

FR Management and Innovation Center

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Dean of the Graduate School of International Corporate Strategy
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Mission

To foster 200 top managers

- Select 100 management candidates from within the company
- Hire 100 potential managers around the world

Train 200 people over five years to stand ready as managers

Maintain a constant turnover of the candidates.

Doors open to all

Once trained, offer practical management experience

Execution (1)

Make FR a company where everyone is a teacher and a student

- A group that both learns from and teaches each other.

Make FR group a *ba*, or a place, that constantly resolves issues & explores opportunities to develop exceptional talents

- Foster through work. Education = Work, Work = Education

A different approach from off-the-job classroom based educational institutions

Execution (2)

A new type of business school. A new type of educational institution

- Different from the existing corporate universities. A unique approach
- Do what existing business schools have not been able to achieve

An institution that turns out managers in true sense

Recruit teachers from sympathetic business leaders, scholars and top business consultants worldwide

Recruit young, global talents willing to learn here

Implementation framework (1)

President of the School

Tadashi Yanai

FR Group CEO

Coordinator (Vice president-to-be)

Hiroataka Takeuchi

**Dean of the Graduate School of International Corporate Strategy,
Hitotsubashi University, Tokyo**

Implementation framework (2)

An institution bringing together international business leaders from inside and outside group, scholars and top business consultants.

From the apparel and retail industries and other fields.

Surpass the traditional educational institution/corporate framework.

With Japanese, European and US hubs, form links with top educational institutions in each region.

Set up FR endowed classes. Create a team with exclusive and non-exclusive scholars.

- Japan: Hitotsubashi University Graduate School of International Corporate Strategy(ICS)/ Knowledge Institute
- USA: Harvard Business School(HBS) [Under consideration]
- Europe: International Institute for Management Development(IMD) [Under consideration]

Establish FR Management and Innovation Center strategic bases in Japan, the US and Europe.

- Japan: Roppongi Midtown (new FR Head Office) /
Tokyo (in a Hitotsubashi University-related facility)
- USA: New York (Theory Head Office)/TBA (facilities of affiliated educational institution)
- Europe: Paris (FR FRANCE Head office)/TBA (facilities of affiliated educational institution)

Create salons or *ba* in each location where teachers and students can nurture knowledge.

BA where people naturally gather to debate and learn from each other.

Environment for constant learning

Began training the first set of teachers (from January 2009)

Changing manager mindsets. The first step to be a true manager.

- Managers of FR global head offices.
- Top managers of group and global operations.

Condensing and reformulating business principles (from May 2009)

Real comprehension through condensing and reformulating principles.

Starting with sales management

- clarify and restate UNIQLO's strengths and issues.
- learn through application and on-the-shop-floor experience.

The Tasks for the Future (1)

Select 100 potential management candidates from within the company.

Recruit global talents and select 100 potential management candidates.

Recruit young talents as future leaders from all over the world
regardless of nationality.

**Constantly empower the candidates, provide appropriate opportunities,
and reshuffle their positions to stimulate self-motivated development.**

The Tasks for the Future (2)

Launch 3 core training programs

1. Orientation for managers to change their mindsets.

- Participation required for all management candidates.
- The first step towards becoming a true manager.

2. Learn management principles.

- Condense and reformulate business principles in operations with practical on-the-job experience.
- Complement sales management sessions with merchandizing, marketing and corporate management.

3. On-the-job management training.

- Select young people to resolve company-wide issues and explore opportunities.
- Shadow top management. Learn through practical experience.

**Create a mentor system for business leaders, scholars and top
business consultants to directly coach management candidates.**