SCQA

SITUATION · COMPLICATION
QUESTION · ANSWER

THE FRAMEWORK THAT MAKES EVERY MEMO LAND INSTANTLY.

Based on Minto's Pyramid Principle

MOST MEMOS BURY THE ANSWER.

SCQA FIXES THAT.

Lead with the conclusion. Then support it.

START WITH THE ANSWER.

THEN SUPPORT IT.

This is the inversion most people get wrong.
Evidence first, conclusion last — do the opposite.

SHARED CONTEXT.
BRIEFLY.

1–3 sentences. Factual, not opinionated.
Establish stable ground. Then move on.

"Our watches = 15% of revenue and gateway to footwear."

S

THE TENSION.

NAME IT. QUANTIFY.

Something changed. A gap appeared. A risk surfaced.

"Repeat purchases down 10% MoM — steepest decline in 2 yrs."

ONE QUESTION.

THAT MAKES THE ANSWER INEVITABLE.

"What should we do to recover repeat purchase rates?"

LEAD. DON'T HEDGE.

RECOMMEND. THEN BACK IT UP.

The Watches Category.

S Our watches = 15% of revenue. Gateway to footwear.

C Repeat purchases down 10% MoM. Steepest in 2 years.

Q What do we do to recover repeat purchase rates?

A Cross-category promos + 2 new sub-categories + re-engage lapsed.

4 ORDERINGS.

STANDARD *
S > C > Q > A
Default. Most memos, briefs, strategy docs.

DIRECT
A > S > C
They know the problem. Lead with the rec.

CONCERNED
S > C > A > Q
Propose before surfacing objections.

DRAMA
S > Q > A > C
Storytelling and pitches. Suspense first.

* Standard is the default for most business communication

5 THINGS TO FIX.

Answer buried at the end

Complication with no numbers — vague

Situation that's 3 paragraphs long

Multiple questions in the Q section

Hedging the answer: "we could consider..."

LEAD WITH THE ANSWER.

EVERY SINGLE TIME.

Full framework + examples:
antonov.com.au/scqa