

8. Biggest Challenges in Japan

- Aging society, lack of workers
- Attracting top talent
- Bad image for China (One of our major mill is in China)
- Bilingual employees
- Building sales and finding talent
- Cash collection behind actual work performed
- Challenge hesitation
- Challenge usual behavior and hesitance from typical Japanese retailers.
- changes in automotive industry
- Competence and matching workforce with company requirements
- Competition with other investment bankers
- Competitive Market Structure
- Conservative business culture. Strong relationship oriented business drive.
- Convincing internal stakeholders to follow Japanese business way.
- Coping with the growth of our business.
- Demography, Inbound (into Japan), Consumer behavior change
- Digital transformation
- Digitalization and consolidation of market which we have to cope with. On the other hand there are still many traditional or old fashioned processes.
- Distribution channels access
- Downturn in executive level non-Japanese willing to relocate here. Inheritance laws fear?
- Drastic expansion of SNS makes us change our B2C communication strategy significantly, which also gives a strong impact on B2B strategy.
- Entering into new market
- Exchange rate
- Expand customer base and business.
- Fin tech regulations
- Finding excellent staff
- Finding good educated staff
- Finding great talent
- Finding out the persons in charge in the R&D departments to introduce our products.
- Finding qualified and experienced electrical engineers
- finding suitable & flexible staff
- Finding talented staff and personnel Differentiating our service offering
- Finding the right people
- Finding the right people
- Finding/hiring qualified people. The Japanese education system does not produce staff that can think and act independently.
- FX fluctuation Finding good people
- Getting into the market, it takes time

- Getting my kids to do their homework. Seriously speaking, I do not see any major challenges for my business. There are everyday issues to deal with but there are no significant external threats to our business. We just need to keep doing the right things.
- Getting our brand and products known to customer
- Getting the right new people on board
- High HR costs
- Hiring
- Hiring good bilingual staff
- Hiring good staff
- Hiring good staff
- Hiring personnel
- Hiring tier A talent
- How we can get interest for our product from young generation and overseas people
- import duties and MHLW, MAAF regulations
- In current business not much growth.
- In longer period of time less demand as people are ageing. Also local governments are giving more subsidy to domestic manufactures, which give them to sell goods to same purpose more cheap
- Increased competition
- Innovation and a life work culture that attracts talent. The new uni leavers look for a brand to put on their CV after they gain experience they forget the company logo but look on the conditions rather than the brand. I also notice this willingness to change companies in the 30 to mid 40 age group.
- Innovation of our business model
- Japanese corporate aversion to change regardless of the value and benefits.
- Japanese Language
- Japanese nationalism and protectionism which are preventing foreign companies to penetrate into Japanese network. Also the lack of English communication capability of the entire Japanese industry.
- Japanese Travel Industry is not intended to change up to global speed. Another Galapagos.
- labor sourcing
- Lack of dynamism among customers.
- Lack of English language
- Lack of quantified labor
- Lead generation, networking
- Little HR resources high running costs (logistics costs etc.)
- Local standards as a hurdle for imports, and inability to access government / local municipalities funded projects and infrastructure related investments due to strong preference of locally produced materials.
- Low consumer confidence
- Low investment by Customers.
- Low unemployment rate with very limited personnel on the market
- Make Japanese customer to understand the genuine French life style.
- Making synergy between business unit.

- Making the good diversification while protecting reliable sources of income.
- Managing higher costs without wishing to increase prices. Finding talent.
- Market education to be able to properly use and gain value from our services
- Material Price increase
- No so much new challenge sprit by management of majority of conservative large companies.
- Non-tariff barriers (such as non-transparent regulations and recruitment)
- Penetration to new market segments.
- People recruiting
- Possible instability of government.
- Price pressure by hospital
- Price pressure for innovative pharma products
- Price pressure from customers due to declining business opportunities on their side with increasing raw material costs on our side at the same time.
- Public spending on scientific research and development is biased to nanobiology and artificial intelligence.
- Qualified staff
- Recruiting
- Recruiting competent staff.
- Recruiting.
- Recruitment
- Recruitment
- Regulation
- Regulation
- Regulation JIS, JAS and another law become harder, based on government control.
- Resources. Finding new and competent sales persons
- Retain talents
- Sales tax issue and declining of housing starts
- Shortage in skilled labour, specially people with good English skills.
- Some import barriers that penalizes foreign players here
- Speed in communication
- Still very conservative JPN market.
- Talent
- Tariff and non-tariff barriers for sugar/syrup
- The evolution of the consumption habits and the aging of our customer basis
- The reduction of the R&D budgets of Japanese pharmaceutical companies.
- To build and differentiate our brand
- To find people
- To improve branding of my company and better introduction of our software products.
- Very difficult to hire employees
- Weak investment respectively postponed investments by our customer due to their bad financial performance
- Weak Yen makes it difficult to meet head office net result expectations. We seek to keep our business and strong relationships with our current stakeholders, but going forward will likely

seek to expand our global business into new areas which will also impact what we supply to Japan.

- We still waste time fighting with vested interests whose businesses are affected more by changes in the business environment than by perceived foreign competition, but still insist on holding up structural reform.
- We try to get more source, but not for sales in Japan.
- We try to overcome oversupply situation and keep certain amount of sales volume.