

## Tadashi Yanai-san, the almighty at Uniqlo.

Dear Penfabricans,

How does Uniqlo succeed in this cut-throat apparel retail industry when many famous and established companies failed?

The single biggest factor for Uniqlo's success is the commanding and combative leadership of its founder, owner, Chairman, President, and CEO, the almighty Tadashi Yanai-san who is presently the richest man in Japan with a personal fortune of USD 18 billion.

In an interview last year, Yanai-san revealed five interesting things that made Uniqlo very successful.

1. People are usually afraid of failure but not Yanai-san. When Uniqlo first ventured to overseas markets, it failed miserably in China, UK, and USA. Yanai-san reflected that these failures sparked fires in him. To him, failures should not be seen as failures. Rather, we should take them as challenges and to proceed to overcome them.
2. He studied many global brands - Marks & Spencer, Limited Stores, Gap, Zara and H&M – before rebuilding his company. In Sports field, he looked at Nike, Adidas and others. He admitted that if he were to study only one brand at the onset, say Giordano, then he would not even reach at Giordano's level. He wants Uniqlo to be the world's largest apparel company by 2020.
3. He is a tough boss. He shared that in case he is not a tough boss, his subordinates won't be able to grow and improve. If people won't have much

demand of them, they cannot achieve greatness. That's why bosses who look like good guys, or too gentlemanly, can in fact be the worst bosses.

4. He believes it's CHANGE or DIE. This is the mantra he has ingrained into his employees. IBM made products like meat cutters and punch cards in the past. GE went through the same thing making light bulbs. If you do not change, you cannot survive.

5. His biggest worry is that he has failed many times to find his successor as Yanai-san is wearing many different hats, namely Founder, Chairman, President, CEO and Owner, an almighty role. Therefore, ideally, he said that his role should be split up and held by a team of people playing different roles led by a capable CEO.

These wise thoughts given by Yanai-san are very enlightening. Let us emulate these wise ideas and put them into our daily activities. Nothing comes easy, presumably Yanai-san has been through many difficult times and sleepless nights before he succeeded to build Uniqlo into such a formidable and admirable world brand.

Dear Penfabricans, nothing succeeds like success. But then, nothing succeeds if we are afraid of failures and not challenging hard times forcefully enough to come out victorious. Learn from the wisdom of Yanai-san to make Penfabric the best textile company in the world.

Have a restful weekend contemplating achieving our tasks at hand by our combative spirit;  
Determination is the Thing.  
Impossible is Nothing.  
Result is Everything.  
Reliability is our Name.

Thank you.

With kind regards,  
HSTeh.