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BUSINESS NOTE

Owning the Thing That Says No

Shane Parrish's Farnam Street post on K.C. Irving describes a businessman who answered every refusal by acquiring the obstacle, buying a ship when a railway raised his shipping costs and building a refinery when oil suppliers squeezed him. The post traces how that habit, applied from a small town store, grew into an empire of roughly 300 companies.

A seller can apply the same instinct by controlling one step of the production chain instead of renting it. Someone who pays a printer for every sticker sheet might buy a die-cutting machine and sell the sheets as a printable line, such as a set of planner stickers the buyer prints and cuts at home. Owning that step keeps the margin and the turnaround in the seller's hands.

Source: **Farnam Street, [Outliers] K.C. Irving: Competing with Giants**
https://fs.blog/knowledge-project-podcast/outliers-kc-irving/