

The CEO's Toolbox

A series of counter-intuitive tactics that help you increase market share, maximize profitability, and discover hidden opportunities.

<https://vladtseytkin.com>

TOOL 2 ONENESS

We're continuing the exploration of the CEO's toolbox. The second tool is ONENESS.

There are MANY reasons why IKEA grew steadily, conquered the world and became world's most successful furniture retailer with \$40+ billion revenue. However, there is ONE reason behind all the other reasons: IKEA had THE IDEA. They called it "The IKEA Concept". The company was very clear and open about it: in their own words, "The IKEA Concept exists in every part of the company, from design, sourcing, packing and distributing through to business model."

There are MANY reasons behind the astounding success of Southwest Airlines, in stark contrast to virtually all other airlines. However, there is ONE reason behind all other reasons: Southwest got ONE IDEA which defined the company, and manifested on all the levels and aspects of their business activities. And while IKEA's idea was open to all, the definitive idea of Southwest was not.

The rule is simple: before you delve in MANY, consider ONE.

This practically means that in spite of the wealth of your business phenomena and multitudes of aspects and activities, there is - or rather there should be - ONE idea, one unique concept that encompasses your whole business and holds it together. This idea unites and determines everything else. No feature, no factor, no activity, no change, no detail, small or big, is random. Everything fits into a larger picture; everything is a part of a master plan.

If this is how you approach business, you've got a unique advantage, because this is something your competitors don't see. Yes, your business activities are generally open and obvious to all, yet the unifying concept that defines and puts together everything else lives in the mind and is invisible. It's extremely difficult to create or even extract such an idea from a pile of loosely related and often seemingly unrelated business activities. It's like trying to recreate a crime based on a few clues left on a crime scene. There are so many clues. You deal with almost overwhelming complexity. However, once the core idea is conceived and understood, you're facing an astounding simplicity.

This is exactly why a few companies failed in copying Southwest Airlines. They saw everything Southwest was doing, yet didn't realize what the underlying idea was! Nothing made much sense in their eyes, yet they saw success and tried to copy the business activities. They failed badly, while Southwest kept going strong!

When you consider ANY very successful company, it ALWAYS has a great definitive idea which underlies everything they do, as well as everything they don't do. However, it may be excruciatingly difficult to unveil the innermost idea among myriads of business activities. And no, we're not talking about visions, missions, strategies, or goals - all those are branches, but not the root.

Does your business have such a definitive, fundamental idea, which underlies everything and organizes everything around it?

For in-depth coverage and examples, see “Superior Economic Performance & Profitability” by Vlad Tseytkin.

I'm inviting you to a conversation: <https://vladtseytkin.com/contact>

Yours truly,

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