



Case Study

Mizuho Bank Ltd.

Going paperless is the first step
in the reform of work styles within the bank



Mizuho has adopted the medium-term target of improving business efficiency and reforming work styles by going paperless and is accelerating its ongoing digitization of work documents as a way of solving problems with its management of paper documents.

Improving business efficiency and reforming work styles by going paperless

In June 2006 Mizuho Corporate Bank (now Mizuho) was implementing a structural reorganization and reform of its bank-wide business processes. The IT and Systems Control Department also adopted the medium-term target of improving its business efficiency and reforming work styles and started working on a new IT policy.

Lengthy discussions within the department concluded with a decision to embrace the concept of paperlessness. We asked Yumiko Miki, researcher in the department's Control Team, about the situation in the bank at the time. "In order to achieve an improvement in business efficiency and reform in work styles, we had to accelerate the digitization of work documents that we had been working on. This was also a way of solving the problems that we had with managing paper documents."

One of the things we discussed was the workload involved in printing and preparing the massive amount of materials used in the senior management meetings that were hosted by the department at least twice a month. Up until then, whenever we hosted a senior

management meeting, the secretariat had to print about 2,000 sheets of A3 paper (an 80-sheet set each for 20 people + reserve copies) and distribute them to the meeting participants. Moreover, as the senior management meeting is held at head office in Marunouchi, someone from the secretariat had to put the 2,000 sheets into a carrying case and take it to head office, exposing the bank to significant information security risk on the way. Documents can also get replaced just before the meeting, thereby further increasing the workload of the secretary.

No going back to meetings with paper documents

To solve these problems, the bank decided to introduce the electronic meeting system provided by Mitsubishi Electric Control Software (MCR) and Wacom's 17 inch LCD pen tablet as both input device and monitor. A prototype was installed in the meeting room at Mizuho's head office in October 2006, with full operation starting in December after a trial operation. In the three and a half years that have passed since then, the system has operated in a stable way without any major problems.

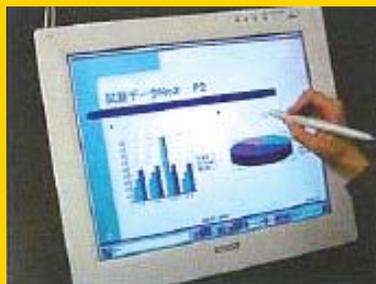


Broadly speaking, the introduction of the system has produced two effects.

1. Going paperless has substantially reduced workload and costs by eliminating the need for various tasks, such as having to print 2,000 sheets of meeting materials, carry them to head office at great risk and distribute them to the meeting participants. According to research conducted by the IT and Systems Control department, the usage of photocopying paper in management meetings has been reduced to a fifth of what it was before the system's introduction. The meeting room where the electronic meeting system is installed is currently being used for a wide range of purposes, including three regular senior management meetings, as well as meetings of departmental heads, internal training and seminars for clients. As well as simplifying management operations, such as registering and assigning privileges for meeting materials, the dual use of the LCD pen tablet as input device and monitor also allows participants to perform all necessary operations, such as turning a page, directly on a screen with a pen. They can also directly add hand-written notes to the materials. Because it can be easily used by anyone, the system is apparently extremely popular with users. "Before it was introduced, we were worried that some executive officers would react badly to us no longer delivering paper-based meeting materials. In actual fact, no one reacted like that and all the executive officers, even those participating for the first time, managed to operate the system without any problems and the meetings went smoothly."

2. The bank also changed the format of generic documents from A3 landscape Word files to A4 landscape PowerPoint files. This was because they placed great importance on the clarity of documents and the legibility of text on the monitor screen. Because the monitor size was small at less than half of A3, it was decided that they would use the A4 size that is commonly used in PowerPoint and standardize document creation. The standardization of meeting materials made their content easy to understand and reduced the time required to create them. The internal sharing of the document creation know-how also helped improve the efficiency of running the meetings. After operating the electronic meeting system for three and a half years, Mizuho Corporate have heard regular users of the electronic meeting system express a desire to never to the days of meetings with paper-based materials. A paperless culture is being steadily built.

Ms. Miki concluded by talking about future initiatives. "As well as continuing to support the operation of electronic meetings in other departments, The IT and Systems Control Department would also like to spread the effects of a paperless culture within the entire bank by introducing other paperless solutions. These effects include the improvement of business productivity, the reform of work styles and the strengthening of security." Mizuho Corporate Bank (now "Mizuho") looks as if it will continue to pursue paperless initiatives with the aim of achieving improved business efficiency and workflows.



Mizuho Bank Ltd.
<http://www.mizuhocbk.co.jp/index.html>

Established in 2002 as Mizuho Financial Group. Its main clients were large companies, their group companies, financial institutions, public interest corporations and foreign companies. As part of this group, Mizuho Bank looked after individuals, small and medium-sized companies and local public bodies. However, Mizuho Corporate Bank and Mizuho Bank merged in July 2013 to form one new bank.