



Skills Architecture for Future-Ready Talent Strategy

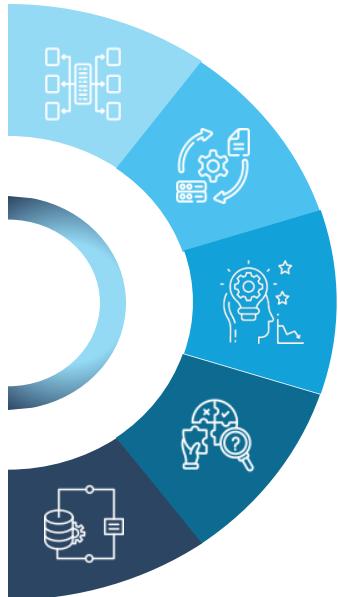
This document outlines Draup's Skills Architecture framework for Denso, covering workload-role-skill mapping, technology integration strategy to transform its workforce.

May 2025

DRAUP'S BLUEPRINT TO DEVELOPING A ROBUST SKILLS ARCHITECTURE

WORKLOAD MAPPING

Workload mapping empowers organizations to see how roles might change with technology and identifies the critical tasks that define each role's value



WORKLOAD TRANSFORMATION

Identification of job activities that can be streamlined (or even eliminated) and where employees might need to upskill or refocus

SKILLS TAXONOMY BUILDING

A comprehensive view of capability requirements for each function that serves as the basis for designing job family groupings and for identifying commonalities or gaps across roles

BENCHMARKING & GAP ANALYSIS

Identification of critical capability gaps and ensuring the redesigned job architecture aligns with evolving market standards and future-focused benchmarks

TECHNOLOGY INTEGRATION

Designing a living system by integrating the new work ontology and career pathing framework into the organization's enterprise HR platform

Key Takeaways

01

A unified skill framework supports consistent role definitions across departments, driving transparency and workforce planning

02

Mapping current and emerging skills to roles enables organizations to launch personalized, future-ready training interventions

03

Continuously aligning roles with evolving skill requirements fosters internal mobility and reduces dependency on external hiring

Draup's Approach – Skills Taxonomy: Draup's approach to curating a skill-based taxonomy integrates both core and soft skills. This taxonomy is aligned with major labor board classifications, including BLS, ESCO, and others, ensuring comprehensive and standardized skill mapping across industries



Occupation
Job occupation refers to a specific work or profession that an individual engages in to earn a living. It often involves a set of related tasks and responsibilities within a particular field or industry. Job occupations have been categorized based on industry-standard classification and have drawn inspiration from the O*NET mapping by the Bureau of Labor Statistics (BLS).

Job Family
A high-level categorization of roles that share common functions, responsibilities, and skill sets within an organization.

Job Role
A specific designation for a role that reflects its primary responsibilities, skill requirements, and career level within the organization.

Job Role Levels
Represents the hierarchical position of a role within an organization, indicating scope of responsibility, decision-making authority, and expected experience

Workload
A decomposed summary based on competencies and responsibilities involves breaking down the tasks and duties required for a role into specific competencies, skill sets, and responsibilities, enabling a detailed understanding and effective management of workload distribution, resource allocation, and performance evaluation within the organization.

Tasks
Specific activities and duties performed within a job role that contribute to achieving business objectives and fulfilling job responsibilities

Skills
Based on a study of Job Responsibilities, skills are identified that are critical for the day-to-day responsibilities of roles across industries. This was further augmented by deep research by Draup experts into the core responsibilities and workloads identified. Draup also references research papers, forums, and other sources to identify emerging skills.

Root Skills

Root Skills are the most foundational and essential capabilities required for a role, serving as the foundation for mastering all specialized and advanced skills.

Core Skills

Core skills are defined as the skills critical for the day-to-day responsibilities of various job roles across industries.

Soft Skills

Soft skills are personal attributes that relate to how an individual interacts with others and approaches their work.

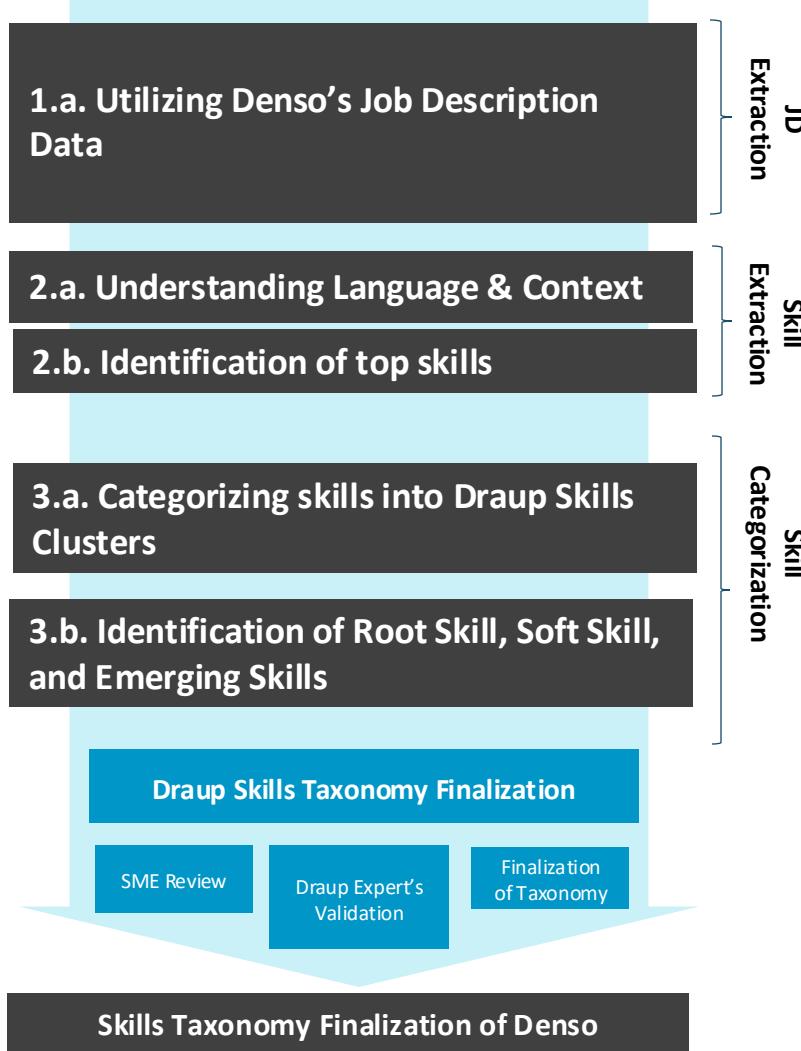
Digital Tech Stack

Digital Products are a set of software tools and technologies used to build and operate applications or services.

Methodology for Skills Taxonomy Development: Draup employs a robust methodology utilizing ML models to identify the top skills at Denso & integrate various insights at a Role and Skill Level



Process Workflow



Draup Methodology for Skills Taxonomy Formulation

- 1. Denso's shared JD database with Draup for analysis:** Draup will leverage Job Descriptions that Draup curates in collaboration with Denso to identify Skill level insights for each Job Role.
- 2. Skills Aligning to Draup Skills Taxonomy:** Draup's extensive Skills Library, comprising 17,500+ skills, enables precise alignment of job descriptions with industry-specific competencies, ensuring a structured and data-driven skills taxonomy.
- 3. Extracting Skills from JDs:** Draup's ML models will study the JD and Draup's skill database will be leveraged to identify and extract skillsets required from each JD.
- 4. Identification of Root, and Soft Skills:** Draup's proprietary Named Entity Recognition (NER) Model extracts and standardizes skills from 850M+ job descriptions to identify Root & Soft Skills.
- 5. SME Review:** Denso's stakeholders conduct a critical review of identified skills to enhance accuracy and business relevance
- 6. Draup Experts Validations:** Draup's research team employs advanced big data models and human intelligence to validate and refine the skill taxonomy for strategic workforce planning.

Draup Data Assets

| | | | | |
|--------------------------|-----------------------|------------------|---------------|----------------|
| 1.5 Million+ Enterprises | 800 Million+ Profiles | 850 Million+ JDs | 195 Countries | 17,500+ Skills |
|--------------------------|-----------------------|------------------|---------------|----------------|

Note: Draup's extensive profile corpus of 800 M professionals has been leveraged to extract skills

*Regional & Vernacular language data is translated

Workloads of Sales Function: Draup has identified key workloads, and skills associated with each area for Sales Professionals in Denso



| Key Tasks | Key Workloads | Skills |
|-------------------------------------|--|---|
| Dealer Relations | <ul style="list-style-type: none"> Ensure dealers are fully compliant with all requirements Assist dealers with retail customer calls & enhance dealer/manufacturer profile. | <ul style="list-style-type: none"> Identify and remediate operational inefficiencies across the dealership value chain Build relationships with dealer through credibility |
| Account Management | <ul style="list-style-type: none"> Develop sales plans that address current and future needs Understanding of customer requirements, needs, and situations. | <ul style="list-style-type: none"> Orchestrate enterprise-level performance by aligning functional priorities Embed a customer-centric operating model by institutionalizing experience-driven KPIs and continuous feedback |
| Sales Strategy & Support | <ul style="list-style-type: none"> Develop business processes, reporting methods, and other metrics according to KPIs that could be standardized and scaled. | <ul style="list-style-type: none"> Implement targeted retention strategies to maximize long-term customer value Provide the most overall value to customers. |
| Business Development | <ul style="list-style-type: none"> Develop strategies, goals, objectives, structure, and tactical actions to achieve market share targets. Assist dealers in closing deals with end-users. | <ul style="list-style-type: none"> Maintain and develop superior vendor relationships for Aftersales market (Parts, Service, customer training) . |
| Channel Sales | <ul style="list-style-type: none"> Develop B2B solutions, and services offerings for strategic accounts. Handle conflict and provide issue resolution through a strategic approach. | <ul style="list-style-type: none"> Analyze channel feedback to extract insight and enhance the value of products and services offered. |

Workload Transformation with Generative AI in Sales Function: Sales professionals must adapt to a new era of workloads leveraging Generative AI and AI tools to streamline Account Management, Business Development, Channel Sales, and other areas



Across Multiple Sales Practice Areas, Gen AI-based skills will Play a Pivotal Role in Transforming critical Workloads to Improve overall Efficiency

| Key Tasks | Existing Workload | Transformed Workloads with GAI | Generative AI Skills |
|-------------------------------------|---|--|--|
| Dealer Relations | <ul style="list-style-type: none"> Ensure dealers are fully compliant with all requirements Identify and remediate operational inefficiencies across the dealership value chain | <ul style="list-style-type: none"> AI-driven document intelligence and regulatory mapping—powered by NLP and rules-based engines—enable real-time compliance assurance and audit readiness | <ul style="list-style-type: none"> Natural Language Processing Anomaly Detection Sentiment Analysis |
| Account Management | <ul style="list-style-type: none"> Understanding of customer requirements, needs, and situations. Embed a customer-centric operating model by institutionalizing experience-driven KPIs and continuous feedback | <ul style="list-style-type: none"> Utilizing AI-driven Customer Experience (CX) platforms to monitor customer by feedback analysis, support ticket patterns, and predictive analytics. | <ul style="list-style-type: none"> Predictive Analytics Customer Behaviour Modelling Data Interpretation |
| Sales Strategy & Support | <ul style="list-style-type: none"> Develop business processes, reporting methods, and other metrics according to KPIs that could be standardized and scaled. Implement targeted retention strategies to maximize long-term customer value | <ul style="list-style-type: none"> AI-powered process mining and intelligent automation are enabling dynamic workflow optimization and real-time KPI tracking across scalable business units | <ul style="list-style-type: none"> Customer Data Management Retention Modelling Personalization Engine |
| Business Development | <ul style="list-style-type: none"> Develop strategies, goals, objectives, structure, and tactical actions to achieve market share targets. Assist dealers in closing deals with end-users. | <ul style="list-style-type: none"> Conversational AI and sales enablement engines leverage behavioral analytics and real-time data to personalize buyer journeys and accelerate deal closures | <ul style="list-style-type: none"> Predictive Lead Scoring Customer Segmentation Customer Behaviour Analytics |
| Channel Sales | <ul style="list-style-type: none"> Develop B2B solutions, and services offerings for strategic accounts. Handle conflict and provide issue resolution through a strategic approach. | <ul style="list-style-type: none"> AI-driven telematics and precision agriculture data are used to design customized packages for large-scale farms. | <ul style="list-style-type: none"> Conversational AI Systems Insight Generation |

Automation of Sales Functions: Functions such as Lead Generation, Intelligent Pricing, Sales Reporting, and Aftersales Support are evolving with the advent of technological tools such as Smartwriter.ai, Symson, Alteryx, and Zendesk



| Tasks | Description | Tools* |
|-----------------------|---|-------------------------------------|
| Lead Generation | <ul style="list-style-type: none"> AI enhanced Sales qualified leads (SQLs) are closer to the Ideal Customer Profile, identified & ranked by analyzing customer data and behavior patterns leading to high conversion rate | {lyne} Smartwriter.ai leadiQ |
| Customer Segmentation | <ul style="list-style-type: none"> AI models trained to use ML techniques such as classification, clustering, and regression to analyzes real-time interactions, assesses their intent, and qualifies and segregates leads | exceed albert BY ZOOMD Customers.ai |
| Lead Engagement | <ul style="list-style-type: none"> Sales Assistant bots, using conversational AI, engage with customers across channels, analyze intent, qualify leads, and send personalized messages to ensure continuous lead engagement | haptik kore.ai COPILOT AI |
| Intelligent Pricing | <ul style="list-style-type: none"> ML optimizes global pricing strategies by aggregating data from multiple sources for profit maximization through value-based pricing and optimal tiering | nexocode symson Sniffie |
| Sales Reporting | <ul style="list-style-type: none"> Real time sales reports can be setup using Automatic Data Syncing which significantly reduces time & resources, also reduces data errors and dataset auto-updates post sale closure | Coefficient alteryx CONVIN |
| Performance Tracking | <ul style="list-style-type: none"> Sales automation tools support Sales Performance Management (SPM) by tracking key sales activities, including calls, emails, client responses, demos, sales, and pipeline progress | CaptivateIQ Xactly Incent® kennect |
| Aftersales Support | <ul style="list-style-type: none"> AI-powered ticketing platforms automate simple tasks, enhance customer experience by understanding inquiries through NLP & Intent recognition, eliminating duplicates & backlogs | zendesk Zoho Desk gnani.ai |
| Sales Forecasting | <ul style="list-style-type: none"> Automated sales forecasting tools streamline and analyze data from multiple sources, using statistical & ML models to identify trends, provide sales forecasts for pipeline management | zylem GONG aviso |

Note: We have sourced the data from Draup's ML model that tracks 2M+ industry reports, news articles, publications and digital intentions of companies.

*The mentioned tools are not necessarily relevant to AGCO industry and are emerging sales function across industries.

Sales Skills Taxonomy: Draup leveraged Denso job descriptions and Draup's proprietary skills database to identify and map core skill sets like Dealer Compliance Management, Needs Analysis, KPI Reporting for the Sales function



| Function Name | Root Skills | | | | | Soft Skill |
|---------------|-----------------------------------|--------------------------------------|-------------------------------|-----------------------------|---------------------------------------|---------------------------|
| | Dealer Relations | Account Management | Sales Strategy & Support | Business Development | Channel Sales | |
| Sales | » Partner Relationship Management | » Needs Analysis | » Customer Retention Strategy | » Sales Planning | » Customer Feedback Analysis | » Credibility |
| | » Pain Point Analysis | » After Sales Support | » Process Development | » Sales Closing | » Value Proposition | » Negotiation |
| | » Dealer Compliance Management | » Performance Analysis | » Management Reporting | » Sales Pipeline Management | » Business To Business (B2B) Strategy | » Client Issue Resolution |
| | » Settlement Management | » Customer Satisfaction Score (CSAT) | » KPI Reporting | » Market Share Analysis | » Conflict Management | » Written Communication |
| | » Warranty Management | » Client Requirement Management | » Process Standardization | » Vendor Relations | » Inside Sales | » Problem Solving |
| | » Dealer Assistance | » Strategic Account Management | » Business Strategy | » Solution Development | » Distribution Strategies | » Strategic Thinking |
| | » Retail Call Management | » Rebate Management | » Brand Awareness | » Competitive Intelligence | » Demand Forecasting | » Leadership |
| | | | | | | » Planning |
| | | | | | | » Initiation |
| | | | | | | » Collaboration |

Digital Stacks Enabling Core Skills



Skills Workload Contribution: Deep dive analysis of key skills significantly contributing to the workload of some of the Key Sales functions



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| Key Skills | Dealer Relations | Account Management | Sales Strategy & Support | Business Development | Channel Sales |
|------------------------------------|------------------|--------------------|--------------------------|----------------------|---------------|
| Demand Forecasting | Medium | Medium | High | High | High |
| Distribution Strategies | Low | Medium | Medium | Medium | High |
| Inside Sales | Medium | Medium | Medium | Medium | High |
| Conflict Management | Medium | Medium | Medium | Medium | High |
| B2B Strategy | Medium | Medium | High | High | High |
| Value Proposition | Medium | Medium | High | High | High |
| Customer Feedback Analysis | Low | Medium | Medium | Medium | High |
| Vendor Relations | Low | Medium | Medium | High | Medium |
| Market Share Analysis | Low | Medium | High | High | Medium |
| Sales Pipeline Management | Low | Medium | Medium | Medium | Medium |
| Sales Closing | Low | Medium | Medium | High | High |
| Customer Retention Strategy | Low | Medium | High | High | Medium |
| Sales Planning | Low | Medium | High | Medium | Low |
| KPI Reporting | Medium | Medium | High | Medium | Medium |
| Rebate Management | Medium | High | Medium | Medium | Medium |
| Client Requirement Management | Medium | High | Medium | Medium | Medium |
| Customer Satisfaction Score (CSAT) | Medium | High | High | Medium | Medium |
| Performance Analysis | Medium | High | High | Medium | Medium |
| After Sales Support | Medium | High | Medium | Medium | Medium |
| Needs Analysis | Medium | High | Medium | High | Medium |
| Retail Call Management | High | Medium | Low | Low | High |
| Dealers Assistant | High | Medium | Low | Low | Medium |
| Warranty Management | High | Low | Low | Low | Low |
| Pain Point Analysis | High | High | Medium | Medium | Medium |
| Partner Relationship Management | High | Medium | Low | High | Medium |

Note: Draup tracks 850Mn+ professional profiles and 400Mn+ Job descriptions annually; This data was leveraged to identify the skill workloads. The data is derived from DRAUP's Proprietary Talent Module, updated in Nov 2024. High, Medium, and Low are relative comparisons that are curated based on JD analysis

Indicated Skills (High, Medium, Low) Workload Contribution

Skills Benchmarking with Peers: The skills utilized by top peers are homogeneous with one another; Top Denso Peers are leveraging critical Emerging Skill sets across Sales and Marketing Functions to drive better outcomes



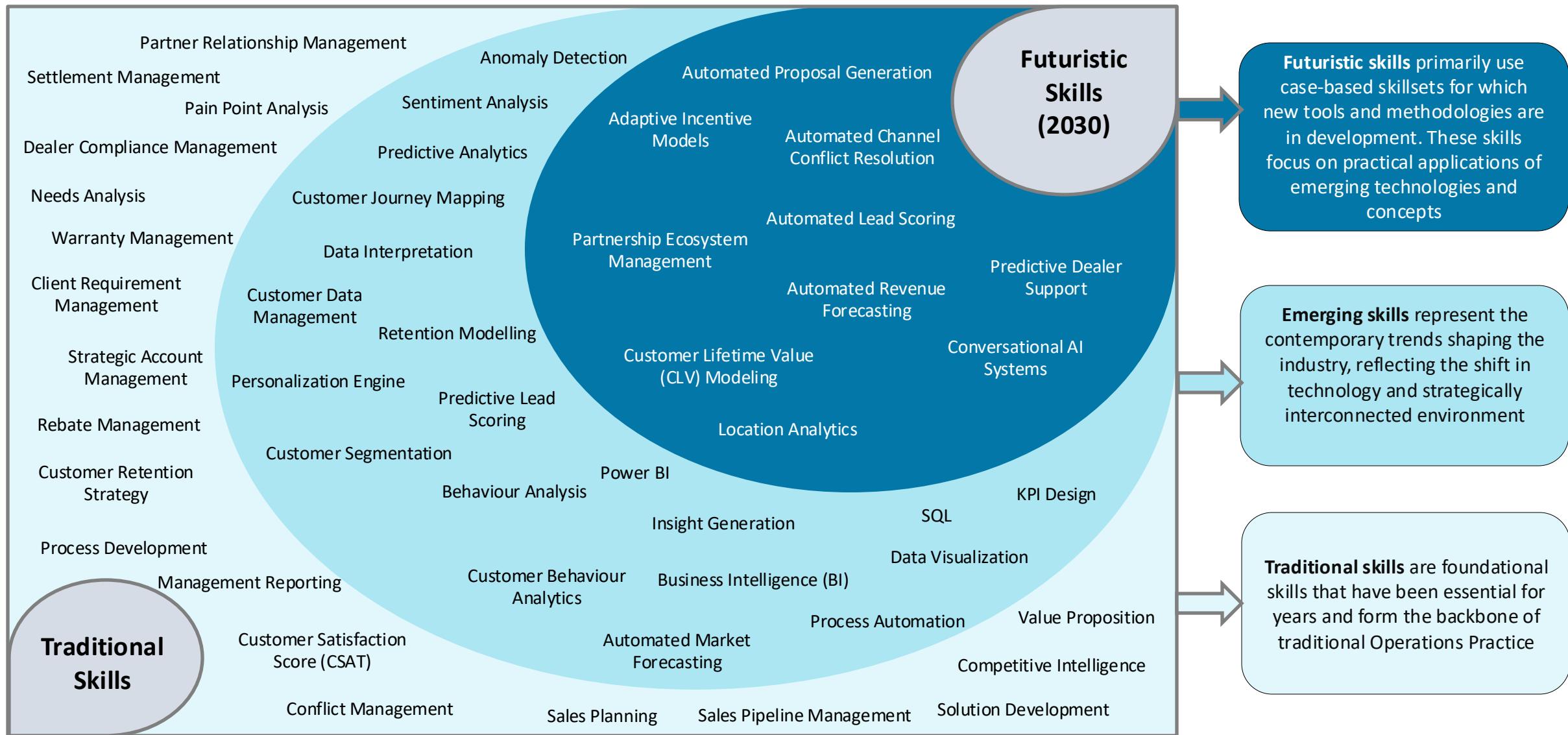
| JOB ROLES | LEAR CORPORATION | ZF | Valeo |
|-------------------|---|--|--|
| Sales Manager | Budgeting Case Analysis Cost Drivers Sales Management Contract Review Sales Planning Negotiation SAP Sales | Business Development Sales Planning Fleet Management Outside Sales Customer Experience Management Trade Show Management Sopro | Sales Strategy Pricing Strategy Supplier Development PowerBI Salesforce Sales Cloud ADAS Sales |
| Account Manager | Account Management Sales Presentation Trade Show Management Customer Support Pricing Strategy Product Design KPI Tracking Salesforce, Cashflow Accounting Software | Budgeting Accounts Receivable (AR) Request For Quotation (RFQ) Market Analysis Project Management Voice Of The Customer Salesforce | Project Management Negotiation Upselling Cross Selling Sales Support SAP ERP Logistics Coordination |
| Marketing Manager | Market Research Brand Marketing Cost Drivers Advertising Product Positioning Google Analytics | Product Marketing Market Research Sales Enablement Product Positioning Content Creation Market Analysis Pardot | Business Intelligence Customer Centric Approach Market Research Brand Marketing Advertising Demand Planning Google Analytics |

Note: The information is extracted from DRAUP's Proprietary Talent Module, and publicly available JDs to analyze skills and tools in peers. The Skills and tools listed are not exhaustive.

Skills Occurrence Frequency required in Peer JDs Over the Last Year

High Medium Low

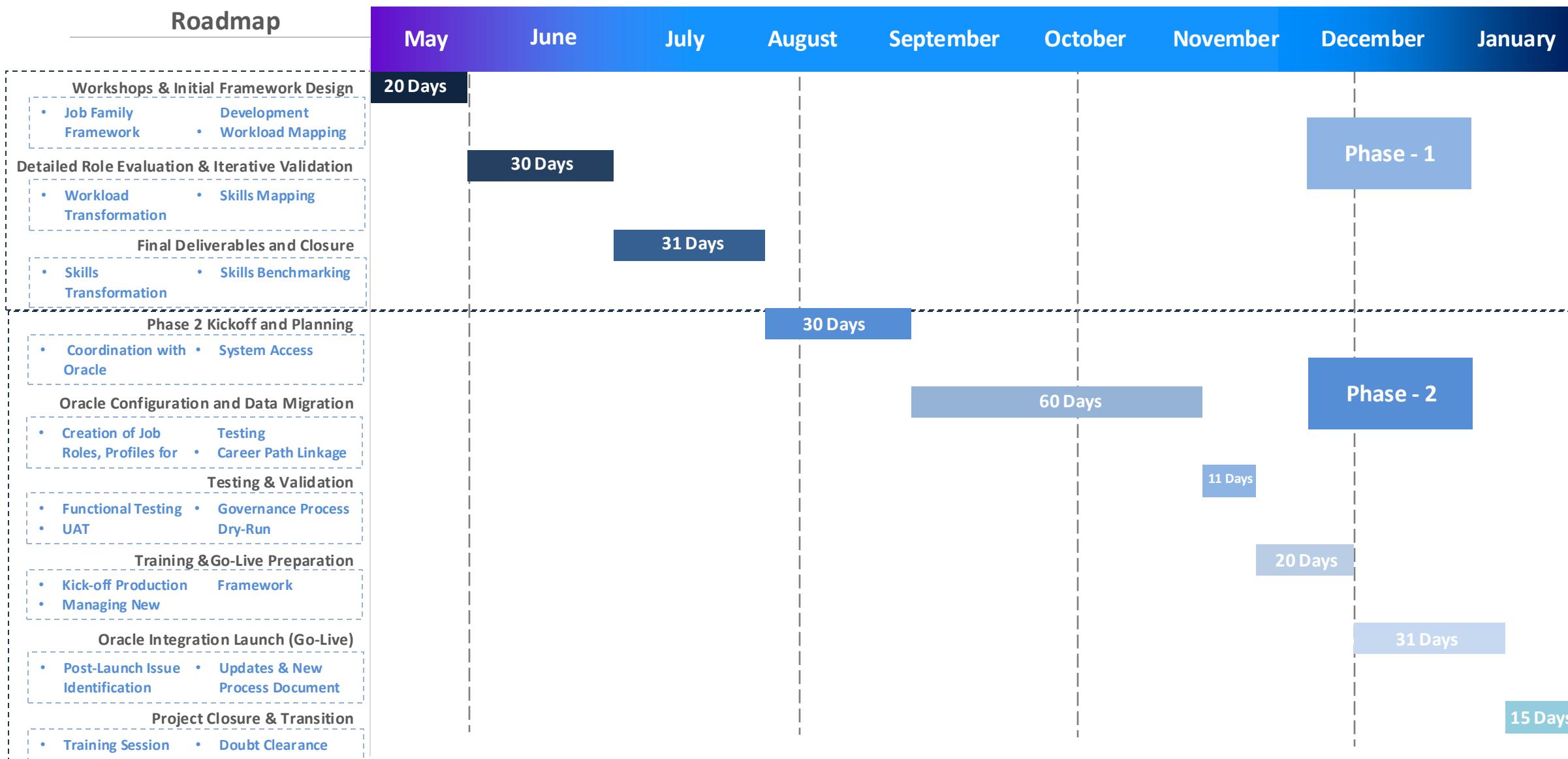
Skills Evolution of the Sales Job Function: Draup notes a shift towards the demand for Data Visualization and AI-assisted Proposal Generation skills in Sales professionals, with Automation and Generative AI poised to reshape future skill requirements further



Source: Research conducted by Draup, articles mined across different sources such as historical Job Opening Data, Annual Reports, Industry Publications, and a multitude of surveys

Note: The list of Skills are not exhaustive

Project Timeline: Draup aims to deliver the complete analysis in a dynamic format, providing regular weekly updates on work progress, with an approximate timeline of 35 weeks for project completion



| Phases | Phase I Building the Skills Architecture | Phase II Integration and Implementation | Recurring Costs | |
|------------------|---|---|---|--|
| | | | Skills Architecture Refresh | Technical Maintenance |
| Description | Draup will design a comprehensive job architecture across R&D, Green, Peace of Mind, and Sales functions to streamline existing roles by identifying overlaps and gaps, redefining responsibilities, and embedding critical skills—especially in AI, automation, electrification, and connectivity. | Draup will embed DENSO's new job family framework, roles, and skills ontology into the Oracle HCM Cloud platform, ensuring full system alignment and leveraging Phase 1 data. | Includes a refresh of the Denso Skills Ontology based on the addition of new roles and/or changes in skills required. This will also include improvements made by Draup through the coverage of new skills identified and their relevance to Denso. | Includes maintenance and support of Oracle integration, upgrading APIs, Security Protocol, etc., and ensuring the pipeline between Draup and Oracle HCM cloud to integrate data runs smoothly and is updated on pre-agreed intervals, Data and Security Governance |
| Engagement Cost* | \$120,000* *(\$1000 Price for each Additional Role/JD) | \$250,000 | \$50,000/Year | \$150,000/Year |



HOUSTON | BANGALORE

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Draup Data Exchange Capability (Phase 2): Draup can exchange the data either via APIs or custom data feeds that can be dropped into a storage location and a format of preference



All the datasets on the Draup platform are available for our clients as an API or a custom data feed. Based on your requirements and the volume of data you want to consume, the Draup Engineering team can advise on the optimal structure of data partnership.



A custom data feed with a client-requested dataset at a pre-defined frequency can be created by Draup and pushed to the client systems in any format. Any custom column or transformation can also be performed on the feed based on client requirements. This solution requires lower development effort on the client side.



A metafile containing the schema will be shared describing the data type and description for all the elements (columns) in the feed.



The process will be scheduled to run at pre-agreed intervals



The file will be pushed in Parquet, Avro, CSV, TSV, JSON, or any other format required by the client



The location of the push can be an SFTP location or shared Azure Blob storage, AWS S3, etc.



Draup IAM user will need to have to write privileges on the storage location



Draup will ensure data security during the push process



An automated email with data statistics will be shared with all relevant stakeholders after every successful push

Data Push Process to Data Lake

Incremental Refresh

- An initial file will be provided which contains all the data elements that are valid as of time when the feeds gets published
- An incremental feed will be provided on a regular basis which will give an action type for every record (i.e. newly inserted, updated, deleted, etc.)

Feed Types

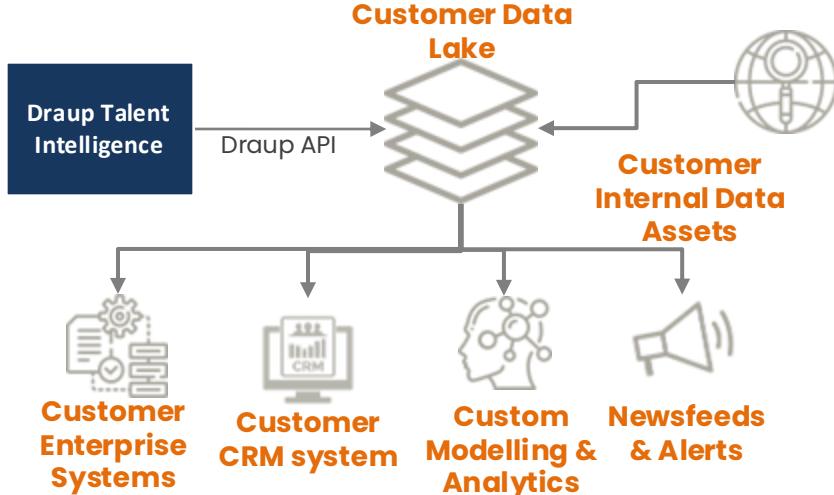
- Draup will send a complete refresh for all the data elements with each feed
- The file will contain the values in absolute format
- There will be no distinction of data from previous feeds

Complete Refresh

1

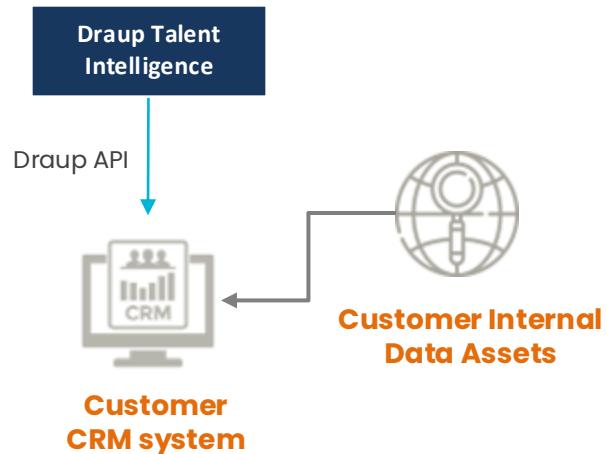
API Integration

Integrate Draup data into Customer Data Warehouse



- Gain flexibility to integrate data from Draup with other third-party sources and internal data assets in the Customer data lake without any third-party dependency
- Capability to integrate data into multiple use cases, including data integration into CRM, Internal Enterprise systems, custom dashboards, analytics and modeling of data for internal projects, news feeds and alerts, etc.
- Ability to customize datasets and taxonomies suited to the needs and workflows of the end users

Integrate Draup data directly to CRM system



- Empower commercial teams with comprehensive insights by integrating internal data with the external intelligence from Draup
- Seamless integration without disrupting the workflow of the talent teams
- Ability to integrate with internal data assets through the CRM system
- Ability to customize datasets and taxonomies suited to the needs and workflows of the end users

2

CRM Integration

Draup App access through Salesforce Integration

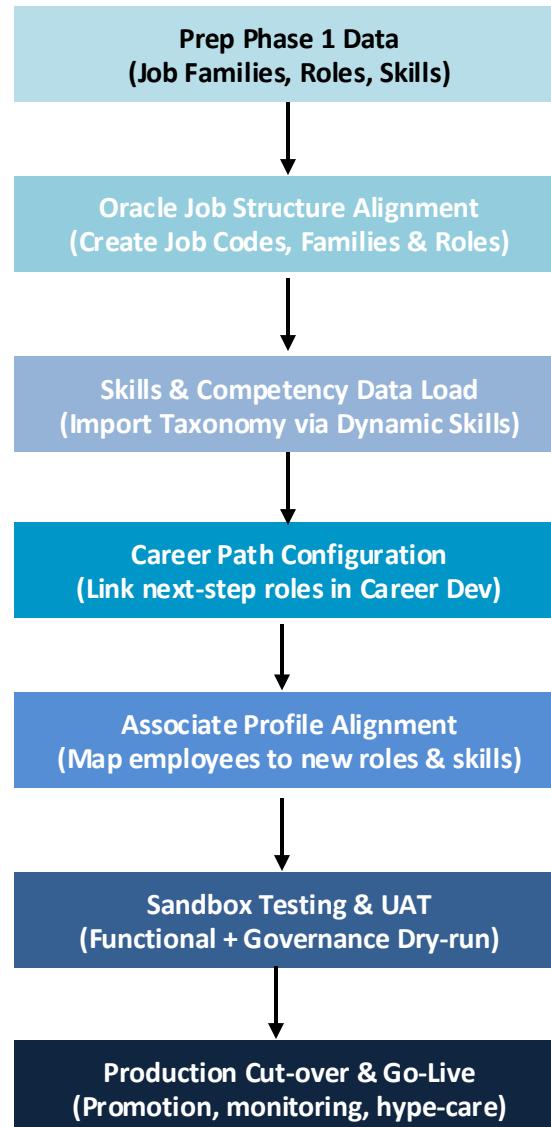
- Unified Talent team experience with Draup integration into Salesforce
- Integrate rich intelligence into Salesforce directly from the Draup App
- Integration and customization support as per requirements

3

ATS Integration

Connect Draup with your Greenhouse ATS, empowering you to effortlessly move candidate information from Draup and transform it into detailed candidate profiles within Greenhouse. These profiles encompass insights such as professional and educational backgrounds.

Draup will be ready with Microsoft & other CRM integration in the next few months



PREP PHASE-1 DATA

Consolidate the foundational job architecture created in Phase 1—including job families, roles, and skills taxonomy—for system-ready formatting.

ORACLE JOB STRUCTURE ALIGNMENT

Map each new job family and role to Oracle's job/position framework. Create job codes, titles, descriptions, and define reporting hierarchies.

SKILLS & COMPETENCY DATA LOAD

Upload curated skill and competency data into Oracle's Profile Management or Dynamic Skills module, associating them with each role.

CAREER PATH CONFIGURATION

Configure Oracle's career development module to reflect designed progression paths—both linear and cross-functional—for key roles.

ASSOCIATE PROFILE ALIGNMENT

Update employee profiles to align with new roles and map their existing skills to the revised taxonomy for better role-skill matching.

SANDBOX TESTING & UAT

Deploy and validate the new framework in a test environment. Simulate employee profiles to ensure correct role linkages and permissions.

PRODUCTION CUT-OVER & GO-LIVE

Launch the integrated architecture in Oracle HCM Cloud, with promotion, monitoring, and hyper-care support to ensure a smooth transition.