

Outline of Job Category and Key Performance Indicator
(3) Consultant

Outline of Job Category Consultant

Outline of Consultant

| Job Category | Consultant | |
|-----------------|------------|-------------------|
| Specialty Field | Industry | Business Function |
| Level 7 | | |
| Level 6 | | |
| Level 5 | | |
| Level 4 | | |
| Level 3 | | |
| Level 2 | | |
| Level 1 | | |

Description of Job Category

Contributes to the realization of customer's business strategies and visions, and problem solving, and supports the business judgment of IT investment by implementing the counseling, proposal and advice for customer's management strategies, business strategies, IT strategy formulation with use of knowledge and consulting methodology. Has responsibility for values and effects brought by the proposal, customer satisfaction, feasibility, and etc.

In the IT investment phases, formulation of management strategies (formulation of vision and goal, formulation of business strategies) and Strategic information planning (Problem clarification and analysis (business and IT)) are the main activity areas. Performs the following:

- Formulation of management strategies
 - Proposal for goals and visions
 - Advice for formulation of business strategy
- Strategic information planning
 - Advice for solution formulation

This job career category is classified into the following specialty fields.

●Industry

Presents solutions by utilizing expertise that is the source of differentiation for competition and service in each industry (for example, industrial sector, financial sector, and public sector)

●Business Function

Presents solutions by utilizing expertise that is the source of differentiation for competition and service, common to all industries (for example, accounting, personnel affairs and IT governance)

Key Performance Indicator Consultant

Key Performance Indicator: Consultant

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Key Performance Indicator: Consultant

| Specialty Field | Industry | Level 6 |
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| <p>[Business Contribution]</p> <p>●Responsibilities</p> <p>Leads consulting team and has responsibility for the value and effects brought by the proposal, customer satisfaction, feasibility and etc., as a person responsible for the whole consulting project utilizing industrial specialty in phases of management strategy formulation. Has experience and performance of achieving successful consulting project three times or more (At least one project must meet the complexity and size of Level 6 and others can be of Level 5 or more).</p> <p>●Complexity</p> <p>Has experience and performance of achieving success utilizing industrial specialty in consulting projects with four or more of following complexity criteria</p> <ul style="list-style-type: none"> <input type="checkbox"/>Has innovation in transformation solutions, or has lots of problems with solution itself <input type="checkbox"/>Has lots of business, organizations and operations as targets for transformation, and has lots of users <input type="checkbox"/>Has not made clear agreement on transformation scope with customer <input type="checkbox"/>Has large degree of customer resistance to transformation <input type="checkbox"/>Has stakeholders related to decision making over multiple business and organizations <input type="checkbox"/>Has consulting projects comprised of complicated organizations which have lots of role sharing with customer and many collaboration with business partners <input type="checkbox"/>Required to attain the goal in an extremely short term <input type="checkbox"/>Has multiple countries as targets for transformation <input type="checkbox"/>Has large degree and effect of transformation <input type="checkbox"/>Has uncertainty or noncompliance of customer commitment <input type="checkbox"/>Has high-risk contract condition on business <p>●Size</p> <p>Has experience and performance of achieving success, utilizing industry specialty based on consulting methodology in consulting projects with either one of the following size.</p> <ul style="list-style-type: none"> <input type="checkbox"/>Manages multiple consulting teams with annual sales value of 100 million yen or more or 3 or more members <input type="checkbox"/>Manages multiple consulting teams with annual sales value of 30 million yen or more or 2 members or more, and with 7 or more of above complexity criteria <p>[Professional Contribution]</p> <ul style="list-style-type: none"> -Holds the high specialty in either one of the following consulting area sufficient to guide others and leads the industry. <ul style="list-style-type: none"> <input type="checkbox"/>Industry specific specialty <input type="checkbox"/>Consulting business strategy formulation <input type="checkbox"/>Proposal activities of consulting business <input type="checkbox"/>Consulting methodology formulation -Has performance in four or more items of following expertise succession. <ul style="list-style-type: none"> <input type="checkbox"/>Activities in professional community such as academic society and committee <input type="checkbox"/>Publication of a book <input type="checkbox"/>Publication of a paper outside the company <input type="checkbox"/>Publication of a paper within the company <input type="checkbox"/>Instructor outside the company <input type="checkbox"/>Instructor within the company <input type="checkbox"/>Filing of a patent application -Develops subordinates (by mentoring, coaching and etc.) | | |

Key Performance Indicator: Consultant

| Specialty Field | Industry | Level 5 |
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Key Performance Indicator: Consultant

| Specialty Field | Industry | Level 4 |
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Key Performance Indicator: Consultant

| Specialty Field | Business Function | Level 7 |
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