

90-day Japan launch 可視

Translation is the cheap problem. This runbook is the expensive one: the legal gates, the cultural pitfalls, the infrastructure retrofit, the buyer choreography, and the reference-customer math that turn a technically-excellent product into a Japanese enterprise deployment without destroying the brand on impact.

Drafted 2026-04-21 · Companion to [/business.html](#) + [/technology.html](#) + [labor-consultation template](#)

90 days

to first signed pilot,
deployed + measuring

¥8–14M

estimated Phase-1
cash outlay (advisors +
infra + certifications)

6–12 weeks

legal-gate time cost
that adds to every
enterprise deal

3 gates

consensus points per
deal: sponsor +
gatekeeper + 代表者

00 What "a successful launch" actually means

90 days does not mean "Kashi is available to all Japanese enterprises." It means the scaffolding under the product is credible enough to survive a real deployment. Specifically:

- **One signed pilot** at a 50-500-person Japanese company, with its 就業規則 amended, its 代表者 consulted, its transcripts flowing through Kashi's Tokyo-region infrastructure, and its first outcome-measurement window complete.
- **One named reference-customer** willing to speak to the next 5 prospects. Without this, every future deal starts cold.
- **Labor-law advisor** (社労士) on retainer, having reviewed and co-signed every legal artifact.
- **JP data residency** shipped (primary DB in AWS Tokyo or GCP Tokyo, not Vercel US).
- **SOC 2 Type II** audit kicked off (takes ~6 months; begin Day 1 so it's done by the time Enterprise tier opens).

Honest acceptance criterion. Anything that sounds like "10 pilots in 90 days" is marketing, not reality. Japanese enterprise sales cycles are 6-12 months. Success at Day 90 is *one* deployment that proves the model, plus the infrastructure to run the next 10.

01 Phase 0 — Week -1 to Day 0 (foundations)

The clock does not start at Day 1. A week of pre-work determines whether the next 90 days compound or stall.

WEEK -1 (BEFORE DAY
1)

Foundations that must exist before the clock starts

- Retain a 社労士 (labor-law advisor)** Justine
Specialization in 労働施策総合推進法 + パワハラ prevention. ¥50-100k/month retainer. Scope: advisory, not representation. Purpose: review every pilot's 就業規則 amendment, brief 代表者 consultation meetings, co-sign legal artifacts. Without this seat, every deal is a legal coin-flip.

- First-pilot target archetype locked** Both
100-300-person tech-adjacent firm. Foreign-owned or foreign-investor-backed (lower 代表者-consultation friction). CEO-led. Willing to be a public reference. 3-5 named candidates on a shortlist by Day 0.

- JP data residency scoped** Haseru
AWS Tokyo (ap-northeast-1) vs GCP Tokyo vs Vercel Tokyo region comparison. Supabase currently in Tokyo region already; confirm Vercel function execution region + edge config. Migration plan written, not yet executed. See [/technology.html §7.5](#).

- SOC 2 + ISO 27001 auditor conversations** Justine
Get 3 quotes. Vanta / Drata / Secureframe for evidence collection. BDO / Prescient / Sompo for audit firm (JP-familiar). SOC 2 Type II takes ~6 months; ISO 27001 takes ~4-6 months. Don't sign yet; schedule the kickoff for Day 1.

- Reference-model decisions** Both
Decide the pilot pricing concession (free / 50%-off / full-price). Decide reference-customer rights (logo-only / named quote / case study / on-panel speaking). Decide data-rights for future aggregate benchmarks. Write this down as a 1-page term sheet before any pilot conversation.

02 Phase 1 — Days 1-30 (legal + trust + pipeline)

DAYS 1-30 **Legal foundation + 5 pilot conversations started**

The goal of this phase is not to sign a pilot. It is to make signing one possible without burning a candidate.

LEGAL & COMPLIANCE

- 社労士 retainer contract signed** Justine
Pre-arranged monthly hours, SLA on 就業規則 review turnaround (target: 5 business days), scope includes pilot-consultation meeting attendance.

- Labor-consultation packet reviewed by 社労士** Haseru + 社労士
Our existing [labor-consultation template](#) gets a full pass. 社労士 flags every claim that needs amendment for 労働施策総合推進法 §30-2 compliance. Update the template. Regenerate its PDF.

- 就業規則 amendment template drafted** Haseru + 社労士
A model 就業規則 change that a pilot customer can adopt almost as-is. Covers: purpose specification, data-types processed, retention window, access roles, opt-out path, 労使協議 minute template. Reviewed and signed off by 社労士.

- APPI compliance artifact written** Justine + 社労士
Public notice text (公表事項), purpose specification (利用目的), third-party transfer policy (第三者提供 — "none" is the answer, but it must be written down), retention-period justification, opt-out path. Hosted at `/ja/appi`.

INFRASTRUCTURE

- Supabase Tokyo region confirmed + stress-tested** Haseru
Verify `ap-northeast-1` primary, no unintended replication to US. Measure cold-start latency from Tokyo against Vercel function region. If Vercel US adds >200ms to Tokyo-to-Tokyo round-trip, migrate to Vercel Tokyo region or evaluate Cloudflare Workers.

- SOC 2 Type II audit kicked off** Justine
Evidence-collection tool deployed (Vanta / Drata). Policy library written. Day 1 sets T0 for the 6-month observation window. Target: Type II report by Day 180.

- ISO 27001 scoping + ISMS policy write** Justine
Parallel-track with SOC 2. ISMS scope statement, asset inventory, risk register (extending our existing [business.html §9](#) 11-risk register), access-control matrix.

PIPELINE

- 5 warm intros requested** Both

Using the 30 outbound templates at </packets/outbound-templates.html>. Lead with the walkthrough link + hidden-loss portfolio framing, not "¥7.9M hero." Target mix: 2 CEO direct, 2 CHRO via investor referral, 1 academic partnership (e.g., 津野香奈美 Kanagawa Univ of Human Services).

2-3 first-meeting conversations completed

Both

Live tour: </tour.html> + manager mirror + governance page. Closing ask: 30-minute follow-up with their legal + labor-relations counterparties.

DAY-30 EXIT GATE — CONTINUE?

社労士 engaged + labor-consultation packet co-signed + at least 3 qualified pilot conversations in progress + SOC 2 / ISO 27001 kicked off + JP data residency validated. If any two of these are missing at Day 30, pause and re-plan. Do not proceed to Phase 2 on a weak foundation.

03 **Phase 2 — Days 31-60 (pilot signed + infra hardened)**

DAYS 31–60 **First pilot LOI signed + Zoom/Teams integration live for that tenant**

This phase converts one of the Phase-1 conversations into a signed pilot AND prepares the technical substrate that pilot will run on.

COMMERCIAL & LEGAL

Pilot LOI signed

Justine

1-page LOI (not a contract). 90-day paid pilot, pricing concession locked, reference-customer rights locked, data ownership clear. Signed by the CEO (economic sponsor), not delegated.

Their 就業規則 amendment drafted jointly

Haseru + 社労士

Our template + their 社労士 (or ours) + their legal team jointly produce the amendment. Budget 2-3 weeks of back-and-forth.

代表者 selection + consultation meeting held

Pilot CHRO + 社労士

If no union, pilot company must elect a 従業員代表者 (employee representative) per 労働基準法 §90. Consultation meeting scheduled, minuted, and the resulting 意見書 filed with the amendment. This is where most non-JP-native products fail — skip this step and the deployment is legally void.

TECHNICAL

Zoom / Teams / Meet tenant-specific OAuth app configured

Haseru

Zoom Marketplace listing (or Server-to-Server OAuth for single-tenant install). Microsoft Azure AD app registration + tenant admin consent. Google Workspace OAuth + domain-wide delegation. Production webhook secrets set. Today this is the code stub at [/technology.html §4](#) + `/api/webhooks/zoom` ; at Day 60 it is production-wired for the pilot tenant.

First real transcript ingested end-to-end

Haseru

One of the pilot's own meetings flows through the production webhook path, gets analyzed by the detector pipeline, produces a Manager Mirror. Dog-food before launch. This is also the moment keigo-detector quality gets a reality-check on non-seed data.

Diarization-confidence gate tuned on pilot audio

Haseru

JP hybrid-room transcripts produce more short turns + more overlap than EN. The `MIN_DIAR_CONFIDENCE` floor may need raising for JP. Validate against 5-10 pilot meetings before opening the Manager Mirror to the pilot's managers.

JP-native UI copy pass

Haseru + native reviewer

Native speaker (Haseru) + one additional native reviewer pass every user-facing string. Specifically check: honorific register in system messages, 敬語 usage in the Manager Mirror observational language, 遠回し phrasing in pattern-summary narratives. Machine translation is not acceptable for any pilot-visible text.

DAY-60 EXIT GATE — CONTINUE?

Pilot LOI signed + 就業規則 amendment filed with 労働基準監督署 + first real transcript analyzed + JP copy pass complete + Manager Mirror available (but not yet visible) to the pilot's managers. If any of these are missing, extend Phase 2 by 2 weeks rather than pushing a half-ready deployment live.

04 **Phase 3 — Days 61-90 (outcome + reference + expand)**

DAYS 61-90

Managers see mirrors + outcome report + reference-customer release

DEPLOYMENT

Managers onboarded to Manager Mirror (Lane A only)

Justine + Haseru

Each manager gets a 1:1 walkthrough (human, not email). Emphasize: this is private, this is for self-correction, this is not a scorecard. Anti-laundering rule

explained verbally. Budget 30 min per manager; with 5-10 managers at a 300-person co, this is 3-5 hours of founder time.

- Weekly pilot check-ins (sponsor + CHRO + 代表者)** Both
- 30 min, Fridays. Three-buyer framework in practice: economic sponsor tracks ROI, operational gatekeeper tracks legal comfort, 代表者 tracks worker-side reception. If any of the three stops showing up, pilot is at risk.

OUTCOME MEASUREMENT

- Day-75 mid-point review** Both
- Early signal report. Grade ladder shown. Honest about what the data does and doesn't say at 15 weeks of lookback vs the 90-day baseline target. Revise the Day-90 measurement plan if reality differs from expectation.
- Day-90 outcome report** Both
- Lane-A effectiveness: did any managers' patterns measurably shift after receiving the Mirror? Lane-B trigger rate: how many patterns persisted past the 90-day window and escalated to governed-remediation? 代表者 sentiment: unprompted feedback from the worker-rep lens. No claims about harassment-prevention — only structural pattern change.

COMMERCIAL

- Full 1-year contract OR extended pilot decision** Justine
- Pilot CEO makes a go/no-go call. If go: full contract at Professional or Enterprise tier. If no-go: honest post-mortem, preserve the relationship for re-engagement at month 12. Never pressure.
- Reference-customer release** Both
- Case-study page (anonymized metrics + named company if agreed). Logo rights for the Kashi website. One quote from the CEO. One quote from the CHRO. One neutral line from the 代表者 (this third quote is the hardest and the most valuable). Schedule 3-5 reference calls into Q2 outbound.
- Pipeline seeded from reference** Both
- 5-10 next-pilot conversations triggered by the reference. Goal is not signed Q2 pilots; goal is qualified conversations so the Day-180 pipeline can close 2-3 new pilots.

DAY-90 EXIT GATE — WHAT "WIN" LOOKS LIKE

Pilot outcome report delivered + reference release signed + 5+ qualified next-pilot conversations booked + one go/no-go decision from the pilot company. Anything less is not failure; it is information about what Phase 4 (Days 91-180) needs to recover.

05 Budget

Planning numbers, not quotes. Actual costs vary with advisor seniority, audit firm choice, and pilot concession depth. All figures are 90-day cash outlay in JPY.

CATEGORY	ITEM	90-DAY COST	NOTES
Advisors	社労士 retainer	¥150-300k	¥50-100k/month × 3 months
Advisors	弁護士 (employment-law) on call	¥200-500k	Hourly; only called in for pilot contract review + escalations
Certifications	SOC 2 Type II (auditor + evidence tool)	¥3-6M	Kickoff fee + first 3 months of Vanta/Drata; full cost realized over 6 months
Certifications	ISO 27001 scoping + gap assessment	¥1-2M	Gap assessment + policy-writing support; full cert later
Infrastructure	Supabase Tokyo region + Vercel	¥100-300k	Existing tier likely sufficient; pilot traffic small
Infrastructure	Monitoring + security tooling	¥200-500k	Sentry + Datadog or equivalent + security scanner
Sales	Pilot concession (revenue opportunity cost)	¥2-4M	Free or 50%-off pilot at Professional tier × 90 days; treat as CAC
Sales	Travel, pilot site visits, consultation attendance	¥300-800k	In-person is not optional for consultation meetings in JP
Reserve	Contingency (unexpected legal/tech issue)	¥1-2M	Keep uncommitted
Total		¥8-14M	Founders' salaries not included

Funding posture. This is seed-level outlay, not Series A. Of this, ~¥5-9M is one-time-but-durable investment (certifications, JP infra, template library). The recurring cost is ~¥300k/month for advisors + infra.

06 Team RACI (who does what)

Small founding team means everyone does everything. The table below names the primary owner of each workstream — where the buck stops when that thing is late or wrong.

WORKSTREAM	PRIMARY OWNER	SECONDARY / ADVISOR
Legal & compliance (就業規則 / APPI / 労使協議)	Justine	社労士 + Haseru (drafting)
Certification (SOC 2 + ISO 27001)	Justine	Audit firm + tooling vendor
Pilot sales + commercial terms	Justine	Haseru (co-pitch)
Platform integration (Zoom / Teams / Meet webhooks)	Haseru	Justine (review)
Detector pipeline + JP diarization tuning	Haseru	Justine (eval harness)
JP-native UX copy + pattern-narrative language	Haseru	External native reviewer
Pilot onboarding + manager 1:1 walkthroughs	Both	
Outcome measurement + Day-90 report	Haseru	Justine (narrative)
Reference-customer release + case study	Justine	Haseru
Phase-4 pipeline (Days 91-180)	Both	

07 JP-specific risk register

The 11-risk register in [business.html §9](#) covers product + market risk globally. These are the launch-specific risks that only apply during the Japan entry window.

SEVERITY – HIGH

代表者 blocks deployment

Even with CEO signature, the 従業員代表者 can delay or refuse consultation consent. Pilot stalls in Phase 2 with no clear path forward.

Mitigation: consult 代表者 before LOI signing, not after. Treat as a first-class buyer, not a compliance checkbox. 社労士 co-attends the first consultation meeting.

SEVERITY – HIGH

Manager-mirror leak

A manager shares their Mirror screenshot. It circulates. Brand is destroyed before pilot ends.

Mitigation: watermark the Mirror with the viewer's own email. Legal terms explicit: screenshots shared externally void the pilot. Never mandate Mirror viewing; self-select only.

SEVERITY – HIGH

JP diarization quality floor

Hybrid-room JP audio diarization is weaker than headset-grade. Some pilot meetings fail the confidence gate; pilot perceives the product as flaky.

Mitigation: pre-screen the pilot's meeting setup in Phase 1. If they use hybrid rooms with ceiling mics heavily, recommend a headset-only subset for the first 30 days of ingestion.

SEVERITY – MEDIUM

Enterprise procurement timeline

CFO / legal / security review extends beyond 90 days. Pilot starts late, Day-90 outcome window doesn't close on time.

Mitigation: bias pilot selection toward founder-led companies where the CEO can compress procurement. Expect 6-12 months for fully-institutional buyers.

SEVERITY – MEDIUM

Incumbent acquisition play

Wevox / Atrac / Archaic notice the pilot traction and offer acquisition at a low price, pre-emptively capping upside.

Mitigation: avoid public signals until the reference customer is live. Non-dilutive funding ([funding-pathways memo](#)) keeps optionality open without a pressured raise.

SEVERITY – MEDIUM

Content-classifier buyer confusion

Buyer expects Kashi to detect "bad messages" (Archaic / FRONTEO model). When told Kashi never reads content, asks "then how do you detect harassment?" — loops the sales cycle back to the education phase.

Mitigation: lead with the 70%-miss statistic on content classifiers. Keigo-asymmetry detector is the never-available-elsewhere demo moment. Position structural signals as *stronger*

because they catch what content misses.

SEVERITY – LOW (BUT WATCH)

Vendor-consolidation preference

Enterprise IT says "we already have Wevox; adding Kashi is tool-bloat."
Procurement blocks even if CEO wants it.

Mitigation: position as complementary: Wevox measures engagement, Kashi measures structural dynamics. Bundle pricing if needed for specific accounts. Never sell as a Wevox replacement.

SEVERITY – LOW

Cross-cultural UI dissonance

JP-native reviewers flag that the product "feels foreign" even after translation pass. Adoption is slower than expected.

Mitigation: pattern-narrative tone study with 5-10 JP users in Phase 2. Adjust observational language per SAMHSA-style guidelines translated through the 遠回し convention.

08 What the runbook does not cover

- **Scaling past 1 pilot.** Phase 4 (Days 91-180) is a separate doc; handling 3-5 concurrent pilots needs ops infrastructure this runbook doesn't scope.
- **EU / US market entry.** Different legal gate (GDPR + EU AI Act Annex III), different buyer, different timeline. Covered in the [cross-cultural memo + category-entry memo](#).
- **Hiring.** Assumes the two founders + advisors are the team through Day 90. First engineering hire is a Day-120 decision, not a Day-1 decision.
- **Fundraising.** Separate workstream. Pilot traction de-risks Series A; the runbook is a pitch artifact, not a fundraise plan.
- **Board / governance formation.** Incorporated structure, investor rights, option pool — all pre-work that should be settled before the runbook clock starts.

See also: [/business.html](#) (13-section plan) · [/technology.html](#) (engineering detail + §7.5 "if you can only ship 3 things before pilot") · [/packets/labor-consultation-template.html](#) · [/founder.html](#) · [/research/](#) (42-document library)

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