



Innovating Out of Crisis: How Fujifilm Survived (and Thrived) As Its Core Business Was Vanishing

Shigetaka Komori

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In 2000, photographic film products made up 60% of Fujifilm's sales and up to 70% of its profit. Within ten years, digital cameras had destroyed that business. In 2012, Kodak filed for bankruptcy. Yet Fujifilm has boasted record profits and continues strong. *What happened? What did Fujifilm do? What do businesses today need from their leaders? What kinds of employees can help businesses thrive in the future?* Here, the CEO who brought Fujifilm back from the brink explains how he engineered transformative organizational innovation and product diversification, with observations on his management philosophy.

Shigetaka Komori is Chairman and CEO of Fujifilm Holdings Corporation. Mr. Komori was appointed CEO in 2003 and chairman in 2012.

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