

C. DETAILED GUIDELINE

I/ Introduction

You have to satisfy 2 points:

- **Introduce the background of the brand: UNIQLO**
 - History of the brand & some key features about their brand's story/mission:

Example:

: The first UNIQLO store was launched in June 1984. With 40 years in this industry, UNIQLO always follows a mission of unlocking the power of clothing, since they believe that they can turn clothing into a force for good: By designing, making and selling good pieces, they could make the world a better place ([Sustainability at UNIQLO](#))

Example:

Successfully overcoming Covid-19 and recovering its revenue, UNIQLO has demonstrated its success with over 20% increase in revenue

Consolidated Business Performance

(Billions of Yen)

	Year to Aug. 2022	Year to Aug 2023						Year to Aug. 2024	
	Full Year Actual (21/9~22/8)	1H Actual		2H Actual		Full Year Actual		Full Year Estimate	
		(22/9~23/2)	(y/y)	(23/3~23/8)	(y/y)	(22/9~23/8)	(y/y)	(23/9~24/8)	(y/y)
Revenue	2,301.1 100.0%	1,467.3 100.0%	+20.4% -	1,299.2 100.0%	+20.1% -	2,766.5 100.0%	+20.2% -	3,050.0 100.0%	+10.2% -
Gross Profit (to revenue)	1,206.8 52.4%	741.5 50.5%	+17.9% -1.1p	694.8 53.5%	+20.3% +0.1p	1,436.3 51.9%	+19.0% -0.5p	- -	- -
SG&A Expenses (to revenue)	900.1 39.1%	524.2 35.7%	+19.3% -0.3p	530.1 40.8%	+15.0% -1.8p	1,054.3 38.1%	+17.1% -1.0p	- -	- -
Business profit (to revenue)	306.7 13.3%	217.3 14.8%	+14.5% -0.8p	164.6 12.7%	+40.9% +1.9p	381.9 13.8%	+24.5% +0.5p	450.0 14.8%	+17.8% +1.0p

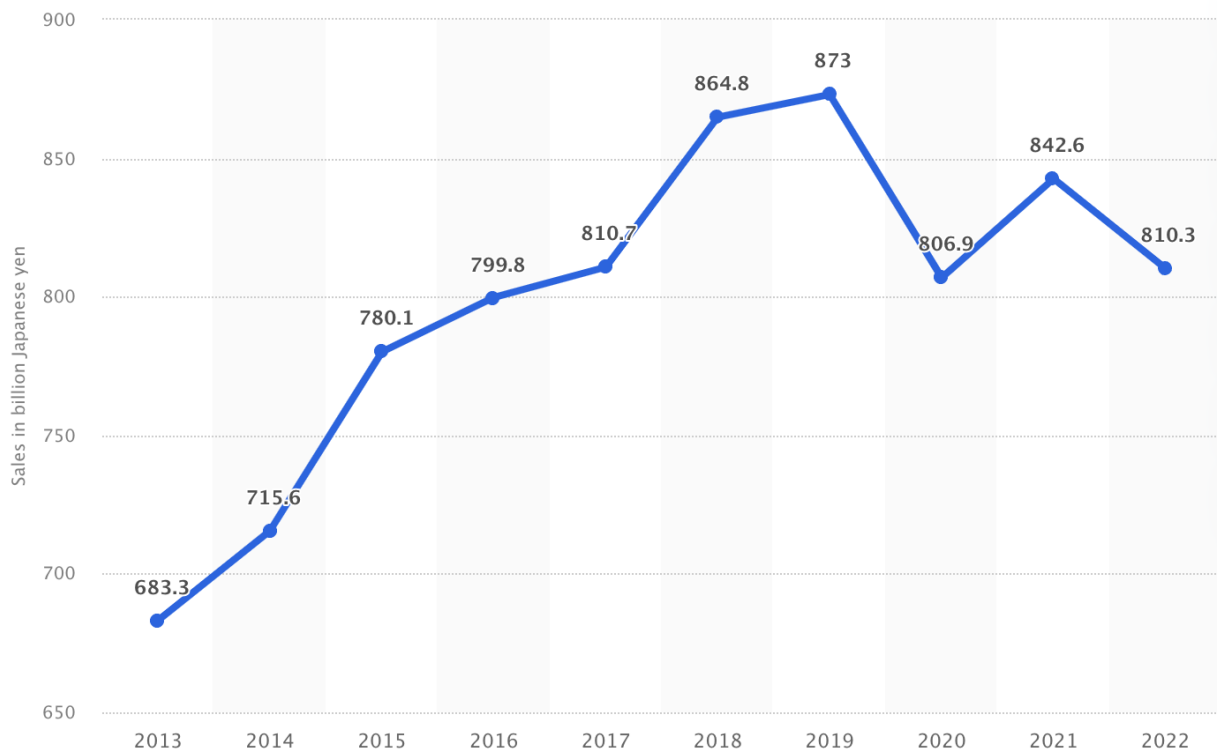


Figure 1: [Results Summary | FAST RETAILING CO., LTD.](#)

Figure 2: [Uniqlo: sales revenue 2022 | Statista](#)

→ For each aspect, you should have 1-2 sentence

- **Introduce the main content, objective of the report, and why you choose the brand (1-2 sentences).**

Example:

Objective: To evaluate the overall brand equity in the fashion market based on the Aaker Brand Equity model

The reason to choose UNIQLO: a person supporting & following sustainable lifestyle

II/ Brand equity performance

Each aspect of brand equity you choose must be written in a different paragraph. Below is the flow of each paragraph you can follow

- 1-2 sentences: Introduce the aspect of brand equity you choose, mention its definition and characteristics with references
- 3-4 next sentences: Depending on the theory you have just cited, describe what the brand did/ illustrate the brand activities that relate to the aspect you choose. Make sure that your argument also has pictures or photos as references.
- 2-3 sentences: Evaluate what the brand did, whether it is effective or not, good or bad. To determine the effectiveness, you should have data to prove it. For example: If you say that brand loyalty is good, the data of returning customers will be recommended.

TIPS: Following the above guidance will help you have fairly good grades, yet if you link the effectiveness that you proved through data to theory, it is a plus point
















Example:

Brand Equity 1: Brand awareness & loyalty

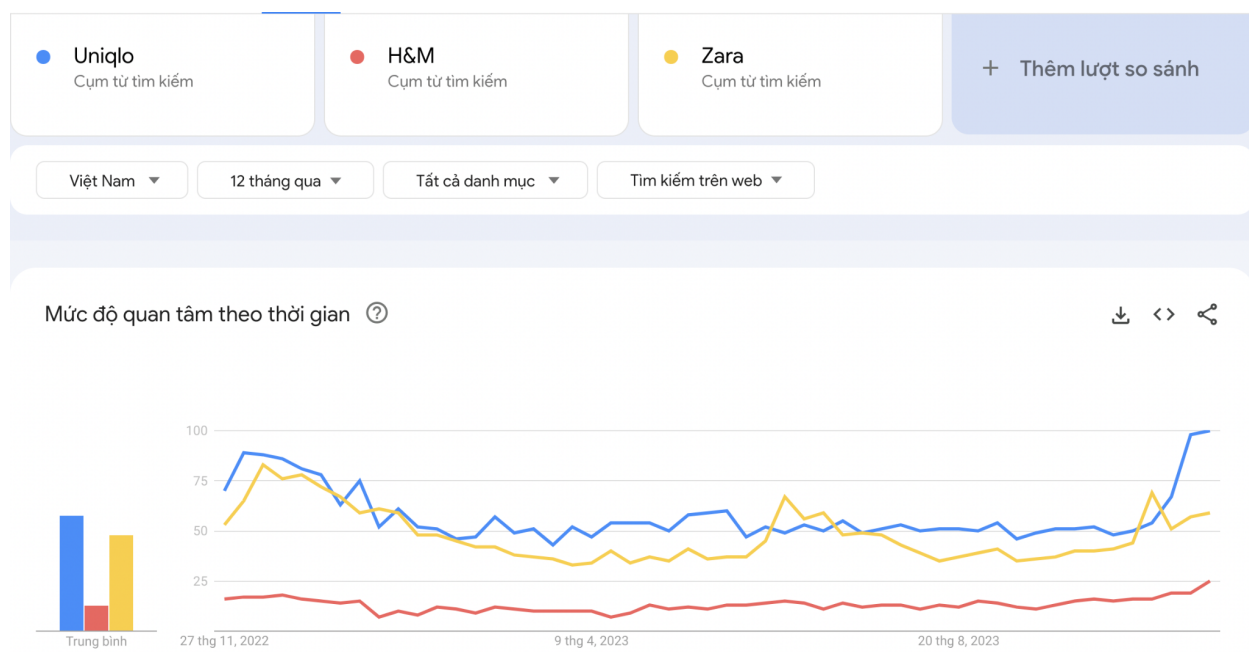
- Brand Awareness:

- + Domain: UNIQLO ranked #9 in the Fashion & Apparel category, and outperformed its main competitors (Zara,...) in both global and country rank
- + According to Google Trends data, while all the 3 mentioned brands have experienced fluctuations over time, Uniqlo overall outperforms Zara and H&M in terms of search queries, indicating its higher popularity (Figure 2)
- + Mentions: UNIQLO has achieved

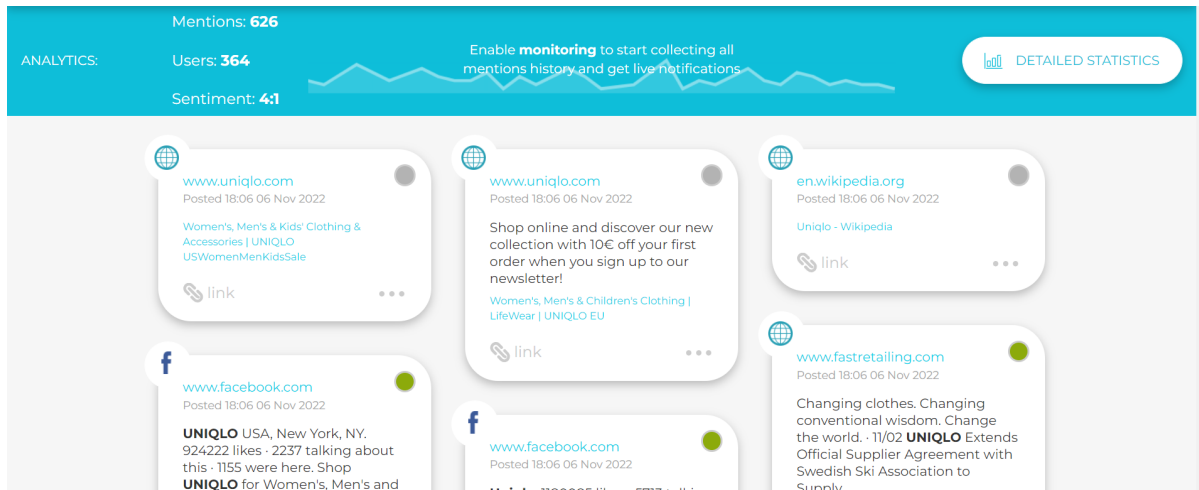
→ Great brand awareness in Vietnam

Global rank ⓘ		Country rank ⓘ		Industry rank ⓘ	
Aug 2023 - Oct 2023 Worldwide		Aug 2023 - Oct 2023 Japan		In Lifestyle/Fashion and Apparel	
Domain	Rank	Domain	Rank	Domain	Rank
 uniqlo.com	#380	 uniqlo.com	#76	 uniqlo.com	#7
 zozo.jp	#727	 zozo.jp	#56	 zozo.jp	#11
 zara.com	#259	 zara.com	#671	 zara.com	#4
 urbanoutfitters.com	#3,251	 urbanoutfitters.com	#68,335	 urbanoutfitters.com	#62
 nike.com	#234	 nike.com	#849	 nike.com	#2

([SimilarWeb Pro](#))



(<https://trends.google.com/trends/explore?geo=VN&q=Uniqlo,H%26M,Zara>)



<https://www.social-searcher.com/social-buzz/?wblng=&ntw=&psttyp=&searchid=&period=&value=&fbpage=&q5=H%26M>

- **Brand Loyalty:**

- + UNIQLO has introduced a range of strategies aimed at preserving and enhancing brand loyalty. One such approach involves providing extra services, such as offering complimentary sample products to customers who have shared reviews on Uniqlo.com (Uniqlo Vietnam n.d.).
- + Uniqlo conducts a worldwide customer satisfaction survey to gauge consumer sentiments and make product adjustments accordingly (Fast Retailing 2022) --> the brand's commitment to value and exceptional customer experiences.




- **Brand Associations:**

- + UNIQLO is associated with simple, well-designed clothes that appeal to many age groups and fit with a wide range of needs, from outings to formal occasions.
- + UNIQLO has a strong value and popularity in Vietnam in employing sustainable materials with an emphasis on textiles. UNIQLO uses recycled polyester
- + As for brand associations, Uniqlo and Yody are linked to basic casual wear that appeals to a wide range of customers. Another important factor that contributes to the value of these two companies is that they both employ sustainable materials with an emphasis on

textiles. Uniqlo, for example, uses recycled polyester, and has launched various environmentally-friendly campaigns (RE.UNIQLO, BLUE CYCLE JEANS,...)

→ As consumers become increasingly focused on sustainable fashion (McKinsey 2020), this attribute has the potential to enhance brand loyalty by elevating the brand's positive image (Isotalo & Watanen 2015).

→ While Uniqlo sets itself apart from other fast fashion brands (H&M, Zara,...) through its in-house design, which imbues its products with a sense of contemporary style (MartinRoll 2021).

 RECYCLED POLYESTER		
RECYCLED POLYESTER Our Fluffy Fleece and men's Fleece Jacket are now made from 100% recycled polyester. Learn how we recycle plastic bottles to create these and our DRY-EX polo shirts. Read More...	Recycling with UNIQLO By working with Goods For Good, we're helping to take unwanted clothes and give them to people in need. Read More...	RDS The production of our down outerwear has been certified by the Responsible Down Standard since 2019. Learn how we seek to minimise our impact on wildfowl. Read More...

Another example:

McDonald's, an iconic global fast-food brand, evokes a multitude of brand associations deeply embedded in the collective consciousness. The golden arches are a symbol of convenience, affordability, and consistency, appealing to diverse demographics worldwide. Instantly recognizable, McDonald's conjures images of their classic menu items like the Big Mac and Happy Meals, creating associations with comfort, familiarity, and childhood nostalgia. The brand

signifies speed and efficiency in service, leveraging a pervasive presence in urban landscapes. Yet, McDonald's also faces associations with concerns about health, sustainability, and the impact of fast food on society, prompting ongoing dialogues about nutritional value and environmental responsibility. Overall, McDonald's embodies a complex mix of both positive and negative brand associations in the minds of consumers.

- **Perceived values:**

- + UNIQLO is regarded as high quality, since VN people have a consistently good impression on goods on Japan



- + Most of the respondents in a nationwide survey have declared they will pay a premium for high-quality products that meet specific standards, and are originally traceable, good for health, and environmentally friendly. ([Consumers willing to pay premium for better quality: survey | Business | Vietnam+ \(VietnamPlus\)](#))

A BIT LOOSE, WARM ENOUGH AND SUPER SOFT

24/03/2023



Kích cỡ đã mua: L

Quần áo có vừa không: Hơi rộng

I love the outer material and down inside keeps me warm in cold weather. White color fits every style for young person.

TUANH · Nữ · 25 đến 34 tuổi · Chiều cao: 141 - 150cm · Cân nặng: 56 - 60kg · Cỡ giày: EU36 · Hà Nội

([Source](#))

PART B.

I. Introduction

- In 2-3 sentences: Brief about the brand's establishment and its brand story, when and how it started its internationalization
- In 1 sentence: Introduce the current statistics about the number of stores worldwide, how it performed its internationalization
- The last sentence: Overview about the objective of the essay

Example:

McDonald's, a global fast-food giant, was founded in 1955 in Des Plaines, Illinois, by Ray Kroc (McDonald's Corporation 2022). It initiated its international expansion by opening its first international restaurant in Canada in 1967, followed by entering Japan in 1971 (McDonald's Corporation 2022). Today, McDonald's operates over 39,000 restaurants in more than 100 countries worldwide, making it one of the most recognized and widespread fast-food chains globally (McDonald's Corporation 2022). This essay will explore the strategies McDonald's employs, both standardization and adaptation, in its marketing approaches across different markets

([Source](#))

III/ Brand internationalization

1. Standardization

- Target Segment (4-5 sentences): Introduce the target segment of Mc Donald's, including age, income, social class and lifestyle

Type of segmentation	Segmentation criteria	McDonald's target segment
Geographic	Region	Domestic/international
	Density	Urban/rural
Demographic	Age	8 – 45
	Gender	Males & Females
	Life-cycle stage	Bachelor Stage: young, single people not living at home
		Newly Married Couples: young, no children
		Full Nest II: youngest child six or over
	Income	Low and middle
Behavioral	Occupation	Students, employees, professionals
	Degree of loyalty	'Hard core loyals' and 'Switchers'
	Benefits sought	Cost benefits, time efficiency
	Personality	Easygoing & careless
Psychographic	User status	Potential and regular fast food eaters
	Social class	Lower, working and middle classes
	Lifestyle	McDonald's targets Resigned, Struggler and Mainstreamer individuals according to Cross Cultural Consumer Characterization developed by Young & Rubican

Figure 4: Targets for McDonalds customers (Source: Dudovski 2016)

- The values that Mc Donald's has been perceived in fast food culture globally, and in the VN market. Since culture has considerably contributed to standardization

Example:

McDonald's has been associated with certain values globally that resonate with the local culture. For instance, the standardization of McDonald's offerings aligns with the cultural preference for consistency and reliability. According to a study by Pham and Thi (2015), Vietnamese consumers often seek familiar and standardized experiences when dining out, which is in line with McDonald's global approach to offering consistent menu items.

Furthermore, the values of convenience and efficiency promoted by McDonald's have been well-received in Vietnam's fast-paced urban lifestyle. The fast-food chain's emphasis on speed and efficiency in service delivery corresponds with the preferences of Vietnamese consumers

who often have busy schedules. These values have contributed to McDonald's success in adapting to the local market while maintaining its global brand identity (Pham and Thi, 2015).

Source: Pham, T. V., & Thi, H. N. (2015). Fast food consumption and the choice determinants in Ho Chi Minh City, Vietnam. *British Food Journal*, 117(2), 782-796.

- **Positioning: The positioning, key message that are consistent among all countries**

Example:

McDonald's positions itself as the globally recognized fast-food leader, embodying values of convenience, affordability, and consistency. With over 39,000 restaurants spanning more than 100 countries worldwide (McDonald's Corporation, 2022), the brand's commitment to delivering quick, budget-friendly, and consistent dining experiences has solidified its position as the go-to choice for millions of customers globally.

2. Adaptation

- 1-2 sentences: Introduce the countries that the brand entered, and which country you choose to mention in this part. Also, introduce the aspect of adaptations that the brand has made in that country.
- 3-4 sentences: Describe the aspect of adaptations of the brand with evidence such as pictures, photos
- 2-3 sentences: Discuss the reason why the brand chose that adaptation strategy, with academic sources cited.
- 2-3 next sentence: Evaluate the effectiveness of the strategy with data as evidence. Also, you can provide your personal opinion, determine whether this strategy is appropriate or not, with theory cited.

Example:

Introducing itself to numerous countries worldwide, including India, McDonald's has implemented strategic standardizations tailored to the local market. In India, a predominantly vegetarian market, the fast-food giant adapted by excluding beef and pork from its menu, offering alternatives like the McAloo Tikki burger and the Veg Maharaja Mac, aligning with cultural and dietary norms. This approach included alterations in menu items and ingredients, exemplified by images showcasing vibrant vegetarian options, distinct from the traditional beef-based items. McDonald's targeted this strategy due to cultural and religious sensitivities in India, aligning with Hofstede's cultural dimensions theory, and emphasizing the importance of adapting to local values. The company's adjustment paid off, demonstrating effectiveness through substantial market growth and increased revenue in India, which outperformed initial expectations, solidifying its position within the country's fast-food industry. This success can be seen through an annual revenue growth of over 20% for several consecutive years in India, highlighting the efficacy of McDonald's localized standardization approach.

IV/ Conclusion:

Summarize your above analysis and evaluate, among standardization and adaptation, which strategy is better.

Example:

In conclusion, McDonald's has mastered the delicate balance between standardization and adaptation in its marketing strategies. The company has successfully positioned itself as a globally recognized fast-food leader by offering a consistent and dependable dining experience worldwide. At the same time, McDonald's shows its commitment to local markets by customizing menus and operations to cater to unique tastes and cultural preferences. That balance has led McDonald's to become the largest fast food chain worldwide, with 43.8% in market share ([Source](#))

F. FOOD FOR HUNGRY THOUGHTS

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