

# Overall: Vendor Management Initiative

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

## WHY

### Background & Challenges

ICTS department lacks proper management of vendor information — contract data, performance evaluations, and risk indicators.

As a result, it is difficult to understand the current situation and impossible to develop an effective vendor optimization strategy.



## WHAT

### Solution & Maturity Model

Three-stage maturity model:

**Lv1** Information Management

**Lv2** Continuous Evaluation

**Lv3** Strategic Optimization



### Stakeholder Model (VMO)

VMO as central hub coordinating:

Legal / Procurement / Finance / BUs / ICTS / Vendors

**Benefits:** Spend visibility, stronger negotiation, risk reduction, no missed renewals

## HOW

### Vendor Master Data

Merge & deduplicate: P2 purchasing, Concur payments, and foreign remittance records

### Contract Master Data

Unify contracts from management system and DocuSign into standardized list

### 2026 Annual Goals

**Phase 1 (by Mar 2026):** Vendor/contract list, interviews, dashboards, quick wins

# 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

### 現状報告・分析

#### インタビューの実施

リストに基づき、各担当者へのヒアリングを実施し、潜在的な課題と現状を文書化。

### 早期の成果

#### クイックウインの実行

不要な契約の棚卸しや、契約更新期日の自動アラート設定などを即座に実行。

### ★ リストの完成

#### ベンダー契約リスト作成

散在する情報を統合し、網羅的で正確なマスターリストを構築する最優先タスク。

### 可視化基盤

#### ダッシュボードの構築

標準化されたデータを基に、支出状況や契約ステータスをリアルタイムで可視化。