

## Section B

Answer two questions from this section.

### 3. Fujifilm

Throughout its history, *Fujifilm* has innovated. It invented many products such as the first high-speed colour photographic film and the first disposable camera. *Fujifilm* was one of the most trusted brand names in the photographic industry.

*Fujifilm* adapted to changes in the external environment. Digital photography and smartphones were causing a significant reduction in sales of photographic film. Researchers at *Fujifilm* discovered that patented chemicals used in *Fujifilm*'s photographic film products are antioxidants\* that could be used in cosmetic products. In 2007, *Fujifilm* invented a skincare product line and branded it *Astalift*. *Fujifilm* spent a large amount of money developing the new brand name and building awareness and loyalty. *Astalift* quickly became one of the best-selling brands in Japan's skincare product market.

In response to the success of *Astalift*, *Fujifilm*:

- acquired complementary pharmaceutical companies and built research and development (R&D) facilities to develop additional cosmetic products under the *Astalift* brand
- set up a new division that develops medical equipment based on photographic film and imaging technologies (such as digital X-rays) marketed under the *Fujifilm* brand name.

*Fujifilm* understood changes in societal norms, such as lifestyle and income of women in many Asian and European countries. At present 20% of sales are generated outside of Japan. In Europe, *Fujifilm* adapts its marketing mix for consumer preferences in each country. Ultimately, *Fujifilm* wants to transform *Astalift* into a global brand.

Today, only 1% of *Fujifilm*'s revenue comes from photographic film, while 99% of revenue comes from the sales of cosmetics and medical equipment. Now, *Fujifilm* has been so successful that other companies are trying to imitate its success on a global scale. Japan's beverage company *Suntory* has developed its own range of natural skincare products to be marketed under its well-known brand name *Suntory*.

[Source: adapted from: <http://www.economist.com/>  
<http://www.nippon.com/>  
<http://www.brandchannel.com/>]

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\* antioxidants: molecules that prevent the oxidation of other molecules, which can maintain the health of cells; they are often used as preservatives in cosmetics

(This question continues on the following page)

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**RJ Alexander**



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