

# Global Brand Simplicity Index

# 2014

How consumers rank leading brands,  
why disrupters are gaining ground and  
what companies can gain by simplifying.

+ siegel  
gale

simple is smart

See what's inside



## Industry Symbols

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**At Siegel+Gale, we believe that simplicity is defined by remarkably clear and unexpectedly fresh brand experiences.**

**For the past five years, we've surveyed thousands of consumers worldwide to understand which brands provide the simplest experiences.**

**Each year, we've learned something new—but the brand benefits of simplicity don't change. Simpler brands garner greater customer loyalty, foster innovation among employees and, in the long run, increase revenue.**

**But a new generation of companies is emerging to challenge the established order of even the simplest brands. Born in a world of complexity, they are rewriting the rules of service delivery and elevating consumer expectations by putting simplicity at the center of the customer experience. What they offer is both fresh and clear—and they are beginning to reap the rewards.**

**Proving that, for the brands that embrace it, simplicity pays.**

For more insights on how simplicity drives business results, visit [simplicityindex.com](https://simplicityindex.com)

# Five years of the Global Brand Simplicity Index

How have notable global brands and select industries performed over time?

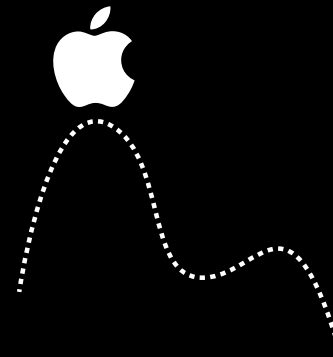
## Simplicity stalwarts

McDonald's, Google, IKEA and Amazon perennially rank in the global Top 10, demonstrating a dedication to "simple" that consumers notice.

Google



amazon



Instagram

LinkedIn  
facebook



Budget®

Hertz



RYANAIR

## Complexity crowd

Ryanair, Hertz, Budget and AXA haven't been able to break out of the Bottom 10, proving that complexity continues to plague global brands across many sectors.

## Apple's wild ride

The brand has been on a rankings roller coaster since 2010, debuting at #29 and hitting a high at #5 in 2012, before falling to #22 in 2014. Not far from the tree, iTunes fell from #28 in 2011 to #65 in 2014.

## Social standings

The future looks bright for singularly focused Instagram (up 23 spots in the US Index and debuting at #53 in the Global rankings), while Facebook and LinkedIn have historically had trouble rising past the middle ranks, landing this year at #57 and #84, respectively, on our Global Index.

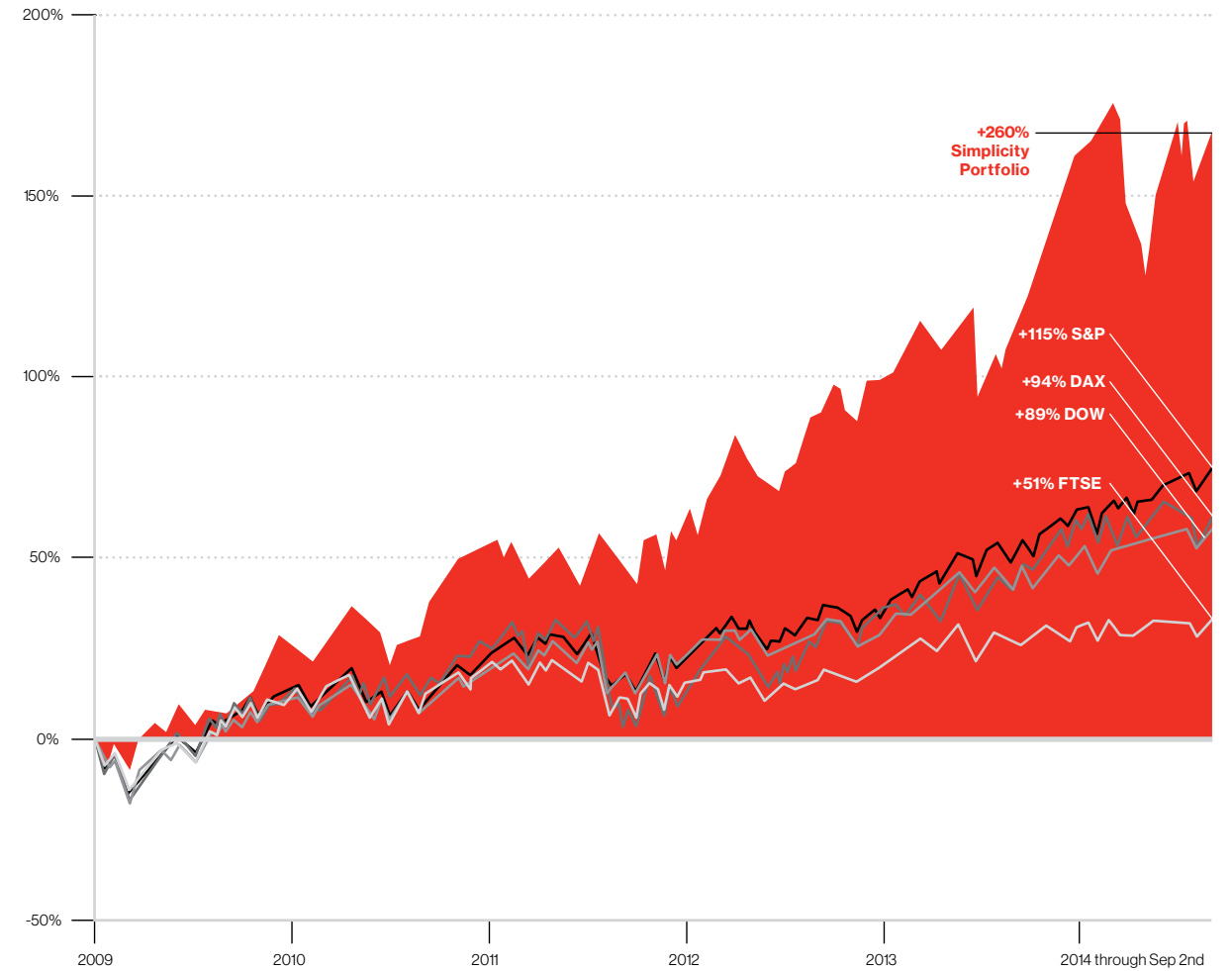
## Banks hit bottom

Citibank and HSBC rose to the middle of the rankings at #39 and #48 in 2012, but have since fallen to #87 and #81 on this year's global list—despite messages that speak of customer focus, consumers see them as self-interested.

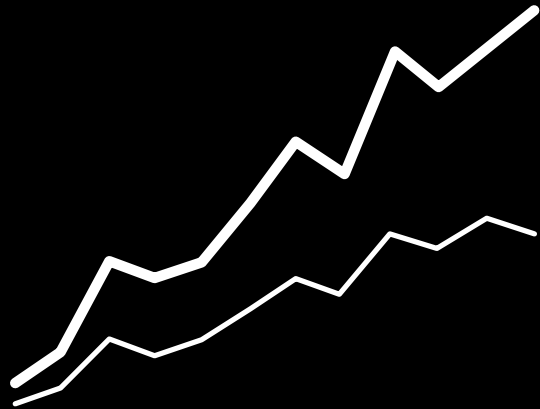
# Simple brands top market indexes

Since 2009, a stock portfolio comprising the publicly traded simplest brands in our Global Top 10 outperforms the major indexes.

Percentage of growth of index/portfolio since the beginning of 2009

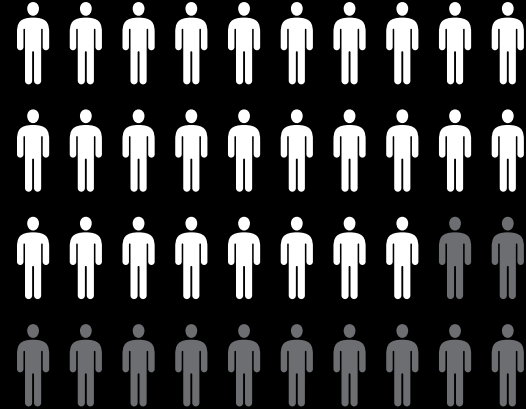


# 2014: Simplicity by the numbers



**170%**

How much a portfolio of the world's simplest brands has beaten the average global stock index since 2009.



**70%**

The percentage of consumers who are more likely to recommend a brand because it provides simpler experiences and communications.



**38%**

The percentage of consumers willing to pay more for simpler experiences.



**Complexity costs**

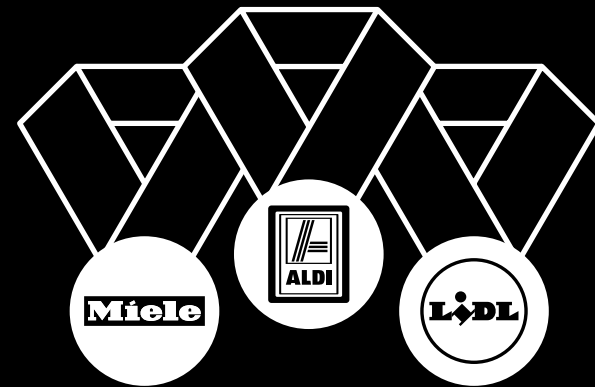
In the most complex industries, customers are 2X more likely to call a representative to find information than in less complex industries.

# Global movers and shakers



## Coffee break

Omnipresent coffeehouse Starbucks dropped 26 spots to #43 in this year's Global Index. It appears that a complicated menu and competition from niche baristas and brewers is making it hard for the brand to stay hot.



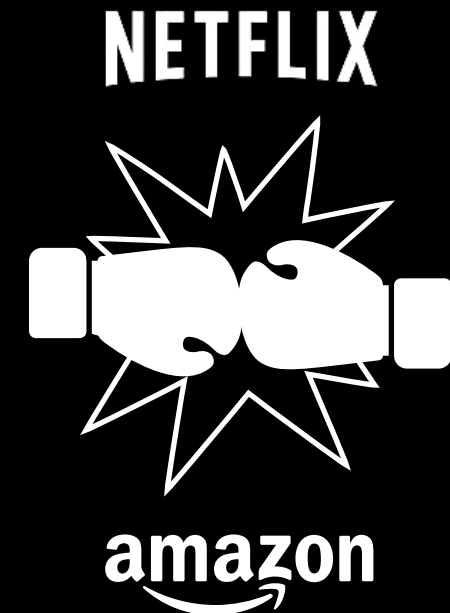
## Germany shows up to play

Not only did the Germans win the World Cup, they boast three brands in the Global Index Top 10—ALDI, Lidl and Miele.



## The Wal tumbles

Global big-box retailer Walmart drops 28 spots this year to #42, demonstrating that more variety can create complexity.



## Battle for binge watchers

#5 Netflix is expanding into new global markets beyond the US and Sweden, leaving #10 Amazon to play catch-up on streaming capabilities and original content creation.

# The disrupter factor

Simple brands can't be complacent. A new breed of brands is emerging, and they're disrupting the status quo, changing consumer expectations. Though they span different industries, they possess a common characteristic—simplicity is at the core of the experiences they deliver.

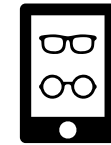


## What disrupters are doing to deliver simplicity:



**Empowering people**

They sidestep traditional industry protocols and shift power to consumers. Brands like **Airbnb** and **VRBO** have usurped power from hotels and given it to local residents, allowing them to rent out vacant properties—from spare rooms to vacation houses. **Aereo** gave viewers affordable access to broadcast television on their mobile devices and computers, and more incentive to “cut the cord.”



**Reimagining experience**

They turn underwhelming experiences into moments of delight. **Warby Parker** brought buying eyeglasses to digital platforms by offering online look-books, sizing guides and at-home try-ons. **Blue Apron** reduces the complexity of cooking by delivering proportioned and pre-measured ingredients right to the customer's kitchen, and eliminating the tedium of preparation.



**Removing friction**

They identify pain points in everyday processes, and remove them. **Venmo** makes paying other people as easy as sending a text message, and reduces waiting periods for available funds and bank fees. **Uber** comes to the aid of pedestrians who can't hail a taxi by sending cars directly to them, after just a couple of taps on their mobile phones.



**Saving time**

They value people's time by providing services to them where and when they're most needed. **FreshDirect** saves people a trip to the store by delivering an online grocery shopping experience, and fresh groceries right to their door. Time is money, and smart thermostat **Nest** helps customers save both by learning people's behavior to tailor household temperature—and the ability to manage it from a smartphone or tablet enables customers to conserve energy in more ways than one.

Although **Aereo**, **Airbnb** and **Uber** face regulatory roadblocks, and others will likely face similar challenges, these upstarts know how to evolve—don't expect them to go down without a fight.

# Simplicity is the ultimate disrupter

It's clear that simplicity is core to disrupters' value propositions. Here's what survey respondents had to say about how disrupters perform vs. traditional brands in their industries.



"It's a simple service with a simple pricing model, so that makes it simple."

"Sign on, pay fee, watch TV. Sounds pretty simple to me."

**VS.**



"It seems like their contract hides a lot of small text and may hide legal language that works against customers."

"Completely not user friendly."



"You can easily transfer money from one person to another with a different bank, and it's not complicated."

"Easy to make and receive payments on phone."

**VS.**



"Complicated banking products."

"Hard to transfer money."



"Website layout is better and easier to search and find what you need."

"Clearly defined terms and conditions."

"Easy, quick access to low-cost, local accommodations."

**VS.**



"Hate searching through the website."

"Services and prices are not clear."

"Too complicated to book a room."

## The disrupter index

This year, we asked consumers in the US and UK to evaluate select, regionally relevant disrupters based on the simplicity of their products, services, interactions and communications in relation to established industry peers. Here's how they ranked.\*

### United States

BRAND	SIMPLICITY SCORE
GrubHub	944
Uber	924
Aereo	911
Warby Parker	910
FreshDirect	910
Blue Apron	891
Square	880
Venmo	859
Seamless	823
PeaPod	793
GoPro	783
VRBO	781
Spotify	771
Pandora	762
RunKeeper	758
Nest	738
My Fitness Pal	737
Etsy	735
Google Wallet	704
Delivery.com	703
Airbnb	703
Soap.com	685
FitBit	682
PayPal	676
Ally	667
Jawbone UP	665
Gilt	655
Buzzfeed	627
Beats Radio	602
BleacherReport	589
Tesla	586
WhatsApp	582

### United Kingdom

BRAND	SIMPLICITY SCORE
Netflix	851
OVO Energy	791
Airbnb	791
Citymapper	764
Uber	753
Spotify	752
WhatsApp	747
Eventbrite	726
Snapchat	722
My Fitness Pal	703
PayPal	701
Tinder	701
Dropbox	681
Nest	661
TSB	657
RunKeeper	637
Metro Bank	629
Wonga	526

\* For information on our ranking methodology, see page 70.





**Global**

# Global Industry Ranking

INDUSTRY	SCORE
1. Internet search	950
2. Electronics	761
3. Retail/Grocery	733
4. Internet retail	728
5. Appliances	726
6. Restaurants	699
7. Retail/General	664
8. Media	656
9. Shipping/Mail	603
10. Retail/Fashion	600
11. Travel/Hotels	595
12. Retail/Health and beauty	570
13. Travel/Booking	563
14. Telecom/Cell phone	553
15. Travel/Air	551
16. Social media	549
17. Banks/Retail	523
18. Automotive	496
19. Utilities	487
20. Fitness	475
21. Telecom/Cable providers	471
22. Travel/Train	461
23. Travel/Car rental	416
24. Health insurance	317
25. General insurance	270

For more insights and information about how simplicity drives business results, visit [simplicityindex.com](http://simplicityindex.com)

# Global Simplicity Index

RANK CHG*	BRAND	SCORE	RANK CHG	BRAND	SCORE	RANK CHG	BRAND	SCORE
1. 0	ALDI	936	43. -26 ↓	Starbucks	656	85. 1 ↑	E.ON	500
2. 1 ↑	Google	927	44. -23 ↓	Lenovo	655	86. 1 ↑	Avis	496
3. N/A	Lidl	820	45. 11 ↑	Groupon	654	87. 1 ↑	Citibank	438
4. 0	McDonald's	813	46. 32 ↑	Sky	653	88. -20 ↓	Bupa	434
5. N/A	Netflix	792	47. 2 ↑	Mercedes-Benz	650	89. 3 ↑	Ryanair	418
6. 3 ↑	IKEA	790	48. 5 ↑	Lufthansa	650	90. 1 ↑	AXA	284
7. 0	C&A	785	49. 16 ↑	Siemens	649			
8. 7 ↑	SUBWAY	785	50. -5 ↓	Expedia	647			
9. N/A	Miele	777	51. -17 ↓	Hilton	644			
10. -8 ↓	Amazon	776	52. -22 ↓	Toyota	643			
11. -3 ↓	Samsung	774	53. N/A	Instagram	641			
12. 0	Nokia	773	54. -16 ↓	Volkswagen	639			
13. -8 ↓	KFC	773	55. 0	Topshop	635			
14. -3 ↓	Burger King	764	56. 19 ↑	FedEx	630			
15. 3 ↑	Yahoo!	762	57. 2 ↑	Facebook	629			
16. -10 ↓	Carrefour	759	58. 5 ↑	Motorola	624			
17. -7 ↓	Pizza Hut	754	59. -16 ↓	Reebok	624			
18. -2 ↓	LG	751	60. -2 ↓	Vodafone	621			
19. -6 ↓	YouTube	749	61. 1 ↑	Puma	619			
20. 2 ↑	Sony	742	62. 7 ↑	Boots	615			
21. 8 ↑	eBay	741	63. -16 ↓	Holiday Inn	613			
22. -3 ↓	Apple	731	64. -12 ↓	Marriott	612			
23. 16 ↑	Dell	722	65. -5 ↓	iTunes	610			
24. 8 ↑	Bosch	720	66. -31 ↓	Marks & Spencer	610			
25. 16 ↑	HP	710	67. N/A	Pinterest	605			
26. -2 ↓	Philips	710	68. N/A	British Airways	605			
27. 10 ↑	Best Western	707	69. 11 ↑	O2	604			
28. -3 ↓	H&M	702	70. -4 ↓	Twitter	600			
29. 35 ↑	Haier	698	71. -23 ↓	BMW	588			
30. -4 ↓	Bing	697	72. 0	DHL	586			
31. 11 ↑	Sephora	696	73. -19 ↓	Debenhams	585			
32. -12 ↓	Canon	695	74. 2 ↑	UPS	577			
33. -5 ↓	Panasonic	684	75. N/A	Peugeot	568			
34. -7 ↓	Nike	679	76. 1 ↑	BlackBerry	557			
35. -2 ↓	Adidas	674	77. -4 ↓	Virgin Mobile	555			
36. 10 ↑	ZARA	673	78. 1 ↑	Audi	541			
37. -14 ↓	HTC	672	79. N/A	Vattenfall	540			
38. 13 ↑	Microsoft	668	80. 3 ↑	Google+	536			
39. -8 ↓	Skype	668	81. 4 ↑	HSBC	535			
40. 21 ↑	Ford	668	82. -1 ↓	Budget	535			
41. 9 ↑	Gap	663	83. 6 ↑	Hertz	513			
42. -28 ↓	Walmart	663	84. 0	LinkedIn	503			

\*Change from previous year; N/A: Not applicable



How do you get to the top of the Global Brand Simplicity Index? Ask ALDI, the #1 brand for the second year in a row. Or better yet, ask the customers of this worldwide German discount supermarket (and owner of Trader Joe's in the United States). They'll tell you simply, as our respondents did, that ALDI offers "clear pricing and a clear offer"—namely, high quality at low prices with a trimmed-down approach that makes decisions easier and the shopping experience basic, but rewarding.

For more insights on how simplicity drives business results, visit [simplicityindex.com](http://simplicityindex.com)



2

Google has been a Top 10 finisher since it joined the Index in 2011 and looks to stay there. As famously innovative as it is simple, the Google search engine is "peerless" and "reliable," according to respondents worldwide. In fact, one study found Britons trust Google more than they trust their own families! In India, a respondent marveled that Google "feels so intuitive, it feels like they're building products based on my input."



3

Lidl, another global supermarket discount chain from Germany, makes its debut on our global list with an impressive #3 finish. Lidl, say respondents, "nails the shopping experience with clear communication" about its products. Discount supermarkets have been growing at such a rapid pace in Europe that they are beginning to change the competitive space.



4

You'll find McDonald's right where it was in last year's rankings. A consistent Top 10 finisher on the Simplicity Index, the world's #1 fast-food franchise has faced stiff competition from chains like Chipotle—especially in the battle to attract more Millennials. But McDonald's still wins points with consumers for its variety of basic offerings and the knowledge that McDonald's is "the same everywhere."



5

As Netflix continues to expand its reach beyond the US to countries including the UK and Sweden—with plans to expand into Germany as well as France, Austria, Belgium and elsewhere—it debuts at an impressive #5 on the global list. Respondents say they love Netflix's fixed price with access to everything, as well as its "simple app and payment method."



6

For anyone who has had to furnish a new home or business in a hurry, Swedish furniture maker IKEA has long been a simple solution. Respondents say the combination of cheap and easy is unbeatable, as is the minimalist and space-saving design that helps "simplify home life." IKEA's inviting approach to brand experience—which recently included an overnight spa in one of its UK stores—wins points, too.



7

Holding steady at #7, international fashion retail clothing chain C&A has more than 1,500 stores in 21 countries. Respondents say the Dutch company makes online shopping easy to handle, offers a wide selection and provides timely information about fashion trends. All of which makes the C&A experience "easy and straightforward."



8

"Simple menus," "pricing that's easy to remember" and a product that "caters to individual customer needs"—that's how respondents describe SUBWAY. With more than 42,000 restaurants in 108 countries, SUBWAY has built its reputation on an uncomplicated, made-to-order product. Up from #15 last year, SUBWAY is working on building its base with health-conscious Millennials. Avocados, anyone?



9

Driven by the motto "Forever Better," this German-based manufacturer of high-end appliances prides itself on quality, and respondents agree Miele is top shelf. "A superb brand that never malfunctions," says one respondent from Sweden, summing up the sentiment. Its uncomplicated technology and simple operation win consumer satisfaction for the entire experience, from purchase to usage.



10

Amazon's product lines now extend far beyond books, music and electronics to the competitive world of television series and even gallery art. Some wonder whether the world's largest Internet company is overextending itself. Dropping from #2 last year, Amazon still delivers enough simplicity to keep it in the Top 10. At its core, it continues to offer easy browsing, clear price comparisons and fast delivery.

Global  
Bottom 10 brands



81

For HSBC, it's been a steady decline from the middle of the pack to the Bottom 10 of the Global Brand Simplicity Index. Respondents say customer service leaves them with the impression that the bank, not the customer, comes first, making "everything harder than it needs to be." Clearly, HSBC needs to learn from First Direct, the Internet bank it owns, which landed in the Top 10 of the UK list.



82

As rental car companies like Budget continue to consolidate, and prices rise as a result, consumers are feeling more than a pinch in their wallets. They're feeling confused and just a little bit angry. "There are always hidden things you need to look into," says one respondent, while another adds, "Advertising materials and the website are misleading."



83

Hertz certainly isn't winning any popularity contests with consumers globally, who have complaints about every step of the customer journey. "Useless customer service," laments one Swedish respondent. In the Middle East, a respondent complains there's a "lack of clarity" about leasing, and another in Germany says waiting times are "annoying."



84

LinkedIn has a very simple problem: People don't understand its purpose. That complicates life when you're a social networking site that's all about making business connections. "I can't figure out why it's really helpful," comments one US respondent. Other respondents note concerns about security, while others complain about excessive email communication and a difficult-to-navigate website.



85

E.ON is a giant in the industry of energy supply, operating in more than 30 countries. Its problems are just as big. Earlier this year, the German-based utility company was ordered to pay a record 12 million British Pounds after an investigation in the UK found extensive poor sales practices. No wonder respondents around the world say E.ON "is completely untrustworthy," out for themselves and just plain difficult.



86

There's a bit of a traffic jam of American rental car companies at the bottom of the Global Brand Simplicity Index. While Hertz and Avis have switched relative places this year, it's still the same old story. In Sweden, Avis is perceived as unwilling to help. In the US, respondents complain about its complicated rewards program, while in Germany a respondent calls them "sneaky." "Everything is complex about Avis," says a respondent from India.



87

Like HSBC, US-based Citibank has been dropping in the Global Brand Simplicity Index ranks for much of its five-year history, and now is dangerously close to hitting the absolute bottom. In the Middle East, respondents say the bank's procedures are not convenient, and in the US, the complaints range from loopholes and fine print to "messages designed to confuse the customer."



88

UK-based international healthcare provider Bupa is ailing. Its condition took a 20-spot turn for the worse this year, landing close to the Global Brand Simplicity Index floor. Complaints range from too much jargon in the handbooks, too many plans and a complex pricing structure, to "not keeping its commitment to clients at the time of settlement."



89

What can we say about Irish budget airline Ryanair that hasn't been said before? Despite the company's promise for a renewed focus on the customer experience, it's still a bumpy and complicated ride for passengers. "Complex booking with all the onus on the passenger," says one respondent. "Irritating and generally misleading," says another.



90

Global insurance group AXA claims last place in our Index. If AXA's been consistent in any way, it's apparently doing so by proving insurance companies are difficult to work with. One German respondent says AXA contracts are "hair-splitting" as well as time-consuming. In the Middle East, a frequent complaint is that terms and conditions may differ from what was communicated.

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Global  
Industry comparison

Perceptions often differ by region. Below is a country-by-country industry comparison against the global industry ranking.

a score of 701 or more
  700–601
  600–501
  500–401
  400 or less

	SCORE	GLOBAL RANK	US	UK	GERMANY	SWEDEN	MIDDLE EAST	INDIA	CHINA
Internet search (most simple global industry)	950	1							
Electronics	761	2							
Retail/Grocery	733	3							
Internet retail	728	4							
Appliances	726	5							
Restaurants	699	6							
Retail/General	664	7							
Media	656	8							
Shipping/Mail	603	9							
Retail/Fashion	600	10							
Travel/Hotels	595	11							
Retail/Health and beauty	570	12							
Travel/Booking	563	13							
Telecom/Cell phone	553	14							
Travel/Air	551	15							
Social media	549	16							
Banks/Retail	523	17							
Automotive	496	18							
Utilities	487	19							
Fitness	475	20							
Telecom/Cable	471	21							
Travel/Train	461	22							
Travel/Car rental	416	23							
Health insurance	317	24							
General insurance (most complex global industry)	270	25							

Global  
Industry comparison

Industries and categories don't stack up evenly across markets when it comes to simplicity. These outliers demonstrate new opportunities to simplify in select regions:

Consumers deem **Internet retail** and **shipping/mail** as simple in most regions, but in the Middle East, consumers say the industries haven't delivered on simplicity.

In Sweden, the **automotive** industry will need to kick into high gear to change consumer perceptions.

In most regions, **insurance** is in an unhealthy state when it comes to simplicity, with the exception of health insurance in Germany.

The **telecom/cell phone** industry receives praise for simplicity in China and India, but catches significantly more static in the rest of the world.

In the Middle East and China, the **social media** industry posts high Simplicity Scores compared to other regions.

Respondents in India and the Middle East identify complexity in the **hotel** industry, while respondents in other regions find it relatively accommodating.

# The Simplicity premium

All brands can benefit from simplifying, but not all may benefit equally. To understand how brands can reap the financial rewards of simplicity, and what they need to do to command more for their services, we compared brands based on two dimensions:

## Simplicity Score

How simple a brand is perceived to be by consumers

## Simplicity Premium

How much more people are willing to pay a brand for simpler experiences

We divided the brands into four groups based their current state:

### Stalling

Already seen as simple, these brands will face difficulty in charging a higher premium for simplifying further. They must demonstrate the value of the simplicity they already offer, and find fresh ways of providing simple experiences.

### Striding

Perceived as simple, these brands will be awarded a premium if they keep simplifying their customer experiences. They must stay on the path of simplicity to continue reaping the rewards.

### Snoozing

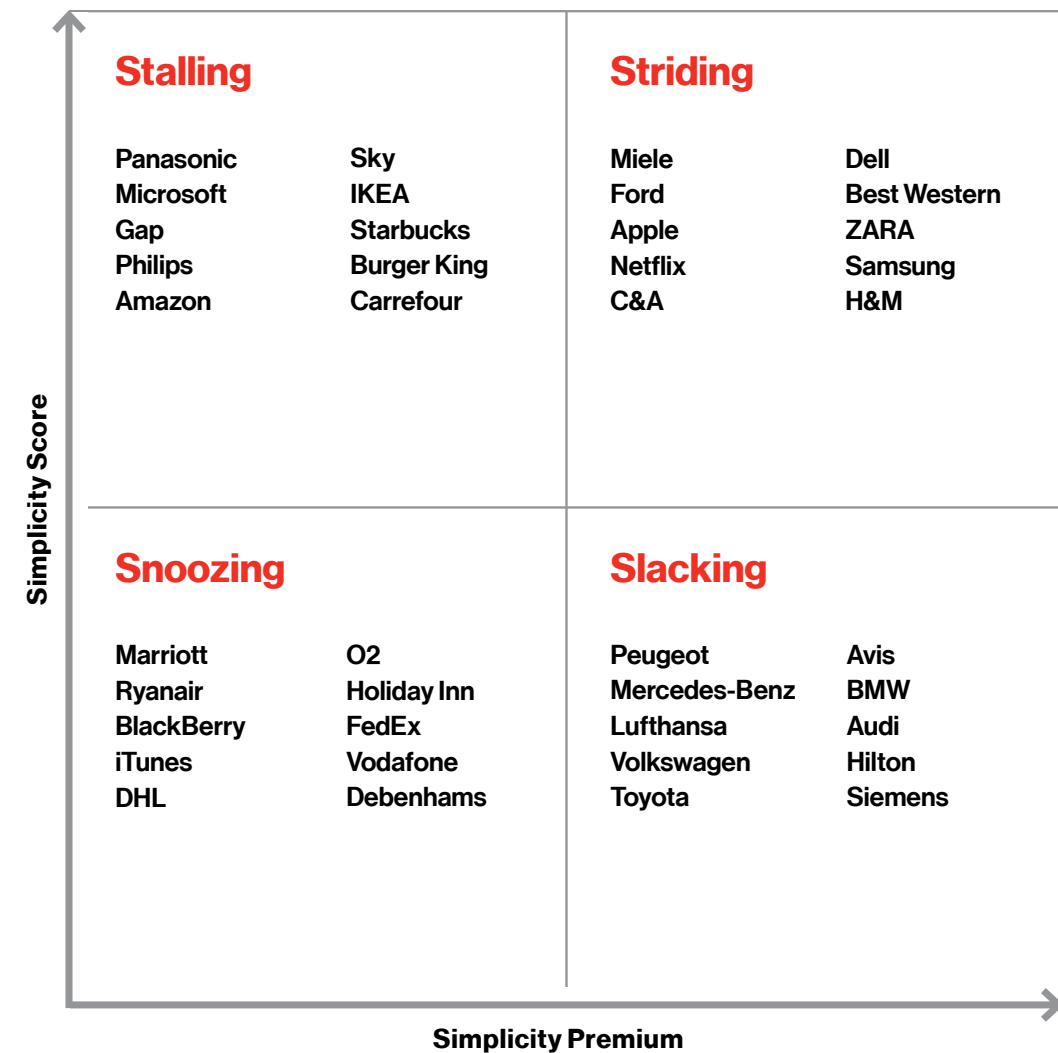
These brands are so complicated, consumers can't imagine they could simplify to a degree that's worth paying more for. They must fix fundamental complexity problems before they can command a premium for their services.

### Slacking

These brands are not seen as simple, but consumers would pay a higher premium if they were. If they focus on simplifying, they have the potential to capture significant rewards.

## The way forward

Being confined to an industry with a low premium doesn't mean that individual brands can't break free. It all comes down to their dedication to delivering simple experiences and communicating them in ways that inspire consumers. This chart shows the position of the Top 10 global brands that have the highest premium in each group.



# United States



# United States

## Industry Ranking

INDUSTRY	SCORE
1. Internet search	950
2. Restaurants	929
3. Retail/Grocery	853
4. Internet retail	845
5. Electronics	817
6. Appliances	772
7. Shipping/Mail	755
8. Travel/Hotels	720
9. Retail/General	719
10. Retail/Fashion	708
11. Retail/Health and beauty	705
12. Banks/Retail	591
13. Utilities	590
14. Fitness	552
15. Automotive	546
16. Travel/Booking	544
17. Media	540
18. Telecom/Cell phone	505
19. Travel/Air	486
20. Travel/Car rental	473
21. Travel/Train	471
22. Social media	385
23. Telecom/Cable providers	355
24. General insurance	325
25. Health insurance	240

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# United States

## Simplicity Index

RANK CHG*	BRAND	SCORE	RANK CHG	BRAND	SCORE	RANK CHG	BRAND	SCORE
1. 4 ↑	Zappos.com	914	43. -18 ↓	eBay	660	85. -29 ↓	Sears	548
2. -1 ↓	Amazon	894	44. 6 ↑	Comfort Inn	658	86. -25 ↓	Priceline.com	547
3. 1 ↑	SUBWAY	840	45. -7 ↓	Whirlpool	655	87. -4 ↓	Skype	544
4. 7 ↑	Pizza Hut	822	46. 27 ↑	Gap	655	88. -9 ↓	Motorola	543
5. -3 ↓	Netflix	821	47. 23 ↑	Instagram	653	89. 4 ↑	DHL	541
6. 6 ↑	Trader Joe's	819	48. -20 ↓	Marriott	652	90. -4 ↓	CNN	539
7. 11 ↑	Kroger	817	49. 4 ↑	Hilton	649	91. 13 ↑	Avis	534
8. -5 ↓	McDonald's	814	50. -17 ↓	Holiday Inn	648	92. -5 ↓	Microsoft	526
9. N/A	Chipotle	812	51. -28 ↓	Walmart	647	93. -4 ↓	Chase	525
10. -4 ↓	Dunkin' Donuts	810	52. -4 ↓	Ford	642	94. 4 ↑	Budget	525
11. 36 ↑	Honda	785	53. -7 ↓	Sony	641	95. 18 ↑	Farmers	520
12. -4 ↓	Google	784	54. -24 ↓	Albertsons	640	96. 3 ↑	State Farm	508
13. 0	Burger King	768	55. -28 ↓	Toyota	639	97. -9 ↓	MSNBC	508
14. -5 ↓	Southwest Airlines	758	56. 22 ↑	Chevrolet	637	98. 18 ↑	Delta Air Lines	507
15. -5 ↓	Starbucks	744	57. -3 ↓	Volkswagen	635	99. -5 ↓	Fox News	504
16. 23 ↑	UPS	737	58. -39 ↓	Groupon	634	100. -8 ↓	Wells Fargo	493
17. 28 ↑	Safeway	737	59. 17 ↑	Progressive	632	101. -11 ↓	The Wall Street Journal	491
18. 37 ↑	KAYAK	736	60. -23 ↓	H&M	630	102. 16 ↑	Bank of America	491
19. N/A	Craigslist	734	61. -27 ↓	Macy's	630	103. -3 ↓	AllState	490
20. -4 ↓	IKEA	733	62. -27 ↓	USA Today	629	104. -7 ↓	Hertz	489
21. 0	Apple	726	63. -1 ↓	Adidas	627	105. 0	American Airlines	489
22. -8 ↓	KFC	726	64. 32 ↑	Dodge	625	106. 1 ↑	Sprint	463
23. -16 ↓	Publix	718	65. -33 ↓	Maytag	624	107. 8 ↑	United/Continental	457
24. -4 ↓	Yahoo!	715	66. -2 ↓	Dell	623	108. -7 ↓	The New York Times	455
25. -8 ↓	Bing	705	67. 7 ↑	Panasonic	617	109. -3 ↓	Facebook	447
26. -11 ↓	Target	699	68. 14 ↑	Rite Aid Pharmacy	616	110. -15 ↓	Google+	441
27. 16 ↑	Victoria's Secret	697	69. -4 ↓	Expedia	614	111. -2 ↓	LinkedIn	428
28. 16 ↑	JetBlue Airways	697	70. 5 ↑	GE	611	112. -21 ↓	Amtrak	411
29. -3 ↓	FedEx	697	71. -3 ↓	Yelp	609	113. -10 ↓	US Airways	404
30. -8 ↓	Old Navy	693	72. 0	GEICO	606	114. -4 ↓	Citibank	396
31. 46 ↑	Sephora	689	73. -7 ↓	Reebok	603	115. -3 ↓	DIRECTV	386
32. 37 ↑	Days Inn	688	74. -17 ↓	Enterprise	601	116. N/A	MetLife	386
33. 8 ↑	Samsung	684	75. -4 ↓	Ramada	601	117. -3 ↓	AT&T	380
34. 24 ↑	Pinterest	679	76. -34 ↓	Kmart	595	118. -16 ↓	Verizon	378
35. 24 ↑	Nike	676	77. -17 ↓	Orbitz	593	119. -11 ↓	DISH Network	374
36. 27 ↑	Best Western	673	78. 3 ↑	HP	589	120. 1 ↑	UnitedHealth Group	339
37. 14 ↑	CVS/pharmacy	673	79. 6 ↑	T-Mobile	589	121. -1 ↓	Aetna	316
38. -2 ↓	YouTube	670	80. -13 ↓	U.S. Bank	574	122. 0	HUMANA	259
39. -8 ↓	Walgreens	669	81. 30 ↑	Nationwide	572	123. 0	Comcast	251
40. 0	iTunes	667	82. -2 ↓	Twitter	568	124. 1 ↑	Time Warner Cable	232
41. -17 ↓	Whole Foods Market	664	83. 1 ↑	Alamo	556	125. -1 ↓	CIGNA	232
42. 10 ↑	USPS	664	84. -55 ↓	Canon	553			

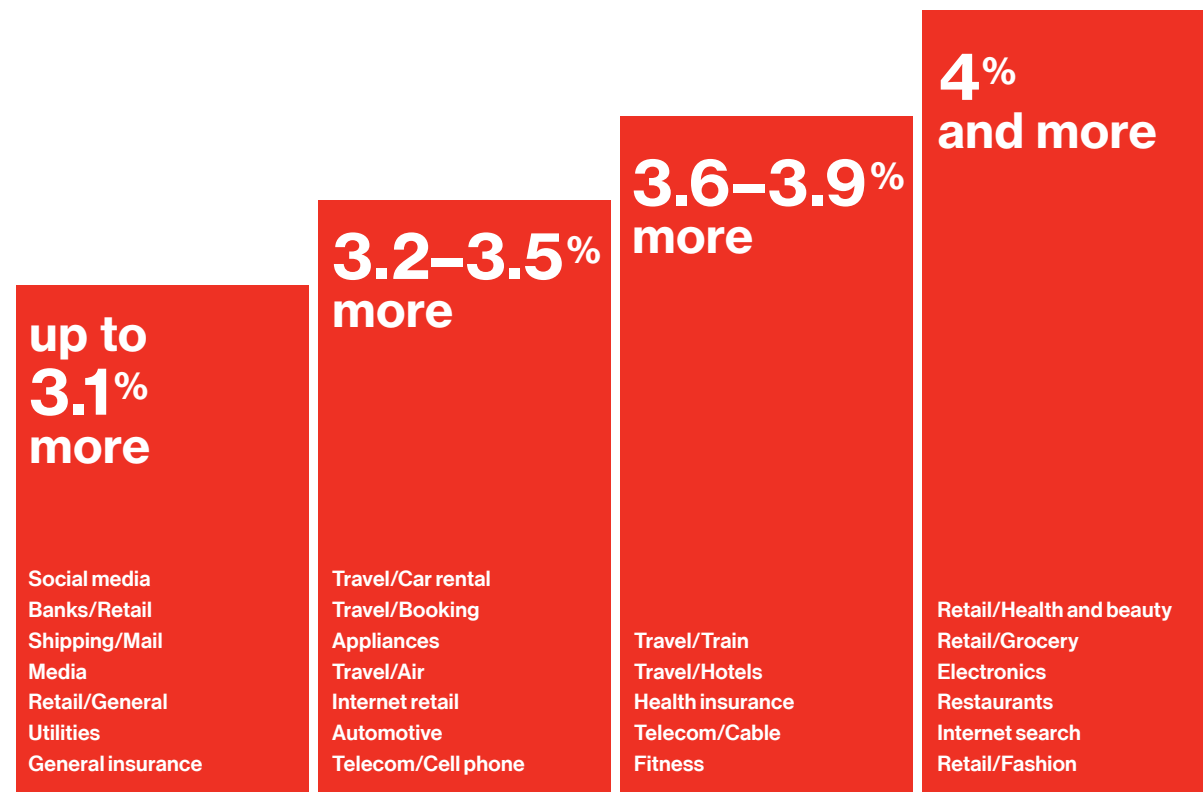
\*Change from previous year;  
N/A: Not applicable



United States  
Simplicity premium

Depending on the industry, up to 27% of people are willing to pay more for simpler brand experiences and interactions. The amount they're willing to pay varies by industry, but is significant.

# For simpler experiences, people would pay:



United States  
Simplicity premium

All brands can benefit from simplifying, but not all may benefit equally. To understand who has the most to gain, we compared brands based on two metrics. We then divided them into four categories based on their potential.

# Brand simplicity premium

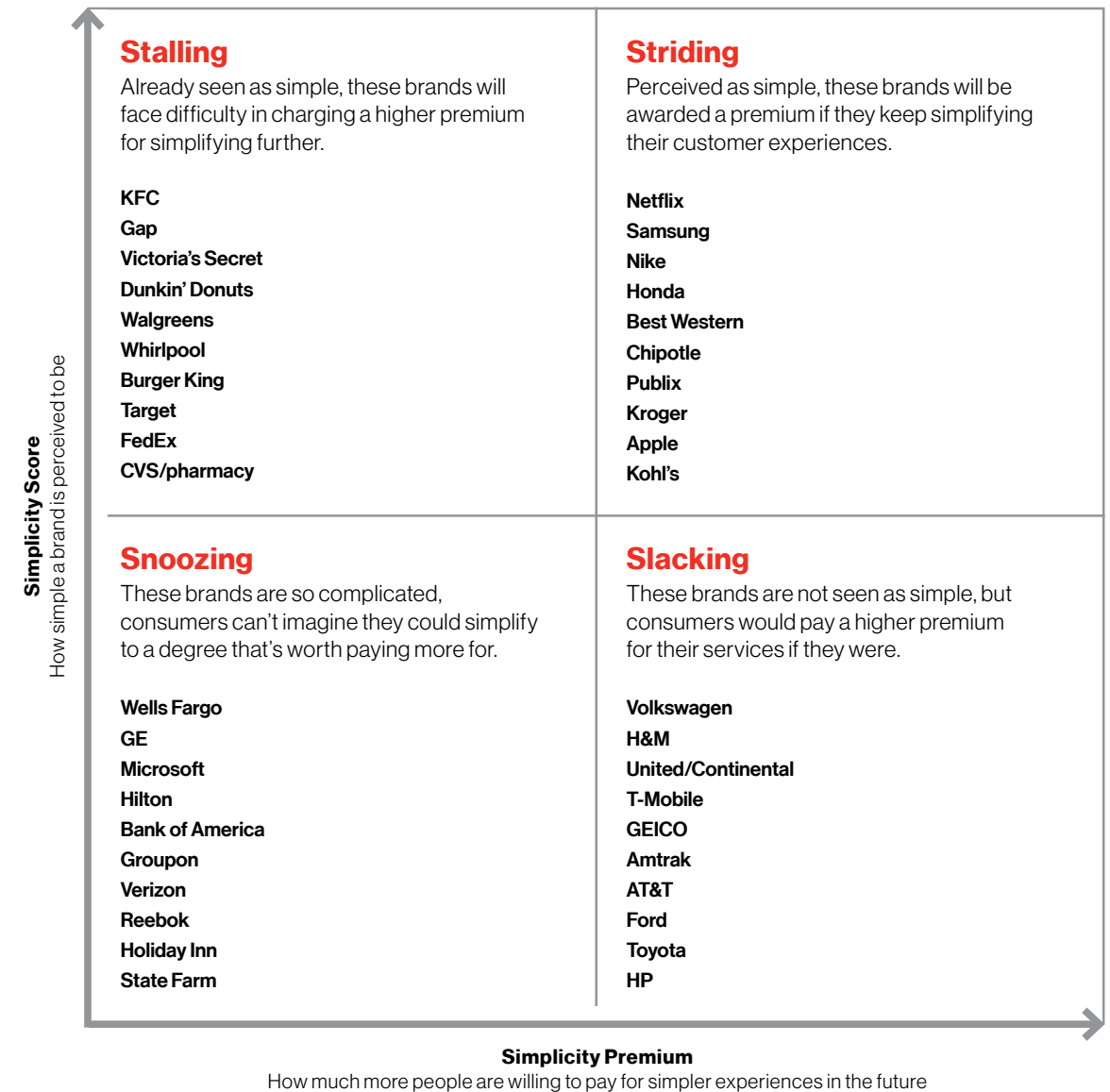


Chart includes the top ten brands with the highest premium, in each category.

# United Kingdom



# United Kingdom

## Industry ranking

INDUSTRY	SCORE
1. Internet search	950
2. Internet retail	808
3. Retail/Grocery	752
4. Appliances	730
5. Restaurants	720
6. Retail/General	663
7. Electronics	646
8. Travel/Hotels	622
9. Retail/Fashion	593
10. Media	584
11. Travel/Booking	582
12. Retail/Health and beauty	581
13. Travel/Air	539
14. Automotive	539
15. Shipping/Mail	505
16. Telecom/Cell phone	504
17. Banks/Retail	492
18. Telecom/Cable	485
19. Travel/Train	470
20. Social media	458
21. Fitness	446
22. Travel/Car rental	359
23. Utilities	330
24. General insurance	275
25. Health insurance	240

# United Kingdom

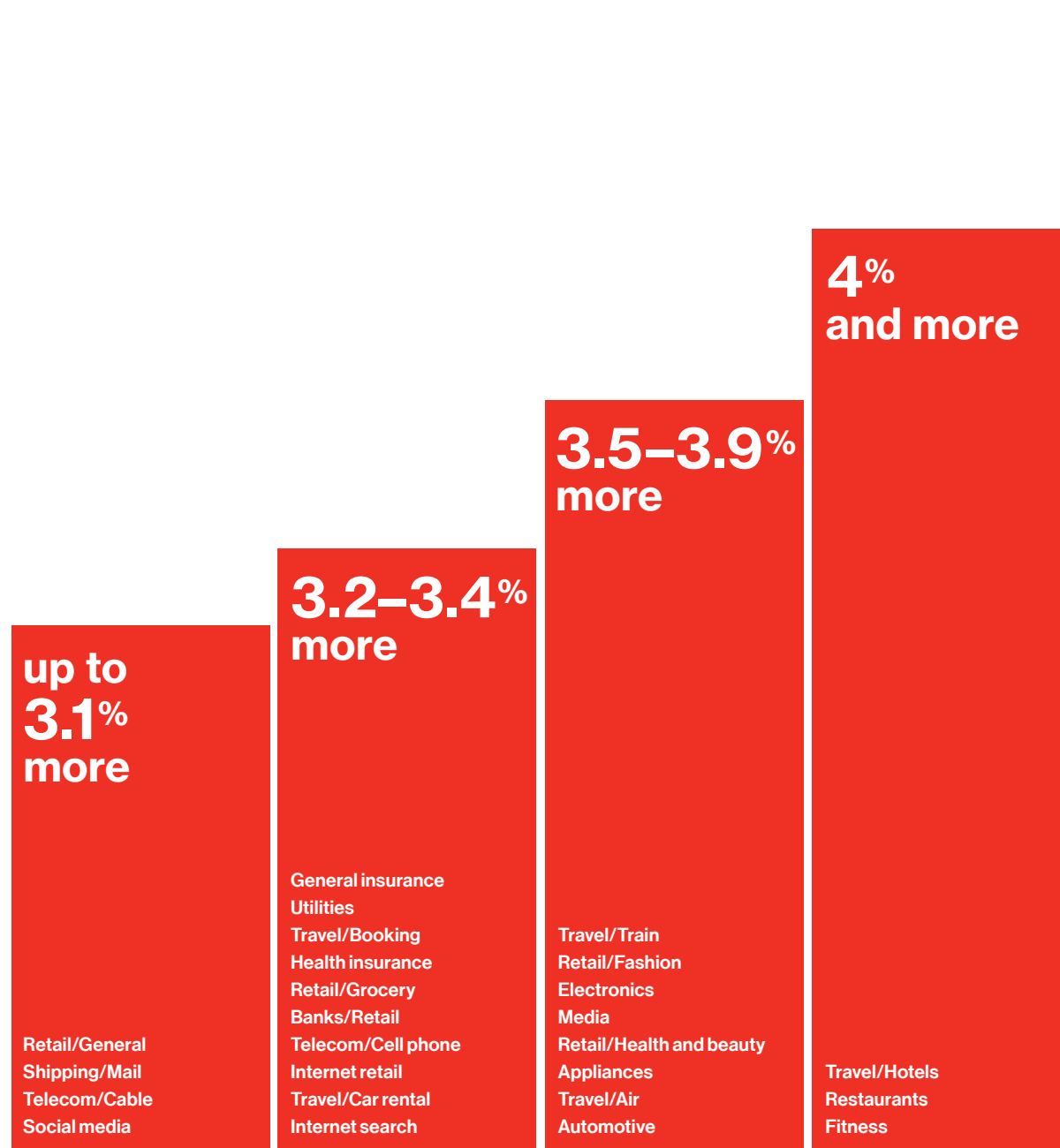
## Simplicity Index

RANK CHG*	BRAND	SCORE	RANK CHG	BRAND	SCORE	RANK CHG	BRAND	SCORE
1. 5 ↑	ALDI	879	43. N/A	Nationwide	680	85. -3 ↓	Parcelforce Worldwide	595
2. -1 ↓	Amazon	849	44. 12 ↑	Bosch	679	86. 11 ↑	Sky	595
3. 1 ↑	Premier Inn	831	45. 20 ↑	Nike	674	87. -2 ↓	Barclays	593
4. -2 ↓	McDonald's	828	46. -37 ↓	Virgin Atlantic	673	88. -27 ↓	HSBC	593
5. 2 ↑	Google	828	47. 11 ↑	Philips	672	89. -51 ↓	The Cooperative Bank	591
6. 9 ↑	John Lewis	808	48. 7 ↑	Adidas	671	90. -50 ↓	Volkswagen	589
7. 6 ↑	Sainsbury's	808	49. 0	Canon	671	91. -8 ↓	Audi	589
8. 27 ↑	BBC	805	50. 45 ↑	Royal Mail	670	92. 27 ↑	Santander	587
9. -4 ↓	Asda	804	51. 28 ↑	Three	667	93. -15 ↓	Virgin Mobile	583
10. -7 ↓	First Direct	793	52. N/A	Monarch Air	666	94. N/A	Harrod's	579
11. -3 ↓	KFC	773	53. -26 ↓	Debenhams	666	95. 3 ↑	Hertz	575
12. 0	IKEA	763	54. 16 ↑	Vauxhall	665	96. 7 ↑	FedEx	574
13. 16 ↑	Primark	760	55. -8 ↓	iTunes	664	97. N/A	Barclays Direct	571
14. -3 ↓	Waitrose	758	56. -23 ↓	British Airways	661	98. 6 ↑	Google+	566
15. 1 ↑	Boots	756	57. 7 ↑	Dell	658	99. 0	Twitter	561
16. -2 ↓	Travel lodge	751	58. 13 ↑	Guardian	657	100. -4 ↓	Lloyds TSB	555
17. 2 ↑	Burger King	744	59. 1 ↑	Gap	655	101. -8 ↓	Facebook	555
18. 6 ↑	Superdrug	743	60. 6 ↑	Bing	653	102. 0	Vodafone	548
19. 11 ↑	New Look	740	61. 20 ↑	Peugeot	653	103. 2 ↑	Aviva	546
20. 5 ↑	Holiday Inn	740	62. 32 ↑	easyJet	651	104. 6 ↑	EE	540
21. -11 ↓	Lastminute.com	729	63. 26 ↑	DHL	650	105. -25 ↓	UPS	534
22. 19 ↑	Sony	727	64. -2 ↓	MSN	647	106. 8 ↑	BT	531
23. -2 ↓	Marks & Spencer	726	65. 35 ↑	Churchill	647	107. -35 ↓	EDF Energy	525
24. -6 ↓	Tesco	724	66. -7 ↓	BMW	646	108. 5 ↑	The Royal Bank of Scotland	508
25. 7 ↑	The Sun	722	67. -15 ↓	Mercedes-Benz	644	109. -3 ↓	TalkTalk	508
26. 42 ↑	Ford	721	68. 19 ↑	Virgin Media	644	110. -33 ↓	Avis	494
27. -7 ↓	Starbucks	717	69. -15 ↓	The Times	639	111. 9 ↑	SSE	485
28. -6 ↓	H&M	709	70. -47 ↓	Channel 4	639	112. 3 ↑	LinkedIn	482
29. 14 ↑	Samsung	707	71. -32 ↓	ZARA	637	113. 8 ↑	British Gas	471
30. 20 ↑	Selfridges	707	72. 19 ↑	HP	637	114. 10 ↑	Ryanair	467
31. 11 ↑	Expedia	702	73. 0	Skype	636	115. -29 ↓	E.ON	464
32. 25 ↑	Groupon	700	74. -7 ↓	Lufthansa	628	116. -8 ↓	Bupa	460
33. 15 ↑	eBay	699	75. N/A	Puma	624	117. -8 ↓	BlackBerry	456
34. 58 ↑	The Financial Times	694	76. 12 ↑	Reebok	623	118. 5 ↑	npower	418
35. -7 ↓	Apple	694	77. -51 ↓	Hilton	621	119. -3 ↓	ScottishPower	388
36. -5 ↓	YouTube	693	78. -3 ↓	Renault	620	120. -3 ↓	AXA PPP Healthcare	373
37. 14 ↑	The Co-operative Food	693	79. 5 ↑	O2	615			
38. 8 ↑	Nokia	692	80. -43 ↓	Toyota	608			
39. 24 ↑	Yahoo!	691	81. 20 ↑	Microsoft	604			
40. 4 ↑	BHS	689	82. 8 ↑	NatWest	602			
41. 4 ↑	Panasonic	684	83. N/A	Intercontinental	599			
42. -6 ↓	Topshop	682	84. -15 ↓	Virgin Money	596			

For more insights on how simplicity drives business results, visit [simplicityindex.com](http://simplicityindex.com)

\*Change from previous year;  
N/A: Not applicable

## For simpler experiences, people would pay:



## Brand simplicity premium



Chart includes the Top 10 brands with the highest premium, in each category.

# Germany



# Germany

## Industry Ranking

INDUSTRY	SCORE
1. Internet search	950
2. Appliances	821
3. Electronics	793
4. Retail/Grocery	780
5. Internet retail	774
6. Media	740
7. Retail/General	721
8. Restaurants	719
9. Retail/Health and beauty	687
10. Retail/Fashion	683
11. Shipping/Mail	681
12. Travel/Hotels	646
13. Telecom/Cell phone	589
14. Automotive	583
15. Travel/Air	578
16. Telecom/Cable providers	553
17. Health insurance	548
18. Utilities	544
19. Travel/Booking	516
20. Social media	498
21. Fitness	489
22. Travel/Train	477
23. Travel/Car rental	463
24. Banks/Retail	454
25. General insurance	240

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# Germany

## Simplicity Index

RANK CHG*	BRAND	SCORE	RANK CHG	BRAND	SCORE	RANK CHG	BRAND	SCORE			
1.	0	ALDI	993	43.	3 ↑	Panasonic	776	85.	22 ↑	AOK	644
2.	2 ↑	Google	980	44.	8 ↑	Philips	772	86.	11 ↑	UPS	634
3.	0	Amazon	930	45.	-6 ↓	Prosieben	772	87.	12 ↑	BARMER GEK	606
4.	4 ↑	Penny Markt	908	46.	-16 ↓	Bing	772	88.	-3 ↓	Hertz	605
5.	1 ↑	Lidl	904	47.	-13 ↓	RTL	768	89.	9 ↑	O2	593
6.	-4 ↓	McDonald's	899	48.	N/A ↓	SAT 1	766	90.	1 ↑	Twitter	591
7.	-2 ↓	BILD	876	49.	-27 ↓	KFC	763	91.	1 ↑	iTunes	590
8.	-1 ↓	IKEA	874	50.	0	Audi	760	92.	-31 ↓	Alltours	587
9.	0	Miele	873	51.	29 ↑	MEDIMAX	756	93.	-4 ↓	Volksbanken Raiffeisenbanken	585
10.	1 ↑	Tchibo	871	52.	26 ↑	ZARA	751	94.	-10 ↓	Avis	585
11.	2 ↑	Edeka	865	53.	35 ↑	Ford	751	95.	-2 ↓	Sparkasse	576
12.	7 ↑	Real	865	54.	15 ↑	Karstadt	750	96.	5 ↑	Vodafone	576
13.	1 ↑	C&A	864	55.	-31 ↓	Canon	749	97.	-2 ↓	Deutsche Postbank	551
14.	9 ↑	REWE	850	56.	-35 ↓	BMW	746	98.	4 ↑	RWE	545
15.	27 ↑	Media Markt	846	57.	-30 ↓	Best Western	741	99.	13 ↑	HypoVereinsbank	539
16.	17 ↑	KIK	845	58.	23 ↑	Dell	740	100.	9 ↑	Facebook	538
17.	-2 ↓	Samsung	843	59.	6 ↑	EP/Elektronik Partner	732	101.	-26 ↓	Thomas Cook	535
18.	-2 ↓	Rossmann	838	60.	10 ↑	Deutsche Post/DHL	726	102.	9 ↑	Commerzbank	532
19.	-7 ↓	DM	837	61.	15 ↑	Mercedes-Benz	726	103.	5 ↑	Vattenfall	529
20.	9 ↑	Müller	832	62.	-22 ↓	Marriott	722	104.	-4 ↓	Google+	523
21.	23 ↑	OTTO	831	63.	16 ↑	Opel	721	105.	14 ↑	Deutsche Telekom	500
22.	-4 ↓	Burger King	827	64.	-27 ↓	Adidas	718	106.	0	Deutsche Bank	491
23.	2 ↑	Bosch	825	65.	21 ↑	Sky	711	107.	-4 ↓	TARGOBANK	489
24.	-7 ↓	Nordsee	823	66.	-4 ↓	Apple	708	108.	-3 ↓	E.ON	486
25.	-15 ↓	Zalando	822	67.	23 ↑	Motorola	705	109.	9 ↑	Ryanair	450
26.	12 ↑	Budnikowski	821	68.	-17 ↓	YouTube	704	110.	-6 ↓	Xing	431
27.	33 ↑	Nokia	819	69.	-21 ↓	Nike	701	111.	4 ↑	R+V Versicherung	427
28.	19 ↑	Saturn	819	70.	-2 ↓	HP	699	112.	5 ↑	Wüstenrot	412
29.	30 ↑	AEG	816	71.	-7 ↓	Reebok	684	113.	-3 ↓	Deutsche Bahn	408
30.	26 ↑	Sony	815	72.	11 ↑	Microsoft	682	114.	0	ERGO	400
31.	0	Kaufhof	815	73.	-16 ↓	Lufthansa	679	115.	1 ↑	AXA	397
32.	-4 ↓	Yahoo!	815	74.	-42 ↓	Holiday Inn	678	116.	6 ↑	Allianz	387
33.	3 ↑	Spiegel	811	75.	-32 ↓	Skype	676	117.	3 ↑	Generali	341
34.	N/A	BonPrix	808	76.	-2 ↓	Hermes	668				
35.	0	eBay	807	77.	-11 ↓	Puma	666				
36.	-16 ↓	H&M	807	78.	-37 ↓	Toyota	665				
37.	8 ↑	SUBWAY	787	79.	-16 ↓	ING-DiBa	659				
38.	15 ↑	Hilton	786	80.	2 ↑	Sixt	655				
39.	28 ↑	Siemens	786	81.	6 ↑	Europcar	654				
40.	N/A	Vox	786	82.	-9 ↓	TUI	651				
41.	8 ↑	LG	785	83.	-25 ↓	Techniker Krankenkasse	651				
42.	-16 ↓	Volkswagen	777	84.	-7 ↓	airberlin	645				

\*Change from previous year; N/A: Not applicable

Germany  
Simplicity premium

Depending on the industry, up to 24% of people are willing to pay more for simpler experiences and interactions. The amount they are willing to pay varies by industry but is significant.

# For simpler experiences, people would pay:



Germany  
Simplicity premium

All brands can benefit from simplifying, but not all may benefit equally. To understand who has the most to gain, we compared brands based on two metrics. We then divided them into four categories based on their potential.

# Brand simplicity premium

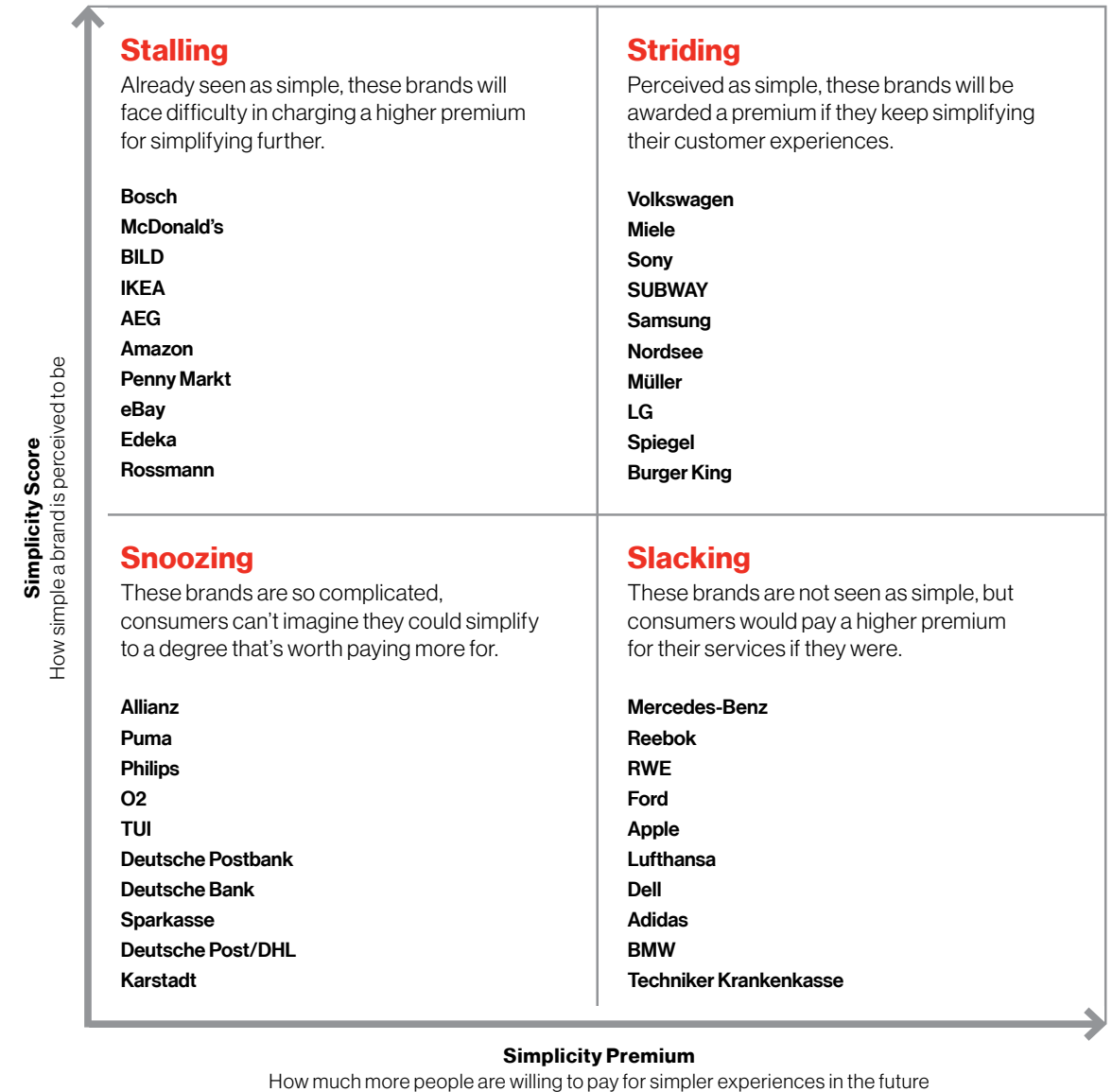


Chart includes the Top 10 brands with the highest premium, in each category.



Sweden



# Sweden

## Industry Ranking

INDUSTRY	SCORE
1. Internet search	950
2. Retail/Grocery	808
3. Media	719
4. Shipping/Mail	718
5. Retail/General	705
6. Electronics	699
7. Internet retail	645
8. Appliances	631
9. Restaurants	615
10. Travel/Hotels	600
11. Banks/Retail	594
12. Travel/Booking	579
13. Travel/Air	548
14. Utilities	539
15. Retail/Fashion	523
16. Social media	510
17. Retail/Health and beauty	479
18. Travel/Train	446
19. Telecom/Cell phone	442
20. Travel/Car rental	434
21. Telecom/Cable providers	407
22. General insurance	329
23. Fitness	326
24. Automotive	278
25. Health insurance	240

# Sweden

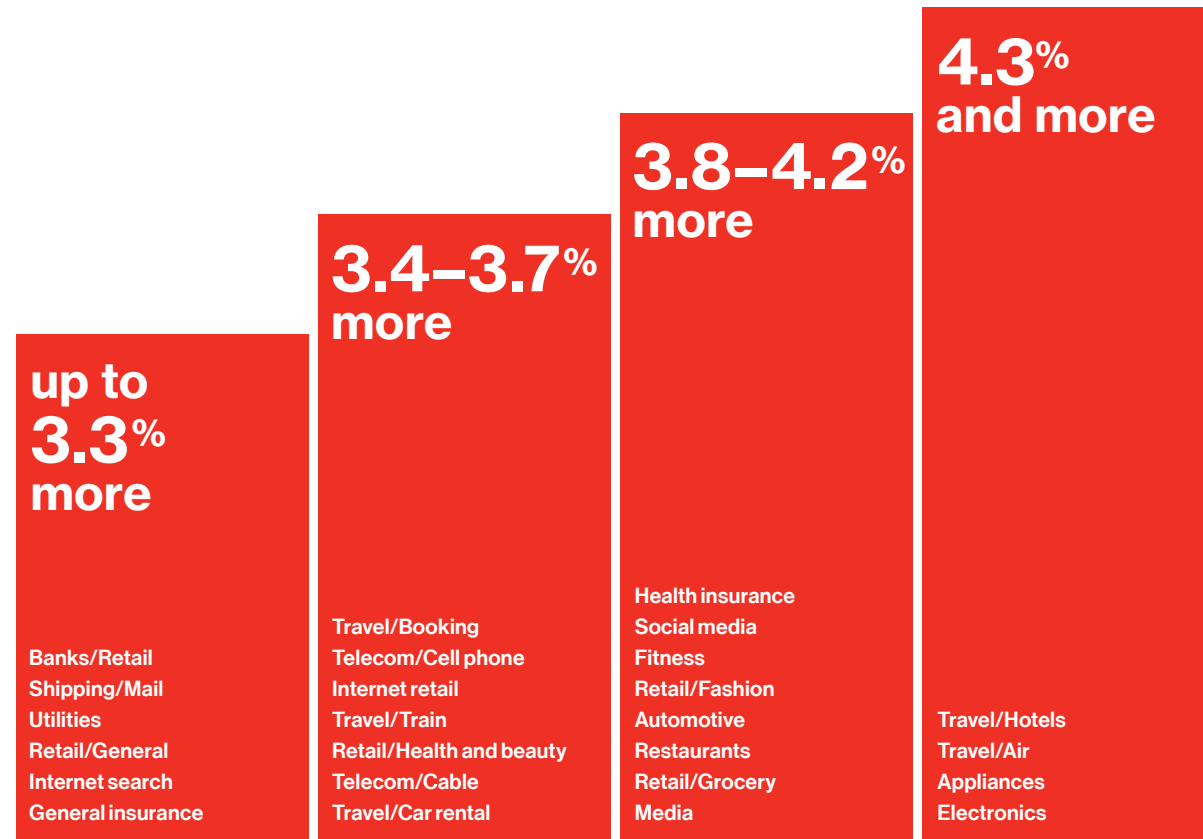
## Simplicity Index

BRAND	SCORE	BRAND	SCORE	BRAND	SCORE
1.  Google	923	43.  Dell	659	85.  Twitter	556
2.  IKEA	845	44.  Bing	658	86.  Bring	550
3.  ICA	811	45.  Norwegian	657	87.  Vattenfall	550
4.  Blocket	800	46.  Electrolux	655	88.  E.ON Sverige	550
5.  Netflix	764	47.  Bosch	655	89.  Telenor Sverige	550
6.  cdon	762	48.  Kronans Apotek	650	90.  British Airways	548
7.  Scandic Hotels	761	49.  SAS	646	91.  Skandia	542
8.  Åhléns	752	50.  Lufthansa	644	92.  Saab	542
9.  Samsung	751	51.  MQ	642	93.  Com Hem	541
10.  Fritidsresor	746	52.  Bonnier	640	94.  Budget	540
11.  McDonald's	746	53.  Cylinda	639	95.  Pinterest	531
12.  Nokia	738	54.  Apollo	638	96.  LinkedIn	457
13.  Coop	738	55.  Gina Tricot	636	97.  Fortum	456
14.  Lidl	737	56.  Comviq	634	98.  SJ	456
15.  Max	733	57.  Länsförsäkringar	629	99.  Ryanair	336
16.  Subway	727	58.  Instagram	629		
17.  YouTube	726	59.  Swedbank	628		
18.  Apoteket	722	60.  DHL	624		
19.  H&M	720	61.  Nordea Bank	624		
20.  Burger King	715	62.  Siemens	621		
21.  Tradera	714	63.  ViaSat	617		
22.  Viaplay	705	64.  Volkswagen	615		
23.  Ving	700	65.  Google+	615		
24.  Volvo	700	66.  Nike	611		
25.  KappAhl	700	67.  Folksam	611		
26.  Lindex	697	68.  Tele2	608		
27.  Hemköp	694	69.  Ticnet	606		
28.  Statoil	692	70.  Starbucks	604		
29.  Schenker	691	71.  TeliaSonera	599		
30.  Apotek Hjärtat	689	72.  Puma	596		
31.  Apple	687	73.  Radisson	595		
32.  Sony	686	74.  Canal Digital	594		
33.  Posten	684	75.  Adidas	592		
34.  Yahoo!	684	76.  Trygg-Hansa	588		
35.  SEB	682	77.  Hertz	586		
36.  Miele	680	78.  Facebook	586		
37.  Pizza Hut	679	79.  Bredbandsbolaget	583		
38.  Handelsbanken	674	80.  Life	578		
39.  First Hotels	669	81.  BMW	574		
40.  nelly.com	668	82.  Reebok	569		
41.  Toyota	664	83.  Danske Bank	569		
42.  Nordic Choice Hotels	664	84.  Avis	556		

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Depending on the industry, up to 22% of people are willing to pay more for simpler experiences and interactions. The amount they are willing to pay varies by industry, but is significant.

## For simpler experiences, people would pay:



All brands can benefit from simplifying, but not all may benefit equally. To understand who has the most to gain, we compared brands based on two metrics. We then divided them into four categories based on their potential.

## Brand simplicity premium



Chart includes the Top 10 brands with the highest premium, in each category.



# Middle East

# Middle East Industry Ranking

INDUSTRY	SCORE
1. Internet search	950
2. Electronics	823
3. Social media	713
4. Appliances	704
5. Restaurants	665
6. Media	660
7. Retail/Grocery	632
8. Telecom/Cell phone	562
9. Travel/Air	552
10. Retail/General	545
11. Travel/Booking	513
12. Travel/Hotels	491
13. Fitness	489
14. Internet retail	488
15. Retail/Health and beauty	485
16. Retail/Fashion	430
17. Utilities	421
18. Automotive	403
19. Health insurance	397
20. Telecom/Cable	354
21. Banks/Retail	339
22. Shipping/Mail	337
23. Travel/Train	331
24. Travel/Car rental	317
25. General insurance	240

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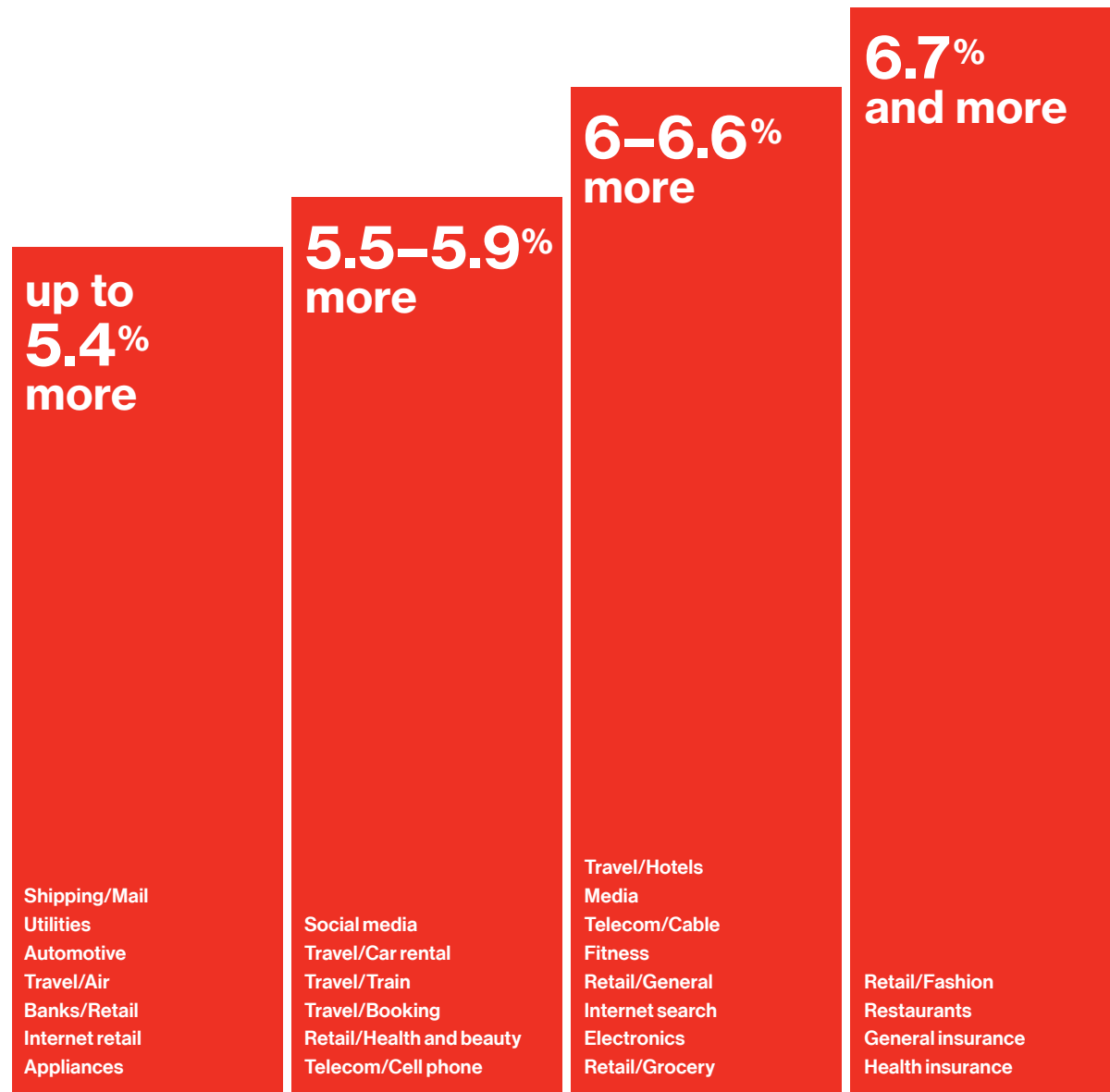
# Middle East Simplicity Index

RANK CHG*	BRAND	SCORE	RANK CHG	BRAND	SCORE	RANK CHG	BRAND	SCORE
1. 0	Google	1085	43. 36 ↑	FedEx	642	85. -4 ↓	Siemens	539
2. 0	YouTube	998	44. -10 ↓	Nike	641	86. 18 ↑	Budget	539
3. 0	Samsung	892	45. -27 ↓	Dubai Metro	640	87. -2 ↓	DHL	534
4. 4 ↑	Sony	855	46. -11 ↓	Home Centre	638	88. -6 ↓	Gulf Air	532
5. 22 ↑	Panda	839	47. -24 ↓	Zain	637	89. 23 ↑	Emirates Islamic Bank	528
6. 9 ↑	McDonald's	839	48. 5 ↑	Chili's	631	90. 17 ↑	LinkedIn	528
7. 7 ↑	Dell	838	49. 13 ↑	Bank Al-Bilad	630	91. 0	iTunes	520
8. 4 ↑	HP	835	50. 15 ↑	BlackBerry	623	92. -29 ↓	Rotana	520
9. 8 ↑	Yahoo!	832	51. -15 ↓	HTC	622	93. -19 ↓	ENOC	518
10. 18 ↑	Facebook	830	52. -7 ↓	SACO	620	94. -14 ↓	SABB	516
11. -6 ↓	Apple	803	53. 13 ↑	H&M	617	95. 16 ↑	Saudi TV	507
12. -3 ↓	Toshiba	789	54. 35 ↑	ZARA	616	96. -9 ↓	Debenhams	505
13. 41 ↑	Souq.com	785	55. 45 ↑	STC	616	97. -49 ↓	Marks & Spencer	493
14. -8 ↓	Al Baik	772	56. 27 ↑	Al Arabiya	614	98. 17 ↑	UPS	490
15. -11 ↓	Carrefour	770	57. 38 ↑	Dubai TV	611	99. -9 ↓	Tawuniya	488
16. -5 ↓	Gulf News	759	58. 2 ↑	Gazzaz	610	100. 8 ↑	Citibank	480
17. -7 ↓	Pizza Hut	759	59. 39 ↑	Emirates NBD	602	101. 21 ↑	HSBC	479
18. -5 ↓	LG	750	60. N/A	Amazon	602	102. N/A	Flynas	476
19. 27 ↑	eXtra	746	61. -30 ↓	du	597	103. -39 ↓	Holiday Inn	474
20. -4 ↓	KFC	741	62. 16 ↑	Puma	590	104. 9 ↑	Boots	474
21. 19 ↑	dr. CAFÉ	738	63. 23 ↑	Topshop	588	105. -11 ↓	Saudi Airlines	470
22. 2 ↑	Skype	736	64. -45 ↓	Sharaf DG	586	106. -56 ↓	Bupa	463
23. 21 ↑	Twitter	726	65. 4 ↑	Aramex	586	107. 10 ↑	Orbit Showtime Network	451
24. -3 ↓	IKEA	722	66. 27 ↑	Paris Gallery	584	108. -7 ↓	Diesel	450
25. 30 ↑	Herfy	718	67. -28 ↓	Mercedes-Benz	582	109. 11 ↑	Medgulf	421
26. 25 ↑	Philips	716	68. -12 ↓	Reebok	580	110. -90 ↓	Arab News	411
27. -20 ↓	Emirates	714	69. -11 ↓	The Body Shop	579	111. -15 ↓	Saudi Railways	407
28. -2 ↓	Kudu	710	70. -9 ↓	Saudi Post	573	112. 6 ↑	Hertz	399
29. 1 ↑	Microsoft	699	71. 13 ↑	NEXT	572	113. -4 ↓	Jumeirah	389
30. -8 ↓	Toyota	698	72. 3 ↑	GMC	571	114. -46 ↓	BMW	388
31. 7 ↑	Adidas	694	73. 15 ↑	Qatar Airways	571	115. -45 ↓	The National	376
32. 41 ↑	Spinney's	693	74. 2 ↑	MANGO	567	116. -2 ↓	The Saudi Investment Bank	375
33. 0	Etisalat	693	75. -23 ↓	Etihad Airways	562	117. 2 ↑	Oman Insurance Company	372
34. 7 ↑	Mobily	693	76. -29 ↓	Lenovo	562	118. -16 ↓	Avis	366
35. 8 ↑	Asharq Al-Awsat	690	77. -48 ↓	Al Jazeera	561	119. -13 ↓	Abu Dhabi National Insurance Company (ADNIC)	364
36. -4 ↓	Nissan	679	78. -19 ↓	Starbucks	558	120. -17 ↓	Daman	343
37. N/A	Dnata	665	79. -2 ↓	ADNOC	555	121. -5 ↓	Audi	275
38. -1 ↓	Alinma Bank	660	80. 19 ↑	Al Tayyar	551	122. 1 ↑	AXA	170
39. 10 ↑	Alriyadh	656	81. 40 ↑	Thrifty	551			
40. 31 ↑	Fly Dubai	653	82. 15 ↑	Marriott	550			
41. 26 ↑	Choithrams	653	83. 9 ↑	Sheraton	547			
42. 68 ↑	NCB	643	84. -42 ↓	Al Rajhi Bank	544			

\*Change from previous year;  
N/A: Not applicable

Depending on the industry, up to 55% of people are willing to pay more for simpler brand experiences and interactions. The amount they're willing to pay varies by industry, but is significant.

## For simpler experiences, people would pay:



All brands can benefit from simplifying, but not all may benefit equally. To understand who has the most to gain, we compared brands based on two metrics. We then divided them into four categories based on their potential.

## Brand simplicity premium

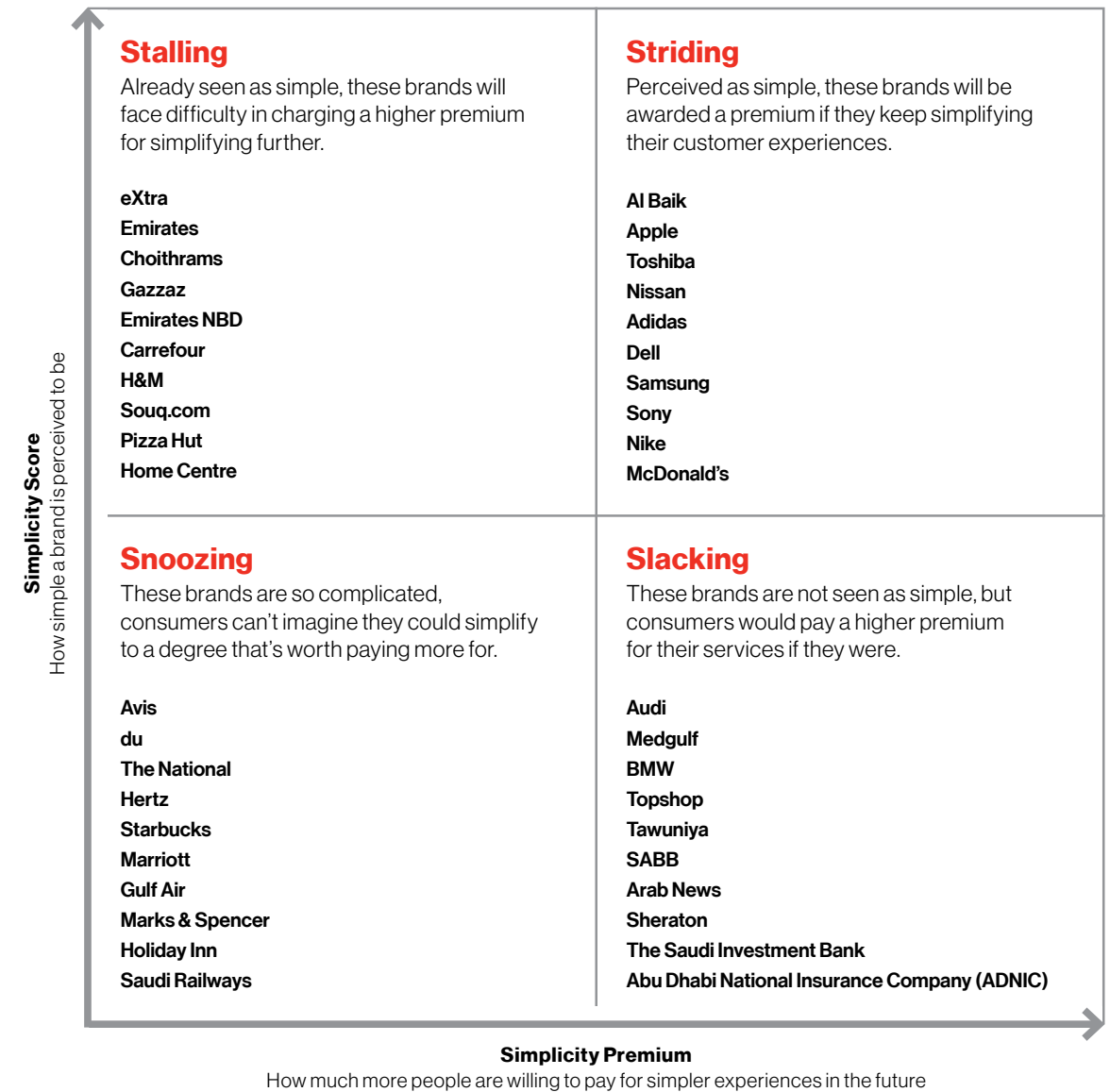


Chart includes the Top 10 brands with the highest premium, in each category.



India

# India

## Industry Ranking

INDUSTRY	SCORE
1. Internet search	950
2. Electronics	749
3. Internet retail	691
4. Appliances	679
5. Media	678
6. Telecom/Cell phone	642
7. Banks/Retail	628
8. Retail/Grocery	627
9. Retail/General	619
10. Retail/Fashion	609
11. Travel/Booking	580
12. Social media	573
13. Restaurants	571
14. Telecom/Cable providers	561
15. Shipping/Mail	544
16. Utilities	540
17. Travel/Air	525
18. Automotive	511
19. Retail/Health and beauty	504
20. Fitness	488
21. Travel/Hotels	433
22. Travel/Train	419
23. Travel/Car rental	375
24. Health insurance	253
25. General insurance	240

# India

## Simplicity Index

RANK CHG*	BRAND	SCORE	RANK CHG	BRAND	SCORE	RANK CHG	BRAND	SCORE			
1.	1 ↑	Google	963	43.	46 ↑	Spencers	688	85.	-8 ↓	Godrej Nature's Basket	546
2.	1 ↑	Samsung	875	44.	8 ↑	Pantaloons	685	86.	13 ↑	HSBC	534
3.	1 ↑	The Times of India	845	45.	-25 ↓	Reebok	683	87.	N/A	The Leela	533
4.	-3 ↓	Nokia	841	46.	8 ↑	Yatra	678	88.	8 ↑	Marriott	531
5.	19 ↑	Yahoo!	836	47.	-5 ↓	Himalaya Healthcare	674	89.	13 ↑	Virgin Mobile	527
6.	12 ↑	Microsoft	830	48.	-7 ↓	Toyota	673	90.	16 ↑	Holiday Inn	523
7.	-1 ↓	Facebook	820	49.	-11 ↓	The Hindu	670	91.	7 ↑	Air India	515
8.	0	Sony	814	50.	20 ↑	Shoppers Stop	666	92.	12 ↑	Viveks	509
9.	27 ↑	Dell	814	51.	4 ↑	Cleartrip	662	93.	14 ↑	Standard Chartered	508
10.	13 ↑	Canon	808	52.	6 ↑	Lifestyle	659	94.	26 ↑	Birla Sun Life	506
11.	22 ↑	airtel	801	53.	35 ↑	Haier	659	95.	-4 ↓	Oberoi	496
12.	47 ↑	eBay	797	54.	-40 ↓	Panasonic	658	96.	9 ↑	UPS	490
13.	9 ↑	HP	790	55.	19 ↑	Megamart	644	97.	N/A	Peugeot	484
14.	-3 ↓	Apple	779	56.	23 ↑	Volkswagen	640	98.	N/A	TravelChaCha	481
15.	49 ↑	Snapdeal.com	761	57.	9 ↑	Lee	637	99.	16 ↑	Oriental Insurance	461
16.	30 ↑	Levi's	759	58.	-49 ↓	Hero MotorCorp	637	100.	12 ↑	ICICI Prudential	458
17.	15 ↑	Maruti Suzuki	758	59.	-25 ↓	Tata Motors	636	101.	12 ↑	Bajaj Allianz	451
18.	11 ↑	Pizza Hut	753	60.	-4 ↓	Croma	636	102.	1 ↑	Travelocity	449
19.	25 ↑	Bata	752	61.	-24 ↓	Videocon	630	103.	13 ↑	Avis	441
20.	-4 ↓	Domino's	750	62.	52 ↑	Groupon	627	104.	4 ↑	MINT	428
21.	-4 ↓	Big Bazaar	749	63.	17 ↑	Expedia	625	105.	14 ↑	Hertz	427
22.	-10 ↓	Skype	748	64.	7 ↑	LinkedIn	621	106.	4 ↑	T24 Mobile	418
23.	8 ↑	Nike	744	65.	28 ↑	Orkut	617	107.	N/A	Ixigo	415
24.	-19 ↓	Philips	742	66.	15 ↑	Westside	616	108.	10 ↑	IFFCO Tokio	393
25.	14 ↑	State Bank of India	740	67.	8 ↑	ITC	613	109.	12 ↑	Max Bupa	380
26.	-13 ↓	Vodafone	739	68.	-15 ↓	TVS Motors	611	110.	7 ↑	Tata AIG	378
27.	-6 ↓	Tata Sky	735	69.	14 ↑	FedEx	610				
28.	-3 ↓	Haldiram	731	70.	14 ↑	Taj	608				
29.	21 ↑	Adidas	730	71.	-3 ↓	Onida	608				
30.	13 ↑	Lakme	723	72.	1 ↑	Barista	601				
31.	-3 ↓	LG	718	73.	-1 ↓	Travelguru	597				
32.	15 ↑	Godrej	717	74.	26 ↑	Hyatt	592				
33.	18 ↑	ICICI Bank	715	75.	15 ↑	BlackBerry	592				
34.	1 ↑	Tata DoCoMo	713	76.	0	BSNL	585				
35.	5 ↑	Café Coffee Day	707	77.	-17 ↓	Bajaj Auto	583				
36.	-29 ↓	McDonald's	704	78.	31 ↑	DHL	580				
37.	28 ↑	Bank of India	702	79.	7 ↑	Jet Airways	579				
38.	10 ↑	MakeMyTrip	700	80.	17 ↑	LIC	575				
39.	-20 ↓	YouTube	700	81.	-55 ↓	Reliance Mobile	565				
40.	22 ↑	HDFC Bank	697	82.	-33 ↓	Tata Indicom	564				
41.	28 ↑	Reliance Grocery	692	83.	11 ↑	Ford	559				
42.	36 ↑	Peter England	692	84.	1 ↑	DNA	553				

For more insights and information about how simplicity drives business results, visit [simplicityindex.com](http://simplicityindex.com)

\*Change from previous year; N/A: Not applicable

India  
Simplicity premium

Depending on the industry, up to 62% of people are willing to pay more for simpler experiences and interactions. The amount they are willing to pay varies by industry, but is significant.

# For simpler experiences, people would pay:



India  
Simplicity premium

All brands can benefit from simplifying, but not all may benefit equally. To understand who has the most to gain, we compared brands based on two metrics. We then divided them into four categories based on their potential.

# Brand simplicity premium



Chart includes the Top 10 brands with the highest premium, in each category.



TISSOT 旗艦店：  
尖沙咀

海港城海洋中心339舖  
新港中心G03號地舖  
海防道53-55號地舖  
彌敦道27-33號A1舖  
加拿分道41-43號A1地舖

2539 0332  
2992 0626  
2368 7330  
2411 5008  
2721 9308  
2369 6186

旺角  
西洋菜南街4號D舖(百老匯戲院旁)  
彌敦道580號彌敦中心G3B(投注站旁)

TISSOTCH TEL: 2510 0346

2332 1810  
2332 8962



per.



Eco-Drive.

TISSOTCH TEL: 2510 0346

2332 1810  
2332 8962

682 2148 1483  
852 2648 8071  
853 2882 8782  
www.citizen.com.hk

永隆銀



swatch

innisfree



innisfree

LANEIGE

田園書屋

尚書房

收購電話

全新二手

China

# China

## Industry ranking

INDUSTRY	SCORE
1. Internet search	950
2. Internet retail	843
3. Electronics	800
4. Appliances	748
5. Social media	707
6. Retail/Grocery	680
7. Shipping/Mail	679
8. Retail/General	674
9. Restaurants	673
10. Media	671
11. Retail/Fashion	655
12. Travel/Hotels	651
13. Travel/Booking	631
14. Travel/Air	628
15. Telecom/Cell phone	628
16. Travel/Train	613
17. Automotive	612
18. Telecom/Cable	582
19. Banks/Retail	562
20. Retail/Health and beauty	547
21. Fitness	536
22. Travel/Car rental	492
23. Utilities	445
24. Health insurance	301
25. General insurance	240

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# China

## Simplicity Index

RANK CHG*	BRAND	SCORE	RANK CHG	BRAND	SCORE	RANK CHG	BRAND	SCORE			
1.	6 ↑	WeChat	911	45.	47 ↑	ZTE	715	87.	N/A	Amazon	605
2.	0	Baidu	903	46.	-20 ↓	Sina	712	88.	N/A	WanDa Square	603
3.	N/A	Tmall.com	875	47.	-28 ↓	C&A	707	89.	N/A	Changan	602
4.	11 ↑	McDonald's	861	48.	-10 ↓	Nike	703	90.	N/A	Spring Airlines	597
5.	-1 ↓	KFC	860	49.	27 ↑	Hisense	702	91.	-2 ↓	Shanghai Airlines	595
6.	-5 ↓	QQ	851	50.	21 ↑	Sephora	702	92.	-12 ↓	South Beauty	587
7.	-1 ↓	Taobao.com	811	51.	27 ↑	China Mobile	698	93.	-11 ↓	Volkswagen	576
8.	6 ↑	IKEA	801	52.	-41 ↓	7-Days Inn	698	94.	2 ↑	China Merchants Bank	576
9.	-4 ↓	HI-24	790	53.	-9 ↓	Hunan TV	697	95.	N/A	BGCTV	574
10.	47 ↑	eLong	784	54.	N/A	Huawei	696	96.	-13 ↓	Sasa	567
11.	11 ↑	HaiDiLaoHuoGuo	776	55.	N/A	Immomo	693	97.	N/A	Kuaidi	565
12.	N/A	Sogou	774	56.	11 ↑	Douban	692	98.	9 ↑	Air China	564
13.	N/A	iQIYI.com	773	57.	-40 ↓	Li-Ning	692	99.	0	China Unicom	560
14.	9 ↑	Shentong Express	772	58.	-17 ↓	Suning	692	100.	N/A	Hyundai	558
15.	N/A	Yunda Express	770	59.	-24 ↓	Zara	686	101.	9 ↑	Toyota	557
16.	16 ↑	Qunar	770	60.	-7 ↓	Adidas	683	102.	N/A	BHG	556
17.	-14 ↓	S.F. Express	763	61.	N/A	Gap	680	103.	-54 ↓	BYD	549
18.	N/A	Quanjude	761	62.	N/A	Lvmama	679	104.	N/A	China Resources Vanguard	542
19.	49 ↑	Pizza Hut	757	63.	-26 ↓	Wal-Mart	679	105.	8 ↑	China Construction Bank	541
20.	-7 ↓	Home Inns	757	64.	29 ↑	Chery QQ	677	106.	-6 ↓	Tongrentang	536
21.	-12 ↓	Oppo	750	65.	-19 ↓	Google	674	107.		China Tietong	521
22.	N/A	Yihaodian.com	749	66.	7 ↑	GOME	674	108.	-36 ↓	Hilton	519
23.	39 ↑	Lenovo	749	67.	N/A	Netease	671	109.	7 ↑	Agricultural Bank of China	499
24.	31 ↑	Carrefour	748	68.	-5 ↓	Samsung	664	110.	N/A	China Telecom	493
25.	6 ↑	JD.com	748	69.	-9 ↓	Southern Weekend	664	111.	N/A	EMS	483
26.	N/A	LY.com	746	70.	N/A	Didi	656	112.	3 ↑	Bank of China	476
27.	-15 ↓	361 Degrees	746	71.	34 ↑	Sony	654	113.	1 ↑	ICBC	473
28.	47 ↑	Xiaomi	745	72.	N/A	Tuniu	652	114.	4 ↑	AIA	449
29.	19 ↑	Midea	745	73.	N/A	Huazhu Hotel (Hanting)	651	115.	N/A	China National Petroleum Corp	387
30.	-12 ↓	ANTA	745	74.	7 ↑	Philips	646	116.	N/A	CPCC	375
31.	N/A	Decathlon	738	75.	9 ↑	Geely	646	117.	4 ↑	PingAn Insurance	371
32.	18 ↑	Weibo	737	76.	-7 ↓	Sohu	643	118.	N/A	State Grid	352
33.	-23 ↓	Meters/bonwe	737	77.	-21 ↓	Phoenix Television (PHTV)	643	119.	1 ↑	China Pacific Insurance	336
34.	9 ↑	Haier	737	78.	25 ↑	China Southern Airlines	640	120.	2 ↑	China Life Insurance	328
35.	42 ↑	GREE	733	79.	19 ↑	Hainan Airlines	636	121.	N/A	Taikang Life	306
36.	16 ↑	H&M	732	80.	-14 ↓	Mannings	629	122.	N/A	New China Life	288
37.	N/A	Youku Tudou	732	81.	-27 ↓	Watsons	629	123.	0	People's Insurance Company of China	275
38.	9 ↑	Ctrip	728	82.	N/A	ASUS	621				
39.	-3 ↓	Uniqlo	726	83.	4 ↑	HP	620				
40.	24 ↑	HTC	722	84.	17 ↑	China Eastern Airlines	608				
41.	-2 ↓	RenRen	721	85.	-26 ↓	Marriott	606				
42.	69 ↑	Apple	720	86.	N/A	Wangfujin	605				
43.	N/A	YTO Express	718								
44.	30 ↑	TCL	716								

\*Change from previous year; N/A: Not applicable

China  
Simplicity premium

Depending on the industry, up to 54% of people are willing to pay more for simpler experiences and interactions. The amount they are willing to pay varies by industry, but is significant.

# For simpler experiences, people would pay:



China  
Simplicity premium

All brands can benefit from simplifying, but not all may benefit equally. To understand who has the most to gain, we compared brands based on two metrics. We then divided them into four categories based on their potential.

# Brand simplicity premium

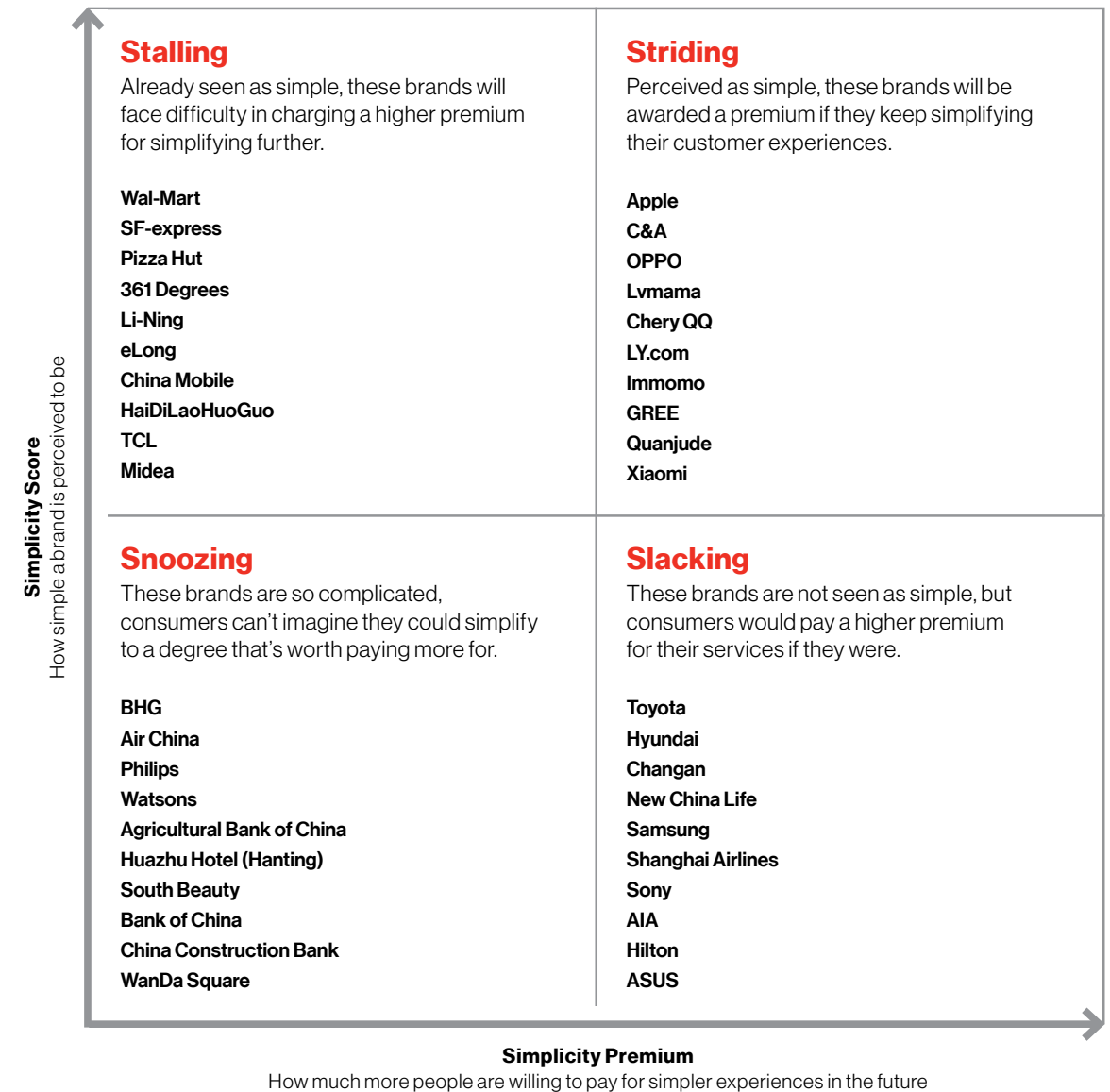


Chart includes the Top 10 brands with the highest premium, in each category.

## Research methodology

To determine the global state of simplicity, Siegel+Gale fielded an online survey with more than 12,000 respondents in 8 countries to gather perspectives on simplicity and how industries and brands make people's lives simpler or more complex.

During the study, respondents rated 585 brands. The brands were selected as a representative set that respondents would be most likely to know and/or use in each country.

## Sample Set

Between June 17th and August 3rd 2014, Siegel+Gale used an online survey to poll:

### 12,318 consumers in 8 countries:

United States **1,750**  
United Kingdom **1,751**  
Germany **1,754**  
Sweden **1,751**  
Mainland China **1,750**  
India **1,812**  
UAE and Saudi Arabia **1,750**

The sample is representative of national demographic distributions in each country.

## Survey Topics

This year's respondents answered questions about brand touchpoints within specific industries, disruptive companies, and which channels they were most likely to use to find information on new products and contact customer service.

### Respondents answered questions around:

- How simple or complex they perceived their lives to be
- How familiar they were with certain brands
- If they recently used these brands
- The simplicity/complexity of a brand's communications and interactions in relation to its industry peers

## Brand Simplicity Score

Respondents in each country rated more than 100 brands (with respondents in the US and UK also ranking more than 40 disruptive companies). Siegel+Gale researchers used input from in-country offices and existing third-party research to select a representative set of brands that in-country respondents would be most likely to use or experience. We are unable to report on smaller, lesser-known brands, for which we could not collect sufficient responses.

### The score was calculated with the following inputs:

- How each brand was rated on the simplicity/complexity of its products, services, interactions and communications in relation to its industry peers. User/non-user ratings were weighted to give more importance to the user experience and remove any possible bias for higher proportions of users for some of the brands
- How consistently the brand experience and communications were rated across respondents (the standard deviation of the ratings)
- How aligned non-user and user perceptions were, privileging aligned perceptions (the difference between user and non-user ratings)
- The Simplicity Score for the brand's industry or category(ies)

## Industry Simplicity Score

Each country rated the following industries: Appliances, Automotive, Banks/Retail, Electronics, Fitness, General insurance, Health insurance, Internet retail, Internet search, Media, Restaurants, Retail/Fashion, Retail/General, Retail/Grocery, Retail/Health and beauty, Shipping/Mail, Social media, Telecom/Cable, Telecom/Cell phone, Travel/Air, Travel/Booking, Travel/Car rental, Travel/Hotels, Travel/Train, and Utilities.

### The score was calculated with the following inputs:

- The industry's contribution to making life simpler or more complex
- The pain of typical interactions with companies/organizations within the industry
- How the industry's typical communications ranked in terms of:
  - Ease of understanding
  - Transparency/Honesty
  - Communicating that customer needs are being cared for/ Making the customer feel valued and appreciated
  - Innovation/Freshness
  - Usefulness

## Simple necessities

Consumer demand for a simplified brand experience is clear. So are the benefits—increased profits, greater brand loyalty and more innovation.

So how do you know if your brand is simple or not? And how do you begin?

Ask yourself the following 10 questions. The more you can answer with a definitive “Yes,” the closer you are to reaping the rewards of simplicity.

- Is senior leadership committed to providing a simpler customer experience?**
- Do I know what our brand’s purpose is, and is it articulated in a simple, memorable and inspiring way?**
- Do we have the tools in place to get everyone to consistently deliver on our brand’s purpose?**
- Is our brand focused on what drives preference within the market?**
- Do customers share our view of who we are and what we want to be?**
- Are our products and services clear and easy to navigate?**
- Do we know the brand experiences where simplicity would be most appreciated by customers, and inspire greater brand loyalty?**
- Do we have a simple road map for our customer journey?**
- Are we actively seeking opportunities to remove points of friction in the customer experience, across all platforms?**
- Do we regularly ensure that our customer experiences are both unexpectedly clear and remarkably fresh?**

Still see a lot of complexity at your organization?

We can help.

# #SimplicityPays

# Siegel+Gale is the simplicity company.

We seek it, defend it and embrace it in everything we do to help brands reach their true potential. Simplicity is the centerpiece of the strategies we develop that reveal the unique truths of an organization, the engaging stories we create that connect brands with their audiences and the meaningful experiences we deliver that are both unexpectedly fresh and remarkably clear.

Since 1969, global strategic branding firm Siegel+Gale has championed simplicity for leading corporations, nonprofits and government organizations worldwide. We have offices in New York, Los Angeles, San Francisco, London, Dubai, Shanghai and Beijing, but we're willing to fly just about anywhere. We're also not alone. As part of Diversified Agency Services, a division of Omnicom Group Inc., we have strong partners all around the world.

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<http://visibleearth.nasa.gov>



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simple is smart