

## **FCIJ Business Confidence Survey - Spring 2010**

### **COMMENTS TO STRATEGIES IN JAPAN**

Acquisition of more units

Adding of additional units in key markets

As long as the business keeps profitable level, will continue business at sustainable level as it is, but if it goes loss-giving, may go downsizing.

Being a small company, it is not too hard to generate more work.

Business will close on my own retirement

Currently we have 2% market share only. There's an ample room for growth.

Distribution expansion

Downsizing, but also growing the good bits

Due to our increased acceptability and strength of our business solution software

Expand our presence

Further downsizing by change of sales flow

Gradual, so far 20-30% per annum during past 5 years in revenue and profits, ability to grow (human) resources as business comes in and needs to be serviced. As the scale of the company increases, so does the need to plan ahead and perhaps now hire additional resources before acquiring new business.

Growth handled with outsourcing.

Growth more than GDP ratio, in addition expansion by M+A

Have used the economic downturn (and the resulting lower prices) to increase investment in Japan and have acquired another company, adding about 30% to the size of our operations in this country.

Holding strong. Sustaining current level of business, with a decayed outlook to regaining lost sales because of the bad economy. We will work hard for future growth.

Improve our capabilities to win competitions and proposals.

Initiate projects to minimize dependency on Industrial segment

Invest in new products, services, acquisitions

Japan is a long-term, stable and profitable market. We are not aiming to increase our business here, but neither do we want to reduce it.

Likely to double size in 2-18 months and triple in 3 years time, albeit from small level. Looking more actively for acquisitions.

Look to expand service range.

Maintain the level but not by selling machines like before but need focus more in the after sales service by using long experience and deep knowledge.

More outside Japan than inside Japan

Networking to the extent possible.

Our strategy is to continually improve the school, whether there is poor business environment or a good business environment.

Penetration is still low, allowing for further growth.

Product diversification and, looking for foreign opportunities using kokunai network/skills.

Promoting more products actively

Seeking to expand our retail outlets throughout Japan, triple the number in 10 years.

Sell to the government

Sourcing business out of Japan ( market entries, reorganization of Japan operations,... ) Developing business with Japanese companies expanding overseas.

Still too small to do proper business

Strengthening the organization to capture business from the competition.

Strong growth by increasing the market share

Target to be number one in our segment and develop other services lines to reach this target.

Temporary adjusted to the today's situation but believe there is a potential to grow.

The Company remains interested to proactively identify business expansion opportunities.

The current organization is strong and performing well; it is a good time for acquiring key talent from competitors and training our people so we come out of the recession very strong (ahead of the competition)

Though we already have significant strength in Japan, unfortunately, the current Japan Postal services plan could eat into our existing share. While we would like to sustain the current level of growth, this is a large unknown.

Through cooperation with Japanese companies willing to invest in high tech, environmental friendly solutions.

To double our client base in 2010 over the 2009 number.

Using other Asian countries (India, China)

We are in a growth market

We are looking at additional services that are complimentary to current services, thus creating better utilization of resources and a broader base of revenue.

We are spending considerable R&D funds to expand our market share in Japan

We are sure that we will get more business chances.

We have downsized our operation by 20% in terms of staff number in the last 6 months.

We have proven our ability to economically expand client business in Japan.

We need to chip away at the established conventional approaches to construction projects and convince more domestic Japanese clients of the merits of an approach that depends less on non-transparent all-in packages provided by general contractors.

We remain bullish on Japan as a key economy offering significant potential in the healthcare space

We see growth as a prerequisite to survival here : trying to stand still or "sustain" is not a viable option.

We want to increase our headcount by 25% and move into new premises.

Without growth and expansion the constant increase in overall cost will not be sustainable.

Working with existing and new leads. Focusing resources on limited targets. Involving clients in decision making to a higher extent

Would like to grow and are exploring options to do so, but there are limited opportunities.

Would never allow downsizing or withdraw