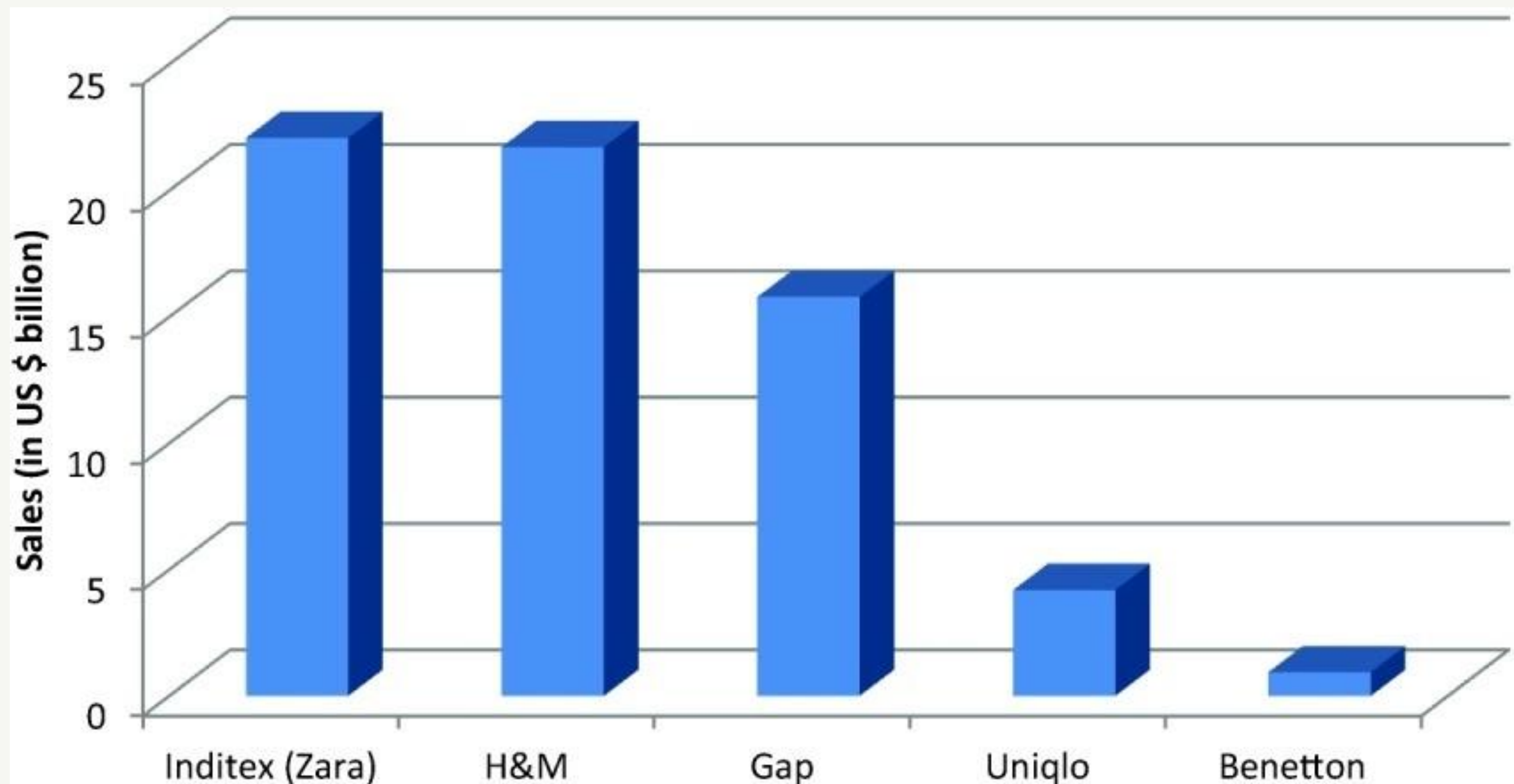


UNI  
QLO

ZARA



The ZARA logo is displayed in a black serif font within a white rounded square, which is centered in a larger black rounded rectangle.

**Foundation:** 1975

**Legal form:** Limited company

**Founders:** Amancio Ortega & Rosalía Mera

**General director:** Ivana Bolta

**Parent company:** INDITEX

**Head office:** Arteixo, Spain

**Industry:** Fashion retailer (No 1)

**Revenue:** €13,79 billion in 2011

**Global presence:** Present in 85 countries

**Employees worldwide:** over 7000

**Stores worldwide:** 1 671 in 2011

**Website:** [www.zara.com](http://www.zara.com)

The UNIQLO logo consists of the word 'UNI' stacked above 'QLO' in a white sans-serif font, set against a red rounded square background, which is centered in a larger black rounded rectangle.

**Foundation:** 1984 (as its current form)

**Legal form:** Limited company

**Founders:** Tadashi Yanai

**General director:** Tadashi Yanai

**Parent company:** FAST RETAILING CO., LTD

**Head office:** Yamaguchi, Japan

**Industry:** Fashion retailer

**Revenue:** \$8,7 billion in 2011

**Global presence:** Present in 13 countries

**Employees worldwide:** 16 000

**Stores worldwide:** 1 024 in 2011

**Website:** [www.uniqlo.com](http://www.uniqlo.com)

Brand	Distribution Channel	Mission	Points of Parity (POP)	Points of Difference (POD)
	<ul style="list-style-type: none"> <li>- Retail shops</li> <li>- Online shopping</li> </ul>	<p>"Zara walks at the pace of society dressing ideas, trends and tastes that society itself has matured"</p>	<ul style="list-style-type: none"> <li>- Fast apparel distribution</li> <li>- Retail clothing stores</li> <li>- Online shopping</li> </ul>	<ul style="list-style-type: none"> <li>- Latest fashion trends</li> <li>- Strong stores presence worldwide: 1671 stores in 85 countries</li> </ul>
	<ul style="list-style-type: none"> <li>- Retail shops</li> <li>- Online shopping (only in Japan for now)</li> </ul>	<p>"Our mission is to provide casual clothes for all kinds of people"</p>	<ul style="list-style-type: none"> <li>- Fast apparel distribution</li> <li>- Retail clothing stores</li> </ul>	<ul style="list-style-type: none"> <li>- Core products: basics</li> <li>- Lower price than ZARA</li> <li>- Good value product</li> <li>- Technique: innovation</li> </ul>

# Expansion

U

DEPTH

How to  
expand

WIDTH

Z

“BASIC” market is big enough  
in a single country.  
Hits key markets dominantly  
(Japan, China, Korea etc)  
by manufacturing  
in low cost countries.

“TRENDY FASHION” market  
for working woman is limited.  
Sells around the world  
(88 countries in 2014)  
while manufacturing  
in proximity to Spain(HQ)



# How they changed the game?

U

Sell all the products manufactured by **PRICE CONTROL** through out the season

Z

Manufacture **SMALL BATCH** and **RESPONSE QUICKLY** to what consumers want

Controls (stop and go) supply chain **WEEKLY**

**UNIQLO**

Fabric supplier



Manufacturer

Control subcontractor



Design



Own stores



Consumers

**ZARA**

Manufactures what consumers want

response time

**3 weeks**



Consumer

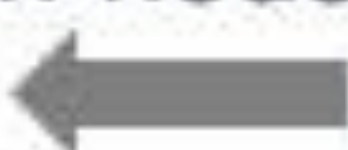


Stores



Manufacturer

In-house



Designers

+ FILTERS





**SATIN STRAPPY MID-HEEL SANDALS**

29.99 GBP



