

**SHARP**

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# WORLD EYE REPORTS FRANCE

**FUNAI**

## France embarks on an ambitious reinvention

Since winning last year's presidential election, Nicolas Sarkozy has embarked on a grand project to overhaul the French way of life with the ultimate objective of stimulating economic growth, and streamlining government and social institutions.

Despite perceived burdens that hinder the country's growth, France remains a heavyweight on the global economic stage. It is the world's fourth-largest exporter of goods and the fifth-biggest importer.

Attracting more than 79 million visitors a year, the country is also among the top tourist destinations in the world, with the capital Paris and the region of Provence in the south being consistent attractions.

While France has achieved decent growth as compared to its European neighbors in recent years, Sarkozy wants the country to pull away from the pack and unveiled various reform measures in line with that objective.

To increase France's advantages as a business location, the Sarkozy government wants to restructure the labor milieu and tax regime.

One measure meeting the most resistance is the proposed change to employment guidelines, including the entrenched 35-hour workweek. Sarkozy wants to give employers greater flexibility in hiring and firing

workers, as well as in determining working hours.

A plan to lower the top rate of



**French President Nicolas Sarkozy**

corporate tax from 33 percent to 28 percent aims to make France one of the most fiscally competitive countries in the European Union.

Sarkozy also wants France to boost its position as a source of global investment and destination of foreign direct investment (It ranked No. 3 as a recipient of FDI in 2006). The 20,000 foreign companies in the country produce around 30 percent of France's GDP and employ more than 2 million people.

According to the Invest in France Agency managed to assist in the creation of 1,500 jobs with Japanese investment alone," adds IFA Ambassador Philippe Favre.

One important advantage for France is its central location in Europe, the world's largest market with 493 million consumers. It shares boundaries with major economies such as Germany, Italy, Spain and the U.K.

Located between Northern and Southern Europe, and straddled by the Mediterranean Sea and Atlantic Ocean, France offers access to a unified market linked by excellent

infrastructure. Its highly skilled labor force and huge investment in R&D



**Yutaka Iimura, Japan's ambassador to France**

have consolidated France's leading position in sectors such as aerospace, automotive, pharmaceuticals and energy, with Airbus and the high-speed

TGV train being flagship companies.

Registering the second-highest number of patents every year, France has maintained its well-known reputation as a hotbed of innovation and creativity. In fact, the country has the second-largest number of science and technology degree holders per 100 residents in the EU.

This year, France and Japan celebrate the 150th anniversary of diplomatic and trade relations with both sides looking to a more productive future.

"The 150th anniversary of bilateral ties is a new momentum to bring France and Japan closer together. (It is) an opportunity to campaign for Franco-Japanese relations, promote bilateral trade and investment, and deepen cultural exchange," says Yutaka Iimura, the Japanese ambassador to France.

"Japanese direct investment ranks second in France while France, on the other hand, is the third-largest direct investor in Japan," adds Iimura.

Meanwhile, Favre is confident that the two countries can expand their partnership.



This year, Japan and France mark an important milestone with the 150th anniversary of cultural relations between the two countries. The Japanese Institute of Culture in Paris recently commemorated its 10th year in the French capital.

"In the past, the driving economic force was the automotive sector. But at present, we can identify more diversity and more small to medium-size companies are investing in France. We are expecting growth in Japanese investment over the next few years," he says.

The areas of Franco-Japanese investment and trade have been biotechnology,

chemicals, pharmaceuticals, energy and nanotechnology, according to Louis-Michel Morris, CEO of UBI France, the agency that oversees French business abroad.

For observers and insiders, the relationship between the two countries remains mutually beneficial because both sides have similar values about work and put the same premium on creativity.

"The main similarity between Japanese and French culture is their high craftsmanship and strong desire to continuously produce better things. A few examples of this complementary synergy in the economic sector are operations such as Nissan-Renault, Toyota in France, and the cooperation between Mitsubishi Heavy Industries and Areva," Iimura points out. ◆

**RESPECT**

Kubota

www.kubota.fr

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## Kubota leads in innovative technology

Kubota, the Japan-based manufacturer of agricultural and industrial machinery, has come a long way since it established its European organization in France in 1974.

After more than 30 years, the company has expanded its network to nearly 600 distributors across Europe, with France emerging as the top market. In 2007, Kubota reported whopping growth of 63 percent in the last three years.

"France is our No. 1 customer in Europe, with 60 percent of our sales coming from the French market," says President Satoshi Iida, who has orchestrated this robust performance over the past three years.

Kubota's range of products includes tractors, riding mowers, mini-excavators and diesel industrial engines.

"The company has retained its leading position in these categories with sales reaching a turnover of 400 million euros," says Iida, who plans to expand its core business, compact machinery, to a new category to expand its markets in France and Europe.

In line with those objectives, the company recently launched several new products.

"We introduced an 8-ton machine to enter the mini-excavator market, a 128-horsepower tractor geared toward the agricultural industry, a utility vehicle — the RTV — that will open up a new niche, as well as a series of

diesel industrial engines with over 50 horsepower," says Iida.

Safety, comfort and environmental awareness as well as professional performance remain at the core of Kubota's innovation and development strategy.

"All of our engines comply with the most stringent exhaust-emission regulations," says Iida.

Last July, Kubota participated in an experimental project in the city of Lyon, where it unveiled a tractor that ran on 100 percent biofuel and bio-oil — another example of how Kubota Europe shows its dedication to the local community.

Improved customer service is another of Iida's objectives. A unified European information system (called SAP) was implemented among all European subsidiaries to increase communication and efficiency, and consequently ensure greater customer satisfaction, including pre- and post-sales service.

"We are committed to introducing every year innovative products that meet European standards and to invest in R&D so as to constantly improve safety, ease of opera-



**Satoshi Iida, president of Kubota Europe**



France has remained the biggest market for Kubota in Europe.

tion, comfort and most importantly environment conservation," says Iida about his strategy to increase the Kubota brand in Europe. ◆  
www.kubota.fr

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**JEOL France** is a leading global supplier of scientific instruments used for research and development in the fields of nanotechnology, life sciences, optical communication, forensics and biotechnology. Utilizing its unique technologies, products, services and knowledge, JEOL has helped customers make significant breakthroughs in product development and scientific research. [www.jeol.fr](http://www.jeol.fr)

The French government's Web site provides visitors with the latest news on the country, information about the government and updates on major projects. With links to all the government ministries, the portal has become a valuable resource for prospective investors and tourists. [www.premier-ministre.gouv.fr](http://www.premier-ministre.gouv.fr)

Invest in France Agency aims to position the country as a highly attractive destination for foreign investment, and as a regional platform from which to export goods and services. Its Web site also contains a comprehensive guide to all investment-related inquiries. [www.invest-in-france.org](http://www.invest-in-france.org)

France Guide is the official Web site of the French Government Tourist Office, which provides tourists from around the globe with information on major attractions and destinations within the country, train and travel advice, relevant news and facts about France, as well as weather and hotel booking information. [www.franceguide.com](http://www.franceguide.com)



# Ricoh: solutions for all sizes

As one of its selected production units in Europe, France has lived up to the task of boosting Ricoh's business across the continent. Since it opened in 1987, Ricoh France has raised the Japanese giant's market share to nearly 30 percent in the country and close to 29 percent in Europe.

Aware of the ever-shifting demands of office life, Ricoh is keeping up with the changing landscape and coming up with up-to-date equipment for companies around the world. Its business has gone beyond making equipment and has evolved into providing solutions.

"Our major focus lies in solutions and the need to bring some added value to our customers' problems and to understand their business," says Ricoh France President Bernard Decugis.

Regardless of size or industry, Ricoh has customized solutions for a variety of customers, from huge organizations to small

medical clinics.

"Most of the time, we look for industries that are paper intensive such as banking, government and insurance. But we also looked at lawyers, city halls and real estate agencies. Transportation and freight companies have a huge number of papers to handle as well. With our products and solutions, they are able to scan and process even handwritten documents as a way to automate the transmission of information capture on the spot," Decugis explains.

Through its "Cost-Driven Solutions," Ricoh has managed to cut expenses in document management by as much as 30 per-

cent.

And what of the paperless office spoken about more than a decade ago?

"Ricoh is providing ways to go there by capturing and storing document content, and decreasing paper. But the amount of information is exponentially increasing, thus creating more and more documents," Decugis says.

"The key then is how do we make it easier for our customer to handle paper and information at different stages of the document life cycle? That is what we call total document management," he adds. ◆  
www.ricoh.fr



Ricoh France President Bernard Decugis

# A high-definition strategy for Sony

Since it set up operations in France 35 years ago, Sony has become the leading brand for electronic goods in one of Europe's largest consumer markets.

Philippe Citroën, managing director of Sony France, predicts better business and more brisk sales for Sony products in what he describes as a "very dynamic market."

"One of the most dynamic and booming sectors in France is the flat screen TV market. We experienced a vast expansion due to two factors: competition in the HDTV market and the Rugby World Cup in France," says Citroën.

"The soccer World Cup in 2006 and the Rugby World Cup in 2007 increased demand for flat TV products. One reason for this demand is that the French become very emotional and passionate during world cups," he adds.

To further strengthen Sony's position in this sector, the Japanese giant launched a new generation of thin organic flat-screen TVs in Japan in December 2007. Just 3 mm thick, the 11-inch XEL-1 TV with organic light-emitting diode (OLED) technology is seen as a potential successor to plasma and LCD screens.

"Other relevant segments for Sony France are its portable VAIO computers and its camcorders. In 2007, the camcorder market re-increased and gave Sony a dominant position, with an over 50 percent market share," says Citroën.

Undoubtedly, the most important issues for Sony at present are high-definition television (HDTV) and Blu-ray technology.

"From a technical point of view, Blu-ray is a more advanced technology compared to its competitor and 80 percent of possible output from Hollywood will be in Blue-ray. The number of Blue-ray players on the market is remarkable due to the involvement of Samsung, Philips, Panasonic and Pioneer. These are many positive and promising factors to guarantee Blue-ray's success," he says.

"Moreover, the Tour de France was filmed for the first time in HDTV. We



Philippe Citroën, managing director of Sony France

equip the main TV channels, which are renewing their equipment, with HD equipment. This is one of our activities to reach consumers and establish our product on the market," he adds.

Sports has been an important theme for Sony as it is one of the main partners of FIFA, soccer's world governing body, until 2014, and is sponsoring the next two world cups and the Champions League.

Citroën has clearly identified Sony's objectives in the near future.

"The main objective is to make Sony the absolute leader in the high-definition segment. This involves segments such as TV, Blue-ray, VAIO, digital photography and camcorders. In all these sectors, HD is our main trigger to increase business," he says. ◆  
www.sony.fr

# Konica Minolta: a perfect merger

With 130 years of technological innovation and experience behind them, Japanese giants Konica and Minolta joined forces a few years ago to carry out one of the most successful mergers in the global business world.

"Since 2004, major efforts have been made to integrate all employees, unite all sales channels and create a new company spirit. We started to promote the creation of a new company team spirit. Everyone plays a role within this company: We work together and win together," recalls Jean-Claude Cornillet, president of Konica Minolta Business Solutions France.

Cornillet likes to link his efforts to boost team spirit to the company's decision to sponsor soccer club AS Saint Etienne.

"The team used to play in the second league but moved up not long ago. The same is valid for Konica Minolta. We became a first-league player after merging," he says.

Over the past several years, the success of Konica Minolta in France is hard to ignore.

"We are now third among the top main manufacturers in France. Since 2006, our turnover has increased by 29 percent. We are third in the French market, with a 12.5 percent market share, and the leader in the color segment," says Cornillet.

Color printing is one of three pillars of the company's growth strategy, along with production printing and printing solutions.

A forerunner in the color segment, Konica Minolta's full color strategy clearly paid off.

"The decision of the group was to focus on its core business and stop our camera activities beginning 2006. Konica Minolta

focuses now on business technology. Today, business technology and solutions are our capital, and represent 67 percent of our turnover," states Cornillet.

Konica Minolta Business Solutions France has clearly achieved success as a subsidiary. Within the parent company's global network, it ranks fifth and second in Europe behind Germany.

Cornillet manages a flexible company that offers services to large accounts such as the French Foreign Ministry and small companies with less than five employees.

"We cover all of France and all types of customers with our entire product range, from printers to production printing and even graphic art," he says. ◆  
www.konicaminolta.fr



Jean-Claude Cornillet, president of Konica Minolta Business Solutions France

**'We are now third among the top main manufacturers in France. Since 2006, our turnover has increased by 29 percent. We are third in the French market, with a 12.5 percent market share, and the leader in the color segment'**

# Funai France: young and successful

Funai, a well-known global maker of electronics, and electrical and computer components, only came to France in 2006, and was prepared for slow-and-steady growth.

"Two years ago, my answer to the question about my expectations for Funai France would have been a 2 percent market share," says Funai Europe Managing Director Alexandre Sopočko, who should be clearly pleased to be mistaken on his prediction.

After just 18 months, the company became No. 4 in the LCD market with a 9 percent market share and No. 1 in the small LCD TV segment with an 18 percent market share.

"Since our entry into the market, Funai France's main strategy has been to create strong partnerships with key retailers such as Carrefour. We have a business model similar to that used with Walmart in the U.S., wherein Funai grew to become the biggest customer

generating \$1.8 billion in turnover," Sopočko points out.

Convinced of Funai's more competitive price and quality, Carrefour replaced its own brand products whenever possible.

"This relationship created a snowball effect and contributed strongly to Funai France's success. Today, we sell to all key retailers in France such as Carrefour, Auchan, Casino, Darty and PPR Purchasing with Fnac," he explains.

Sopočko stresses that Funai's success in France is due to its competitive advantages, like its strong mass production system, customer care, high product quality and low pricing.

While one major challenge is not being well known among end-users in the consumer electronics market, it has made a name for itself among competitors with very substantial OEM (original equipment manufacturer) operations, thanks to its good reputation.

Funai's growth strategy in France is to focus on high volume and existing partners, specifically with the special retailers in the country.

"Our aim is not to create new technology but to provide existing high technology at the best price to the market, and to give the customer high quality at an affordable price," states Sopočko.

With a strong performance at such an early stage, Sopočko has since aimed high.

"I want to be among the top three manufacturers in France in consumer electronics by using volume, and my dream is to be No. 2 in the French market," he says. ◆  
www.funai.fr



Through partnerships with huge retailers and its competitively priced high-quality products, Funai hopes to be among France's top makers of consumer electronics.

# Staying Sharp

Sharp Electronics has remained ahead of its competitors thanks to its focus on innovative and useful products. In 1973, the Japanese company launched the first practical application of liquid crystal display technology in its calculators.

Today, Sharp continues to pioneer research in LCD technology and stays the global leader in the production of LCD TVs.

"Creating innovative and useful products is the essential driving force of Sharp. We are coming closer to the dream of placing an LCD TV on a wall just as one would hang a painting. We are almost there as this dream will come true in less than three years thanks to Sharp's very advanced research and technology," says Sharp Electronics France Managing Director Philippe Lefort.

To achieve that vision, Sharp is establishing new LCD TV factories in Japan, Mexico and Poland. All those new facilities provide fully integrated solutions as the core element of Sharp's global supply strategy.

The tie-up of LCD modules with the final LCD TV production at a single manufacturing plant gives Sharp the time, cost, supply and hence competitive advantages. Integrated production also results in savings on the transportation and packaging fronts, which allows significant reduction in carbon dioxide emissions.

"We are always one step ahead of the competition. A plan to start production in their eighth-generation factory for LCD TVs was announced by our competitors last summer. We started to build a tenth-generation factory at the end of 2007. This is important for Sharp as we want to be seen as a leader in the industry," Lefort says.

Sharp bolstered its leading position in the industry in 2007, when it unveiled its LCD TV with a depth of 2 cm during IFA, the world's largest consumer electronics fair held annually in Berlin.

Aside from highlighting technological innovation, Sharp recognizes the need to strengthen brand image to attract more customers. More aggressive campaigns and important partnerships like the one with the famous Stade de France have boosted its market share in the LCD TV market.

In France, Sharp is fifth in the LCD TV market, with a market share of just under 8 percent.

"Sharp Electronics France is focused on gaining an increased market share. We have a clear goal to become No. 3 and we are confident that this goal can be reached in the very near future thanks to the quality product line for which we are seeing an increased demand, and Sharp's leading position in large-screen size full HD products," says Lefort.

LCD remains very significant to Sharp as the technology is becoming increasingly visible in more and more products, from calculators and watches to houses and cars.

Over the past four years, the product mix of Sharp France has considerably changed with the introduction of new home appliance categories.

In the coming years, Sharp France also intends to establish brand reputation through strategic product categories like copiers and solar panels, this last category being instrumental to the very advanced environmental approach of the business. ◆  
www.sharp.fr



Sharp Electronics France Managing Director Philippe Lefort

# Japanese technology leads the way in the French mobile industry

With over 20,000 employees and more than 52 million customers in Japan, NTT DoCoMo has strengthened its position as one of the world's leading mobile communications companies through a platform that has won the acclaim of the entire industry.

Launched in 1999, "i-mode" remains the most popular mobile e-mail and Internet service, and NTT DoCoMo is using the platform to further its business at home and abroad.

In France, the Japan-based giant has been researching and analyzing the telecommunications and mobile phone sector in terms of new technologies, services and regulations, according to NTT DoCoMo France President and CEO Yuichi Kato.

Japanese companies have always been ahead of their rivals in terms of development of new tech-

nologies, and through its "i-mode Alliance," NTT DoCoMo has scored even further success in Japan and around the world.

The i-mode mobile data communication service (the "i" represents interactive, Internet and information) boasts about 50 million customers in Japan and over 7 million customers in the rest of the world.

In France, the company has a partnership with Bouygues Télécom, a leading French mobile communications company and part of the Bouygues Group.

"We select our partners according to our strategy and the strategies of our suppliers to create a win-win situation. We always keep our eyes on potential future technologies and markets," says Kato about the successful partnership and his growth strategy in the highly competitive mobile-phone market.

With over 10 years of experience of working in the French market, NTT DoCoMo has been building on its previous achievements, solid alliances and a strong brand name to stay a key player in a constantly evolving industry, where only customer-

focused companies succeed. ◆  
www.nttdocomo.com





## A key player in freight-forwarding sector

Logistics is a complex business where most transactions consist of varying permutations made up of destinations, sizes of cargo, modes of transport and delivery times, just to name a few. Such complexity requires an expertise and reliability that comes only with experience.

Since 1948, Kintetsu World Express has strengthened its position in the industry, and built an extensive network covering Asia, Europe, Africa and the Americas. In France, the Japan-based logistics company plans to further consolidate its business.

"Our main activities are in air and sea cargo. We also deal with international freight-forwarding, domestic logistics and the management of warehousing here in France," says KWE France Managing Director Arnaud Monpert.

Since taking over the helm of the company in 2007, Monpert has focused his attention on the company's information technology platform and human resources while continuing to maintain KWE's high-quality service in France.

As European and Asian trade increases, KWE France is playing an important role in key sectors such as cosmetics and luxury goods, communications, aerospace and automotive products.

"Our strong global presence enables us to manage traffic all over the world and this comprehensive network guarantees our customers receive the best service possible wherever they are," Monpert says.

In recognition of its strength in freight-forwarding and warehouse logistics capabilities, KWE France was hired to handle all the logistics requirements of a French telecommunications giant owned by a defense and aerospace conglomerate.

Monpert attributes KWE's success and its ability to gain new customers on the company's strong growth strategies and focused business



KWE France Managing Director Arnaud Monpert

development plan.

"KWE's international business has grown on average by 8 percent to 10 percent annually. In France, steady growth is vital to our business. By discussing how to improve our organization, productivity and profitability, and implementing our vision, I expect us to remain a key player in the freight-forwarding sector," he says. ♦

www.kwe.com

## When growth is only a question of how fast

Since establishing operations in Europe 26 years ago, Japanese electrical engineering company Yokogawa has become a highly respected provider of industrial automation, and test and measurement instruments in France.

"We started very small but the acquisition of Contrôle Bailey by Yokogawa Japan boosted developments in France. We have today a turnover of 55 million euros and the company ranks second in terms of European operations while experiencing continuous growth," says Managing Director Olivier Deslangle.

"The growth rate in the automation sector is between 5 percent and 6 percent a year, but Yokogawa is growing by more than 10 percent. That means that we are taking market share from our competitors," adds Corporate Marketing Service Manager Anthony D. Stanton.

The chemical, power, and oil and gas sectors have been the major markets for Yokogawa in France. It supplies products and global solutions for automation processes to high-profile customers such as Saint-Gobain, Total, Air Liquide and Sanofi.

According to Deslangle, quality, innovation and foresight are the main characteristics of Yokogawa's business philosophy.

"Those characteristics are a core part of our business culture and we exercise foresight in our long-term commitment to our customers," he says.

"We have a high reputation among our customers due to our long-term dedication and we go that extra mile for them," Stanton adds.

The two company executives have achieved consistent growth by taking the best out of European and Japanese work culture.

"We have ambitious growth plans for Yokogawa France.

Our objective for 2010 is to reach a turnover of 90 million euros from the current 55 million euros," says Deslangle.

Banking on historical and cultural ties with Africa, Yokogawa France is further increasing its investments in the region in various ways, such as opening an office in Algiers.

"Yokogawa has great plans for the coming years, plenty of opportunities and ambitious targets. We can only grow. It's only a question of the speed," says Deslangle. ♦

www.yokogawa.com/eu



A computer rendering of the DCS Centum VP platform developed by Yokogawa for production excellence for the Vigilant plant.

## Always with the right pulse on Japan and the world

Since its establishment in Paris over 30 years ago, Ipsos has grown to become one of the top three survey-based market research groups in the world through a smart growth strategy that included an IPO and the acquisition of leading firms in Japan. Currently, it operates in 54 countries around the world.

A few years ago, Ipsos acquired two companies in Japan — Novaction and JSR — both well-established research companies that helped give Ipsos a solid base and strong reputation in Japan.

"Japan is a very important market for us as it is the largest market in the Asia-Pacific for market research," says Henri Wallard, deputy CEO of the Ipsos Group and chairman of Ipsos in Asia.

Ipsos surveys consumers and decision-makers to help clients understand the strengths of their brand, the power of their image, the satisfaction of their clients, and the efficiency of their advertising in Japan and around the world.

"We have a very solid team of more than 100 full-time employees working in Japan and Seichi Uchida, chairman of Ipsos in Japan and a leading figure in the market research industry of the country, has the experience and expertise that helps drive our team there," he adds.

The company's advanced research methods and five core specializations — marketing, advertising, quality & customer satisfaction, opinion & social polls, and media — make it successful in Japan's competitive market.

"Japan is a wealthy market and the Japanese are exposed to a lot of advertising mainly through the Internet and TV, thus making competition between brands in Japan very strong," says Wallard.

Wallard believes that a focus on specialization distinguishes Ipsos from its competitors and will foster further growth.

"Thanks to our advanced surveys and market expertise, we can help our clients confirm or challenge their general intuitions about the market. Surveying your customers is one of the best investments you can make, especially in Japan, because of the unique nature of the market," he says. ♦

www.ipsos.com



Henri Wallard, deputy CEO of the Ipsos Group and chairman of Ipsos in Asia

## JT International faces future in France confidently

As part of the third-largest international tobacco manufacturer with operations in over 120 countries, JT International has carried on with its success following focused marketing and sales efforts around the world.

"A few years ago, the Japan Tobacco group was mainly dependent on the Japanese domestic market for its sales of tobacco. After 1999, with the creation of JT International (the JT subsidiary for international tobacco activities), international markets became the growth engine of the group," recalls JT International France President Vassilis Vovos.

In line with its ambitious strategy, JT acquired R.J. Reynolds International and incorporated the Winston and Camel brands (the second and fifth top brands by sales volume worldwide) in 1999. With the resulting profit, the group bought Gallaher (Benson & Hedges, Silk Cut, Hamlet Cigars) in 2007.

Those major investments highlight JT's confidence and optimism in the growth of its share of the global market. Today, there are 10 markets in which JT and Gallaher have a combined No. 1 or No. 2 share. The complementary locations of the two companies was a vital factor in JT's decision to acquire Gallaher.

"At the French level, we are confident the acquisition of Gallaher will enable us to jump further ahead of the competition. This acquisition gives us the equivalent of five to six years of organic growth in France," says Vovos.

"Since 2001, the company has grown significantly in France. In terms of achieving success by attaining greater growth of market share than our competitors, we can say that JT International is the most successful tobacco company in France," he adds. Indeed, from the No. 6 brand in 2001, Camel is now No. 2 in the French market.

"JT International is committed to the French market. We want to ensure that we remain an important player in the tobacco industry. In addition, we are also very committed to our constructive presence within French society. We intend to expand our share in a responsible way and we look forward to the future," he also says. ♦

www.jti.com



JT International France President Vassilis Vovos

## ADL remains at the forefront of innovation and technology

Since it was founded in Boston, Massachusetts, in 1886, the name Arthur D. Little (ADL) has become synonymous with solving the most complex business problems for the world's largest organizations. The company now has over 1,000 employees in 23 countries, and its unique blend of strategy, innovation and technology means that ADL continues to build on this formidable reputation.

"Linking strategy, innovation and technology is at the core of our company's business philosophy. For each engagement we draw on this core expertise to solve the most complex problems, ensuring our clients business continues to grow," says CEO Michael Träm.

The strong geographic spread of the firm is matched by a wide base of industry knowledge with a focus on the most complex industry sectors such as energy, automotive, TIME, (telecom, information technology, media and electronics), chemicals and financial services.

"We focus on improving our clients business, and this means we work on projects as diverse

as business strategy projects to operations and information management, increasing productivity and pushing innovation in all aspects of the company," Träm goes on to say.

"The Japanese market accounts for 12 percent of ADL's overall revenue and in 2008, we will celebrate 30 years of ADL in Japan. In this market, we are well known for our ability to assist clients to execute their innovation technology strategies," explains Yusuke Harada, managing director of ADL Japan.

"IT evolution is a cherished part of the traditional Japanese business psyche and we are proud that we can add support to this by bring-

ing to clients skills that enable a proper fusion between their technology and management issues," Harada says.

"Also for much of the past decade Japanese companies have focused their efforts on restructuring and cost reduction. However, they are starting to pursue growth strategies again and this requires long-term visioning support. Again this is an area recognized as a particular strength of ADL Japan," he adds.

ADL works with Japanese companies expanding globally and companies coming to work in the complex Japanese marketplace. This expertise has been invaluable for many

ADL clients as they grow.

"I have a simple philosophy on the continued success of ADL. We will only continue to grow and serve our clients by doing three things well: excellent client work, influencing the market via intellectual capital and becoming a thought leader that makes a difference," says Träm.

Meanwhile, the company is confident about its future as a leader in the industry.

"The only way is up. We want to be the consultant of choice for our clients," says Träm. ♦

www.adl.com

## Still in the lead of the industry through pioneering spirit

Ever since it unveiled its first commercial electron microscope nearly 60 years ago, Japan-based JEOL has acquired a reputation for being a pioneer in the field of scientific instrumentation and industrial equipment.

True to that trailblazing spirit, JEOL was among the first Japanese companies to expand to Europe and has since become synonymous with electron microscopes. In fact, it has obtained a 50 percent global market share in its field.

"JEOL is a trademark for scientific instruments and electron microscopes," says President and Managing Director Paul Grienyay, who joined the company shortly after it set up operations in France in 1964.

While JEOL has since established offices in the U.K., Scandinavia, Germany, the Benelux countries and Italy, the Japan-based company has kept France as one of the main centers of its Europe-

an operations.

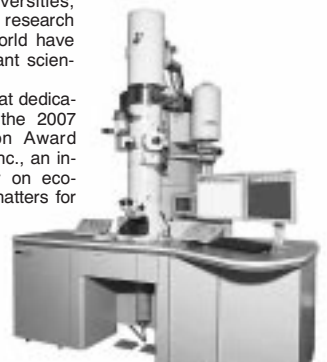
Aside from its world-famous electron microscopes, JEOL has also developed many other products like NMR, mass spectrometry, and other services used in a variety of fields such as nanotechnology, the environment, forensics and biotechnology.

To stay on top of the industry, it has maintained strong investment in R&D, and excellent customer service. Its long-running partnerships with universities, hospitals and leading research centers around the world have contributed to significant scientific breakthroughs.

As a testament to that dedication, JEOL received the 2007 Customer Satisfaction Award from VLSI Research Inc., an independent researcher on economic and business matters for the technology chip manufacturing industry.

Looking to the future, Grienyay plans to expand to Eastern Europe and other countries with high-growth potential, such as Turkey. ♦

www.jeol.fr; www.jeol.com



JEOL's 200 kV field emission transmission electron microscope represents state-of-the-art technology in the field.

## Optimizing service and technical performance

The Toray group, the world market leader in polyester films, has a history in Europe dating back to 1929.

In France, Toray Plastics Europe provides quality polyester film products used in a range of industries from food packaging, industrial applications and magnetic media to ultraviolet resistant film.

Committed to future growth in the region, Toray Plastics Europe is determined to exceed the expectations of its customers and remain flexible to meet changing requirements in the field.

In line with those objectives, President Osamu Inoue, plans to expand the company's portfolio.

"We continue to develop specialized products that meet our customers' precise needs. High-quality products and superior service are especially important in our business, and we place top priority on safety and environmental conservation," says Inoue.

"We have set on a single site at the core of Europe all the necessary resources for sales, and for research and development (including with pilot machines) in polymer making, film stretching on up-to-date equipment, as well as coating and metalizing for achieving the barrier, printing, sealing, A/S properties needed by our clients," he adds.

With clear targets to invest in machinery, R&D, and human resources, Inoue is confident about the future.

"We will continue to work closely with our clients because we understand that we need their continued confidence. We co-develop products for a variety of industries, and understand the nature of our business and our customers' requirements," he says.

"We intend to modify our portfolio, and expand our products and services to meet the ever-increasing demands of our clients. We are confident that we will continue to provide our European customers with the service that they have come to expect from us over the years," he adds. ♦

www.toray.fr



Toray Plastics Europe President Osamu Inoue

## Integrity, innovation and intensity

One of the world's largest shipping companies, Nippon Yusen Kaisha has lived up to its vision to provide a quality service to all its worldwide customers for more than a century.

Since dispatching its first container ship, the Hakone Maru, to California in 1968, Japan-based NYK has continuously expanded its logistics network across the globe and increased its profile in the industry.

In France, NYK Logistics first made its mark in the country by securing contracts with Japanese giants Yamaha and Toyota.

By sticking to its philosophy of "service and quality," the company has been able to gain other high-profile local clients, such as La Poste and Valeo, a supplier and developer of advanced automotive technology.

NYK Logistics France President Kazuo Iida believes the key to the company's success is the workforce's desire to exceed customer requirements and their confidence to do business.

"The investments we have made in human resources have enabled us to expand our ocean and truck forwarding services. Our clear targets will be met through organic growth and possible acquisitions, and we

see huge potential for the future. We recognize that we need to be faithful to our customers and we understand that we have to get the job done," Iida says.

As long as the company sticks to its values of integrity, innovation and intensity, it is certain that NYK Logistics France will attract more customers and maintain the loyalty of its current clients. ♦

www.fr.nylogistics.com



NYK Logistics France President Kazuo Iida

## Driven to meet client demands

Since it began operations in 1943, Japan-based Sanden Corp. has grown into the world's largest independent manufacturer of automotive air conditioning compressors. A "customer-first" approach has resulted in continuous expansion of its customer base in Europe.

Amid the consistent growth in business, the company has had to increase the capacity of its Tinteniac plant near the French city of Rennes to keep up with changing customer needs. Today, it has a production area of over 50,000 sq. meters, with assembly lines and a large range of high-technology machining equipment.

Established in 1995, Sanden Manufacturing Europe has around 100,000 employees and a turnover of approximately 300 million euros. At present, it is capable of producing 4 million compressors a year.

SME President Masami Yamaguchi makes it a point to know the needs of his clients and ensure further growth of the company.

"Sanden's advantage is that the company's large range of products can be modified to meet the demands of all car manufacturers. In turn, we want our employees and clients to be aware of Sanden's reputation for quality and flexibility," says Yamaguchi.

Under the leadership of Yamaguchi, SME will continue exceeding the expectations of its drive toward quality and excellence. ♦

www.sanden-europe.fr



Sanden Manufacturing Europe's plant outside Paris



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