

## *FCIJ Business Confidence Survey – Spring 2017*

### 5. Comments to Strategies in Japan

- Become No.1 supplier of computer graphics software
- By building our knowledge of consumers' needs, we are able to provide unique solutions.
- Confident in the capacity to sustain double digit growth
- Continue to gain market shares
- Expand in resources and branches
- Expansion in Western Japan (branch Office in Osaka) Expansion in sea- and airfreight
- Growth via product portfolio diversification & consumer communication investments
- Growth with new technology
- If product becomes available we will aim to sell more.
- In addition to cooperate with our Japanese distributors up to now, we may need to try to get some customers in direct.
- Aim to increase the customer number and enlarge the range of products
- As a global company, we see Japan as 10% of our work load for 1% of our turnover for 0% of our profit. The board continues to ask why are we there. It takes 3 years to start a new customer in Japan and it takes 3 months to start a new customer elsewhere.
- In consolidation phase
- Increase innovation, gain market share from competition.
- Keep growing slowly but steadily.
- Modest growth in Market Share thanks to improvement in quality (of our iron ore products).
- Most important market. Keeping good business relation with long term contract customers.
- new product launches replaces old product launches
- Overall downsizing but strengthening the important roles.
- Priority on cosmetics and Asia markets
- Responding to the customer needs based on line up the products.
- Seeking \*profitable\* growth
- Seeking growth of Japanese manufacturers outside Japan in global market
- Targeting unrealized potentials.
- Technological advantage
- The total category is in decline, we achieve flat or low growth
- Until the Japan economy starts to grow it is very hard to justify adding head count in Japan. We continue to see growth of people in our China business which is viewed as a better investment of resources.
- Using Japan also as Hub for some Korea Business
- We acquired some business in Japan. We will protect it during next 3 years.
- We are a start-up in lifestyle services where the demand is in the infant stage in Japan.
- We are looking to expand our position in the domestic economy while also pushing further APAC expansion
- We are seeking to change the quality and efficiency of audits in Japan. All reactions from all parties have been only positive.
- We believe the potential is larger than realized and the majority of barriers is internal
- We currently have no footprint in Japan but we may have it for a future business in Kyushu.

- We have been operating in Japan for many years already and are here for the long term.
- We seek to find Norwegian and Nordic goods not sold in Japan for import purposes to sell
- We work in a market that is ripe for disruption by solutions and service that deliver better results. We are working to provide that positive disruption.