Overall: Records Management Initiative

Records Governance Framework — Compliance / Risk Reduction / Cost Optimization / Global Governance

WHY

Background & Challenges

- 紙文書から電子文書中心へ移行したが、電子記録管理の仕組み・役割責任が未定義

- 10年前の文書管理規程が電子化・規制更新に対応できず、PDCAサイクルが未確立

- 売上7割強が海外依存となり、日本中心ガバナンスの規程がグローバル体制に未対応

- 過剰保有によるコスト増大、訴訟時のe-discoveryリスク（捜索コスト・証拠信頼性低下）

WHAT

Solution & Maturity Model

5-stage maturity model (ISO 30301 PDCA):

Lv1 管理されていない：アドホック管理、散在・重複

Lv2 初期段階：基本ルール・保管方法整備

Lv3 定義済み：プロセス標準化・組織横断適用（グローバル含む）

Lv4 管理されている：KPI管理・システム統合運用

Lv5 最適化されている：継続改善・自動化イノベーション

Stakeholder Model

文書管理委員会が横断的にグローバル連携：品質／事業部門（BUs）／法務／コンプライアンス

Benefits: コンプライアンス強化、監査効率向上、リスク低減、コスト削減、証拠信頼性向上、グローバル・ガバナンスの確立

HOW

#1 Maturity Assessment
評価観点で現状スコアリングし、可視化ダッシュボード構築。ガバナンスモデル・プロセス定義で習熟度向上

#2 Records Management System
SharePoint Online機能拡張で紙／電子文書共通のライフサイクル管理を実現。ライフサイクル管理に基づく自動削除、役割責任ラシ・権限設定

#3 Policy & Responsibility
グローバルを前提としたガバナンス・文書管理規程体系を整備

2026 Annual Goals
- 記録管理体制の再検討と合意（5社協議）
- 役割責任の明確化と全体周知（日本中心ガバナンスからの移行）
- 文書整備状況の確認と未定義文書の明確化（保存期間ルール・廃棄基準・役割 RACIマトリクス ）
- 新たなPDCAサイクルの始動

Overall: Records Management Initiative

Records Governance Framework — Compliance / Risk Reduction / Cost Optimization / Global Governance

WHY

Background & Challenges

The organization has shifted from paper documents to primarily electronic documents, but the mechanisms, roles, and responsibilities for electronic records management have not been defined.

The document management regulations established 10 years ago cannot accommodate digitization or regulatory updates, and a PDCA (Plan-Do-Check-Act) cycle has not been established.

More than 70% of revenue depends on overseas operations, yet governance rules centered on Japan are not aligned with a global operating structure.

Excessive document retention has increased costs and created e-discovery risks in litigation (higher search costs and reduced reliability of evidence).

WHAT

Solution & Maturity Model

5-stage maturity model (ISO 30301 PDCA):

Lv1 **Unmanaged** / Ad hoc: records are scattered and duplicated.

Lv2 **Initial**: Basic rules and retention/storage methods are established.

Lv3 **Defined**: Processes are standardized and applied organization-wide (including global)

Lv4 **Managed**: KPI-based management and integrated system operations.

Lv5 **Optimizing**: Continuous improvement and innovation through automation

Stakeholder Model

RMO as global hub coordinating: Quality / BUs / Legal / Compliance

Benefits: Compliance, audit efficiency, risk reduction, cost savings, evidence reliability, global governance

HOW

#1 Maturity Assessment
Score the current state against assessment criteria, visualize results in a dashboard, and improve maturity through governance and process definition.

#2 Records Management System
Extend SharePoint Online to manage paper and electronic records across their lifecycle, including automated disposition, roles (RACI), and access controls.

#3 Policy & Responsibility
Develop a global-ready governance and records management policy framework, defining retention rules, disposal criteria, and role responsibilities.

2026 Annual Goals
- five-company joint discussions.
- Clarification of roles and responsibilities and organization-wide communication
- Identification of undefined or undocumented records.
- Launch of a new PDCA cycle.