



善光総合研究所
ZENKOU RESEARCH INSTITUTE

Overseas Expansion Initiatives at Zenkou Research Institute

March 12, 2026

Zenkou Research Institute, Inc.
Ryo Yanari

Corporate Profile

Name	Social Welfare Corporation ZENKOUKAI
Established	December 7, 2005
HQ Location	6-4-17, Higashi-Kojiya, Ota-ku, Tokyo, Japan
Number of Employees	539 (As of Dec 1, 2025)
Fund	¥825,500,000 (FY 2018)



Our Wish

Empower care recipients to maintain their sense of autonomy and dignity, enabling them to live a full and meaningful life until the end.



Starting with Santa Fe Garden Hills, one of the largest integrated welfare facilities in Japan, we operate 22 offices across 9 locations in Tokyo and Wakayama Prefecture.

Our Philosophy

**Become the leader that drives the industry
Become the exemplary organization of operational excellence**

Specifically promote implementation and utilization of **care technology**

Introduction of Our Main Facility

At the central facility, "Santa Fe Garden Hills," we provide various types of welfare services, including a long-term care nursing home, a rehabilitation center, and a welfare facility for persons with disabilities.

Santa Fe Garden Hills

<Capacity>

Flos Higashi-Kojiya

Residential Capacity: 180 persons
Day Service Capacity: 28 persons

Aqua Higashi-Kojiya

Residential Capacity: 100 persons
Day Service Capacity: 20 persons

Amicus Higashi-Kojiya

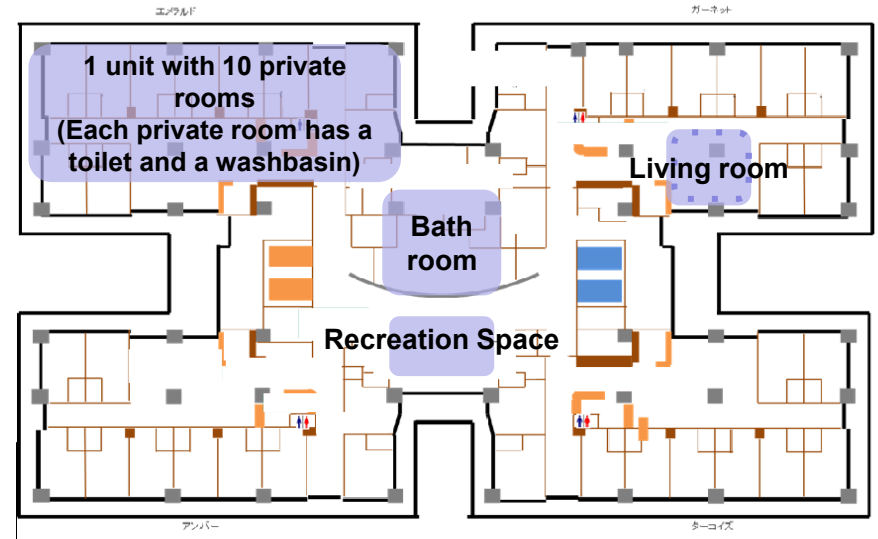
Residential Capacity: 40 persons
Day Service Capacity: 20 persons

<Area>

























Site Area: 8,220.67 m²
Building Area: 2,911.04 m²
Total Floor Area: 16,332.17 m²

<Floors>

8F-9F: Rehabilitation Center "Aqua Higashi-Kojiya"
7F: Welfare Facility for Persons with Disabilities "Amicus Higashi-Kojiya"
3F-6F: Long-term care Nursing Home "Flos Higashi-Kojiya"
2F: Short-term Residential Care "Flos Higashi-Kojiya"
1F: Day Care, Day Rehabilitation, etc.




40 residents per floor
(10 people × 4 units)

	Care robot	ICT for care	others
in operation	<p>Monitoring</p>  <p>Nemuri SCAN / Paramount Bed</p>  <p>HitomeQ Care Support / Konica Minolta</p>  <p>Patient Watcher Plus / Arco Ex</p> <p>Excretion</p>  <p>D Free / D Free</p> <p>Bath</p>  <p>Eye senior Care / Excel Engineering</p>  <p>purete / Kinboshi</p> <p>Transfer</p>  <p>HUG / FUJI</p>  <p>Robohelper SASUKE / Muscle</p> <p>Communication</p>  <p>Pepper / SoftBank Robotics</p>  <p>PALRO / Fujisoft</p>  <p>SOEL MX / Japan Care lift service</p>  <p>Robot Assist walker RT.1 / RTWorks</p>	 <p>SCOP / Zenkou Research Institute</p>  <p>TREKZ TITANIUM / Shokz</p>  <p>LINE WORKS / WORKSMOBILEJAPAN</p> <p>Various Business Software (Attendance Management System, Accounting System, Short-stay Baggage Management System, etc.)</p>	 <p>Koroyawa / Magic Shields</p>  <p>Ninebot mini Pro / Segway</p>  <p>Online Medical Consultation / Doctormate</p>  <p>Timee / Timee</p>
previously used and proven	<p>Monitoring</p>  <p>Silhouette Monitoring Sensor / King</p>  <p>Noritsu Precision / Neos + Care</p> <p>Excretion</p>  <p>Helppad / aba</p> <p>Transfer</p>  <p>HAL / CYBERDINE</p>	 <p>Smartmatcloud / Smartshopping</p>	


Zenkoukai has developed a reproducible approach for productivity improvement that can be applied by any staff or facility, through extensive trial and error.

Problems



- Not providing high-quality care
- Constantly busy and rushed
- A strong top-down commitment from management to urgently improve productivity in response to increasing social security costs
- Desire to utilize cutting-edge technology

Preparation




Formed the "Hybrid Special Nursing Home Project" team
 Hybrid = People (care staff) + Technology

- **Share the mindset**
 Project team → Leadership → All facility staff

Visualization

Execution of Business Analysis

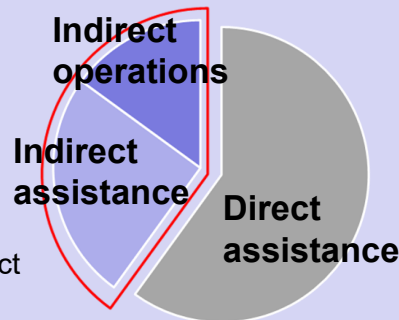


- Time study
- Business process analysis
- Issue discussion
- Staff monitoring: steps, health, and stress checks

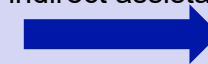
Indirect operations : Tasks that do not involve direct interaction with users (e.g., record-keeping, briefing, etc.)

Indirect assistance : Tasks involving indirect care away from users (e.g., monitoring, patrolling, etc.)

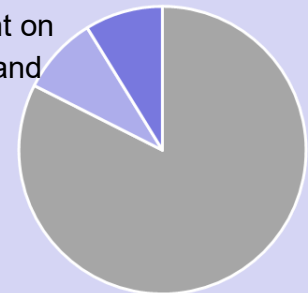
Direct assistance : Tasks involving direct care and physical contact with users (e.g., bathing, feeding, toileting, mobility assistance, etc.)



Reducing time spent on indirect operations and indirect assistance

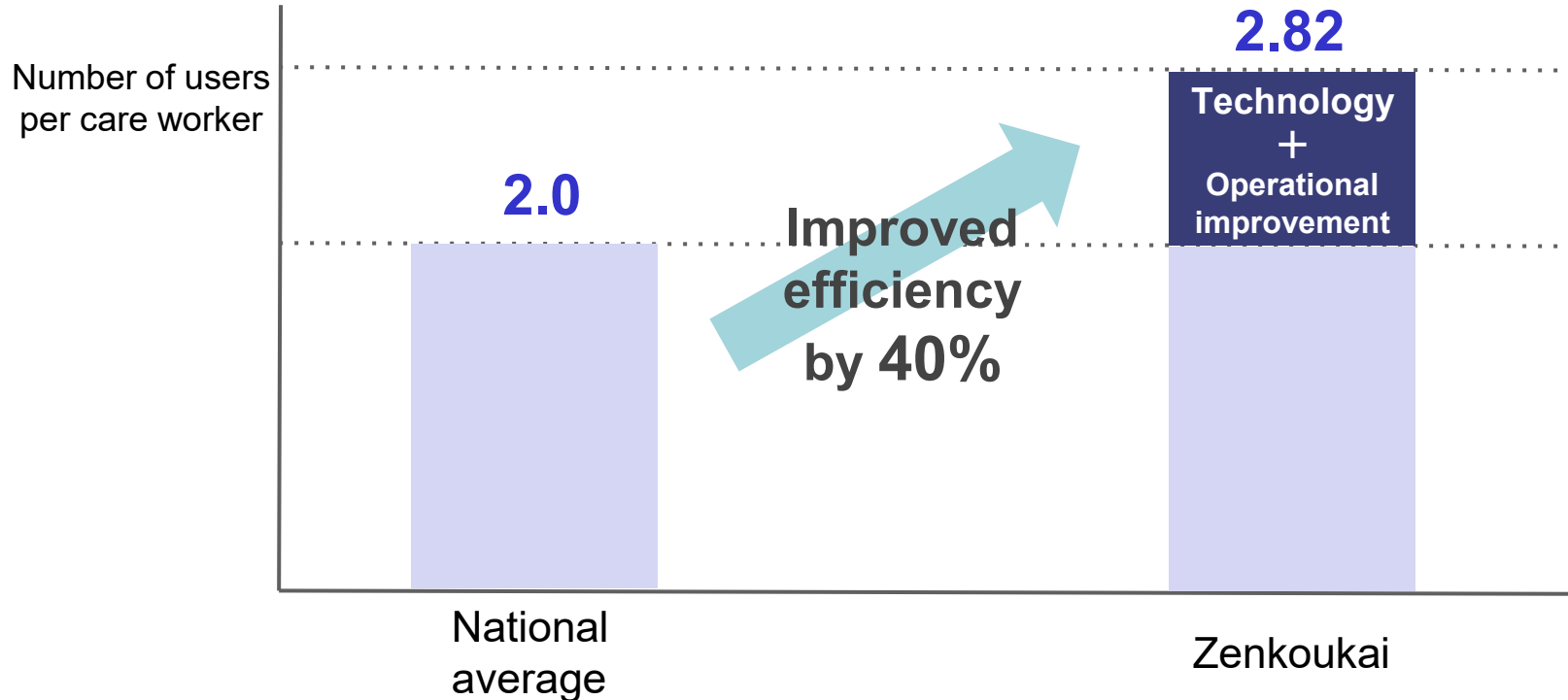


Increasing time dedicated to direct assistance



Outcomes of Initiatives

By adopting new technologies and streamlining our operations, we have achieved a **40% increase** in operational efficiency compared to the national average.



Our company is a spin off from the Social Welfare Corporation Zenkoukai.

Our mission is to ensure the sustainability of care services by improving the quality and efficiency of operations across the entire care sector.



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- Working closely with Zenkoukai as a group on joint business projects and other initiatives.
- Effectively leveraging the knowledge and planning expertise of Zenkoukai's operational excellence.
- Collaborating with a diverse range of stakeholders, including care providers, government agencies, manufacturers, and educational institutions.

Human
Resource
Development

Software
Development

Development
Support

Consulting

Care DX business:

Develop and sell software (SCOP) that improves efficiency of on-site care operations



- Selected for a National R&D Agency AMED development program (METI program)
- Selected for the Cabinet Secretariat “Digital Garden City Nation” grant (Type S)
- Government commendation: Medical Research and Development Award (AMED President’s Award)

Digital core talent development business:

Operate a certification program (“Smart Caregiver”) to enhance care staff knowledge and skills



- Commissioned by MHLW (Elderly Care Bureau) to deliver training programs for digital core talent development Supported by METI and the Digital Agency Adopted as an achievement target item in Matsue City’s Long-term Care Insurance Business Plan

Consulting business:

Management support services to improve care services and operational efficiency for care providers



- Selected multiple times for municipalities’ “Care Productivity Comprehensive Consultation Center” projects Selected multiple times for hands-on support using the Care Plan Data Linkage System Examples: Miyazaki, Shiga, Kanagawa, Ehime, Nagano, etc.

Development support for care equipment manufacturers:



Support development of new technologies that care providers can adopt to improve their operations in the future



- Designated as a Living Lab under the MHLW Elderly Care Bureau “Care Robot Development Platform” program
- Selected for a Tokyo startup incubator/accelerator in the caregiving domain



We realized the digitization of records and handovers with care record software, "SCOP home" developed by us. With SCOP, we can now record and transfer information digitally without the need for manual input.

Smart Care Operating Platform

Cutting-edge care ICT is now available for free on your smartphone or PC. Packed with easy-to-use features to support senior and foreign staff.



Smart Care Operating Platform

A highly functional care record app with handover features.


※for iPad only

Smart Care Operating Platform


Integrated notification management app for care equipment such as monitoring and sleep sensors, supporting voice output.

Smart Care Operating Platform





Billing software that integrates with care records. Automatic free updates for revision of long-term care insurance fees.

Before



Transcribing handwritten notes and records into a system



Face-to-face shift handover



After



Record on the spot using a handheld iPad

Smart Care Operating Platform





Check handover items on SCOP (no meeting required)

Record keeping
76% more efficient
 Handing over
74% more efficient

About “SMART Caregiver” Certification

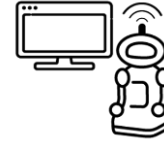
We offer a program designed to develop "smart caregivers" equipped with the knowledge and skills necessary to effectively utilize care technology and drive digital transformation in care services, ultimately enhancing both care quality and productivity.



SMART



Skills to formulate improvement plans



Skills for utilizing ICT and care robots



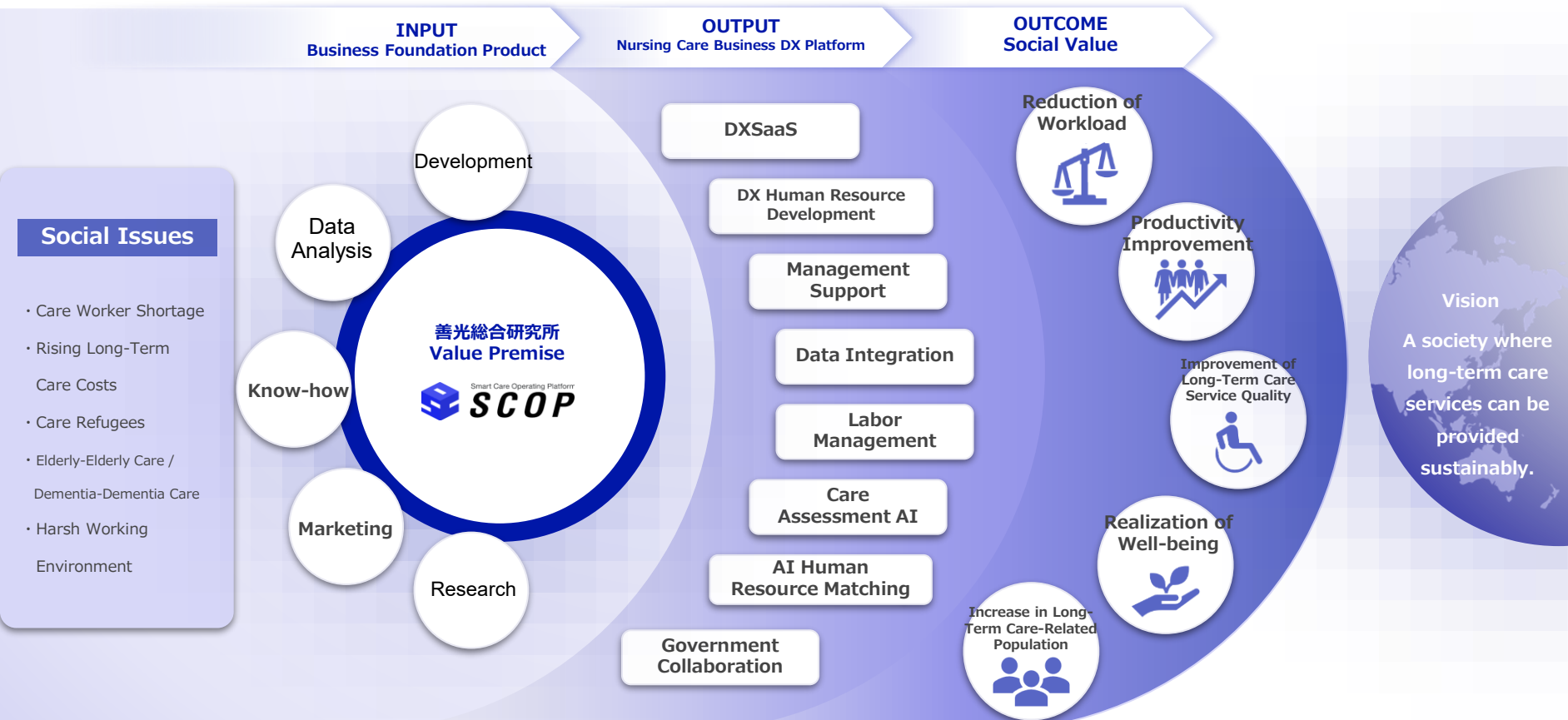
Skills to guide and train workplace staff

Knowledge and skills to be learned

Over **12,000** people have taken this certification so far!

Value Creation Model

We will build a Digital Transformation (DX) platform for the long-term care business and provide AI and various solutions as a package for DX and operational transformation.



Country · Areas and Issues / needs

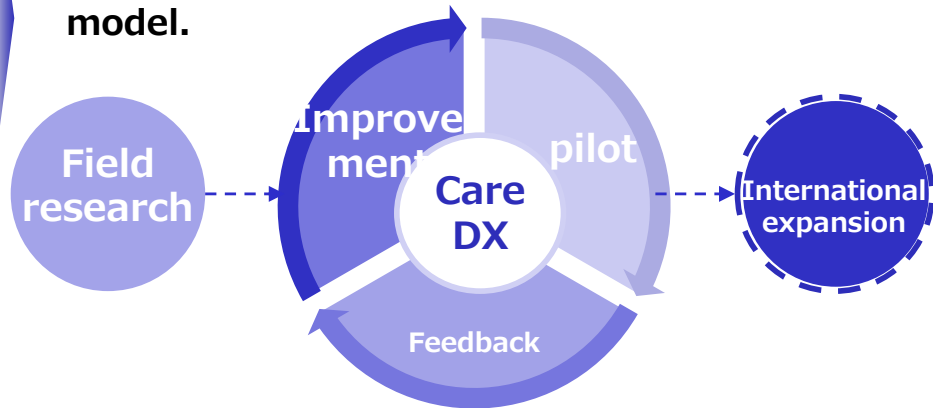
Country	Issues / needs
China	<ul style="list-style-type: none"> • Rapid increase in older population; shortage of personnel and know-how • Smart care policies are advancing; strong need for technology implementation
Taiwan	<ul style="list-style-type: none"> • Rapid aging with low birthrate; workforce shortages in urban areas • Standardization of care services and ICT implementation are insufficient
Singapore	<ul style="list-style-type: none"> • Aging rate to reach 25% by 2030 • Heavy reliance on multinational workforce; standardization and efficiency are urgent
Malaysia	<ul style="list-style-type: none"> • Home care is central, but demand for facilities is increasing in urban areas • Recording and training systems are underdeveloped; ICT utilization is needed

Common
challenges

Acceleration of aging / shortage of care workers / delay in ICT utilization

Initiatives toward building a care DX foundation and international expansion

Integrate care technologies adapted to each country's situation with development of digital core talent, promote efficiency and quality improvement in caregiving operations, build a sustainable care social infrastructure, and internationally expand a Japan-origin care DX model.



Advance two research pillars in parallel and build a foundation that will underpin the development of a future international expansion model.

Research

FY R7
(implementation
preparation)

FY R8
(pilot/testing and
verification)

FY R9
(completion and
integration)

Research 1



R&D on implementation effects and local adaptation in Asian countries with a view to overseas expansion of care technology

Research on
system/culture/needs

Pilot system
implementation and
improvement;
operation support and
accompanying
assistance

Formulate completed
system; develop
operational guidelines

Research 2



R&D on efficiency improvement and service enhancement through introduction of care technology devices, operational improvement, and staff education in overseas care facilities

Research on education
needs

Effect verification and
follow-up research;
feedback-based
improvement

Completed education
program; formation of
a graduate network

Purpose	To investigate on-site operations, system, and cultural factors to build a foundation for adapting and deploying Japanese care technologies in Asian countries.	
Methods	On-site visits, interviews, questionnaires, literature review	
Survey items / examples	<ul style="list-style-type: none"> ● On-site operational realities: ● Institutional/regulatory environment: ● Cultural/acceptance factors: ● On-site needs: ● Requirements for adoption foundation: 	<p>work flows, staffing, ICT/robot usage, etc.</p> <p>device certification, subsidy programs, data protection laws, etc.</p> <p>psychological resistance to technology, views on family caregiving, etc.</p> <p>desired improvements, intention to adopt, etc.</p> <p>adaptation conditions (hardware/software), cost estimation, etc.</p>

Purpose	To grasp the current state of care system, human resource development, and operations, clarify education needs, and establish the design foundation for a training program that develops digital core talent.	
Methods	On-site visits, interviews, questionnaires, literature review	
Survey items / examples	<ul style="list-style-type: none"> ● Required talent profile and skill requirements: ● Human resource development systems: ● Education needs: ● Implementation challenges: 	<p>ICT utilization capability, leadership, business process improvement capability, etc.</p> <p>qualification systems, existing training frameworks, vocational training systems, etc.</p> <p>themes and learning formats required by frontline staff, etc.</p> <p>training cost, securing time, reflecting outcomes, etc.</p>

○ What we did under the AMED survey research project

- Investigated on-site needs in four countries

(China / Taiwan / Malaysia / Singapore)



- **Organized bottlenecks by introduction process**
(development phase, adoption decision (interest/selection), purchase, utilization)
- **Organized directions for human resource development**

○ Challenges and gaps vs. assumptions

- In every country, monetization in the caregiving domain is difficult, making initial investment decisions hard to advance
- Not only “whether there is an implementation effect,” but also “whether the effect is communicated to decision-makers and frontline staff” is the branching point for adoption and diffusion
- After implementation, operational design and human resources determine success or failure (it will not stick if it does not run on the ground)



- **Tech implementation is a means; it is necessary to translate the desired model of care into frontline and management practice through human resource development**

○ Future outlook

- As an “implementation foundation model (system × human resources × operations),” design in an integrated manner:
 - share the desired care model → standardize operations → establish recording and information sharing
- Standardize common KPIs and how outcomes are presented, linking to corporate/administrative investment decisions and policy decisions

○ Requested Cooperation from Government Partners

• For Japan:

We hope Japan’s public, private, academic, and frontline actors will collaborate as a team to engage with administrative bodies and local companies in target countries and work together on overseas expansion.

• For partner countries:

We would appreciate the government’s support in putting in place the implementation framework needed for pilots and adoption (system /regulation, eligibility, and procedures), arranging initial support (subsidies/procurement), jointly designing KPIs and dissemination methods, clarifying data/privacy requirements, and working together on human resource development..



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Thank you