



Keio University Business School

Sony Corp.

Recruiting and Human Resource Development Strategy

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Sony Corp. (hereinafter "Sony"), in keeping with its innovative corporate image, introduced an "open entry" hiring system in 1991 (adopted in April 1992). This is a new hiring format which has caused a stir among the hiring practices of Japanese companies. The main features of this system are a disregard for the names of schools of graduation, hiring by occupation, and open testing. To improve the functioning of this new system, which was introduced on the basis of Sony's philosophy, the corporation's human resource staff have continued to make minor adjustments in the system year by year. As this is the fifth year for this hiring system, they believe that the time has come for an overall evaluation of the system, including its effectiveness.

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Company Overview

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Sony was established in 1946 as Tokyo Communications Industrial Co., Ltd.

The company grew smoothly in the 1950s, making use of its technological capabilities to release Japan's first tape recorder, Japan's first transistor radio, and other products. It became listed on the Tokyo Stock Exchange in 1958 and took on its current name, "Sony Corp." Thereafter, it continued to release a succession of hit products based on its technological strengths, including the Walkman and Handycam, and sales continued to grow smoothly (See Appendix 1). Sony also became a global enterprise at a pace that is exceptional for a Japanese company, and its corporate image and brand image have continued to enjoy a top ranking. Sony's "Company" system, which was launched in April 1994, is drawing attention as a new format for organizational structure (See Appendix 2).

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Sony is one of Japan's major general electronics companies, with total annual sales of 3.6 trillion yen, operating revenues of 100 billion yen, and 23,245 employees as of March 1994.

This case study was prepared by Shojiro Takao, Assistant Professor at Graduate School of Business Administration, KEIO University, as a basic course material for class discussions. The descriptions in this case study are not intended to illustrate business management performance. Also, some personal names have been changed. (Prepared in November 1995)

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Recruiting and Human Resource Training Strategies at Sony

In the area of product development, Sony has been described as a “guinea pig” by some economic critics, because the company has continued to release new products on the market ahead of its competitors. Its human resource and organizational systems are no exception, as Sony has explored a succession of new endeavors in these areas as well. One feature of Sony’s human resource policy which is often mentioned is its high proportion of mid-career hires. Although this has been a necessity brought on by the course of the company’s growth, it has resulted in an important contribution to the inclusion of heterogeneity in the organization. Sony’s job posting system began on the basis of a philosophy expounded by the company’s Honorary Chairman Akio Morita, who said, “When people who have a will to work are given the chance to do the work they really want to do, this leads to personal growth and it is good for the company as well.” This system has helped to make the organization a dynamic one, and has added to the atmosphere of freedom and openness which the company has had since its founding. The new system is being integrated under Sony’s common personnel-related ideal of maintaining the dynamism of its human resources. The open-entry system is the first manifestation of the philosophy-based policy of realizing the characteristics that society today perceives as proper in actual personnel policies.

Employment of Experienced Workers

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Compared to other major Japanese companies, Sony employs an extremely high proportion of mid-career hires (Sony calls them experienced workers). As of 1994, these experienced workers accounted for 40% of the managers at the section chief level and higher.

25 According to Mr. Kobayashi of Sony’s personnel department, “Since we have continued to grow consistently since the post-war era, there has been a constant need to add more manpower. So the hiring of experienced persons was not a strategic decision, but one born of necessity; and it was simply inevitable that we would hire some persons who were not recent college graduates. Still, since Sony hires a very high proportion of experienced workers relative to other major companies, this situation makes people who move to Sony feel right at home from the very first day that they work here.”

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Because Sony has achieved rapid growth, it has naturally hired experienced workers to fill in the gaps in its work force, as the actual number of company employees is continually falling short of the number needed to complete the work. In 1988, it officially established a system for employing mid-career hires in a lump a system Sony calls the package employment of experienced workers. However, this seems to have been an official confirmation of a practice which had already existed in reality. 5

Job Posting System

In contrast to the hiring of experienced workers to fill gaps where there is insufficient manpower, as described above, Sony also has a system of job posting which stresses the in-house training of human resources (Sony calls this as an job posting system). The job posting system began in May 1966 with a proposal by then Vice President Morita (now honorary chairman). Among Japanese companies, this was quite an early introduction of such a system. Sony has two major types of job posting programs. One type is performed on a non-regular basis about ten times each year, and the other type, a “mass recruitment”, is held regularly once a year. Recruitment notices are posted on in-house bulletins and network terminals so that anyone can see them. The recruitment articles include the content of work duties, interests that a candidate should have, the necessary work experience, and so on (see Appendix 3). As intended by Mr. Morita, who made the initial proposal, the goals of job posting include respecting the wishes of the individual, responding to staff needs, and realizing an appropriate distribution of human resources (see Appendix 4). According to the personnel department, the job posting system is positioned as a means for individuals to achieve self-realization within the company, and as a means for creating stimulation and a charged atmosphere in the organization. An employee who wishes to respond to job posting ads can do so by filling out the necessary information on an application form and sending it directly to the personnel department. After the deadline for applications, a representative from the recruiting department holds a “profession interview”, and a representative from the human resource department holds a “human resource interview”. Throughout this process, the applicant’s current supervisor is not contacted, and the interviews are held after working hours or on a holiday. After both interviews (20-30 minutes each) have been completed, the persons who conducted the two interviews consult with each other to reach a decision. The final decision is issued after secondary coordination is conducted by the personnel department. (Through the end of 1990, about 4,200 employees had responded to human resource and about 1,600 of those 10 15 20 25 30

applicants had been transferred.)

Mr. Kobayashi of the HR department explains, “I think the reason our job posting system functions so well at Sony is that the HR department strives to achieve a balance between the needs of the company and the personal goals of the individual. If we tried to force it to fit only the needs of the company, no one would pay any attention to the system. Although this may sound like self-flattery, I think it’s important that the HR department is trusted by the employees. If we decided to slacken our efforts on this system, it could deteriorate indefinitely. I think that care and skill in its operation are very important. So when someone responds to job posting ads, even if they are turned down for the position, we take care to follow up thoroughly. We make an effort to help them understand that they were turned down not because they are incompetent, but because there was not an ideal match between the employee and the available position.”

The Case of Mr. Tanaka (Planning Department Manager), Whose Subordinate was Transferred Via

Case writer: “How did you feel when you learned that one of your subordinates had been transferred via job posting?”

Tanaka: “I decided to think of it as if he had been in a traffic accident. Our business plans are normally established without much room for maneuverability, so when something is unavoidably changed, I feel a sort of shock at first. But making a fuss over it wouldn’t resolve anything, so I simply do my best to come to terms with the change quickly and deal with it in a positive manner.”

Case writer: “When you draw up your business plans, do you assume that someone might be transferred to another position?”

Tanaka: “No, you can’t do that. If I intentionally allowed some leeway when drawing up a plan, that would mean that there was some waste included in the plan. From the standpoint of making the best use of valuable resources, that must be avoided. I draw up business plans without any thought to the possibility that my subordinates might be transferred. We hold self-evaluation interviews twice a year, and through consultation with my subordinates about their own career plans at those interviews,

I can get a touch of information about their wishes to be transferred. Still, on the question of whether they will be transferred this year, next year, or further down the road, much of that depends on when an attractive position happens to open up. Even the employees themselves cannot predict when a transfer might take place.”

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“In my opinion, there are two types of transfers that occur via job posting. First, there is the type where the former supervisor was unable to fully elicit a sense of accomplishment from the subordinate; and second, there is the type where the employee actively seeks an in-house transfer in order to get work that he would rather be doing. With regard to the first type, I think the concerned supervisor also needs to do a lot of reflecting.”

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Case writer: “Still, frankly speaking, isn’t there also a feeling that it would be better to transfer subordinates in order to suit the needs of the company or the work situation?”

Tanaka: “This may sound as if I’m glossing over the issue, but speaking from experience, the most important thing is whether or not the employee is enthusiastic about his or her work. So, in the sense that enthusiasm is promoted by transferring employees to the posts where they would prefer to work, it seems to be a good arrangement. As an ideal, I think the best thing, of course, would be for employees to work responsibly at their respective posts based on their own free will. But since many people are working at their daily tasks in the workplace, if someone is to be moved, it is very important to coordinate the timing of that transfer. I think that an important point in ensuring the smooth functioning of this mechanism is to alleviate as much as possible the shock that I mentioned earlier. The key to this system is to perform that coordination carefully, including thorough consultation with the HR department.”

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The Case of Mr. Tachibana (Six Years at Sony), Who Actually Transferred Via

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Case writer: “How long were you working at your previous position before you transferred?”

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Tachibana: “About five years.”

Case writer: "When did you start to think about seeking a transfer?"

5 Tachibana: "I was assigned to my previous position as soon as I joined the company, and I basically wanted to stay in one place for about three years. If I was going to be transferred, I wanted to first leave some achievements behind at the place where I was assigned. I set that as one standard for myself. I had been transferred once within the same section, but ever since I entered the company, I had wanted to do something new, and if possible, I had hoped to work at some position which entailed "human interface". So from about the fourth year, when I came to feel that I had made some contribution in my own way, I became interested in responding to job posting ads."

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Case writer: "Did you consult with anyone when you responded to recruiting ads?"

15 Tachibana: "Yes. As I mentioned earlier, I was transferred once within the same section. I consulted with the person who had been my supervisor before that move, with my seniors at the workplace, and with a colleague who had been transferred in the past through job posting."

Case writer: "What did you learn from the person who had previously been transferred?"

20 Tachibana: "He's the same age as I am, but his case was unusual because he went from a clerical job to a technical position through job posting. Although this may seem obvious, what made an impression on me was that in talking with him, I realized that a colleague who wanted to be transferred had thought about it deeply before going through with it. Although I hadn't taken a simple view of the matter, when I talked with him I really felt that this was something that shouldn't be done simply on a whim."

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Case writer: "The other workers at your former post would suffer a certain degree of reduction in their work capabilities by losing you. Did they discourage you at all for that reason?"

30 Tachibana: "From the beginning, I made sure not to consult with the people I thought might try to discourage me (laughing). Other than that, they seemed to consider it natural that I would leave if there was work in another department that I was more interested in. I think that has become part of the company's culture."

Case writer: "So they were supportive?"

Tachibana: "Yes. Most of them just wished me well."

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Case writer: "I hear that there are opportunities to discuss your personal career plans with your supervisor at self-evaluation interviews. Did your supervisor sound you out concerning the possibility of your responding to job posting?"

Tachibana: "One's personal career plans naturally come up as a topic during the interview, but my supervisor never delved into that. However, the self-evaluation form has a space where you can check whether you strongly wish to be transferred, would prefer to be transferred if possible, or so on. So I think my supervisor would have had some degree of expectation based on that."

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Case writer: "Which option did you check at the time when you were thinking about responding to recruitment?"

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Tachibana: "I indicated that I would prefer to be transferred if possible."

Case writer: "Are there any negative aspects to the job posting system?"

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Tachibana: "From the perspective of the department that loses a staff member, there may be some reluctance to see them go. But for a person who has ambition, the system is very appealing because it lets you move around by your own choice, and the process is confidential until your transfer is approved. I heard about this system from an alumnus of my university before I joined the company, and I still remember being impressed with this attractive program."

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Open Entry System

Since its establishment, Sony's highest management ideal has been to maintain the dynamism of its human resources. As part of that effort, it hires experienced workers, runs an job posting system, and so on. But in the area of hiring recent graduates, which is the main source of new personnel, Sony had

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been following a path that was more similar to that of other companies. As times changed, some within the company began to call for a revision of the methods used in hiring recent graduates. In the spring of 1991, the Central Council for Education proposed that businesses needed to radically reform their hiring practices⁽¹⁾. With this admonition as a motivating factor, based on the goal of using a bigger net and taking the time to find human resources with future potential, Sony launched its open entry system with regard to university graduates in Social Science fields. The pillars of this program are a disregard for the names of candidates' schools, hiring by occupation, and open testing. As is generally the case when a new system is introduced, additional problems have been discovered with each execution. However, gradual improvements have been made over the past four years.

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Phase 1 (1992 Hires)

As this marked the first year of the new program, both the new and the old systems were used in parallel. The open entry system was used in hiring 40% of the university graduates in Social Science fields, or a total of 80 persons (see Appendix 5). The remaining hires were made as in the past, through university alumni connections. In the open entry hires, hiring by occupation was begun under the new system. This began with the work of determining what characteristics the line managers really wanted to see in the people working under them. This led to the formation of a general image of the kinds of people who would be preferred at each place of work. Based on these results, questions were prepared by occupation for use on the open test. University students who wished to apply for employment filled out the prescribed application form (see Appendix 6) with information about themselves, and applied by telephone for the open test. People who passed the open test then underwent Profession interviews⁽²⁾ with line managers and interviews with the HR department⁽³⁾, and informal job offers were then extended.

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(1) The council indicated that some responsibility for the distortion of school education, which is said to overemphasize test scores, lies with the hiring practices of large corporations, such as signing employment contracts with university students before the officially agreed date, the designated school system, and recruiter activities.

30 (2) In the specialized interviews, students were asked to conduct group discussions and so on, and their suitability for the work was evaluated.

(3) In the personnel interviews, aspects such as overall suitability for the company were evaluated.

Phase 2 (1993 Hires)

This marked the second year of the program and the end of the transitional period. Graduates of four-year universities in Social Science fields were all hired under the open entry system, and alumni connections were not used. One fact that was learned through the first use of the open entry system, although this had been foreseen to some extent, was that the applicants lacked a clear understanding of the content of work duties. In response to this problem, the HR department prepared pamphlets (see Appendix 7) and videos about individual occupations, in order to explain the content of specific work duties as thoroughly as possible. For persons who had a high level of enthusiasm and were confident that they could succeed in any occupation, an open course was added which is not limited to any particular occupation (see Appendix 8). Also, although the occupational types had been divided into 20 specific areas in the first year of implementation, these were generalized somewhat and boiled down to just ten courses. Persons who wanted to enter the open course, not limited to any particular occupation, did not undergo a Profession interview with line managers. Hiring decisions for these persons were based on the open test and interviews with the HR department only. Their assignments were also determined by the HR department alone.

Phase 3 (1994 Hires)

During the first two years, the open entry system was used only with university graduates in business-related fields; but in the third year, open entry was applied to graduates in engineering fields as well. Although it was used only for a few hires in the engineering department, with the occupational category of “product development and design,” this drew expectations from related persons that open entry would also be expanded in engineering areas in the future. In addition, the area which had been called an “open course” in the previous year was continued under the new name of “will entry”, to emphasize the will of applicants to perform a variety of jobs at Sony rather than acquire one specific occupation. In contrast, the frame for hiring by occupation was re-named “skill entry.” The categories under skill entry were further reduced to just six courses, and the categories were closer to skills than occupations, such as language study and computer use. As another new experiment, an “original” course was added in the skill entry area with the goal of hiring persons who excel in a certain art rather than a specialized skill (see Appendix 9).

Phase 4 (1995 Hires)

In the fourth year of this program, 1994 hiring activities basically followed the skill entry and will entry framework which had been established in the third year. However, although applicants in the area of will entry had been solicited uniformly without specifying occupations in the previous year, this area was now split into four occupational courses (domestic business, overseas business, accounting / finance / business planning, and legal affairs / intellectual property), and applicants could select up to two of the four courses. In the area of skill entry, as in the previous phase, the courses were divided according to specialized skills such as language study, computer use, law, and so on. Applicants were allowed to select one of the five available courses (see Appendix 10).

Human Resource Department's Evaluation of the Open Entry System

Case writer: "What are the advantages of the open entry system?"

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HR department: "The biggest advantage of the open entry system is that the company's stance has changed so that an applicant is no longer hired on the basis of the name of his school, which had traditionally been emphasized, but instead by determining the applicant's own characteristics and making the hiring decision on that basis. By looking at the personality and ambitions of each individual, and doing that as thoroughly as possible, we can hire people who approve of this method and who will adapt to it. I think that is very important. As an additional note, I think that the stance of looking at human resources based on their personal characteristics, taking a fair attitude that isn't based on the names of their schools, will improve the image that people have of the company and this will eventually lead to higher quality applicants.

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Case writer: "Are there any disadvantages?"

HR department: "I think one thing that could be cited as a disadvantage is that some people do not approve of this method. To take the most obvious example, some students at the most prominent universities, who in the past have enjoyed an advantage under the more traditional hiring practices, are strongly opposed to this system. However, we do not see that kind of opposition as a disadvantage. In fact, there is the view that we are often better off by not hiring that kind of person anyway. Since

the transition to the open entry system has been recent, we have not been able to make a precise qualitative comparison between the employees who were hired through alumni connections and those who have been hired under the new system, so we can't make a definite statement; but there is some anxiety that we may have been hiring more outstanding people through alumni references, since several screenings were performed on those students. Still, it's impossible to satisfy all of the conditions that might be set. So we are not evaluating the current system only from the standpoint of its results; instead, we choose to take as an important standard an evaluation of whether the system is properly following the goals that were set at the time of its introduction. I also believe that in any case, the new system will be highly regarded from the standpoints of equal opportunity and eliminating discrimination."

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The following comments by Takeo Kaneko, general manager of the HR group's recruiting department, appeared as an evaluation of the open entry system in "JAIOP News", the bulletin of the Japan Association of Industrial and Organizational Psychology.

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"I have the impression that the open entry system is being favorably received by students. Apparently some students took the test although they did not have any strong desire to join the company, because they were interested in finding out what personal characteristics would really be considered when the name of their school was ignored. I have also heard many students say that they would not feel bad if they were turned down, because they know that an objective scale was used to evaluate them.

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"There has been a great deal of reaction from the public, and many other companies have been contacting us with questions. Several movements seem to be emerging for the evaluation of applicants based on Sony's format. I think we have succeeded in causing a stir in the area of human resource hiring practices.

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"At Sony as well, I think there have been important effects such as eliciting enthusiasm for human resource hiring in each department. In the future, we will continue our efforts to obtain greater understanding and support for the program."

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The Case of Mr. Yamanaka (Member of the Product Planning Department),
Who was Hired Under the Open Entry System

Case writer: "What are your thoughts about the open entry system?"

5 Yamanaka: "I joined the company in 1993, the second year of the open entry system. I got my first strong impression of this program when I telephoned Sony as a college junior to ask for application materials. On the telephone, I introduced myself by saying "My name is Yamanaka and I'm a student at XX University," but the response was, "You don't need to tell us the name of your university, because our policy at Sony is to disregard the names of universities." I had heard that Sony did not hire based on the name of the applicant's university, but it was a considerable shock when that actually happened to me. Then I immediately wondered how I should refer to myself when telephoning in the future. Should I just introduce myself as "Yamanaka?" Would the company be able to identify me correctly based on that alone? What if someone else had the same first and last name? Looking back, I see that these worries were unnecessary. I felt anxious because I had become quite accustomed to dealing with other companies in the conventional way, and suddenly I was unable to rely on that. But at the same time, I felt a great deal of interest in the unique methods of this company. In subsequent job-hunting activities, I encountered some discrimination by other companies based on the name of my school. This tended to reinforce my impression of Sony as a fair company."

Case writer: "What was the actual process by which you were selected?"

20 Yamanaka: "I applied for the open course, which was not limited to a specific occupation, rather than a skill entry. First there was a written test which covered general knowledge. After passing this test, I had three interviews. The first interview was given by a representative from the HR department, and it lasted about 20 minutes. The second one was given by a middle-level staff member and lasted about 30 minutes. The last interview was given by the head of the HR department, and I think it lasted 25 about 40 minutes. The content of the interviews was fairly orthodox. They asked why I had chosen the electrical appliances industry and why I had chosen Sony within that industry. It seems to me that they were especially interested in learning what I had been enthusiastic about in school. My other impressions from the interviews are that the questions were conversational in tone, and that several of the interviewers were wearing socks with loud colors."

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Case writer: "Has your image of Sony changed since you became employed here?"

Yamanaka: "My impression of Sony has not changed in any major way from the impression that I formed through the interview process. I still see it as a fair company with an atmosphere of freedom. Speaking from my own personal experience, I think the open entry system is effective in gathering human resources who sympathize with Sony's style, since it is a reflection of this style.

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Case writer: "Are there any problems with the open entry system that come to mind at the moment?"

Yamanaka: "This isn't a direct criticism of open entry, but I don't think it's such a good idea to hire all of the new employees at the same time. With mid-year hiring, there would be a little more freedom for job-seeking activities, and for the applicants, there would be less probability of being influenced by bad luck at a particular period of time (see Appendix 11). I also think it would be a good idea to add something like the intern system that is used at U.S. companies, in which prospective employees are given the chance to actually try working at the company before they are officially hired. Also, if I might add one more thing, it would give the applicants a more realistic idea of what their actual work activities would be like after joining the company if the interviewers would explain the actual work and positions as frankly as possible at the time of the interview. I think this would make it possible for the company to obtain employees who have consented to their assignments in a certain sense, and this would lead to more stability in the work force."

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Appendix 1

Historical Sales and Recurring Profits

| FY | Sales (in ₹ hundred millions) | Recurring Profit (in ₹ hundred millions) |
|------|-------------------------------|--|
| 1978 | 4,139 | 320 |
| 1979 | 6,490 | 453 |
| 1980 | 6,051 | 652 |
| 1981 | 7,779 | 860 |
| 1982 | 8,330 | 723 |
| 1983 | 7,701 | 415 |
| 1984 | 9,119 | 805 |
| 1985 | 10,713 | 910 |
| 1986 | 10,316 | 364 |
| 1988 | 10,298 | 434 |
| 1989 | 12,582 | 772 |
| 1990 | 15,364 | 932 |
| 1991 | 18,805 | 1,145 |
| 1992 | 19,790 | 241 |
| 1993 | 18,696 | 457 |
| 1994 | 16,983 | 305 |

Source: Company financial statements

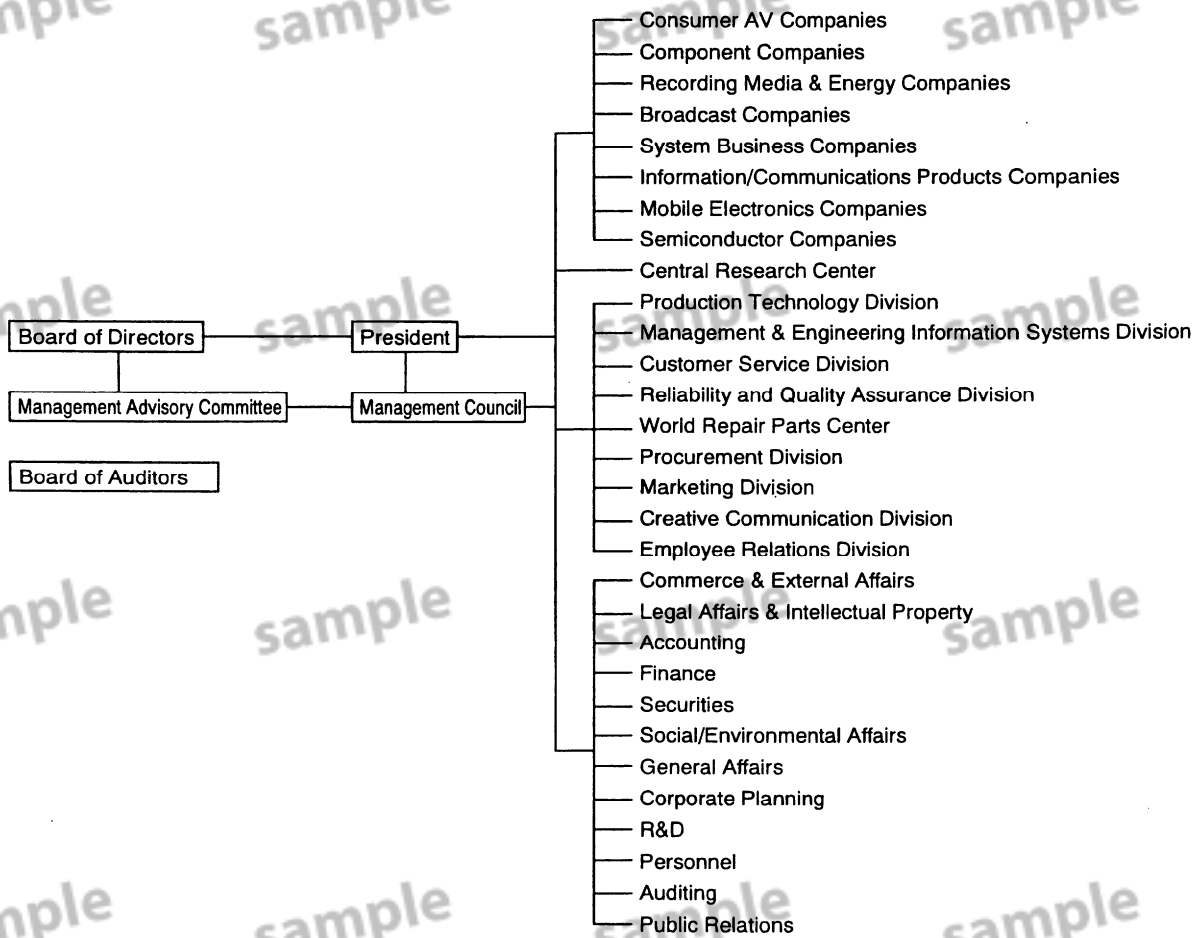
Appendix 2

Organizational Diagram

(a) Business Organization

The following is a diagram of Sony's business organization.

(as of March 31, 1995)



Source: company financial statements

Appendix 3

In-house Recruiting Advertisemen

<本 社>



社内募集

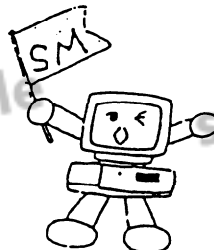
スーパーマイクロボ楽本部

～ 21世紀へ向けて、今、時代はコンピュータ ～

NEWS、QuarterL、PalmTop . . . ?

ますます面白くなる、ソニーのコンピュータ。

- メチャ速いコンピュータを作ってみたい人
- メチャ小さいコンピュータを作ってみたい人
- マジメにコンピュータに取り組みたい人
- 新しいもの好きな人
- リゲイン無しでも24時間戦える人



<募集要項>

1. ソフトウェア開発 UNIXの経験者。Cでプログラムを組んだ経験のある方。
2. ハードウェア開発 デジタル回路およびメカ設計経験者。
3. ユーザーサポート ハードウェアの知識を有する方。サービス技術経験者。
管理業務経験者。営業経験者。
4. 営業 営業経験者または営業センスのある方。
5. 製造技術 製造技術、標準化技術、PADICS経験者。
6. 品質管理 品質管理経験者または興味のある方。
7. 経営管理 経営管理、生産管理、経営企画経験者または興味のある方。
8. SE コンピュータの知識を有する人でシステムエンジニアに興味のある方。

参考資料

Appendix 4

Goals of In – house Recruiting

(1) Respect the Ambitions of the Individual

To accommodate the desire of the individual to select, by his own volition, the work that suits his own abilities and interests.

To provide opportunities for the utilization of abilities gained through personal development.

(2) Respond to Human Resource Needs

To eliminate loss from the burying of human resources inside the company, and respond to human resource needs in each department.

To start up new businesses.

(3) Realize the Optimum Assignment of Human Resources

"Assigning work to the people who stand up and volunteer for it", in order to fully utilize the capabilities and skills of individuals

Source: Sony

Appendix 5

Number of Attendees at Open Entry Orientations and
Number of Persons Hired Through Open Entry

| Year | Number in Attendance at Orientation | Number Hired |
|------|-------------------------------------|--------------|
| 1992 | 4,000 | 80 |
| 1993 | 6,000 | 140 |
| 1994 | 4,400 | 50 |
| 1995 | 2,000 | 40 |

Source: Sony data

Appendix 6

Open Entry Application Form (1992 entry)

Recruitment Categories

募集職種

| Major Categories | Sub - categories | Code |
|--------------------|------------------------------------|-------|
| Marketing | Consumer Sales | M - A |
| | Information - communications Sales | M - B |
| | Key Component Sales | M - C |
| | Overseas Sales | M - D |
| Products | Product Planning | P - E |
| | Product Testing | P - F |
| | Technical Writing | P - G |
| Business Planning | Business Planning | B - H |
| Finance/Accounting | Finance | F - I |
| | Accounting | F - J |

| Major Categories | Sub - categories | Code |
|--------------------------|------------------------------|-------|
| Legal/External Affairs | Legal/External Affairs | L - K |
| | Intellectual Property | L - L |
| Systems Engineering | Business Information Systems | S - M |
| Corporate Communications | Public Relations | C - N |
| | Advertising and Promotion | C - O |
| Human Resources | Personnel/Labor Relations | H - P |
| | Training & Education | H - Q |
| | Secretarial | H - R |
| | General Affairs | H - S |
| Other | | Z - T |

募集人員

各種別合計で約 100 人

応募資格

1992年3月に4年制大学卒業予定の方に限ります。

待遇・勤務

- 選考 上記職種につき職種別に選考し、採用を決定します。
- 配属 応募・選考の際に選択していただいた職種に配属となります。
- 人事 将来は本人の希望により、他の職種へ変わる場合があります。
- その他 詳しい勤務条件等は当社パンフレット、あるいは就職媒体誌をご参照ください。

応募要項

- 希望職種 希望する職種の記号を第2希望まで、応募用紙の希望職種欄に記入してください。
(例：M-A)
- 応募用紙記入 用紙の所定事項に記入し、質問に答えてください。あなたの自己紹介書となりますので、詳しい記入をお願いします。
- 応募用紙提出 応募用紙は、選考当日に持参してください。(事前提出ではありません)

申込

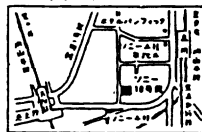
- 申込方法 電話での受付を原則とします。申込の際は、希望職種と選考会場を申し出てください。受付番号と選考日程をご案内いたします。
- 電話番号 **03(348)2204**
- 受付開始 7月20日(土)以降開始します。
- 受付時間 7月20日(土)～7月31日(水) 9:00～18:00
8月1日(木)～8月7日(水) 11:00～13:00
- 備考 電話による申込みができない場合に限り、東京本社10号館で、申込みを受け付けます。
7月28日(土)・7月29日(日) 10:00～17:00

選考

- 日程 8月1日(木)以降、開催いたします。詳しい日程・時間については、予約受付時にご案内します。
- 持参品 選考当日は、応募用紙、鉛筆(HBかB)数本、および消しゴムをご持参ください。応募用紙のない方は選考を受けられません。なお、服装は自由です。

選考会場

東京会場



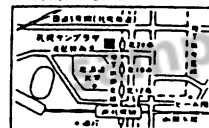
大阪会場



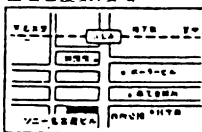
札幌第1会場



札幌第2会場



名古屋第1会場



名古屋第2会場



福岡第1会場



福岡第2会場



| | | |
|---------|------------------|-------------|
| ● 東京 | 品川区東品川6-7-35 | ソニー本社10号館 |
| ● 大阪 | 大阪市中央区西心斎橋1-5-24 | ニュー・ビルヂングビル |
| ● 札幌第1 | 札幌市中央区南1条西5丁目 | ホテルアルファマックス |
| ● 札幌第2 | 札幌市北区北24条西5丁目 | 札幌サンプラザ |
| ● 名古屋第1 | 名古屋市中央区栄1-23-10 | ソニー名古屋ビル |
| ● 名古屋第2 | 名古屋市中央区名駅4-7-35 | 梅田ビル9F国際サロン |
| ● 福岡第1 | 福岡市中央区長浜1-4-13 | ソニー福岡第2ビル |
| ● 福岡第2 | 福岡市博多区博多駅前2-2-1 | 福岡センタービル |

Source: Sony

Appendix 7

Job Description Pamphlet (1993 entry)

Domestic (Consumer) Sales

Type of Applicants Sought

Products handled by the Consumer Sales Division are the Sony products made for general households and individual customers. As such, this job requires people who have the sharp senses needed to grasp individual needs and world trends, the excellent planning capabilities needed to embody these needs and trends as promising products, and the enthusiasm and executive abilities needed to cultivate these into popular products.

In addition, the creativity necessary to "create new markets", the marketing philosophy of Sony since its establishment, along with the balance needed to accommodate a diversity of customer needs, are also considered vital specifications for members of Sony's marketing staff.

Job Description

- * Marketing Staff <Planning and promotion of marketing strategies for consumer products>
market research / product planning / production-marketing coordination / sales planning / market share planning / inventory planning / advertising and promotion
- * Sales Staff <Planning and promotion of sales strategies for consumer products>
product introduction / sales promotion / promotional planning / product orientations / sales campaign planning / event planning and promotion
- * Planning and Administration Staff <Comprehensive strategic planning and infrastructure management for consumer business>
network strategy / sales route policy / marketing administration / business administration / information system development / marketing

Information-communications Sales

Type of Applicants Sought

- * Persons interested in professional-use AV equipment
- * Persons with the confidence to single-handedly conduct business, whether it be on the scale of thousands of yen or billions of yen
- * Persons seeking professional sales
- * Persons who are good at coordinating
- * Persons capable of addressing anyone without fear or hesitation
- * Persons interested in both software and hardware
- * Persons who are good-natured
- * Persons with confidence in their leadership ability
- * Persons who are always hungry for more knowledge
- * Persons who dare to dream

Job Description

B&I stands for business and industry. Professional-use hardware at the forefront of Sony is centered around AV, and we supply customers with application systems such as video displays, video conferencing, Jumbotron, and so on. Our markets span a wide range, from business enterprises and government agencies, to educational and medical institutions.

Jobs in this field involve accurately grasping customer needs and then fusing these needs with Sony's technological capabilities. The object is so-called "solution business", where a solution is proposed to the customer as a system. Although this requires strong capabilities in a wide range of areas, including marketing, advertising, engineering, and sales, this tends to multiply job satisfaction, and the majority of our staff members get a great deal of fulfillment from their work.

Source: Sony

Appendix 9

Open Entry (1994 entry)

SONY



OpenEntry'94 参加申込書

ソニーは今年、「ウイールエントリー」「スキルエントリー」で募集します。
 こんな仕事をやってみたいという意欲や、身につけた専門能力はひとつの「個性」です。
 あなたの「個性」でエントリーしてください。

| ●エントリー名 | ●内容 | ●区分記号 |
|----------------------------|---|-------|
| Will Entry | 専攻直後のエントリー。ソニーでこんな仕事をやりたい、ソニーでいろんな仕事をやりたい、そんな専攻をアピールしてください。配属は相談のうえ決定。ソニーは、あなたの強い専攻に期待します。 | WL |
| Skill Entry | スキル重視のエントリー。自分のこんな能力をソニーで活かしたい、活かしたい。そんな得意分野でチャレンジしてください。配属はスキルを活かせる希望のフィールドに、ソニーは、あなたの高い専門性に期待します。 | |
| Language | ソニーの海外ビジネスは、いまや文化や宗教の異なるあらゆる国と地域に展開している。そんなソニーの海外営業、海外事業企画などで必須の、外国語にスキルがある人。 | SA |
| Computers | コンピュータ・通信機器の営業、カスタマーニーズを捉え、様々なソニーの製品をシステム化し、ソリューションを提供していく。コンピュータ関連分野で活かせるスキルがある人。 | SB |
| Accounting | 為替レートの変化を見ながらグローバルな資金戦略を推す。多様なお金の流れを判断・分析して高い利益を追求する。そんな財務・経理に精通する、会計・簿記にスキルがある人。 | SC |
| Law | 知財権保護、消費者上の法理、国際問題への対応などは企業活動の力を押し、ソニーの海外窓口として様々な新開地にある。その背景となる法的知識にスキルがある人。 | SD |
| Product development/design | オーディオからビジュアルからコンピュータ通信機器、半導体、電子デバイスなど、ソニーの製品を開発・設計する。その「モノづくり」への本格的技術スキルがあるエンジニア。 | SE |
| Original | 自ら企業を起し運営してきた、起業大会・起業論文コンクールで優勝したことがある、など「これならだれにも負けない」というスキルがある人。 | SF |

●応募資格

1994年3月に4年制大学・大学院を卒業見込みの方

●説明会参加方法

説明会の参加は、電話での事前予約が必要です。希望の日時を予約してください。その際に登録番号と日程をお知らせします。また、定員に達した場合は、やむを得ずご参加いただけないこともありますので、予めご了承ください。

(電話番号) 03-5608-9000

(受付開始日) 6/21(Mon)~

(受付時間) 9:00~18:00

●応募用紙の記入

応募用紙の所定事項に記入し、質問に答えてください。あなたの自己紹介書となりますので詳しく記入してください。また、写真を必ず貼付してください。
 一方、エントリーコードは、説明会当日に記入していただきます。事前には、記入しないでください。

●応募用紙の提出

応募用紙は説明会当日に持参してください。

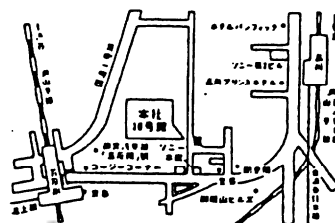
●説明会

(期 間) 7/1(Thu)~7/10(Sat)

(開始時刻) 9:00・12:30・16:00

(会 場) ソニー本社10号館

(持 参 品) 応募用紙 (必ず写真貼付のこと)
 鉛筆 (HBかB) 数本
 消しゴム



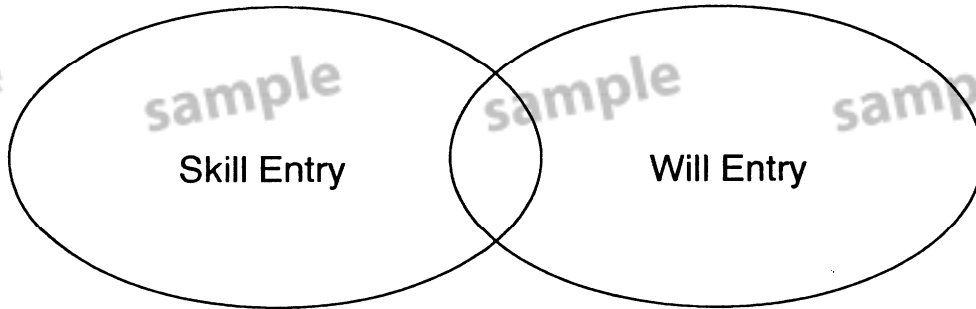
出所：ソニー

Appendix 10

Open Entry (1995 entry)

Applicants with specialized knowledge or a field of expertise, who wish to utilize that at Sony

Applicants with strong general capabilities and who would like to perform a specific type of work at Sony



Select 1 of 5 courses

| Specialization Courses |
|------------------------------|
| Language |
| Accounting |
| Law |
| Computers |
| * Product development/design |

* engineering students only

Job Courses

| |
|--|
| Consumer Sales |
| Overseas Sales |
| Accounting, Finance, Business planning |
| Legal affairs / Intellectual property |

Select up to 2 of 4 courses (1 selection also acceptable)

Source: Sony

