Accenture Supports Accelerating Business Transformation and Globalization for Fast Retailing
Summary

Fast Retailing, Japan's largest apparel retail group, has worked with Accenture to establish the unified, global business structure required to help achieve its growth strategy of becoming the world's leading apparel retailer by 2020. Accenture has supported Fast Retailing's growth strategy for more than a decade.

Business background

Fast Retailing, Japan's largest specialty store retailer of private label apparel (SPA), has grown its business with its flagship brand, UNIQLO, at its core. The first UNIQLO store opened in Hiroshima in 1984. Since then, the business has achieved outstanding growth, including the huge success of the UNIQLO Fleece, launched in 1998. Sales reached 928.6 billion yen for the 2012 fiscal year ending August 31, 2012. Currently, Fast Retailing, with its flagship brand UNIQLO, is ranked fourth in the global apparel retail sector.

This group has set the ambitious target of becoming the number one apparel retailer in the world and increasing sales to five trillion yen by 2020. In recent years, the group has been accelerating its global expansion to meet that target, establishing operations in Europe, the United States and Asia.

Business challenge

Fast Retailing’s business management style is based on the concepts of “Global One” and “Zen-in Keiei” (which translates as “managed by everyone”). These concepts involve managing all group companies as a single, united entity.

A key issue Fast Retailing faced was how to build the global business infrastructure necessary to maintain and strengthen a unified culture and organization while pursuing business transformation and growth in the global market. Based on the retailer’s successful working relationship with Accenture spanning more than 10 years, Fast Retailing chose Accenture to help establish the global business structure required to resolve this issue.

How Accenture is helping

Fast Retailing and Accenture began working together in 2001. Accenture shares Fast Retailing’s vision and continues to support the group’s ongoing transformation and rapid growth and expansion. Through project “Global One,” Accenture is directly supporting Fast Retailing’s global business transformation, which targets every area of business from business management and merchandise design, to inventory and distribution management and hiring and training personnel.

Project “Global One” involves standardizing business procedures through the creation of an integrated infrastructure at the group and global level. Accenture has supported Fast Retailing with this transformation project, coordinating the efforts of its bases...
in Tokyo and around the world—from North America to Europe, China and the Asian region. In particular, Accenture has provided, and is providing, Fast Retailing with support for the following business processes, including organizational change and all relevant system implementation.

• Merchandising planning
• Supply chain management
• Sales/store operations
• Human resources
• Finance

For Fast Retailing's “Global One” project, Accenture collaborated with executives in each business area—working across a broad spectrum of cultures, customs and languages to assess and determine leading practices for procedures and to build the required global business structure. For example, teams in Japan, Asia, North America and Europe work closely to mitigate the various challenges created between different geographies.

To help achieve the goals aligned with Fast Retailing's concepts of "Global One" and "Zen-in Keiei", Accenture has built a global business management infrastructure that would unify business processes organizations and information systems.

High performance delivered
As it has done for more than a decade, with project “Global One" Accenture has mobilized a whole range of resources to support Fast Retailing’s growth. With that support, Fast Retailing has enhanced its competitiveness on the global market, steadily helping increase its capabilities in terms of business speed, quality of products and services, and innovation.

The IT infrastructure created within the “Global One” framework can allow Fast Retailing to react more quickly to changes in its business environment and enter new markets easily.

Accenture continues to provide Fast Retailing with consulting and systems development support on an ongoing basis and works closely with the company to offer multifaceted assistance aiming at helping it achieve its 2020 vision and growing into a high-performing, global corporation.

“To achieve our goal of becoming the number one global retailer by 2020, it's important for us to review and update our strategy, work structures, organization systems and IT infrastructure regularly. Accenture's overall support and specific solutions have helped us to achieve our goals so far, and I feel confident that their knowledge and experience, in the area of HR as well as their global network, will continue to help us in the future.”

Fast Retailing Management
About Accenture Global Delivery Network

Accenture's leading edge global delivery capabilities help our clients achieve excellent business results through bringing innovative ideas, coupled with reliable, cost-effective and consistently high-quality services. With 154,000 advisors in more than 50 centers, Accenture offices and client locations, the Accenture Global Delivery Network is one of the largest and diversified group of management consulting, technology and business process outsourcing advisors in the world. We team with our clients to help meet their current business and IT issues and opportunities can drive a new era of innovation. Delivery excellence is about making sure we perform our High Performance objective for our clients. Our environment of continuous improvement helps us reach ever-higher levels of productivity, precision and predictability. Supported by deep industry, technology and business acumen, and by an unmatched breadth of industrialized capabilities—including processes, methods, tools, architectures and metrics—Accenture delivers game-changing services and solutions to help our clients attain high performance.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with 257,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.