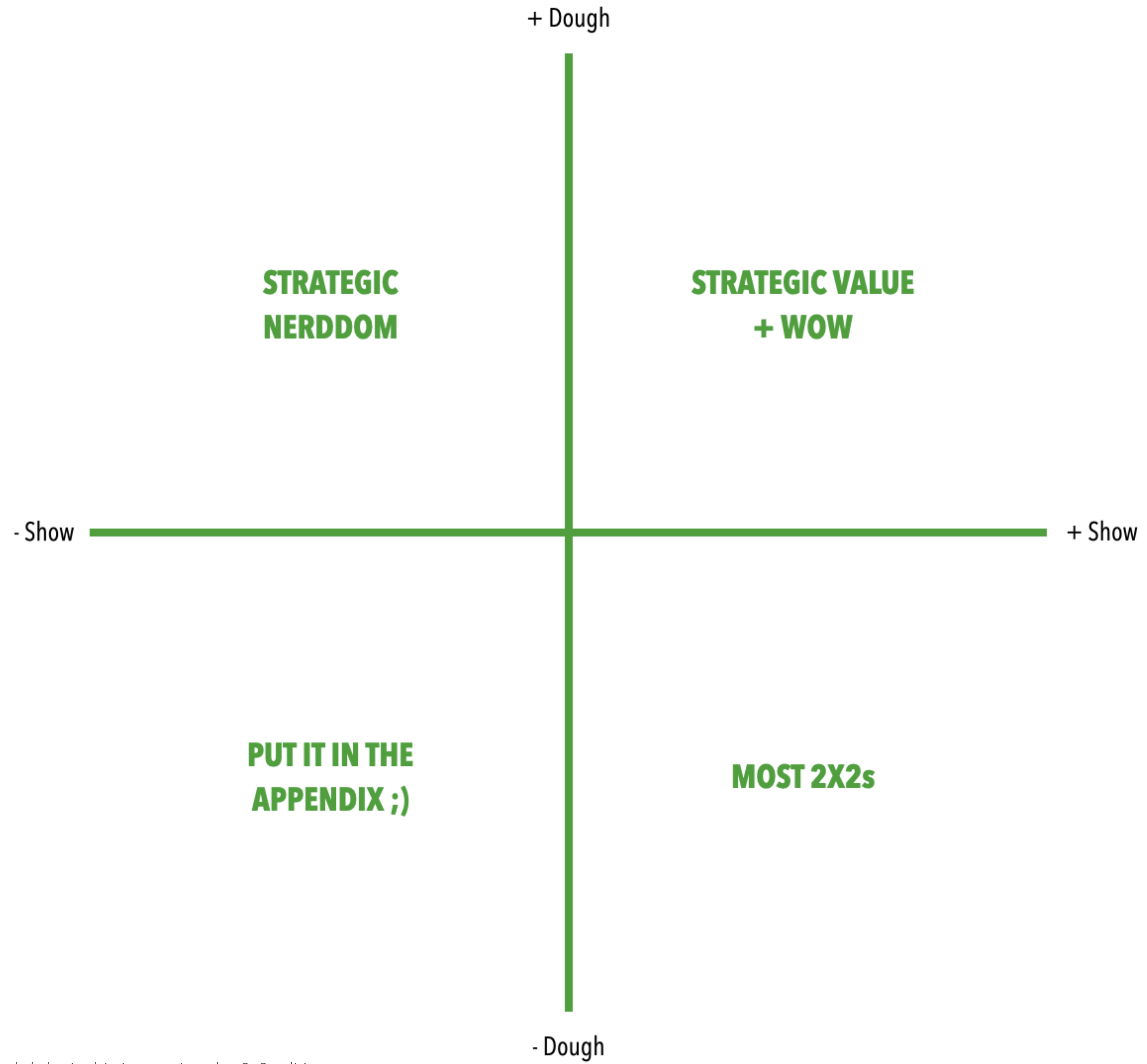


How to apply design thinking to your business?

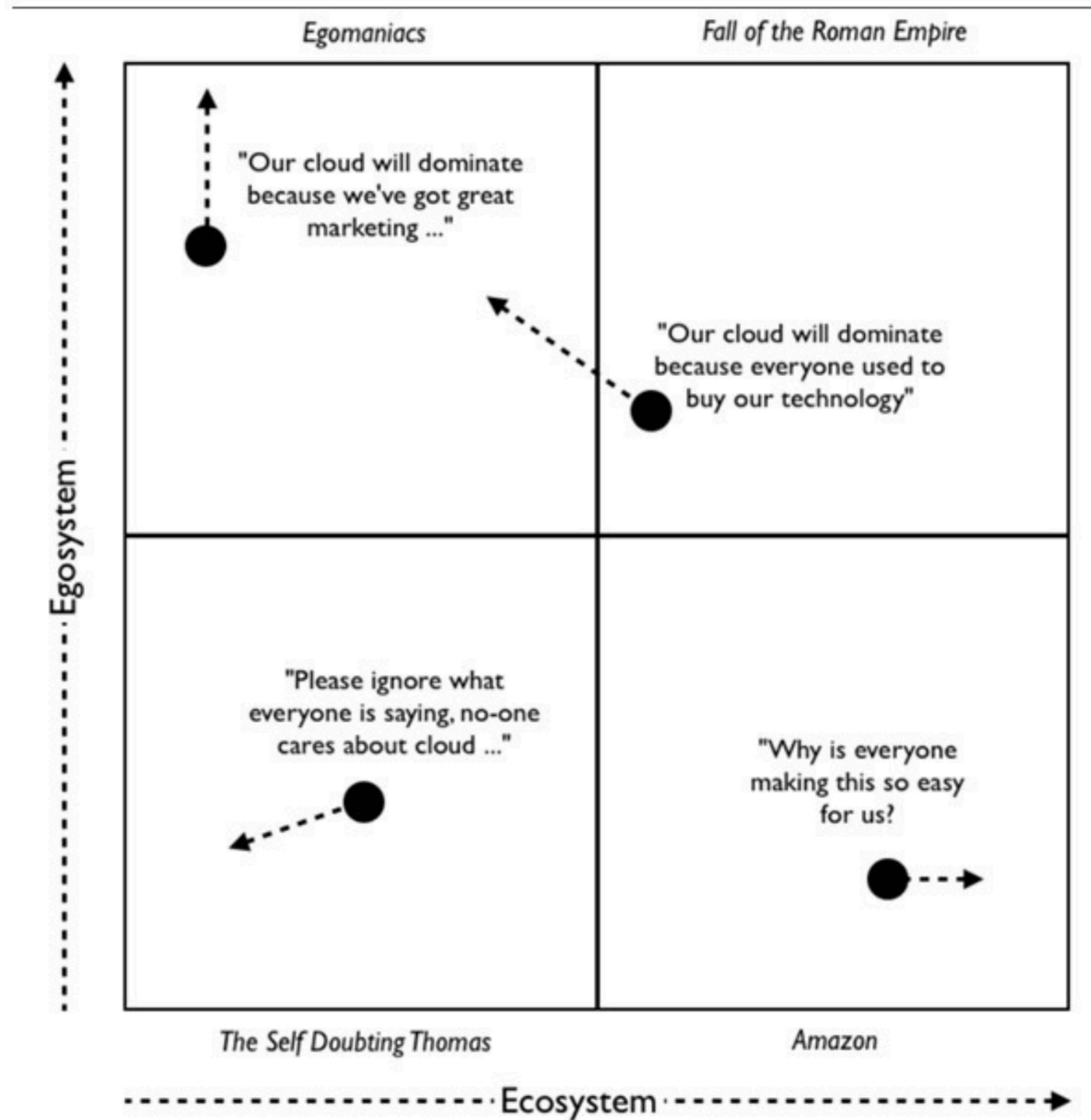
**MAPPING OF
DESIGN APPROACHES
AND CAPABILITIES
v2.0**



Evaluating the right 2X2 for your business?



Potential arguments while pitching your business to raise money?

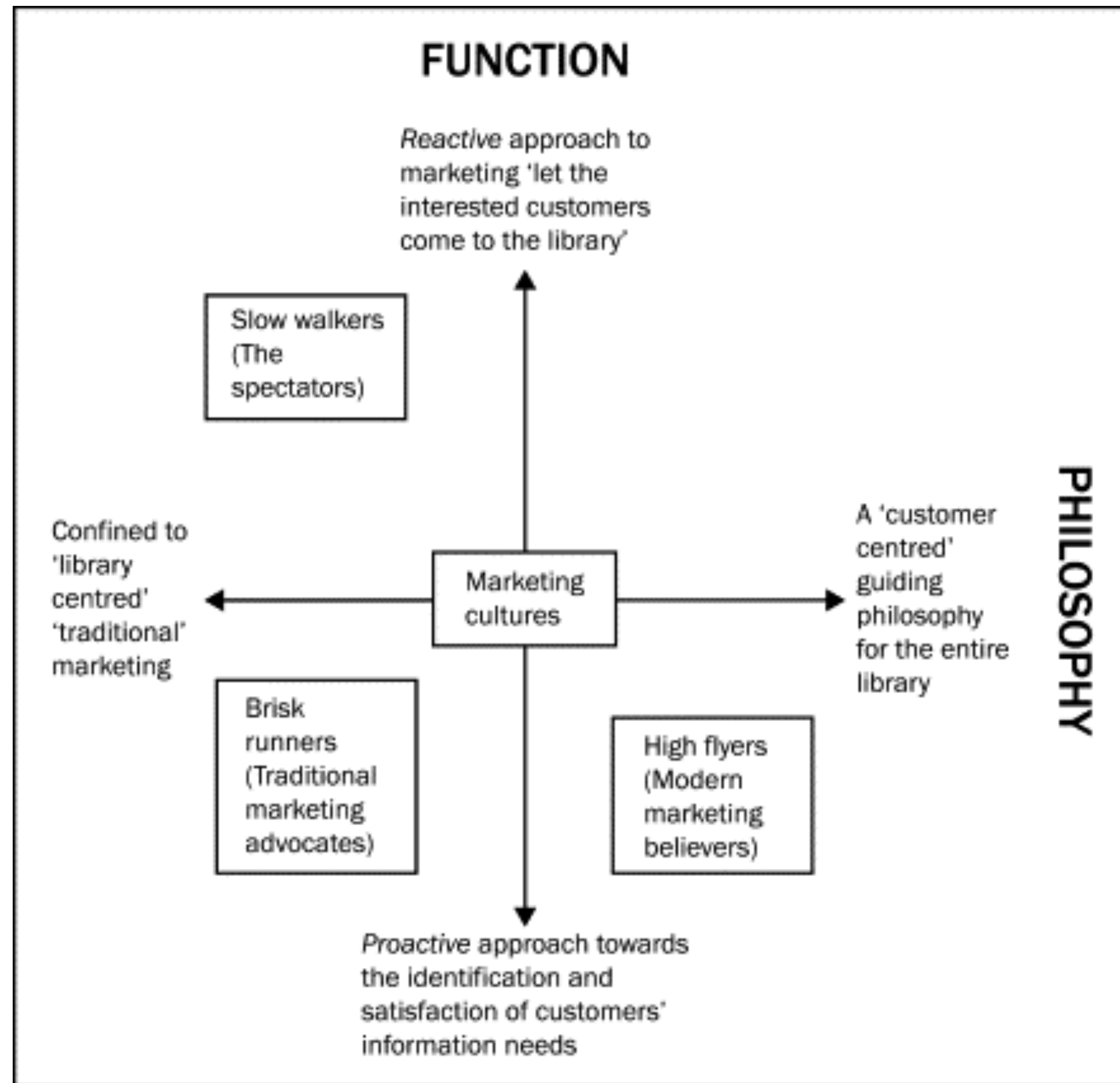




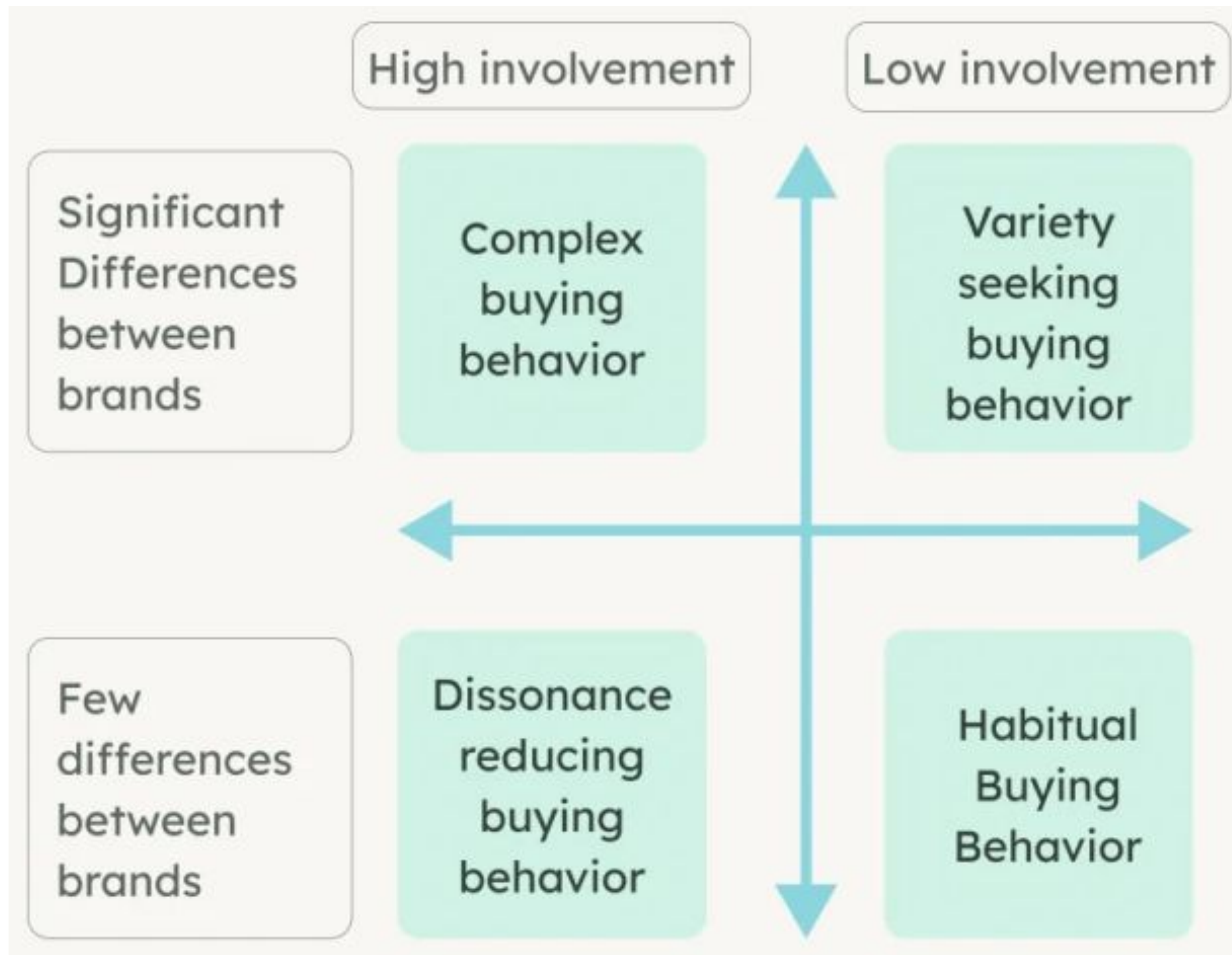
FOUR MARKETING

(BRANDS, COMMS, MEDIA, CONTENT,
CONSUMERS, EXPERIENCES, YOU NAME IT)

What marketing culture are you living by?
(illustrated through a Library organisation)



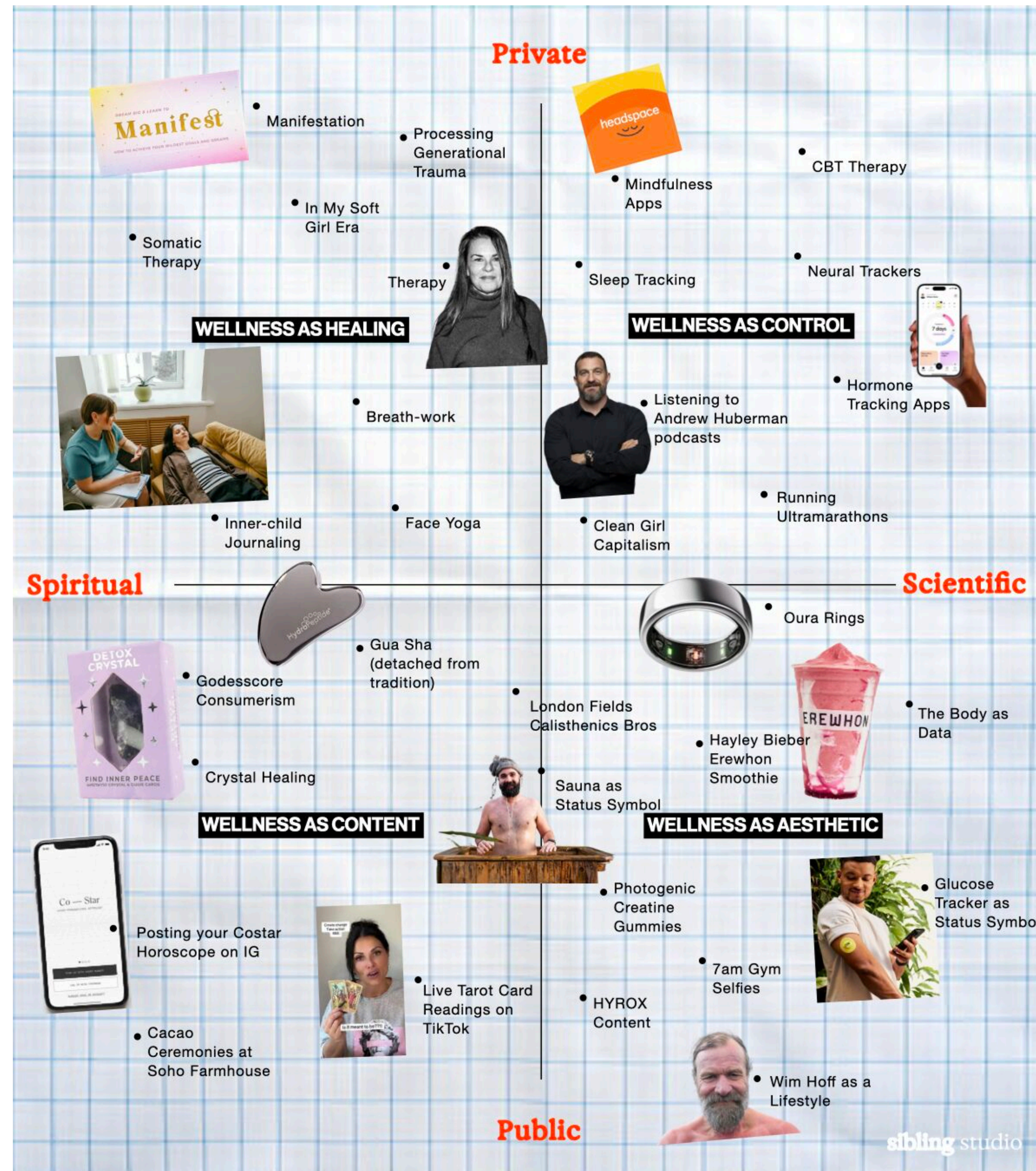
How do consumers purchase your category?



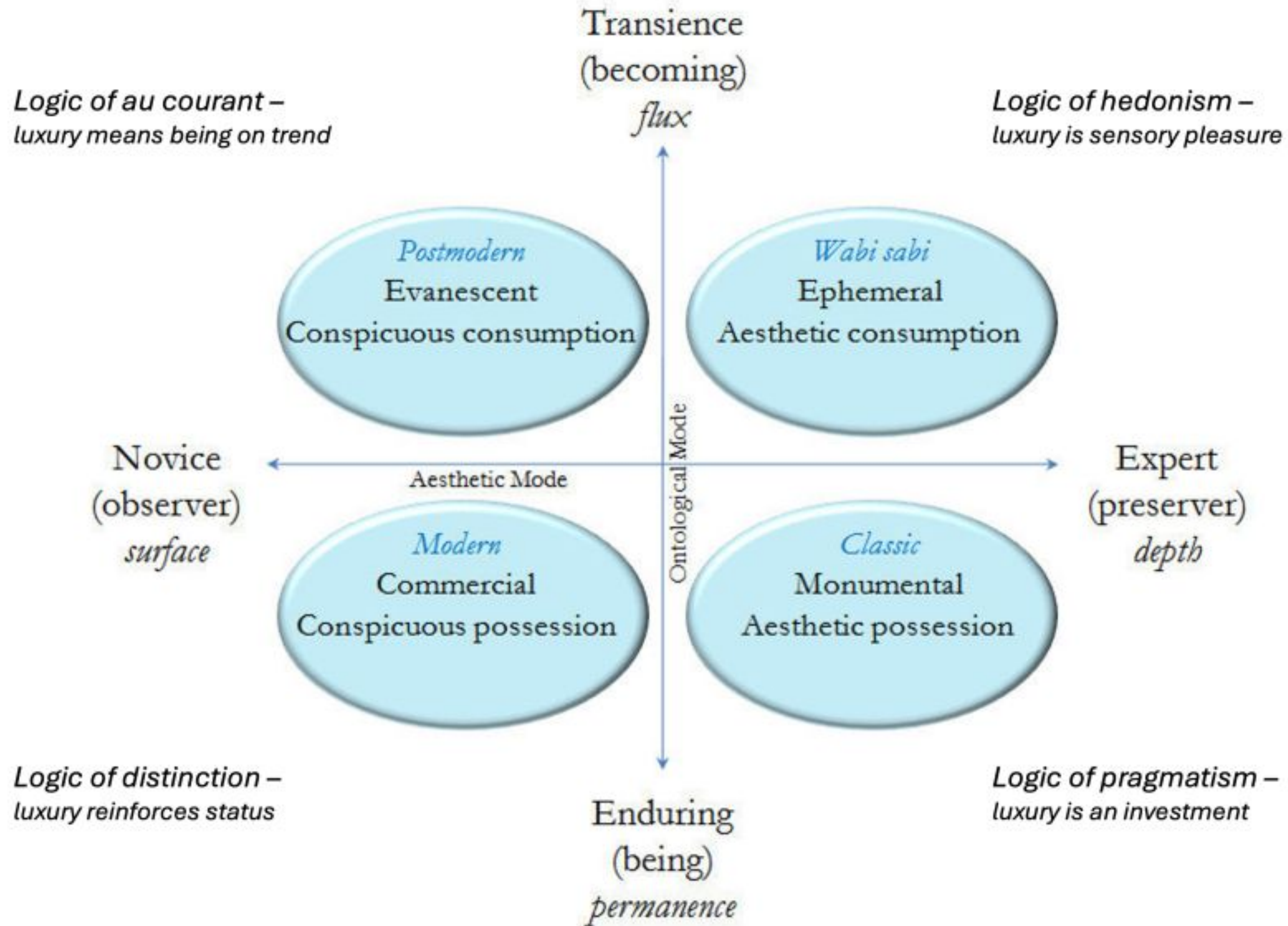
How do consumers behave on your category?
(Learn - Feel - Do Analysis, conceived by FCB Foote Cone & Belding)

FCB GRID	THINKING	FEELING
HIGH INVOLVEMENT	<p>INFORMATIVE</p> <p>Informative strategies- for products that are purchased based on rational thinking and motives- technical, high-value products</p> <p>Cars, House, Computers</p> <p>LEARN-FEEL-DO</p>	<p>AFFECTIVE</p> <p>Affective strategies for products that provide psychological /emotional benefits- 'badge-value/feel-good' products</p> <p>Cosmetics, Jewelry, Fashion</p> <p>FEEL-LEARN-DO</p>
LOW INVOLVEMENT	<p>HABITUAL</p> <p>Habit formation strategies for products that are bought repeatedly after first purchase decision- daily, household products</p> <p>Detergent, Engine Oil, Tea</p> <p>DO-LEARN-FEEL</p>	<p>SELF-SATISFYING</p> <p>Self-satisfaction strategies for products seen as "life's little pleasures" –impulse purchase, gratifying products</p> <p>Cigarettes, Candy, Magazines</p> <p>DO-FEEL-LEARN</p>

Understanding the dynamics of your “meta-category”
(illustrated by the wellness category)



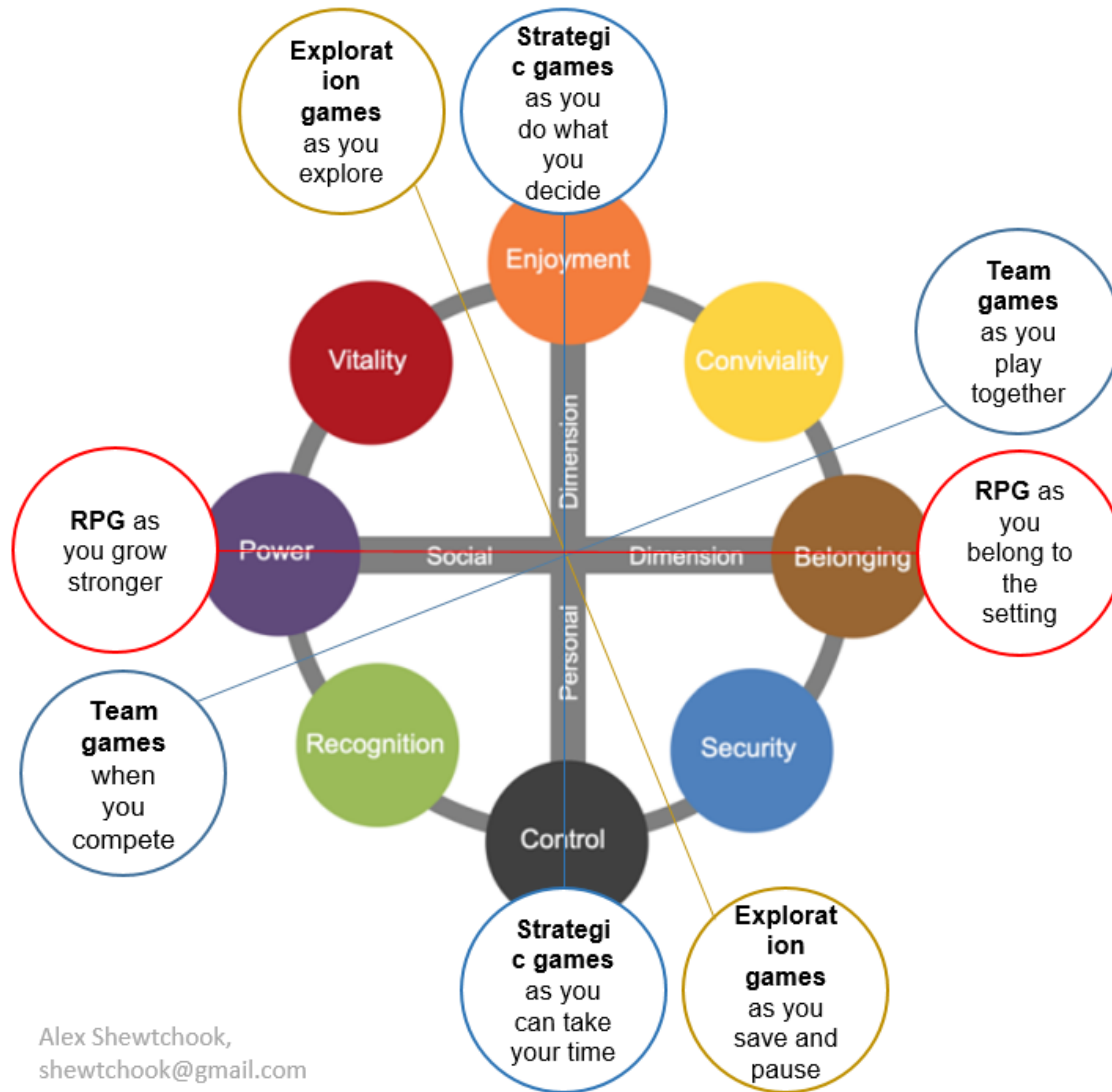
Understanding the cultural drivers of your “meta-category”
(illustrated by the luxury category)



Analysing the competitors within your category?
(illustrated through the category of watches)

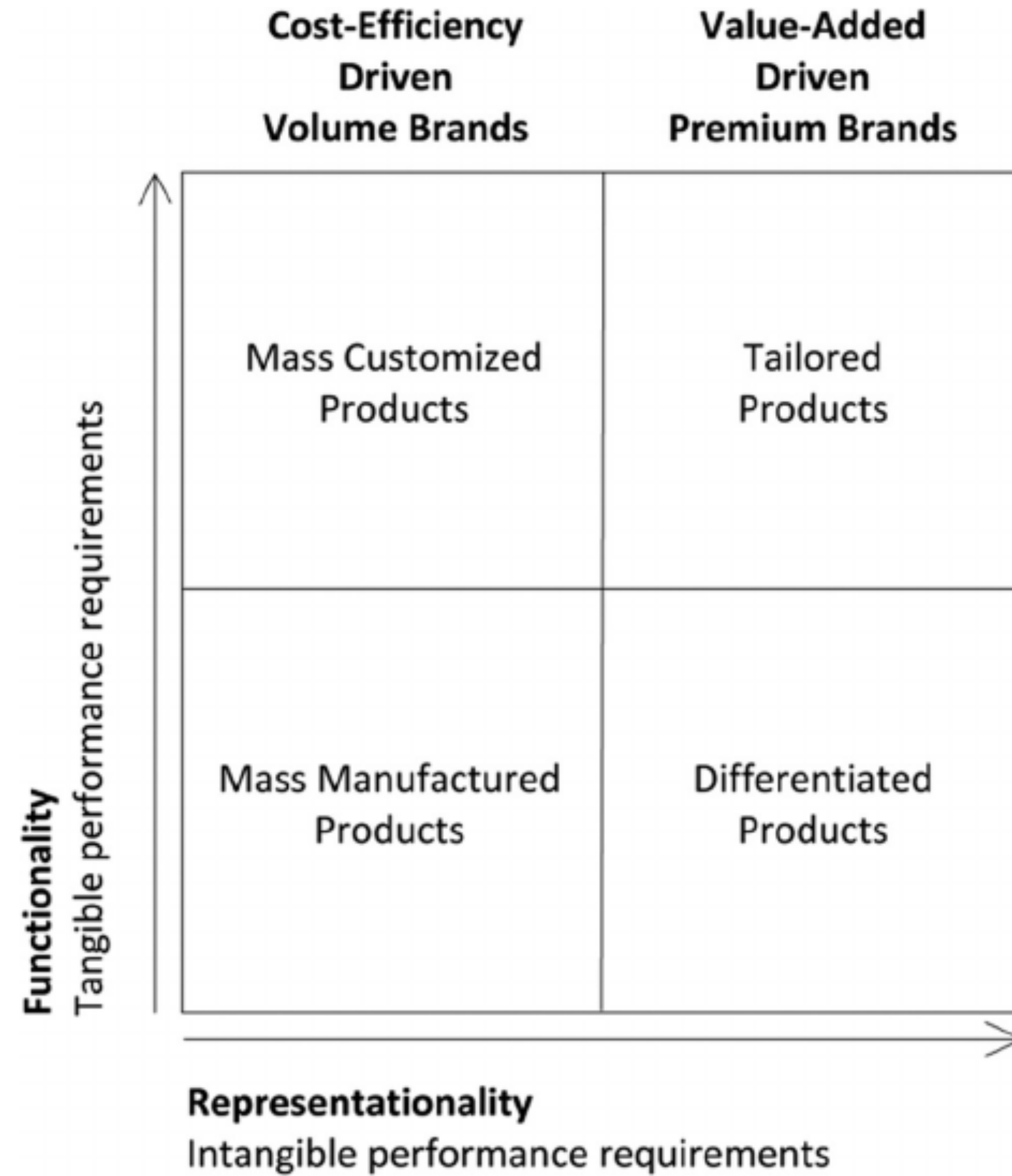


Understanding the subsegments within your larger category?
(illustrated through the category of gaming)



Alex Shewtchuk,
shewtchuk@gmail.com

Evaluating the product landscape?



Source: Modified from de Chernatony (1991) by using Duguay *et al.* (1997); de Chernatony *et al.* (2000); Prahalad and Ramaswamy (2004)

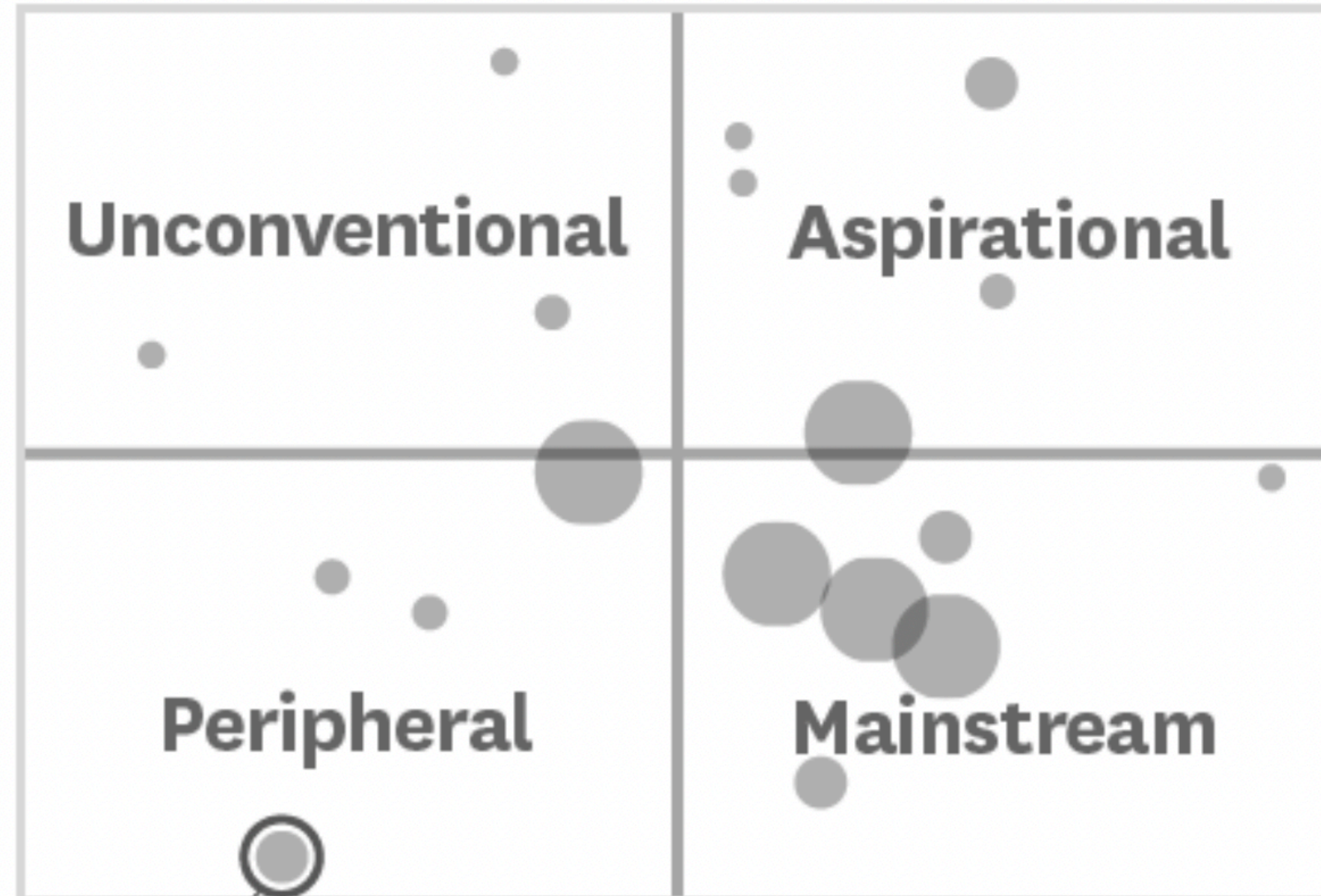
Mapping the brands within your competitive set

HOW TO READ THE MAP

DISTINCTIVENESS
The degree to which brands stand out from others

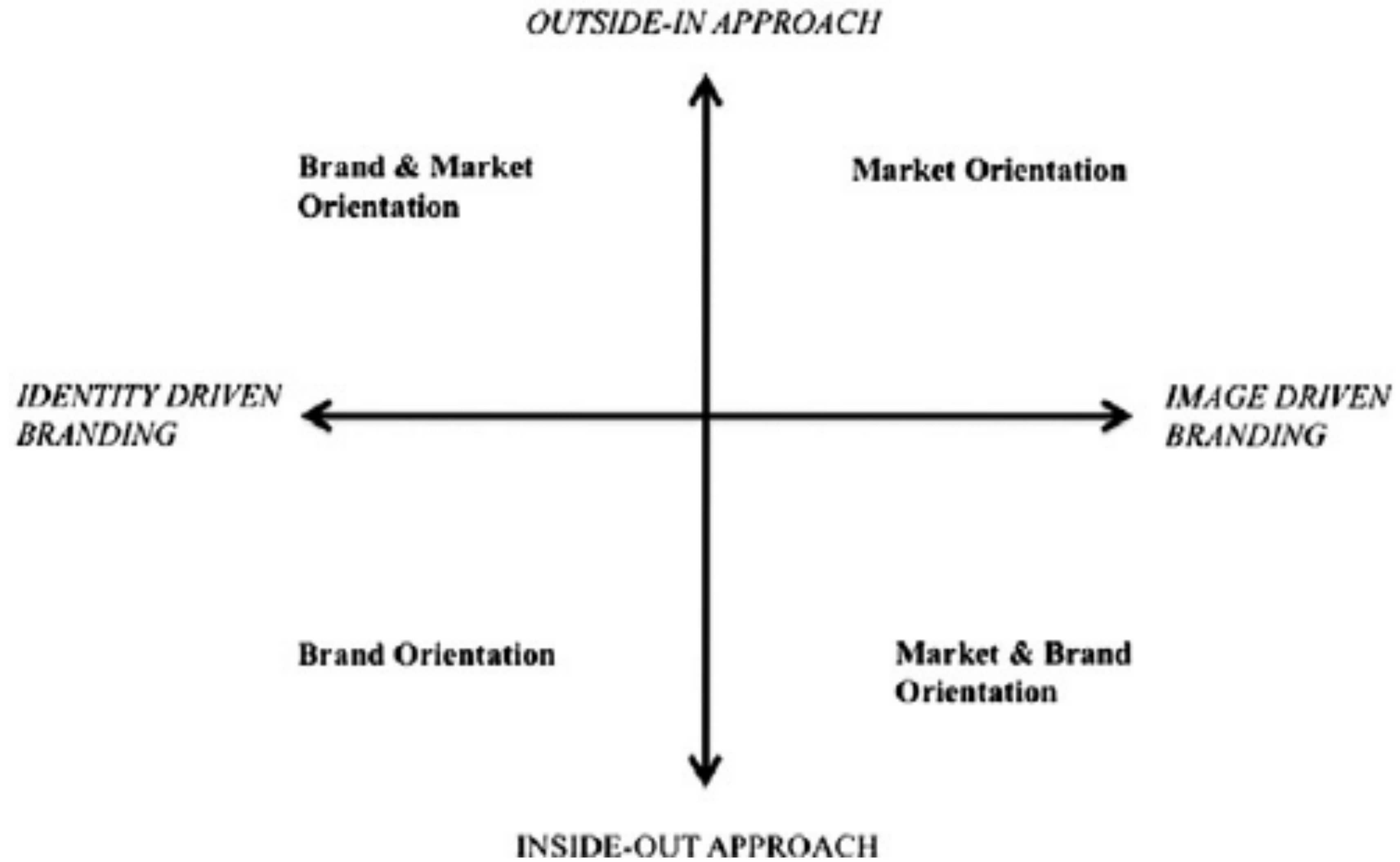


CENTRALITY
How representative brands are



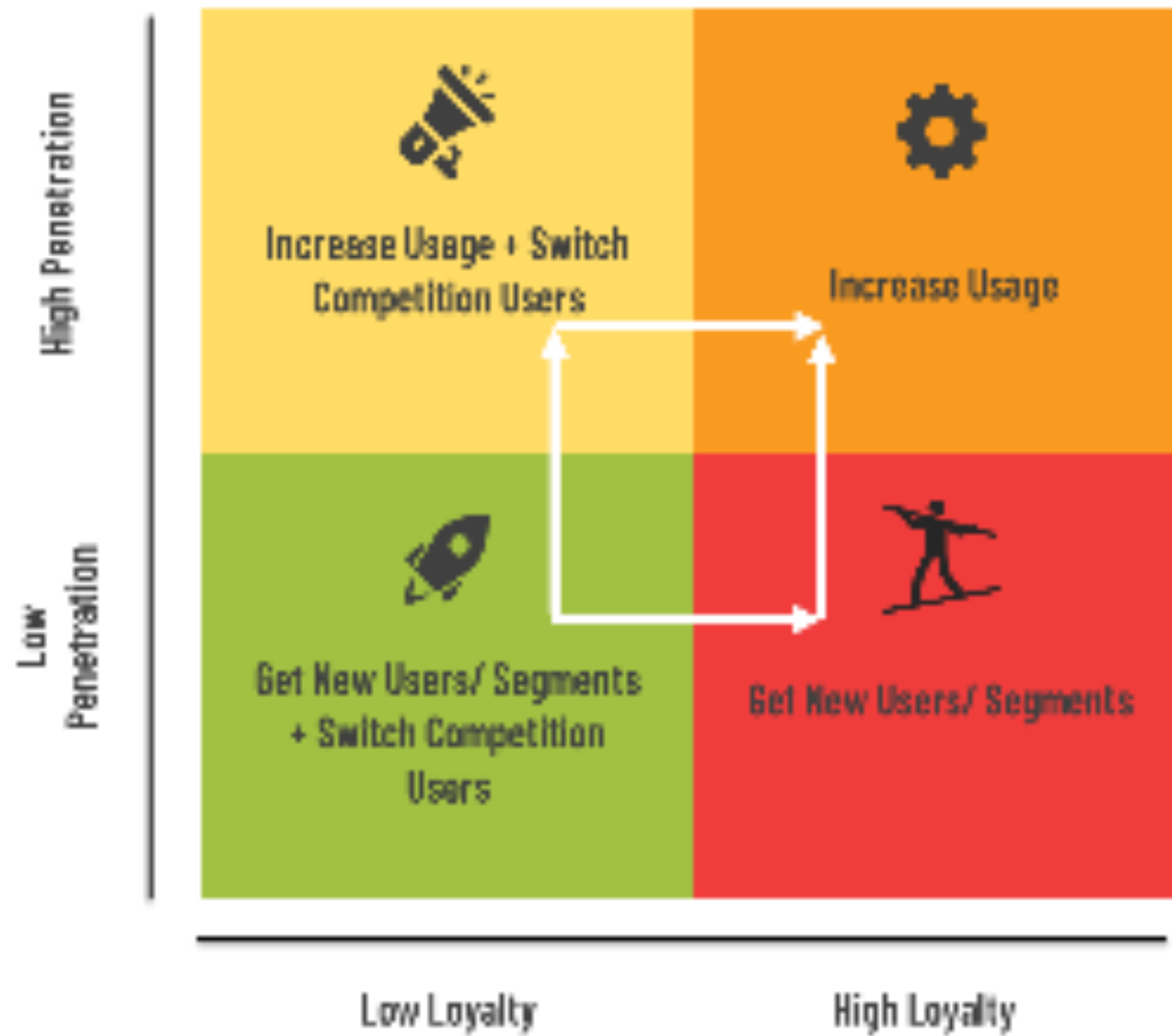
Circles are sized according to brands' performance on a financial metric

The fundamental approach to branding?

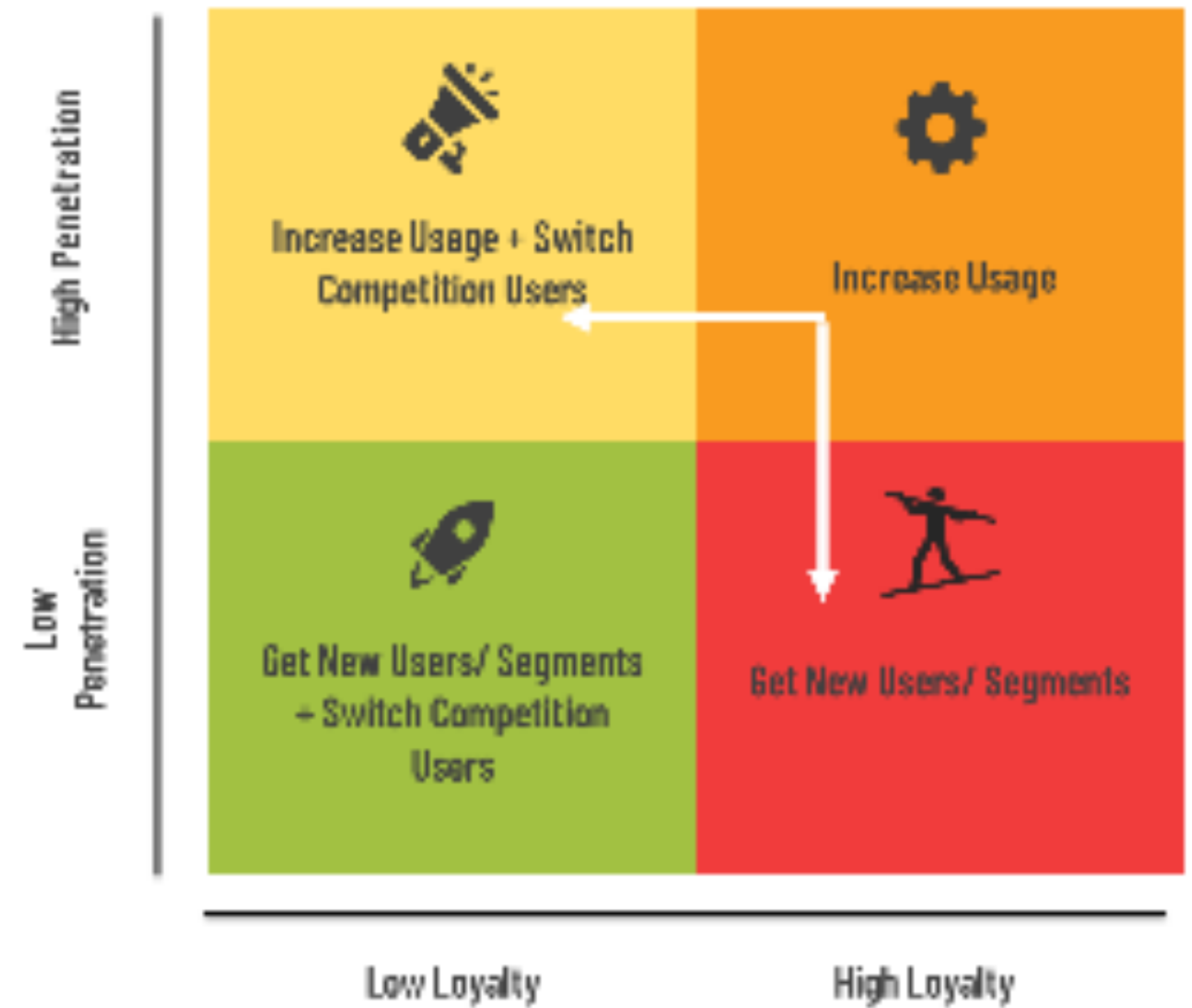


The strategic life-stages of your brand?

Brand Actions - Success Sequence



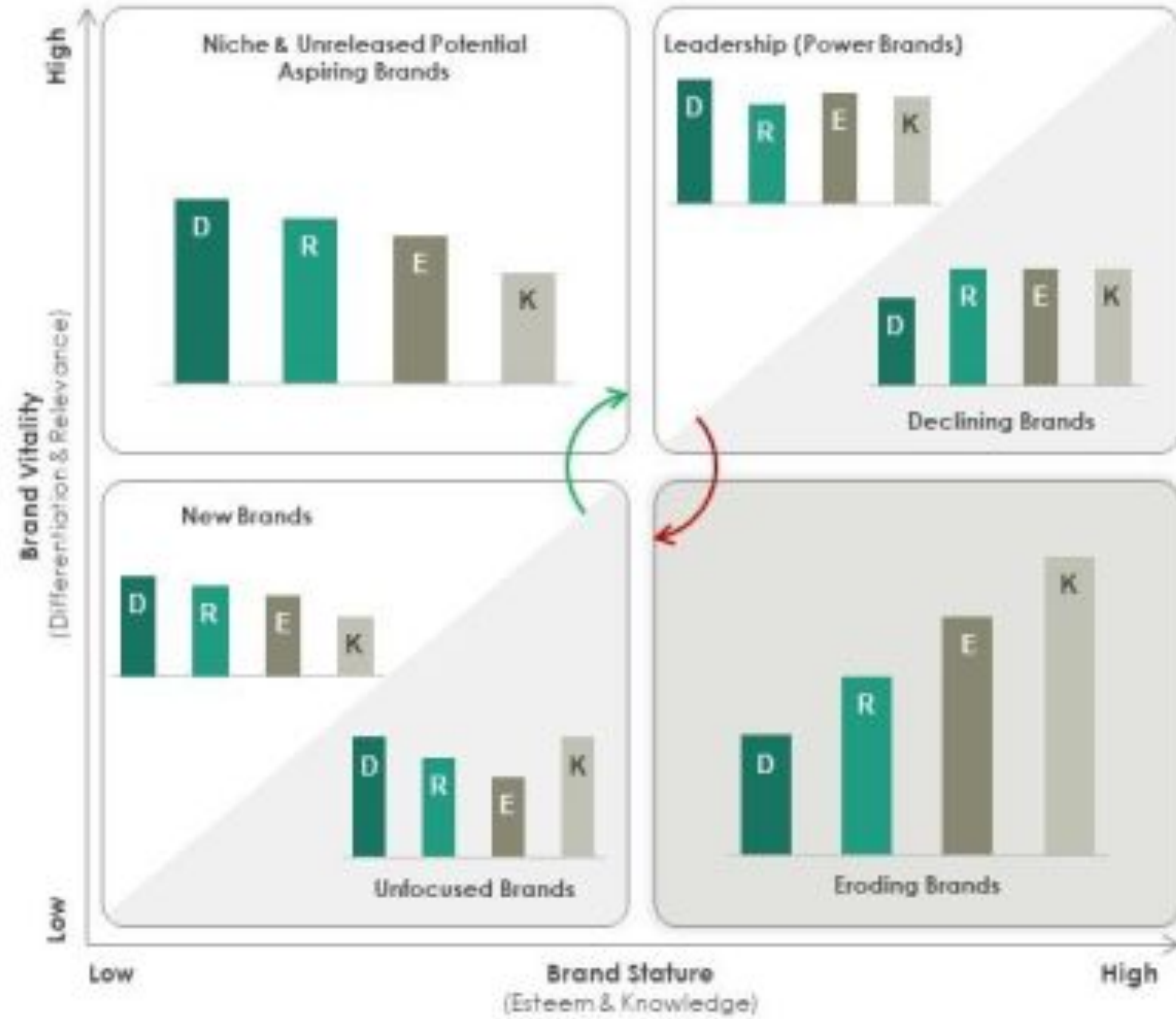
Brand Actions - Decline Sequence



The Brand Asset Valuator (BAV) grid
maps brand vitality and brand stature

Emerging or momentum brands with differentiation
Aim – Healthy and consistent growth
Initiative – develop relevance, esteem and knowledge

New brand, recently entered market or unfocused, unknown brand
Aim - Focus on building awareness and traction
Initiative – build uniqueness, meaning and personality

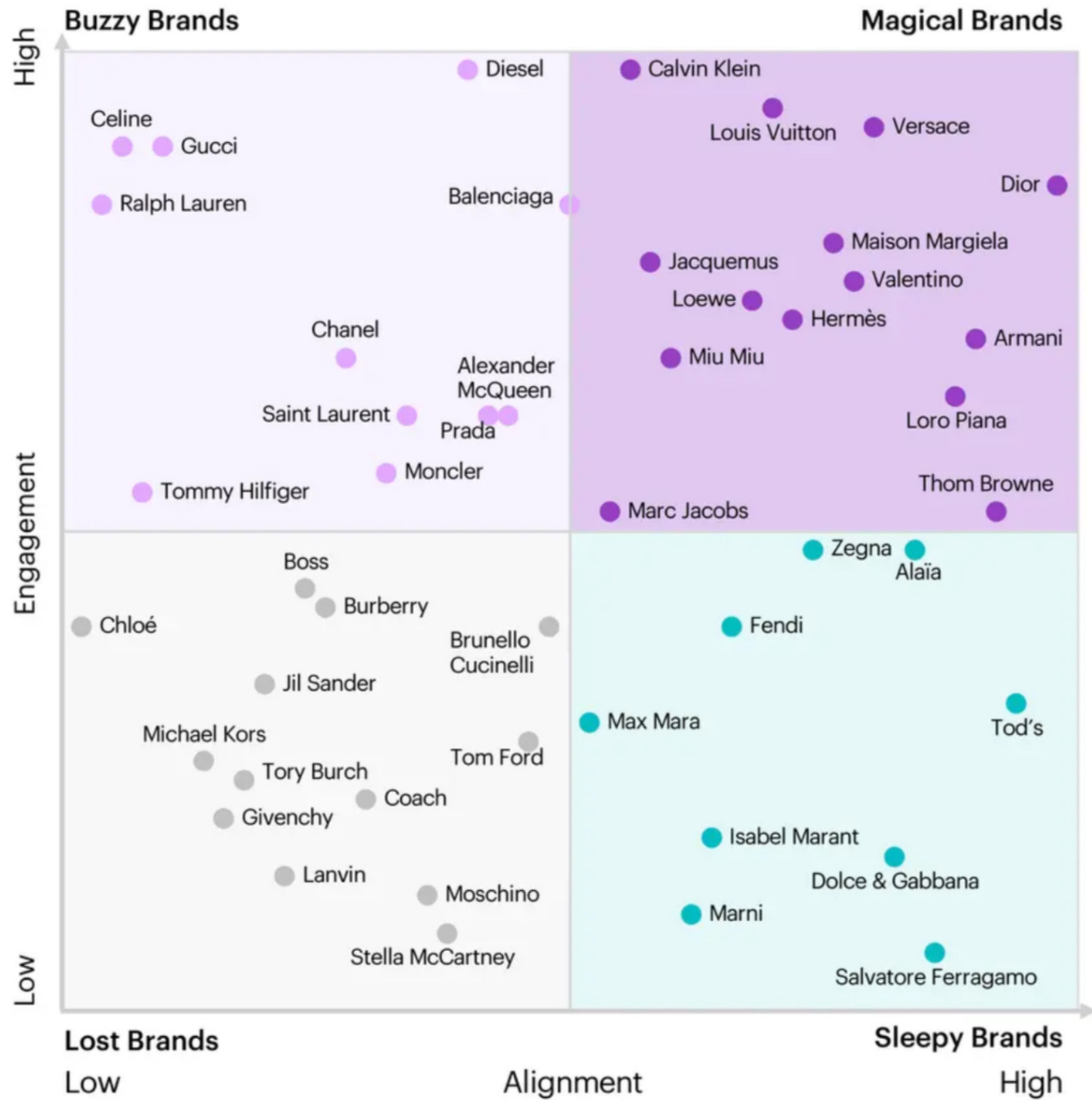


Increased revenues with brand growth
Aim – Showcase growth across all brand pillars
Initiative – Innovate and ensure consistent competitive advantage

Consumers are aware about brand but prefer rival brands
Aim – Enhance brand relevance and differentiation
Initiative – Add text here

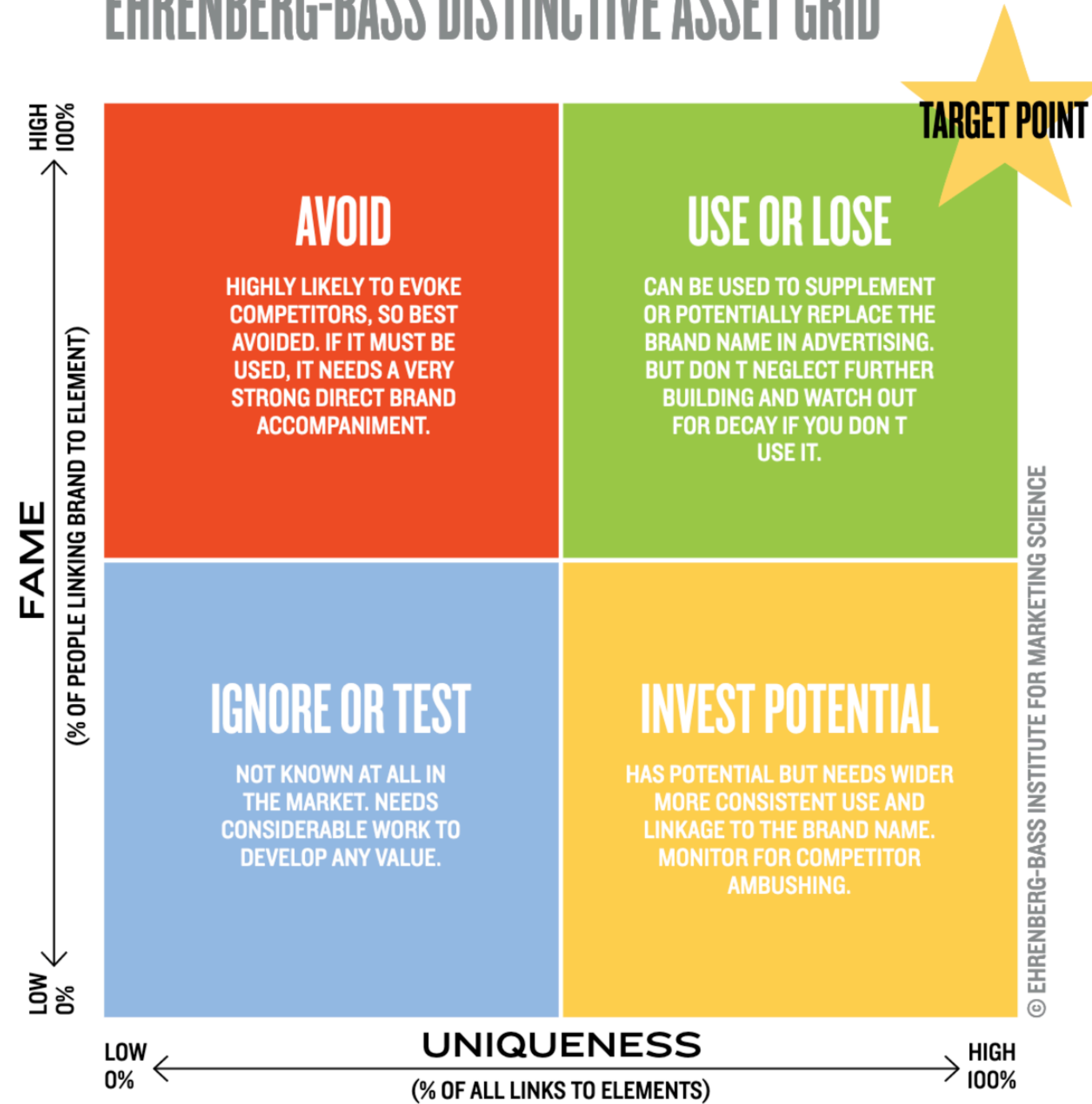
Brands in popular culture





Leveraging the distinctive assets of your brand?

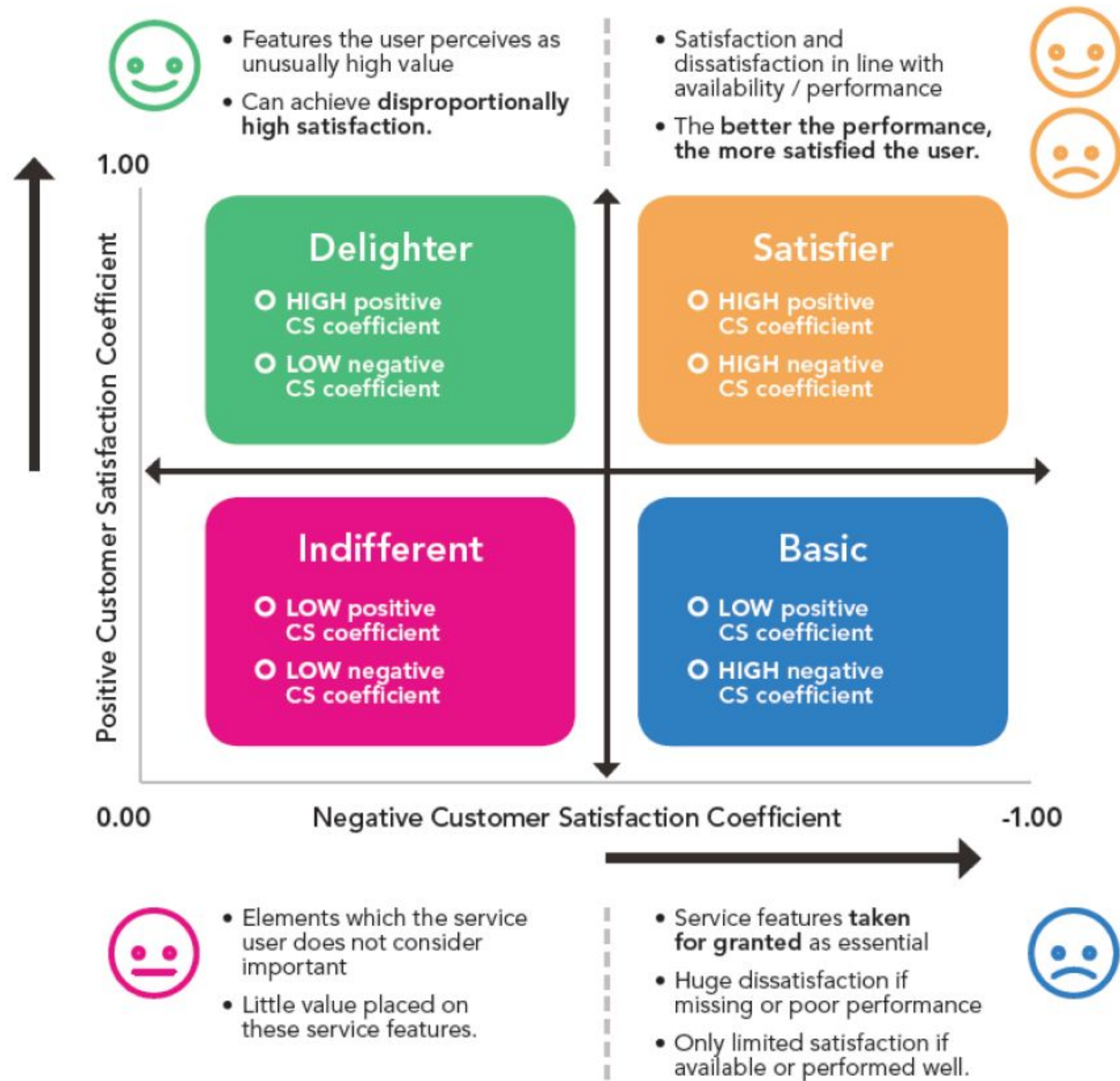
EHRENBERG-BASS DISTINCTIVE ASSET GRID



What features must your product have?



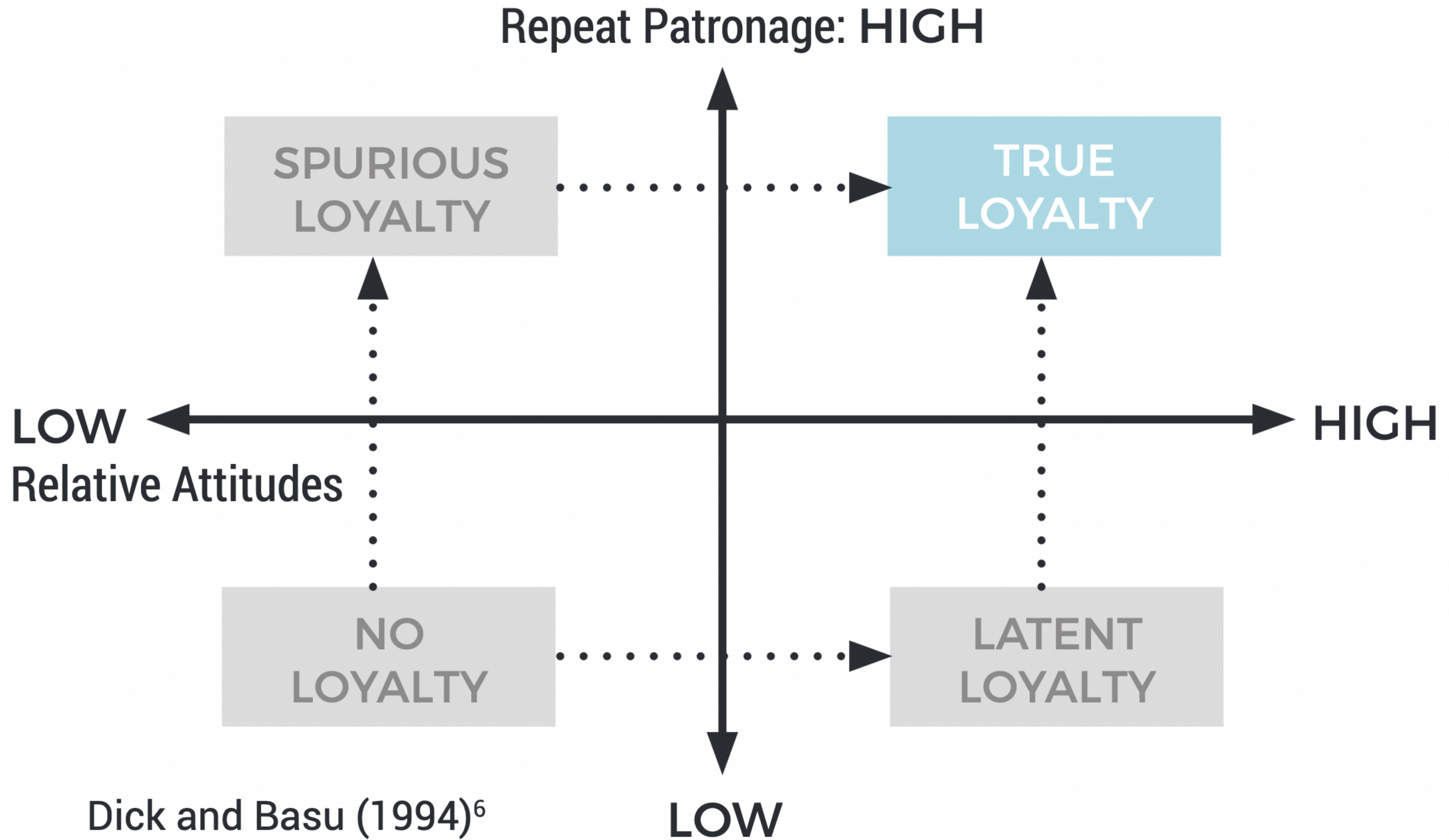
How delighted are your customers with your service features?



How do customers navigate your category?
(The kinds of customer journeys)



What kinds of loyalty do your customers have?

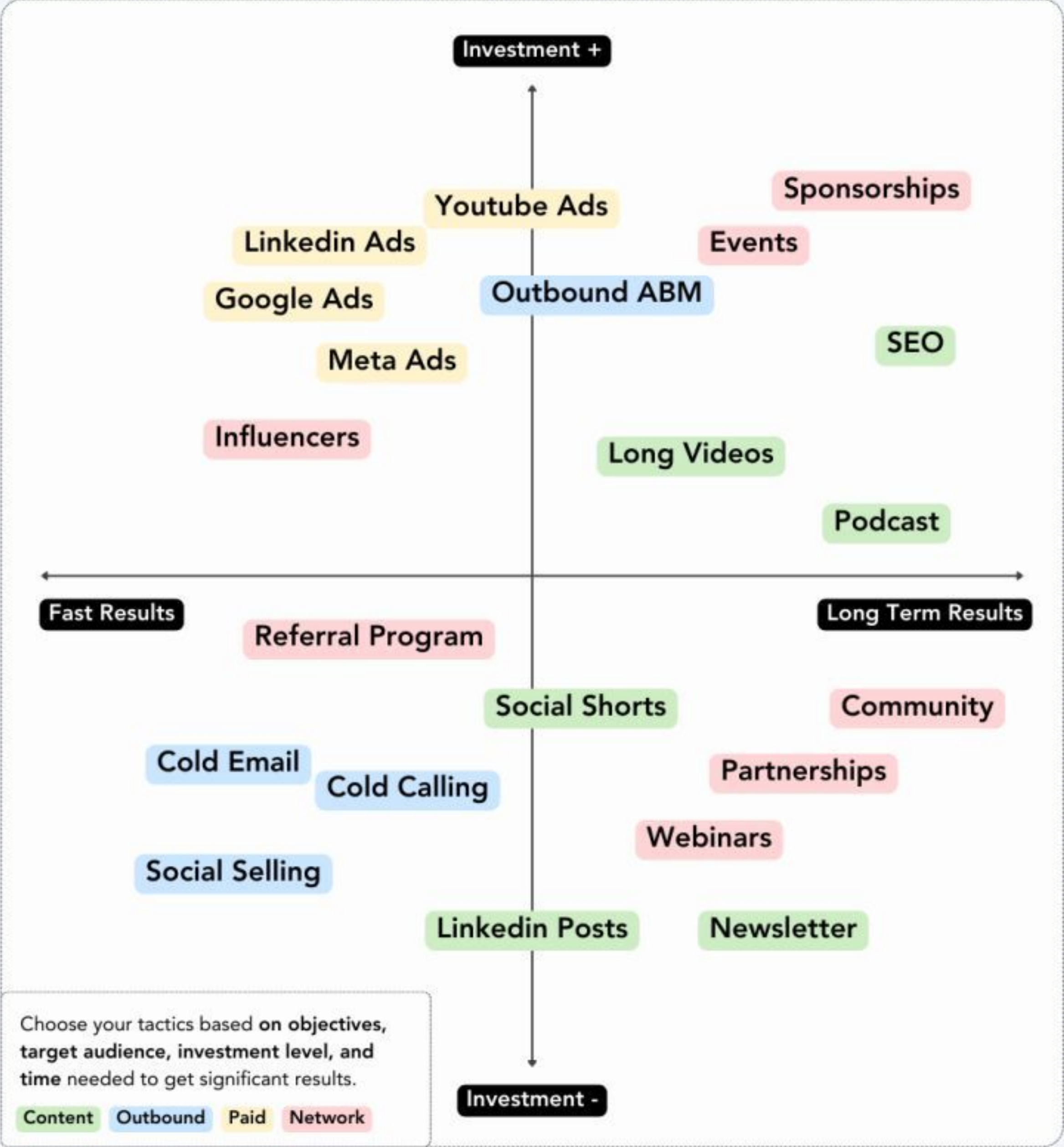


Dick and Basu (1994)⁶

Confused about your media choices?

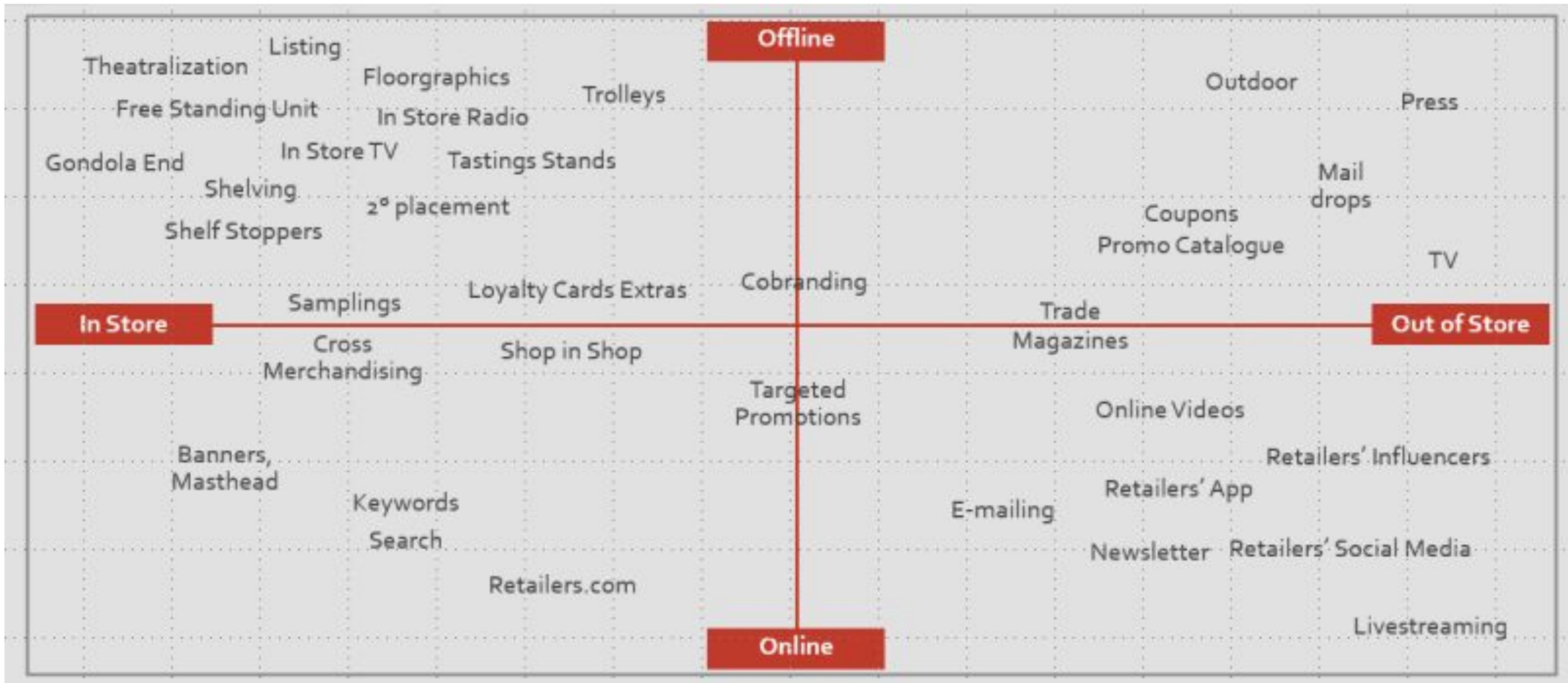


Thinking about your B2B outreach plan?

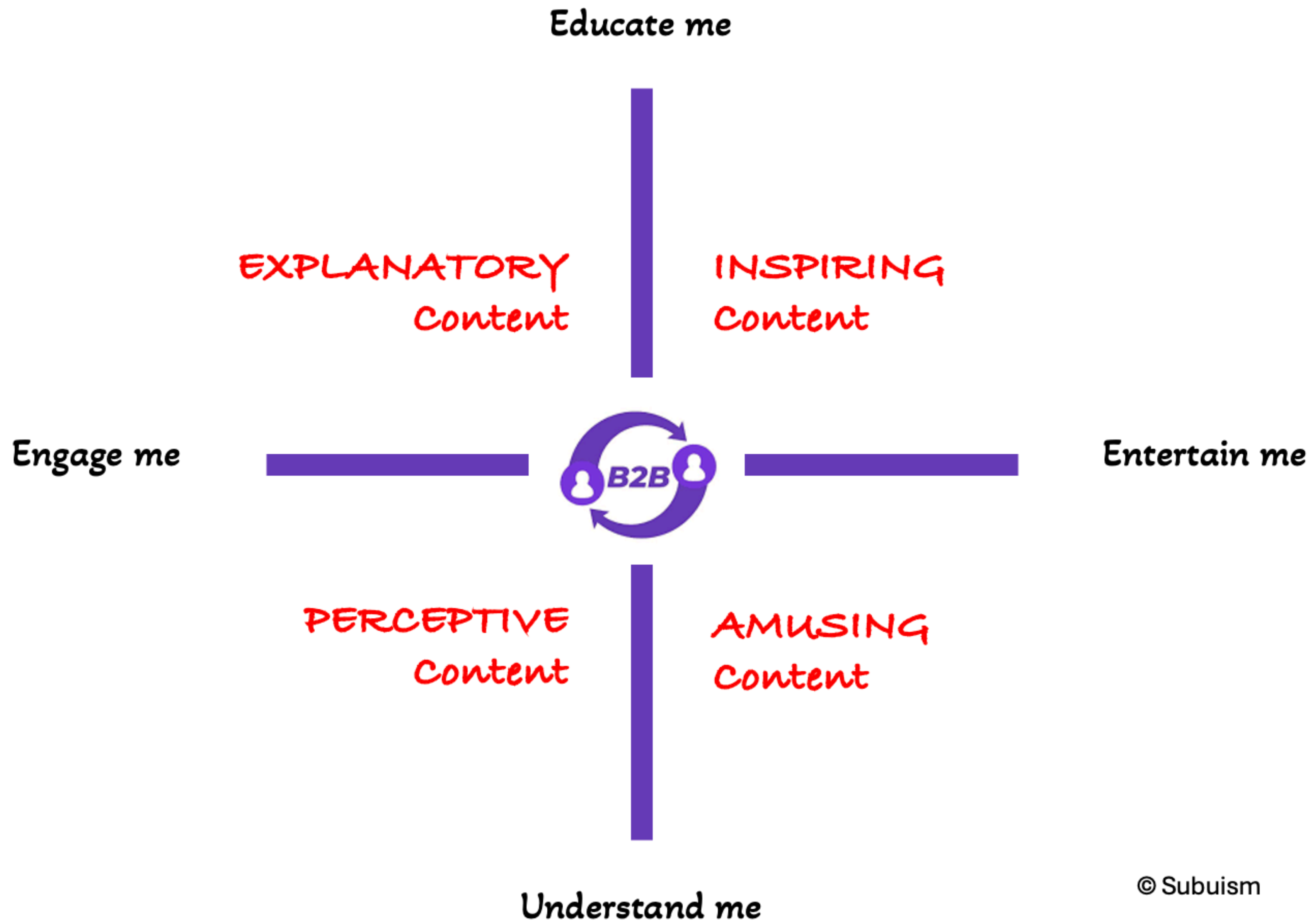


Source credit: <https://walletinternational.com/blog/f/mastering-b2b-marketing-tactics-for-acquiring-new-customers>

When retail marketing is more than just posters ...



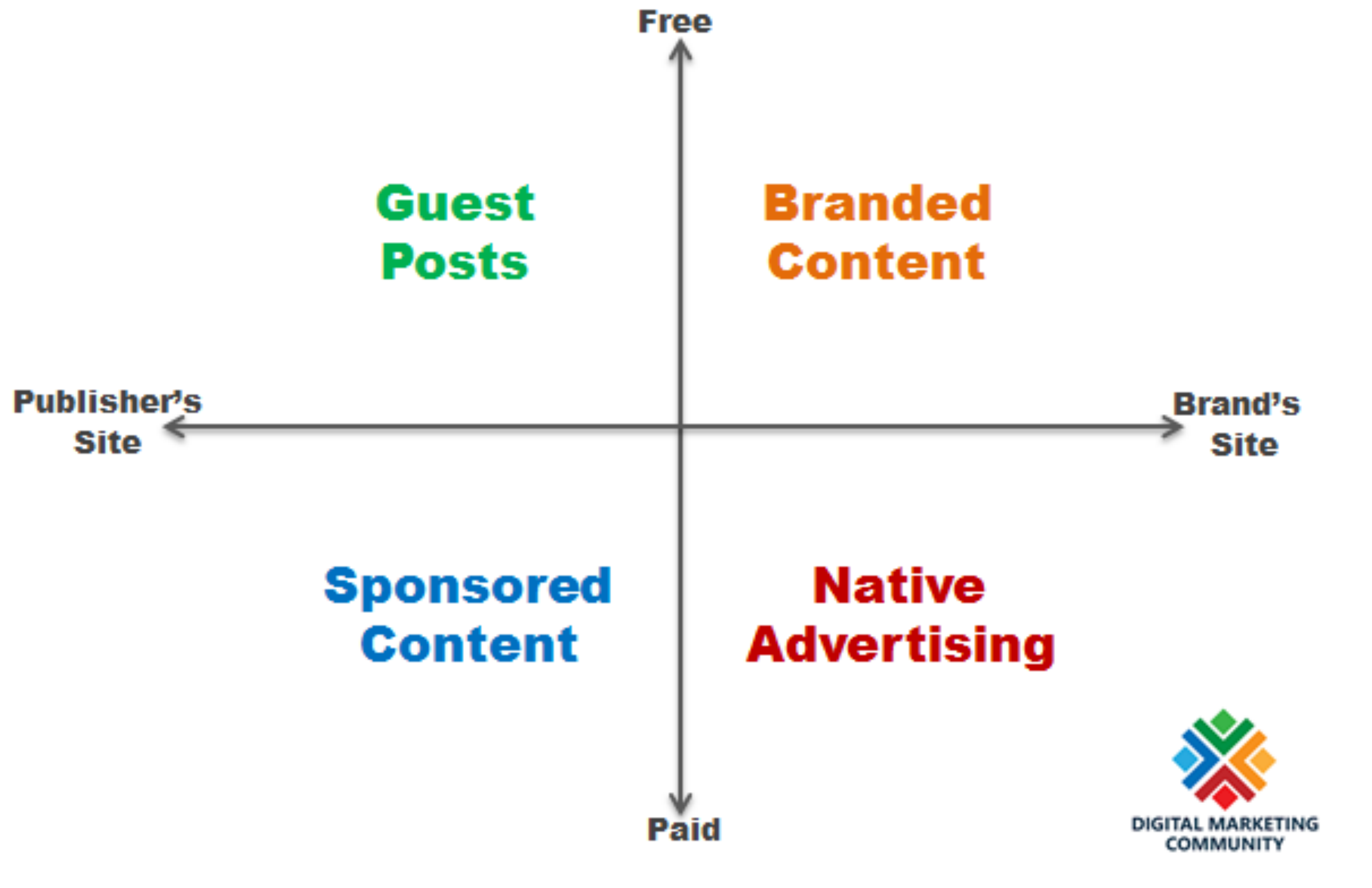
Various buckets of B2B content?



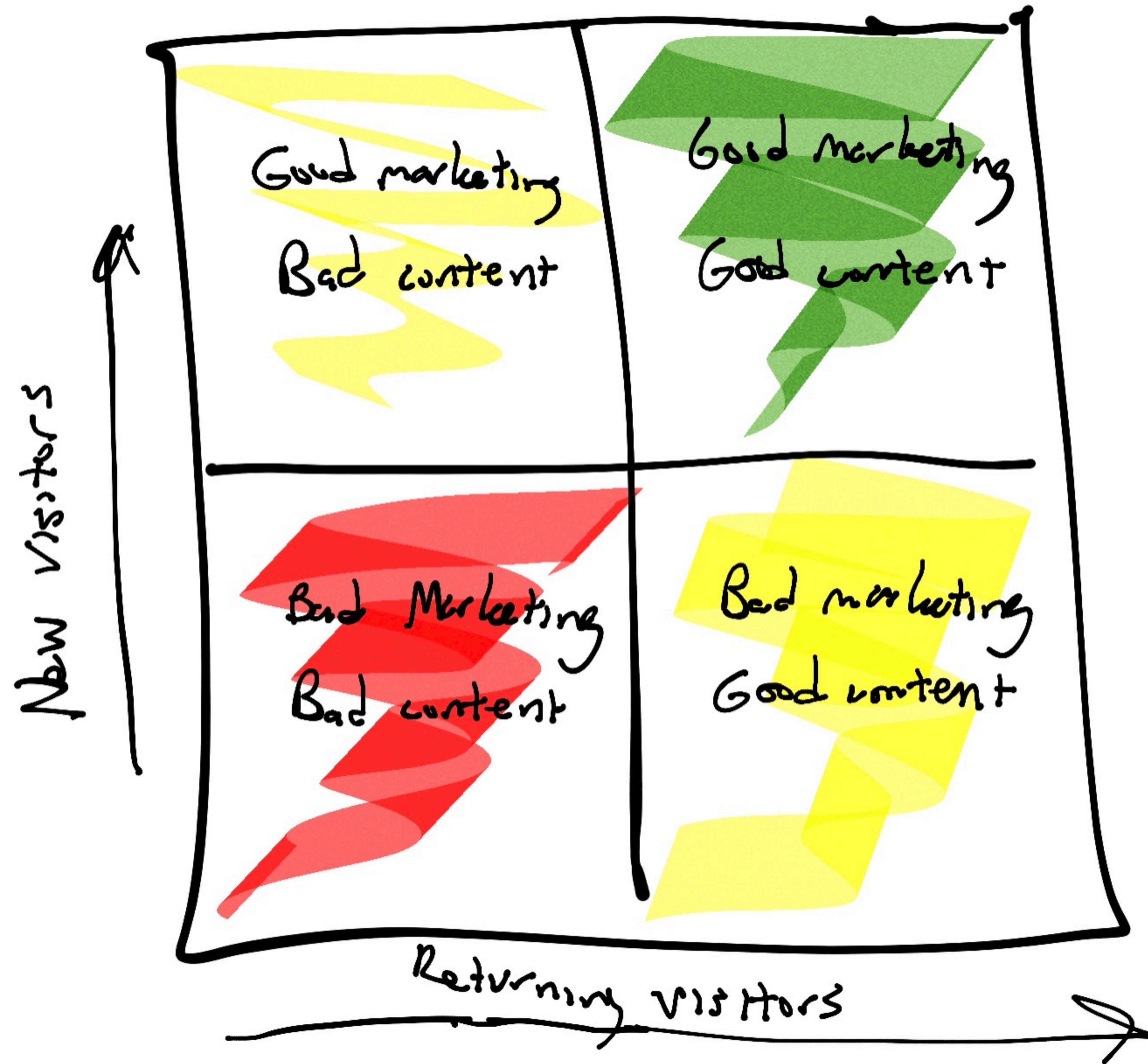
© Subuism

A primer on kinds of digital content

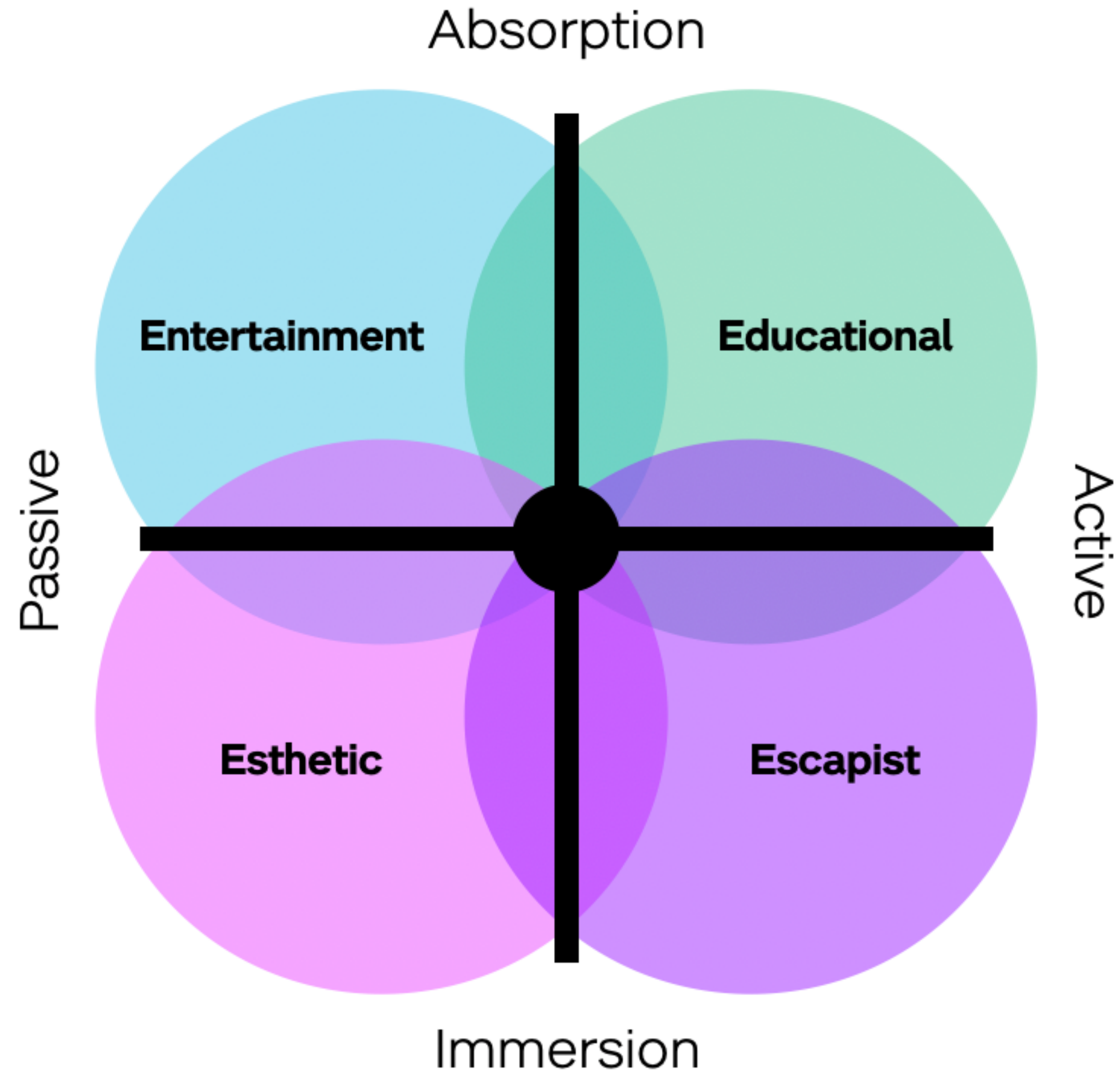
Branded Content, Sponsored Content & Native Ads: What's the Difference?

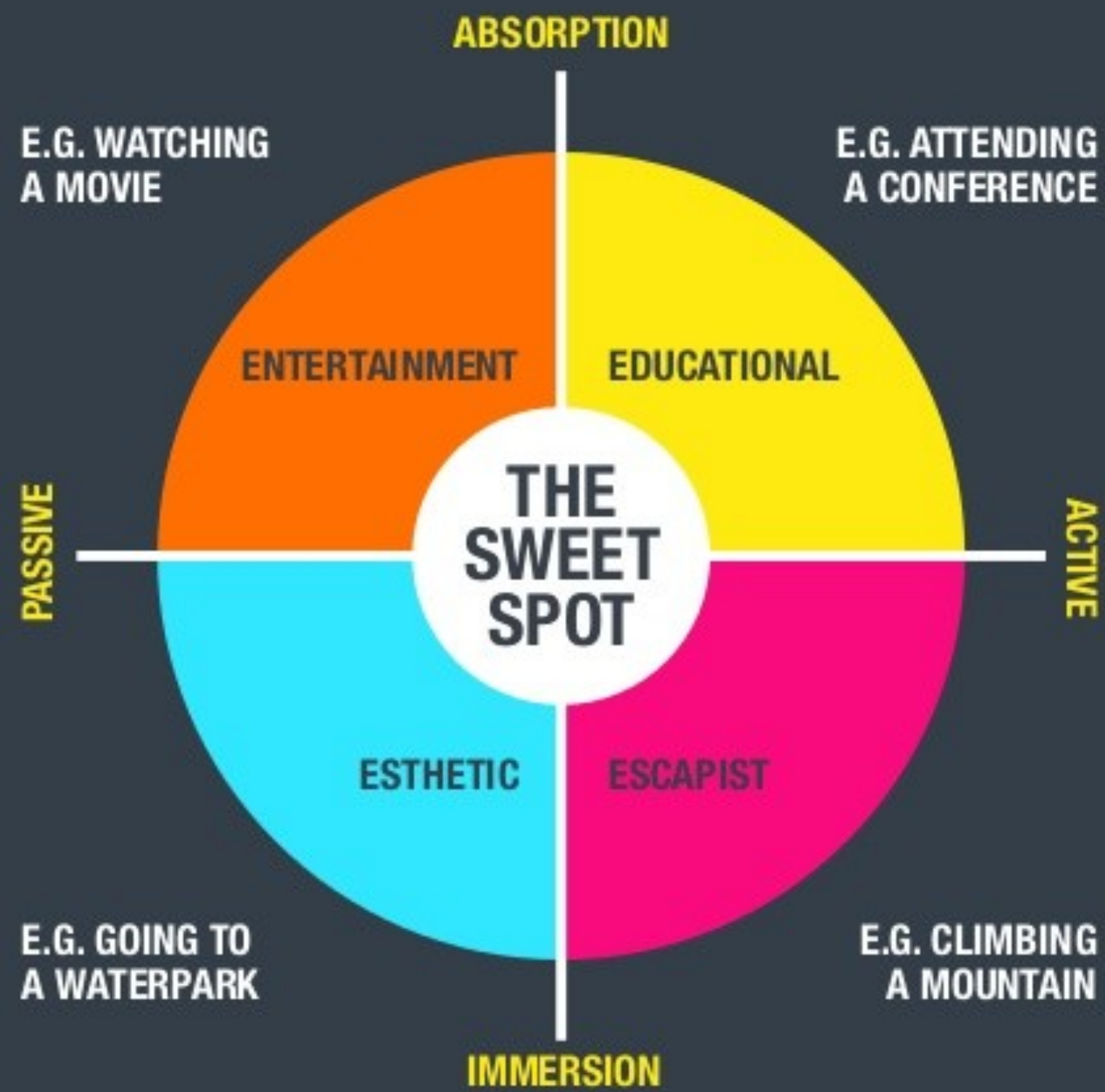


Content and its marketing: Its complicated :)



The assortment of experiences

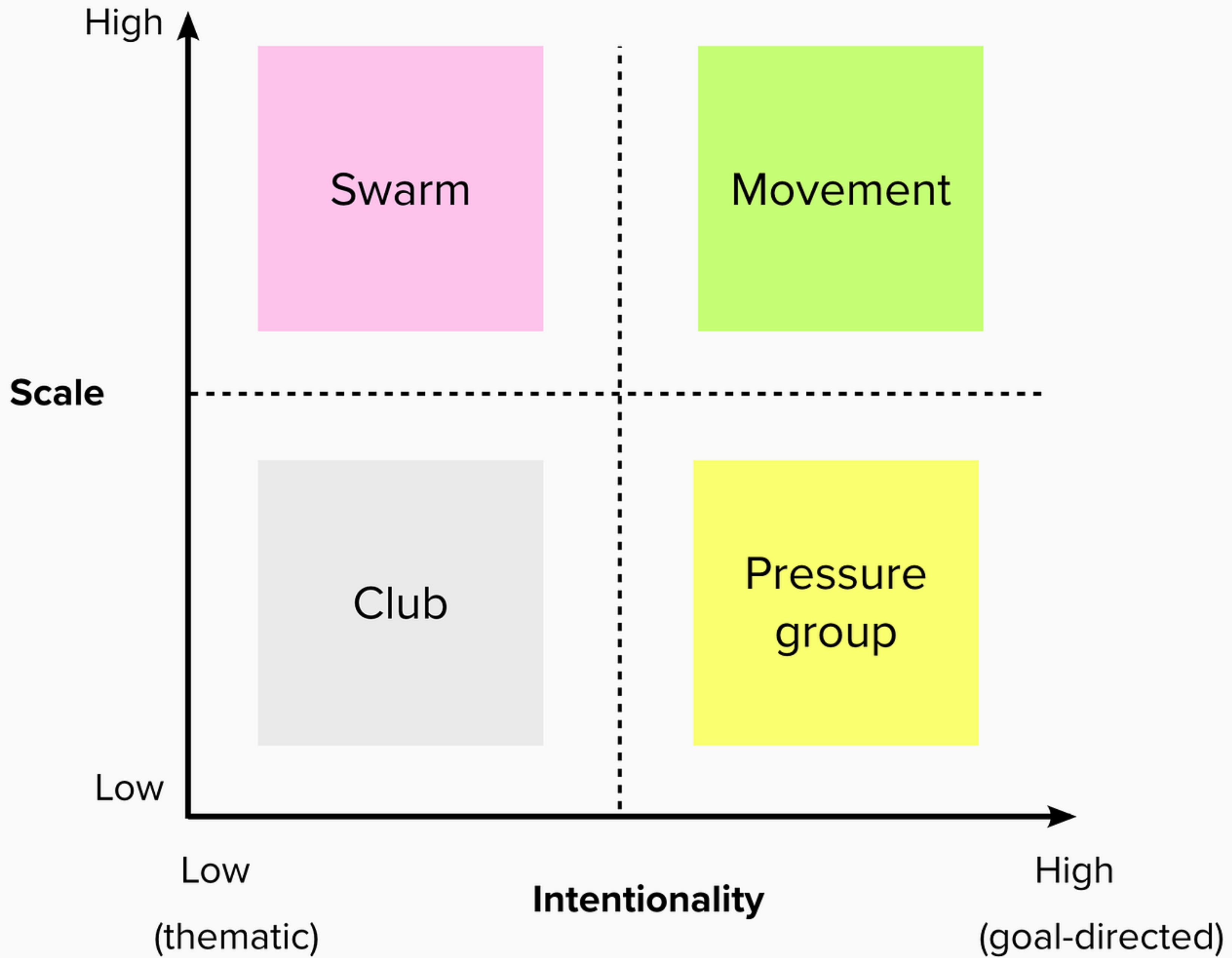




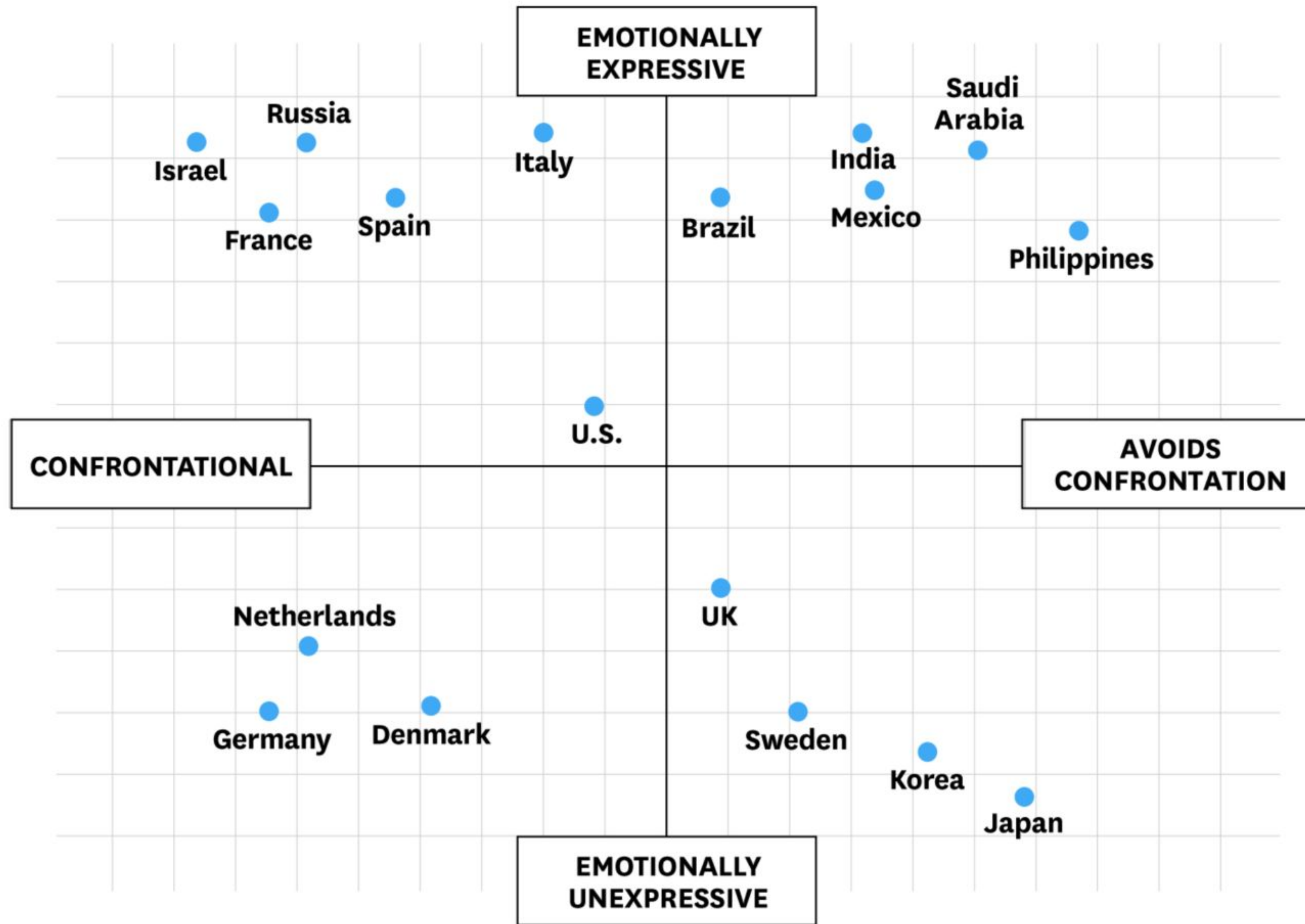
Looking to segment your audiences?
(Illustrated through gaming audiences)



How tightly are your customers wedded to your cause?



Dealing with a client from another culture?



SOURCE ERIN MEYER
 FROM "GETTING TO SÍ, JA, OUI, HAI, AND DA," DECEMBER 2015

© HBR.ORG

Executing a purpose-driven activism strategy?

Prosocial corporate practice

High

Q2 “Silent Brand Activism”

Low activist marketing messaging
High engagement in prosocial corporate practice
Explicit prosocial brand purpose and values
Potential authentic brand activism

Q3 “Authentic Brand Activism”

High activist marketing messaging
High engagement in prosocial corporate practice
Explicit prosocial brand purpose and values
Framing and driving solutions to problems of public interest

**Activist
marketing
messaging**

Low

High

Q1 “Absence of Brand Activism”

Low activist marketing messaging
Low engagement in prosocial corporate practice
Lack of explicit prosocial brand purpose and values
Authentic brand activism opportunity

Q4 “Inauthentic Brand Activism”

High activist marketing messaging
Low engagement in prosocial corporate practice
Lack of explicit prosocial brand purpose and values
Deceptive or opportunistic decoupling (woke washing)

Low

Is your underlying (business or marketing) hypothesis correct?

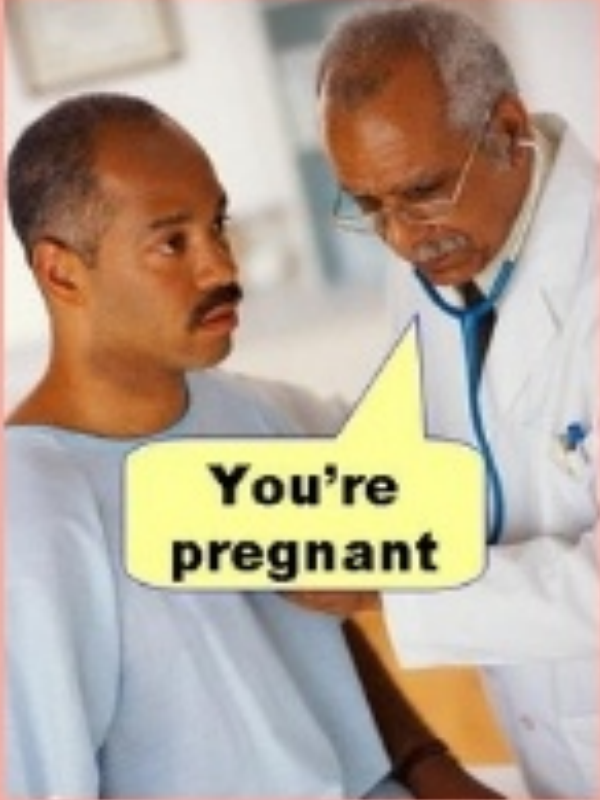

Study conclusion

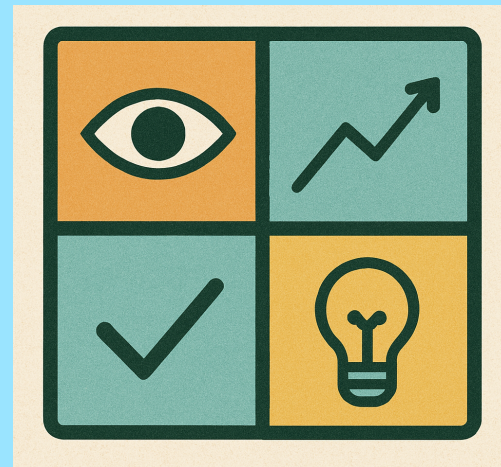
Significant result
Non-significant result

In reality

Significant result

Non-significant result

Correct conclusion	 <p>False positive (type 1 error)</p>
 <p>False negative (type 2 error)</p>	Correct conclusion



FOUR PEOPLE

(TEAMS, TRAINING, LEADERSHIP
AND EVERYTHING IN BETWEEN)

The varied leadership styles you need to exhibit ...

DEVELOPMENT

What is your approach to others in terms of their development? The balance of coaching & Mentoring is critical

WELL BEING

How are you going to ensure others are looked after - what is your approach to support and colleague well being to maintain balance

INCLUSION

What's your plan to maximise engagement and sense of belonging? This should include diversity & recognition

GROWTH

So easy to think of others but not yourself - but if you have an approach to growth and others can see it they reciprocate

RESILIENCE

You cannot take care of others if your not looking after yourself. How do you get good balance and maintain energy levels

AGILITY

What is your plan for staying relevant and adaptive? How will you keep your finger on the pulse and adjust to suit?

VISION

What is your vision? What are you trying to achieve it and how do you communicate it in a compelling fashion?

STRATEGY

How are you intending to deliver your vision? Have you developed a strategy based on extrinsic and intrinsic factors. How are you engaging on it?

CULTURE

Within what atmosphere do you wish to deliver the vision? Are you clear on the priorities in your culture and how will you bring that to life?

PLANNING

Vision and strategy are nothing without a plan - how are you delivering a plan and does it cover timescales, resources and A RACI model?

GOVERNANCE

What Framework are you setting up to avoid Chaos? Do you have an operational empowerment model that creates accountable autonomy

PROBLEM SOLVING

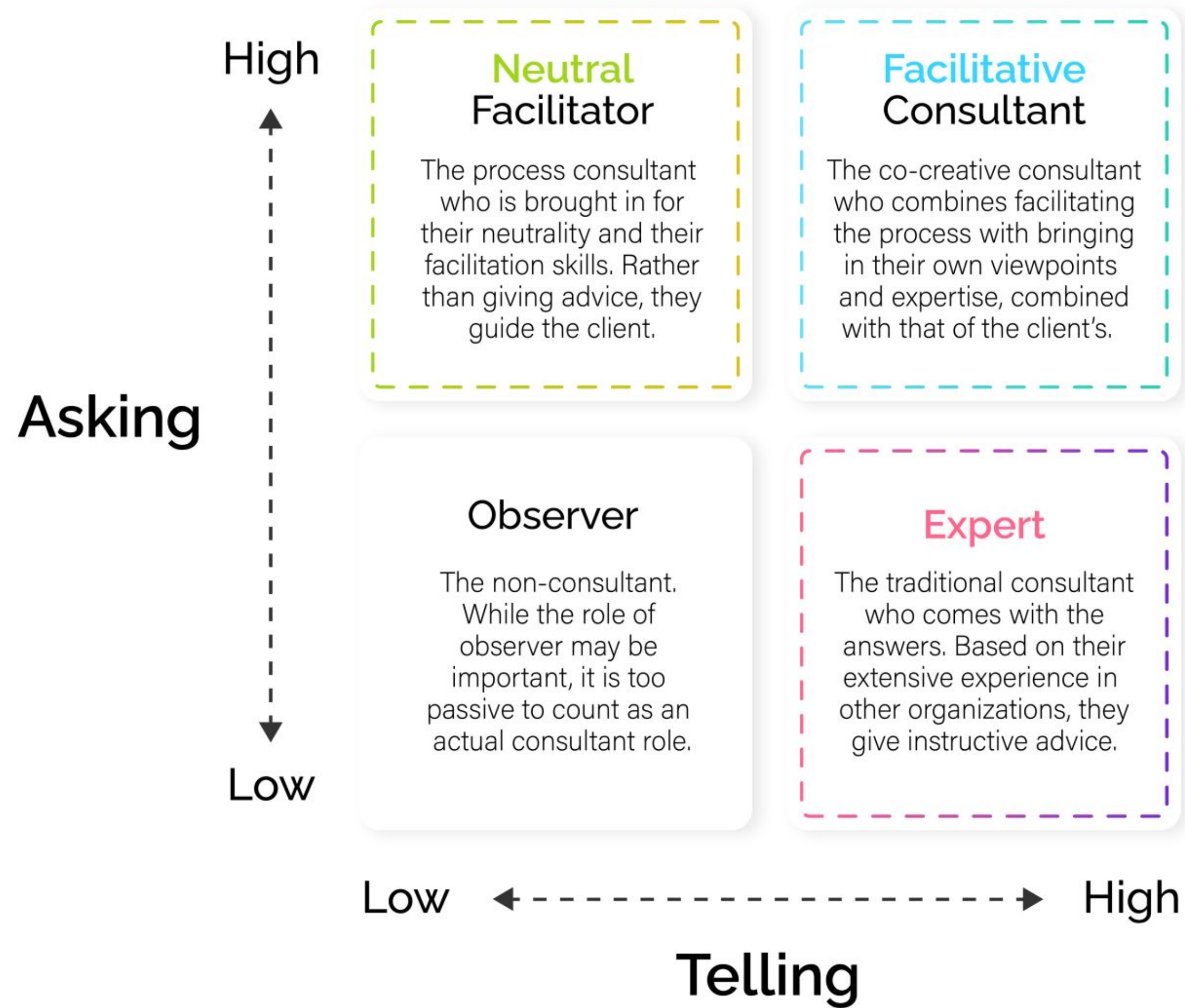
Plans survive the first skirmishes - then we hit problems. What is your approach to problem solving? How do you embrace it and promote CI, Innovation & creativity?



How to manage projects with your teams?
(Replace consultant with manager, if you find that more appropriate)

The Ask/Tell Matrix

© Jeroen Kraaijenbrink - Adapted from McKinsey & Company



Whom should you invest into?

The Skill / Will Matrix

© Jade Bonacolta



How do I project that I need to be invested into?

WILLINGNESS

High

Low

**FIGHT THE
GOOD FIGHT**

**LEARNER
AND DOER**

**FORGET
IT**

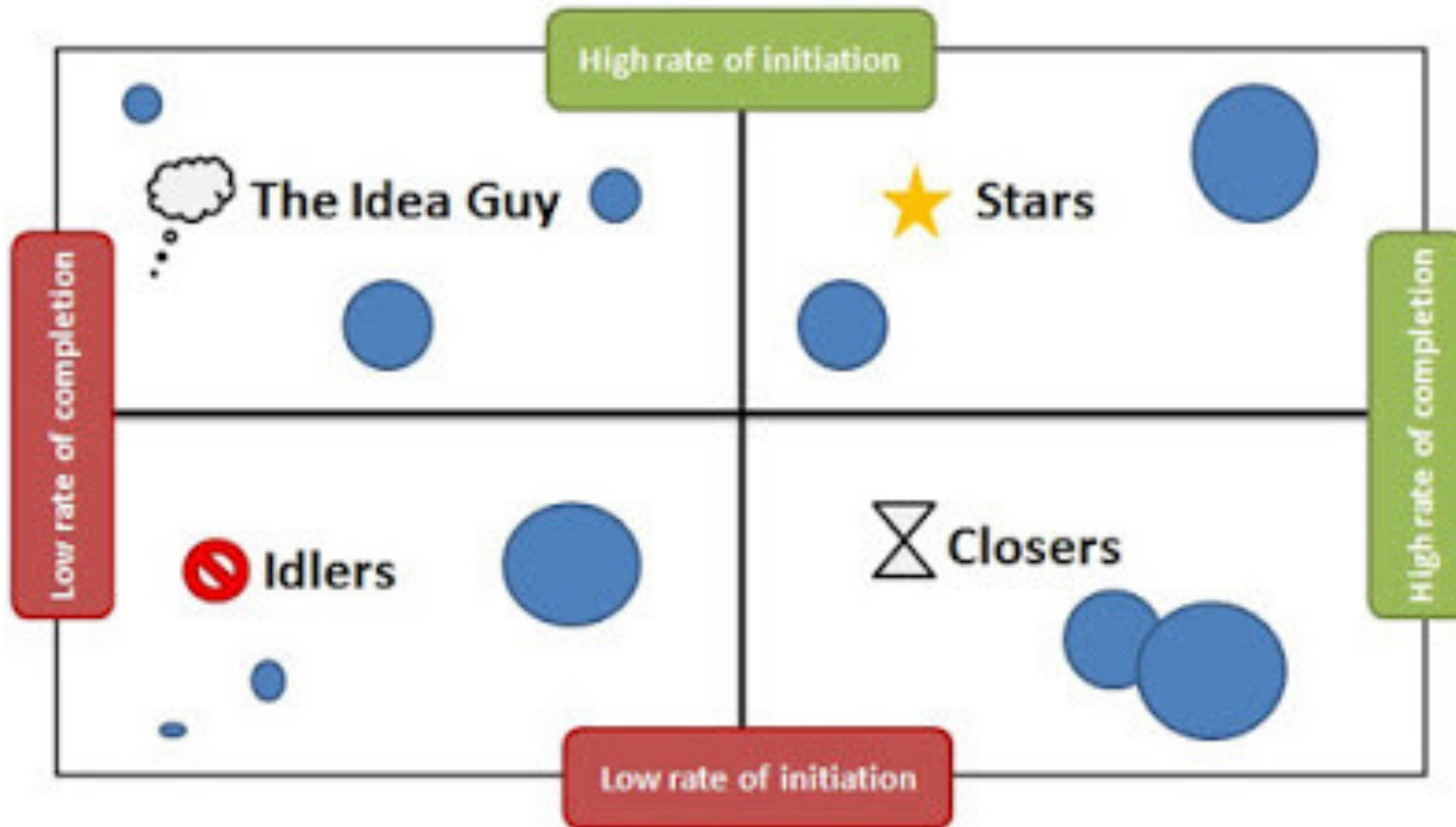
**LAZY
BONES**

Low

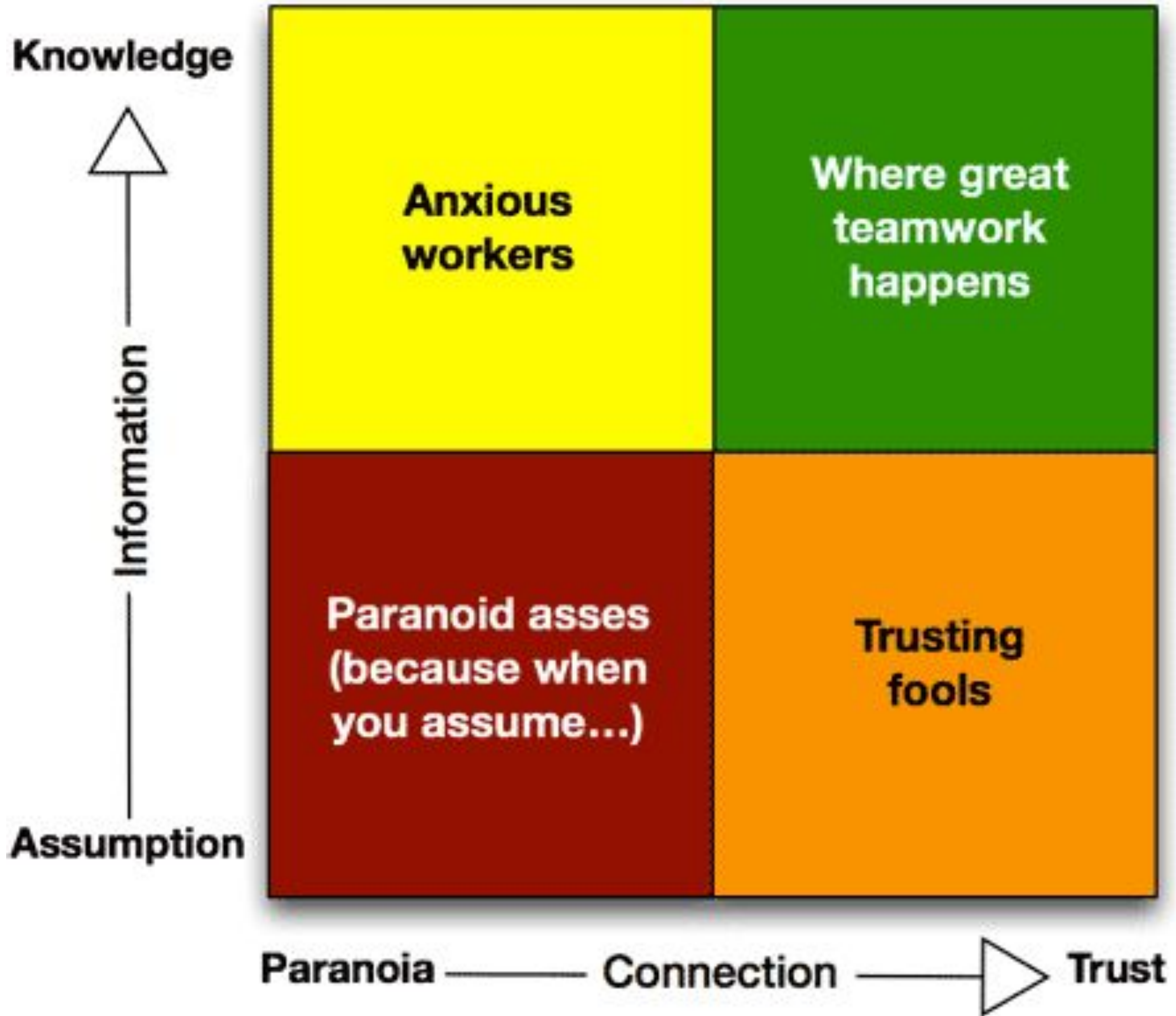
High

OPPORTUNITY

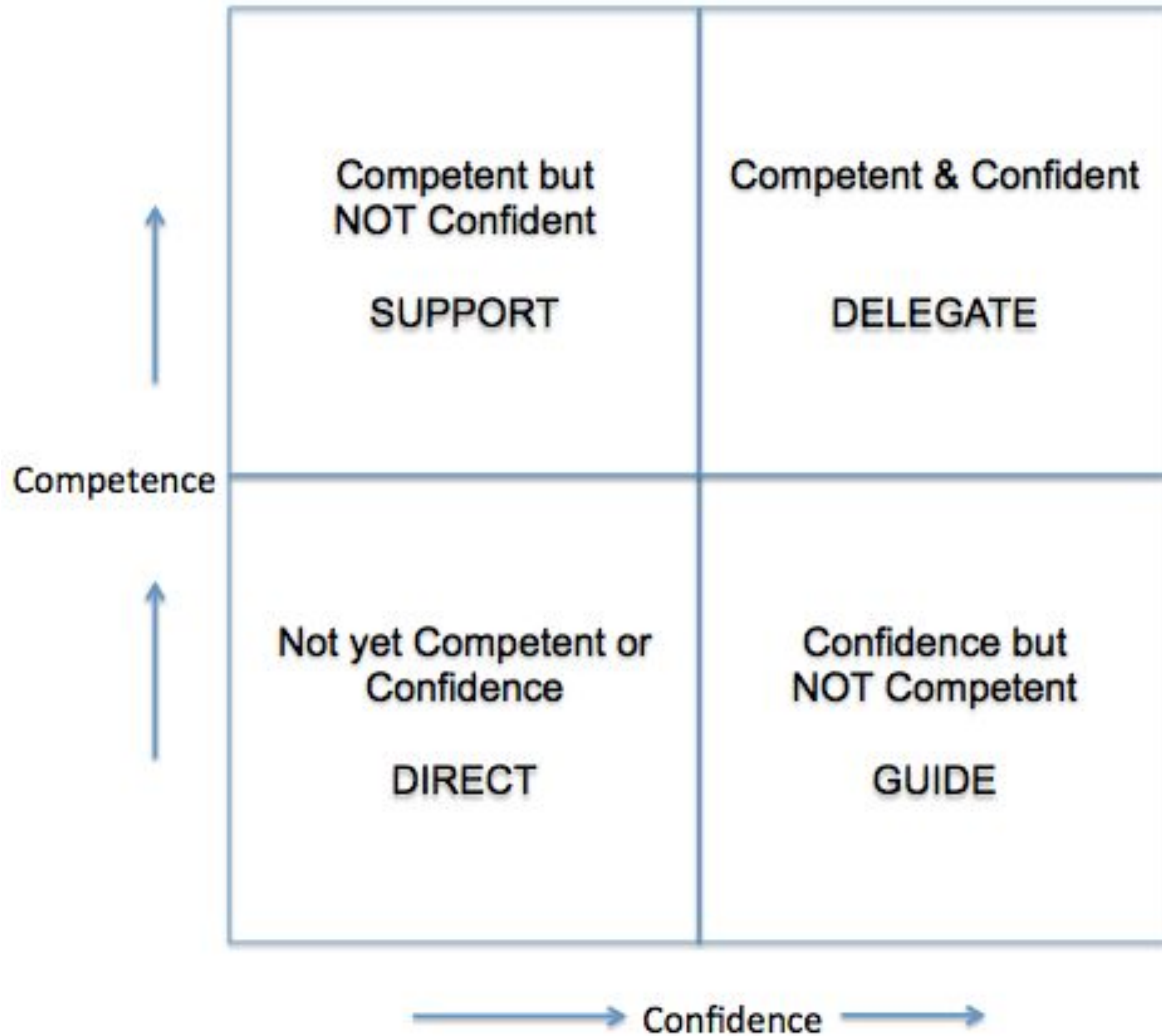
What is your team's construct?



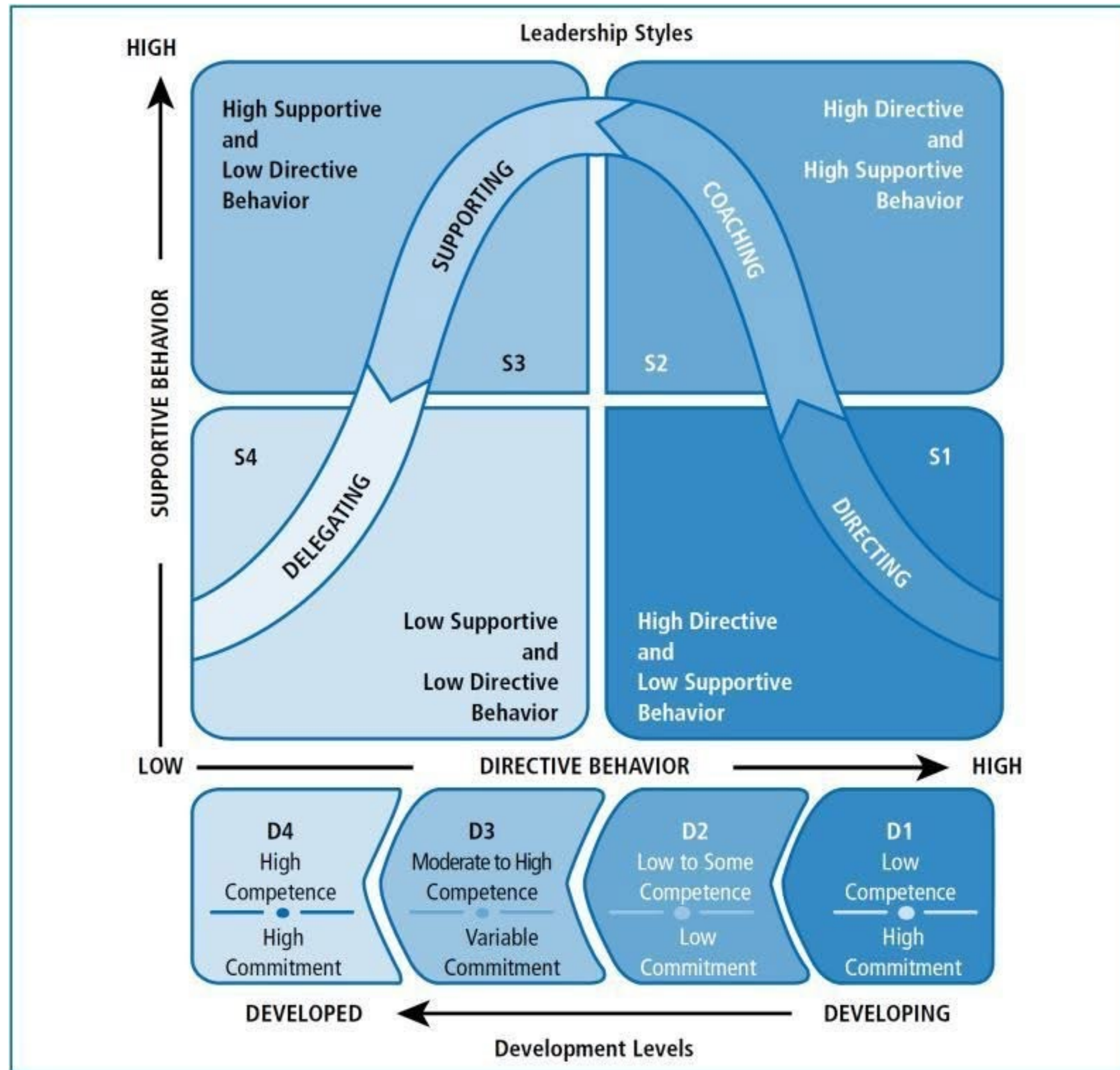
What is your team's dynamic?



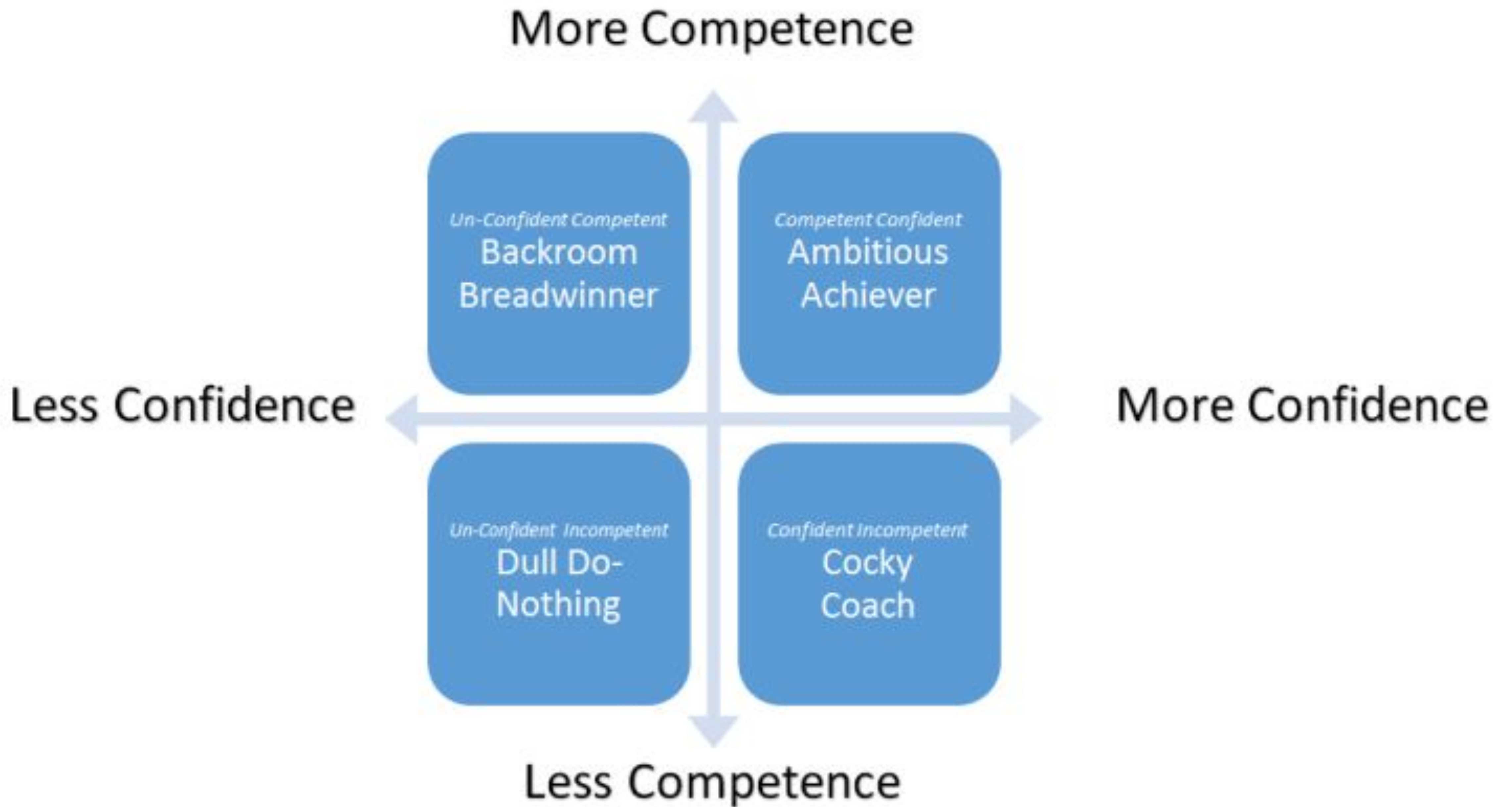
How do you deal with your junior?



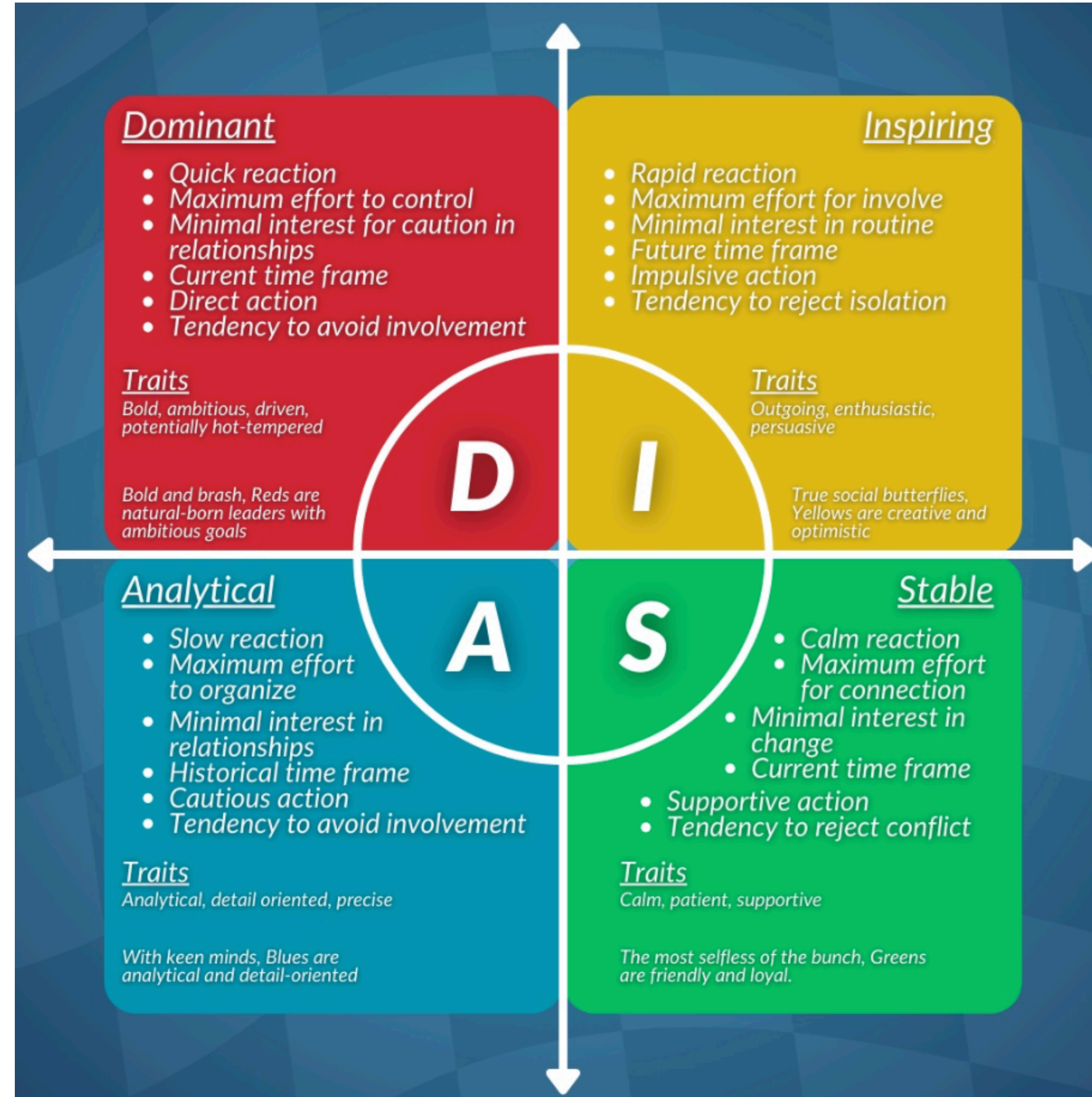
How do you deal with your junior (in more detail) ?



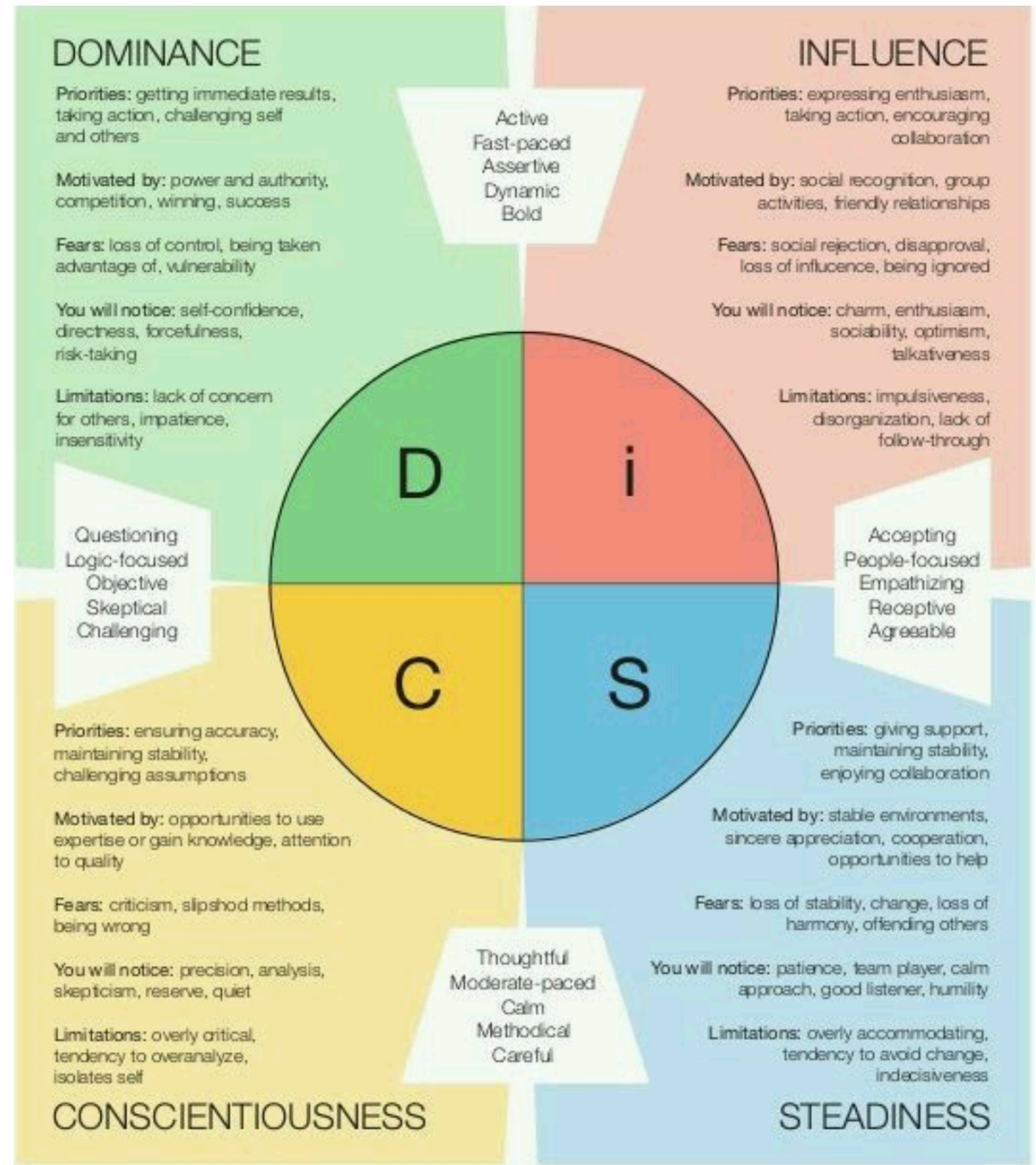
Decode the role of each member within your team?



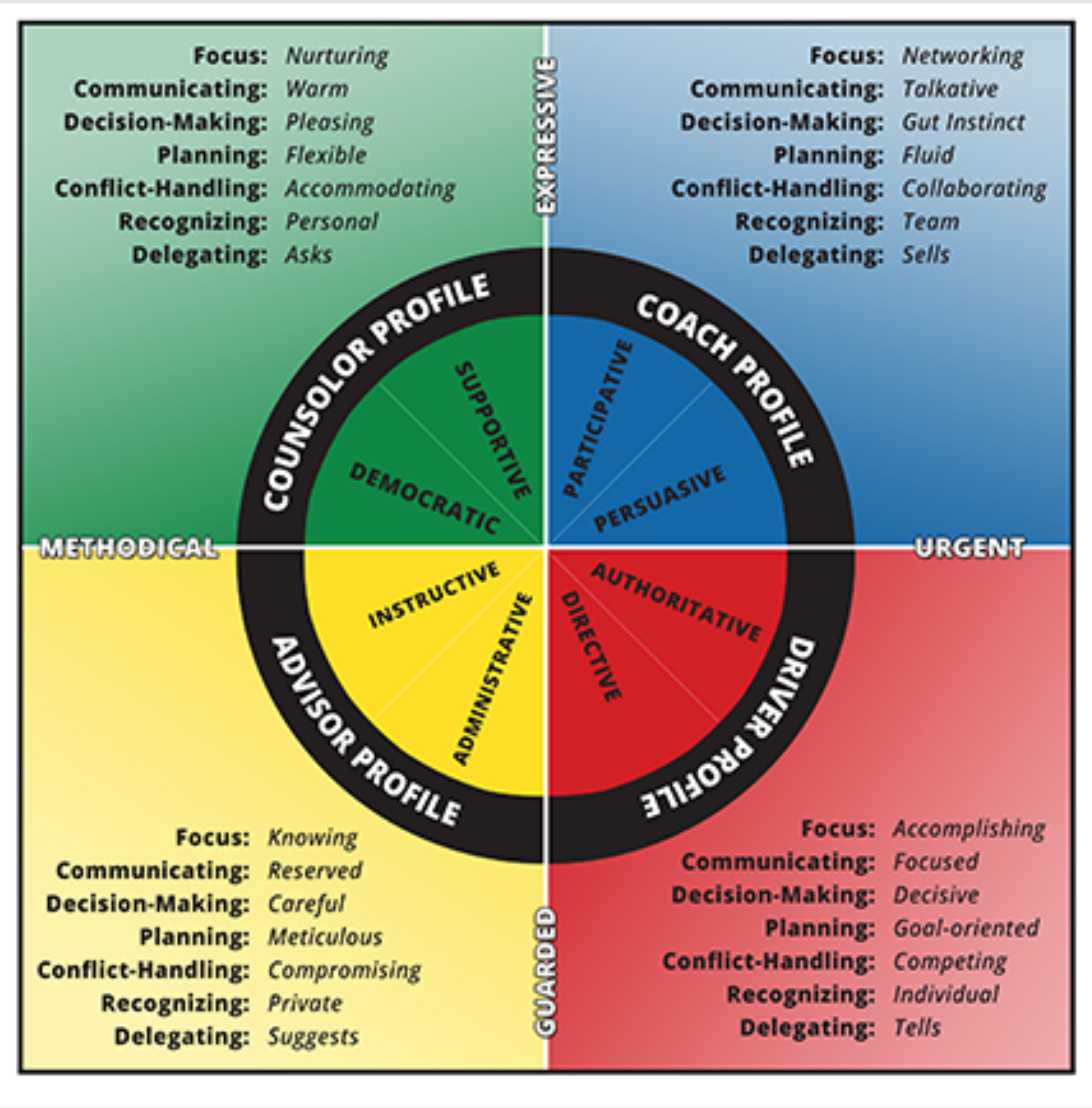
The personality traits of members within your team?



The personality traits of members within your team? (2)
(Notice the change in nomenclature and the detailing of each type)

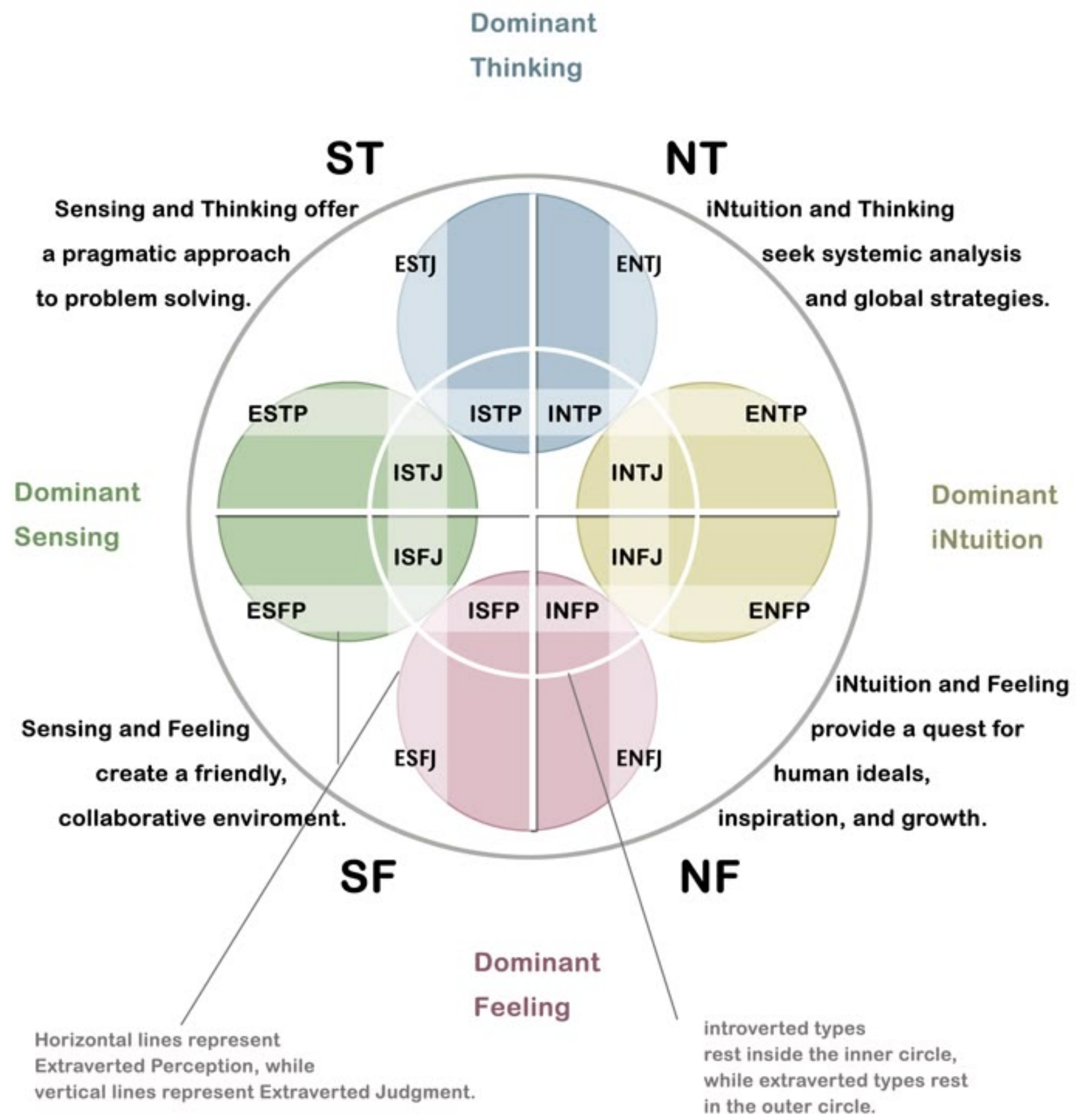


Kinds of coaching styles you could deploy ...



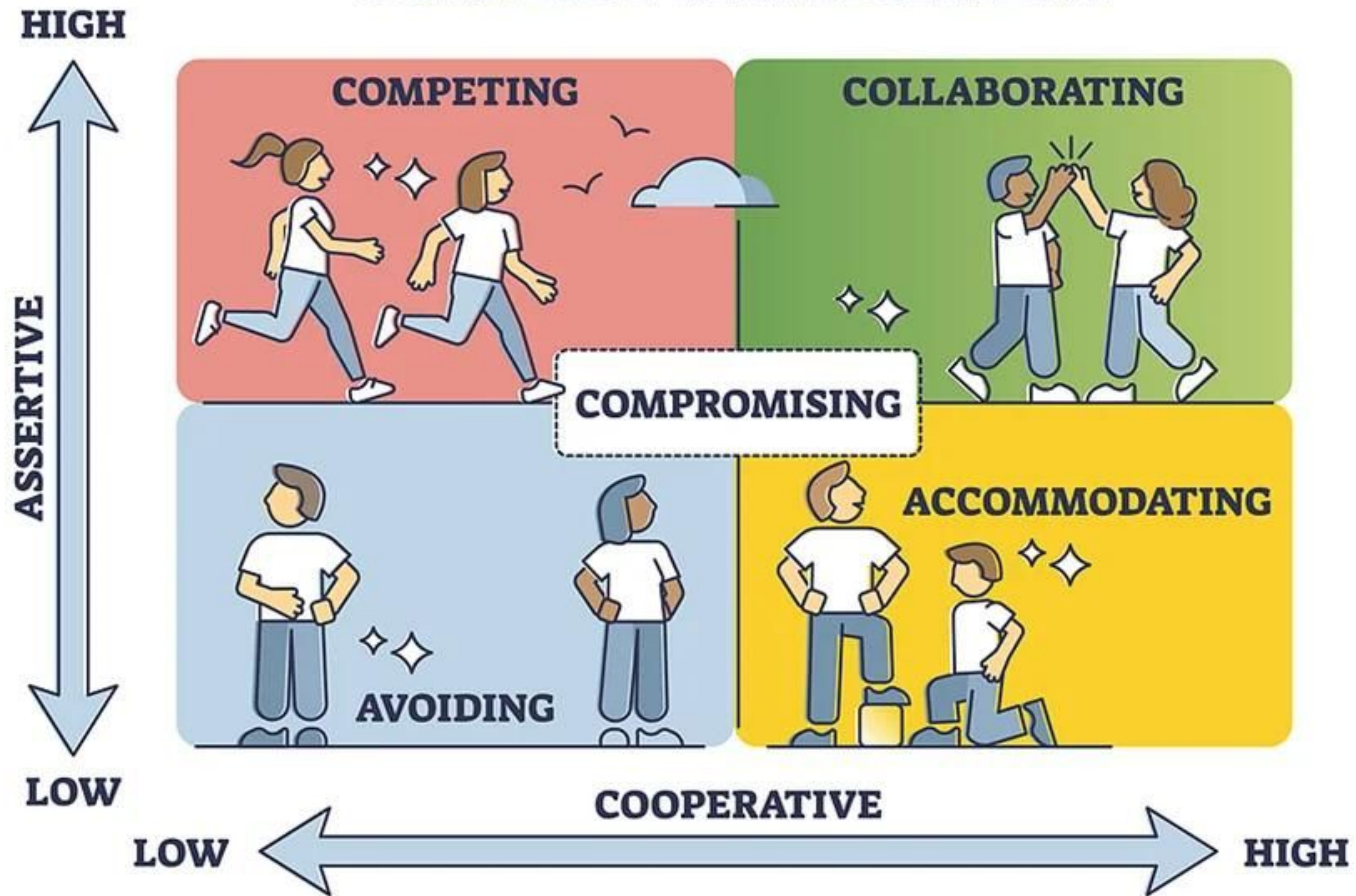
Source credit: <https://professionaldevelopmenttraining.com/psychometrics-and-profiling/ldp-leadership-development-companion-profiling>

How do team members interact with each other?
The Myers-Briggs Mandala for your team

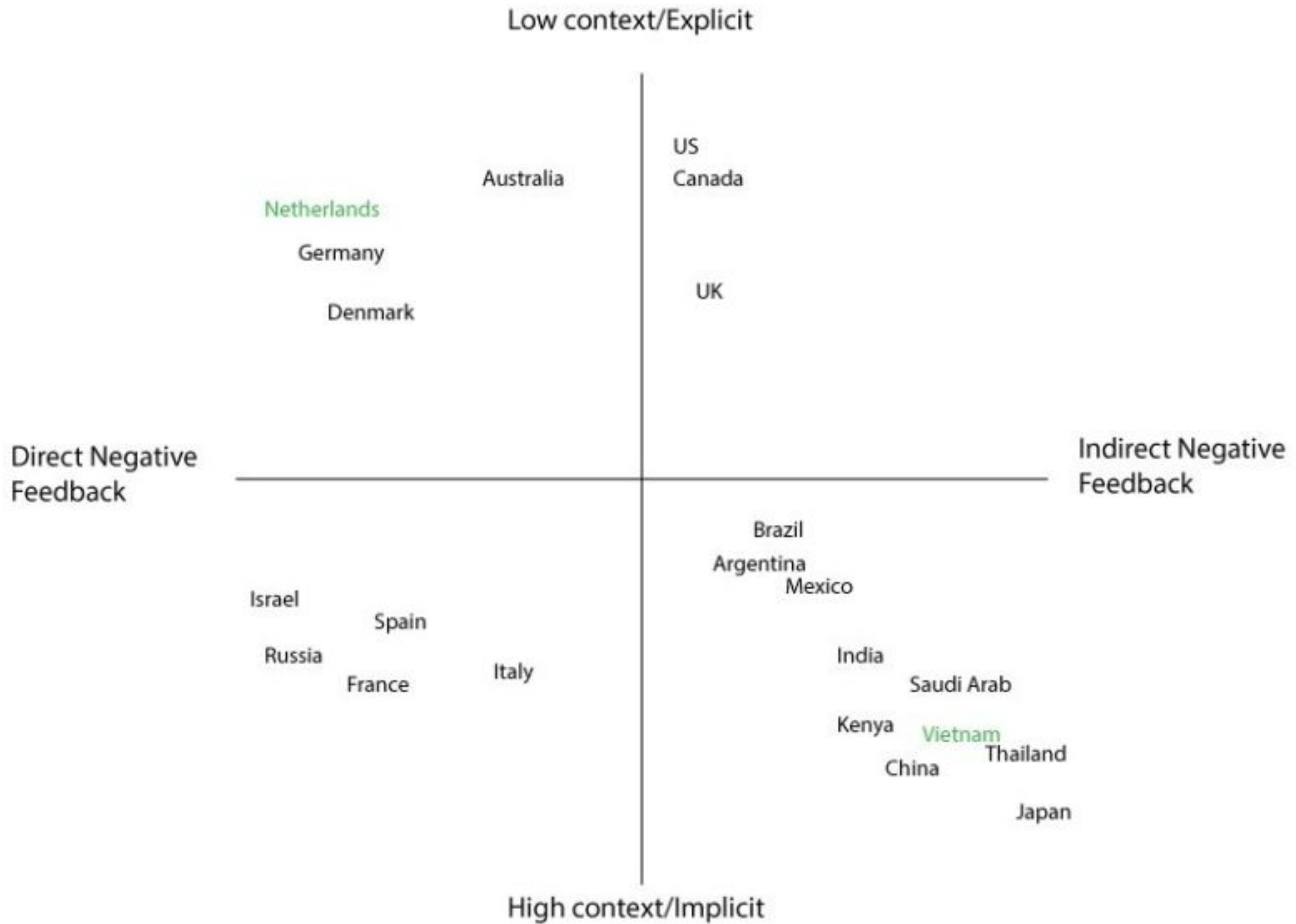


How do you manage conflict within your team?

CONFLICT MANAGEMENT



How do you give (culture-appropriate) feedback?



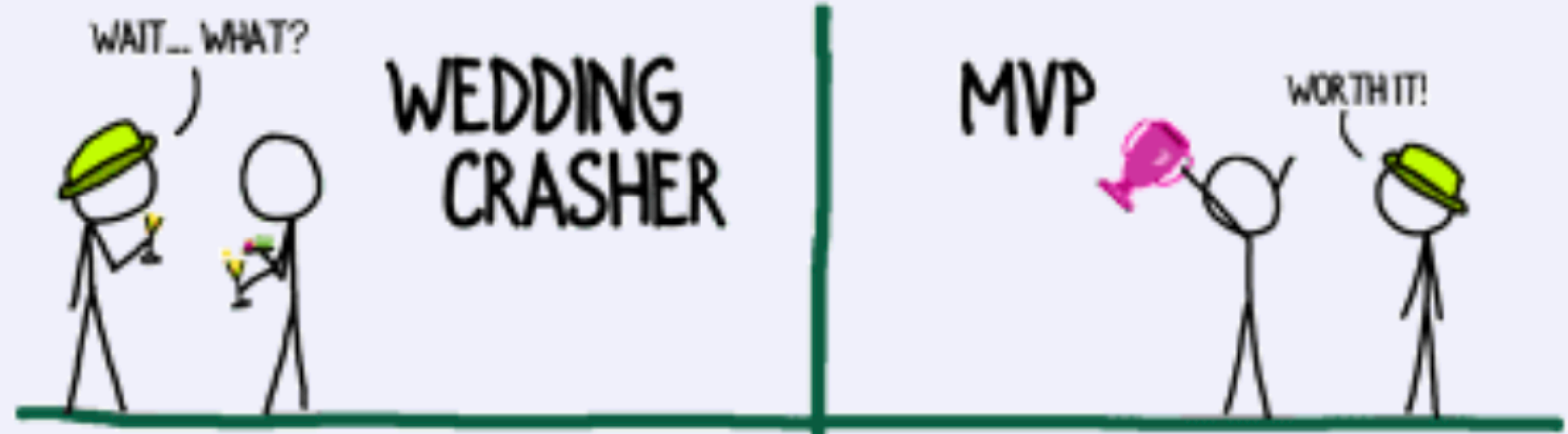
How did that project turn out ?

RESULTS VS. EXPECTATIONS

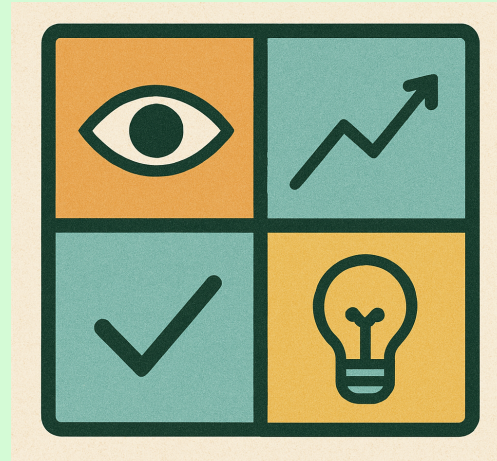
GOOD RESULT

SURPRISE

EXPECTED



BAD RESULT

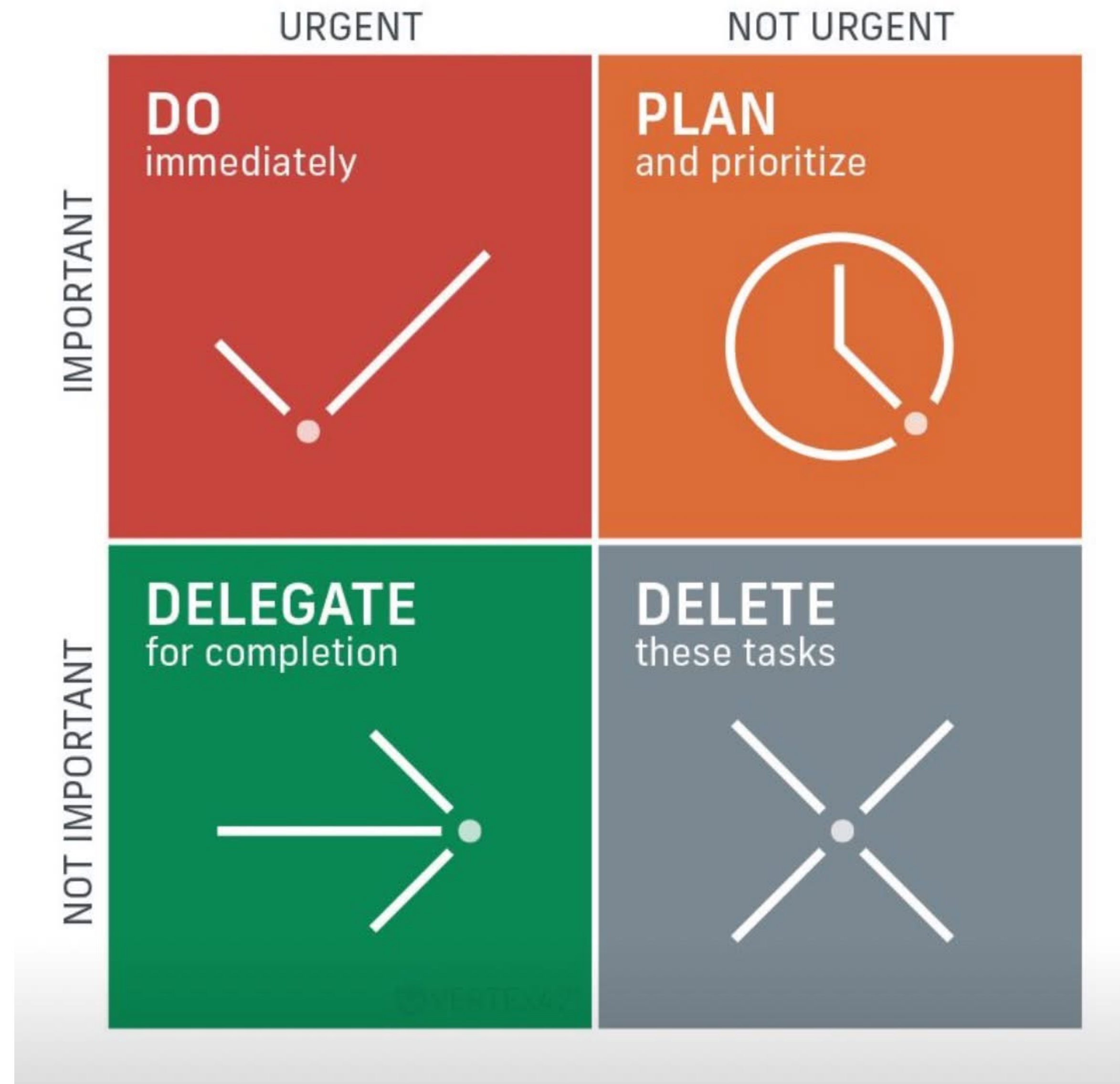


FOUR SELF

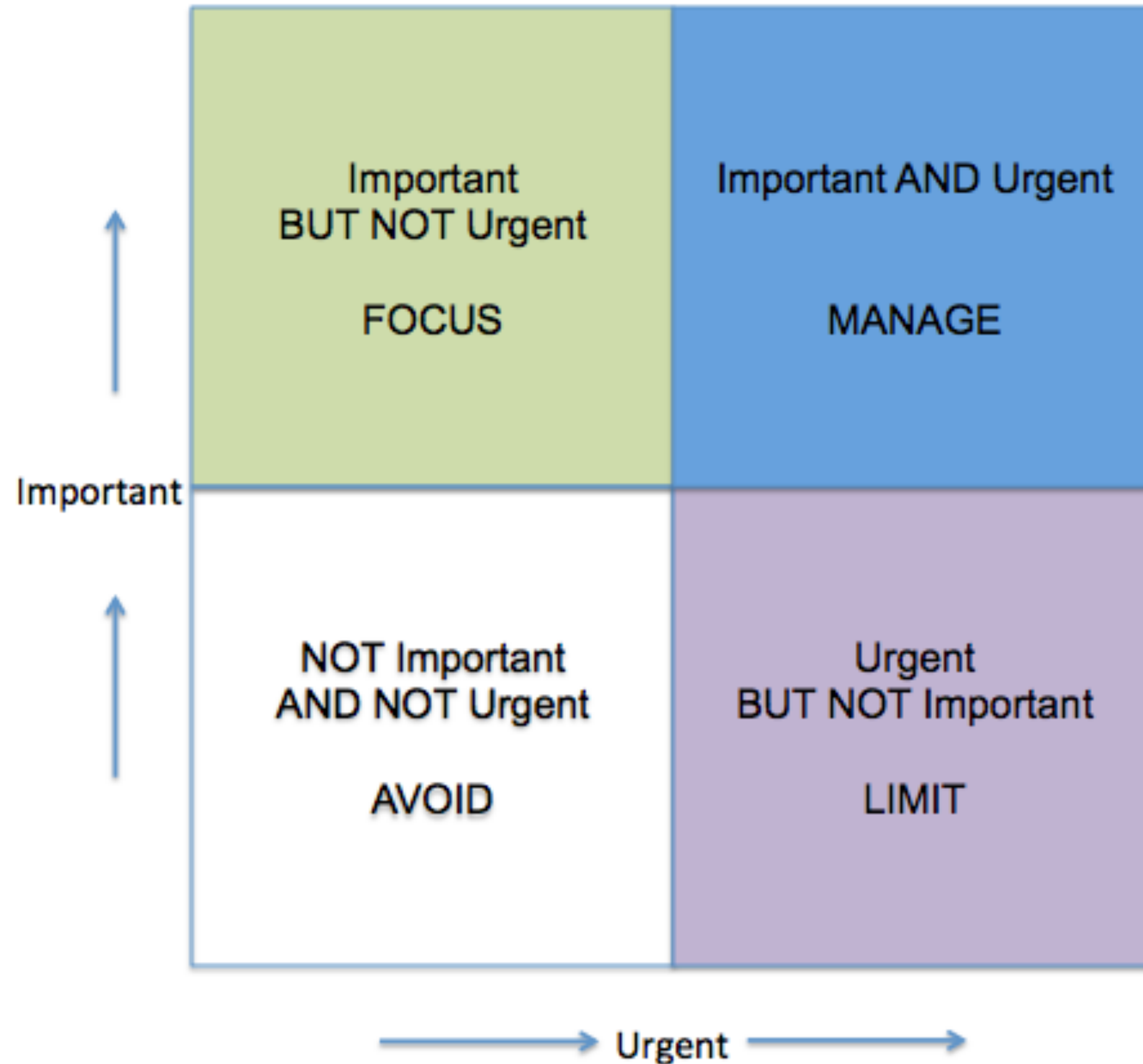
(IMPROVE THINE SELF BEFORE
YOU START WITH OTHERS)

Planning your job list for the day?

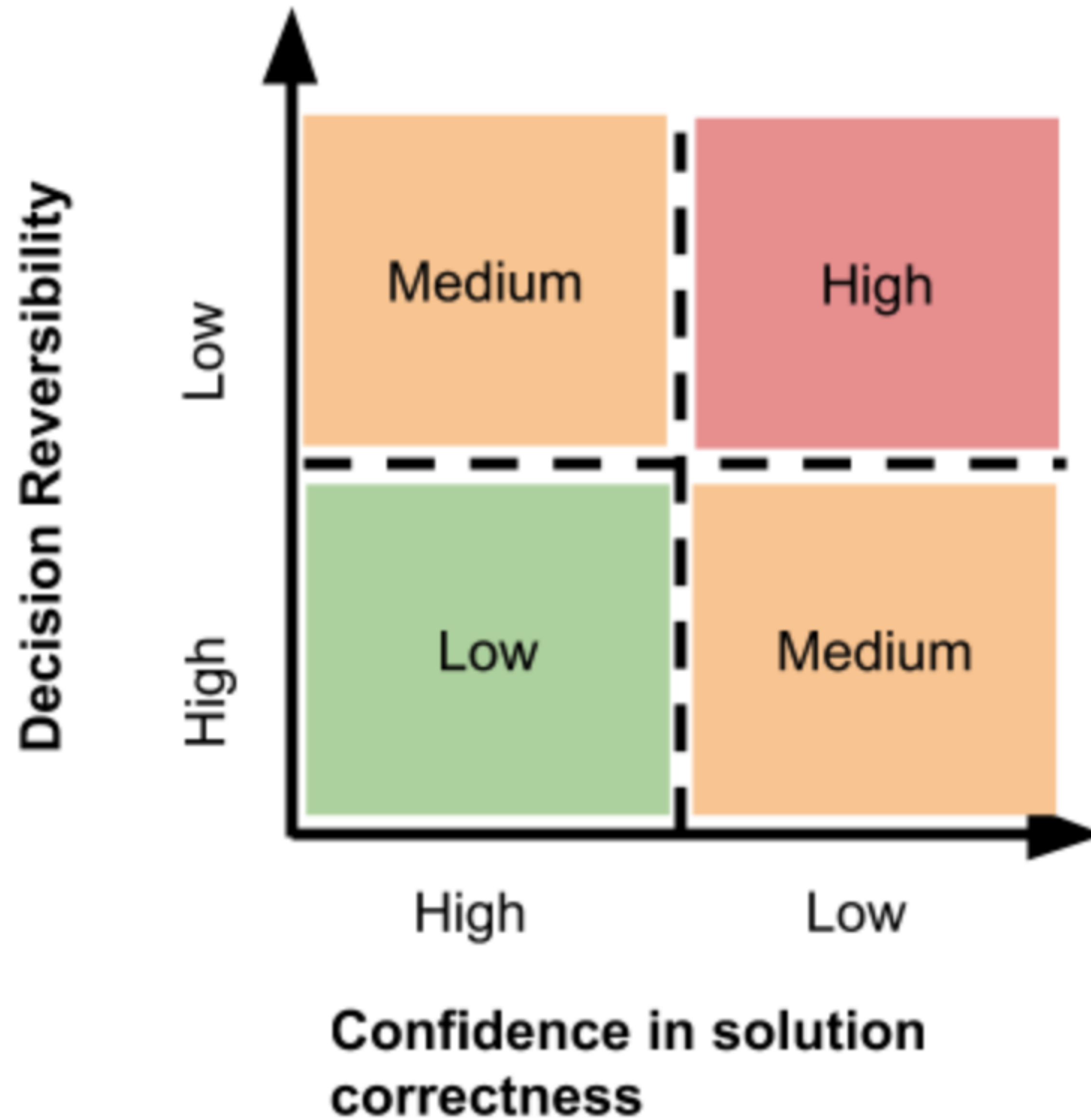
THE EISENHOWER MATRIX



The manager's perspective on planning your job list for the day?

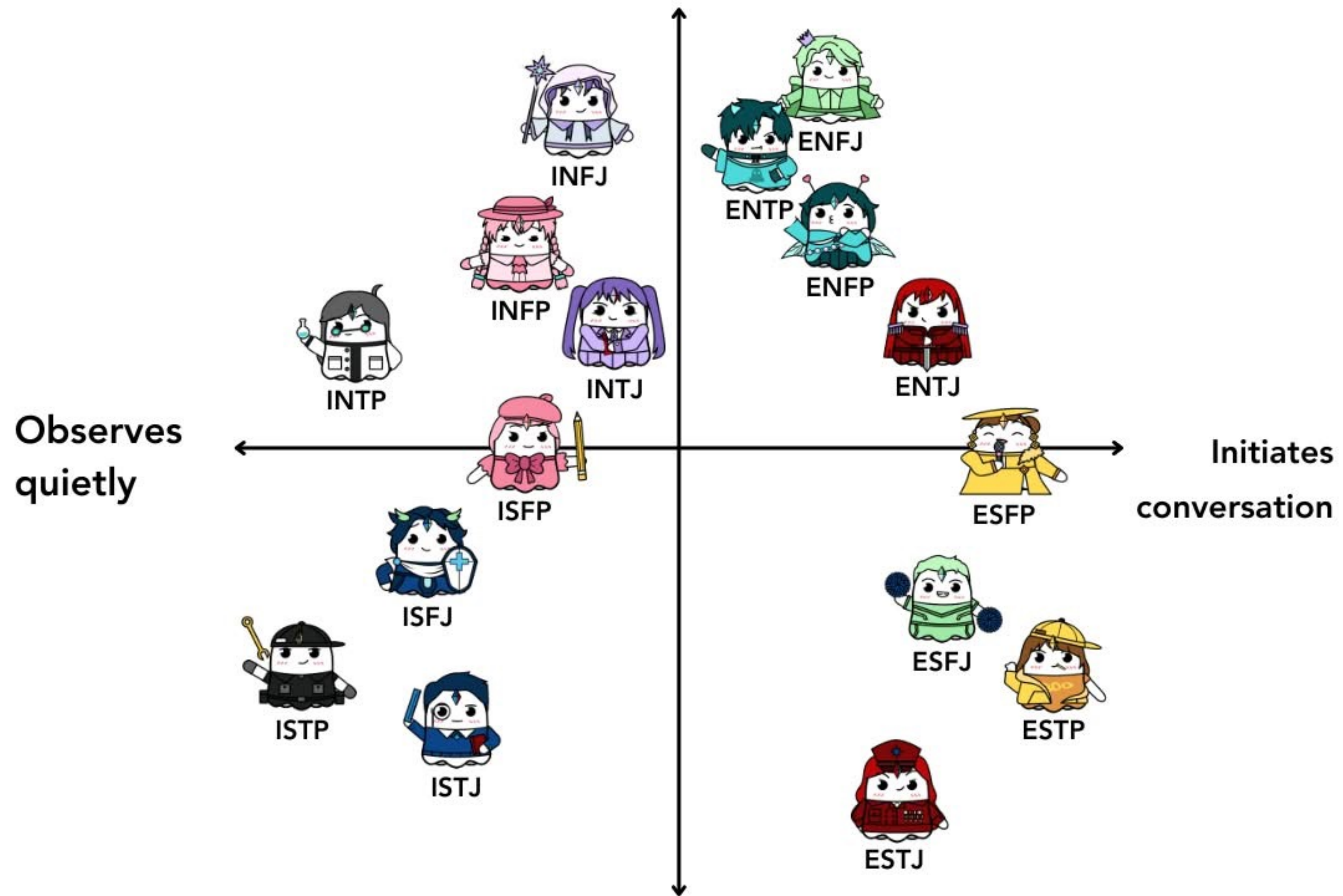


How confident are you about your decision ?



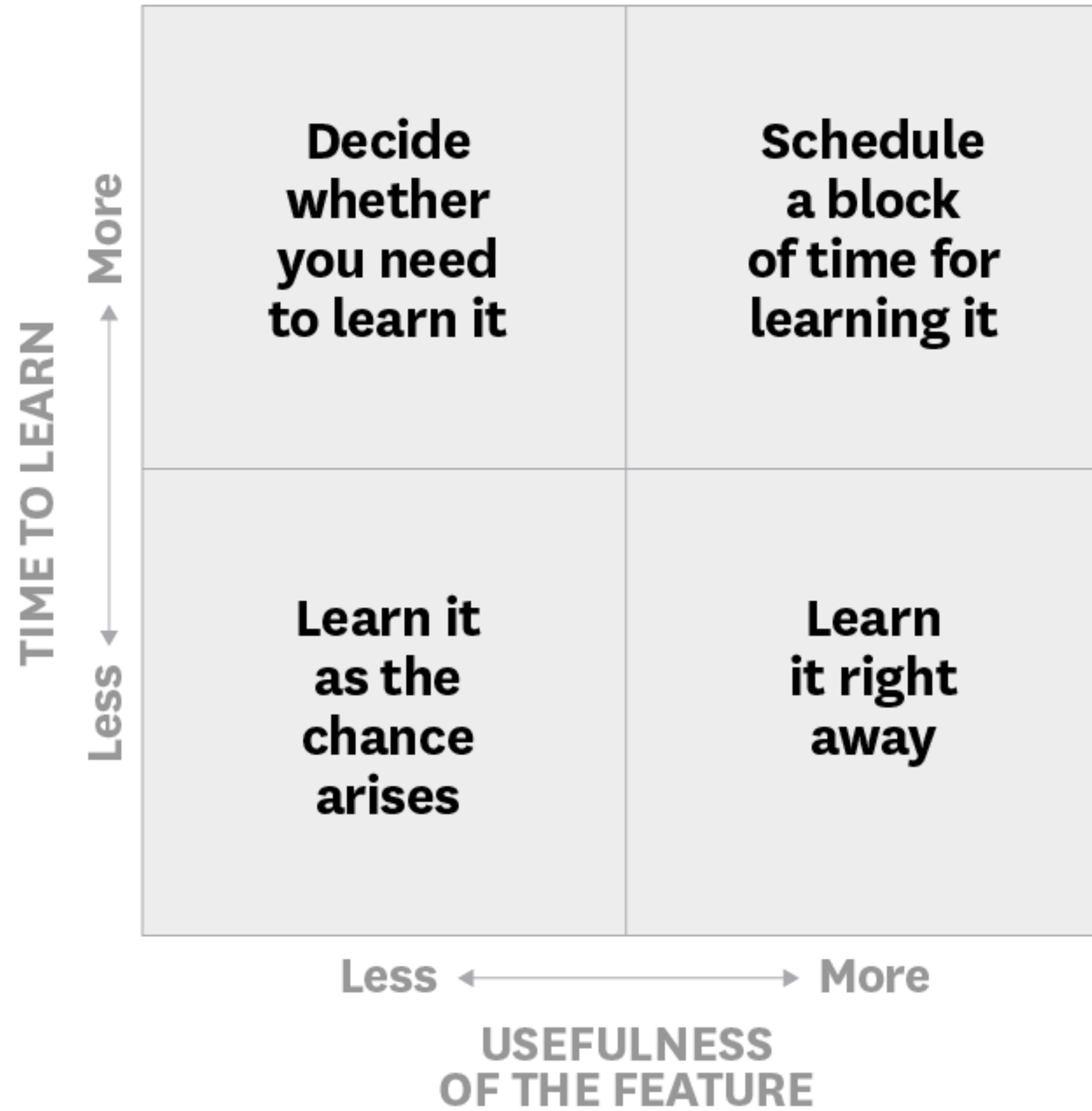
How do you behave when you meet someone new?

Dives into deeper subjects

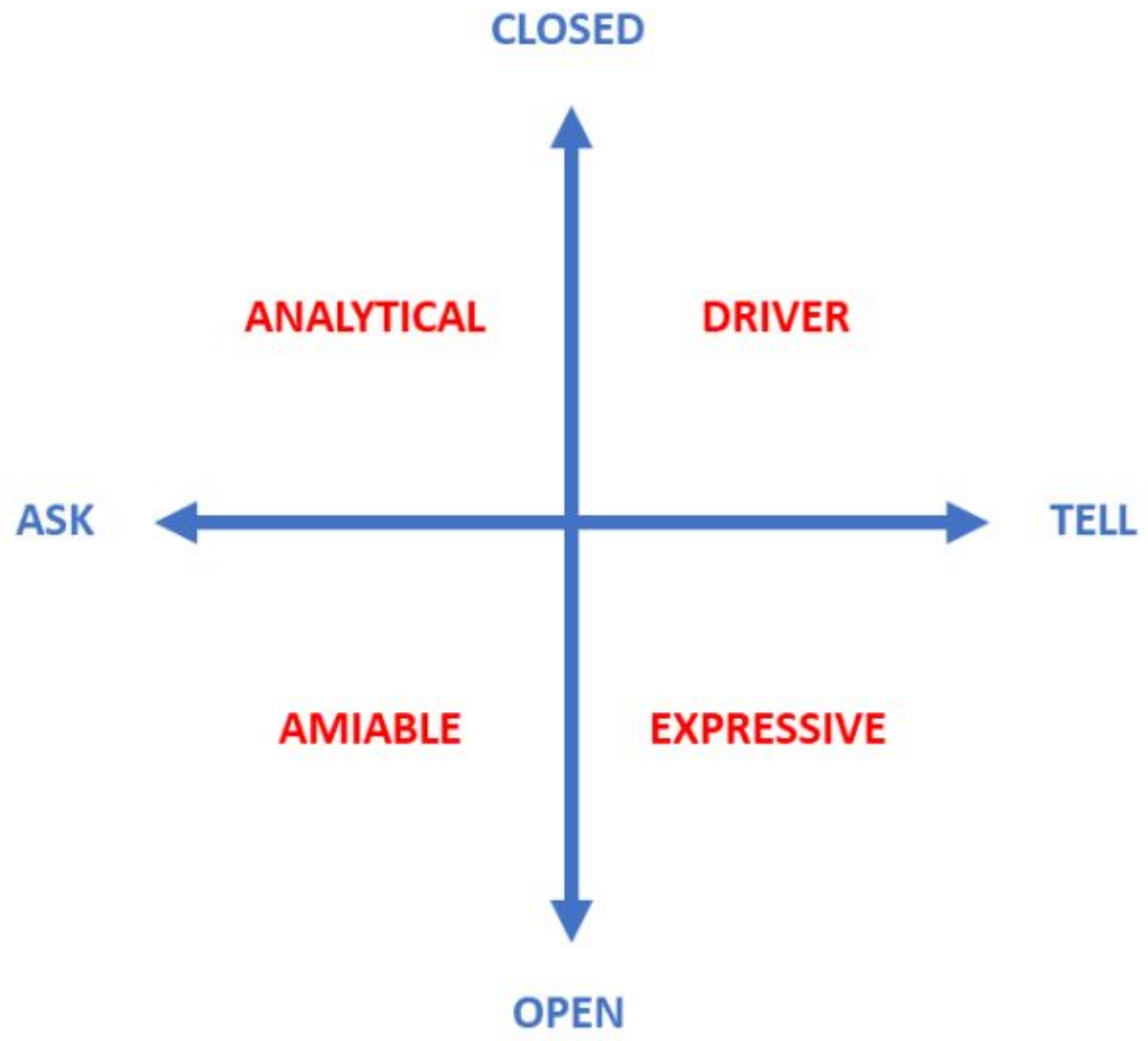


Keeps topics surface-level

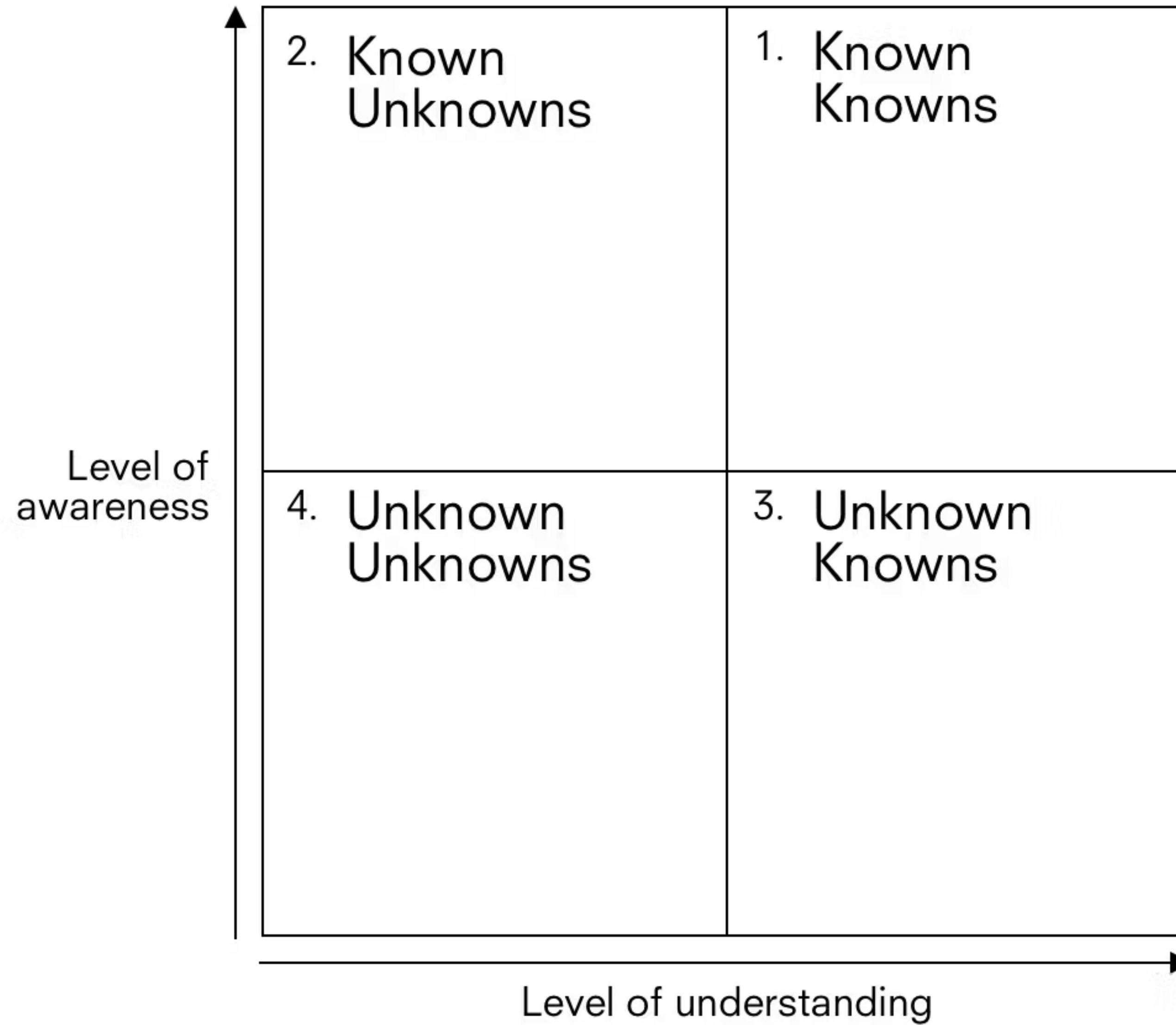
How do you decide on what to learn ?



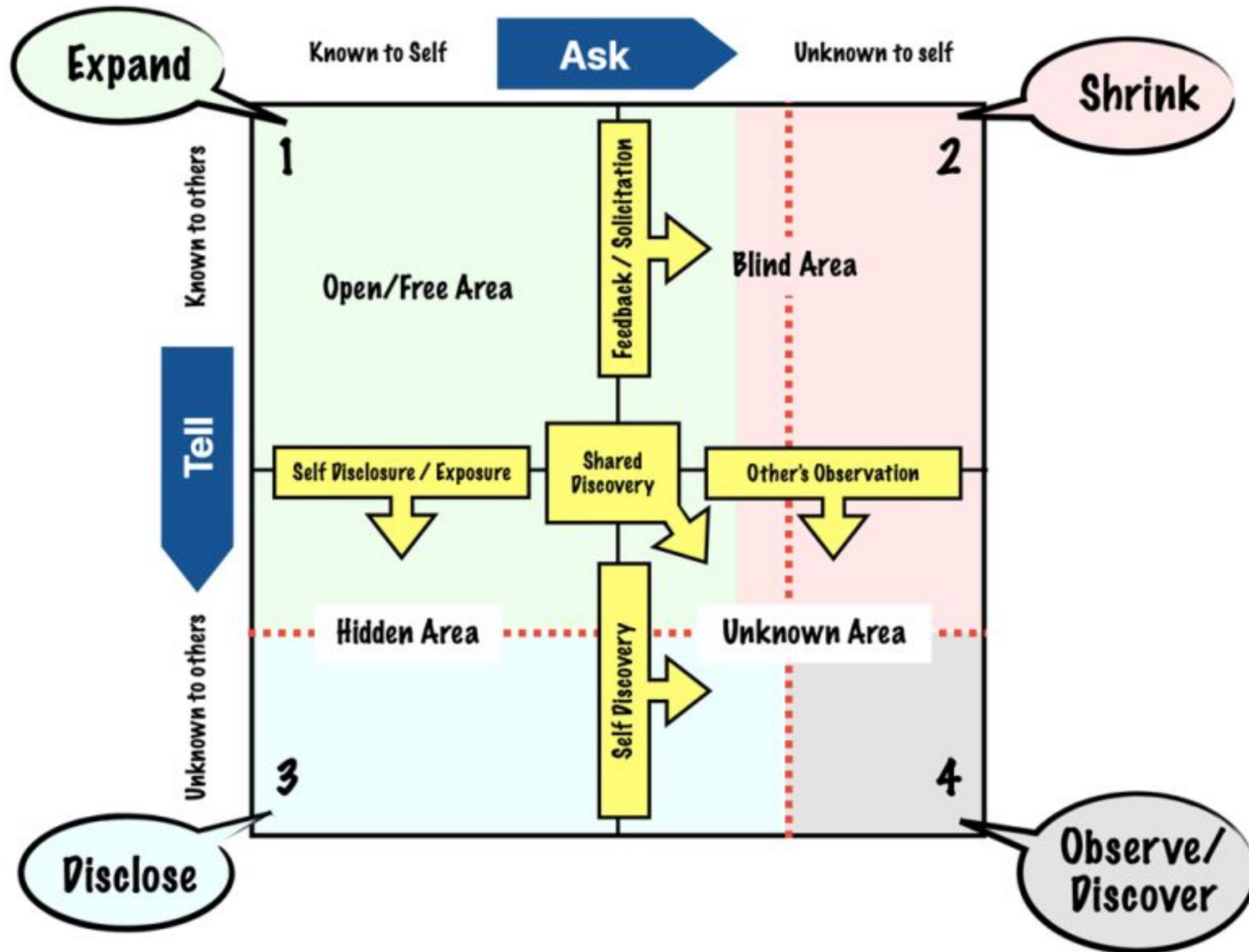
What's your dominant personality?



Mapping your own personal SWOT?
(For more, search the Johari Window)



Taking actions on the Johari Window



My approach to the Johari Window

(Humility)

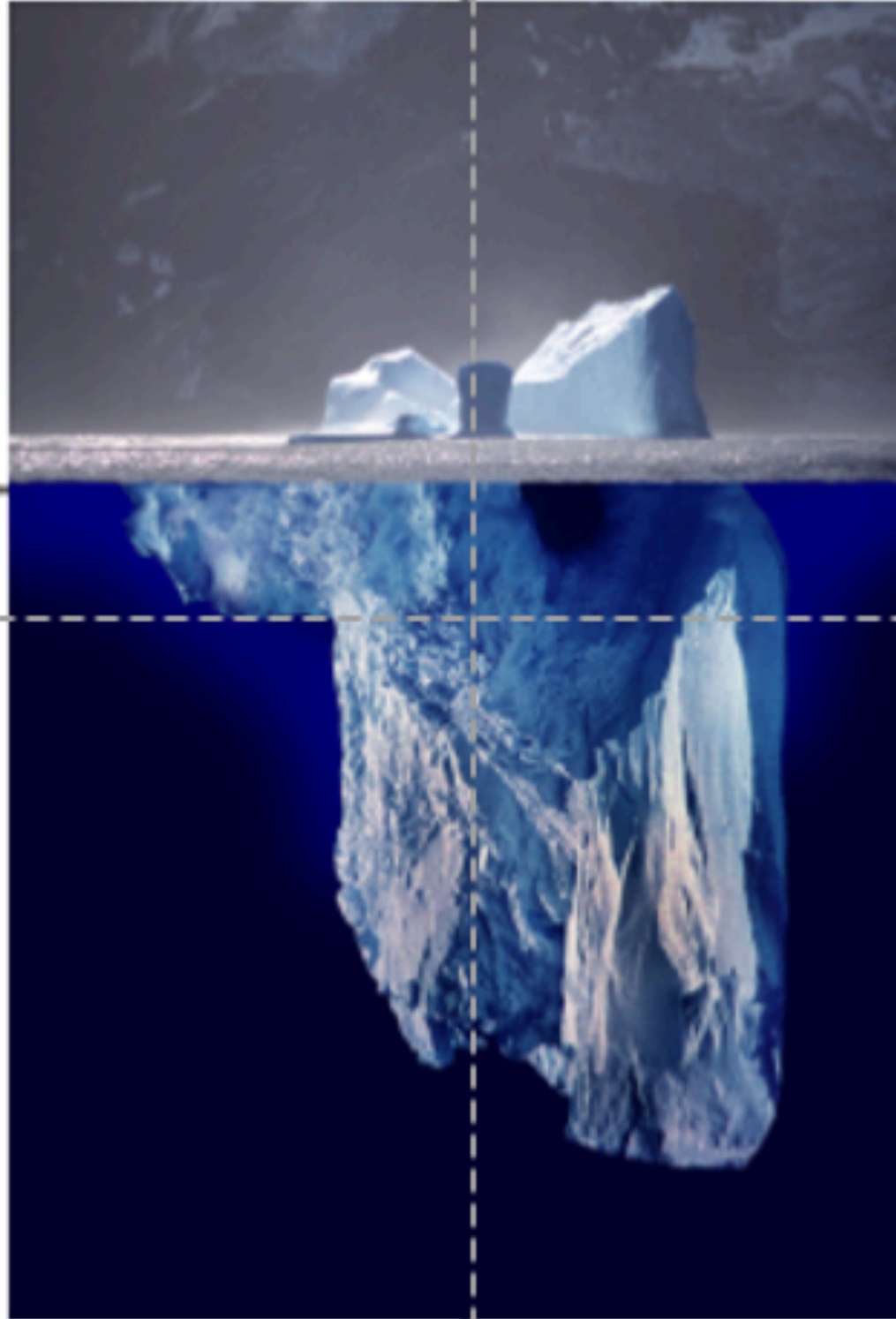
KNOWN KNOWNNS

“things that we’re aware that we know”

(Curiosity)

KNOWN UNKNOWNNS

“things that we’re aware that we **don’t** know”



UNKNOWN KNOWNNS

“things that we’re unaware that we know”

(Self-discovery)

UNKNOWN UNKNOWNNS

“things that we’re unaware of and **don’t** know”

(Serendipity)

In your own core skill, how experienced are you ?

Unconscious incompetence

You are unaware of the skill and your lack of proficiency



Conscious incompetence

You are aware of the skill but are not yet proficient



Unconscious competence

Performing the skill becomes automatic



Conscious competence

You are able to use the skill, but only with effort

getmedia.com

How confident are you?

Belief in Your Tools

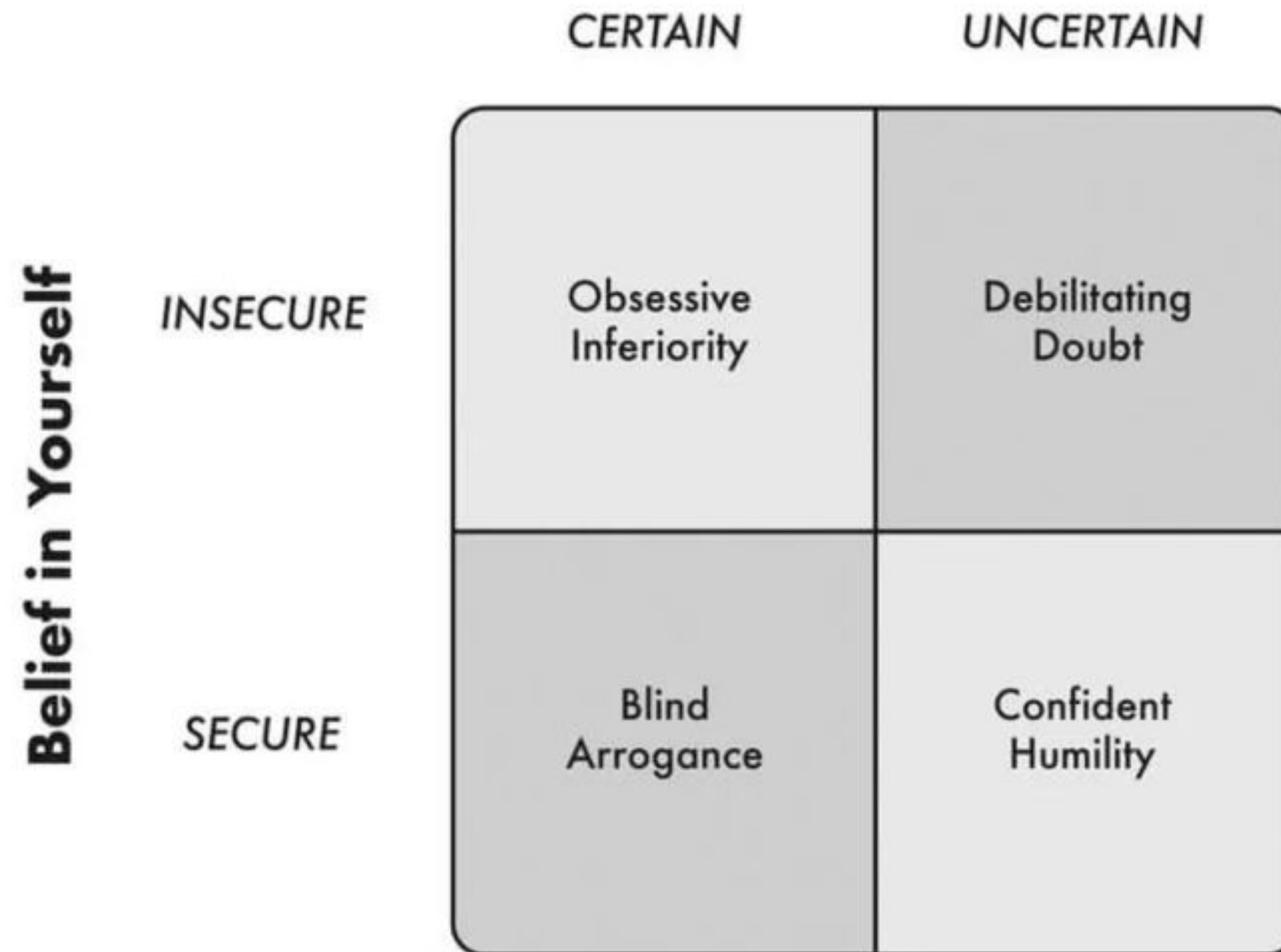


Illustration: Adam Grant

posted by @addyosmani

What kind of a Do'er are you?

Admits mistakes easily

**INTROSPECTOR
/ DWELLER**

**LEARNER /
DABBLER**

Hates change

Loves change

**PRESERVER
/ STUBBORN**

**PIONEER /
EGOTIST**

Hates to admit mistakes

What kind of a thinker are you?

Driven by principles

“Accept what is as it is.”
“How can we even know what is?”

“Strive for the higher meaning.”
“Life has no meaning at all.”

STOIC
(skeptic)

IDEALIST
(nihilist)

Acceptance of
constraints

Aspiration to
change things

REALIST
(defeatist)

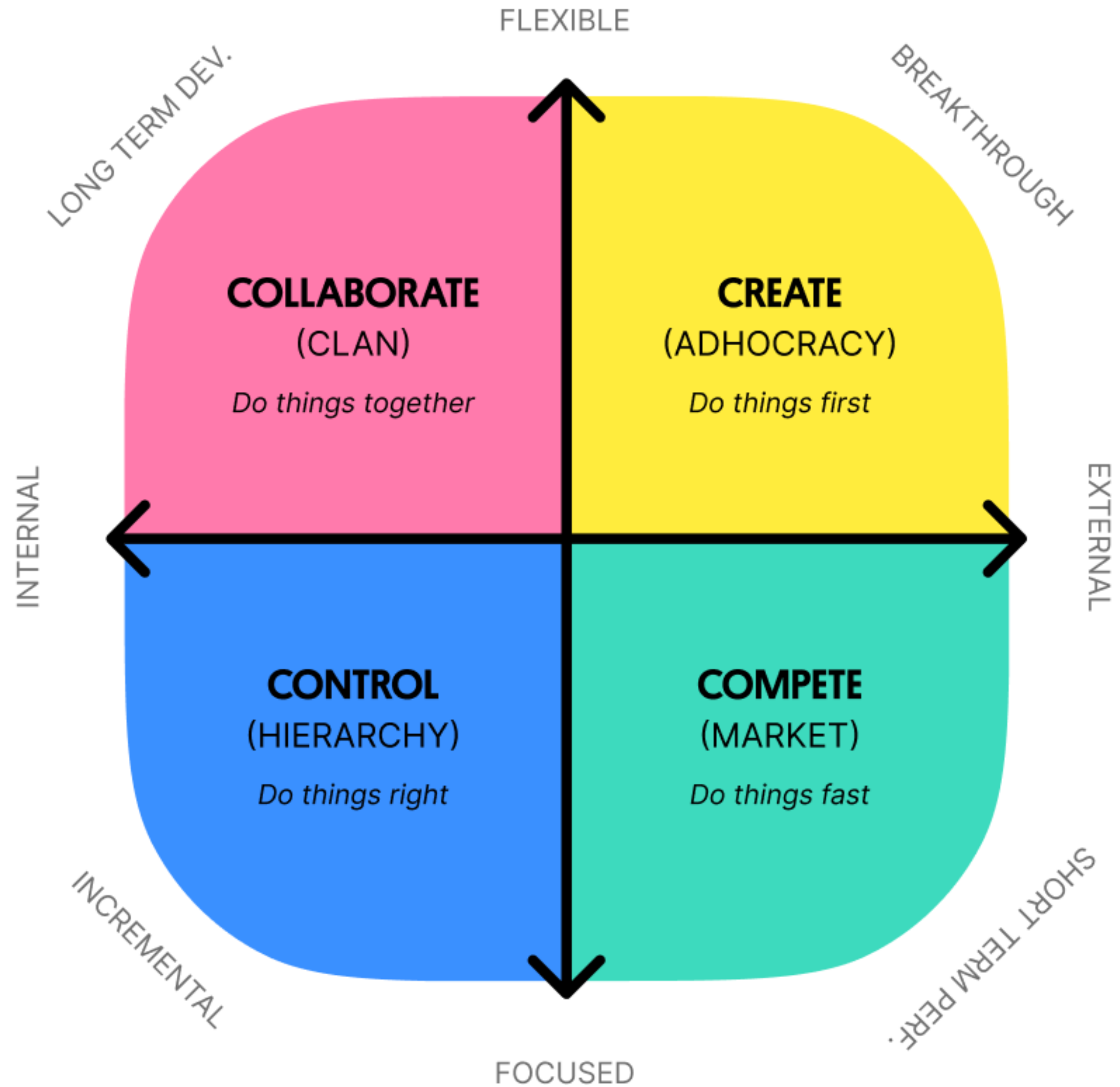
OPTIMIST
(cynic)

“Work with what is to get things done.”
“What is cannot be changed, so nothing matters.”

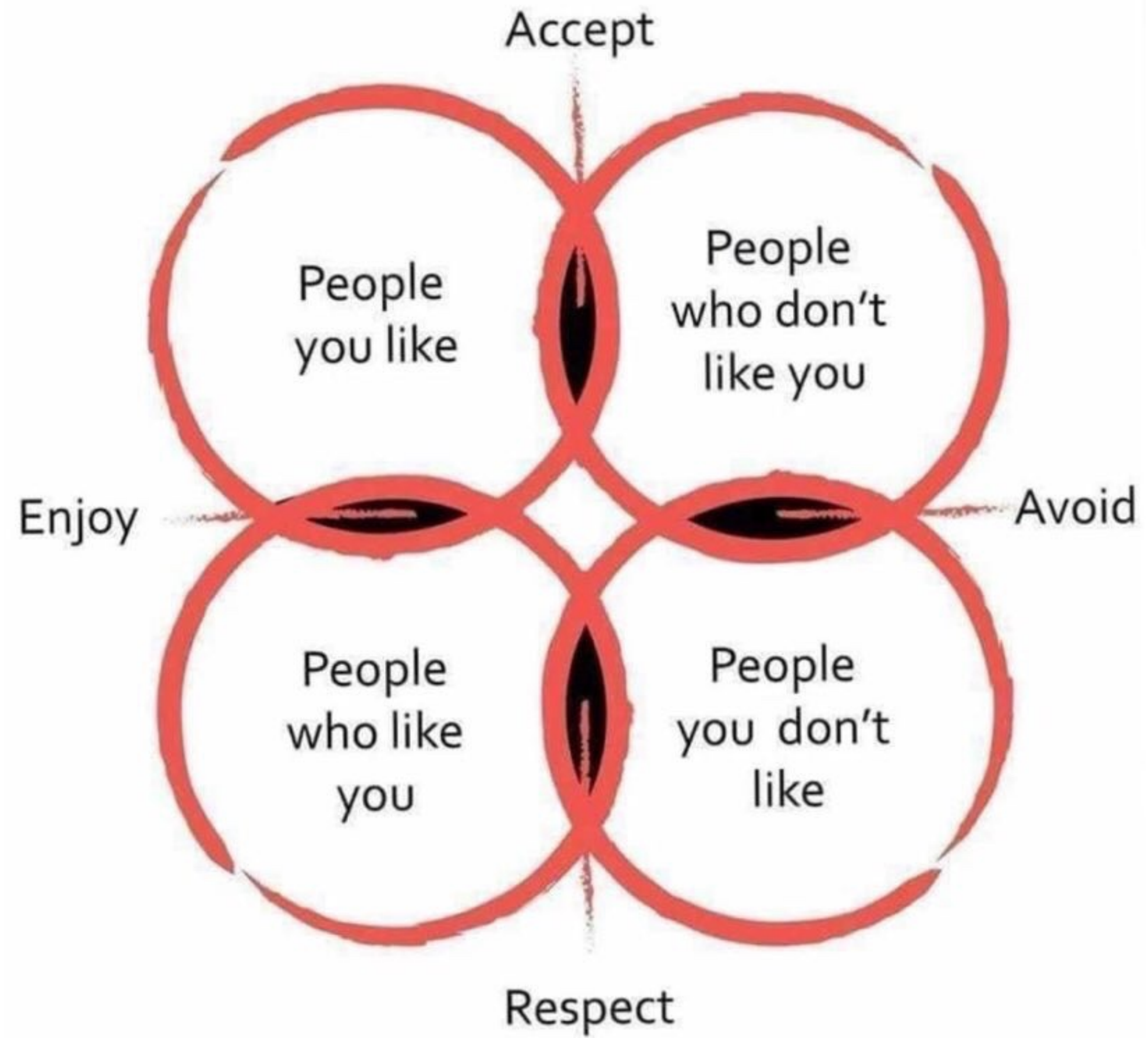
“The world can only get better.”
“The world is only pretending to be better.”

Driven by outcomes

How do you prefer working ?



How should you deal with people ?



How do you think your colleague interacts with you?

*IGNORANCE,
NO CHANGE*

Care Personally

*TRUST,
FUNDAMENTAL CHANGE*

RUINOUS EMPATHY:

- Silence to avoid hurting the person's short term feelings even though they'd be better off knowing in the long run.

RADICAL CANDOR:

- Asking for criticism.
- Offering specific, sincere praise & kind, clear criticism.
- Gauging how what's said lands, and adjusting.

Challenge Directly

MANIPULATIVE INSINCERITY:

- Silent contempt
- False humility
- Protective hesitation
- Poltical behavior
- Passive aggressive behavior
- Back-stabbing
- Self-protective silence

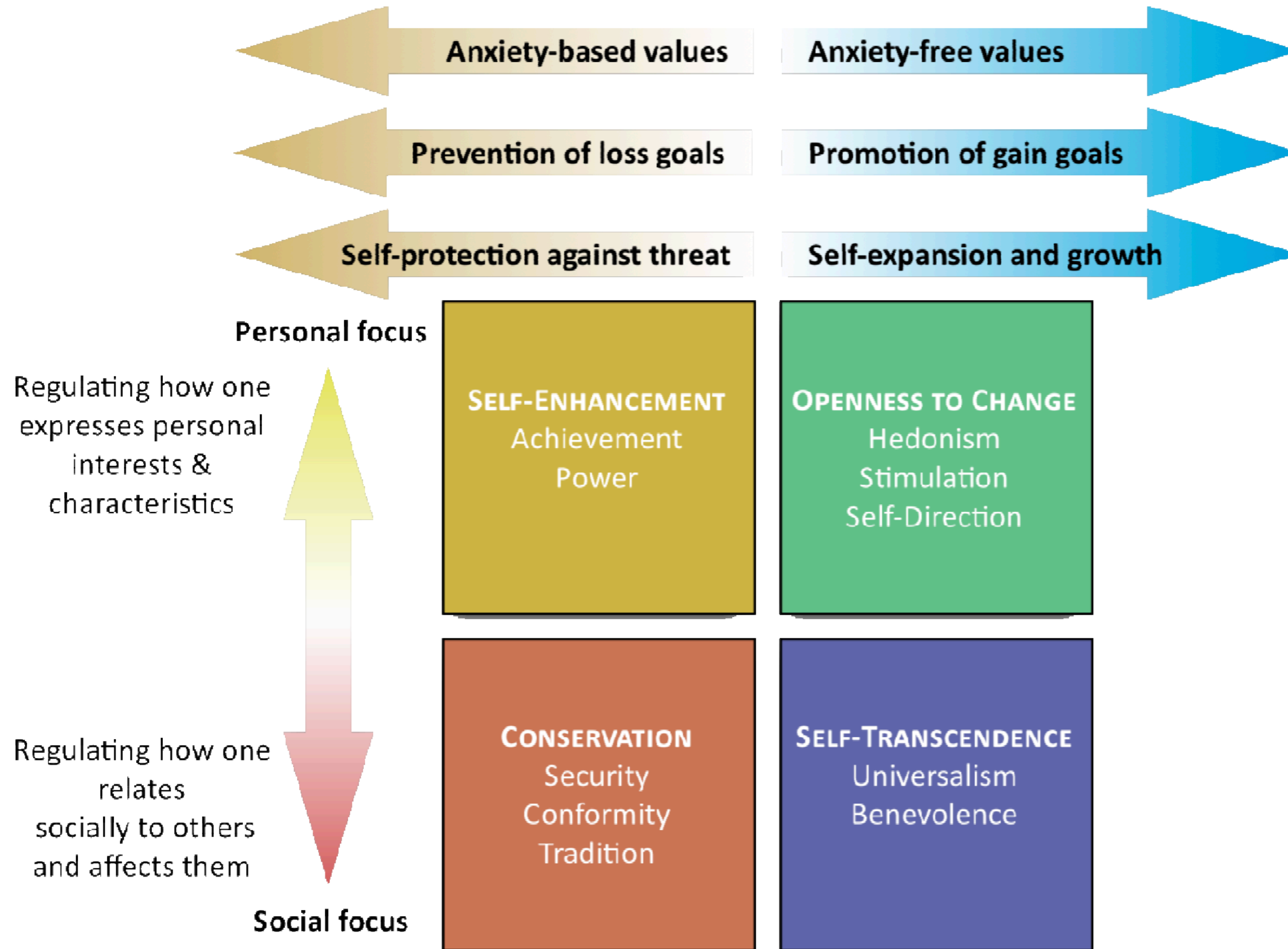
OBNOXIOUS AGGRESSION:

- Loud contempt
- Arrogance
- Character Attack
- Self-righteous shaming
- Bullying behavior
- Front-stabbing
- Entitled bloviation

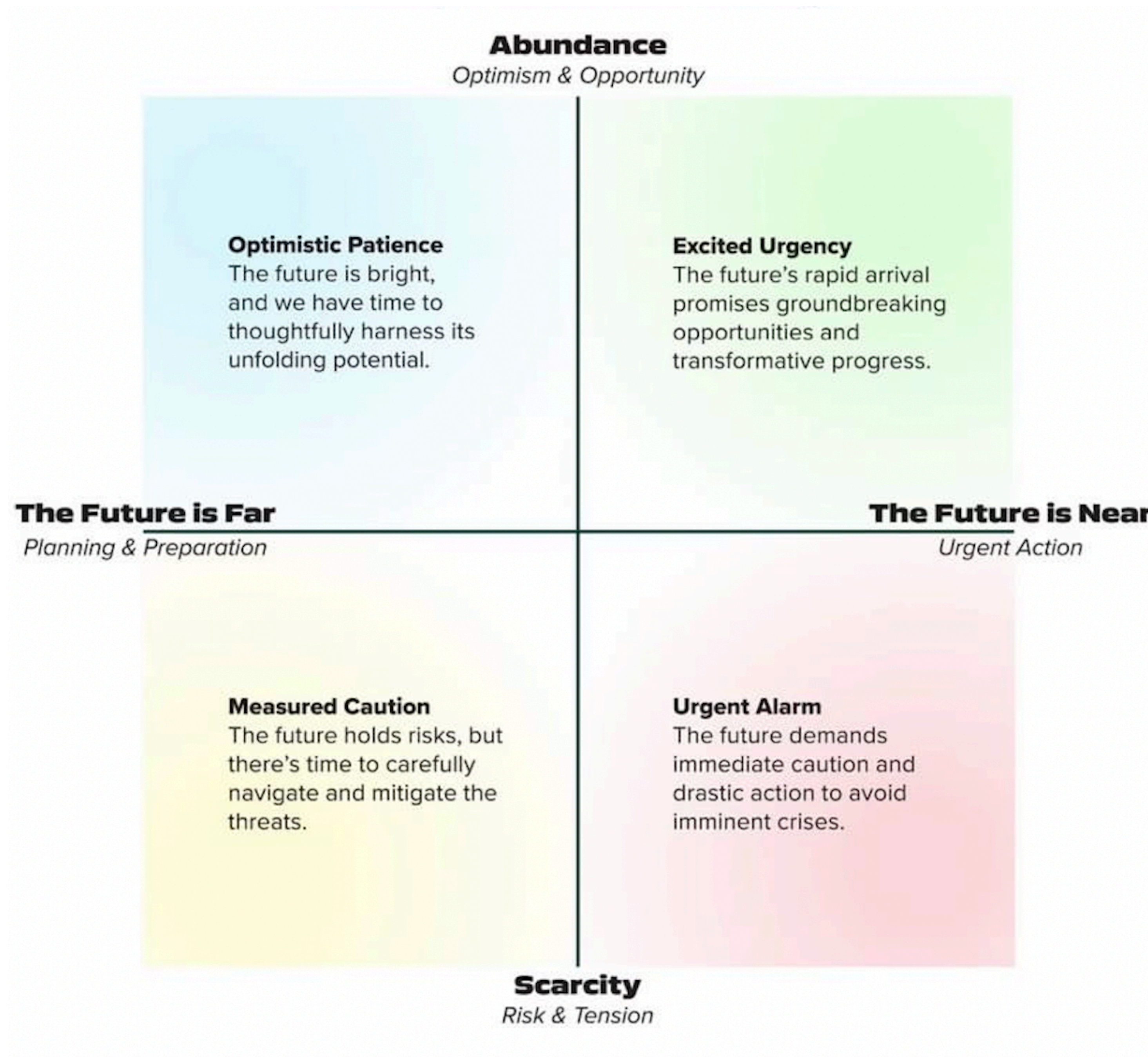
*MISTRUST,
NO CHANGE*

*DEFENSIVENESS,
LITTLE CHANGE*

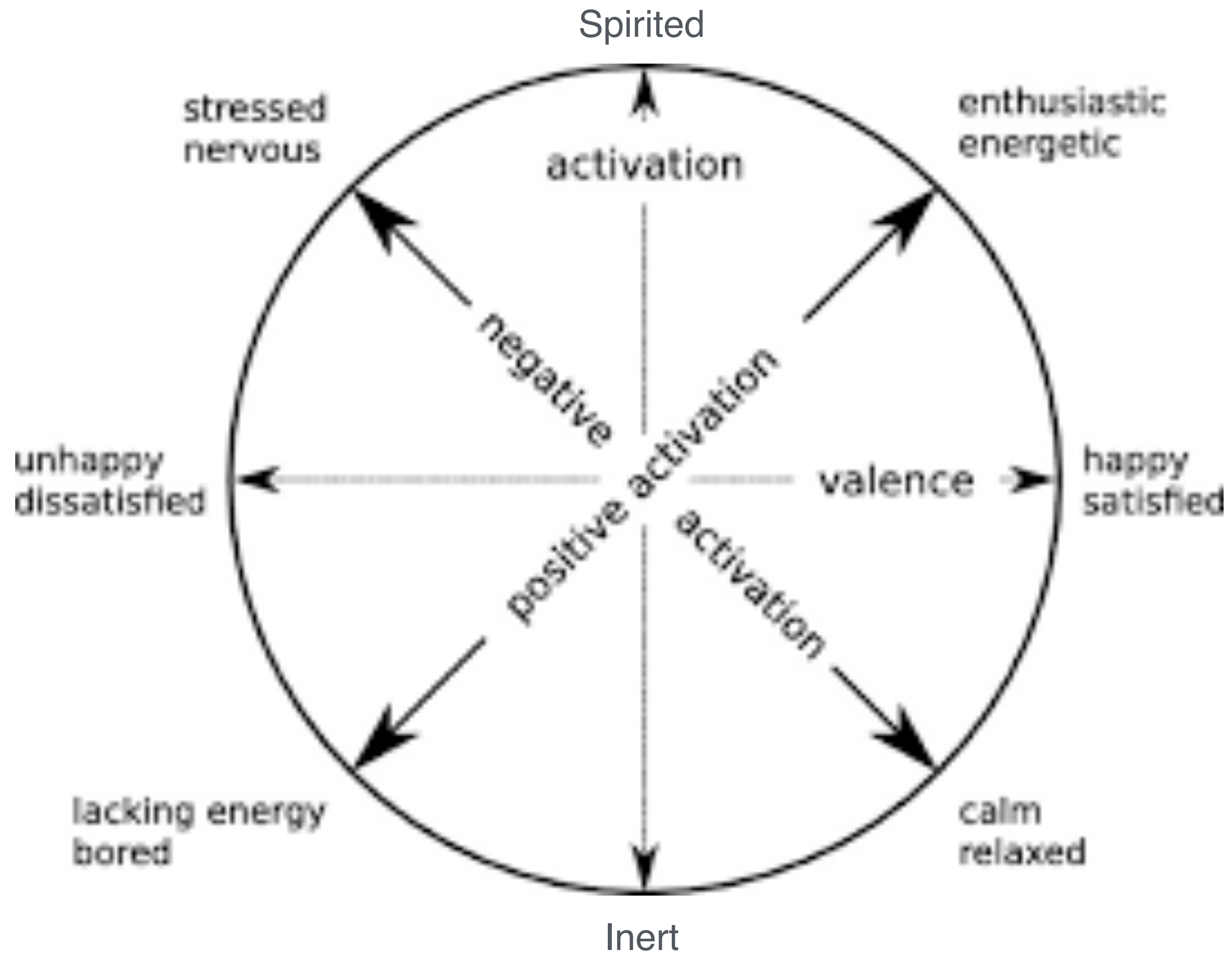
What is your value-system ?



What is your outlook for tomorrow ?



How are you feeling?

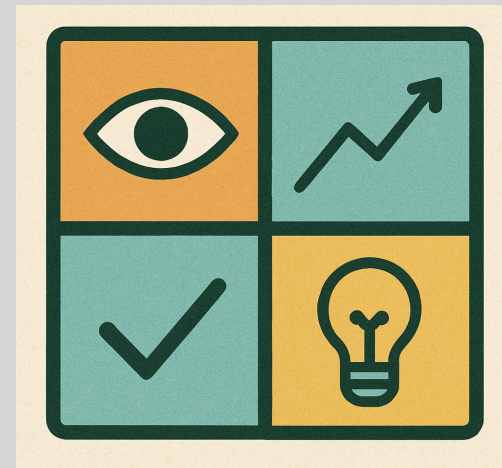


Bonus: How do you behave after asking someone (human) for directions?

Level of confidence in ability to find
postcode for my SatNav

High	Smiling assassin Don't listen to them and then pretend everything is really clear in what they just said and that they've been a real help.	Urgent diversion Pretend an urgent phone call is coming in from a sick relative and you just HAVE to take it, but thanks ever so much ok byeeeeeeeeee
Low	Zone out Realise you have zoned out, and look around for other people to ask exactly the same question to as soon as this person has gone	Murder plot Weigh up least suspicious and noisy way to take them out just to make them stop, and create an alibi
	Short	Long

Length of explanation



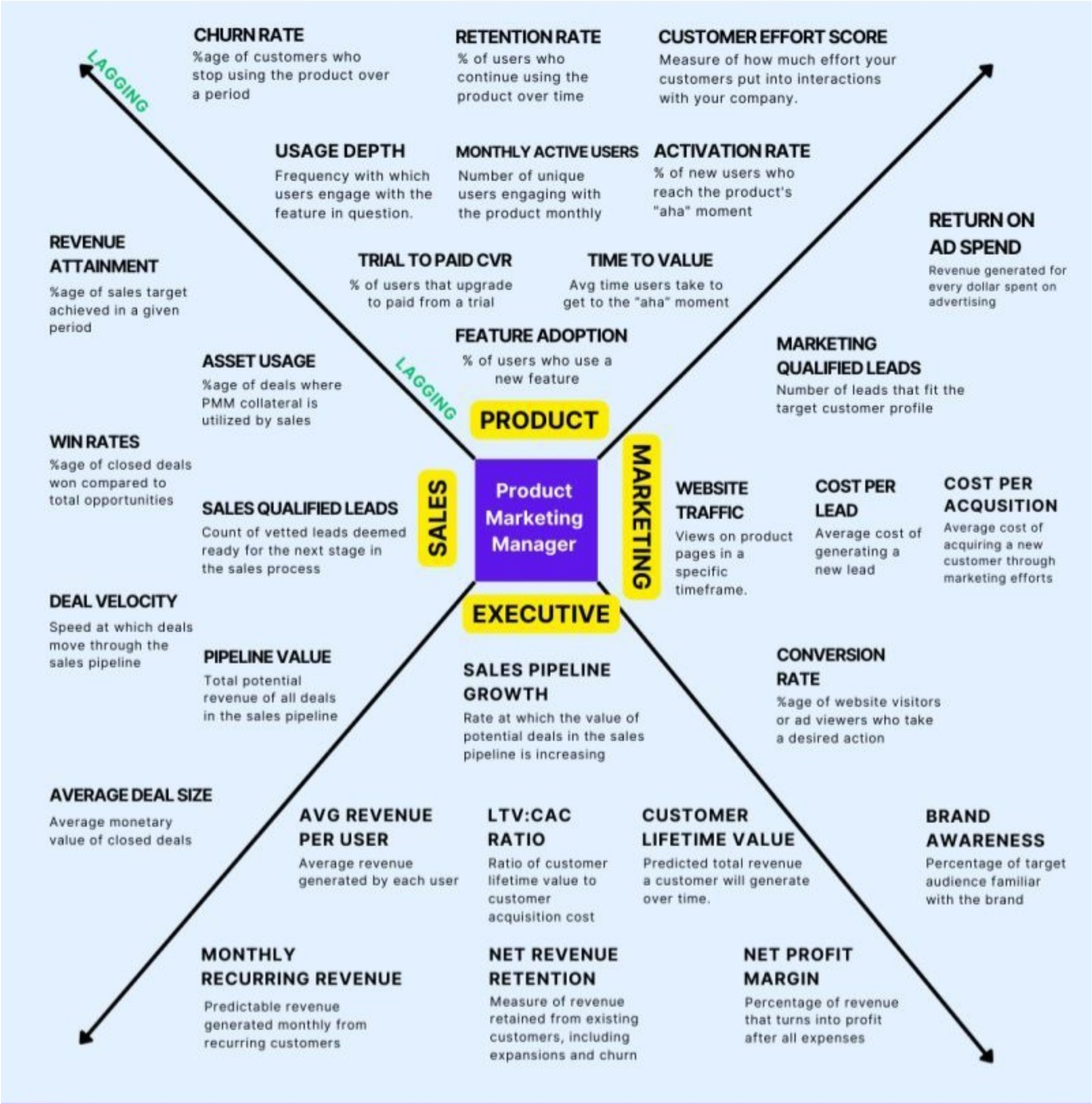
FOUR FAKE

(NOT EVERYTHING THAT
LOOKS LIKE A 2X2 IS ONE ...
BUT THEY ARE GOOD
MODELS NEVERTHELESS)

All the elements for a holistic brand approach



A glossary of marketing metrics



Measuring marketing ROI ?

Multi-touch attribution



- ✓ Quick and easy to implement
- ✓ Tracks individual touchpoints
- ✓ Quick insights for real-time optimisation
- ✓ Holistic view of customer journey



- ✗ Limited to tracking click path data
- ✗ Less effective due to the death of cookies
- ✗ Can overvalue demand-capturing channels
- ✗ Focuses on short-term activity

Marketing mix modelling



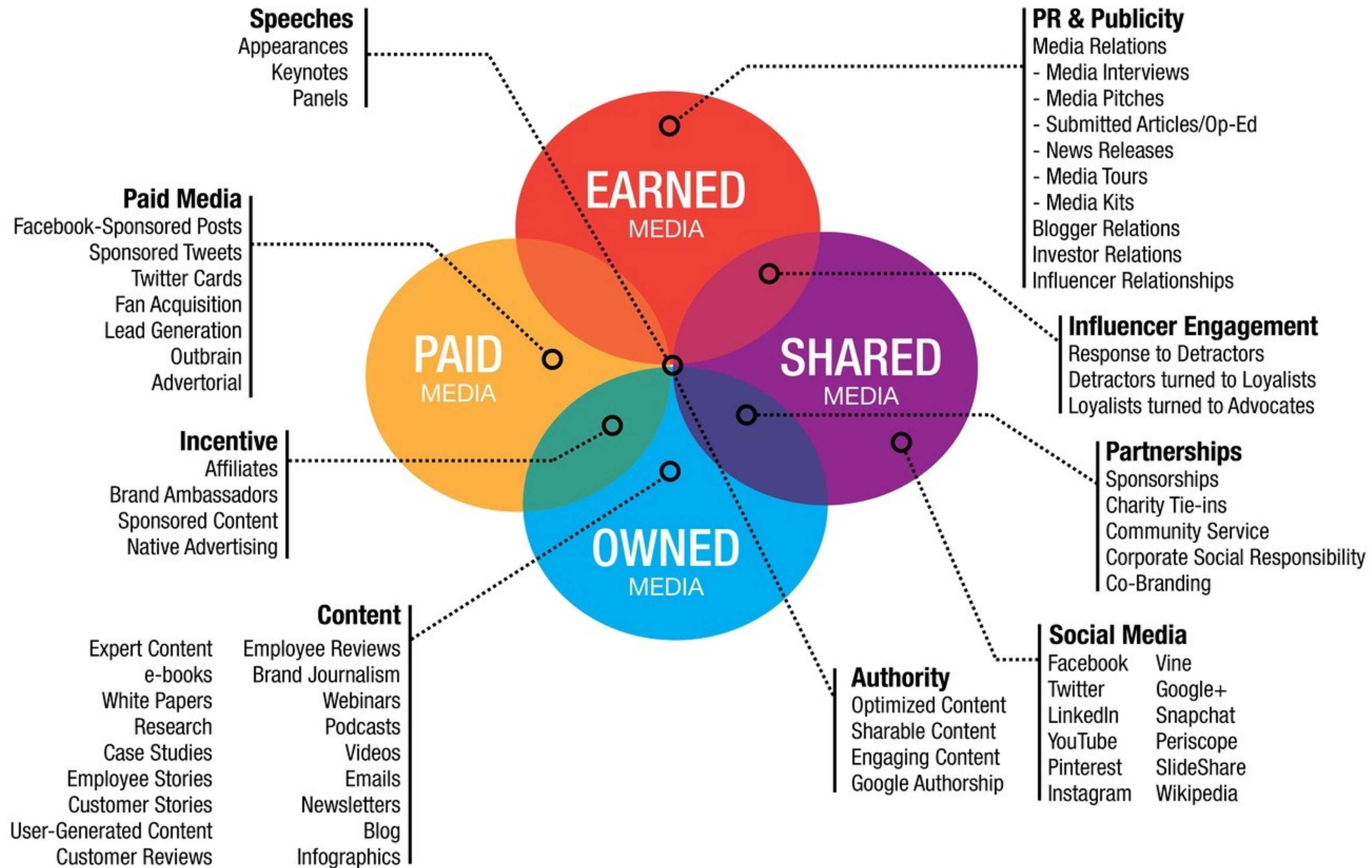
- ✓ Quantifies everything, including the weather
- ✓ Considers invisible touchpoints (ad views, TV)
- ✓ Privacy-safe—doesn't rely on cookies
- ✓ Can demonstrate diminishing returns



- ✗ Can't show individual touchpoints
- ✗ Can take between 3-6 months for analysis
- ✗ Requires a large amount of data
- ✗ Expensive and time-consuming to build

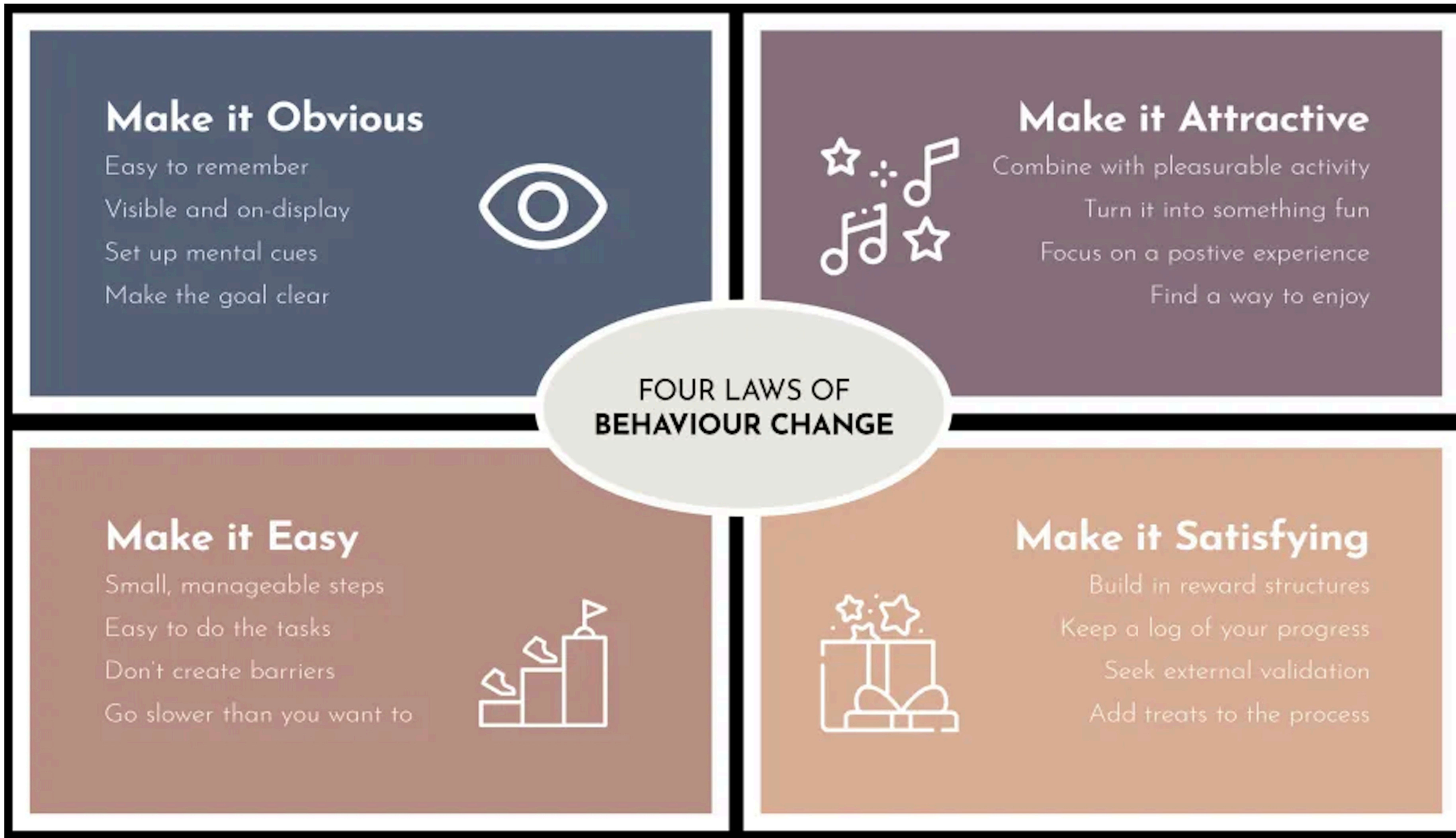
RULER /

Mapping all possible media vehicles



Adapted from Spin Sucks

How to bend the consumer's behaviour to your brand?



What are your priorities ?



How do you create a habit?

James Clear's Habit Loop

1. Cue

5 ways to trigger a habit:

1. Time
2. Location
3. Preceding Event
4. Emotional State
5. Other People

4. Reward

The end goal of every habit.

Short term: relief from craving.

Long term: remember which actions are worth repeating.

2. Craving

The motivational force behind every habit.

E.g. You don't want to exercise, you want to feel good after your workout.

3. Response

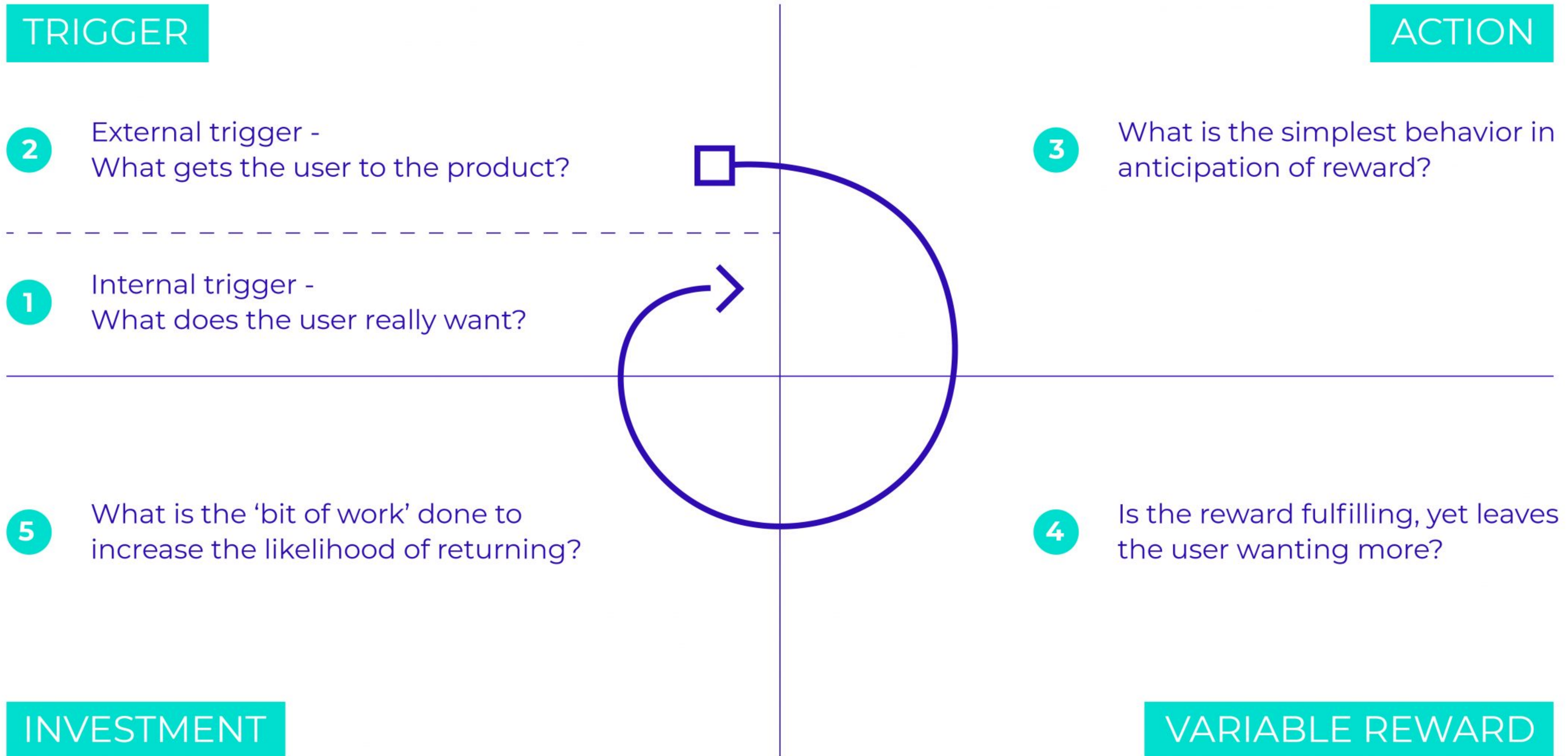
The actual habit you perform - a thought or action.

Response depends on motivation and ability.



How do you design a habit - forming product?

THE HOOK CANVAS

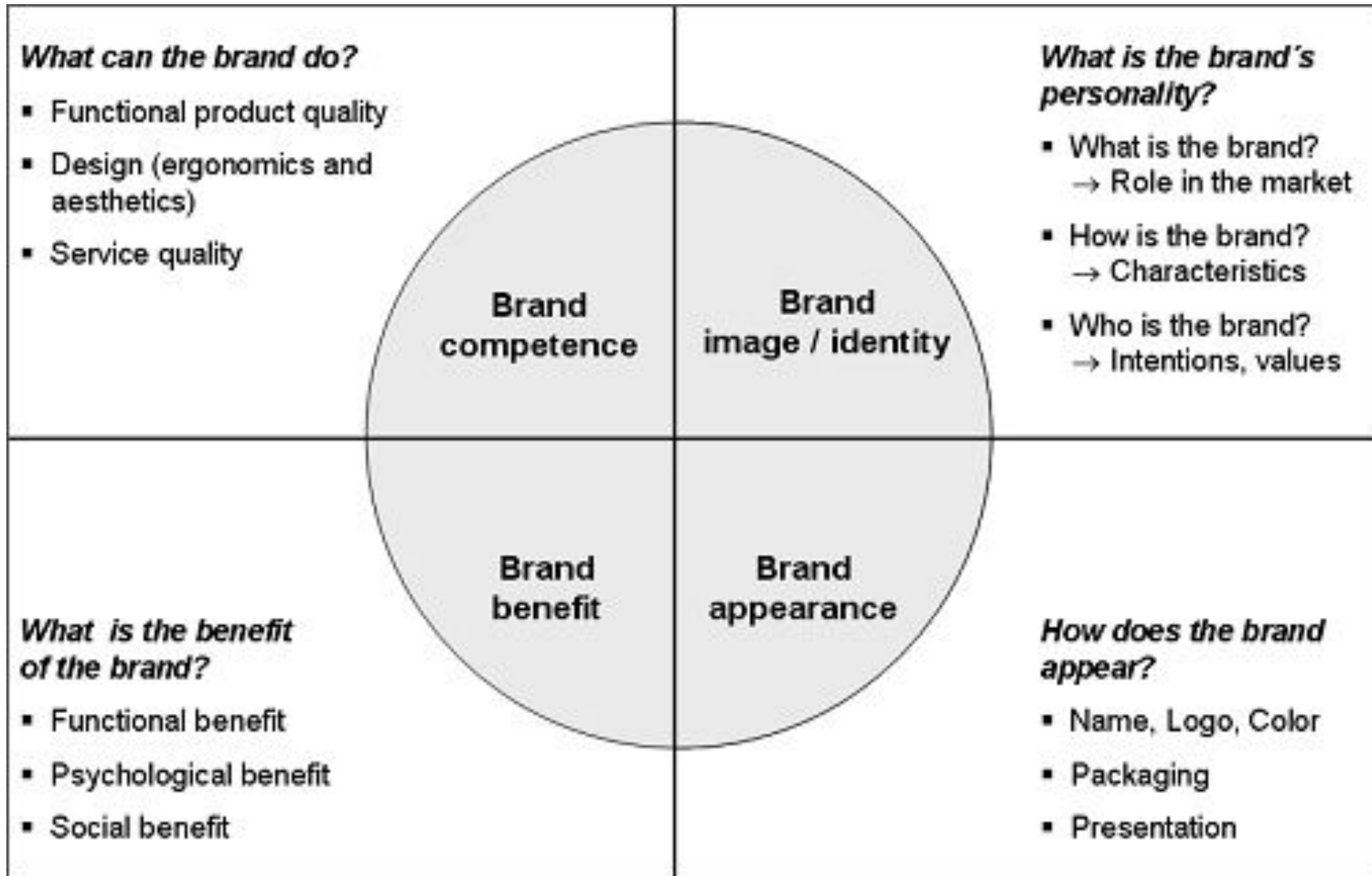


NIR EYAL
NirandFar.com
@nireyal

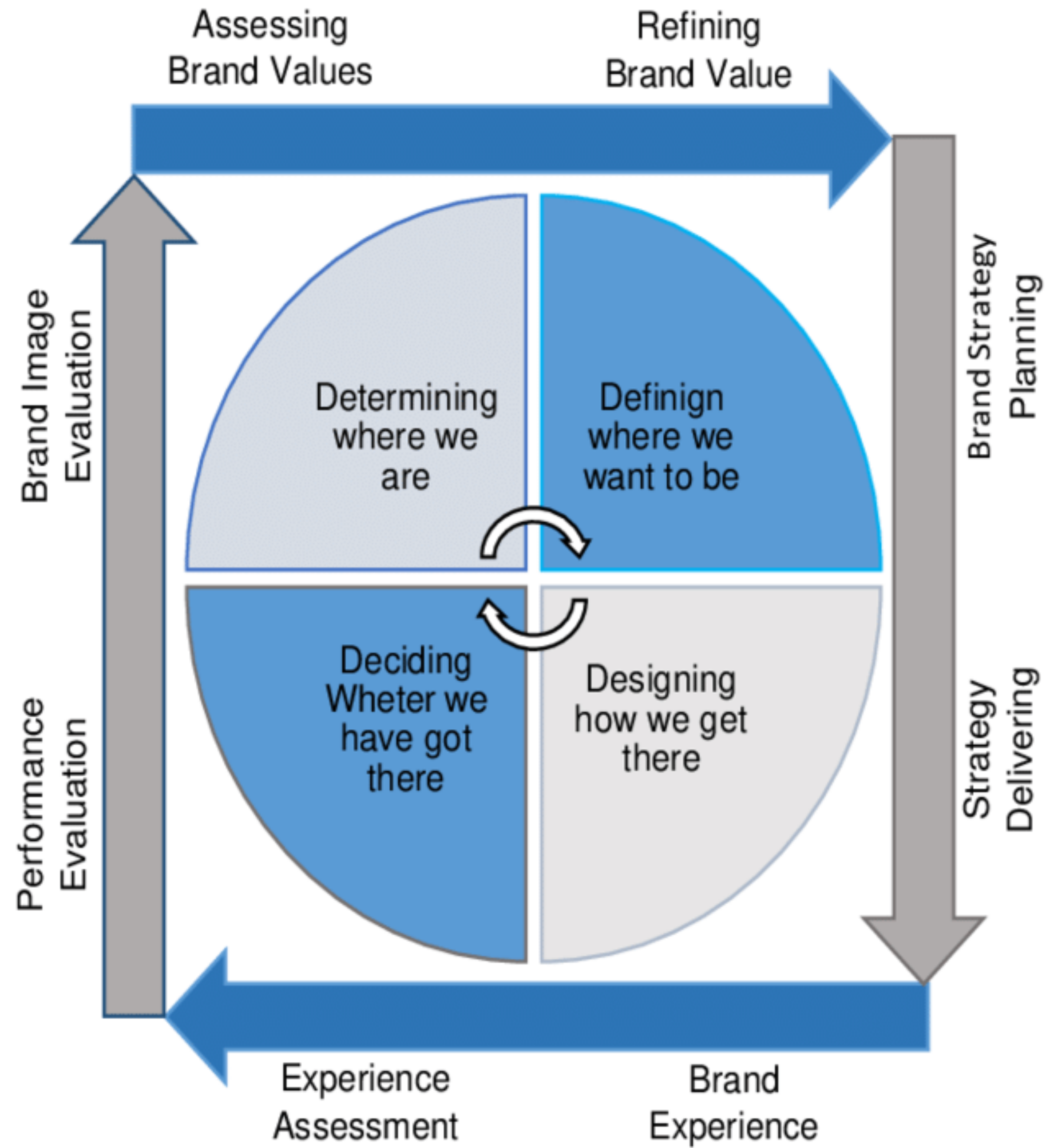
How can a brand interact with its consumers ?



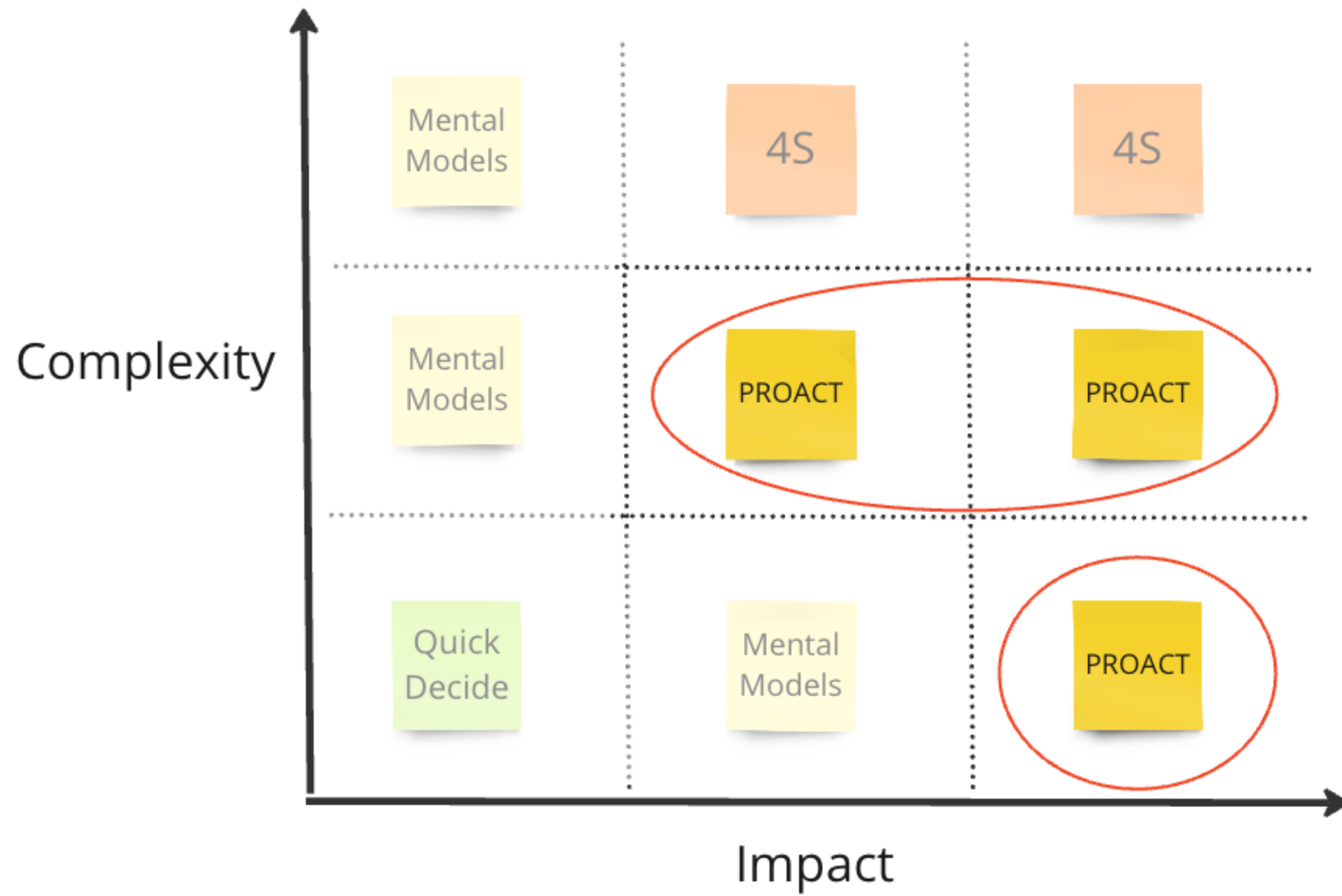
Essential components of a brand's strategy



Going about articulating a brand's strategy



How do you make a decision ?
(Search for Proact and 4S to know more about them)



What goes into the making of a corporate identity?

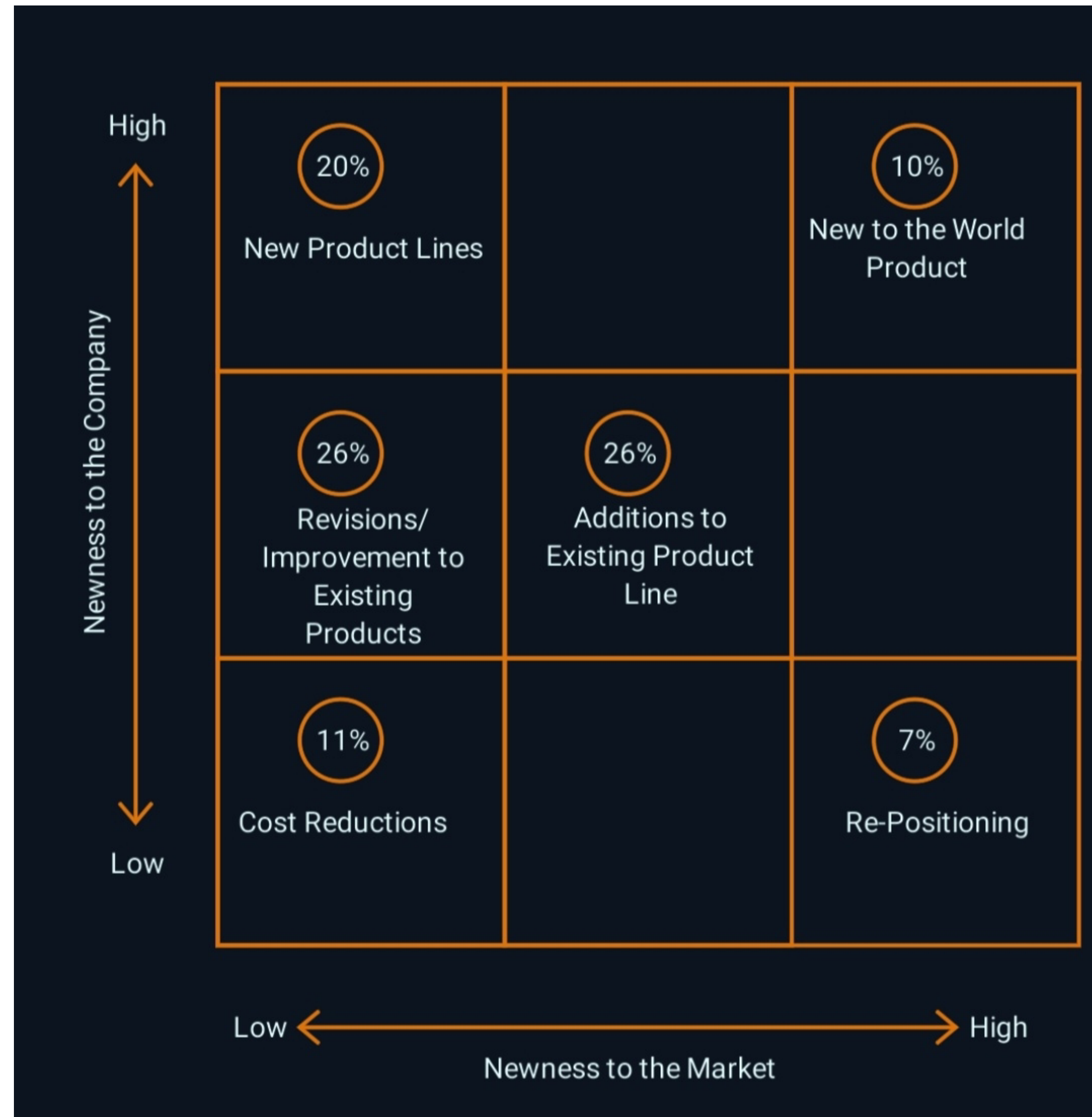
The Corporate Brand Identity Matrix

A corporation's identity is made up of nine interrelated components. By examining each one and how it relates to the others, an organization can build a stronger brand.

EXTERNAL	VALUE PROPOSITION What are our key offerings, and how do we want them to appeal to customers and other stakeholders?	RELATIONSHIPS What should be the nature of our relationships with key customers and other stakeholders?	POSITION What is our intended position in the market and in the hearts and minds of key customers and other stakeholders?
EXTERNAL/ INTERNAL	EXPRESSION What is distinctive about the way we communicate and express ourselves and makes it possible to recognize us at a distance?	BRAND CORE What do we promise, and what are the core values that sum up what our brand stands for?	PERSONALITY What combination of human characteristics or qualities forms our corporate character?
INTERNAL	MISSION AND VISION What engages us (mission)? What is our direction and inspiration (vision)?	CULTURE What are our attitudes, and how do we work and behave?	COMPETENCES What are we particularly good at, and what makes us better than the competition?

SOURCE: STEPHEN A. GREYSER AND MATS URDE, HARVARD BUSINESS REVIEW, JANUARY 2019

How do you classify your new product development ideas?

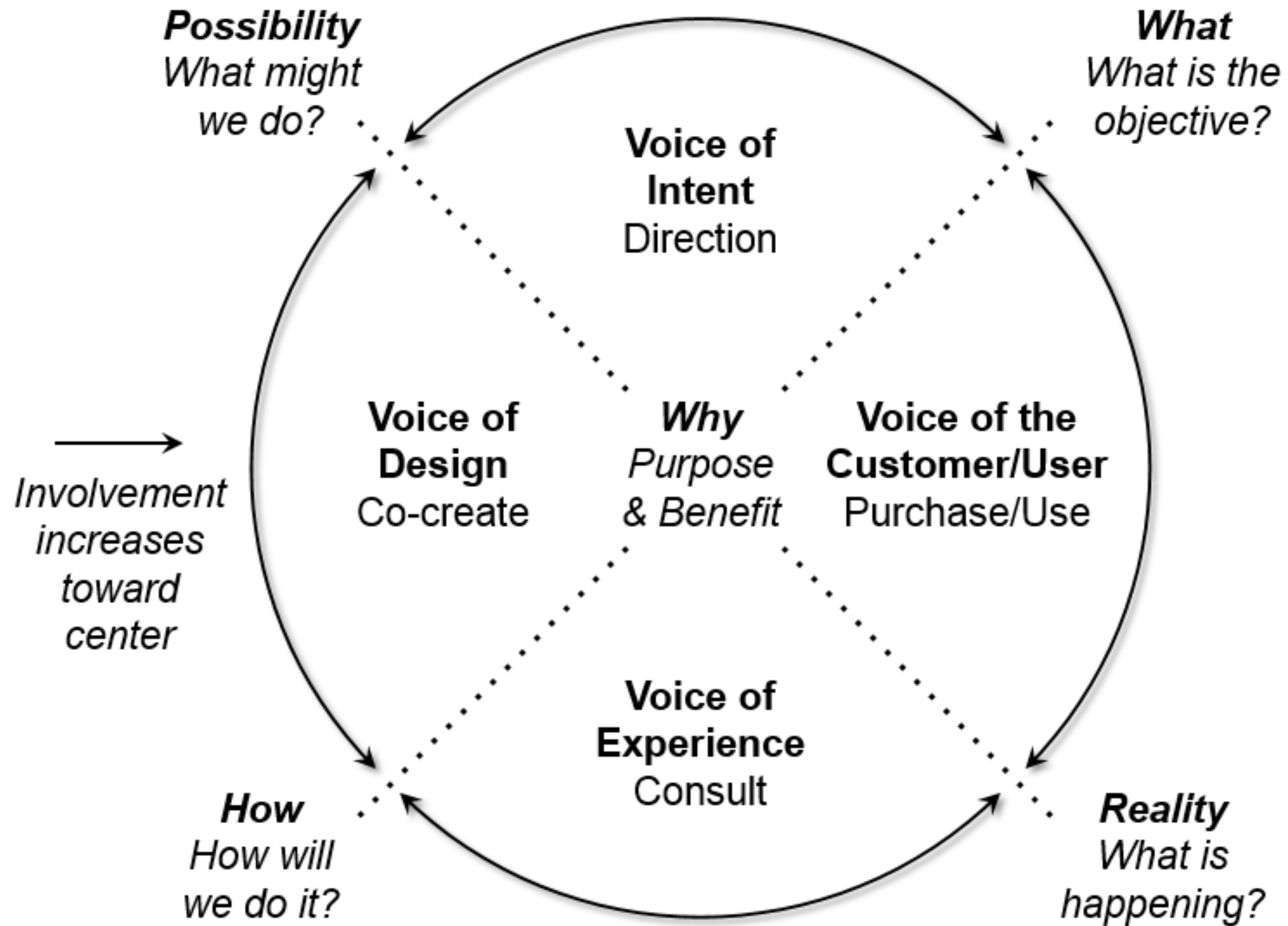


What are the available price strategies within a category ?

		Price		
		HIGH	MEDIUM	LOW
Quality	HIGH	Premium	High value	Superb value
	MEDIUM	Over charging	Average	Good value
	LOW	Rip-off	False economy	Economy

How do you involve all your stakeholders in your project ?

A stakeholder map for whole-system engagement



-  **FOUR BUSINESS**
-  **FOUR MARKETING**
-  **FOUR PEOPLE**
-  **FOUR SELF**
-  **FOUR FAKE**

**LAST, BUT NOT THE LEAST,
HERE IS ONE FOR THE ROAD ...**

		We believe in god	
		Yes	No
God exists	No	Wasted time and effort	Time spent usefully
	Yes	Eternal salvation	Eternal damnation



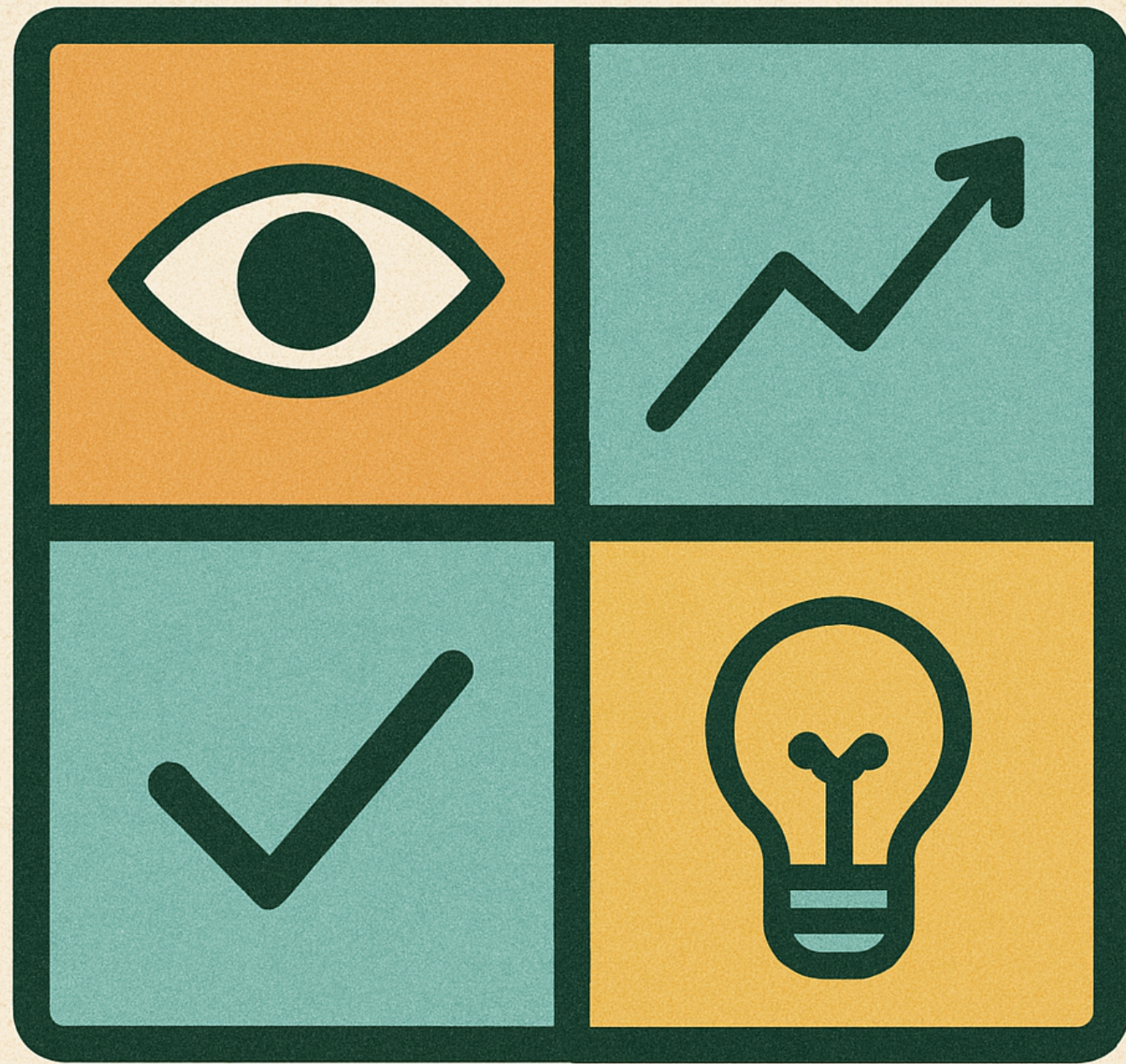
About the compiler

Krishnan Subramanian is more than three decades young in the world of brand building. From crafting stories in advertising to shaping experiences in media, activation, retail, and digital, he has had the privilege of many perspectives.

Subuism is his unique distillate of understanding consumers, brands, marketing and business. It's a way of sense-making that is deeply fundamental (not superficial), refreshingly simple (not complex), approachable (not intimidating), agile (not cumbersome), and dynamic (never boring).

He hopes that this practical, no-nonsense philosophy of Subuism empowers students, entrepreneurs, and businesses to unlock their next level of growth with clarity and confidence.

Krishnan Subramanian
subuism.in



FOURSIGHT

Seeing the world in quadrants

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