



LifeWear

INSIGHT & STRATEGY REPORT

FOR

UNIQLO

ABOUT

STOCKHOLM

AND

THE NEW STORE OPENING

内容

Content

PAGE 6-23

Understanding the Swedes

PAGE 24-35

The market

PAGE 36-49

Life in Sweden

PAGE 50-55

Orten

PAGE 56-61

A collective of individualists

10,103,843 +1.4% compared to 2016

Every fourth Swede has a higher education

27% HAVE STUDIED AT UNIVERSITY FOR THREE YEARS OR MORE



40% of total household expenditure is spent on retail & food/beverage

1 SEK
≈ 0,104 €

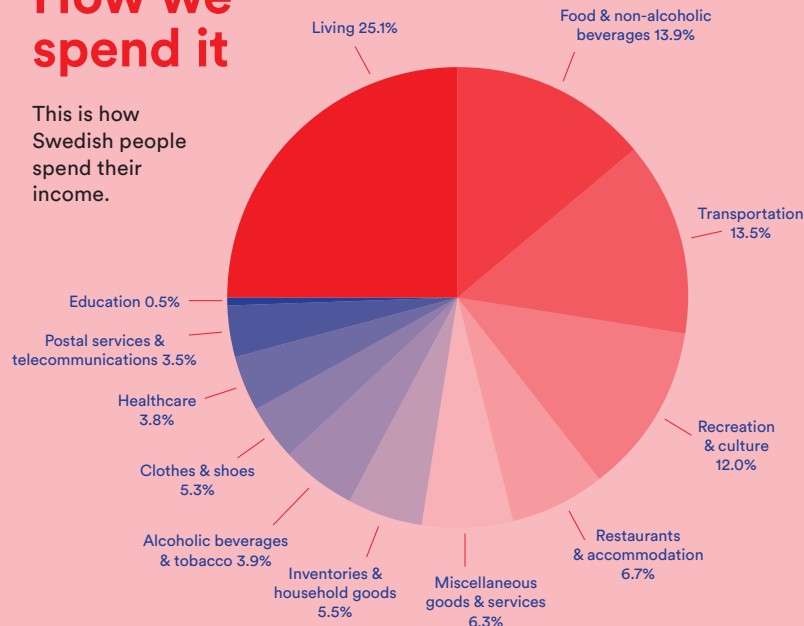


85% OF ALL SWEDES HAVE TRAVELLED OUTSIDE OF EU AT LEAST ONCE

COMPARED TO DENMARK, 75% — FINLAND, 68% — UNITED KINGDOM, 60%

How we spend it

This is how Swedish people spend their income.



WE SPEND MORE ON CANDY THAN ON FRUIT

In 2015 the Swedes bought **candy for 38 SEK/week** and **fruit for 27 SEK/week**

SWEDES SPEND 6 billion euro ON CLOTHES A YEAR

COUNTY
2,2 million

935,619

GREATER REGION
4,4 million

AVERAGE YEARLY SALARY IN STOCKHOLM
26 328 €

COMPARED TO

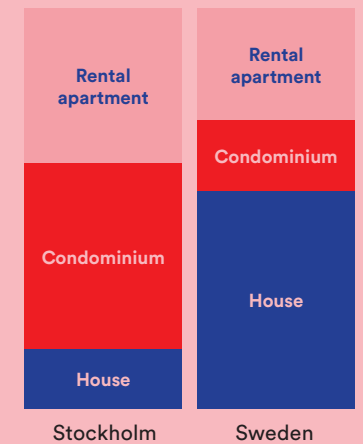
London 27 870 €
Copenhagen 29 697 €
Tokyo 29 088 €
Paris 25 932 €

All salaries after taxes

Districts of central Stockholm



104 people move to Stockholm each day, which makes it **one of the fastest growing cities in Europe.**



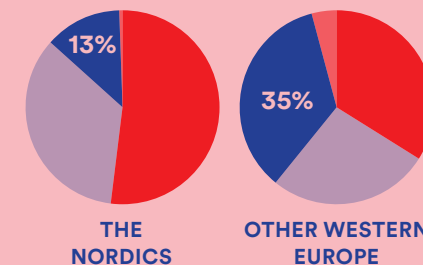
GDP PER CAPITA IN PURCHASING POWER STANDARDS IN EU

Index (EU28 = 100)

01. Luxembourg	258
02. Switzerland	161
09. Sweden	123
15. EU (28 countries)	100
28. Albania	29
USA	145

Towards a cashless society in the Nordics

- Cash
- Card
- Electronic direct/ACH
- Other paper payment





スウェーデン人を理解する

Understanding the Swedes

What is it about this nation? Once a fierce, war-waging country, at its height of power Sweden ruled the entire Nordic region, the Baltics, Ukraine, parts of Germany, and Poland. Actually, the two nations that have been at war most times in the entire world are Sweden and Denmark; we have fought almost thirty wars. Today, Sweden is a neutral nation that has been at peace for 200 years. We're considered a forerunner of progressive egalitarian values, and we're constantly topping the "quality of life" lists. In order to really get this place, and the citizens of Stockholm, you have to gain understanding of a few things that have formed this people.

Folkhemmet

The social democratic concept that changed the nation.

Sweden has had social democratic rule for over 100 years. This has probably shaped the nation more than anything else. A core idea of the Swedish welfare state is the concept of *Folkhemmet*, which literally means “home of the people.” *Folkhemmet* is a metaphor for society popularized in the early twentieth century by the Social Democrats. Having a society that is a good home for all people means having equality and common goals, and it also means that it’s everyone’s responsibility to care for it.

This concept was the foundation of the Swedish welfare state and the Nordic model with its social safety net, wealth distribution, strong social insurances, and progressive tax systems.

Nowadays of course Sweden isn’t a socialist utopia where everyone agrees and kindly stands in line to pay their taxes. There are a lot of people who have issues with the high taxation and the conformity. Sweden at the moment is really in a bit of an identity crisis.

For decades, the Social Democratic government has sold off the public domain to private investors in order to stimulate the economy. The critics claim that this has destroyed *Folkhemmet*, the welfare state. The Social Democrats lose voters who claim the party no longer cares for the people. The conservatives changed their approach to more resemble the liberal parts of the Social Democrats. For some time, this was quite successful and they came into power. Eventually they also suffered problems with their identity by alienating both their more conservative voters and their new socio-liberal voters.

These events really paved the way for *Sverigedemokraterna* (Swedish Democrats), the right-wing populist party that built their agenda on the feeling of being let down by the Social Democrats, the lack of conservative values overall, and the global insecurity following the war on terror and the Syrian war. They have neo-Nazi roots, but they now claim to be a party wanting to rebuild *Folkhemmet*, reclaim the “good old” values, re-establish law and order, help the elderly, and stop the immigration that they say is tearing the nation apart. These ideas have resonated with the masses and made them the third biggest party in Sweden. A fact that has really made society more polarized than ever before.

Jantelagen (The Law of Jante)

You are not to think you’re anyone special or that you’re better than us.

Swedes can be reserved at times. We’re liberal and accepting, sure, but it’s hard to get under our skin. At least that’s how visitors feel. We Swedes don’t really get that, but then again, we all come from the same mold. One thing that shapes us into this is *Jantelagen*—the law of Jante: a social code of group behavior that deems individual success as inappropriate and unworthy. The concept was first described by author Aksel Sandemose as a fictional law that can be encapsulated as *You are not to think you’re anyone special or that you’re better than us*. All the Nordic countries can relate to the law of Jante. These collectivistic thoughts, together with 100 years of social democratic politics, of course, have made us Swedes conformist and reserved.



スウェーデンは社会主義ユートピアではない
Sweden isn’t a socialist utopia.

Urban and rural Sweden

The different sides of Sweden and what divides them.

The idea of individuality has in reality become what divides the city and the countryside. Stockholm and the other big cities have become bastions of individuality, as the surrounding country tends to stick to conformity. This feeds into the political conflict where the country feels that the nation’s original values and collectivism have been abandoned by the cities and those in power. We have for a long time been moving from a collective, industrialized economy to a more individual-based service economy, and the surrounding countryside is on the losing side.

Allemansrätten

The ancient access to nature that lets us roam freely.

Another concept that has formed us is *Allemansrätten* —“everyone’s right”: the freedom to roam, the general public’s right to access privately owned land for recreation. *Allemansrätten* gives a person the right to access and camp on any land—with the exception of private gardens, the immediate vicinity of a dwelling house, and land under cultivation. This is both regulated in law and considered a legacy and a human right. The reason for this of course being our closeness to nature, not in a sense that we worship nature, but rather that it belongs to everyone. One can’t own the air or the ocean, so for us neither can one own the woods, the fields, nor the mountains. An individual can own the resources, but the experience is for everyone to share. So, Swedes care for nature in exactly that way, as their own and as everyone’s. We respect wildlife. We don’t litter, and we follow the rules. We enjoy nature simply by being in it; it’s our sanctuary of mindfulness and calm, as well as a place for recreation or experiences.

Sustainability

Environmental thinking as a way of life.

This bond to nature is reflected in how we view environmental issues. We sort our waste, we recycle, we reuse, and we compost. Sustainability is a part of everyday life, and it’s not a political or lifestyle statement in that sense. Everyone just does it. During the terror attack in Stockholm, a meme with the text “When checking up Swedishness in the dictionary” spread through social media. The picture showed a younger couple in Stockholm sorting their waste at a public recycling station in the hours after the attack. A reassuring picture of normality in the chaos. We buy ecological food and clothes and choose environmentally friendly products when possible.

480日の有給育児休暇 480 days of paid parental leave

Value-driven consumption

We support brands that reflect our morals and ethics.

Recognizing and using consumer power is part of our egalitarian upbringing. In Stockholm, people consume in accordance with their morals. They buy what reflects the image they want to convey. Ethical, fair trade, ecological, intelligent, responsible, sustainable, equality-minded brands work in Stockholm. There are cautionary examples like, for instance, American Apparel. The company left the Swedish market long before fading globally because their objectification of women didn't sit well with our values.

Gender equality

Sweden views itself as the forefront of gender equality. But there's still a long way to go.

We are considered the first independent country to give women the right to vote. We have compulsory quota systems in a lot of different areas to support more balance. A great deal of the population, men and women, consider themselves feminists and, according to polls, we will probably have a feminist party—Feminist Initiative (FI)—as part of the government by the next election. We have 480 days of paid parental leave that are more equally shared than any other country. Household work is also shared. And while the pay gap certainly exists, it is less prominent in Sweden than elsewhere. Gender neutrality is especially important when it comes to children, where equal opportunities and upbringing are sought. Stereotypes—like that blue is for boys and pink is for girls—are considered dated, and a lot of people question the need for separate boys' and girls' departments within retail stores.

However, the recent #metoo movement has shone a blinding light on the deep cracks in this façade. At the moment, every part of society is going through catharsis, as women of every guild have shared their experiences of

sexual abuse. TV, advertising, medical care, sports, press, theatre, police, politicians, lawyers, academics, artists, to mention a few, have all organized, and many men of influence have fallen from grace as a result. The movement has made it increasingly hard to deny that gender inequality is in fact a structural problem and a system sustained by all men. For the advertising industry, the movement has been dubbed #sistabriefen (#thefinalbrief). Thousands of women have shared their stories, and they have designed a brief for the industry to participate in. The brief asks agencies to show how they plan to organize their work to create safe and equal workplaces and will demand answers in January 2018.

This might not mean that Sweden isn't in the forefront of gender equality. The movement would probably not be as powerful if we weren't. This is instead the next leap in reaching even further. The #metoo movement has created nationwide impact in a very short time. Some say this is the biggest civil rights movement in modern Sweden, and a social revolution. Over 70,000 women in different industries have joined in already. And this is just the beginning.

Modern families

Less conservative structures have created a lot of different ways to lead life.

Stockholm has more singles than any other capital in the world. We have children late. We divorce. We remarry and have more children. We have gender-neutral adoption and marriages. We support IVF. In short, there are a lot of variations on what is considered a family or a household.





THE SWEDISH FAMILY

Leo Holte
Stay-at-home dad

In Sweden, we have had paid parental leave since the early seventies. Nowadays we have 480 days of paid leave for the first child and you get more the more children you have. To inspire and encourage men to take more days off, three of the paid months are now non-transferable between the parents. Still, there is disproportionate sharing where men only take about a fourth of the days. Finance, unequal pay, is stated to be the reason most of the time, since your allowance is defined by your income. But things are getting slowly better.

We didn't share our days equally. My girlfriend was home for ten months, and I for about seven. Since this is our second child, I wanted to spend more time at home this time. In retrospect, I felt that I was not home long enough with my daughter. So I really wanted to take the opportunity this time.

From my point of view, I can only see advantages. You create a better understanding for the one who is taking care of the home and vice versa for the one who is at work all day. I can also feel that I have a better connection with my children and I get to know them. Of course it could come down to a financial situation, but I could really recommend that you at least try to see how you are able to split the time at home.

**From my point of view,
I can only see advantages.**

I'm adopted from Sri Lanka and came to Sweden when I was around six months. I grew up with my Swedish parents and an older sister who also was adopted from Sri Lanka. I lived in central Stockholm and all of my friends were Swedes. But as far as I can remember, I have always felt Swedish and have never really wondered why I'm black and my friends and parents are white.

I grew up in a Swedish home, so I really don't have anything to compare with. I don't have any traditions or language from Sri Lanka, only my skin colour.

This might sound lame but I feel that I grew up as a typical kid in Sweden, no more, no less. I would say that thanks to my parents and the surroundings I never questioned my identity or where I belong. I was always treated as Swedish by those who knew me. But I can remember that people who didn't know me got surprised when I started talking in perfect Swedish.

Håkan Ericksson
Teenager



What do you want to be in the future?
Work as a soccer commentator

What is the biggest fashion trends among your friends?
Everything with "Supreme"

Do you shop online? If so what and where?
Junkyard (Swedish online retailer) because they have the nicest clothes

What is your favourite garment?
Hoodies

Do you like H&M? Do you think they do nice clothes?
Yes, some clothes are nice

What do you know and think about UNIQLO?
They make nice jackets and thermal underwear

What do you think about Japan?
I have never been there but they make the best food! Sushi!



Sweden and the Nordics

Just as siblings, each has its own identity, even with shared DNA.

All the Nordic countries share a lot of similarities, but there are a lot of differences—as mentioned earlier, Sweden and Denmark have been at war almost thirty times. But of course we have much history, cultural heritage, and identity in common. All of the Nordic countries are progressive, egalitarian nations. We struggle with the same climate and, besides the Finns, we understand each other's languages. Finns on the other hand have been the largest minority in Sweden for ages, as Swedes have been in Finland. Scandinavians vote for each other in the Eurovision Song Contest, and when Sweden is out of the World Cup, we can always root for Denmark if they're still left. Norway and Finland never qualify in the first place.

Some elements from Sweden apply across the Nordic market, but still Swedes are considered as politically correct hypocrites by the Danes. The Danes are in turn considered lazy and populist by the Swedes. The Finns are seen as the odd cousin from the countryside, and Norway wouldn't be anything but beautiful scenery without their oil, so a Swede will tell you. There are strong bonds between the nations, but it's the kind of love-hate relationship like that found among siblings.

スウェーデンと日本

Sweden and Japan

Our nations have had cultural exchange since the time of the East India Company. Carl von Linné's finest disciple, Carl Peter Thunberg, joined the East India fleet and arrived in Japan in 1775. He wrote several books during this period, the best known being *Flora Japonica* from 1784.

"Made in Japan" is a seal of approval. We admire the diligence, the philosophy, the sense of quality—we consider the Japanese to be our aesthetic soul mates. Their simplicity and precision is sought after by many Swedish designers: the clean lines, the minimalism, the refined rawness, the natural materials, and the light. The elegance of Japanese design resonates very well with what are considered the finest examples of Swedish and Scandinavian design.

メイドインジャパンとは優れた品質の証

"Made in Japan" is a seal of approval.

スウェーデン人を理解する

THE JAPAN LOVER

Sofia Hellsten
Influencer & Otaku



I'm a resident of Stockholm for seven years, originally from a city just an hour and a half north of the capital. My professional background is within marketing and communication, but since recently I work as a strategist within digital business development. Even though my 9-5 job is a whole lot about business, I spend much of my spare time with my camera or in the kitchen. More specifically running a Japanese brunch experience called "Leaves & Grains" where I invite people to my apartment to eat home-cooked Japanese "ichi-juu san-sai"- inspired breakfast. It is a project sprung from my love for Japanese food and the rituals surrounding it, and a way for me to convey to others the experience I've had living in Japan. I use Instagram as a creative outlet on a daily basis.

I love Stockholm; it's one of my absolute favorite cities. It hits me ever so often how beautiful it is, surrounded by water and filled with buildings from the turn of the century. That mix of water, nature, and old buildings is wonderful. Most days I really like that it is of the size which allows you to walk from one end to the other in just about an hour, that you can bike everywhere, or the fact that you always seem to run into someone you know when you're about town. Stockholm is a very, apart maybe from the price level, livable place and I have both my close friends and my sister just around the corner, which is such a luxury.

"What makes me Swedish is definitely my values, how ingrained I am with the importance of equality."

What makes me Swedish is definitely my values, how ingrained I am with the importance of equality, although that could be my mother's doing. If I got to change one thing globally today it would be to erase the inequality between men and women in every aspect of our society, as I am sure this would create such a huge positive impact on the state of our world. To me it is obvious that men and women should be treated equally, paid equally, and take equal responsibility both on macro and micro levels; anything else is outrageous. I don't know if this makes me Swedish but this feminist standpoint is from experience not self-evident everywhere. Also, I love snow, feel semi-OK about paying very high taxes, and have a great need for solitude. I think that makes me quite Swedish.

Stockholm fashion is simple, on the border to boring. However, with subtle, classic details which stand out just enough without asking for attention. And a lot of black of course. It's very much "lagom," to use a Swedish expression: not too much, nor too little. I can miss the crazy or very distinguished outfits you meet in other large cities around the world, outfits which are a little more daring.

In Stockholm, I love the spring, partly because the sun and light is returning after what feels like years of darkness and the whole summer lies ahead of you. Also my birthday is in May so that gives an occasion to throw a party. In Japan, however, I've fallen totally for the autumn. The temperature is perfect, around 18°C, the air dry, and the turning colors of the leaves wonderful.

I don't shop too much online to be honest but when I do, it is mostly beauty, books, and Korean sheet masks. I prefer trying out clothes before purchasing them, although I know it makes me old-fashioned. Then again I do shop clothes online from foreign brands I can't get hold of here.

I find it fascinating how pop-culture is no longer confined by national borders, but any one cultural expression, phenomenon, and person can reach an audience anywhere.

It is thrilling and I love how I, even in this small country, get exposed to so many different cultural expressions and ideas.

I get influenced mainly though the internet, consuming endless amounts of visual and audio content: music, film, series, images. However, Stockholm has a quite good cultural offerings going on, something I try to enjoy as much as possible: going to art galleries, watching a modern dance performance at the Royal Opera, or the odd live gig. I used to run a small art organization with a friend, Early Art, where we invited people to have breakfast and experience different art forms. That was really amazing and gave me so much inspiration. As mentioned, I also like to take photos and every now and then I bring out the brushes and paint.

I got to know UNIQLO when I first moved to Japan 10 years ago. It was the go-to place for the basic wardrobe. Now I think much of my relation to UNIQLO as a Swede is the thermal wear: the micro-down jackets and heat-tech underwear. When I was 18, I moved to the south of Osaka for a year as an exchange student. Going to Japanese high school, living with Japanese host families, experiencing the culture shock and all that comes with it. I later on spent a few months in Kyoto studying Japanese and now I try to return at least twice a year to visit friends and eat amazing food. Even though I don't agree with every aspect of the Japanese culture, there is something which really struck a chord with me and keeps me coming back. The everyday rituals and awareness of beauty in the smallest of things still amazes me. I don't know if it is because it is a reminder of being present as much as it is being presented with small pieces of art continuously. No matter if you eat a ramen, take a bath, or have a cup of tea. Another thing I appreciate is the humility which is ingrained in every part of society, out of respect for the people around you. It's something I can feel that both Swedes and many others lack. It's a culture which still influences how I live my everyday life, something I do believe you get a glimpse of through my Instagram.

"The everyday rituals and awareness of beauty in the smallest of things still amazes me."

Since I am a person very much affected by my surroundings, my home is incredibly important to me. It's the place where I restore my energy and explore much of my creativity; if it is cooking, planting tulips in my small garden, or drinking tea and watching Netflix. That makes me quite picky with what I bring in to the space, and sometimes I can get a little too obsessed with keeping it neat. I also love having people over for dinner or parties, creating an atmosphere for me and my friends to have a good time, in which the apartment is key.

10店舗中9店はオンライン 9 out of 10 shop online

Digital Nation

High-speed internet is a commodity comparable to electricity or running water.

Sweden is extremely digitalized. According to recent surveys, 100 percent of Swedes use the internet in some form. More than eighty percent of Swedes have a smartphone. Everyone under twenty-five uses YouTube, and a majority uses it daily. Facebook is still the biggest social network, and Instagram is right behind. The younger users favor Instagram and the older use Facebook. Almost everyone under twenty-five uses Snapchat, and it keeps growing in other groups.

Mobile BankID, *Swish*, and internet banks are financial services used by almost everyone. *Mobile BankID* is a digital identification using a two-factor authentication system with a smartphone so that anyone can log into every government service, bank, and a multitude of different other services. *Swish* is collaboration by the banks to create a simple smartphone payment application. Users can instantly pay in stores or send money to friends.

The combination of easy identification and bank collaborations have made e-commerce extremely easy and accessible. Nine out of ten people shop online. The company *Klarna* is the leading provider of transaction services and is used by a majority of web shops.

The Media Landscape

What we watch, interact with, and read.

The high digitalization shapes how we consume media. The great divide is between the younger generations and the older. Older generations still rely heavily on traditional channels for much of their media consumption, while younger mostly use digital.

Even though traditional linear TV is going out of style, the content providers stay the same. Biggest is the non-advertising, state-financed SVT (Sweden's Television) and second is TV4. This has been a constant since 1997.



81%

of people occasionally read the newspaper online, about 40% on a daily basis.

TOP 5 MOST READ NEWSPAPERS ONLINE

- 01 Aftonbladet
- 02 Expressen
- 03 Svenska Dagbladet
- 04 Dagens Nyheter
- 05 IDG.se

Seen as a whole, **the internet is the number one** source of news and information for Swedes.

These are the biggest native Swedish accounts on social media

INSTAGRAM

~ 830 000 followers

Joakim Lundell, YouTuber

~ 810 000 followers

Therese Lindgren, YouTuber

~ 690 000 followers

David Hellenius, TV-host

YOUTUBE

~ 58 million subscribers

PewDiePie / Felix Kjellberg, Gamer

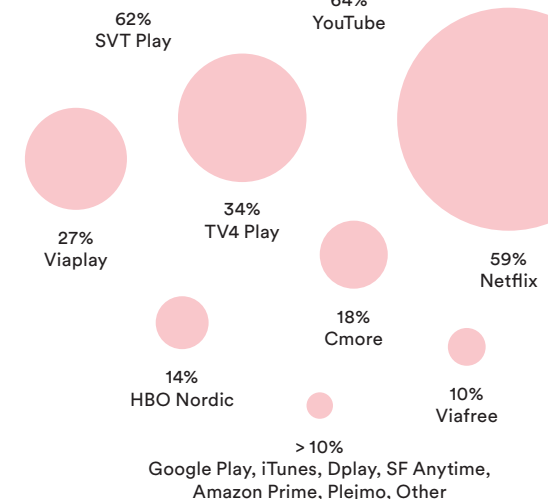
~ 11 million subscribers

Avicii / Tim Bergling, Artist

~ 3.5 million subscribers

Zara Larsson, Artist

MOST POPULAR STREAMING SERVICES IN SWEDEN



40%
file sharing in
ages 16–35

(Illegal streaming or downloading film)

THE DIGITALIST

Karl Rosander
Digital Entrepreneur



I'm sort of a serial entrepreneur with several projects and companies under my belt. At the moment, I'm involved in a company called Acast that provides solutions for podcast advertising. My family situation is a bit unconventional, I have four kids with three different mothers who all have new families and so do I. So our constellation is quite special and a bit complicated to arrange at times. But we make it work.

"...every time I get back to Stockholm, I really feel I'm coming home."

I love Stockholm and cannot see myself living anywhere else. I travel 140 days per year and every time I get back to Stockholm, I really feel I'm coming home. I don't act like a typical Swede. I'd say I'm far crazier than most Swedes. My favourite season is when it is very cold and there is a lot of snow. The Stockholm archipelago is exotic and fantastic, and I love to spend time on my boat far out on the water, alone. I also hunt a lot and spend time in nature all around Sweden.

I try to find things I read about online and that I feel are special. I search to find online shops, but when I have time I prefer to go around Stockholm and buy stuff in the shops.

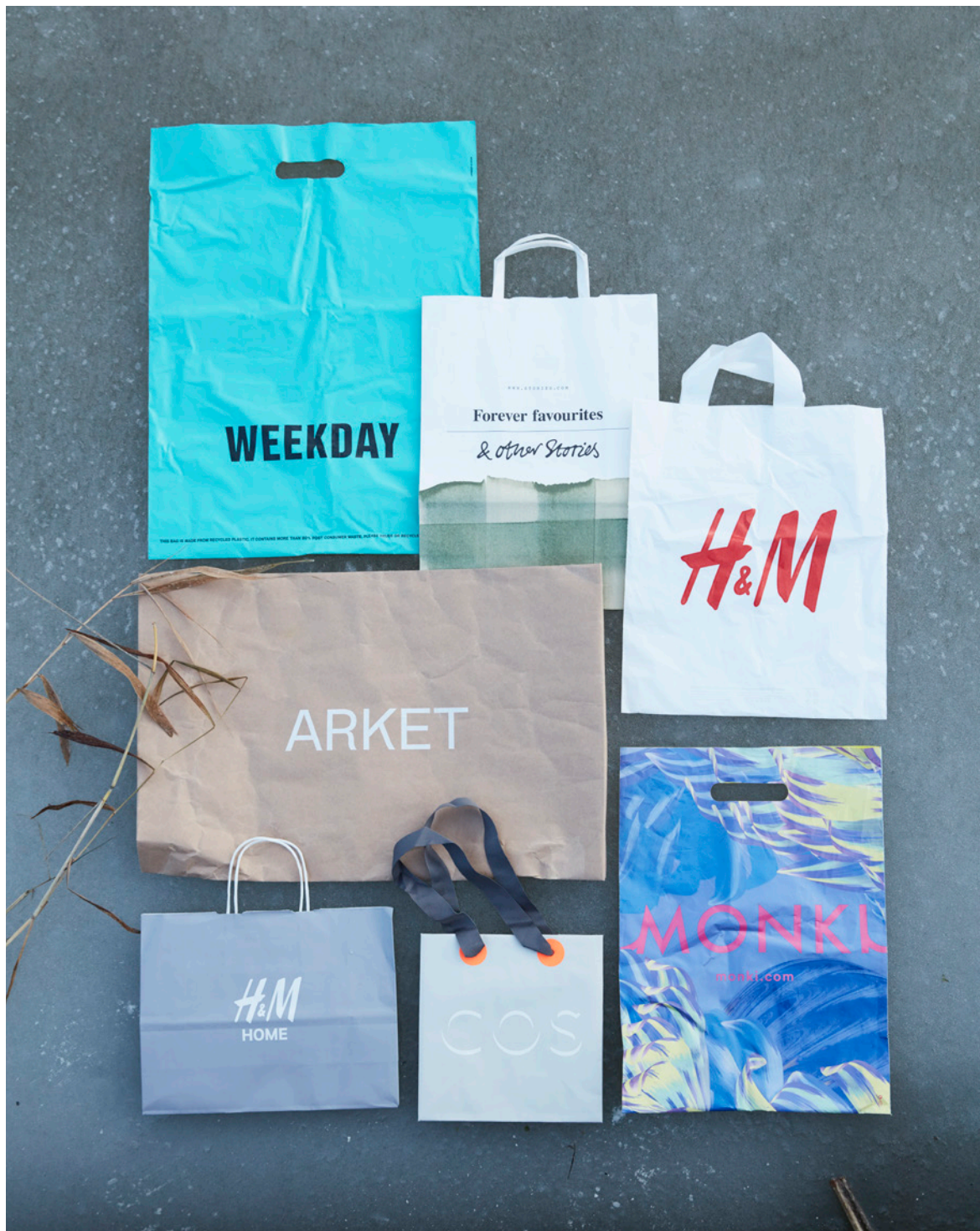
The "mys" is best when I can spend time with all my four kids, my wife, and my dumb yet happy bull terrier, Rocko. I train six days a week. I try to incorporate a lot of different lifts and calisthenics. I train for strength and flexibility.

"The idea of tech as an enabler of culture and new forms of expression fascinates me."

The way tech enables people to explore sound I think is among the most interesting cultural things at the moment. The idea of tech as an enabler of culture and new forms of expression fascinates me.

I think I both influence and become influenced by never ceasing to be curious about the world. Hopefully my curiosity affects others positively.

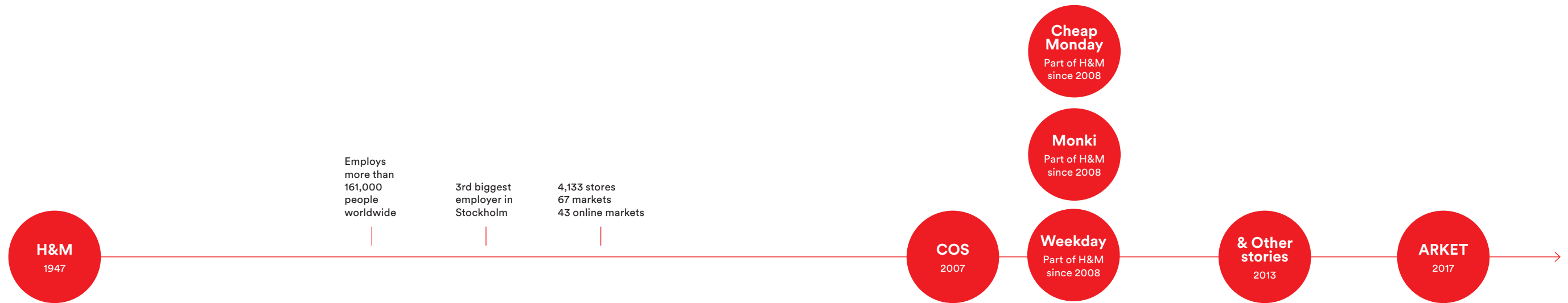
I love UNIQLO and their basic garments. I have a favourite camo jacket from UNIQLO that I wear all the time. I really like Japanese thinking and how important details are for them. I like that a lot and I hope I get the time to learn more.



市場

The market

Swedish fashion is often associated with attributes such as stylish, clean, minimalist, and androgynous. Egalitarian clothes that are available for everyone in true Swedish democratic spirit. It's often said that IKEA furnished the *Folkhemmet* and H&M dressed it. These two companies are inherently Swedish in their approach to design and fashion—they make it available for everyone.



Founded in 1947 and still run by the same family, H&M has 4,133 stores in 67 markets and 43 online markets, and employs more than 161,000 people. In 2016, their revenue was 223 billion SEK. But like Sweden, this giant also struggles with its identity.

Today, H&M has six sub-brands within its own stores that all influence the main brand in different ways. The strength of this is how they bring new values to the main brand. COS, ARKET, and & Other Stories have all made H&M more fashionable and added to the overall perception of quality. These brands lend credibility to the main brand and its initiatives. The brands also open up more diverse target groups that H&M might have had a hard time reaching earlier. According to recent news there are two upcoming projects happening, one is Nyden, a new brand aimed at millennials through social media, as well as the still secret “Project 12.” Both intended to strengthen the digital presence of H&M.

COS — Collection of Style was opened in 2007 with their first store on Regent Street, in London. The concept of the brand is a minimalist, graphic style that goes through styling, clothes and stores alike.

& Other Stories — Launched in spring 2013, this brand offers women’s clothing, bags, accessories, and beauty products. The brand could be seen as an aesthetic sibling of COS with a bit more flair and trendiness. & Other Stories also sells other labels than their own in its stores.

ARKET — From the Swedish word meaning “the page” or “sheet of paper,” ARKET opened in 2017. The idea of the brand is to create a modern-day market where updated essentials for women, men, children, and home are sold. ARKET also has a curated collection of items from other brands.

Weekday — Founded in 2002 and purchased by H&M in 2008, this is a younger, trendier, street wear-oriented brand that carries its own collections as well as other brands in their stores. Cheap Monday jeans were created as a brand by Weekday and are now also part of H&M.

Cheap Monday — What started as a denim brand has evolved into a full-scale clothing range. It has, as Weekday, been part of H&M since 2008.

Monki — This is H&M’s wildest brand, with an artistic feel to it. It sells fashion to young women in 115 stores worldwide. Monki was part of the FaBric Scandinavia AB purchase of 2008, along with Weekday and Cheap Monday.

All these brands have their own identities and concepts. But they affect each other, and most importantly they build and evolve the main H&M brand. The perceived high quality and fashion of COS and & Other Stories rubs off on H&M. The edginess of Weekday and Cheap Monday make H&M feel more fashionable. The playfulness of Monki vitalizes. The smartness of ARKET feels modern. In a branding sense, the different concepts add many qualities that H&M couldn’t create within their own brand. The diversity also picks up target groups that aren’t interested in shopping at H&M.

So why do some people choose not to shop at H&M? First of all, they don’t really believe the equation—it’s too cheap to be quality. It’s too cheap to care for those who make the clothes. It’s too cheap to be good for the environment. In order to make things as cheap, the company has to use all the loopholes, has to act without consideration, has to sell at any cost. It’s also too cheap to wear with pride.

When listing things they wouldn’t buy at H&M, people get back to the same categories: winter clothes, jeans, jackets, and shoes. All things that are perceived as lasting products and where quality matters. If they plan on buying such items, they invest in other brands.

So the common view is that those who buy H&M either can’t afford other brands, or they don’t care about clothes at all. The brand is considered tacky by many. There’s really two ways to rationalize an H&M purchase as an adult with income. Either they are smart and therefore buy the basics like underwear, T-shirts, belts, etc. Or it’s a garment that they feel they won’t really wear for long and that they can throw away. This latter view, however, starts feeling less okay, considering the massive environmental impact of the fashion industry.

But what is interesting is that the same need for rationalization doesn’t apply to the other H&M brands. They are perceived either as better quality (higher price point) or more fun and trendy.

The same phenomenon can be considered with H&M collaborations and limited editions. Collaborations with different designers like Balmain, Alexander Wang, and Margiela make people stand in line for hours to buy the collections. And smaller limited collections, like for instance H&M Studio, are considered interesting enough to be bought and worn without hiding the labels.

It seems that H&M as a brand has devalued mirroring their low prices. While writing this, the market has made the same analysis. The H&M

stock dropped over fifteen percent and over fifty billion SEK was lost in market capitalization on December 14, 2017. This after presenting falling sales numbers instead of the predicted sales increase.

H&M blames the falling sales on the shift from physical stores to digital. Meanwhile, analysts claim its problem is bigger than that, and that the main concern is its core brand and business. Neither the clothes nor the stores meet customer expectations, according to analysts. In comparison, the other brands of H&M are doing well, which strengthens the analysts’ conclusion. H&M is struggling at the moment, and the market demands answers as to how it plans to change these numbers. When a company opens 350 new stores during a year, sales should go up, not plummet.

The H&M Capital

Stockholm is a small capital and H&M is a big company. Few creatives and fashion professionals pass through the industry without connecting with H&M at some point. It always has several ongoing projects, and many people and companies are involved. Everyone knows someone who works with or at H&M, as it is the **third largest employer in Stockholm**. There are always whispered rumors about secret ongoing projects that are named P11 (which became ARKET) and P12 (still to be revealed but information hints at a digital initiative), and someone who knows someone involved.

In Sweden, we love to talk about the Swedish Fashion Wonder as a global phenomenon. With this, we refer to all the small brands that have become successful in the international market, such as Acne, Our Legacy, Cheap Monday (before H&M), and Tiger, for instance. Brands with a clear Swedish aesthetic and a mid-range pricing, somewhere way below more exclusive brands but higher than low-price chains.

All these brands exist in symbiosis with H&M. Many designers and founders of new brands go through the school of H&M. The company works as an incubator where young professionals evolve and finally test their own wings with projects of their own. On the other hand, H&M is often accused of lending, reworking, or outright stealing designs from these smaller labels. So H&M and the Swedish fashion industry are very much in a love-hate relationship but have a kind of working coexistence. H&M drives the whole industry and the smaller players keep it vital.



● H&M STORE ● WEEKDAY, MONKI, COS OR & OTHER STORIES STORE

強さ

Strengths

Basics Simple garments such as underwear, sweaters, T-shirts, etc., are the staples of H&M and what everyone can wear. These types of clothes are considered disposables and work well with the price point and the business model of H&M. Also there's little consideration of quality in this segment.

Innovation H&M is one of the main players in the industry, and they constantly innovate, whether in regard to marketing, attitudes, new brands, or the core business. Some of the initiatives launched by H&M in recent years define the whole industry. By 2030 it plans to have a "circular economy" where all its products are either made from recycled or sustainable materials. The company also works hard with values such as gender equality and other progressive initiatives.

Availability, familiar sizes, fits and collections Customers know what they get and they know where to find it. Most of us are born and raised with H&M, so we know the collections inside and out. We find our way around the stores and we know what to expect.

弱点

Weaknesses

Cheap The sense of quality regarding H&M isn't entirely financial—it's the notion of cheapness, and the customers' feeling that "you get what you pay for" and hardly even that. The quality aspect isn't all about threads and durability; it's the sense of being cheap when buying the brand.

Higher price garments (Outerwear, shoes, jeans, costumes, dresses) Another quality aspect is that customers won't buy high-price garments (by H&M standards) such as outerwear, shoes, jeans, and more complicated dresses. They feel even less price-worthy than the basics.

Service Sweden has quite poor service in comparison to the USA or Japan. Maybe it has to do with the law of Jante and the belief that no one is better than someone else. Or maybe it's because we have a less elaborate language—the Swedish Academy dictionary has 125,000 words while the Oxford English Dictionary holds 600,000. Whatever the reason, service-mindedness isn't widespread and especially not within retail.

Specialized collections (sportswear, functional clothing) Every kind of garment where customers expect more attention to detail and a specialized function fails when they don't believe in the craftsmanship. Functional pieces of clothing, such as winter jackets or sportswear, don't really work if customers cannot trust the breathability, lightness, durability, etc. This is where H&M's low price range becomes a real disadvantage.

E-com H&M is still struggling with the functionality and experience of its website. They have however promised new initiatives with for instance Nyden and the still not disclosed "P12" project.

Short lived The trendiness of H&M makes their items really short lived. Their looks aren't lasting, neither visually, nor quality wise.

I have a jewellery brand called All Blues that do handcrafted pieces in precious metals within a fashion context. At All Blues I am responsible for everything that meets the eye: products, packaging, installations, imagery, and so on and so on.

I used to feel like I want to get away from Stockholm. But I never did, and now I really don't want to. I love Stockholm and have a hard time imagining living somewhere else. The city has the cultural possibilities of a metropolis compressed to the size of an LA parking lot.

Not everything is good about Stockholm. For instance, food is expensive, people can be somewhat tense, there's only one good bookstore, and very skilled creative people leave for other options.

I do shop a lot online. Nine out of 10 times I do very rational and functional purchases. I am a very picky person when it comes to retail experiences as a whole, and e-tail experiences rarely inspire me to shop irrationally the same way the physical counterpart does.

The most interesting thing about popular culture at the moment is the one who shall not be named – Donald Trump, a never-ending mystery available all day, everyday, everywhere. The Trump administration might not affect us politically, but definitely socially. I think Trump and Brexit serve as a wake-up call for the people of Stockholm.

”The most interesting thing about popular culture at the moment is The one who shall not be named – Donald Trump.”

My own cultural contribution seems to be in areas which I don't consume myself. My output is within jewellery, furniture, graphic design, and photography, while my input is bake-off cooking shows, documentaries, children's movies, and semi-bad rap music.

I have a very rational relationship with UNIQLO. I don't know much about the garments except the knitwear, which I very much appreciate for its price-to-quality ratio. I feel like H&M wins the width-of-product-catalogue prize, but UNIQLO takes the lead in clarity and quality.

I've only been to Japans once, to Tokyo and Kyoto. Short version: I want to go back ASAP. Slightly less short version: The thoughtful approach to food and objects in combination with the kindness of people in contrast to the complete and utter madness is unique and very enjoyable for me.

”I feel like H&M wins the width-of-product-catalogue prize, but UNIQLO takes the lead in clarity and quality.”

Home is one of the most important aspects of life apart from the people in it. It means being alone; it means being together; it means food, and it is a physical extension of my personality, interests, and flaws.

I don't agree that people of Stockholm are conservative and uniform. Partially I do, yes, a lot of people in Stockholm wear black, and yes we have weird traditions. But the people of Stockholm are also one of the most progressive categories of people I have come across. Topics such as equality and gender have come a long way—still a long way to go, but I think we have come a loooong way compared to other cities and countries.

THE FASHIONISTAS

Fredrik Nathorst
Jeweller



THE FASHIONISTAS

Emelie Janrell
Fashion Designer



I work as a tailor and fashion designer. I describe myself as extrovert, eccentric, ambitious, and hard working.

I often hear that I'm not typically Swedish; my appearance is too vivid, but I think my high ambition regarding work is quite typical.

**"...my appearance is too vivid,
but I think my high ambitions regarding
work is quite typical."**

I think there is a lot of potential in Stockholm when it comes to fashion, especially because of all the talented creative people here. The main challenge regarding this is the overall anxiousness in Sweden, where everybody wants to dress, eat, and watch the same things. But Stockholm is a beautiful city. I feel at home here and I enjoy living here. My home is a place for just being, a place without stress and must-dos.

Unfortunately, I think that the fashion scene in Stockholm is a bit limited. It's a lot of grey and black, and quite subtle and boring nuances, but anyhow, Stockholm citizens tend to dress very well and thought-through.

**"Unfortunately,
I think that the fashion scene in
Stockholm is a bit limited."**

Autumn is my favorite season for dressing, I like it when you are able to put on some more layers, a scarf, some wool, and lace-up boots. This is the time just before you surrender to the cold and put on whatever that keeps you warm.

I find inspiration in art. I try to see as many exhibitions as possible here in Stockholm and when I travel. Seeing different artworks can be an inspiration in designing.

When it comes to UNIQLO I like the wide variety of basic knits that they offer.



スウェーデンでの生活

Life in Sweden

In a globalized world, we sometimes forget how much we really are defined by our surroundings, and how our traditions and our way of life are created by our actual location on the globe. This is very much the case in Sweden and the Nordics, where nature and the seasons affect modern, everyday life.

The Great Outdoors

In Sweden, the outdoors is really great, both literally and figuratively speaking.

As mentioned before, *Allemansrätten* is a significant part of our heritage, and it reflects our relationship to nature. We love the great outdoors, and we have the space—there's about twenty citizens per square kilometer in Sweden, in comparison with Japan, which has 337, or the world's most densely populated country, Bangladesh, with 1,237 people per square kilometer. And 85 percent of Sweden's population lives on 1.5 percent of the country's surface. So this means there is a lot of room to roam.

We appreciate nature in a spiritual but non-religious way—a kind of practical spirituality, one might say. Nature is a church of mindfulness, recreation, and activity.

It's both a place and an experience. It's a source of resources and a place of contemplation. In short, we have a very direct relationship to nature.

The same goes for the whole of the Nordics. For instance, NRK, the Norwegian state television, produced a twelve-hour show called *Nationell Ved (National Firewood)* that became a huge success in Norway. The show explored everything about firewood, including its preparation, uses, and how it is linked to the heart and soul of Norwegians. Fire is a big thing in the Nordics where it has always been necessary for surviving the climate.

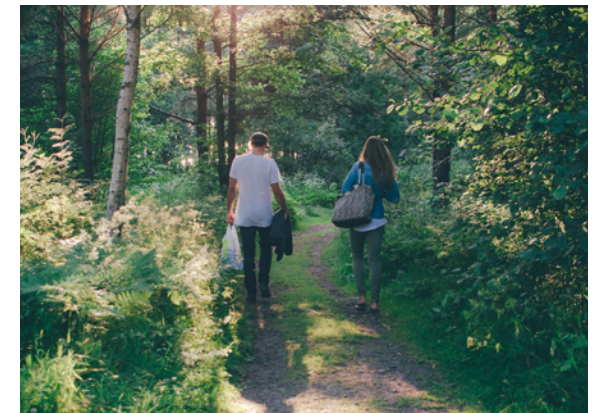


Seasons

Swedes aren't big on small talk. But if they do engage in it, they talk about the weather.

How we appreciate nature has a lot to do with the weather. We have four distinct seasons in Sweden. Four different wardrobes. Four different kinds of weather to contemplate and complain about. Every season has its charms and its downsides. The seasons, however, aren't evenly distributed over the year, certainly not three months each. **Winter** is the longest and can last anywhere from three months to six. What most people think is the worst thing about winter isn't the cold, it's the darkness. The days are short: the sun rises at 9 a.m. and sets at 3 p.m. It changes the mood of things. Weather is harsh and cold, so people tend to spend most of this season indoors.

In **spring**, we walk and take up running again, and we also turn our face toward the sun and soak it in like a long-forgotten memory.



Summer is short and sweet. Almost everyone enjoys at least four weeks of paid vacation and most of that is spent during summer. As soon as the sun gives any kind of warmth, open air cafés and restaurants are packed. In summer we try to live life outdoors. Nature is where we go for hikes, runs, picnics, and barbecues. Many in Stockholm have access to vacation homes. They search for the simple, back-to-basics life here during the summer weeks.

In **autumn**, nature is where we pick mushrooms and berries. It's also hunting season. Autumn is defined by new beginnings, since school starts and we get back to work.

Our yearly life is linked to the cycle of nature even if we don't really think about it daily. Our biggest holidays are Christmas and Midsummer, the longest night of the year and the lightest, shortest night. Christmas was also the culling of the animals, when people needed to eat what was fresh before it spoiled. These are ancient celebrations that have become modernized.

Home

When looking at three-to-six months of winter, home really matters.

Home is more than a place where we sleep and keep our things. In periods it becomes the whole world, and we want that place to be nice. IKEA has democratized design and affordable furniture so that everyone can have a design interest. We also have a long tradition of both functional design and standardization. The Swedish standard measurements for kitchens have become global with help from IKEA. How a person lives and decorates their home is the ultimate status symbol; clothes and cars, not so much. This can probably be traced back to *Jantelagen*, where we don't express our success with flashy things but rather a sensible and beautiful home. Immigrants to Sweden usually state this as the ultimate expression of Swedish success.

And as a result, gentrification is rampant and housing prices are on the rise in Stockholm. Swedish households are some of the highest indebted in the world. We have experienced rapid and persistent growth in house prices since the mid-1990s. Key drivers include generous tax treatment of home ownership and mortgage debt, accommodating credit conditions coupled with relatively low mortgage amortization rates, and an ongoing housing supply shortage. This shortage is linked to structural inefficiencies in the housing market. Housing construction has continued to increase, but remains well below new construction needs. This also drives segregation, since new arrivals can't afford to live in the city and in many cases neither can the working-class population.

Many are talking about a housing bubble and not *if*, but *when* it will burst. House prices are experiencing a slowdown at this particular moment, but they might well pick up speed again. Rapid changes in this market would have significant impact, given that some people are indebted with sixty-to-eighty percent of their property values.



Mys

The Swedish art of comfort and coziness.

But home isn't all about economics. It's also a sense of place and a culture surrounding homeliness and coziness—something we call *mys*. Candlelight, comfortable clothing, hot cocoa, sauna, foam baths, fireplaces, red wine, baking, board games, comfort food, and good company is *mys*. It's about family, friends, indulgence, quality time, and enjoying the simple things. *Mys* can be used as a descriptive prefix (or suffix) to events, places, and things that are about coziness. *Mysbyxor* (mys pants) for cozy sweater pants; *fredagsmys* (Friday mys) for family dinner in front of some TV show; *myshörna* (mys corner) for a place to cozy up and read a book; *mysfarbror* (mys uncle) for a warm and storytelling old man; *mysväder* (mys weather) for stormy weather that requires staying inside drinking tea. So on and so forth. *Mys* is also an attribute that we use to describe both a tactile feeling or the atmosphere of a place. It's a versatile concept that very much can be explained by the natural cycles and the climate. When we were farmers and winter darkness came, we had no choice but to stay indoors most of the time. Cocooning became a way of life and a culture of its own.



THE URBANIST

Bengt Svensson
Architect

"As an architect I admire contemporary Japanese architecture."

Stockholm is a very beautiful city. What makes Stockholm unique is its location at the water between Lake Mälaren and the Baltic Sea.

As the city is not situated along a shoreline but rather surrounded by water, the cityscapes are spectacular. Sweden hasn't been in a war for over 200 years so the buildings have been saved and developed without devastating destruction, except for planned demolitions. It means that Stockholm's history is well preserved far back in time. In Gamla Stan—Old Town—which is one of Europe's biggest and most interesting medieval towns, there are remains from when the city was founded in the middle of the 12th century. Otherwise Stockholm is, in an international comparison, characterized by a European urban tradition with relatively few high-rise buildings.

"Sweden has transformed in a few generations from a poor farming community to one of the richest societies of the world."

I was born the year after peace of the Second World War and have experienced an exceptional development of the country. Sweden has transformed in a few generations from a poor farming community to one of the richest societies in the world. "Folkhemmet" became our hallmark. In that development the people also have changed. In an international comparison, we are the most secular country in the world where the possibilities for individual fulfilment and gender equality is at the highest level. These are circumstances that appeal to me.

We have four clear seasons. It means evident changes each time. I can enjoy each one but if I have to choose, I prefer the summer despite it is so short. As retired, I am in the fortunate position that I am able to extend the season by travelling to a warmer climate.

Our beautiful nature is available to each one by our unique "allemansrätt." I myself enjoy skating on our frozen lakes in winter, canoeing and camping on a solitary island in the archipelago in the summer, or a long walk with mushroom picking in the autumn in a nearby forest.

I enjoy to "mysa" in many different ways. At this time of the year, in autumn, after a refreshing walk and a good dinner, settle down in front of the fireplace with some of my friends and have a hot mulled wine.

I have tried to be active at a gym but I am not sustained enough. I live rather an active life by walking, cycling, skating, and canoeing. It's no doubt important to be active, especially at my age. I have to admit there's some guilt in not being more alert.

As an architect, I might have influenced culture by creating visual impact and settings for cultural expressions. Also I am a member of the Royal Swedish Academy of Fine Arts that is under the government's protection and is intended to promote development of art, sculpture, and architecture. Within this context, I work actively.

I have never been to Japan but I am very interested in the country. As an architect, I admire contemporary Japanese architecture and would love to visit the country to get to know more.

Home is important to me and my wife. We are currently planning an extension of our house to customize it when we are getting older.

THE INFLUENCERS

THE WAY WE PLAY

Bea Hellman, Louise Rizell, Karolina Borg and Linda Alfvengren

The Way We Play is a creative studio, working mainly with our magazine and lifestyle site creating things we love. And as a group, great things come out. We are one art director, one photographer, and two creative stylists.

"We are influenced every day in good and bad ways."

Stockholm is a small cosmopolitan city. People travel a lot and bring the world back home again making the city modern and trend-sensitive. The weakness might be the anxiety. We think the people of Stockholm are quite conforming because of the fear of being different. We all want to fit in, perhaps a bit too much. Stockholm is an underdog...in a great way. Perhaps we have this "nothing to lose" mentality when we compete for progress with larger capitals and it gives a sense of freedom, a sense of creative freedom, a David and Goliath thing.

One of the most interesting things about culture at the moment is the focus on the individual as an influencer and how easily we trust social media. Culture is everywhere around us; it's the way of living. We are influenced every day in good and bad ways. We as a magazine are trying to mediate the joy, love, and beauty in life without being too shallow or superficial. In a world of uncertainty, you sometimes need the light.

H&M is a big part of Stockholm's fashion stage. Almost an institution. In many ways the establishment is progressive and innovative similar to Stockholm the city. But when it comes to UNIQLO, we're glad they finally arrive. They have the best light outerwear!



"We as a magazine are trying to mediate the joy, love, and beauty in life without being too shallow or superficial."



Active Nation

Health and exercise is a way of life in Sweden.

The Swedish Classic—the completion of *Vätternrundan* (300 km bike), *Vasaloppet* (90 km skiing), *Lidingöloppet* (30 km running), and *Vansbrosimmet* (3 km open water swimming) during a year—is a classic midlife-crisis bucket list item. Everyone seems to be running marathons, competing in triathlons, or participating in other extreme sports events. Older people use walking sticks or do water exercise. Physical education is an important part of the school curriculum and is considered to be character building. Voluntary club activities are also an integral part of Swedish daily life. The health and exercise mania can be traced back to our ideological roots and collectivism—sound bodies and sound minds create a sound society. We have several government agencies dedicated to standardizing, regulating, and testing in order to issue recommendations regarding what and how to eat, ergonomics, training, and healthcare.

FREE TIME FOR WOMEN

**04 hours
54 minutes**

FREE TIME FOR MEN

**05 hours
23 minutes**



3 of 4

Three out of four Swedes exercise in their spare time

74%

of all women in Sweden exercise in their spare time

1/2

of all 16-18 year olds choose to work out at a sports club at least once a week

57%

of the population is in forest and nature at least five times a year

THE EVERYDAY ATHLETE

Daniel Smedfors
Account Director

Stockholm is a small town with huge ambitions. An important center for Sweden, but still a tiny dot on the world map. But I love it. I'd say my way of diminishing Stockholm is truly Swedish. The grass is always greener was invented in Sweden and is a great part of the Swedish DNA.

My favorite season in Stockholm is summer, hands down. Even though the early spring comes a close second. That being said, there are more and better-looking clothes for the winter season.

"I run, a lot. All the time, whenever possible. Sometimes also when it's not possible."

Everything that can be bought online should be bought online. Although Sweden has very limited ways of distributing online deliveries so often you have to go to another shop of some sort—convenience store or grocery store—to get your things, which is kind of paradoxical given the way of shopping.

I run, a lot. All the time, whenever possible. Sometimes also when it's not possible. I have participated, and finished, in 15 marathons in the last 12 years. Currently I am preparing for two marathons, and Lidingöloppet, in 2018. The new marathon in Stockholm in June, and my first Rome marathon in April! Running is a stress reliever of an almost meditative kind. The best way of having time enough to think one thought for a long time. A balance of work and non-work goes through my head while running. And all of a sudden I am home again, often with almost no recollection of the actual running I just finished. So, I guess the meditative part of it is as important as the actual physical activity.

The general diversity and the increased velocity of how a cultural movement can go from grass roots to the public eye within days is the most interesting part of modern culture. I think it's too early to tell since we are all in the influential culture as we speak. As of now, I can clearly

see how the culture of the last decade has had an influence on how I act, but it took a while to realize it. I am way too humble, i.e., Swedish, to see myself having a part of influencing culture.

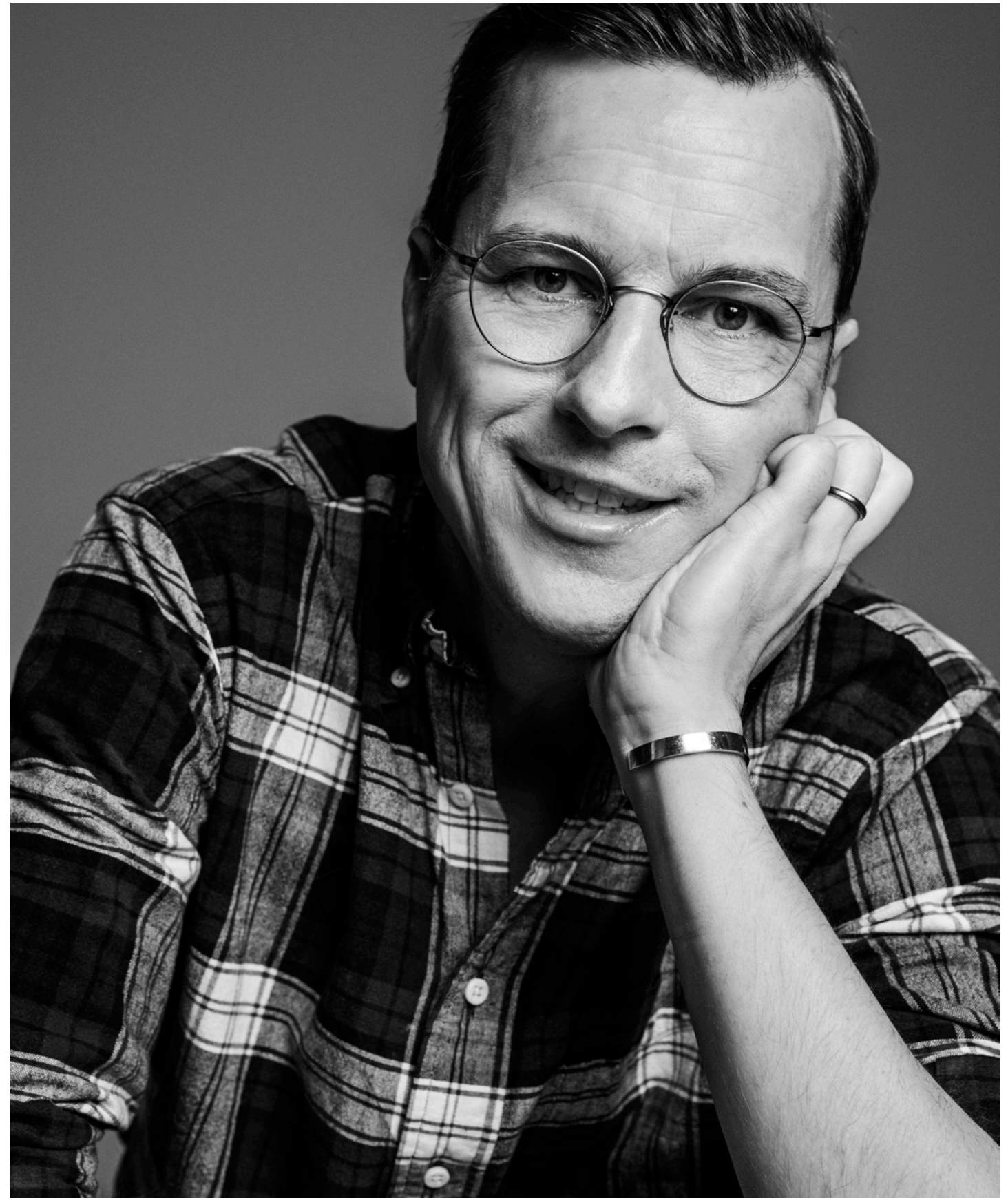
I try to visit UNIQLO whenever possible since the brand is an essential part of my everyday wardrobe. I'm actually wearing a feather down vest from UNIQLO as I am answering these questions.

Stockholm is a dynamic city with unrealized potential and with endless miles of beautiful running tracks, both track and trail. The smallness of the inner city sets limitations for the diversity of the town as a whole. Having lived here for almost all my life, I gather I've actually visited every street there is downtown. No more surprises left in the entire city. And it needs more bars.

I think H&M is pretty much built into the city of Stockholm. They are everywhere, especially now when they have different brands to develop. Previously H&M was more suburban, but with the acquisition of Cheap Monday, Weekday, and Monki, and the development of Arket, Other Stories, and Cos, they are practically everywhere. Like a lifestyle version of 7-11.

"Being far from everywhere creates a life where you don't have to struggle so much to be different..."

I think Stockholm is so conservative because of our geographical situation. Being far from everywhere, although we're pretty close to the Baltics, creates a life where you don't have to struggle so much to be different, making us very uniform although some think they are pretty unique. Individuals in the safety of a group. It's a Swedish thing.



ザ フッド

Orten

How building one million apartments created a socio-economic divide.





そういったエリアは市街地とよりも、
お互いにもっと結びついた

**They connected more with one
another than with their city centers.**

Like so much else, the current disconnection between the inner city and the suburbs is a product of grand plans and ideology. Many of the areas facing challenges today were built between 1965 and 1975, during what was called the One Million Program—a political plan, devised by the Social Democrats, to create one million new apartments. Part of the *Folkhemmet* ideology was the idea to create actual affordable and functional housing; it was a rebuilding of society in both a symbolic and literal sense. The initiative started when industrialization started driving urbanization. The newly created working class ended up in what over the decades became overcrowded slums. This situation eventually led to the *Folkhemmet* concept—the idea that society is the home of everyone and that suitable homes are part of the foundation. This led to the demolishing of inner-city working-class areas and a relocation of the area’s citizens to newly built suburbs. Providing

those most in need with proper housing created a physical class structure, which also created a mental divide. The affordable housing areas were of course also where labor immigration from Finland, Italy, Turkey, and the Balkans ended up, and later on, refugees of war from Iran, Iraq, former Yugoslavia, Palestine, Lebanon, Somalia, Afghanistan, and most recently Syria. The divide and the alienation between the city and the suburbs have intensified even more as a result, creating social conflict as well as energy and an identity of its own.

The dialect of the Swedish suburbs was one of the first (1988) to be defined as what today is called “contemporary urban vernacular” (CUV) by King’s College London. CUVs are a linguistic phenomenon specific to Europe, and are defined as urban, multi-ethnic sociolects that reach outside their given area to become powerful identity markers in their own sense.

In the early ‘90s, the voice of these areas could be heard by the whole nation, thanks to native hip-hop and its groundbreaking artists, most notably The Latin Kings. They gave voice to *Orten* (“the hood”) and created a connection between all segregated suburbs regardless of geography, whether they were located in Stockholm, Gothenburg, or Malmö. They connected more with one another than with their city centers.

Since then, that identity has strengthened even more. *Orten* today is considered an essential part of Sweden by some, and a parallel society by others. Hip-hop has become the expression of these areas, for better and for worse. This often-singular expression tends to pick up certain aspects of life in the suburbs. In media, the suburbs are described as places of gang crime, riots, and jihadist recruiting. The stories of the many ordinary people and their lives aren’t heard.

1.7 million Swedes are now born in another country. So the typical Swedish isn’t a tall blonde anymore; we’re more diverse. The most beloved Swede at the moment is Zlatan Ibrahimovic—born to Bosnian and Croatian parents and with a Bosnian citizenship. He really pushes the boundaries of traditional Swedishness. He’s the pride of this soccer-loving nation, but his traits are often described as un-Swedish. *Sverigedemokraterna* even go as far as saying he isn’t Swedish, since he “has an attitude that in many ways doesn’t feel Swedish and shows a body language and a language in general that isn’t perceived as Swedish.”

First and second generation immigrants create over 250,000 jobs through thousands of companies. Most predictions suggest that we need even more labor immigration to sustain the needs of the future.

Sverigedemokraterna (Swedish Democrats) have existed since 1988, but didn’t become really successful until the election of 2010 when they got into the Swedish Parliament. Their progress reflects the current political climate of the whole EU, with the Golden Dawn in Greece, UKIP and Brexit in Britain, and National Front in France, to mention a few.

The Swedish Democrats have, since their two successful elections, come to set the direction of the whole debate. Their ideas have had influence. Almost all political parties have been forced to take a stand on immigration, and many have hardened their view. Their view has polarized the country and made racism into a more legitimate “opinion” in a way that was previously unthinkable.

In early 2015, Sweden closed the borders. That is at least how media described it. In reality, this didn’t actually mean that we closed them, but rather that we intensified border control. In 2015, Sweden had almost 163,000 asylum seekers. That’s the largest number of refugees since WWII. Most of them came from the Syrian conflict.

Immigration and integration continue to be intensive topics of discussion, and this will probably define the political debate of the election in 2018.





**"I love nature when it's comfortable,
and mostly from afar."**

THE BRAZILIAN JIU-JITSU WC

Neda Khezarian

Account Director

I love Stockholm. What I love the most about Stockholm is the feeling of constant change, its closeness to nature in contrast to the populated areas. Every season affects the city; it comes alive in the summer with the many hours of sunlight and falls asleep during winter.

Stockholm is a city to explore during all four seasons. It is for me a capital of diversity. I grew up with people from many different cultures which has given me a sense of belonging. If you give it a chance, you will learn to love the diversity both in the people and the seasons.

Originally I'm from Iran, but I was practically born here. I don't know any other life than the one I have built here. In most situations the language, the way I act, my sense of morals and trust in the government, together with my values, make me Swedish. What makes me more or less Swedish is how I am received by my fellow citizens.

Stockholm fashion allows you to wear basics in many situations. It is simplicity at its best, where you can combine something plain with something bold. Where I work there is a crazy mix of high fashion brands and budget pieces. I would say that for me it's the variation of styles that are "in-season" items and the timeless pieces that define it best. Online I mostly shop items I have already tried in-store or shop brands I am very familiar with, I have to be able to trust the quality of the brand. I like the online sales.

I love nature when it's comfortable, and mostly from afar. Summers and winters are, for me, the best time to visit my favourite getaways. Stockholm has many lakes and many forest hideaways which I go to when I need to relax from the city. I like the silence and the water.

There are so many different ways to "mysa"! One that I long for during the winter is sitting in the balcony in good company drinking wine and talking about life. While in summer I long for the sofa under a cozy blanket, while it's pouring outside, drinking tea.

I do Brazilian Jiu-Jitsu. It's a combat sport similar to Judo. We wear traditional

kimonos called a gi, and wrestle each other for points or submission. I wanted to try a smart contact sport, one that also gives a smaller fighter a chance against a bigger one. It is also the first thing that I turned out to be really good at. I never saw myself as an athlete, but as other people's perception of me changed so did my own. Today I have two world championship gold medals in my belt and division.

I think the most interesting cultural phenomenon at the moment is the '90s vibes and influences in fashion and music. It's also interesting to see the many different artists integrating their own brands, or others, into the music industry. I am influenced in every way possible: social media, TV, everyday impressions, in conversations with others, in my social context, news, etc. But how I influence culture is harder to define. I think it's by being myself and always feeling free enough to express myself and my ideas and my take on culture. I have many people around me, especially within my sport. I try to influence the people around me by encouraging them to engage in discussion and to build character and have courage to be what they want. Not define themselves by others or by their limitations.

I am familiar with UNIQLO mostly through my friends and by visiting the web shop. I know it is a brand from Japan with a red label and that it feels very dressy, which I like. We have a dress code at work where we need to look presentable. I did not purchase anything because I am not familiar with the fit. I think they have nice items, I do not own any items from UNIQLO, but some of my friends have shirts bought in Japan. I also have an idea that it is an affordable brand with many variations in colour.

Stockholm is my home. Home is more a location than my actual apartment. When I am traveling my home is temporarily some place else, and when I miss home I mostly miss my social context and the comfort of my things that I have at home: bed, books, pictures, etc. Home is familiar; it's also where I have roots and history. I don't think home can be just one place, or it isn't for me because things change and the sense of belonging is not fixed to one place.

**"Despite if you had money or not, the environment
gives you certain experiences, limitations,
or opportunities, but this is similar everywhere."**

Orten is where I grew up, where I first created an identity. I use my background a lot, in some cases to build legitimacy and in some cases to let the receiver of the information get to know me. I was raised and went to school in one of Stockholm's "orter." It adds some complexity to dealing with not looking Swedish and coming from a different socioeconomic area. Despite if you had money or not the environment gives you certain experiences, limitations, or opportunities, but this is similar everywhere. The problem is that you are a minority and that causes an imbalance sometimes when you step into a different context.

Orten influences Swedish culture a lot, not always in a good way. Most influential rap and hip hop comes from the suburbs. The Swedish language is changing with slang that is coming from *Orten*. The dining and fast food culture is very much influenced from nationalities mostly represented in *Orten*.

The strength of the suburbs is its diversity. It won't just go away and the people coming from there are educating themselves, moving into areas that have been very homogeneous.

Among the challenges are the minority of individuals that makes the rest of Sweden believe that violence, crime, and conservatism is what defines everyone in the suburbs. This together with the growing lack of trust in the government and many young adults not getting into the labour market is its biggest challenge.



個人主義者の集合体

A collective of individualists

Our society much rely on collective values, but at the same time we are one of the worlds most self realizing nations. Individual freedom, equal opportunities and the equal value of everyone is held in the highest regard and is the motivation of the collective. To be all you can be and whatever you want to be is both a birth right as well as an overall life goal and a continuous struggle.

A strategy for UNIQLO in Stockholm

“Simple yet perfect clothing which enhances anybody’s individuality.”

– UNIQLO Corporate Statement

01. Business Goal: Take market share from H&M

This means we must have product of a higher quality and marketing that challenges H&M’s cultural dominance of the city.

02. Launch of the Stockholm global flagship store

Leverage UNIQLO brand values:

Deep thoughtfulness: We believe you are special and deserve the highest level of service and enduring quality.

Restless optimism: We can rise above the challenge of the “Swedish Fashion Wonder” to enhance the lives of Stockholm people.

Practical beauty: LifeWear changes your life through quality design and by challenging Swedish habits of conformity.

Introduce LifeWear.

03. Summary Audience Insights

Sweden has a world-wide reputation as a progressive and ideal society. But that has been achieved in part by suppressing individuality.

H&M has made the country proud but does not offer the level of quality in product and service that the people of Sweden quietly think they deserve.

Respect for Japan and UNIQLO is high with expectations of quality and cultural sophistication.

04. Summary of strategic idea

UNIQLO believes you are special, deserving of the best quality and the opportunity to stand out and be yourself.

Insights

100% of the population uses the internet – The high digitalization offers a multitude of possibilities and reach, it also presents problems with online shopping and a cluttered media.

Vain but practical people – Swedes want to look good. We dress smart and casual. But we also require high functionality and versatility when it comes to clothes.

H&M Country – The company and its presence is huge in Stockholm. Everyone has some kind of personal relation to the brand. But H&M of course have weaknesses and we hit them where it hurts. H&M has no longevity, neither in trends or in quality. This speaks to UNIQLO’s quality and timeless style. H&M also lacks an identity of their own, there’s no unifying style. It’s hard to create the unified look that Swedes look for.

Gender neutrality – Equality is extremely important in Sweden. And just about everyone acknowledges the inequality we have now. We try to look to the similarities between the sexes rather than the differences. This is especially important when it comes to kids clothing where we don’t want to box in girls as passive princesses and boys as active little rascals.

Functionality – We love sensible clothes and shoes. Women in Sweden rarely wear heels, sneakers or boots just works better with the weather. Garments should be versatile, durable and flexible almost regardless of purpose.

Four seasons – Means four different wardrobes and lots of transitional clothing. The unreliable weather also creates demand for many different clothes regardless of season.

Fashionable – In Stockholm people know style and fashion. We are used to constant bombardment from H&M and other brands. This might demand a slightly edgier expression from UNIQLO when launching.

We buy uniforms – Swedes are big on unified looks where the different pieces match to a unified expression. We rarely buy individual garments without making sure they work well within the wardrobe at home. This speaks to UNIQLO’s advantage since the brand really have a unified identity.

Transitional launch period – The launch in August/September is ideal for UNIQLO where the need for transitional clothing peaks in late summer and early autumn. The temperature drops but there are still sunny days and mild evenings. This is also a period where many are in a back to business-mode and renew their wardrobe and looks.

The many strengths of UNIQLO match the weaknesses of H&M – The high quality at a low price, the big range of beautiful and functional clothes, the Japanese origin, the unified identity and look that makes the clothes versatile and easy to mix and match. All these strengths are within areas that H&M lack.

ストックホルムにおける UNIQLO戦略

「シンプルだが個性を高めるのにパーフェクトな服」

ユニクロのコーポレート・ステートメント

01. ビジネスゴール: H&Mからマーケットシェアを奪う

これは、H&Mの都市部における文化的な優勢に挑戦できるよう、より高品質でマーケティング力の高い製品を持たなければならないことを意味する

02. スtockホルム・グローバル旗艦店の開店

ユニクロのブランド価値観を利用する:

思いやりの心遣い: ユニクロでは、お客様は特別で、最高レベルのサービスと持続する品質を受けるべきだと信じている。

常に元気で前向き: ユニクロはストックホルムの人々の生活を高めるため、「スウェーデンファッションの不思議」の挑戦を乗り越え強くなれる。

日常美: LifeWearは、質の良いデザインを通し、周囲に合わせるスウェーデン人の傾向に挑戦することでお客様の生活を変える。

LifeWearを導入する

03. 顧客に対する洞察の要約

スウェーデンは、進歩的で理想的な社会として世界的に評判。しかし、それは一部個性を抑圧することによって成し遂げられている。

H&Mはスウェーデンにとり誇りではあるが、スウェーデンの人々が受けるべきと思っている製品とサービスの質のレベルは提供していない。

優れた質と洗練された文化を思い、日本とユニクロを高く尊重している。

04. 戦略的考えの要約

ユニクロは、お客様は特別と考え、最高の品質と、自信を持ち自己に忠実でいられる機会を得られるべきだと思っている。

洞察

人口の100%がインターネットを使う - 高いデジタル化により、多くの可能性やアピールができる。だが、オンラインショッピング、雑然としたメディアという問題も引き起こす。

虚栄心はあるが実用的な人々 - スウェーデン人は見た目を良くしたいと願う。きちんとしたカジュアルな服を着るが、服に関しては、高い機能性と汎用性のあるものを求める。

H&Mの国 - スtockホルムにおけるH&Mの存在感は巨大である。誰もがH&Mブランドに、ある種の個人的なつながりを持っている。だが、H&Mにはもちろん弱点があり、ユニクロはH&Mの痛いところを攻撃する。H&Mではトレンドも品質も長く続かない。それに対しユニクロは、品質と時代を超越したスタイルを提供できる。H&Mは持つべき独自性も欠けており、統一したスタイルが無い。スウェーデン人が求める統一されたファッションルックを作り出すことは難しい。

ジェンダー中立性 - スウェーデンでは、平等であることが極めて大切。

そしてほとんどの人が社会にある不平等を認めている。スウェーデン人は性別による違いよりも類似点を見ようとしている。特に子供服に関してはそれが極めて重要である。これは、女の子をおとなしいプリンセス、男の子を活動的ないたずらっ子という型にはめたくないからである。

機能性 - 我々は実用的な服と靴を好む。スウェーデンの女性は、ほとんどハイヒールを履かない。スニーカーやブーツの方がスウェーデンの天候には向いている。衣類は目的に関わらず汎用的で丈夫、適応性があるべきだ。

四季 - 四季があるということは、四つの季節に合った衣類と変わり目に着る多くの服が要するという。また、天候が突然変わることがあるので、季節に関わらず多くの異なる衣服が必要になる。

ユニフォームを買う - スウェーデン人は、異なるものが調和し統一された表現になる統一ルックが大好きだ。家にある衣類と一緒にしても問題なく合うことを確かめずに、個々の服を買うことは珍しい。ユニクロ・ブランドは統一された独自性を持っているから、これはユニクロにとって有利。

ファッションブル - スtockホルムでは、皆スタイルやファッションのことをよく知っている。H&Mやその他のブランドが出す絶え間ない宣伝に慣れているからだ。このためユニクロ開店時には、少し押しの強い表現が必要かもしれない。

季節変わり目の開店時期 - 8月/9月の開店はユニクロにとって理想的。季節変わり目の服が必要になるピークは、晩夏と初秋だからである。つまり気温は下がるが、晴天の日や温暖な夜もまだあるからだ。この時期は、多くの人が仕事に戻るモードに入り、各自の服やルックスを新しくする時期でもある。

ユニクロの多くの強さはH&Mの弱点に匹敵する - 低価格で高品質、多種にわたる美しく機能的な服、日本発、そして、統一感ある独自性とルックス。これらは服に汎用性を持たせ、組合わせてコーディネートすることを容易にする。これらの強さは全てH&Mが不足している領域だ。

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via Unsplash.com

Printed By

Strokirk-Landströms

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