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Simplify

How the Best Businesses in the World Succeed

THE SUMMARY IN BRIEF

Are you ready to become the next market leader?

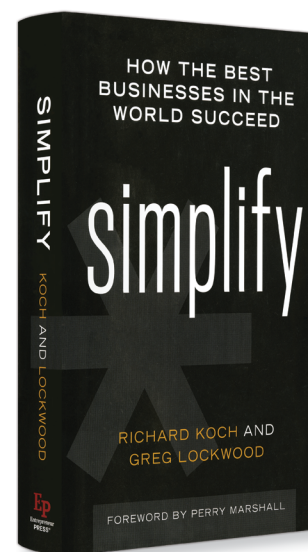
Over the last 40 years, investor and successful entrepreneur Richard Koch has worked to uncover the simple principles and strategies behind every successful business. With the help of venture capitalist Greg Lockwood and supported by research from OC&C Strategy Consultants, Koch has uncovered the one unifying principle behind successful companies such as IKEA, Apple, Uber and Airbnb. The answer is simple: They simplify.

Through common-sense principles, careful research and engaging stories, Koch and Lockwood show how the best businesses in the world achieve amazing success by simplifying in one of two ways: via price or proposition. Presenting detailed, step-by-step plans for how to simplify using these two main strategies, they also outline the traps that lead managers to avoid simplifying, and explain how to recognize whether a business might be at risk of disruption from simplifying challengers.

By following Koch and Lockwood's simplifying strategies, businesses can achieve phenomenal success and help society in the process. Don't chase success by making things more complicated. Instead, let *Simplify* show you how to win by doing the opposite. Start simplifying today.

IN THIS SUMMARY, YOU WILL LEARN:

- Why simplifying a business or market is the key to exponential growth.
- The key differences between simplifying price and simplifying proposition.
- What it means to make a “virtuous trade-off.”
- How companies like IKEA and Uber have simplified to crush the competition.
- To recognize warning signs from simplifying competitors.



by Richard Koch
and Greg Lockwood

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THE COMPLETE SUMMARY: SIMPLIFY

by Richard Koch and Greg Lockwood

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The Secret Is Out!

Simplifying is the secret of creating a very large market and of generating a very profitable business. In hard economic terms, simplifying has two great benefits:

- It can lead to high growth in a business and market; and
- It can do so at high margins, because simplifying can lead to low costs of production and high prices at the same time.

Nearly all of the great success stories of the 20th century are stories of simplifying.

Simplifying is the key to the kind of product and business innovation that creates incredibly high value for customers, society and shareholders alike. Simplifying has been an invisible red thread running through business history in our lifetime and that of our parents and grandparents.

But now the secret is out! And this should enable tens of thousands of new innovators to create extraordinary value for themselves and others. The process of intelligent innovation can be speeded up!

How to Simplify

If you want to simplify, you must choose one of two simplifying strategies that is best suited to your venture, aspirations and market opportunity. You must then be uncompromising in executing the chosen strategy.

The first is called *price-simplifying*. This requires cutting the price of a product or service in half or more. The way to cut prices by 50–90 percent is usually *not* to provide an inferior product but rather to organize the delivery of the product in a different way that allows much higher volume and greater efficiency . . . and often to co-opt the

customers into doing some of the work! Price-simplifying works because markets usually respond to dramatic price cuts by multiplying their size exponentially.

The second strategy is *proposition-simplifying*. This involves creating a product that is useful, appealing and very easy to use, such as the iPad (or any other Apple device of the last decade), the Vespa scooter, the Google search engine or the Uber taxi app. Proposition-simplified products are also usually aesthetically pleasing.

Proposition-simplifying creates a large market that did not previously exist in the same form or at all. For instance, there was no market for tablet computers before the iPad. Unlike price-simplifying, products that proposition-simplify do not involve a radical reduction in price; they may even command a price premium. Proposition-simplifying works when the product becomes a *joy to use*.

Let's start by looking at some of the best examples of simplifying that research has uncovered. ●

PART I: GREAT SIMPLIFIERS

The Man Who Democratized Travel

When he was 45, and a moderately successful industrialist, Henry Ford took a brave stand that shook the world. He decided to simplify and democratize the automobile. His great insight was that the key was price. If he could make a car cheap enough, it would, he believed, sell in vast quantities.



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He had some supporting evidence: In 1905–6, Ford made two models, one priced at \$1,000 and the other at \$2,000. The company sold 1599 cars that year. The following year he simplified both models and slashed the prices: “The big thing was that [my] cheapest car sold for \$600 and the most expensive for only \$750, and right there came the complete demonstration of what price meant. We sold 8,423 cars, nearly five times as many as in our previous biggest year.”

How did Ford manage to keep his prices sufficiently low to create a new mass market? His first idea was to redesign the product and make just one standardized, simple model. By making a single product — for more than a decade, with few variations and options permitted — Ford could reduce his costs considerably.

He also paid great attention to the materials that went into his cars. For example, he pioneered the use of vanadium steel, a French invention that was both very light and very strong. The vanadium steel disposed of most of the weight in Ford’s car — decreasing fuel consumption — yet actually cost less than the traditional alternative.

The other plank of Ford’s low-price car was a new production system, geared to make vehicles at high scale and low cost. He built the world’s largest factory on a 60-acre site at Highland Park, near Detroit. The average number of employees rose from 1,908 to 4,110 and the cars built from a little over 6,000 to nearly 35,000.

The real breakthrough came with a proprietary innovation, designed by his production managers: the move from batch production to a continuously moving assembly line. This didn’t happen until 1913, and it was then that Ford famously insisted that all of his cars would be painted black, because only Japanese black paint could dry quickly enough to keep up with the speed of the line.

Ford’s case perfectly illustrates how cost and price reduction is not a one-off affair but a gradual, continual process fueled by a few big innovations.

Prices don’t have to be slashed in half immediately. Instead, a virtuous circle can be created, where the first cost reductions create a larger market and greater market share, with the benefits of greater scale subsequently lowering costs and prices and raising demand further. What is essential, however, is a dogged commitment to achieve the lowest possible cost and price.

Though Ford’s main objective in simplifying was always to cut costs, he also simplified to achieve two other objectives — a more useful car (higher utility) and one that was easier to drive and maintain (greater ease of use).

Ford foreshadowed some of the other great simplifiers, because they built on his methods.

The Billionaire Who Travels by Bus

Ingvar Kamprad was only 17 when he founded IKEA as a mail-order company. Five years later he started selling furniture. The story goes that one day he couldn’t fit a table into his car, and a friend suggested removing the legs. Kamprad immediately had the idea of flat-packed furniture. He realized that half the sale price of a table was in the cost of transporting it. So if he could persuade the customer to do the final assembly — by engineering parts that fitted together easily and providing unambiguous instructions — he could cut his costs in half.

IKEA is founded on the idea that its goods should cost no more than half — and preferably a third — the price of equivalent furniture and furnishings. The obsession with target prices and economy comes directly from IKEA’s founder. Employees still talk about the time Kamprad attended a glittering event to collect a Businessman of the Year award. The security guards saw him arrive by bus and refused to let him in.

How can IKEA be so much cheaper? Much of the answer lies in transportation costs. A table or a bookcase sold through a shop has to be transported at least twice and often three times — from the factory to a warehouse, from there to the store, then from the store to the customer’s home. IKEA eliminates most of this cost. Typically, its goods travel only once at IKEA’s expense — from the manufacturer to the store. And because the goods are in flat packs, they are much easier and cheaper to transport and to store than preassembled furniture.

IKEA would not make so much money without getting its customers to lend a hand. So how does it manage to convince those customers to do so much hard work? A very low price — less than half the price under the traditional system — is the obvious answer. But IKEA increases the *usefulness* of its products and its shopping experience by offering a one-stop solution. A visit to the store can be a day out for the whole family — there are play areas for children and inexpensive restaurants. Then there is the *art* embodied in the products. IKEA’s products are well designed and stylish. IKEA also increases *ease of use* for its customers. The stores are easy to find — with their colossal yellow-and-blue signs — and have ample, free parking. There is a more extensive range of stock sitting within the store than elsewhere. And the vast majority of items can be taken away immediately — no waiting for delivery.

Like Ford, Kamprad was a price-simplifier. A common tactic in price-simplifying is to cut back certain expensive services and to compensate for this by lavishly providing

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low-cost (or, ideally, profit-making) services. That is exactly what IKEA does.

The overriding objective is to cut prices yet offer “cheap” or “free” benefits to draw in more customers. These benefits can be categorized as ease of use, greater usefulness and art. These provide a template for any simplifier to dream up cheap or free advantages for their customers.

The big test of any new system for a simplifying firm over the long term is whether it can be imitated or improved by a rival. If the new business system is bold enough, if it eliminates traditional benefits that the customer is willing to forgo in exchange for large price cuts, and if it provides other benefits that are both cheap and unique, then the risk of imitation or supersession falls dramatically.

Market share provides the final bulwark against this risk. If, like IKEA, you can win more than half of the relevant market (self-assembly furniture in IKEA’s case) and be 10 times larger than any rival, you are likely to be secure unless a rival spots a different way to discount prices again. In IKEA’s case, this seems highly unlikely.

Steve Jobs is an example of a second breed of simplifier — *proposition-simplifiers* — because the overwhelming innovation and advantage lie in the proposition of the product or service, not in its price. In Jobs’ own phrase, the product has to be “insanely great.” The product must be a joy to use; it must have a palpable “wow factor.”

With proposition-simplifiers, their absolute priority is to make the product or service not just a little better but a whole order of magnitude better, so that it is recognizably different from anything else on the market. The Macintosh, the iPod, the iPad, and the Apple watch all met this criterion: The proposition was either a great improvement on an existing product or else a totally new, unique creation. It had to be insanely great, a joy to use.

At least one of the dimensions specified as optional extras for price-simplifiers — ease of use, usefulness or art — must be present in a proposition-simplifier’s new product or service. In fact, usually two or three of these benefits must be present; but whether it is one, two or all three of these advantages, they must transform the proposition.

Taxi! The Brave New World of Apps

The big advantage of Uber is the proposition, not the price. It provides all three of the customer benefits from simplicity:

Ease of use: Simplifies the ordering process: no hailing, no phoning, no searching; reduces uncertainty of when the car will arrive and the type of vehicle; simplifies the payment process — the system is entirely cashless; makes

the price transparent with an accurate fare estimate for your trip.

Usefulness: Security and peace of mind through tracking; better quality through rating driver and passenger on every trip; universality — a single app works in most major cities around the world; saves time through seamless on-demand dependability; automatic electronic receipts; choice of services, from everyday to luxury cars.

Art: The experience is a revelation when compared with traditional taxis. In sum, it is a joy to ride in an Uber cab.

The system itself is extremely simple, not least for the company itself. It owns no cars. It is just an intermediary that uses technology to connect riders with drivers, then takes a slice of each transaction. Uber was founded in San Francisco in 2009 by CEO Travis Kalanick and Garrett Camp. They devised the software app that enables the system to work, recruited drivers in San Francisco and launched the site in 2010. Since then, Uber has spread to 250 cities throughout the world. Although it was started with very little money, on May 15, 2014 the *Financial Times* reported that Uber had raised \$1 billion of funding at a \$10 billion valuation. Seven months later, the firm raised a further \$1.2 billion, but now the reported valuation was more than four times higher — \$41 billion. And in May 2015 the company was reported to be raising a further \$1.5-2 billion. By then, the valuation had increased to \$50 billion, and in November 2015 is said to be up to \$70 billion. ●

The Two Strategies and Their Trade-Offs

The two simplifying strategies are very different — in what you have to do to make them happen, in what your objectives are and in the way you are rewarded for success. But at the heart of the two strategies is the imaginative use of trade-offs, baked into a unique business system, to outfox competitors and deliver a product that the target market will buy in droves.

Price-simplifying: Create a mass market — simplify to make a product or service dramatically cheaper. Simplicity results in the product being easier to make, so simplicity for the producer matters most. The producer operates on low margins but enjoys massive growth in revenues.

Proposition-simplifying: Create a premium market — simplify to make the product or service dramatically better and a joy to use. Simplicity results in the product or service being easier to use and usually more useful and/

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or aesthetically appealing, so simplicity for the user matters most. The producer enjoys high margins and growth in both revenues and profits. The premium part of the market will normally be a smaller part of the total market than with price-simplifying, although in some cases proposition-simplifying can create a new mass market, as with smartphones.

Three precepts for the price-simplifier: 1) Use simplicity to make something much cheaper both to make and to supply. This must always be the primary objective. 2) In making the product cheaper, simplify to eliminate “expensive utility” — anything the customer can do without.

Two precepts for the proposition-simplifier: 1) The primary objective is to use simplicity to make something a joy to use — to add utility through greater ease of use in the first place; then greater usefulness and/or art. More than half of the battle is knowing what the end result should be. To get there, you either have to make a huge leap in imagining what would make life simpler for the customer or see an early prototype and realize where it is heading and how it might be improved. 2) A secondary objective is to use simplicity to make the product cheaper to make; or at least to ensure that the extra utility far outweighs the extra cost.

Making Clever Trade-Offs

When developing new products and business systems, designers always have to make trade-offs — that is, they have to decide between two positive attributes since they can't have both together to a great degree. For the price-simplifier, the central objective is always to reach a very low price — which the customer will value enormously — by trading off attributes that your customers think are less important. Yet, cunning price-simplifiers always substitute cheap benefits for the expensive ones they eliminate.

Proposition-simplifiers make deals with their more affluent customers, with the latter persuaded to pay a little more for something that they believe is much better. The way to square this circle is to go through the complex process of simplifying what is bought. Think of the speed and intuitive nature of a Macintosh; the ease of use and peace of mind in taking an Uber cab.

But the highest form of making a trade-off comes when the trade-off is not really a trade-off at all — a “virtuous trade-off.” Instead of choosing between two good things, if you are very lucky or very creative, you may be able to trade off something bad against something that is good. This is really creative simplifying — ingenuity that trumps

iron laws. Many “giving back” attributes of price-simplified products are really virtuous trade-offs in disguise. IKEA's free entertainment and play areas boost revenues and profits. The stuff for kids is a genuine benefit, but its cost is illusory. Both customers and the company win. ●

PART II: HOW TO SIMPLIFY

How to Proposition-Simplify

Product design is nearly everything in proposition-simplifying. The objective is to make the product a joy to use: first and foremost, easier to use; then, if possible, more useful and more aesthetically pleasing.

Step one: easier to use. The essential first step — make the user experience easy and simple — is more than the sum of its parts. It requires empathy with the user and a genuine simplifying mission. There are five major themes for making things easier to use: eliminate; make intuitive and easier; make faster; make smaller/lighter/more portable; and make easier to obtain.

Step two: more useful. There are also five ways to make a product or service more useful: vary performance — make more (or less) powerful; improve quality; add new capabilities without adversely affecting ease of use; provide a wider range of products; and personalize.

Some propositions are more useful across all five of these dimensions. Facebook offers a “social operating system” for the internet, aiming to sit at the center of users' online social lives. You could argue that it ticks all the boxes above when compared with how people traditionally kept in touch and interacted, and that it offers a wide range of activities on the site while ensuring that it remains easy to use.

Step three: more aesthetically pleasing. “Art” can be defined as anything that enhances the appeal of a product that cannot be reduced to hard usefulness or ease of use. Art is to do with the appearance and texture of a product or service, how it makes the customer feel and how it turns consumption into a great experience. Steve Jobs understood this better than anyone. When making the Apple II, he took inspiration from Cuisinart's revolutionary food processor, introduced five years earlier. With its rounded, transparent shapes, the Cuisinart is very useful but also a beautiful artefact in itself. Jobs repeatedly told his people to make Apple computers “look friendly.” Hardly anyone understood what he meant, but that was part of the advantage he had over his rivals. Jobs

explained, “We’re really shooting for Museum of Modern Art quality.” ●

How to Price-Simplify

With price-simplifying, you are on the side of target customers who want to buy the product or service but simply cannot afford it. Put yourself in their shoes and provide your product for a fraction of the current price.

If you are contemplating cutting prices in half, three fundamental changes must take place: the product must be redesigned to make it simpler and cheaper; the business system must be redesigned to make the product simpler and cheaper to produce and deliver, and to provide protection for your firm against imitators; the business must be scaled — that is, its sales must multiply and continue to multiply — as quickly and extensively as possible.

Part I: Product Redesign

Step one: Subtract features/performance and return to the product’s core function. To launch a price revolution you need to work out the core, primary function that the product serves. Most likely the products that are currently available, before your price revolution, have strayed beyond the original purpose and now serve more than one function. Subtract everything that is not absolutely essential for a product’s usefulness. Doing so will leave you with nothing but the core function. For a physical product, subtraction should also be pursued in two other dimensions — weight and size.

Step two: Reduce variety — invent a universal product. Successful simplifiers slash the variety of what is offered to customers in order to cut costs and prices. Ideally, a single “universal product” emerges, one that is both cheaper to produce and achieves high fame and scale: the Model T Ford; the Big Mac; IKEA’s light-colored pine furniture; Penguin books; the Honda Supercub; single-class travel on Southwest Airlines. Consolidating many different products into a few — or just one — has really strong economic advantages: large reduction in stock-keeping units; higher stock turns; lower purchasing costs with greater volume per product; lower marketing and selling costs; and lower production costs.

Step three: Add cheap benefits. The third step is to provide benefits that cost the price-simplifier little but have substantial value for target customers. Often these benefits can cost the simplifying firm nothing whatsoever — or even less than nothing when the additional volume of customers and their spending are taken into account.

Part II: Business System Redesign and Scale Up

Once the product has been simplified, a business must set about rejigging their entire business system and creating a new mass market. There are five steps you can take to redesign your business system.

Step four: Automate. Automate means that you should standardize a product or service so that it can be repeated more automatically, with the result that it demands fewer resources and/or less managerial intervention and enables you to operate at much greater scale while maintaining consistent quality. The common theme is a dramatic reduction in cost. If air travel and restaurants can be automated and a mass market created by offering very low prices, the same must be true for any other sector.

Step five: Orchestrate. Orchestration means pulling the strings in an industry by seizing the high ground — the customers — and then co-opting independent players into your new system. They benefit, but you benefit even more. Walmart and Amazon ruthlessly exploit the benefits of scale, brand and, most importantly, a strong customer relationship with a significant proportion of the U.S. population. Because these two orchestrators enjoy such enormous customer volumes, they are able to force their suppliers to cut their prices to the bone; and because their prices are so low, they are able to maintain enormous customer volumes.

Step six: Co-opt customers. The customers take on some of the functions that used to be performed by the firm, and in exchange the firm cuts prices down to levels that the customers can afford.

Step seven: Sell direct. Price-simplifying through direct selling kicks in when at least two of the following three conditions apply: an expensive middleman is eliminated; new technology is used in some shape or form; there is a clever simplifying idea at the root of the new business.

Step eight: Use simpler technology. If there is a new, inferior but much cheaper technology that has not yet been seriously adopted in your industry, and if it has the potential to cut costs in half, you would be wise to jump in before anyone else does. Construct a business system around it so that you can become — and remain — the low-price player.

Step nine: Scale up and roll out internationally. If the price cut is significant, if the design is good and you have developed a universal product, and if the business system is unique, simple and elegant, you will win . . .

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unless another firm copies your approach and builds volume faster than you do. If that happens, you will almost certainly lose. Scaling up quickly is therefore vital. Maximize sales and take an early lead, even if that means operating at zero or negative margins for a few years. If cash is a constraint, seek venture capital. As volumes build, your costs will decline, and you will be able to take a small margin on high revenues. Once the concept is proven in one place, take it nationwide, then international and global as quickly as possible. ●

PART III: SAVE THE DINOSAURS?

Do They Need Saving?

A long and impressive roll-call of blue-chip firms have seen their market value and profits collapse almost overnight when challenged by simplifying insurgents. In the 1960s, IBM lost a large portion of its market when DEC introduced “minicomputers,” which, as the name suggests, were much smaller and simpler than mainframes. Pan-Am, TWA and American Airlines all filed for bankruptcy after losing U.S. market leadership to Southwest Airlines. Kodak lost out to Sony when the latter introduced digital cameras.

Certainly, dominant firms cannot afford to be complacent. The sensible approach is to watch out for the wrecking ball and take steps to avoid it before it is too late.

Warning Signals from Price-Simplifiers

- A much cheaper product emerges. It does not matter if the new product’s performance is inferior. If it is good enough for the market, it is a serious threat.
- The firms making the new product are recently established. This means that their impact cannot be determined as yet and that they may not be constrained by traditional ways of operating.
- The new entrants are playing the game differently. Their product may be smaller, lighter, faster or all three. It may be based on new technology.
- At least one simplifying firm is growing fast.
- The new firm has lower margins than yours. Its business may seem to be unprofitable or only marginally profitable. This is a warning because it may discourage you from making the new product yourself.
- The new product has the potential to cost much less to make than your rival product.

Warning Signals from Proposition-Simplifiers

- The product or service is designed differently. It is radically simpler, using a new method or technology, or it is based on different assumptions about what is important to the customer.
- The new product is a joy to use.
- The product is priced at a premium to yours, yet it is eating into your market share.
- The challenger is playing the game differently.
- The firm or firms are recent entrants to the market. At least one of the new entrants is growing fast.
- Your firm either can’t make the new product or chooses not to. ●

The Weakness of Strong Firms: Five Bad Reasons Why Managers Don’t Simplify

There is plenty of anecdotal evidence that managers in large, successful firms consistently tend to use to make their businesses more complex rather than simpler. But why do they do that?

It turns out that there are five reasons why managers in market leaders don’t simplify, and they are all traps.

The Overhead Trap: Organizations like to go upmarket, towards higher gross-margin products and customers. Yet making overhead commitments well beyond the norm in an organization can be just as problematic as accepting margins that are much lower.

The Cannibalization Trap: The cannibalization paradox is the decision to provide a stripped-down, simpler and much cheaper product. It is valid if your customers will use that product. If you think they will, you might as well cannibalize yourself before some other firm does it for you. If you think they will never use the cheaper product, it might seem to make no sense to introduce it. And yet, if you truly believe that your customers will never switch, there is no danger of cannibalization, so you might as well make the cheaper product anyway and use the profits to top up those from your existing business. So, with the important exceptions of luxury and niche markets — where customers are not price-sensitive — it logically follows that there is no circumstance in which it makes sense not to introduce a simpler and cheaper

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product! The fear of cannibalization paralyzes successful management, delaying action until it is too late.

The Customer Trap: This is when you assume that your customers aren't interested in the new business model. The trap here is that the market leader believes its customers and so ignores the threat from the new product. The typical pattern can be summarized as follows: The performance of the new product gradually improves, and after a while it meets the requirements of all but the most demanding customers. With increased learning and volume, the simpler product becomes ever cheaper, which makes the price difference between it and the premium product increasingly hard to ignore. As this happens, a typical response of the market leader — such as Harley-Davidson — is “segment retreat,” a move to even more complex and expensive products. This is usually explained as a natural response to short-term earnings pressure from the simpler product.

The Complexity Trap: At the start of its life cycle, the only way to improve a product is to add more resources and energy. After a while, though, this ceases to be true. It becomes possible to simplify — to make lighter, smaller products that have fewer features, are easier to use, cheaper to buy and operate, and less costly to produce and deliver. Yet managers who are used to progressing only by adding complexity often see simpler products not as a step forward but as a step backwards.

The Skills Trap: The firm may not have the right skills for simpler products, but it also fails to appreciate that these can be acquired, often quite cheaply. ●

PART IV: THE REWARDS OF SIMPLIFYING

Does Price-Simplifying Pay?

How good are the returns from price-simplifying? To shed some light on the financial rewards of simplifying, OC&C Strategy Consultants examined 12 case studies — six price-simplifiers and six proposition-simplifiers — that they considered the most significant simplifiers since 1900.

In every price-simplifier case

- halving prices multiplied the market size;
- the revenues of the price-simplifier rose by several thousand times;
- the value of the company rose sharply, with increases measured in the tens, hundreds, thousands, tens of thousands or (in one case) hundreds of thousands;

- the compound annual growth rate of value increased impressively, ranging from 10 percent a year over more than a century to 40 percent a year over four decades.
- outperformance relative to a comparable non-simplifying company or the stock market was also striking, varying from 11 times to over 9000 times;
- the value increase continued over several decades, even when the company stopped innovating or cutting prices. ●

Does Proposition-Simplifying Pay?

Does proposition-simplifying pay as impressively as price-simplifying? All 12 simplifiers have enjoyed high growth, and there is no evidence that price-simplifying is better than proposition-simplifying or vice versa. While 12 cases is a very small sample, one may surmise that, for the highest returns, it does not matter which type of simplifying is employed. Either approach can lead to stunning increases.

Simplifying is not the only viable strategy or the only way to make a fortune. Yet the gods of economics and customer psychology favor the simplifier. A small and relatively new firm that commits to following one of the two simplifying strategies and adapts it to suit its own industry can hit the jackpot. Simplifiers, in addition to benefiting themselves, will surely help society and everyone in it to a much greater degree than non-simplifiers. Finally, although there are limits to the genius of simplifying, there is no limit to the number of simple universal products than can be imagined and created.

Go forth and simplify! ●

MORE SV CONTENT ON SIMPLIFYING

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Summary: *The Complexity Crisis* by John Mariotti. Executives face a crisis of complexity. As you seek to expand profits, a number of new products, procedures and systems are created that, unexpectedly, stifle your bottom line. To this problem, Mariotti has the solution: Simplify.

Webinar: *Making a Bigger Impact By Saying Less* by Joseph McCormack. McCormack tackles the challenges of inattention, interruptions and impatience that every professional faces. His proven B.R.I.E.F. approach, which stands for Background, Relevance, Information, Ending and Follow up, helps simplify and clarify complex communication.