RFP Response: Scope of Work (SoW) for Future Focused Organization

Pilot: R&D Engineering, Green Engineering, Peace of Mind Engineering, Sales

Table of Contents

Phase 1 – Design and Evaluation

Introduction

DENSO North America is embarking on a "Future Focused Organization" initiative to transform its workforce in line with rapidly evolving automotive technologies. This Scope of Work (SoW) outlines Phase 1 (Design and Evaluation) of a workforce transformation pilot covering four critical areas: R&D Engineering, Green Engineering, Peace of Mind Engineering, and Sales. The project will span DENSO's operations across the United States, Canada, and Mexico, reflecting the company's advanced manufacturing and automotive engineering environment. Phase 1 will leverage Draup's Skills Architecture methodology to design a modern job architecture and evaluate current roles and skills within the pilot areas. The approach is tailored to DENSO's context as a leading automotive technology manufacturer, aligning with the company's "Green" (environmentally friendly) and "Peace of Mind" (safer world for all) values. This SoW details the planned activities, deliverables, timeline (targeting completion by July 2025), and vendor commitments for Phase 1.

Objectives

The objectives of Phase 1 – Design and Evaluation are to:

- **Design a Future-Ready Job Architecture**: Develop a clear and comprehensive job family framework for R&D, Green, Peace of Mind, and Sales functions, reflecting DENSO's business goals and advanced manufacturing context.
- **Streamline Roles and Responsibilities**: Evaluate existing job families and positions to identify overlaps or gaps, and define streamlined roles with updated responsibilities and required skills for each pilot area.
- **Incorporate AI and Emerging Skills**: Integrate insights on AI and digital technologies into the job design, ensuring roles and skills are aligned with innovations in automotive engineering (e.g. automation, electrification, connectivity).
- **Validate with Stakeholders**: Implement a robust validation process involving DENSO's stakeholders (HR, business leaders, and subject matter experts) to ensure the new frameworks and role definitions are accurate, practical, and accepted across the organization.
- **Establish Governance for Sustainability**: Propose a governance model to maintain and update the job architecture over time, positioning DENSO for continuous workforce evolution beyond the pilot.

Approach and Methodology

Phase 1 will be executed using Draup's proven Skills Architecture methodology, which provides a data-driven, AI-enabled approach to workforce transformation. We will apply the following step-by-step method to design and evaluate DENSO's job architecture:

1. **Data Aggregation and Standardization**: We gather relevant role data from DENSO's internal sources (e.g., existing job descriptions, competency frameworks, organization charts) across the U.S., Canada, and Mexico. This information will be aggregated and standardized using AI to reconcile regional terminology and format differences. By creating a clean, unified baseline of all R&D, Green, Peace of Mind, and Sales roles in scope, we establish a foundation for a skill-first

analysis. Draup's extensive global job data repository will enrich internally provided data to ensure completeness and benchmark alignment.

2. **Workload Mapping**: We will deconstruct each role into its component workloads and tasks using proprietary machine learning models. This means analyzing what each position does on a day-to-day basis (e.g. core engineering tasks, project management tasks, customer interaction, etc.) in granular detail. A key outcome of this step is distinguishing which tasks are undergoing transformation due to generative AI or automation, versus those that will continue to require human expertise. This workload mapping empowers DENSO to see how roles might change with technology and identifies the critical tasks that define each role's value. Notably, Draup's workload mapping process categorizes tasks and responsibilities to pinpoint required competencies – grouping them into core technical tasks, soft skills-related tasks, digital tool usage, and emerging technology tasks.

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

Key Areas	Key Workloads		Skills
Dealer Relations	• Ensure dealers are fully compliant with all requirements • Assist dealers with retail customer calls & enhance dealer/manufacturer profile.	• Identify and remediate operational inefficiencies across the dealership value chain • Build relationships with dealer through credibility	• Dealer Compliance Management • Partner Relationship Management • Pain Point Analysis
Account Management	• Develop sales plans that address current and future needs • Understanding of customer requirements, needs, and situations.	• Orchestrate enterprise-level performance by aligning functional priorities • Embed a customer-centric operating model by institutionalizing experience-driven KPIs and continuous feedback	• Customer Satisfaction Score (CSAT) • Strategic Account Management • Needs Analysis
Sales Strategy & Support	• 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 • Provide the most overall value to customers.	• Customer Retention Strategy • Process Development • Management Reporting
Business Development	• Develop strategies, goals, objectives, structure, and tactical actions to achieve market share targets. • Assist dealers in closing deals with end-users.	• Maintain and develop superior vendor relationships for Aftersales market (Parts, Service, customer training) .	• Sales Pipeline Management • Market Share Analysis • Solution Development
Channel Sales	• Develop B2B solutions, and services offerings for strategic accounts. • Handle conflict and provide issue resolution through a strategic approach.	• Analyze channel feedback to extract insight and enhance the value of products and services offered.	• Business To Business (B2B) Strategy • Customer Feedback Analysis • Conflict Management

Figure: Illustrative View of Key Workloads Associated with Critical Job Areas in DENSO

3. **Workload Transformation Analysis (AI Potential):** Building on the mapped tasks, we will analyze how emerging technologies (especially AI and digital automation) can reshape or optimize these workloads. Draup's platform provides an AI Readiness Scorecard that visualizes how existing roles may be augmented or automated. We will identify opportunities to automate low-value or repetitive tasks, enhance decision-making with AI, and refocus roles on high-impact activities like innovation and strategy. This analysis guides strategic decisions on which job activities can be streamlined (or even eliminated) and where employees might need to upskill or refocus, ensuring DENSO's workforce is prepared to leverage AI in engineering and manufacturing. The output of

this step will highlight “AI potential” areas for each job family in the pilot (for example, use of AI-driven design tools in R&D, or AI-based analytics in sales).

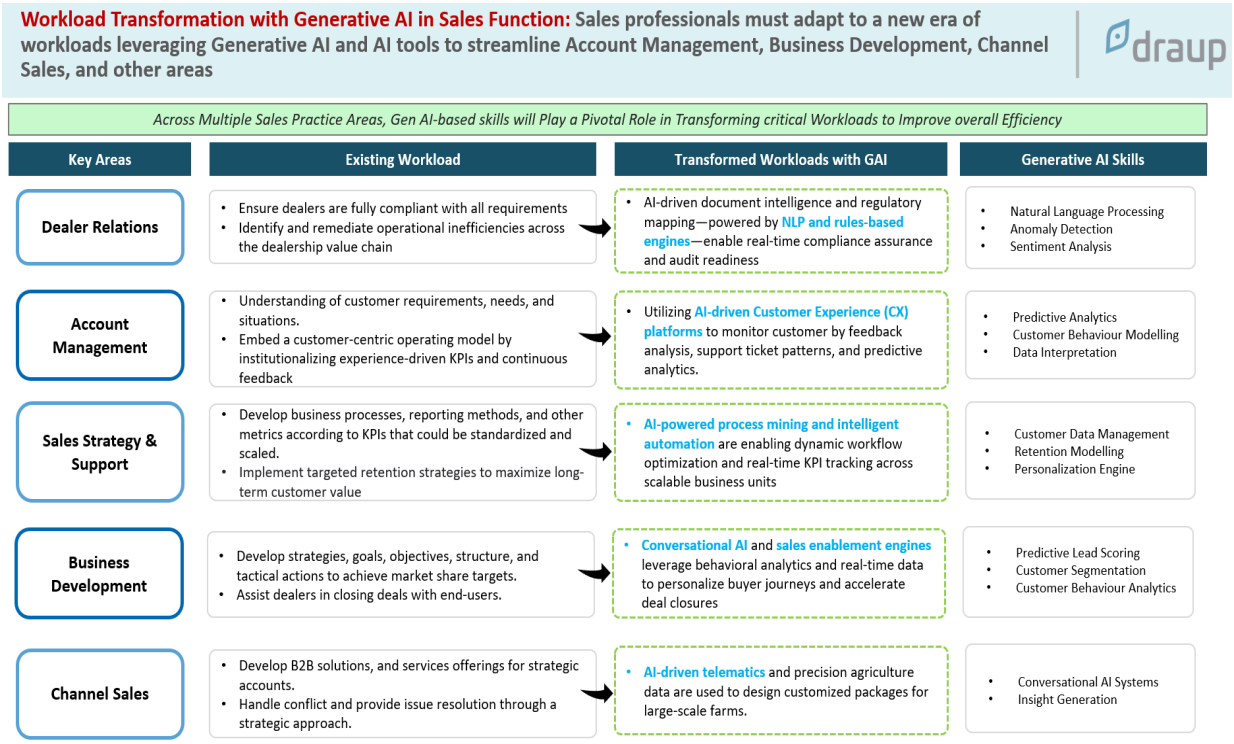

Figure: Illustrative View of Transformation of Workloads through emerging technologies such and Gen AI

4. **Skills Extraction and Taxonomy Building**: Next, we will map the identified tasks to the specific skills and competencies required to perform them. Using Draup’s Skills Taxonomy Builder, each task or responsibility is linked to one or more skill categories – including Root Skills, Core Skills, Soft Skills, and Digital Tech Stack elements. The result will be a structured skills ontology for each role, capturing technical skills (e.g. automotive engineering principles, CAD design, data analysis), soft skills (e.g. communication, problem-solving), and digital skills (e.g. using robotics programming tools or AI software) needed in DENSO’s context. This structured mapping of Workload → Tasks → Skills creates a comprehensive view of capability requirements for each position. It will serve as the basis for designing job family groupings and for identifying commonalities or gaps across roles.

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

Digital Stacks Enabling Core Skills

Figure: Illustrative View of Structured Skills Ontology Developed by Draup

5. **Benchmarking and Gap Analysis**: In parallel with the internal analysis, we will conduct external benchmarking of DENSO's roles against industry peers and best practices. Leveraging Draup's database of millions of job descriptions and talent profiles, we will compare the skills and responsibilities of DENSO's current roles to those in similar advanced automotive engineering and manufacturing organizations. This analysis will help identify critical capability gaps (for instance, if a key skill like model-based systems engineering or EV powertrain expertise is underrepresented in DENSO's R&D roles) and ensure the redesigned job architecture aligns with evolving market standards and future-focused benchmarksfile-cz9m9sgu1dnqrpnnrz6ltm. We will also identify any roles that competitors have (or have consolidated) that DENSO might consider adding or streamlining. The gap analysis informs our recommendations for role updates and training needs.

Throughout these steps, the approach is highly collaborative and iterative. We will use Draup's AI-driven insights in conjunction with DENSO's stakeholder knowledge to craft a job architecture that is both data-driven and customized to DENSO's strategic needs. The figure below illustrates the multi-level skills architecture concept we will use as a guiding framework, breaking down jobs from broad occupations into specific tasks and linking them to skill categories.

Skills Benchmarking with Peers: The skills utilized by top peers are homogeneous to one another; Leading companies are adopting cutting-edge tools to boost their capabilities and their fundamental function

Roles	LEAR CORPORATION	ZF	Valeo
Sales Manager	• Budgeting • Case Analysis • Cost Drivers • Sales Management • Contract Review • Program Management • Sales Planning • Business Negotiation • Tools such as Microsoft Office, SAP Sales	• Business Development • Trade Show Management • Customer Experience Management • Outside Sales • Product Development • Sales Planning • Fleet Management, • Tools such as Salesforce CRM, Microsoft Office, Sopro	• Pricing Strategy • Supplier Development • Sales Strategy • Light Detection And Ranging (Lidar) Sales • ADAS Sales • Tools such as Salesforce Sales Cloud, SAP Sales, MS Office, Power BI
Account Manager	• Account Management • Microsoft Office • Sales Presentations • Trade Show Management • Customer Support • Pricing Strategy • Product Design • Tools such as Salesforce, Cashflow Accounting Software, CXpro	• Market Analysis • Request For Quotation (RFQ) • Project Management • Accounts Receivable (AR) • Product Development • Voice Of The Customer • Sales Planning • Tools such as Salesforce, SAP ERP, MS Office, Cashflow Accounting Software	• Logistics Coordination • Project Management • Sales Support • Upselling • Cross Selling • Negotiation • Tools such as Salesforce, SAP ERP, .MS Office, Power BI
Marketing Manager	• Product Positioning • Market Research • Brand Marketing • Advertising • Voice of Customer • Tools such as Microsoft Excel, Google Analytics.	• Product Marketing • Product Positioning • Content Creation • Market Analysis • Product Strategy • Sales Enablement • Market Research • Tools such as Google Analytics, HubSpot, Pardot, Dot digital	• Business Intelligence • Customer Centric Approach • Demand Planning • Brand Marketing • Advertising • Tools such as Microsoft Excel, SAP ERP, Google Analytics.

Figure: Illustrative View of Skills Benchmarking & Gap Analysis

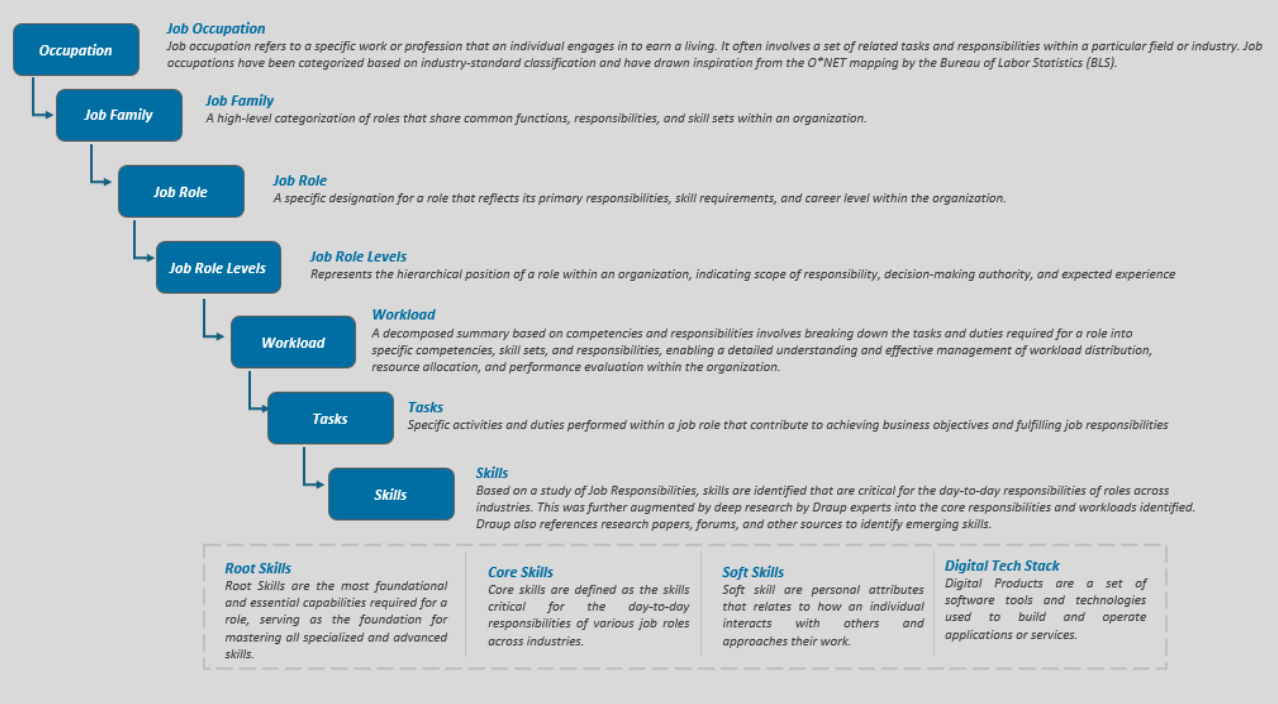

Figure: Draup's expanded Skills Architecture concept outlines a multi-level job framework from Occupation down to specific Skills. In this approach, broad job categories (e.g. engineering occupations) are broken into Job Families and specific Job Roles (and sub-levels), which are further decomposed into workloads and tasks. Each task is mapped to required skill sets – classified into Root Skills, Core Skills, Soft Skills, and Digital Tech Stack elements – creating a holistic ontology of roles and competencies. This comprehensive structure will guide the design of DENSO's job family

frameworks and ensure alignment between job responsibilities and required skills in an advanced automotive engineering context.

1. Workshop and Framework Design

In the initial stage of Phase 1, we will conduct focused workshops with DENSO stakeholders to design the job family framework for the pilot functions. These workshops will bring together HR leaders, functional managers from R&D, Green, Peace of Mind, and Sales, and our consulting team to collaboratively develop the structure of the future job architecture. We will review DENSO's existing job classifications and organizational charts, then introduce insights from the data analysis (workload and skills mapping) to inform the discussion.

Each workshop will aim to define and agree on the grouping of roles into coherent Job Families and levels. For example, within R&D Engineering we might identify sub-families (such as Product Design, Software Engineering, or Test Engineering) and within Sales we might distinguish between Technical Sales and Key Account Management roles. We will leverage Draup's extensive database and taxonomy templates to validate the framework design – ensuring it aligns with industry norms and DENSO's strategic priorities. The outcome of this activity will be a blueprint of the Job Family framework for each area, including definitions for each family and role level. This framework will reflect DENSO's advanced manufacturing environment (e.g. including relevant families for automotive production engineering or quality assurance) and incorporate the company's "Green" and "Peace of Mind" focus areas (for instance, defining Green Engineering roles related to sustainable manufacturing and Peace of Mind roles related to safety systems engineering). The framework design will set the stage for detailed role evaluation in subsequent steps, and will be documented for DENSO's review and approval.

2. Evaluation of Job Families and Positions

After establishing the draft framework, we will perform a thorough evaluation of all current job families and positions within the R&D, Green, Peace of Mind, and Sales domains. This evaluation has several components:

- **Role Inventory and Analysis**: We will catalog all existing roles/positions in the pilot areas across the U.S., Canada, and Mexico, and map them into the proposed job family framework. For each role, we will analyze current job descriptions, responsibilities, and required qualifications. Using the workload mapping results, we will break down each role into key tasks and identify the skills needed for those tasks. This analysis will reveal overlaps between roles, unique specialized roles, and any misaligned responsibilities. For example, we might find that two different job titles in R&D are performing very similar tasks, indicating an opportunity to consolidate into one role. Conversely, we might discover a crucial emerging task (such as data analytics in manufacturing engineering) that isn't formally accounted for in any current role, indicating a gap.

- **Skill and Task Alignment**: We will ensure that each role's tasks align with the appropriate skill sets identified. If certain tasks are found that do not clearly align with DENSO's strategic direction

(e.g. obsolete skills or low-value manual tasks), we will flag them for potential realignment or removal. Importantly, the analysis will highlight where AI and automation could impact roles – identifying tasks that could be automated or augmented by technology. Using Draup's AI insights, we'll document which roles are most likely to change due to generative AI (for instance, routine design calculations being automated for an engineer, or an AI tool handling initial customer inquiries for sales) and which roles will continue to require a human touch. This forward-looking perspective ensures the evaluated roles are future-proof, not just based on today's state.

- **External Benchmarking**: As part of evaluation, we will benchmark the responsibilities and skill profiles of DENSO's roles against comparable roles in the industry. This will identify if DENSO's job definitions are too narrow or broad relative to common practice. For example, if a "Systems Engineer" at DENSO is expected to do both software and hardware tasks, but in other companies those are two distinct roles, we will highlight that distinction. Benchmark data will also help us streamline role titles and levels for clarity. Ultimately, the evaluation will result in a set of refined role definitions for each job family, with clearly delineated responsibilities and required skills. These definitions will be aligned with DENSO's corporate values (e.g. Green engineers will have sustainability-oriented tasks, Peace of Mind engineers will have safety and quality-oriented tasks) and with industry benchmarks, closing any capability gaps identified. The refined set of roles and their placement in the job family framework will be documented for validation.

3. Validation Process

Validation is a critical step to ensure the proposed job architecture and role definitions will work in practice for DENSO. We will implement a multi-step validation process as follows:

- **Stakeholder Review Sessions**: The newly designed job family framework and refined role definitions will be presented to key stakeholders for feedback. This will include engineering leadership from each pilot area (e.g. chief engineers or managers from R&D, heads of Green and Peace of Mind initiatives, sales directors) as well as HR business partners. In facilitated review meetings, we will walk through each job family, its constituent roles, and their descriptions. Stakeholders will validate whether the roles and skills captured truly reflect the work and future needs of their teams. Any concerns or suggestions (for example, if a critical responsibility is missing from a role, or if a proposed consolidation of roles is not feasible) will be recorded.

- **Iterative Refinement**: Based on stakeholder input, adjustments will be made to the frameworks and role definitions. We anticipate a few iterations may be needed for consensus. For instance, if Sales managers indicate that "Sales Engineer" and "Account Manager" roles must remain separate due to distinct skill sets, we will adapt the framework accordingly. Likewise, R&D might suggest adding a new role for a cutting-edge domain (e.g. "AI Systems Engineer") if the validation discussions identify that need. Throughout this process, we will ensure changes still align with the overall design principles and data insights. The validation exercise helps clarify job role expectations across the enterprise, ensuring everyone has a shared understanding of the new structure.

- **Final Approval**: After refinements, a final validation round with DENSO's project sponsors and HR leadership will be conducted to formally approve the Phase 1 outputs. This sign-off will confirm

that the job family frameworks and role definitions are accepted and ready for implementation (in subsequent phases of the Future Focused Organization initiative). We will document the validation steps, feedback received, and resolutions in a Validation Report (as a deliverable), providing transparency into how the final framework was achieved. This validated architecture will form a strong foundation for DENSO's talent management, supporting standardized career paths and performance criteria going forward.

4. Governance and AI Potential

- **Governance**: Establishing a governance structure is essential to maintain the integrity of the new job architecture over time. We will work with DENSO to define how the job family framework and role definitions will be governed post-project. This includes identifying ownership (for example, HR Centers of Excellence for Talent Management in partnership with business unit leaders) and setting up a governance committee or process for updates. We will propose guidelines for updating job descriptions or adding new roles as technology and business needs evolve, ensuring the framework remains current. For instance, if a new technology emerges in manufacturing, the governance process would determine how to incorporate a new skill or even a new role into the job architecture in a controlled manner. Clear governance will help DENSO continuously align its workforce structure with strategic goals and prevent drift back to old patterns. We will also ensure that this governance model spans North America, with input from U.S., Canada, and Mexico leadership, so that regional needs are respected within a common framework.

- **AI Potential**: In parallel, we will highlight opportunities where AI and advanced analytics can be leveraged within DENSO's workforce and organizational processes. Building on the workload transformation analysis, we will provide DENSO with insights into how AI can augment each pilot function. This includes identifying specific roles or tasks that could benefit from AI tools (e.g. using machine learning for predictive quality control in manufacturing, deploying AI assistants for engineers to quickly retrieve technical data, or using analytics to prioritize sales leads). We will deliver an "AI Readiness" assessment for the job families in scope, illustrating how prepared each area is to adopt AI and which skills need to be developed to maximize AI benefits. These insights will be data-driven; for example, if our analysis shows that many peer companies are using a certain AI platform in R&D, we will flag that as a potential skill for DENSO's engineers. By automating low-value tasks and enhancing decision-making with AI, DENSO's talent can focus on high-impact work like innovation and strategy, directly supporting its advanced manufacturing excellence and competitiveness.

As part of Phase 1 deliverables, we will provide AI-driven skills insights – essentially a report or dashboard that highlights trends such as emerging skills (e.g. expertise in autonomous driving algorithms or new sustainability standards) and potential skill gaps related to AI adoption. These insights will inform DENSO's training and recruitment strategies. The governance plan will incorporate how DENSO can continue to use AI tools (such as Draup's platform) to monitor and update skills data over time, ensuring the organization stays future-focused. In summary, the Governance and AI Potential component of this project will help DENSO not only implement the new job architecture,

but also sustain it and continuously evolve it by harnessing the power of AI and data-driven decision-making in its workforce planning.

5. Geographic Scope

This pilot covers DENSO's workforce in North America (U.S., Canada, and Mexico) for the specified functions. All analysis and framework design will take into account the regional context of these three countries. We recognize that there may be differences in job roles or terminology across regions (for example, certain job titles or responsibilities in Mexico might differ from the U.S.). Our approach to data aggregation will normalize and standardize role information across all three countries, ensuring a unified job framework. Any region-specific requirements (such as bilingual skill needs, local regulatory or compliance-related roles, or country-specific job levels) will be noted and accommodated in the design. The goal is to create a North America-wide job architecture that provides consistency in role definitions and career paths, while still allowing flexibility for local nuances. Workshops and validation sessions will include representation from all three countries to gather diverse input. Ultimately, the deliverables (frameworks, role definitions, etc.) will be applicable across the U.S., Canada, and Mexico, positioning DENSO with an integrated approach to talent management in North America.

6. Vendor-Specific Requirements

To successfully execute Phase 1, the following project management plan and vendor-specific commitments will be in place:

- **Project Plan**: We will develop a detailed project plan at the project kickoff, outlining all Phase 1 activities, milestones, and dependencies. The plan will include a timeline (with target dates for workshops, completion of analysis, draft deliverables, validation sessions, and final deliverables) aligned with completing Phase 1 by end of July 2025. This plan will be reviewed and approved by DENSO at the start, and we will manage the project rigorously against it. If any adjustments are needed (due to scheduling or scope changes), they will be communicated and agreed upon through a formal change control process.

- **Resource Allocation**: The vendor (our team) will assign a dedicated project team with experience in workforce transformation and the automotive sector. The team will typically include a Project Manager (responsible for day-to-day project coordination and communication), Skills Architecture Experts/Analysts (who will perform the data analysis and framework design using Draup's tools), and Subject Matter Experts in automotive engineering and manufacturing (to ensure industry-relevant insights). We expect DENSO to designate counterpart resources, such as a project sponsor, an internal project manager or coordinator, and subject matter experts from R&D, Green, Peace of Mind, and Sales who can provide input and validate information. A collaborative working team structure (combining vendor and DENSO members) will be established to facilitate knowledge sharing.

- **Reporting Cadence**: We will maintain a regular reporting and communication cadence throughout Phase 1. This will include weekly status updates (via email or a brief report)

summarizing progress, next steps, and any issues/risks. In addition, we suggest holding a bi-weekly project meeting (via video conference) with DENSO's core team to review progress against the plan, discuss interim findings, and ensure alignment. Key milestones (e.g. after completing the initial framework design, after completing role evaluation) will have more formal presentations or read-outs to stakeholder steering committees. We will also provide monthly summary reports that capture overall project health, completed deliverables, and upcoming activities, ensuring DENSO leadership stays informed.

- **Collaboration Tools**: Effective collaboration will be facilitated using modern tools. We will adapt to DENSO's preferred collaboration platforms – for example, using Microsoft Teams or similar for meetings and day-to-day communications, and SharePoint or a secure project portal for sharing documents and working drafts. If appropriate, we can also use Draup's proprietary platform interface to demonstrate insights directly (in read-only mode or through screen shares) so DENSO stakeholders can see how data is driving the outcomes. All tools used will be agreed upon during project kickoff, and access will be managed to ensure only authorized individuals can view sensitive information. Our team is flexible and will ensure that the collaboration approach integrates smoothly with DENSO's IT environment (for instance, complying with any VPN or access requirements for remote collaboration).

- **Data Security and Confidentiality**: Data security is paramount, especially since this project will involve sensitive HR data (job descriptions, possibly employee skill data or profiles) and strategic plans. The vendor team will fully comply with DENSO's data security policies and confidentiality requirements. Any data provided by DENSO (such as internal job documentation or employee data) will be stored and processed in a secure manner. We will utilize encrypted storage and transfer methods for any files, and restrict data access to the project team members who need it. If needed, we can execute a Non-Disclosure Agreement to formalize confidentiality obligations. Additionally, any analysis outputs we produce can be delivered in DENSO-approved formats (Excel, Word, etc.) or secure data formats. Draup's platform outputs can also be provided in machine-readable formats like JSON or CSV for DENSO's IT systems without exposing them to unauthorized parties. No personal identifiable information beyond what is necessary for role analysis will be used. At project completion, we can certify the return or destruction of sensitive data as required by DENSO.

- **Approval Process**: We will adhere to a structured approval process for all key deliverables. At the outset, we will agree with DENSO on the list of Phase 1 deliverables (as outlined below) and the criteria for acceptance of each. Draft versions of deliverables (e.g. initial job family framework, draft role definitions report) will be submitted for DENSO's review and feedback. We will incorporate feedback and produce final versions for formal approval. Each deliverable will include an approval sign-off sheet or section where the designated DENSO sponsor can sign or confirm acceptance. Milestone approvals (e.g. upon framework design completion, upon validation completion) will be sought to ensure the project stays on track and meets expectations. In the event a deliverable is not approved, we will work closely with DENSO to address any deficiencies promptly. The final acceptance of Phase 1 will be when all deliverables are approved by DENSO, signifying that Phase 1 is complete. All approvals and changes will be documented to maintain clarity and accountability.

By meeting these project management and vendor requirements, we will ensure that Phase 1 is executed efficiently, transparently, and to DENSO's satisfaction, setting a strong foundation for subsequent phases of the Future Focused Organization initiative.

Deliverables for Phase 1

At the conclusion of Phase 1 (Design and Evaluation), the following deliverables will be provided to DENSO North America:

- **Job Family Frameworks Documentation**: A comprehensive document (and/or visualization) detailing the new job family architecture for the pilot areas (R&D Engineering, Green Engineering, Peace of Mind Engineering, and Sales). This will include definitions and descriptions of each Job Family, the hierarchy of roles/levels within them, and how each fits into DENSO's overall organizational structure. The document will serve as a blueprint of the designed framework, showing the grouping of roles and career progression paths in each domain.

- **Streamlined Role Definitions**: A set of updated job descriptions/profile summaries for all key roles identified within the new frameworks. For each role, we will provide a clear definition of its purpose, key responsibilities (workloads/tasks), and required skills/competencies. These definitions will reflect the streamlined scope of each role after eliminating overlaps or inefficiencies. They will also highlight any new or re-scoped roles introduced as part of the transformation. This deliverable may be presented as a compendium or library of role profiles, which DENSO HR can use for recruiting, performance management, and employee development aligned to the new structure.

- **Validation Process Report**: Documentation of the validation activities and outcomes. This report will summarize the stakeholder validation sessions, listing participants, feedback gathered, and how each concern was addressed or incorporated. It will include the final agreed-upon job family frameworks and role definitions (post-validation) and note any open items or considerations for future phases. Essentially, this report provides evidence that the Phase 1 outputs have been rigorously vetted by DENSO's internal experts and are ready for adoption. It will also outline the governance approach agreed upon for maintaining the job architecture, including roles/responsibilities for updates.

- **AI-Driven Skills Insights and Recommendations**: A deliverable focusing on the insights gained from the AI and data analysis performed. This may be in the form of a slide deck or report that highlights: (a) Key skill trends and gaps identified (for example, an insight might be that "Data Science skills are underrepresented in R&D relative to industry benchmark" or "a growing need for cybersecurity skills in Peace of Mind Engineering"), (b) AI impact analysis for each area (which tasks or roles are most promising for AI augmentation, along with an "AI readiness" score or qualitative assessment), and (c) Recommendations for leveraging these insights (such as training programs for certain skills, minor organizational adjustments, or tools to consider). These insights will be backed by Draup's extensive labor market data and analytics – leveraging data from hundreds of millions of profiles and job records to ensure credibility. This deliverable will give DENSO a forward-looking view of its talent landscape, directly supporting strategic workforce planning and aligning with its advanced manufacturing innovation goals.

All deliverables will be provided in a professional format (Microsoft Word/PowerPoint/Excel as appropriate) and can be tailored to any specific template DENSO requires for RFP or internal purposes. We will also ensure that the deliverables are integration-ready, meaning that the data (job roles, skills taxonomy, etc.) can be provided in structured formats if DENSO wishes to upload them into HR systems or talent management tools. The deliverables are targeted to be finalized and delivered by the end of July 2025 per the project timeline, after incorporating final feedback and approvals.

Timeline and Milestones for Phase 1

Phase 1 is expected to kick off in Spring 2025 and conclude by July 2025. The high-level timeline below outlines the key phases and milestones to reach completion by the end of July:

1. **April 2025**: *Project Kickoff and Planning:* Conduct kickoff meetings with DENSO stakeholders to confirm scope, objectives, and team roles. Finalize project plan and schedule. Begin data collection (gather existing job descriptions, organizational info, etc.). Schedule workshops and interviews. Ensure all necessary access to Draup tools and data is in place.

2. **May 2025**: *Workshops & Initial Framework Design:* Hold the collaborative design workshops for Job Family framework development with R&D, Green, Peace of Mind, and Sales leadership. Simultaneously, the project team performs initial data analysis (aggregation, workload mapping). By mid-May, draft the high-level job family frameworks. Late May will see a review of the draft frameworks with core stakeholders for preliminary feedback. Adjust the framework design as needed and prepare for deep-dive role evaluation.

3. **June 2025**: *Detailed Role Evaluation & Iterative Validation:* Throughout June, the team will evaluate all in-scope positions against the new framework. This includes completing the workload and skills mapping for each role, conducting benchmarking analysis, and formulating streamlined role definitions. Interim findings will be shared in weekly checkpoints. In mid-June, conduct validation review sessions with broader stakeholder groups for each function to test the new role definitions and gather input (as described in the Validation Process). Late June will be dedicated to refining the frameworks and roles based on feedback, and preparing the draft deliverables (framework documentation, role compendium, validation report draft, and initial AI insights).

4. **July 2025**: *Final Deliverables and Closure:* In early July, present the AI-Driven Skills Insights report and governance recommendations to DENSO's leadership, highlighting how AI and market trends inform the future workforce. Incorporate any final feedback. By mid-July, submit the final Job Family Frameworks document and Streamlined Role Definitions compendium for approval, along with the Validation Process Report. Conduct a final review meeting to obtain sign-off on all Phase 1 deliverables. Once approved, formally close Phase 1 by end of July 2025. The project team will hold a retrospective meeting with DENSO to discuss lessons learned and outline suggested next steps for Phase 2 (implementation and training, if proceeding).

Throughout the project timeline, we will ensure alignment with DENSO's calendar and minimize disruption to business operations (scheduling workshops and meetings at convenient times, etc.). The timeline is aggressive but achievable, with strong collaboration and clear focus. By adhering to this schedule, DENSO will have the Phase 1 outcomes in hand by July 2025, ready to inform budgeting, change management, and any Phase 2 execution in the latter half of 2025.

End of Phase 1 SoW

This concludes the Scope of Work for Phase 1 (Design and Evaluation). All content here is prepared to support DENSO's RFP process and can be adjusted if needed based on RFP feedback. We look forward to partnering with DENSO to build a future-focused workforce that will drive advanced manufacturing and automotive engineering innovation in the years ahead.