Special Feature

CyberAgent is dedicated to continue expanding its business by emphasizing sustainable management, creating new business, developing human resources, and implementing strategies that contribute to technological development.

Our Framework for Realizing Sustainable Growth

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For Business

CyberAgent has launched numerous new businesses attuned to changes in the market environment, and has remained continuously engaged in self-driven growth without relying on mergers and acquisitions. Our focus is not limited to simply growing new businesses, we have also established clear rules on when to withdraw them. In doing so, we aim to create an environment in which people are unafraid to take on meaningful challenges.

A Framework for Generating New Business

| Ashita Kaigi (Meeting for Tomorrow)

"Ashita Kaigi" is a meeting (=kaigi) led by the management team, in which new business initiatives and solutions that could improve CyberAgent's future (=ashita) are proposed and decided upon.

Twice a year, groups are formed with business managers selected by each director, persons with certain specializations, etc., to compete through proposal presentations which are then ranked according to score.

Since 2016 to date, Ashita Kaigi has resulted in the establishment of 27 new subsidiaries.

Additionally, companies created by Ashita Kaigi have generated sales of 200 billion yen and an operating profit of 30 billion yen (as of September, 2018), demonstrating a contribution it makes to expanding the business.

∧ Ashita Kaigi (Meeting for Tomorrow)

A Framework for Generating New Business

Startup JJJ

Startup JJJ is a training program whose name is derived from the Japanese words for new business ("Jigyo"), personnel ("Jinzai"), and market value ("Jikasougaku"). Generally targeting start-up businesses that have not achieved profitability within two years of being launched, market value is based on the idea that we want them to become number one in their market, or to become a project with meaningful impact to CyberAgent.

In Startup JJJ, businesses are ranked by market value and efforts are directed towards achieving growth. Under clearly established criteria for withdrawal, a business is discontinued if it exhibits no growth for six consecutive quarters or is unable to demonstrate competitive advantage. In October 2018, we also established a Group Management Planning Office to support business expansion via business tie-ups and stimulate swift and consistent business growth.

Start-up Challenge (New Business Plan Contest)

Start-up Challenge is a new business plan contest for employees and potential recruits. Presentations are made to the management team, and if decided upon, the business proposal is developed into an actual business. This is one of the initiatives we use to create new businesses that epitomize the uniqueness of CyberAgent.

∧ Startup JJJ Awards Ceremony

**Evaluation criteria
to increase the business value**

Rank start-up businesses by the estimated market value

Listed to "CAJJ" when the estimated market value exceeds 5 billion yen

Prelisting ·························· ¥3 billion - ¥5 billion

Series B ··················· ¥1 billion - ¥3 billion

Series A ·············· ¥500 million - ¥1 billion

Ealy ·········· ¥100 million - ¥500 million

Seed ···· Not calculable - ¥100 million
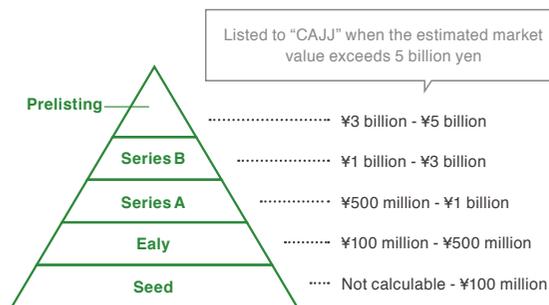
Note : A business may be discontinued if the seed period continues for six consecutive quarters (18 months), or if gross profit declines for three consecutive quarters.


∧ Support by Group Management Planning Office

Business Management System and Withdrawal Criteria

CAJJ program

This training program derives its name from CyberAgent plus Japanese words for business ("Jigyo") and personnel ("Jinzai").

Businesses are ranked by level of operating income and efforts are directed towards achieving growth. Under clearly established criteria for withdrawal, if the business posts a revenue and earnings decline for two consecutive quarters, the business is either discontinued or the general manager is replaced. Meetings are also held once a month with all subsidiaries and businesses associated with the CAJJ program to promote competition and collaboration, such as by boosting intra-group synergies and horizontally deploying risk management.

Ranking criteria

- J1 ·········· Quarterly operating profit of 1 billion plus (yen)
- J2 ·········· Quarterly operating profit of 100 million plus (yen)
- J3 ·········· Operating at a profit
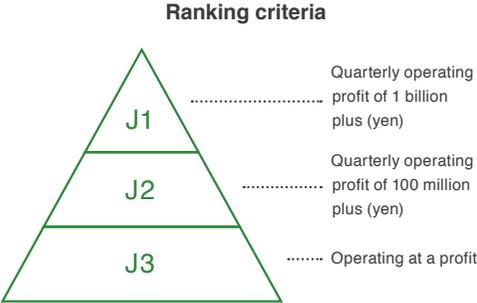
Withdrawal criteria: Withdraw if income and profit decrease for two consecutive quarters

∧ CAJJ Program Conference

Our Framework for Realizing Sustainable Growth

For Human Resources

Since CyberAgent's founding, we have recognized our people as valuable assets, thereby placing the highest value on hiring, training, motivating, and assigning people where they can best maximize their abilities.
Doing business on the internet does not require major capital investment. Here, it is the talented people that provide a company's competitive edge, and we feel that when each staff member is motivated to take on challenges, this becomes a great source of both business growth and improved profitability.

Speech of the winners at the group conference held once every six months

Human Resource Development for Management Positions

We have introduced a variety of initiatives for our younger members in order to promote management position training as early as possible. Through 'handpicked personnel' appointed to serve as the subsidiary's president as well as the YMCA (an organization for engaging younger staff in their 20s), which is useful in developing candidates for the next generation of managers, we have committed efforts to increase contact between capable personnel and management to forge the next generation of our management team.

YMCA

YMCA is an organization that supports and encourages young persons in their 20s. By implementing young-staff versions of Ashita Kaigi and General Meetings, CyberAgent is dedicated to promoting 20-something staff members' communication beyond departmental boundaries and encouraging them to make proposals to management

* "Ashita Kaigi": See page 7

New-graduate Presidents

We put employees who are at an early stage in charge of subsidiaries as "New-graduate Presidents." A total of 50 new-graduate presidents were selected until now. Supporting highly motivated young employees and giving them opportunities to demonstrate their ability drives our sustainable growth.

^ "Ashita Kaigi (Meeting for Tomorrow)" at YMCA

New-graduate presidents who is succeeding to expand their businesses

President	Takahiro Yamauchi	Shigeaki Kuwada	Takehiro Goda	Tomohiro Ueno	Ryotaro Nakayama
Years of service at the appointment	4	8	2	4	8
Company	CyberZ, Inc.	Sumzap, Inc.	MatchingAgent, Inc.	CA Tech Kids, Inc.	Makuake, Inc.
Main Business	Mobile (smartphone) marketing	Mobile game "Sengoku Enbu –KIZNA-"	An online dating app "Tapple" connecting people by their interests.	Programming school for elementary school students	Crowdfunding platform "Makuake"

Technology Improvement

CyberAgent has established dedicated organizations for conducting research in areas such as data analysis, data mining, and AI utilization. By providing ideal research facilities, proactively the sharing technical knowledge we have built up in several business areas, and promoting cross-departmental and cross-occupational exchange between engineers, we are committed to further boosting technical capabilities and business growth.

Battle Conference U30

Battle Conference U30 is a tech conference for bright young engineers under 30 years old who work at various web companies. It features a Talk Battle and Programming Contest for them to share technical knowledge and improve their abilities. This annual conference also functions as a communication hub for the young engineers where they can meet and interact with others outside their department or company.

∧ Battle Conference U30

Akihabara Lab

Akihabara Lab is an R&D organization with engineers who specialize in large-scale data processing, data analysis, and machine learning. It was established for the purpose of contributing to media services and company development by practically applying the data obtained from CyberAgent's media services.
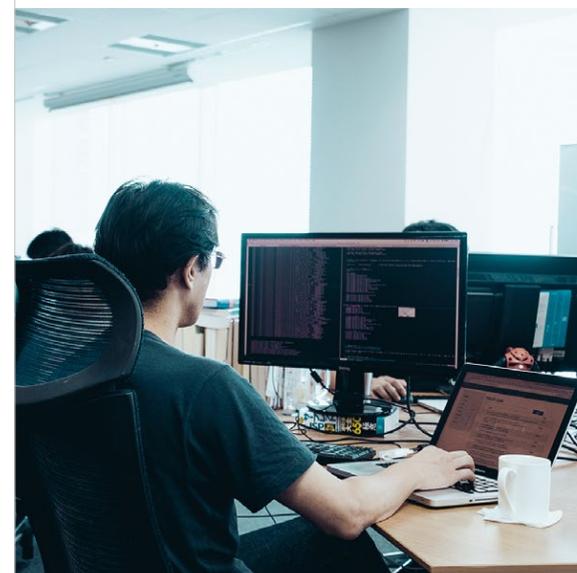
∧ Akihabara Lab

CA BASE CAMP

CA BASE CAMP is a conference designed to strengthen CyberAgent's technical capabilities as a team by promoting the sharing and exchange of know-how among engineers and creators across the company.

AI Lab

AI Lab was established with the goal of conducting R&D on advertising delivery technology that utilizes artificial intelligence (AI). The lab includes researchers who specialize in machine learning, econometrics, computer-vision, natural language processing, HAI/HRI and more, and who are deeply engaged in defining and resolving the wide range of issues surrounding ads.

Academia-Industry Cooperation

We are working with several universities and research institutions to study the latest technologies including artificial intelligence (AI). By applying research results from these efforts to various services, such as ad technology and new advertising methods, we are striving to develop high value-added products.

⌃ CA BASE CAMP

⌃ AI Lab office
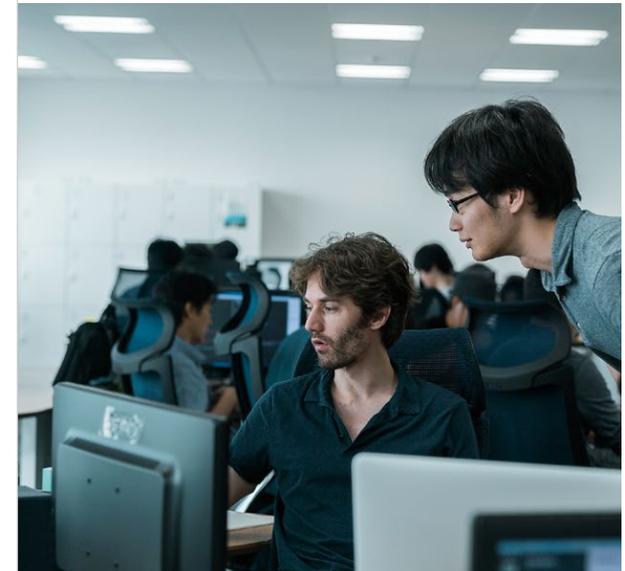
⌃ Engineers engaged in R&D through Academia-Industry Cooperation