

## *FCIJ Business Confidence Survey – Spring 2017*

### 4. Comments to reasons for Changes in Business Performance

- Office growth
- More challenges for domestic companies offer more opportunities to solve them in non-traditional manners.
- We succeed in spite of the incompetence of the national government.
- Persistent marketing and long term strategies are starting pay off.
- Strong push to bring overseas talent into Japan to address local talent shortages
- Lack of talent in Japan has forced us to use talent in the US and with the high exchange rate of 120, severely impacted our profitability when using those assets.
- Our company is concentrated on global expansion currently.
- Relaxed AirBnB Rules
- Able to take advantage of new opportunities in tourism with our robust network of experts.
- stronger management yields better results
- Sales performance aided by market / competitive shifts. Profitability improvement largely attributable to our own efforts.
- Companies having bigger budget for language education
- Japan profitability in recent times has benefited from favorable conditions in the money markets and in particular the FX forwards markets where we are able to raise cheap Yen funding and invest at a profit.
- Expiration of ongoing potential claims (legal services)
- By applying greater effort into domestic sales development we have been able to increase our market share
- New organizational structure introduced
- Still in heavy investment process, which may slow-down dramatically and let us improve our profitability in the next 12 months
- Preparatory work of last 12 months beginning to bear fruit
- Management change in Japan
- Robust efforts in cost/expenses reduction combined with extra-effort in sales price-realization.
- Additional staff and resources towards business development and marketing.
- Increasing productivity by effects of continuous investment.
- Demand is slightly better but supply, on the other hand is being affected at multiple competitors in multiple ways.
- Investing heavily hence improvements in revenue happening but medium term decline in profitability
- Growth in customer demand
- New product launches
- Japanese investors hesitant due to Brexit and Trump
- Effective local hiring and leveraging local market knowledge
- Need more innovative patent protected products
- Plans to withdraw from Japanese market shortly.
- Team reorganization
- Effort on communication

- Results (both revenues and profits) for the financial year just ended in March 2017 were a little disappointing and did not meet our expectations. Actions were, therefore, needed to address the situation going forward.
- We are still a young company, (1.5 years officially) and are refining our products and processes as we go. So far our focus has been on building credibility and networks, which is now beginning to translate into sales.
- Effect also of exchange rate on imports costs
- Lower traffic in department stores, consumers look for cheaper items, buy less
- Rates are very unstable and unfavorable. Japanese defense market, our focus field, is not becoming evident. No clear development is engaged, instead to import from US.
- Strong competition from other European companies...
- New competition / also competitor out of inventory situation (China factory strike)
- Significant new product introductions to Japan market
- More sales & marketing activities
- Digital dividend
- More marketing, more employee training, more aggressive branding.
- Environment has not changed significantly. Some sectors a little up, some a little down.
- More order received from the market with higher G/M than planned
- Income has not increased and consumers are holding back on non-essential purchases like our lighting fixtures
- Improvement of staff qualification including outlet people.
- Conclusion of a business deal which was 3 years in the making.
- Also cost reason related to oil and exchange rate
- Expansion in Western Japan (branch Office in Osaka)
- Japanese companies are buying as they in turn have good business situation. Also some government investments create opportunities to us.
- More promotional activities and introduction of new products
- Transformation efforts to improve the business both top & bottom line
- Strict control over cost/expense
- We are in the inbound tourism and trident foreigner services business
- We keep investing in production efficiency and introduce new products with better margins
- Optimizing and change in the organization
- Weak oil & gas industry worldwide
- We did not have "significant" changes in our business result recently.
- We focus on areas and products that our peer group of competitors does not like and seek to differentiate and innovate.
- Increased customer base
- Success mostly comes from ours own efforts
- We have aggressively hired good sales and marketing people over the past few years.
- We have been working on our new strategy and sales channels.
- Target segmentation has been changed. From average level to high end customer
- Ski bus accident in Karuizawa
- Exchange rate also lesser extent
- We have been doing price increase and will achieve it during Q2 2017.