

Digital talent development of

AEON Corporation
Human Resources Development Department
Shinya Aono



- **Fiscal Year 2022 Sales: 9.1168 trillion yen**
- **Number of Group Companies: Approximately 300**
- **Number of Employees: Approximately 570,000**

AEON's DX (Digital Transformation) Strategy



Realization of OMO (Online Merges with Offline) Integration

1. "Touchpoint Strategy" for Customer Acquisition

Expansion of the Food E-Commerce Business

Maximization of Store Asset Value

2. "ID & Data Strategy" for One-to-One Marketing

Development and Utilization of
an ID & Data Usage Environment



Integration of Loyalty
Points Programs

Consolidation of Payment Services

3. The "Common DX Platform Strategy" Supporting the Two Strategies

Integrated Transformation of Systems, Operations, and Organization

■ Regarding the development of digital talent, a "Digital Talent Development Team" was established in April 2022 to ensure close collaboration between the digital division and the human resources department.

Talent development based on business strategy



- AEON adheres to the value that "education is the greatest welfare."



1964: Established OMC (Okadaya Management College), the first corporate university in the industry.



Chizuko Kojima (1916-2022), who was in charge of personnel for Okadaya and Jusco, laid the foundation for AEON.

■ Providing options for self-directed career development and educational opportunities through open recruitment systems and AEON Business School.

Learning
Opportunities



AEON
Business
School

Aeon
Study
Platform

Learning
Management
System

Job Assignments



Group-wide
Open
Recruitment
for Transfers



Global
Trainee
Program

Toward the Cultivation of Digital Talent



■ AEON defines digital talent as "individuals who can deliver value to the company and customers through the use of IT and digital technologies."



Under the "**A**eon **S**tudy **P**latform," a Learning Management System has been established, providing a broad learning environment to many.



Events are held to serve as catalysts for acquiring digital-related knowledge and skills, supporting a shift in mindset and the acquisition of skills.



Aeon **B**usiness **S**chool, lectures by internal and external instructors, as well as practical training, are conducted. Classes are set up for different job types and levels.


AStP (Aeon Study Platform)



Providing employees with various learning contents aimed at upskilling and reskilling.

Aeon Study Platform

Top Content & Course Career Carte

<p>User Information</p>  <p>User ID</p> <p>E-mail</p> <p>Department: Talent Development</p>	<p>Learning Progress</p> <p>4 / 586</p> <p>■ 修了 ■ 実施中 ■ 未実施</p> <p>Not Completed 579</p>	<p>Aeon Common - Office Tools Utilization Courses</p> <ul style="list-style-type: none">Access LearningPowerpoint LearningExcel Learningword Learning	<p>Aeon Common - Aeon DX Literacy Courses (Human Resource Development Support Grant Eligible)</p> <ul style="list-style-type: none">Mindset & StanceHow - Specific Utilization of Data ToolsWhat - Data & Technology Utilized in DXWhy - The Background of DX
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Events like "DX Lab" to initiate exposure to digital concepts.

DX Lab



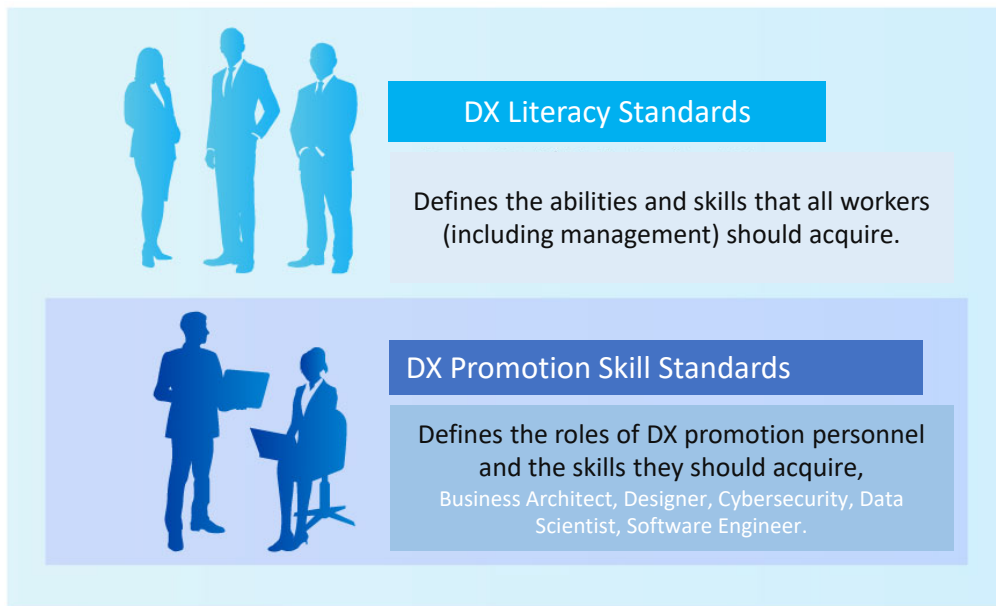
Webinars



Digital Cafe



■ Designing curricula in line with the DX Promotion Skills Standard set by the Ministry of Economy, Trade and Industry (METI)/Information-technology Promotion Agency (IPA).



※参考：DX リテラシー標準 ver.1.0 経済産業省

	Level		
Product Manager	Junior Has basic knowledge and can practice under guidance.	Middle Has applied knowledge and can practice independently.	High Has advanced expertise and can instruct others.
Digital Marketing			
Data Scientist			
Internal Systems Engineer			
UI/UX Designer			
Engineer/Programmer			

Setting up classes according to job type and level

Subsidies for the development of digital talent



Utilizing the "Human Resource Development Support Subsidy" from the Ministry of Health, Labour and Welfare.

Subsidy Rate / Grant Amount

① Subsidy Rate / Maximum Grant Amount					
Expense Subsidy Rate		Wage Subsidy Amount (per person per hour)		Maximum subsidy amount per establishment per fiscal year	
Small and Medium-sized Enterprises	Large Corporations	Small and Medium-sized Enterprises	Large Corporations		
75%	60%	960 JPY	480 JPY	100M JPY	

② Per Participant Maximum Expense Subsidy Amount:					
10<Hours<100		100<Hours<200		200<Hours	
Small and Medium-sized Enterprises	Large Corporations	Small and Medium-sized Enterprises	Large Corporations	Small and Medium-sized Enterprises	Large Corporations
300K JPY	200K JPY	400K JPY	250K JPY	500K JPY	300K JPY

注：e-ラーニング、通信制、定額制サービスによる訓練は経費助成のみです。

Leveraging the skills of trained personnel

■ Actions aligned with the phase of reskilling.

	Reskilling Steps	Employee	Company
1	Mindset (Preparation phase)	Desires and policy	Desires and policy, Visualization of skills
2	Learning	Begin studying to acquire new skills	Provide a learning environment during work hours
3	Skills (Practice phase)	Acquire beginner skills	Provisional job rotation/OJT, Creation of apprenticeship opportunities
4	Profession	Start practicing in current duties Support for transfer requests,	Provide opportunities for raises and promotions

Reference: Sohmei Goto's "Reskilling: Creating Your Own Future with New Skills".

- Advancing the DX Strategy
 - AEON's Philosophy: "Education is the greatest form of welfare"
 - Providing opportunities and environments for learning
 - Practical experience through open recruitment systems