

# OUR NORTHSTAR

This is a place where people come together without barriers, where trust and respect reign, a place where teams form effortlessly around the needs of each new task.

This is where hearts and minds are open, where diversity is the greatest resource and innovation can come from anyone, anywhere.

This is where data, technology and creativity meet in endless possibilities—and those powers are used for the good of everyone.

This is where change is embraced as the life force of business, helping it adapt and thrive, even in the most challenging times.

Here you'll find the optimists, the entrepreneurs, the first movers—all our many people welcoming the world as one.

This is dentsu.

**an invitation to the never before.**

**dentsu**



**WHY:**

## For lasting good

**We exist to create truly sustainable value—for the organizations we work with and in the lives of millions.**

We reach for the never before because we prize the enduring over the short term. For us, thinking beyond the here and now is how we become trusted partners, not just to our clients, but to each other and the world around us too. We see one ecosystem of company, clients and society, living and growing together. As leaders in data, technology and creativity, we can do work that's woven into the lives of millions. We have the opportunity, the privilege and the responsibility to use our powers for the lasting good of everyone.

**WHAT:**

## The power of the never before

**Our ideas create new solutions and new beginnings for an ever-changing business environment.**

In challenging times, we invite clients to embrace the necessity of change and find radical new ways to win, keep and grow their best customers. Data-driven, ideas-led and technology-empowered, dentsu is uniquely equipped to help businesses leap from what's now to what's next. This is a company of entrepreneurs, optimists and doers. We have the vision, the daring and the practical intelligence to unlock new possibilities for growth when others are fearful of decline.

**HOW:**

## Open teaming

**Anyone from anywhere in the dentsu world and beyond can get together in a team, there are no boundaries.**

To be first movers in an ever-transforming world, our hearts, minds and doors must be wide open—to the power of diversity, to ideas from anyone, anywhere. And by creating the Teaming Platform, we've made openness the organizing principle of our company. Open teaming means erasing borders, bringing down administrative barriers and reaching out beyond dentsu to connect with other bright-minded organizations. Open teaming is talent perfectly shaped around the opportunities we see for our clients and partners.



# BENEFITS:

## TO OUR CLIENTS

### Never-before possibilities

In challenging times, we can say, ‘come stand with us’—versus fear, versus sameness, versus worn-out business models. We bring together business acumen, human insights, ideas and technology like no other company can. Let’s be collaborative entrepreneurs. Let’s work together to transform your brand and the way customers experience it. Let’s use the power of change to unlock the new possibilities and build the sustainable growth you need.

## TO OUR PEOPLE

### Never-before opportunities

Bringing all kinds of different people together to lead clients to unexplored territory is the adventure to which all dentsu is invited. Everyone is welcome to take on new challenges and become part of teams that have no borders or barriers. Anyone can show leadership. Anyone can help. Anyone can influence the outcome.

## TO OUR PARTNERS

### Never-before connectedness

We know beyond our company there are endless possibilities waiting for a spark of connection. If it can help us get to the never before, we will reach out to any bright-minded organization or individual, anywhere in the world. We will create new value and new businesses with the unstoppable power of diversity.

## TO SOCIETY

### Never-before commitment

We’re not just here for our clients, we’re here to ignite meaningful experiences for people across the world. We have a deep understanding of human nature and our own place in a constantly evolving society. As we bring growth to businesses and brands, we will do so in ways that are closer to the needs of society and add value to life as we go.

# 1 WE DREAM LOUD

夢は大きい方がいい。  
その大きさが人を集める。

# 2 WE INSPIRE CHANGE

変わり続けるからうまくいく。  
変わり続けるから最先端。

# 3 WE TEAM WITHOUT LIMITS

会議で反対されたら感謝する。それは、自分では  
思いつかなかった視点。チームで仕事をする意義。

# 4 WE ALL LEAD

リーダーという職階はない。アイデアを出した人が、  
やり遂げた人が、リーダーと呼ばれる。

# THE 8 WAYS TO THE NEVER BEFORE

# 5 WE MAKE IT REAL

企画書やプレゼンはただのプロセス。  
実施して成果を上げるのが私たち。

# 6 WE CLIMB HIGH

残念なことに、  
困難は私たちを成長させる。

# 7 WE CHOOSE EXCITEMENT

迷ったら、面白い方へ。  
迷ってなくても、その方がいい。

# 8 WE ARE A FORCE FOR GOOD

世の中の幸福。  
それは、クライアント以上の、私たちのクライアント。