

Restructuring of Marketing Business

As the core operating company leading the Hakuholdo DY Group, the “new Hakuholdo” is strongly driving restructuring of marketing business.

Kenji Nagura

Representative Director & President
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Launching the New Hakuholdo and My Resolve as President

In 2025, Hakuholdo and Hakuholdo DY Media Partners integrated to form the “new Hakuholdo.” I assumed the role of president at this major turning point, which marks the first such transformation since the establishment of Hakuholdo DY Holdings in 2003, with a strong sense of mission. From the moment I took office, I felt that this integration is deeply meaningful. In recent years, clients’ challenges have grown increasingly complex and multi-layered, making them difficult to solve with conventional advertising and media planning alone. By uniting

Hakuholdo, which has expanded primarily in the marketing and communications field, with Hakuholdo DY Media Partners, which has specialized in the media business, we can now partner with clients across any type of challenge and provide full-funnel marketing services. As the core operating company driving the structural reform of the Hakuholdo DY Group’s marketing business, we will pursue further growth. My personal mission is to lead from the front, to sharpen our competitive edge and uniqueness in an increasingly fierce market, and to fully live up to our role as a partner solving clients’ challenges. At the very top of our priorities are *Sei-katsu-sha* Insight, a Commitment to Partnership, and creativity.

Effects of Integration in a Changing Environment

Our mission is to accompany clients’ businesses and support their marketing efforts. Today, marketing challenges are highly complex; simply creating a good product no longer guarantees that *sei-katsu-sha* will choose it. Numerous bottlenecks exist, and we must build a stronger capability to walk alongside clients so we can support their marketing effectively. For media and platform operators, too, there is a growing demand to understand customer behavior across the entire journey and develop full-funnel strategies to find the optimal communication touchpoints. We call this the *Sei-katsu-sha* Interface Market, where points of contact with *sei-katsu-sha* are diversifying through IoT and digital transformation (DX). In this market, by integrating the data and media assets of companies, which comprise their marketing strategies, with the *sei-katsu-sha* data we possess, we can better understand *sei-katsu-sha* dynamics and deliver optimal support across the full funnel. Media itself should be reframed as a *sei-katsu-sha* interface—a touchpoint between companies and people—and used in new ways to solve marketing challenges. By redefining media’s role, we can reimagine its value. Our integration, in essence, aims to create entirely new possibilities by dissolving and re-imagining the traditional boundaries and concept of media.

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Advances in Marketing Hakuholdo Seeks

In line with the Medium-Term Business Plan launched by Hakuholdo DY Holdings in the fiscal year ended March 31, 2025, Hakuholdo has undergone major reorganization. Our primary aims were to strengthen our responsiveness and capabilities in full-funnel marketing and to generate new service domains by enhancing specialization and expanding our business scope. As part of this, we identified consulting and commerce as new strategic domains. The consulting field is highly competitive, and how to create true competitiveness and advantage is a challenging theme. We decided to leverage our long-standing strength in branding as a starting point to help drive clients' business growth. Our strategy combines our extensive foundation of *sei-katsu-sha* data with proposals that emphasize the intangible factors essential to brand growth, enabling us to support clients' business transformation. The commerce domain also has many existing players, including system integrators, but we believe our strongest field is providing full-funnel marketing support and execution powered by data. We are expanding our resources and focusing on proposals that draw on our distinctive creativity.

In April 2025, we launched two new ventures. The first, HAKUHODO ITTENI, a joint venture with NTT DATA Japan Corporation, aims to combine creative ideas with system construction to transform diversified *sei-katsu-sha* touchpoints and communication into arenas for solving marketing challenges. We believe that system integration capabilities will only become more important going

forward. Around the same time, we also established HAKUHODO BRIDGE, which develops and implements digital services focused on apps—a crucial interface in today's smartphone-centric lives. Our goal is to deliver seamless, end-to-end problem-solving capabilities at this essential point of contact.

Looking ahead, the Hakuholdo DY Group has positioned its future path to evolve into a creativity platform. As the Group's core company, Hakuholdo seeks starting points for solutions that accompany clients' businesses from a brand perspective, solves marketing challenges, and executes creative ideas and initiatives at scale. The foundation of this is *sei-katsu-sha* insight. AI is an extraordinarily powerful tool, but it also tends to produce "optimal" yet homogenized answers regardless of who uses it. That is why we believe that the more AI advances, the more the *sei-katsu-sha* insight and creativity we have cultivated over decades will be needed as new value. Hakuholdo's vision is to be a *Sei-katsu-sha* Value Design Company. Drawing on the creativity and insights into *sei-katsu-sha* we have honed through marketing communications, we aim to go beyond the advertising communications domain, co-create with clients, media, and other stakeholders, and solve both corporate and social challenges in an integrated way. We aspire to be a company whose provided value is deeply felt by all stakeholders and recognized for creating social value.

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Eclectic Talents Providing Value to *Sei-katsu-sha*

The Hakuholdo DY Group's Global Purpose begins with the celebration of "Aspirations Unleashed." Rather than generic personnel, we value diverse, eclectic talent, and above all, each employee's aspirations. We believe that when employees, as *sei-katsu-sha* themselves, pursue what they aspire to realize and express, this leads directly to proposals for new value for other *sei-katsu-sha*. Accordingly, we recognize the essential importance of investing in people. We must propose solutions to the diverse challenges of our clients leveraging Hakuholdo's distinctive array of capabilities. In this context, advancing

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and developing talent is vital. We need to cultivate the ability to identify and frame client issues, design processes to solve them, and conceive and imagine in ways that enable us to accompany business growth. Going forward, we will introduce more innovative HR systems and growth programs than ever before.

A Message to Our Stakeholders

I have always valued the Japanese word “*isshokenmei*,” which translates to “wholehearted dedication.” As president of Hakuhodo, I face a variety of situations, and in each I must address what is before me with speed, unwavering focus, and a strong sense of mission and responsibility—making the right decisions and resolving issues in the right way. In such moments, I continually ask myself whether I am truly living each instant wholeheartedly. I intend to keep demonstrating leadership that meets the expectations of all our stakeholders, including our employees.

The advertising industry is entering a period of structural reform and realignment. In this complex environment, we must, as one Group, accompany our clients in tackling their business challenges and contribute to the realization of a richer society by delivering value to *sei-katsu-sha*. What we call the new Hakuhodo’s “new standard” requires structural reform of every process. Hakuhodo will

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accelerate its growth atop newly formed relationships with *sei-katsu-sha*, with our clients and media partners, and with our employees, made possible by this integration. The new Hakuhodo is the vanguard that leads the Group forward in providing new value to society and evolving as a whole. To achieve fulfilling and prosperous growth, we will apply ourselves with plainspoken sincerity, building mechanisms that synchronize the growth of our clients, our company, and our employees so that they produce results together. Look forward to all the New Hakuhodo will offer.

