

## 8. Biggest Challenge in Japan

- To hire experienced staff
- A lack of aggressively expanding customers.
- Ability to attract highly qualified foreign talent based on difficult immigration policies
- Achieving alignment between HQ and Japan staff. High media cost.
- Aging society consumers' depression
- As an Australian Bank our return on investment hurdle rates are relatively high compared to local banks. This makes winning new business in Japan a challenge in the current environment where the central banks across the globe are flooding the money markets with liquidity which is in turn putting margins under pressure.
- Balancing resources to market changes and no additional staff due cost savings program
- Bidding process
- Blanding
- Both domestic and Inbound consumer demand are challenging.
- Business expansion to entry to the new industry, and APAC area
- Change in work style
- Companies don't invest their money to their plants and facilities.
- Competition with Chilean product which are not subject to Import Tax under FTA.
- Connectivity with teams in Australia
- Consumer spending declines continuously since 2014 (and was not strong before either). The debt level in excess of 200% of GDP is not sustainable in the long term.
- consumers are holding back on non-essential purchases like our lighting fixtures
- Conveying information accurately to the home office.
- Convincing Japanese companies they need to pay for ideas not just concrete items.
- Create a strong sales team.
- Cultural Mindset
- Culture
- Customer retention by improvement of CS.
- Customers are very closed to work with "non-Japanese" companies in Automotive business.
- Declining population
- Declining population, stagnant domestic market. Key technology leadership lost to other Asian countries.
- Declining presence of non-Japanese senior managers within the business community.
- Decrease in number of Japan's population
- Decrease in number of population of Japan
- Decrease of budgets not related to the Olympics and the military
- Difference on the industry standard in Japan and overseas. Regulations.
- Difficult to get competent people.
- Driving change in working culture, to be faster, more innovative, and to operate with a strong compliance mindset.
- Employment, lack of suitable candidates.
- Encouraging medium enterprise Japanese companies to have a strong regional or global outlook for business expansion opportunities.

- Encouraging SMEs in Japan to become active internationally
- English capable staff
- exchange rate uncertainty. instable exchange market
- Expand more new business .
- Financial service sector is strolling.
- Financial support by the government
- Finding and getting a foot in the door with new clients - currently we don't have a dedicated sales team, so rely mostly on word of mouth and networking events such as those hosted by the BCCJ
- Finding and hiring good staff.
- Finding and hiring talent
- Finding bilingual qualified staff
- Finding good bilingual staff
- Finding good people for our company
- Finding good staff
- Finding good technical Japanese staff with willingness to learn English
- Finding new business opportunities.
- Finding qualified personnel
- Finding qualified staff
- Finding staff
- Finding talented bilingual staff.
- Finding the right candidates for expansion
- Finding the right talents and retaining them; restrictive labor law
- Gaining customers
- Gender stereotypes
- General lackluster economic growth
- Geopolitical risk
- Get a cruise Ship Newbuilding order at MHI. Grow the sales 10% more than last year.
- Getting more foreigners to take our business program.
- Getting ready for rugby 2019 and Olympics.
- Getting right talent
- Getting tradition-bound Japanese companies to use our service
- Good personnel
- Government policies and Japanese conservative mindset.
- Government policy to reduce healthcare costs
- Growth plan in this matured, saturated market
- Hard to read the Reaction by Japanese Govt. towards to International issues( North/South Korea/ China/ US)
- High level of employment.
- Hire additional staff
- Hiring appropriately qualified staff.
- Hiring bilingual staff interested in joining a company of over 500 people
- Hiring competent, ready to deliver employees.
- Hiring enough and sufficiently skilled people
- Hiring enough of the right kind of staff for ourselves.

- Hiring good talents in Japan.
- Hiring good young people
- Hiring of suitable local talent
- Hiring qualified professionals
- Hiring qualified technician/ worker to our Mixing Plant
- Hiring talent
- Hiring the right people and moving quickly enough.
- Hiring to talented people in Tokyo and outside of Tokyo
- Hiring.
- Hot spring bath service
- How to get attention from the market
- HQ communication
- Human Resource: Finding the "right" people
- Implementing change and hiring young Japanese employees
- Import tariff for metal (especially, nickel). Regarding import duty in Japan for nickel, its of SA origin is higher than Australian nickel because of FTA between Japan and Australia.
- In our business, only 3 to 4 big Japanese players cover nearly 95% of market share. It is difficult to exist, mainly niche markets. This is the case of several multinational players in Japan.
- Incoming travel business toward japan has been rapidly growing which is affecting our outbound business from Japan to Scandinavia specially spring time.
- Inflexibility. Slow decision making of Japanese customers, Companies still prefer Japanese makers despite lower quality.
- Inflexible labor laws and practices, which create inertia and resist change.
- Internal willingness or capability to change fast enough
- It is to compete well with Japanese Native Makers. It is difference in recognition between Japanese Capitalism and Western's one.
- Japanese companies need to internationalize quicker
- Japanese companies still prefer to buy Japanese products. Service requirements are extremely high & costly.
- Japanese partners risk aversion
- Japanese weak economy situation.
- Keeping young employees motivated to continue to grow.
- Labor laws, getting the right people in (attract and keeping them)
- Labor
- Lack of alternative energy investment diversity push by Japanese govt. Lack of risk taking entrepreneurial efforts and innovation. Lack of transparency on CSR efforts by Japanese companies.
- Lack of competent candidates to fill available positions.
- Lack of development initiatives by customers
- Lack of man power, difficulty from customers to hire staff.
- Lack of talents to compete on global market
- Lack of urgency in corporate sector
- Local competition in our business field.
- Local environmental regulation process and high cost for civil work.

- Long transit time (by ocean) of machinery from Italy
- Low visibility / still unknown
- Make our business and company name recognized by Japanese customers. Build confidence in the quality of our online services
- Managing stock during growth - not being able to produce locally.
- Market development by resources limited. Promotion of IoT.
- Market development Recognition from customer
- matured economy without expected growth in demand, especially after Tokyo Olympic
- Maybe, I am not Japanese. I can speak Japanese but not write Japanese well. And the most part of our clients/users are not good at English neither French.
- Mindset: lack of transformation/ innovation drive Resource: lack of skilled people
- New labor laws for third party employees which limits the length of contract to 3 years.
- No major hurdles
- Non custom barrier as regulation
- Non-tariff barriers
- Organization stabilization
- Our business is retail banking and Japanese investors continue to be very conservative.
- Our wish to increase volume of iron ore sales to Japan (raw material for steel production), might be frustrated by modest or non-existent growth in Japanese steel production which, on its turns, depends on car making, infrastructure, construction and heavy machinery production and exports.
- Overcoming cultural barriers and entrenched relationships
- Overcoming the status quo.
- Parallel import
- Passiveness of workforce
- Personally: Language Company: Reputation/brand awareness
- Pharmaceutical pricing reform
- Policies on renewable energy is somehow unclear. Despite second largest Country on solar, the policy on wind energy and energy storage is somehow unclear.
- Political instability
- Probably skill shortages and finding the right people. Lack of growth/demand in the domestic economy also makes life tough.
- Qualified personnel
- Qualified staff
- Reaching out to all potential buyers
- Recognition of Th Greek products as of the same or better quality of those of other European competitors.
- Recruiting
- Recruiting sufficient competent bilingual staff
- Recruiting talented staff with high-level Japanese & English communication skills.
- Recruiting, additional finance to fund growth in working capital.
- Regulations with not being able to sell health supplements in hospitals
- Regulations/taxes
- Regulatory vigor
- Reputation

- Resource constraints
- Resource management.
- Retaining the staff
- Slackening consumption
- slow dynamics of the economy
- Slow market growth in our business.
- Slow market trend i.e. for luxury goods, due to future insecurity feeling
- Some of our major customers are consolidating (mergers and acquisitions)
- Staff
- Staff and partner skills
- Still not positive enough outlook for the services we provide..
- Structural reforms in the labor sector.
- Sudden change of exchange rate, oil price converting to our sales price.
- Sustainability of business
- Sustaining current business position
- Talent acquisition
- Talent acquisition
- Talent management
- Tariff on sugar
- Taxes - they are too high.
- The cost of recruitment
- The deflation spiral
- The time it takes and the effort required to commence new business in Japan compared to other destinations. As a Global Company, we have limited resources to invest in business development, we look at bang for buck and Japan has a low bang for buck compared with competing alternative destinations for our product.
- The usual - customer dynamism - decision are too slow
- Timely clinical developments in highly competitive environment but favoring innovation. Fear concerning new medicines pricing system
- To convince Japanese managers to take more, but still well-thoughts, risks. OR, in other words, to go ahead without having all the usual wished data to do so.
- To find qualified additional staff.
- To increase the price.
- To meet Japanese Automotive OEM expectations in the area of QCDDM. Overcome communication burrier with HQ, oversea production site in the group.
- Traditional institutional barriers, i.e., in-house insurance agents and cross shareholdings by insurers in corporations.
- Very low priced Chinese silicon. Chinese silicon is subject to anti-dumping duty in Europe and North America but not in Japan. Therefore, so many Chinese silicon are sold in Japan at very low prices due to hard competition. Japanese customers understand that our silicon is much better, but the price difference is bigger than ever and making us difficult, but we have to keep struggle, achieve better products/services to justify our business. May be the biggest challenging is to make our head office side understand the business and culture situation in Japan. It looks to me that they think Japan, Korea, China, Singapore, Malaysia, and rest of the Asia are all the same!! This is extremely wrong!!

- Very low unemployment ratio
- We are an international freight forwarding Company with a long history in chemical logistics; in Japan since 1995 with a solid customer base, also Japanese customers; strong in sea freight; minor in air freight; non-existent in warehousing; to penetrate into new markets like warehousing where are many established competitors - international and domestic - will take up considerable resources and several years of development
- Win new investment and projects