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NEWS RELEASE

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Dentsu Establishes Dentsu Business Design Square. A Specialized Unit to Support Clients' Innovation Efforts

Offer One-stop Support to Bring Innovation Across the Business Value Chain

Dentsu Inc. (Tokyo: 4324; ISIN: JP3551520004; President & CEO: Toshihiro Yamamoto; Head Office: Tokyo; Capital: 74,609.81 million yen) have established Dentsu Business Design Square (Director: Yuichi Okubo, Executive Officer), a specialized unit comprising a total of 60 employees as of October 1, to strengthen and expand the service area responsible for supporting client companies' innovation efforts in areas such as managerial reforms and new business creation.

Recently, finding growth opportunities is becoming a difficult task for an increasing number of companies forcing them to fundamentally re-examining their business activities and to search for discontinuous growth opportunities. Dentsu recognizes that this is a trend among its client companies as well. More clients are seeking comprehensive support to articulate future-oriented corporate visions and to develop tangible strategies for new business development.

In response, Dentsu established a new practice to provide more specialized and advanced services to client companies by formulating its accumulated experience and know-how. Specifically, innovation support is provided to clients through seven service lines described below.

- 1. VISIONEERING: Discover and articulate future directions in going forward
- 2. OPPORTUNITY FINDING: Identify new opportunities for companies and businesses
- 3. INTEGRATED DESIGN: Strategize opportunities through comprehensive perspective
- 4. BUSINESS FRAMING: Analyze decision elements and develop business models
- 5. DEEP PROTOTYPE: Prototype new product and service ideas
- 6. FUTURE ANALYSIS: Derive NPV of business opportunities and provide decision support
- 7. SHERPARING: Provide executional support in bringing new offerings to market

Through this specialized unit, Dentsu aims to establish a new business pillar in the business design market external to the Japanese advertising market (approximately ¥6 trillion in expenditures), providing clients with new alternative in professional services.

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