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Refer to the Product's Limited Warranty Terms at www.canon.ca/support for complete details. Call Canon Canada's Contact center using this toll-free number to initiate the exchange process: 1-800-652-2666. Walk through the issue with one of our trained technical support representatives to determine if the problem can be resolved without an exchange. If eligible, you will be provided the "END USER ACTIVATION FORM" for the ADVANCED WARRANTY EXCHANGE SERVICE PROGRAM. The technical support representative will collect proof of purchase verification information along with the signed "END USER ACTIVATION FORM", and will provide you with a reference number. If the Product returned to Canon under this Program is determined not to be eligible for coverage under the Product's Limited Warranty, Canon Canada may, at its sole option, charge you the "List Price" of the Product, which is set forth in the "END USER ACTIVATION". FORM", or charge you for any service related costs in repairing the Product, via next business day service (where applicable), prepaid by Canon Canada, if your request for this service is received by 12 p.m. E.T. Monday through Friday, except holidays. Canon Canada is not responsible for delays caused by factors beyond its reasonable control. After the Replacement unit. DEPENDING ON THE PRODUCT SOME ITEMS MAY NEED TO BE TRANSFERRED FROM ORIGINAL UNIT TO THE REPLACEMENT UNIT (e.g., lamp, bracket etc.). SUCH ITEMS WILL NOT BE PROVIDED BY CANON UNDER ITS SOLE AND UNFETTERED DISCRETION. The original Product must be received at the Canon Canada Repair facility within 15 days of shipment of the Replacement Product. Use the pre-paid shipping label (included with the Replacement Product) and the product to ship the defective Product to ship th Product within fifteen (15) calendar days of shipment of the Replacement Product, you will be charged the "List Price" of the Product sare to be retained by you and will be covered for the balance of the period remaining on the Limited Warranty for your original Product. CANON CANADA WILL RETAIN THE PRODUCT THAT YOU ORIGINALLY PURCHASED, WHICH WILL BECOME THE PROPERTY OF CANON CANADA. BY PARTICIPATING IN THIS ADVANCED WARRANTY EXCHANGE SERVICE PROGRAM, YOU ACKNOWLEDGE THAT YOU SURRENDER THE ORIGINAL PRODUCT TO CANON CANADA. The Advanced Warranty Exchange Service is subject to availability of replacement units. If a suitable replacement unit is not available at the time of your request, and your Product is otherwise eligible for coverage under the Limited Warranty, you may choose Canon's "mail-in" repair service as described in the Limited Warranty. Please call Canon's Contact Center at 1-800-652-2666 for further details. Products which are not eligible for coverage under the Limited Warranty can be sent to Canon Canada's then-current repair process, guidelines and any applicable fees. Canon Canada, Inc. Advanced Warranty Exchange Program is subject to change without notice. How can financial brands set themselves apart through visual storytelling? Our experts explain how.Learn MoreThe Motorsport Images CollectionCurated, compelling, and worth your time. Explore our latest gallery of totage without notice. Editors' Picks.Browse Editors' FavoritesHow can financial brands set themselves apart through visual storytelling? Our experts explain how.Learn MoreThe Motorsport Images Collections captures events from 1895 to today's most recent coverage.Discover The CollectionCurated, compelling, and worth your time. Explore our latest gallery of Editors' Picks.Browse Editors' FavoritesHow can financial brands set themselves apart through visual storytelling? Our experts explain how.Learn MoreThe Motorsport Images Collections captures events from 1895 to today's most recent coverage.Discover The CollectionCurated, compelling, and worth your time. Explore our latest gallery of Editors' Picks.Browse Editors' Favorites Leading or presiding officer of an organized group "Chairman of the Board" redirects here. For other uses, see Chairman of the Board" redirects here. For other uses, see Chairman of the Board" redirects here. chairman, chairwoman, or chairperson, is the presiding officer of an organized group such as a board, committee, or deliberative assembly. The person holding the office, who is typically elected or appointed by members of the group or organisation, presides over meetings of the group, and is required to conduct the group's business in an orderly fashion.[1] In some organizations, the chair is also known as president (or other title).[2][3] In others, where a board appoints a president (or other title), the two terms are used for distinct positions. The term chairman may be used in a neutral manner, not directly implying the gender of the holder. In meetings or conferences, to "chair" something (chairing) means to lead the event.[4] Look up chair, chairman, chairperson, or preside in Wiktionary, the free dictionary. Terms for the office and its holder include chair, chairman, chairperson, convenor, facilitator, moderator, president, and presiding officer.[5][6][7][8][9] The chair of a parliamentary chamber is sometimes called the speaker.[10][11] Chair has been used to refer to a seat or office of authority since the middle of the 17th century; its earliest citation for chairman.[12][13][14] Feminist critiques have analysed Chairman as a possible example of sexist language, associating the male gender with the exercise of authority, this has led to some use of the generic "Chairperson".[15] In World Schools Style debating, as of 2009, chair or chairman refers to the person who controls the debate; it recommends using Madame Chair or Mr. Chairman to address the chair.[16] The FranklinCovey Style Guide for Business and Technical Communication and the American Psychological Association style guide advocate using chair or chairperson.[17][18] The Oxford Dictionary of American Usage and Style (2000) suggested that the gender-neutral forms were gaining ground; it advocated chair for both men and women.[19] The Daily Telegraph's style guide bans the use of chair and chairperson; the newspaper's position, as of 2018, is that "chairman is correct English".[20] The National Association of Parliamentarians adopted a resolution in 1975 discouraging the use of chairperson and rescinded it in 2017.[21][22] Ambassador Leena Al-Hadid of Jordan chairs a meeting of the International Atomic Energy Agency, 2018.[23] The word chair can refer to the place from which the holder of the office presides, whether on a chair, at a lectern, or elsewhere.[1] During meetings, the person presiding is said to be "in the chair" and is also referred to as "the chair".[1] Parliamentary procedure requires that members address the "chair" as "Mr. (or Madam) Chairman (or Chair or Chairperson)" rather than using a name - one of many customs intended to maintain the presiding officer's impartiality and to ensure an objective and impersonal approach.[7][24] In the British music hall tradition, the chairman was the master of ceremonies who announced the performances and was responsible for controlling any rowdy elements in the audience. The role was popularised on British TV in the 1960s and 1970s by Leonard Sachs, the chairman on the variety show The Good Old Days. [25] "Chairman" as a quasi-title gained particular resonance when socialist states from 1917 onwards shunned more traditional leadership labels and stressed the collective control of Soviets (councils or committees) by beginning to refer to executive figureheads as "Chairman of the X Committee". Lenin, for example, officially functioned as the head of the state was first called "Chairman of the Central Executive Communist China, Mao Zedong was commonly called "Chairman of the Presidium of the Presidium of the Presidium of the Central Military Commission. Sam Ervin (right), chairman of the United States Senate Watergate Committee, 1973 In addition to the administrative or executive duties in organizations, the chair presides over meetings. [28] Such duties at meetings include: Calling the meeting to order Determining if a quorum is present Announcing the items on the "order of business", or agenda, as they come up Recognition of members to have the floor Enforcing the rules of the group Putting questions (motions) to a vote, which is the usual way of resolving disagreements following discussion of the issues Adjourning the meeting While presiding, the chair should remain impartial and not interrupt a speaker has the floor and is following the rules of the group.[29] In committees or small boards, the chair votes along with the other members; in assemblies or larger boards, the chair cannot vote twice and cannot override the decision of the group unless the organization has specifically given the chair such authority.[31] The powers of the chair vary widely across organizations. In others they only make recommendations to a board of directors, or may have no executive powers, in which case they are mainly a spokesperson for the organization. The power given depends upon the type of organization, its structure, and the rules it has created for itself. If the chair exceeds their authority, engages in misconduct, or fails to perform their duties, they may face disciplinary procedures. Such procedures may include censure, suspension, or removal from office. The rules of the organization would provide details on who can perform these disciplinary procedures.[32] Usually, whoever appointed or elected the chair in public corporations. The chief executive officer (CEO) may also hold the title of chair, in which case the board frequently names an independent member of the board as a lead independent director.[33] This position is equivalent to the position of président-directeur général in France.[citation needed] Executive chair is an office separate from that of CEO, where the titleholder wields influence over company operations, such as Larry Ellison of Oracle, Douglas Flint of HSBC and Steve Case of AOL Time Warner. In particular, the group chair of HSBC is considered the top position, outranking the chief executive, and is responsible for leading the board in 2006, HSBC's chair essentially held the duties of a chief executive at an equivalent institution, while HSBC's chief executive served as the deputy. After the 2006 reorganization, the management cadre ran the business, [34][35][36] Non-executive chair is also a separate post from the CEO; unlike an executive chair does not interfere in day-to-day company matters. Across the world, many companies have separated the roles of chair and CEO, saying that this move improves corporate governance. The non-executive chair's duties are typically limited to matters directly related to the board, such as:[37] Chairing the meetings of the board. Organizing and coordinating the board's activities, such as by setting its annual agenda. Reviewing and evaluating the performance of the CEO and the other board members. Theater. Many companies in the US have an executive chair; this method of organization is sometimes called the American model. [39] There is a growing push by public market investors for companies with an executive chair to have a lead independent director to provide some element of an independent perspective.[40][41] The role of the chair in a private equity-backed board differs from the role in non-profit or publicly listed organizations in several ways, including the pay, role and what makes an effective private-equity chair.[42] Companies with both an executive chair and a CEO include Ford,[43] HSBC,[44] Alphabet Inc.,[45] and HP.[46] A vice- or deputy chair, is sometimes chosen to assist and to serve as chair in the latter's absence, or when a motion involving the chair, is sometimes chosen to assist and to serve as chair in the latter's absence of the chair. and vice-chair, groups sometimes elect a chair pro tempore to fill the role for a single meeting.[48] In some organizations that have both titles, deputy chair title on its own usually has only an advisory role and not an operational one (such as Ted Turner at Time Warner).[50] An unrelated definition of vice- and deputy chairs describes an executive director Non-executive director Parliamentary procedure in the corporate world President (corporate title) ^ a b c Robert Henry M.; et al. (2011). Robert's Rules of Order Newly Revised (11th ed.). Philadelphia, PA: Da Capo Press. p. 22. ISBN 978-0-306-82020-5. ^ Robert 2011, p. 448 ^ Sturgis, Alice (2001). The Standard Code of Parliamentary Procedure (Fourth ed.). New York: McGraw-Hill. p. 163. ISBN 978-0-07-136513-0. ^ "Chairing". Cambridge Dictionary (Online ed.). Retrieved 22 January 2024. ^ Hellinger, Marlis, ed. (2001). Gender across languages: The Linguistic Representation of Women and Men (IMPACT: Studies in Language and Society). Amsterdam: Benjamins. p. 125. ISBN 90-272-1841-2. ^ "Chairperson". Merriam-Webster. Retrieved 2014-01-10. ^ a b Sturgis 2001, p. 11 ^ "moderator" Chambers 21st Century Dictionary via Search Chambers. Edinburgh: Chambers Harrap. ^ Although convener means someone who summons (convener) a meeting, the convener means someone who shall preside at such committee, shall be entitled to a casting vote." This meaning is most commonly found in assemblies with Scottish heritage. ^ "The many roles of the Speaker". New Zealand. 2006-02-01. Archived from the original on 2019-05-09. Committee, shall be entitled to a casting vote." This meaning is most commonly found in assemblies with Scottish heritage. Speaker". Parliament of the United Kingdom. Archived from the original on 2008-06-09. Retrieved 2008-10-23. ... responsibilities of the Lord Speaker include chairing the Lord S Dictionary.com Unabridged (v 1.1). 2006. Retrieved 2008-10-22. ^ See also the American Heritage Dictionary, the Oxford English Dictionary, the online edition of the current Merriam-Webster's Dictionary, the Oxford English Dictionary, the Oxford English Dictionary, the Oxford English Dictionary, the Oxford English Dictionary, the online edition of the current Merriam-Webster's Dictionary of English Usage (page 235) ^ \*Margrit Eichler (28 October 2013). Nonsexist Research Methods: A Practical Guide. Routledge. p. 14. ISBN 978-1-134-97797-0. Typically, these analyses pointed out the use of so-called generic male terms with truly generic terms: policeman became police officer; fireman fire fighter; postman, mail carrier; workman, worker; chairman, chairperson; mankind, humanity; and so on. Barrie Thorne; Nancy Henley (1975). Language and Sex: Difference and Dominance. Newbury House Publishers. p. 28. ISBN 9780883770436. Is it possible to change sexist language? ... Much of the debate has centered around two types of change: the coining of new terms (such as Ms. to replace Miss/Mrs., and chairperson to replace chairman and chairwoman), and various proposal to replace he as the generic third person singular pronoun. Dale Spender (1990). Man Made Language. Pandora. pp. 29–30. ISBN 978-0-04-440766-9. Another factor which we must bear in mind is that women need more words - and more positive words - not less. The removal of sexist words would not leave a large repertoire of words for women to draw upon! ... Some attempts have been made to modify sexist words and there arc signs that this on its own is insufficient to reduce sexism in language. Words such as police officer and chairperson have been an attempt to break away from the negative value which female words acquire by the creation of sex-neutral terms "The language of gender". Oxford University Press. Archived from the original on 2019-05-10. Retrieved 2019-05-20. People also object to the use of the ending -man in words referring to professions and roles in society, for example postman, spokesman, or chairman. Since women are generally as likely as men to be involved in an occupation or activity nowadays, this type of word is increasingly being replaced by gender-neutral terms, e.g. postal worker, spokesperson, or chairman - More About". Oxford Learner's Dictionary. Oxford University Press. Archived from the original on May 30, 2017. Retrieved 2019-05-20. When you are writing or speaking English it is important to use language that includes both men and women equally. Some people may be very offended if you do not ... Neutral works like assistant, worker, person or officer are now often used instead of -man or -woman in the names of jobs ... Neutral words are very common in newspapers, on television and radio and in official writing, in both British English and North American English. "Chairman - Note". Cambridge Dictionary. Cambridge University Press. Retrieved 2019-05-20. Although chairman can refer to a person of either sex, chairperson or chair is often preferred to avoid giving the idea the person is necessarily male. "Chairperson (usage note)". Dictionary.com. Retrieved 2019-05-20. Chairperson has, since the 1960s, come to be used widely as an alternative to either chairman or chairwoman. This change has sprung largely from a desire to avoid chairman, which is felt by many to be inappropriate and even sexually discriminatory when applied to a woman ... Chairperson is standard in all varieties of speech and writing. "Chairman (usage note)". Macmillan Dictionary. Springer. Retrieved 2019-05-20. Many people prefer to say chair or chairperson, because the word chairman suggests that the person in this position is always a man. "Chairman (usage note)". The American Heritage Dictionary. Houghton Mifflin Harcourt. Retrieved 2019-05-20. These compounds sometimes generate controversy because they are considered and efficient convention that is not meant to be gender-specific. "Chairman (usage note)". Collins English Dictionary. Retrieved 2019-05-20. Chairman can be offensive. Chair and chairperson can be applied to either a man or a woman; chair is generally preferred to chairperson Marshall Cavendish Corporation (2010). Sex and society Volume 1: Abstinence - Gender Identity. 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On 26 October 1917, Lenin announced the creation of the Council of People's Commissars, having rejected the traditional title of minister as being too "bourgeois", and named himself the "Chairman of the Council". ^ Robert 2011, p. 449 ^ Rob because he knows more about the matter than the speaker does." ^ "Frequently Asked Questions about RONR (Question 1)". The Official Robert's Rules of Order Web Site. The Robert's Rules Association. Archived from the original on 2004-11-12. Retrieved 2015-12-17. ^ Robert 2011, p. 406 ^ "Frequently Asked Questions about RONR (Question 1)". 20)". The Official Robert's Rules of Order Web Site. The Robert's Rules Association. Archived from the original on 2004-11-12. Retrieved 2015-12-24. Plouhinec, Marion (25 November 2018). "The Role of the Lead Independent Director". The Harvard Law School Forum on Corporate Governance. Retrieved 19 May 2025. HSBC investors against Michael Geoghegan becoming chairman. Telegraph. 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Digital Spy. 2003-01-29. A Great Meeting. ASIN B00NP7BR80. Retrieved from " /en/pro-photo-video The guy who started Next Media LTD began his career working at a factory for \$10/month but eventually went on to create a chain of clothing stores bringing in over \$233 million in revenue per year, creating multiple magazines and newspaper circulating in two countries with over a half million subscriptions. Absolutely amazing. He started by selling motorcycle handgrips out of the trunk of his car to raising \$230 million when his sunglasses industry forever. This company is a marketing cooperative owned by nearly 1,000 separate farmers. Ocean Spray Cranberries was founded by a lawyer in Boston who had a side business of selling cranberry farmers to collectively market their crops under one brand in 1930. Orange Glo is a family owned soap and polish business that first introduced it's product to the public at the Arizona State Fair in 1986. 13 years later they had \$86 million in revenue. 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You do not have to comply with the license for elements of the material in the public domain or where your use is permitted by an applicable exception or limitation. No warranties are given. The license may not give you all of the permissions necessary for your intended use. For example, other rights such as publicity, privacy, or moral rights may limit how you use the material. Address: 30-2, Shimomaruko 3-chome Ohta-ku, Tokyo 146 Japan Telephone: (03) 3758-2111 Fax: (03) 5482-5133 Public Company Incorporated: 1937 as Precision Optical Industry Company, Ltd. Employees: 72,280 Sales: ¥2.17 trillion (US\$21.03 billion) (1995) Stock Exchanges: Tokyo Osaka Nagova Kyoto Fukuoka Niigata Sapporo Luxembourg Frankfurt SICs: 3577 Computer Signature Classified; 3827 Optical Instruments & Lenses; 3861 Photographic Equipment & Supplies Canon's operations worldwide are guided by the company's kyosei philosophy--living and working together for the common good. Our 72,000 employees respect this ideal as we bring more pleasant working together for the common good. Our 72,000 employees respect this ideal as we bring more pleasant working together for the common good. optical products along with our dedication to customer satisfaction. Company History: Although it scarcely predates World War II, Canon Inc. has a lieady become one of the world's leading manufacturers of electronics. Year in and year out one of the top 10 companies receiving U.S. patents, Canon has a history of innovation that has brought it a leadership position in copiers, laser and bubble-jet printers, facsimile machines, cameras, and camcorders. In addition to a recent incursion into the production of personal computers, canon also manufactures and markets binoculars, calculators, electronic typewriters and medical, broadcasting and semiconductor equipment. Early History The history of Canon dates back to 1933, when a young gynecologist named Takeshi Mitarai worked with some technician friends to develop cameras; to do so they founded Precision Optical Instruments Laboratory in Roppongi, Minato-ku, Japan. Their first major invention had applications that ranged far beyond the medical field. In 1934 Mitarai and his colleagues developed Japan's first 35-millimeter camera, closely patterned after the German Leica 35-millimeter camera, the industry standard. They named it the Kwanon, after a Buddhist figure representing mercy. In 1937 they incorporated their venture under the name Precision Optical Industry Company, Ltd. In 1940 Precision Optical made a significant contribution to Japanese medical imaging technology when it developed the nation's first indirect x-ray camera, which played a major role in preventing spread of tuberculosis in Japan. When Japanese economy was entirely given over to supporting the military. The company barely survived World War II. It was unable to manufacture its mainstay 35-millimeter cameras for the duration of the war, and only Mitarai's tireless efforts kept it afloat in the economic desolation that followed Japan's surrender in 1945. With raw materials rationed and capital scarce, Mitarai had to scramble just to keep his production lines going and the company's finances in order. He also drilled into his workers the importance of producing high-quality products, but his most important move may have been persuading the Allied occupation forces to stock Precision Optical cameras in their post exchanges and ships' stores. This arrangement laid the groundwork for Canon's later success as an exporter; U.S. servicemen bringing their cameras home with them gave the company, Inc., using a transliteration of the original Kwanon. Another international breakthrough for Canon occurred in the early 1950s, when news photographers covering the Korean War found that the best Japanese lenses were every bit as good as German lenses. The export market began to open up, and Canon prospered throughout the decade. The company created a U.S. subsidiary, based in New York, in 1955 and two years later it formed a European subsidiary Canon Europa, headquartered in Geneva. In 1956 Canon added an 8-millimeter movie camera to its product lines, and in 1959 it became the first company in the world to manufacture an 8-millimeter camera with a built-in zoom lens. Diversified into Business Machines in the 1960s By the early 1960s Canon had become the dominant Japanese producer of middle-priced cameras, leaving the higher end of the market to Nikon. The company continued to grow, more than tripling in size between 1959 and 1963. In 1964 it ventured into business machines when it introduced the Canola 130 electronic calculator, the first in the world to use the now-standard ten-key keypad. In 1970 Canon and Texas Instruments produced the Pocketronic, the first all-electronic hand-held calculator. After entering the photocopier market in 1965 with the Canofax 1000, Canon became an innovator in the field when it introduced its first plain-paper copier in 1968. Until that time Xerox had dominated the copier market with its own process, known as xerography. Canon's diversification moves were significant enough to prompt a name change; "Camera Company's engineering successes, however, Canon was plagued by weaknesses in marketing strategy in the late 1960s and early 1970s Although it was a part of the spectacular overall penetration of the U.S. market by Japanese calculator makers, the company failed for the most part to distinguish itself from its could catch up to them. This problem affected its copier lines as well as its calculators. In 1972 it developed the "liquid dry" copying system--so named because it uses plain paper and liquid developer but turns out dry copies--but doubted its own marketing strength and feared that competitors would infringe on its patents. Therefore, instead of selling the system itself, it licensed the technology to other manufacturers, effectively wasting its earnings potential. These mistakes hindered Canon's financial performance, and in 1975 it failed to pay a dividend for the first time since World War II. New Product Development and Marketing Revitalized in the Mid-1970s Into this leadership void stepped Ryuzaburo Kaku, the company's managing director. He won approval from Mitarai, who was still chairman and president, to change management and sales practices. Under Kaku, Canon began to streamline its operations and chain of command and market its products more aggressively. In 1976 the company introduced its revolutionary AE-1 35-millimeter camera, which used a microprocessor to focus automatically and set the length of exposure, with an advertising blitz led by television commercials featuring tennis star John Newcombe. "It was a big gamble because 35-millimeter cameras had never before been advertised on TV," Mitarai said, but it paid off handsomely. According to Fortune, January 12, 1981, by 1981 the AE-1 had become so popular that one industry analyst called it "the Chevrolet of the 35mm market." Kaku's emphasis on faster new product development led to laser beam printing technology in 1975 and a new retinal camera that made pupil-dilating drugs unnecessary in 1976. In 1977 Kaku was named president of the company, succeeding Mitarai, who remained chairman. In 1982 Canon introduced the first personal copier, so called because all the essential reproduction components were contained in a cartridge that users could replace themselves. Again, it was accompanied by a massive ad campaign, this time starring actor Jack Klugman. In less than a decade, Canon's salesmanship had undergone a radical change from passive to highly aggressive. When Canon overtook Nikon as Japan's camera sales leader in the early 1980s, former Nikon chairman Kyojiro Iyanaga explained his rival's success by saying, "We still make the best cameras. Canon just outmarketed us." in mature markets. Much of its success, however, came in new markets, such as integrated office workstations and desktop publishing systems. Often that meant challenging large companies that were well entrenched in their markets. In 1982 it came out with an electronic typewriter, initiating a one-on-one competition with International Business Machines (IBM). Within a year, it captured 11 percent of that market, while IBM's share shrank from 26 to 17 percent. In 1983 it took on Xerox with a laser printer that offered similar quality at one-third the price. Canon also engaged Ricoh in a rivalry over facsimile machines in the early 1980s and laid the groundwork for a future duel with IBM in the computer business. It began a research push aimed at developing optical integrated circuits for personal computers of the future, and in 1984 Canon Also joined with Apple to develop software for the Japanese market. Later in the decade, the company's optical chip efforts paid off when former Apple chief Steven Jobs chose Canon's chips for his new NeXT computer. In 1989 Canon acquired a 16.7 percent interest in NeXT Incorporated, along with the exclusive right to market the NeXT in Asia, for US\$100 million. In the camera area, Canon dropped to the number two position worldwide in 1985 when Minolta introduced the popular Maxxum, whose automated features included autofocus SLR followed in 1989 by the high-end EOS-1 autofocus SLR. 1990s and Beyond Canon experienced rapid sales and profit growth from its low-water mark in 1975 through the end of the 1980s. Between 1975 and 1985, its annual sales grew sevenfold, to US\$3.3 billion, and its profits showed a twentyfold increase, to US\$136 million; by 1989, sales had reached US\$8.18 billion and profits hit US\$232 million. Following an exceptional year in 1990 which saw a 27.9 percent increase in sales (to US\$12.73 billion) and a near doubling in profits (to US\$452 million), succeeding years featured slower growth and reduced profits. Profit margins ranged from 1.1 to 1.9 percent from 1988 to 1991. The slowdown was partly attributable to the maturation of some of Canon's key product areas, notably copiers and cameras. The maturation in cameras-especially the SLR cameras Canon specialized in-affected Canon much less severely than other major cameras for a much larger portion of overall Sales than Canon specialized in-affected Canon much less severely than other major cameras for a much larger portion of overall Sales than Canon specialized in-affected Canon much less severely than other major cameras for a much less severely than other (compared to 44 and 43 percent for Minolta and Nikon, respectively), and by 1995 the percentage had dropped to 8.2 percent. Thus, the rapid growth in popularity of compact cameras, which began with Fuji's launch of the Big Mini (the first super-compact camera), did not push Canon into the huge losses suffered by Minolta and Nikon in the early 1990s. Still, Canon quickly reacted to the new competition by developing its own compact camera, the Sure Shot, which grew into a full line of nearly a dozen models by the mid-1990s. In the meantime, however, Fuji had passed Canon as the world's top camera maker by 1992. A larger factor in the 1990s slowdown was the recession in Japan and the appreciation, in particular by moving production out of Japan--whenever possible to where the products were sold. For example, Canon began to produce bubble-jet printers in Mexico in 1995, then started products of the same in Scotland the following year. The company also aggressively sought out new markets for its goods, setting a goal of increasing Asian-Pacific sales outside of Japan to 10 percent of overall sales, and marketing products to Russia for the first time in 1995 through the Finland-based Oy Canon AB subsidiary. In the face of these years of slower growth, Canon continued its historic commitment to high expenditures on research and development (averaging about 5 percent of net sales) and risk-taking new product development. Back in 1977 a Canon engineer had accidently invented the bubble-jet printing technology, which Canon then somewhat belatedly marketed successfully in the early 1990s. The BJC-820 full-color bubble-jet printer was introduced in 1992, followed in 1994 by the innovative notebook computer with built-in color bubble-jet printer, a product developed in partnership with IBM. Canon's determination to become a major player in the personal computer field was seen as particularly risky, given the failure of NeXT (which exited the hardware business in 1993) and the highly competitive nature of the personal computer market. Of course, Canon's partnership strategywhich continued in 1994 with another venture with IBM to develop small computers based on IBM's PowerPC chip-was designed to alleviate some of the risk. Nonetheless, evidence existed that Canon was still willing to venture into territory few dared enter, notably its research into the ferroelectric liquid crystal display (FLCD). Canon planned to invest more than ¥100 billion before seeing any return from its research into FLCD, an integral component to be used in flat, large-sized, high-definition computer and television screens--a projected replacement for the ubiquitous cathode ray tube. innovations as plain-paper copying and bubble-jet printer, bubble-jet printer, and SLR camera markets. This represented a tremendous achievement for less than 70 years in existence, with more Canon Software Inc.; Canon Copyer Sales Co., Ltd.; Canon Aptex Inc.; Canon Aptex Inc.; Canon Copyer Co., Ltd.; Nagahama Canon Inc.; Nippon Typewriter Co., Ltd.; Oita Canon Inc.; Canon Australia Pty. Ltd.; Canon Finance Australia Pty. Ltd.; Canon Information Systems Research Australia Pty. Ltd.; Canon Benelux N.V./S.A. (Belgium); Business Machines, Inc. (China); Canon AB (Finland); Canon Bretagne S.A.; Canon Bretagne S.A.; Canon Photo Vidéo France S.A.; Canon Photo Vidéo France S.A.; Canon Deutschland GmbH (Germany); CPF Deutschland GmbH (Germany); Canon Electronic Business Machines (H.K.) Co., Ltd.; Canon Hongkong Co., Ltd.; Canon Marketing (Malaysia) Sdn. Bhd.; Canon Mexicana, S. de R.L. de C.V. (Mexico); Canon Benelux N.V. (Netherlands); Canon Hongkong Co., Ltd.; Canon Mexicana, S. de R.L. de C.V. (Mexico); Canon Mexicana, S. de R.L. de C.V. (Mexic Finance New Zealand Ltd.; Canon New Zealand Ltd.; Canon New Zealand Ltd.; Canon New Zealand Ltd.; Canon Marketing Services Pte. Ltd. (Singapore); Canon Svenska AB (Sweden); Canon Singapore Pte. Ltd.; Canon Marketing Services Pte. Ltd. (Singapore); Canon Svenska AB (Sweden); Canon Svenska AB Canon Engineering (Thailand) Ltd.; Canon Manufacturing (UK) Ltd.; Canon Research Centre Europe Ltd. (U.S.A.); Canon Business Machines, Inc. (U.S.A.); Canon Business Machines, Inc. 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