

FCIJ Business Confidence Survey – Fall 2017

4. Comments to Changes in Business Performance

- Category goes premium to commodity
- Implementation of new emissions standards typically drive purchases prior to the change. This occurred the past 6 months, but will see decline in next 6 months as new standard has been implemented.
- Our company offering changes how our customer spends on their IT Infrastructure investment, our pitch is not to buy but instead continue using what is working and fit for their business needs.
- Strategic choice of market segment and application
- Actual results
- It seems that many clients are moving their activities and budgets to different quarters.
- Increased numbers of foreigners moving to Japan
- We've worked to promote our products outside of Japan more than before.
- China factor
- There were limited supply and supply sources for some items.
- We provide professional counseling and psychotherapy services which through 'kuchikomi' (word of mouth, articles in various media).
- While business is good outside of Japan with our partner domestically they are consolidating resources for the near term meaning reduced revenue from them.
- Low interest rates and more available money led to more investment and hiring. Things are improving generally although recruiting is becoming more difficult with the low unemployment rate.
- Most revenue is repeat business
- Changes in China have led to new economic sectors such as tourism in Japan
- Rationalization to give better efficiency
- Decline worker amount that's why we can get many business chance.
- We divested some overseas mining assets that supplied Japan, thus no longer sell product from those mines to Japan
- 1980s management thinking, with a focus on personal status rather than competence at doing the job. no trust in management, too many changes and no real high level continual learning. Buying the knowledge costs more and a circle of high cost is created.
- Fashion industry is impacted by changes of consumer behaviors who are more and more shifting from traditional retail network to on line shopping. We are adapting to this new reality.
- Volume of inbound visitors attracted by airbnb.
- Extra employee (part-time) for Japan in head office (Belgium)
- Sales amount is down because competition become more keen than before
- Works on product costs and development of new offers
- Perseverance and experience pays back ! You need to stay long time here before it takes off. But once business starts, it is strong and stable.
- Our business finally took off
- FX rate Yen/Euro makes influence of profitability.
- Less SG&A

- As we invoice part of our business in Euro currency it supported the profitability last couple of months.
- Continuous introduction of new product portfolio and business model.
- Japanese companies are also investing more in equipment for smart factories (more data on process and quality assurance)
- Going up oil price
- Additional marketing investments into Japan
- Estimate VAT increasing on Oct 2019 create more demand at housing sector
- Increase or maintain capacity while competitors decreased too much consideration from terrorist negative impact.
- Will close old unprofitable machine and control expense.
- Customers request become hard, but become large.
- Sales keep growing steadily. Difficult to increase prices but weaker Yen hurting profits. Also some suppliers' prices increasing and especially warehouse and distribution costs have increased a lot in the market
- Price pressure for major products
- Reflection of overall economic situation
- We have differentiated products that are not easily replicated and less price sensitive
- Very engaged locally and getting full backing from HQ abroad.
- The companies are eager to hire additional human resource
- Our own efforts + Exchange rates: exchange rate helps sales to inbound tourists, but Japanese demand grew thanks to our efforts in the local market.
- Exploring new business models
- Sales efforts
- Strengthened organization
- Automotive industry is pushing their production. Machine tool builders are also receiving record high orders from China and others.