



# EU-Japan Business Collaboration on third markets

## Example: Toyota Tsusho Corporation and French Group CFAO.

**2012: TTC acquired 100% of French Group CFAO**

*Sector (distribution): mobility, health, consumption goods, technologies and energy*



### This business generated:

- Total turnover of 4.4 billions euros in 2018
- 15.600 employees
- 145 subsidiaries of which 83% are located and generated on the African continent
- Local management by French-European teams and African employees
- Head office in Paris



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This business is based on sharing strategy and action forces **by 3 cultures**; Africa/Japan/France-Europe with **3 pillar commitments**:

- Contribute to faster economic growth than demographic growth;
- Contribute to industrialization of the continent
- Contribute to emerging of middle classes though
  - creating jobs and
  - product offer of accessible pricing.



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Since 2000, the average growth of CFAO Group has been of 7,3% per year i.e. two times the African GDP

The success of this cooperation resides mainly in:

- The force and capacities of French/European/African management on the field : they have a huge and long experience of the markets concerned, through the permanent practice of entrepreneurship, agility and performance;
- The good appreciation of cultural environment of French speaking African countries which recommends management by francophone historical expertise;
- The efficiency of Japanese management processes to be implemented on these markets;



**Thanks for your attention**