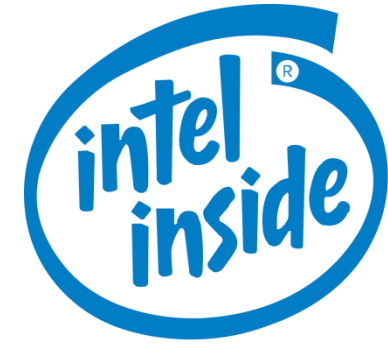
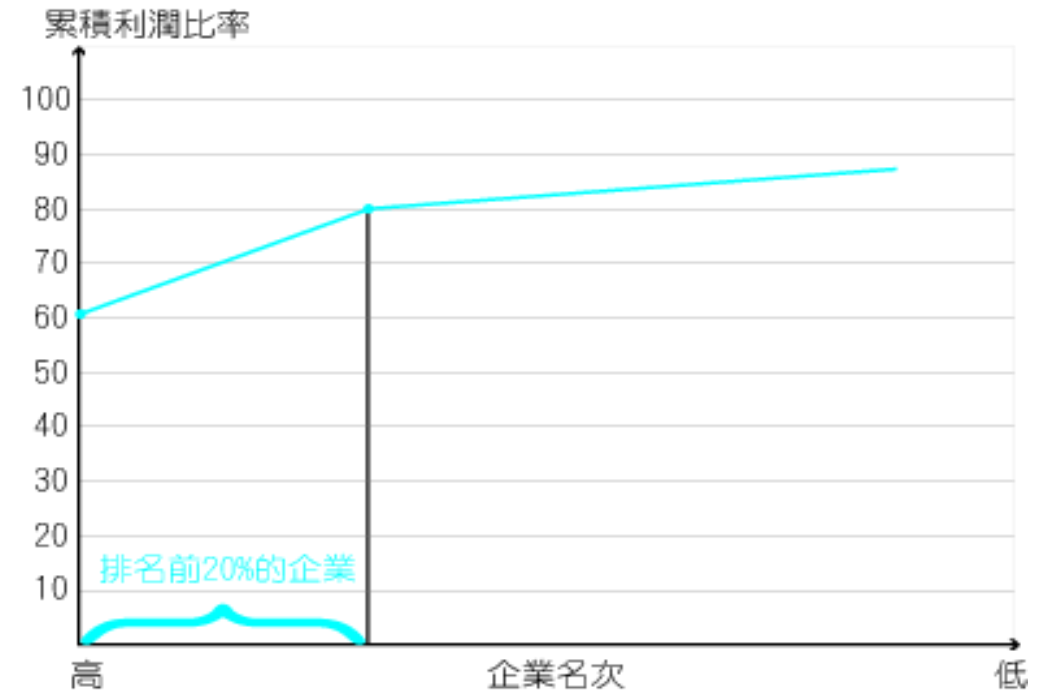


What do you see in their core competency (核心競爭力)?

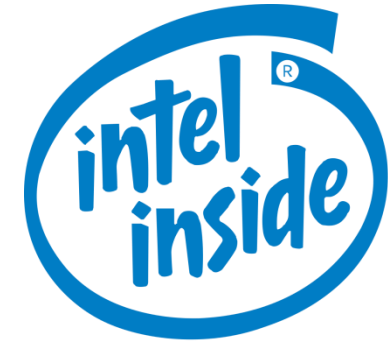


Core competency

1. No.1 or 2 rule
2. Make money
3. Passion

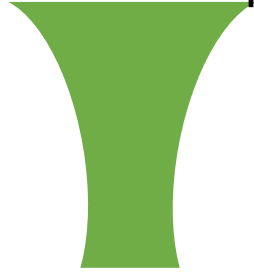


Maximize core competency to products?



How to maximize your business?

Core Comp.



Core Prod.

"V" shape

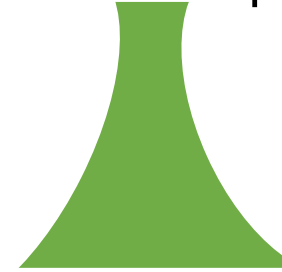
Core Comp.



Core Prod.

"I" 型

Core Comp.



Core Prod.

"^" 型

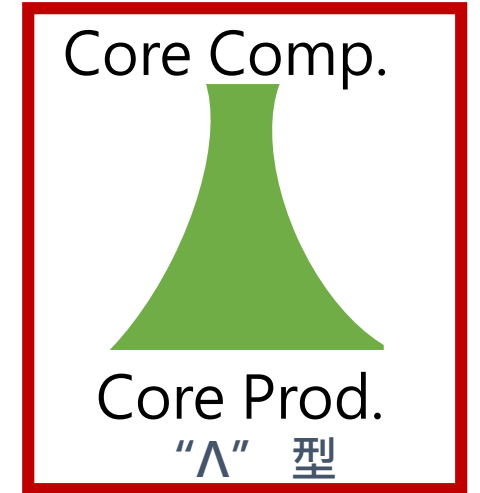
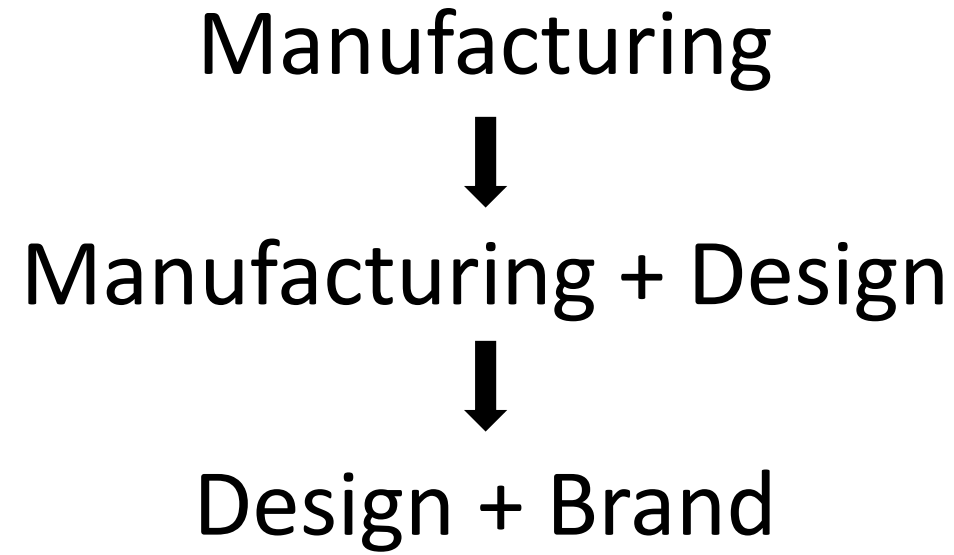
Facts about “Giant Bicycles”

- ❑ Founded in 1972
- ❑ 1977 – became a supplier to the US Schwinn Bicycle Company;
- ❑ 1987 – Schwinn switched OEM to a company in China

❑ 2014:
Units produced: 6.6M;
revenue: US\$1.8 billion (2014)
~10% of Global market share in 2017

What are the turning points?

Ever changing core competency



ON-ROAD



X-ROAD



OFF-ROAD



E-BIKE



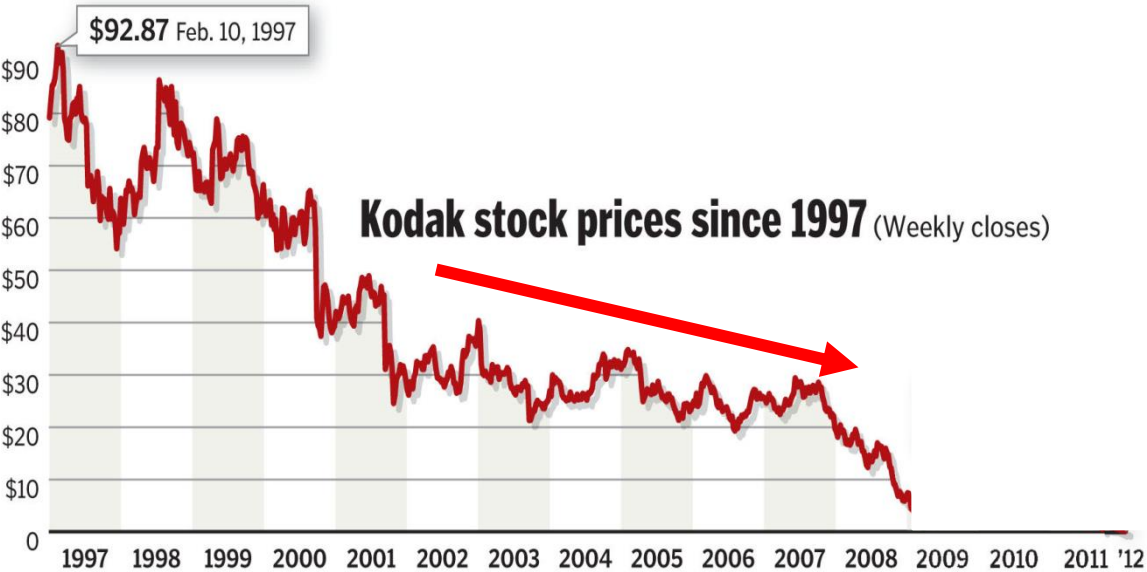
YOUTH

Case study I: Company's current products are at the end of S-curve. How do you find next revenue driven market?

Reality back in 2008

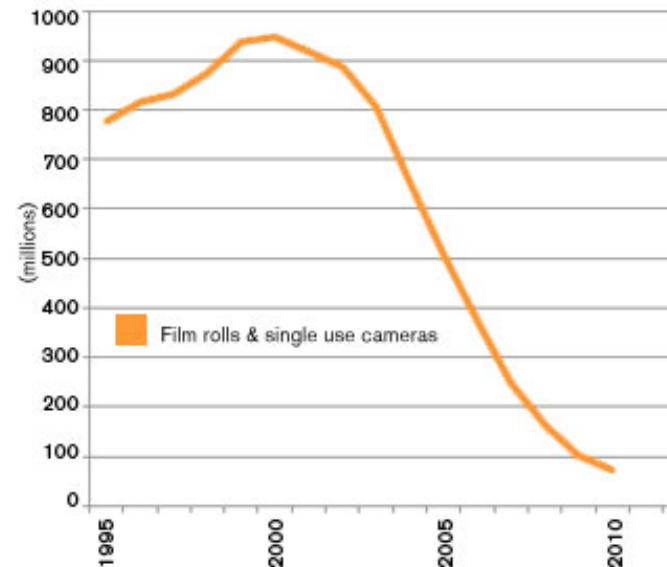


Trend reflects reduced demand of its traditional film market due to the increasing popularity of digital cameras.

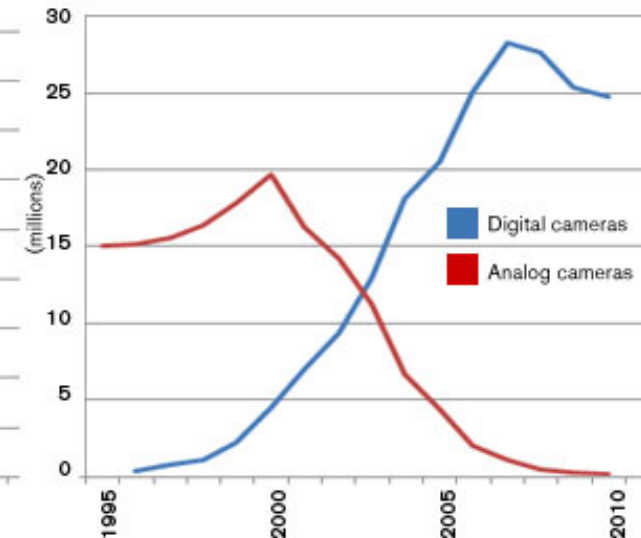


Decline of Film

Film rolls sold



Camera sales



Breakout Discussion

If you were the CEO or a member of the Board of Directors, what will you do to develop new business and expand market?

1. Increase market share of your traditional film business.
2. Expand into digital camera market, knowing this market is dominated by several other large companies with numerous patents and know how's.
3. Our business has specialty in chemical and surface protection knowledge in camera films. May be able to extend into other businesses. However, we lack the understanding of this market and its demand is limited.

How do you decide on the future direction of the company? **Why?** **What is your strategic thinking process?** **What are the pros and cons of each choice?**

Break into teams. In 20 minutes, decide on the direction.

In a similar case, why can FujiFilm successfully transfer itself to new market?

Break into teams. In 20 minutes, decide on the direction.

Reality now –

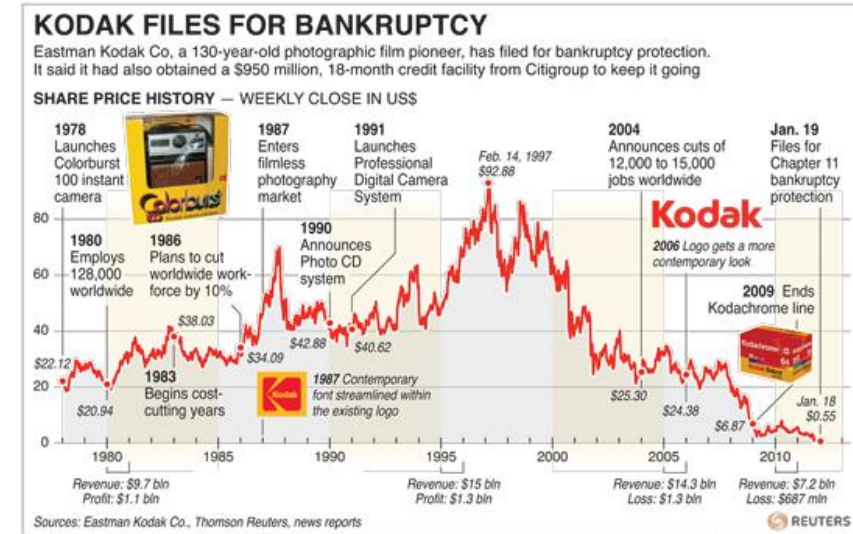


vs



Eastman Kodak → Digital Photography → Bankruptcy in 2012

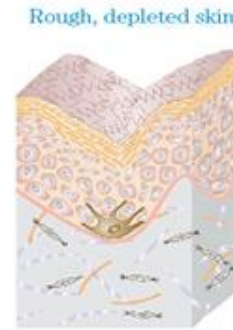
Fujifilm: Cosmetic mask > Well known cosmetic company



Comparison of color discoloration in 25-year-old film prints



Healthy skin
Collagen promotes healthy skin, leaving it supple and resilient.



Rough, depleted skin
Decrease in collagen results in problems such as dehydration.

Photogenic skin
||
Healthy skin enriched with collagen

創新市場



Successful of Fujifilm

Document Solutions

Office products

Provides digital multifunction devices and other devices for office use

Office printers

Provides color and monochrome printers

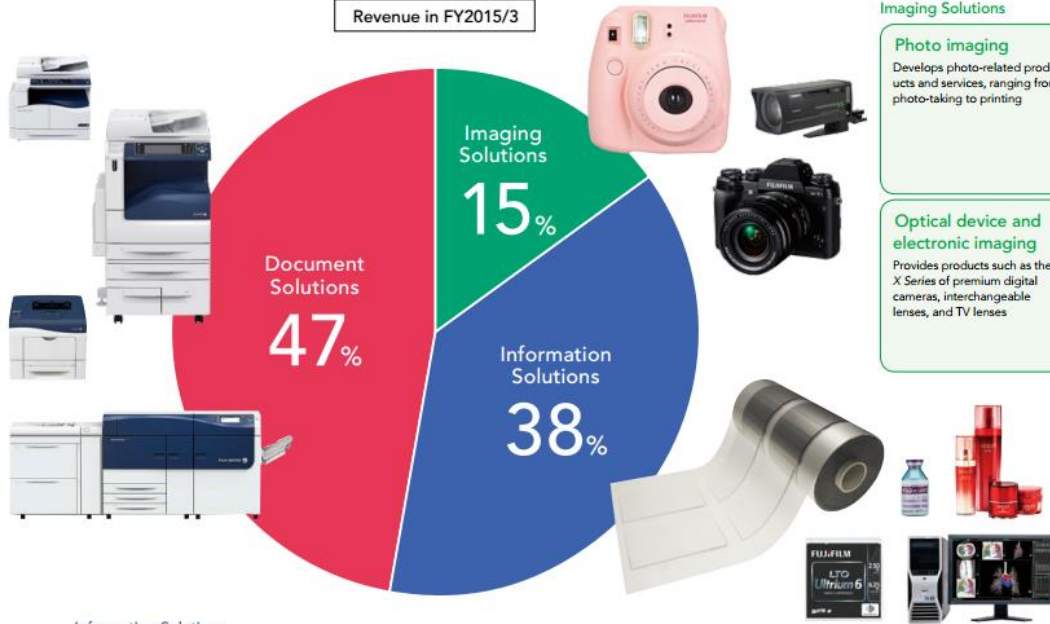
Production services

Provides high-speed, high-quality digital printing systems and associated services

Global services

Supports the finding of solutions to customers' document-related issues through improvements to corporate document solutions and operational processes

Revenue in FY2015/3



Imaging Solutions

Photo imaging

Develops photo-related products and services, ranging from photo-taking to printing

Optical device and electronic imaging

Provides products such as the X Series of premium digital cameras, interchangeable lenses, and TV lenses

Information Solutions

Industrial products, electronic materials, and others

Products offered include non-destructive testing equipment systems and various types of highly functional films and semiconductor processing materials.

Recording media

Products provided include computer tape and data archive services.

Flat panel display (FPD) materials

Products provided include highly functional films for liquid crystal displays (LCDs).

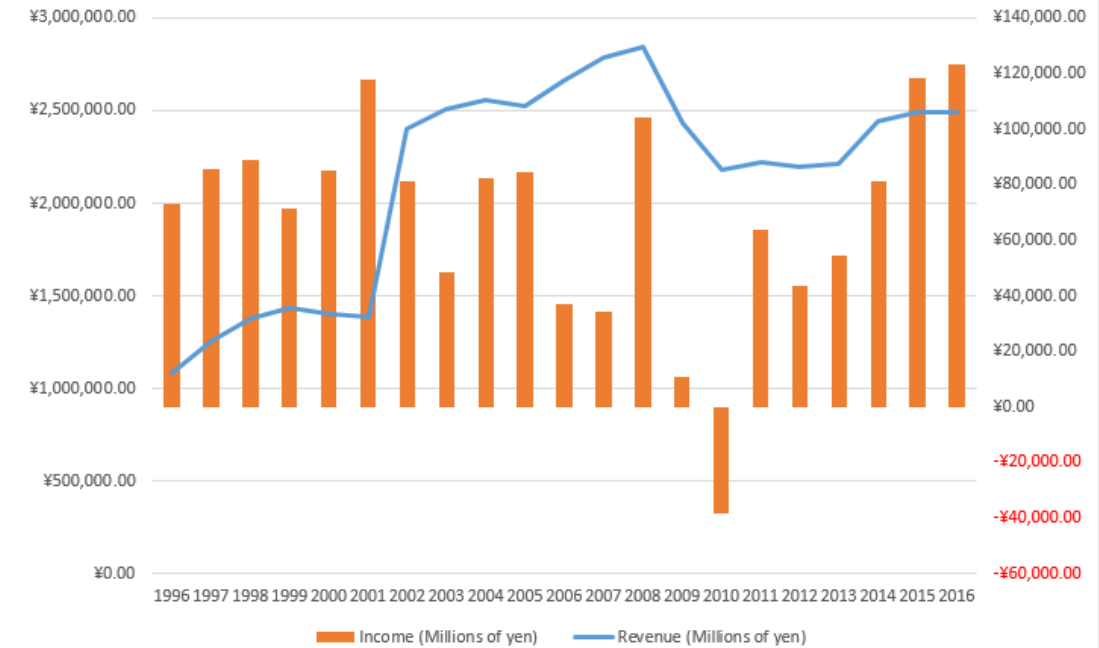
Graphic systems

In addition to plate-making films and computer-to-plate (CTP) plates, products provided include digital printing devices and industrial inkjet printhead.

Healthcare

Develops businesses in the fields of medical systems, pharmaceuticals, regenerative medicine, and life sciences; operates in three fields of prevention, diagnosis, and treatment

Fujifilm Groups Revenue & Net Income, 1996 - 2016



73.6% increase in revenue from 2001 to 2002 came from the consolidation of Fuji Xerox Company

Post Course Survey

1. What is the most attractive area? Why?
2. How can we make this course better?
3. What other topics should be included to further enhance innovation strategic thinking?

We encourage you to discuss questions with CTW eTraining Team,
you can email us at:

connecting.taiwan@gmail.com