

## FCIJ Business Confidence Survey – Fall 2009

### *Comments to strategies in Japan*

Approach new target groups.

... the organization and bringing sales back to where we were

Acquiring market shares while maintaining profitability

Additional new products will be released to market and a new Division will be created.

Acquisition

As above, seek to grow presence of our brand in Japan through smart use of limited resources

As the company/ hotel has only opened recently (Sept 2007) and has an long term interest in staying, we are seeking consistent, continuous growth.

Become a leader in a niche market.

But seeking to maintain for the moment while the economy re-groups.

Consistency followed by growth

Construction is in a decline and therefore we would like to sustain the current level by concentrating on activities outside of Japan

Continued focus on consumer items and consumer market

Cutting cost and maintaining operation at minimum level

Distributor to direct sales

**DOWNSIZING IN WORST AFFECTED DIVISIONS OF OVERALL BUSINESS IE LUXURY GOODS**

Downsizing one segment but start focusing new expansion in specific business area to make break even

Downsizing will not give us growth but it might be a good step for future growth.

Existing contracts for new locations are still progressing and we see significant upsides for the long term.

Existing contracts in place still proceeding for new locations

Expecting change of telecommunication market to global internet society when LTE comes, then there may be big potential for us business of reentry to Japan market. "Never give up!"

Expecting to have 20 to 40% of resources growth

Focus on niche sectors

Further expansion in properties under management as the economy starts to regain strength

Grow with value added business development

Growth is not the question; whether to seek to maintain the business, downsize or withdraw will all be considered in the next 3 to 6 months.

Growth through diversification into new applications / markets.

How to differentiate from Japanese product is the strategy.

Ideally growing in size and market share but really these days trying to defend our share and maintain current infrastructure, avoiding added fixed costs is critical.

Improve profitability

Intent on expanding market share in our main activity segments

Introduction of Japan Model

Introduction of new products

Introduction of new products & technologies to the market will help in additional growth.

Japan will pay and has the need for the latest technology to keep ahead

Launching new online services to strong existing customer base.

maintain current profit level for now; sales & profit expansion next year

Market still very undeveloped.

Most important is to maintain market share.

Need to meet the appropriate level for business opportunity and growth. Flat market requires business efficiencies.

Need to strengthen our position in the market.

**NEVER UNDERCUT, DO THE NECESSARY ACTIONS FOR OUR BUSINESS.**

New fields of applications and increased requirements on our material in particular to the electronic industry.

No Longer a global priority. Head office open to opportunities proposed by Japanese organization.

Opening up new stores and invest more in marketing

Otherwise we will have delivery problems.

Our domestic market is supposed to be declined.

Our prior strategy was to 'maintain' our business but the challenging nature of the market means you have to fight to win to even stand still.

Overall maintaining current level overall but some changes within different markets

Part of our business activities come through a franchise business with a Swiss company. We seek further expansion on this business.

Remain committed to the market, remain committed to providing our services, and hopefully remain afloat until things improve.

Reorganization of activity: withdrawal from risky activities and seeking growth in profitable and less risky business

Seek other markets new sales channels partnerships with other companies

Small but significant with unique technology and competitive cost structures.

Still planning to grow in volume and price, and introduce new products.

Still wait and see for the time being

Sustaining current level in order to be able to expand as the economy recovers.

Sustaining current level will only work if we are looking for growth and expansion

take advantage of the economic downturn to introduce relevant product offerings that drive cost savings for customer

The company's strategy is up or out. Presently downsizing under way.

The brand significantly under trades in Japan. It has failed to reach it's potential over the last ten years due to poor management and incrementalism.

There are a lot of opportunities and if we make the necessary changes we can grow.

to be N - 1 high end-user skincare products in Spas in Esthetic Salons

To expand client base and to provide new products

Transferring production/fabrication to oversea and reduction in workforce in Japan

Try to capitalize on the globalizing opportunity in Japan

Try to sustain level of sales but increase profitability through a tight control of operational expenses + downsizing of the sales network

Trying to recover to pre-recession levels

We are a very small office with a lot of potential to increase activity with BC, but we will need more resources to do so. Our company would also like the capacity to take on other clients

We are expanding into new markets with new products designed to appeal to the current economic climate we are fighting to avoid localization of our production in China, Thailand and keep profitable businesses in Japan

We are quite happy sustaining current level but are, of course, always looking for growth opportunities

We believe there are more expandability in our market, not only Japanese retails but also to the commercial market and some special market including military facilities.

We have been doing business here for 20 years, and we will sustain operations without layoffs during this difficult time. We have no intention of leaving or "giving up!"

We have doubled in size over the past five years. Due to the economy, our growth has slowed substantially to single digits. Hope to continue to gain market share despite current economy.

We have used the economic downturn to expand our product portfolio and market presence through acquisition at advantageous prices.

We need to look to new markets and expand services in existing markets

We remain confident about Japan future but we will adjust investment timing to recovery signs in specific given industries

We still have a bit of space to grow and plan to do so.

We will seek growth, once the economy picks up again