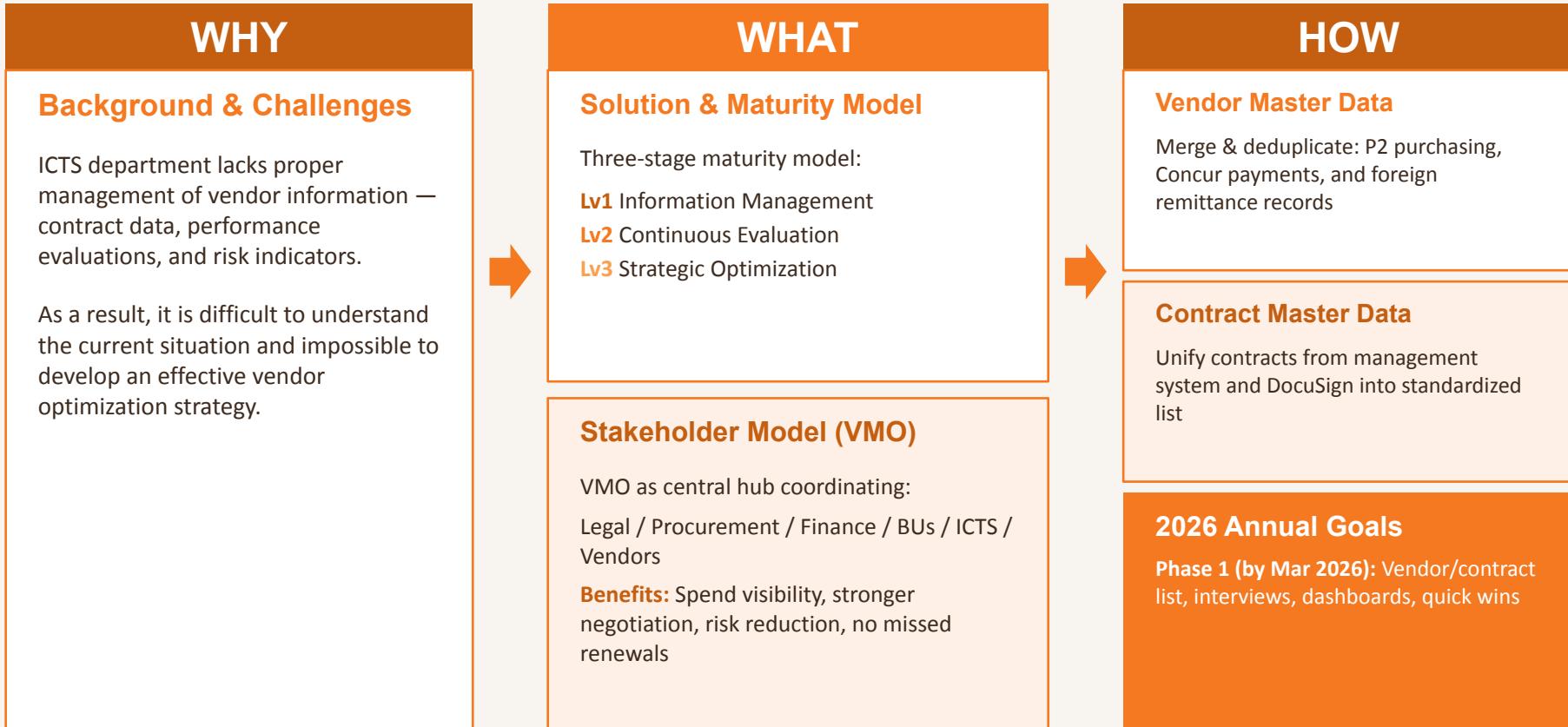


Overall: Vendor Management Initiative

Vendor Optimization Framework — Cost Reduction / Efficiency Improvement / Risk Mitigation



Current Issues of vendor management preparing

Challenges in data reliability and completeness to initiate vendor management activities

① Contract Master: Missing Data (データの欠損)

- Many contracts not registered in the system
- Validity periods incorrectly set or missing

② Vendor Master: Lack of Uniqueness (一意性が担保されていない)

- Same vendor registered multiple times with different names
- New record created for each bank account registration
- Manual matching required—automated reconciliation impossible

③ Purchase Order Data: Many Transactions Without POs (発注のない取引)

- Invoice-based payments and auto-debit transactions not captured
- Approx 30% of transactions by value have no purchase order data

Issues of data-governance

they can be understood as structural problems caused by insufficiently established data governance for defining, monitoring, and maintaining data quality.

1. Completeness (完全性)

Approx 33% of transactions missing from PO data; contracts not registered

Impact: Cannot capture full transaction picture or perform comprehensive spend analysis

2. Validity (妥当性)

Contract validity periods incorrect; data doesn't match business reality

Impact: Physical documents required for verification; data-driven control impossible

3. Uniqueness (一意性)

Same vendor registered multiple times; no common identifier key

Impact: Vendor-level analysis impossible; manual matching required

4. Consistency (一貫性)

Vendor names differ across systems; relationships between data unclear

Impact: Cross-system reconciliation difficult; significant validation effort needed

5. Integrity (整合性)

Relationships between contracts, POs, payments not defined in data model

Impact: No transaction lifecycle traceability; governance and control risks

ロードマップ

PHASE I

