

Analysis of Business Strategies of the Casual Apparel Business: A Focus Group Study of UNIQLO

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Abstract

Our research analyzed the current business strategies of UNIQLO, as part of Fast Retailing Group Co., LTD with the main focus on Pricing Strategy, Human Resource (HR) Strategy, and R&D strategy.

In Chapter 1, we provided a brief overview of UNIQLO in comparison with some of its competitors at a domestic and international level. We also performed a market analysis, showing UNIQLO strengths and challenges within the current business environment.

In Chapter 2, we studied consumer's perceptions about price and quality for UNIQLO and its bearings on their buying behavior as reflected in the specially arranged Focus Group (FG) Interview. The data were subjected to Graph/Network analysis for visual inspections and extracting sub-graphs called communities. The identified communities are expected to provide the company with valuable information for formulating better pricing strategies compatible with the wide-range consumer preferences.

In Chapter 3, Human Resources (HR) practices of UNIQLO were analyzed in light of Herzberg's Two-Factor theory, following a brief examination of the organizational structure and hiring practices of UNIQLO. The information obtained from former part-time worker was classified either as motivator or hygiene factors both of which were comprised of five elements. The Hygiene factor included salary, supervision, physical working conditions, personal factors, and job security, while the motivator factor included sense of achievement, recognition, advancement, the work itself and the growth opportunity.

In Chapter 4, the history of UNIQLO was first reviewed with particular interest in its innovativeness and partnership with material providers. Then, the data obtained from the Focus Group interview on HEAT-TECH and the products that use it were subjected to Graph/Network analysis. From this Network analysis, for Heat-tech products three specific areas were studied: Physical attributes, Functional attributes, and Non-physical attributes. These findings can provide the company with valuable information for developing innovative and suitable products for its consumers.

In chapter 5, we provided a general conclusion summarizing the main findings for each of the chapters mentioned above.

要旨

本研究は、株式会社ファーストリテイリングの傘下の UNIQLO のビジネス戦略を分析した。企業分析はいろいろな視点から行われているが、本研究は、価格戦略、人的資源管理及び研究開発戦略を切り口として分析を行った。

第1章では、国内・海外の競合企業と UNIQLO の比較を行い、UNIQLO の概要を考察した。また、市場分析を行い、現在の市場環境の中における UNIQLO の強みと挑戦を示した。

第2章では、フォーカスグループ (FG) インタビューを行い、ユニクロ商品の価格と品質に対する消費者の認識、また、消費者行動を分析した。ネットワーク解析を用いて、視覚的な考察を行い、コミュニティと呼ばれる部分グラフを抽出した。それらのコミュニティの考察は、不特定多数の消費者に対する価格戦略と比べ、より良い価格戦略を構築するために有益な情報をもたらす。

第3章では、フレデリックハーズバーグの情動の二要因説の観点から UNIQLO の人的資源管理の実行について分析を行い、UNIQLO の組織構造と雇用実践の調査を示した。パートタイム従業員から得られた情報を5つの要素を構成している動機付け要因と衛生要因のどちらかに分類した。衛生要因には、給料、監督、体の労働条件、個人要因と雇用の安定が挙げられた。一方、動機付け誘因要因には、達成感、認知、進歩、仕事自体と成長機会が挙げられた。

第4章では、UNIQLO の革新さと材料供給者とのパートナーシップに特に焦点を当て、UNIQLO の歴史を調査した。そして、ヒートテック商品に関する FG インタビューを行い、得られたデータに関して、ネットワーク解析を行った。その結果、3つの特有の要素が得られた。それらは、物質的特性、機能的特性、非物理的特性である。その結果は革新的かつ消費者に適した商品開発を行う上で重要な情報を会社にもたらし。

第5章では、上記の各章の主な結果をまとめ、結論を示した。

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