
Various incentives to get *Shindanshi* qualification in Japan

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Takayuki Hayashida (Mr.)
Senior Project Formulation Advisor
JICA Vietnam Office

Points

- Basically, the *Shindanshi*-system is aimed to supply standardized capable consultants for SMEs in Japan.
- On the other hand, remarkable number of applicants don't have any idea to become a professional consultant. They try to get *Shindanshi* qualification with other incentives.
- Even in such cases, the *Shindanshi*-system indirectly contributes to the development of Japanese enterprises.

Type of applicants

Primary exam in 2008

Job	Applicants (17,934 persons)	Successful ones (3,173 persons)
Consultation	6%	6%
Public administration	6%	6%
Research	0%	0%
Finance	12%	14%
Private companies	62%	64%
Others	14%	10%

Type of applicants (cont.)

Secondary exam in 2008

Job	Applicants (4,543 persons)	Successful ones (875 persons)
Consultation	6%	8%
Public administration	5%	6%
Research	0%	0%
Finance	12%	15%
Private companies	65%	64%
Others	12%	7%

Ways to study

- Training course (T/C) in private schools
- Correspondence T/C of private schools
- Self-study with textbooks
- T/C in the SME Univ. (only for the successful applicant of primary exam, 200 trainees per year, no need to apply secondary exam)

Almost of all candidates are studying without public support

Popular incentives to study for *Shindaishi* qualification

- To utilize for current job (capacity building)
 - To start new business (entrepreneurship)
 - To find better job (career-up)
- Result of questionnaires to candidates in a T/C in private school

Actual occupations of qualification holder

Consulting	38%
Public administration	5%
Research	1%
Finance	12%
Private companies (excl. finance)	37%
Others (incl. unemployed as 4%)	7%

– Result of questionnaires in *Shindanshi* association (2005)

Qualified <i>Shindanshi</i>	18,682 (2007)
Member of association	8,719 (2008)
Above response	4,642 (2005)

Actual occupations of qualified holders (cont.)

- Contents of “private companies (excl. finance)”

Construction	6%
Manufacturing	41%
Wholesale	10%
Retail	5%
Info services	19%
Services (excl. info)	14%
Others	5%

– Result of questionnaires in *Shindanshi* association (2005)

Actual occupations of qualified holders (cont.)

- Position of “private companies (excl. finance)”

Director, CEO	12%
Manager	52%
Administration	12%
Engineer, technician	11%
Sales	8%
Others	5%

- Result of questionnaires in *Shindanshi* association (2005)

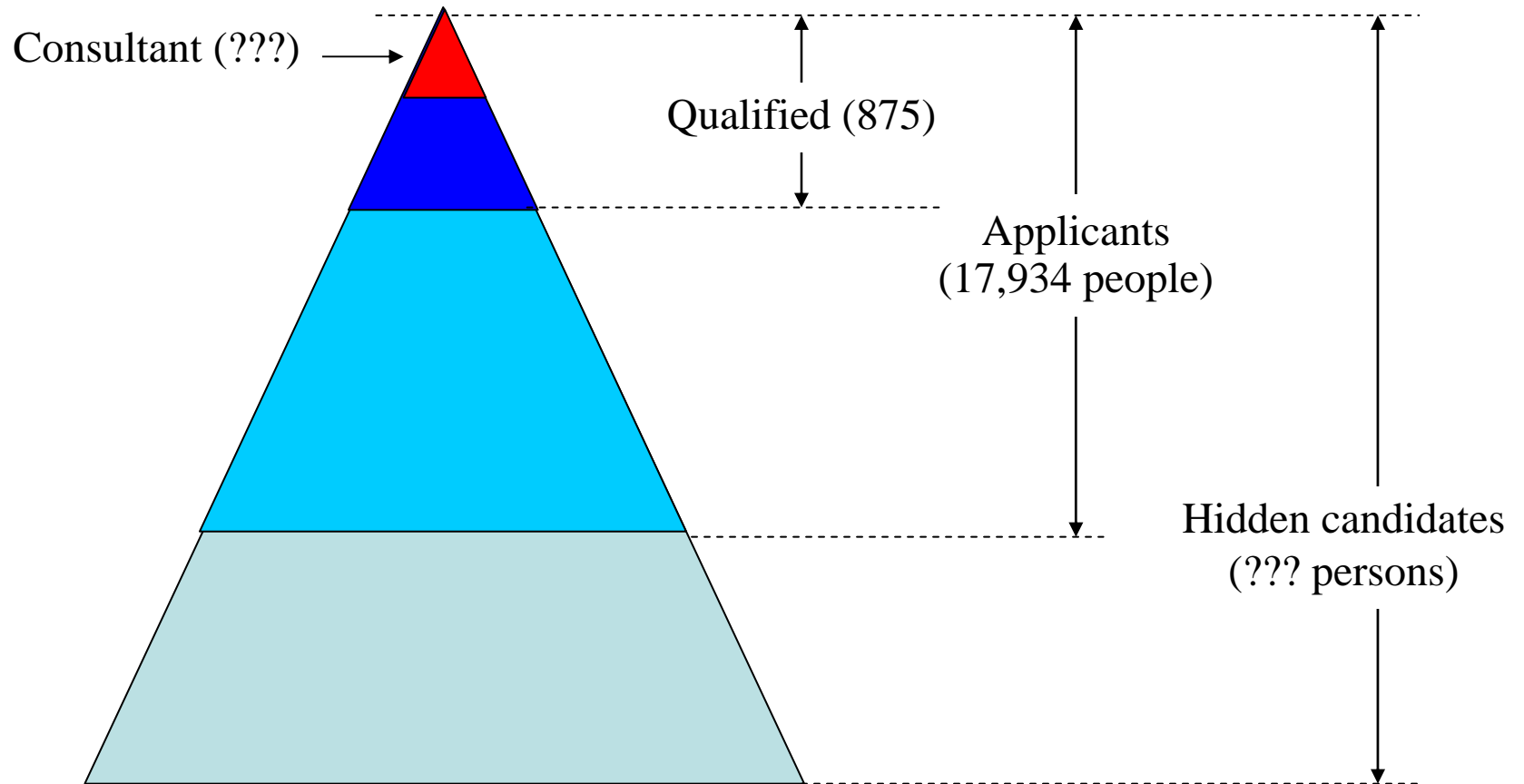
Actual occupations of qualified holders (cont.)

- Scale of “private companies (excl. finance)”

Micro enterprises	8%
SMEs	28%
LEs	64%
Others	1%

- Result of questionnaires in *Shindanshi* association (2005)

Pyramid of *Shindanshi* framework (with annual number)



All stakeholders can utilize obtained knowledge in relevant position

Conclusion

- Not only in the consulting sector but also in the whole sectors, holding *Shindanshi* qualification is appreciated because of respective incentives.
- The *Shindanshi*-knowledge is contributing not only for supporting SMEs but also for the bottom-up of practical management of all kinds of enterprises/ organizations.