CUSTOMER JOURNEY ROADMAP

# Overview

Since their establishment in 1932, East Canada Paper (ECP) has followed a traditional business model. They’ve experienced a decline in their news and magazine paper milling business. However, they’ve seen growth in heavy-duty paper industrial products. They expanded into recycling services in 1990 and invested in recycling technology in 2017 to capitalize on the demand for recycling. ECP maintains five international offices where print paper is still widely used. To capitalize on growth areas, ECP is moving away from traditional manufacturing and toward providing additional services in recycling and thermal capture energy production.

Immediate goals

* Address the following strategic challenges:
  + Respond to shifting product demands.
  + Increase recycling while reducing its cost.
  + Reduce oil and gas consumption.

Long-term goals

* Five-year strategic plan:
  + Become a data-driven services firm.
  + Reduce waste and increase recycling services.
  + Develop a thermal capture energy production business.

## Business and Technical Requirements

* Business Processes:
  + As-Is State: Traditional manufacturing focused on newsprint and magazine paper.
  + To-Be State: A diversified company focusing on industrial paper products, recycling services, and thermal capture energy production.
* Technology Tools and Applications:
  + Implementation of SAP S/4HANA for streamlined operations and data analytics.
  + Advanced recycling technology to improve efficiency and reduce costs.
  + Development of energy capture technology for sustainable energy production.
* Key Questions:
  + What are the current technological bottlenecks in achieving increased recycling efficiency?
  + How can we integrate new services into the existing business model without disrupting ongoing operations?
  + What data-driven strategies can be employed to anticipate market trends and adjust product offerings accordingly?

## Stakeholders and Partners

* Stakeholders:
  + Internal: CEO, CTO, department heads of recycling, industrial products, and energy production, and union representatives.
  + External: Customers, environmental regulatory bodies, SAP partners, and technology vendors.
* Partners:
  + SAP Partner Finder will be utilized to identify consultants and technology providers specializing in SAP S/4HANA implementations and advising on the integration of recycling and energy production technologies.

## Business Environment

* ECP operates in a highly regulated environment, with significant oversight from the Canadian Environmental Protection Act (CEPA) regarding air and water pollution, waste management, and the handling of toxic substances. This necessitates a strong focus on legal compliance, especially as ECP expands its recycling and energy production services. The business environment demands adherence to strict environmental standards, requiring ECP to employ state-of-the-art technologies and practices to ensure compliance while achieving its business objectives.

## SAP Products and Solutions

* Consolidation of Systems: ECP seeks to consolidate seven core systems into a single, cohesive system. This consolidation can be addressed by SAP S/4HANA, which integrates business processes and offers a single source of truth. It can serve as the core ERP system, handling everything from asset management and financials to supplier relationship management and warehouse management.
* Real-Time Analytics and Predictive Maintenance: ECP requires advanced analytics for predictive maintenance and real-time decision-making. SAP Predictive Maintenance and Service, combined with SAP Analytics Cloud, can offer insights into asset health and operational analytics, supporting ECP's goal of efficient asset management and reduced waste.
* Supply Chain Visibility and Supplier Relationship Management (SRM): Enhancing negotiations with suppliers and enabling customization for customers’ demands of a robust SRM and SCM solution. SAP Ariba for supplier management and SAP Integrated Business Planning (IBP) for supply chain visibility can fulfill these requirements, offering insights into supply chain performance and supplier collaboration tools.
* Customer Engagement and Customization: To offer customers a wide range of customization options and enable online order submissions, SAP Commerce Cloud can be leveraged. It supports customer-facing e-commerce capabilities and can integrate with SAP S/4HANA for real-time inventory and order management.
* Environmental Impact Tracking: To provide customers with environmental impact assessments of their orders, integrating SAP Environmental Compliance into the solution architecture can help ECP track and report on sustainability metrics.

## SAP Team Training Strategies

* Identify Skill Gaps: Assess the current skills of the team members against the requirements of the SAP products chosen for ECP's solution. Identify gaps where additional training is required.
* SAP Certification and Learning Paths: Enroll team members in SAP certification programs related to S/4HANA, SAP Ariba, SAP IBP, SAP Analytics Cloud, and other relevant solutions. Utilize the SAP Learning Hub for access to comprehensive learning resources and certification paths.
* Hands-On Experience: Leverage the SAP Cloud Appliance Library to set up demo environments for hands-on practice. Encourage team members to experiment with configuring and customizing the SAP solutions to meet simulated requirements similar to ECP’s.
* Knowledge Sharing Sessions: Implement regular knowledge sharing sessions where team members can share insights, challenges, and solutions related to their training and hands-on experiences with SAP products. This promotes a collaborative learning environment.

## Summary

* Findings and Recommendations:
  + ECP’s requirements can be effectively met with a combination of SAP S/4HANA, SAP Ariba, SAP IBP, SAP Analytics Cloud, and SAP Environmental Compliance.
  + A focused training program for the SAPCom team is necessary to ensure they possess the skills and knowledge to implement and support these solutions.
* Action Items:
  + Solution Mapping: Finalize the selection of SAP products and map out the integration points and data flows between them to support ECP’s business processes.
  + Training Plan Development: Develop a detailed training plan for the SAPCom team, including timelines for certification completion and hands-on practice schedules.
  + Demo Environment Setup: Utilize the SAP Cloud Appliance Library to set up demo environments for each of the SAP solutions involved in the project for training and testing purposes.
* Next Steps:
  + Engagement with SAP: Coordinate with SAP to ensure access to the latest training materials and support for the chosen products.
  + Project Planning: Develop a detailed project plan that includes milestones for system implementation, training completion, and go-live dates.
  + Stakeholder Communication: Keep ECP informed of progress, particularly regarding how the SAP solutions will meet their strategic objectives and any necessary involvement from their IT and business teams during the implementation phase.