



East Canada Paper

Customer Journey Roadmap

Premier Data-Focused Environmental Paper Producer

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Overview

East Canada Paper Company (ECP) – multi-national manufacturing, distribution & sales conglomerate consisting of four divisions and one partnership:

- **Milling** – manufacture of paper products
- **Local Sales & Recycling** – collection, processing & sales
- **International Sales** – paper & industrial products
- **Paper and Industrial Products** – R&D, product management
- **Waste Energy** – energy production

Business and Technical Requirements

- Manage buying events to reduce cost and optimize supply
- Engage customers with online ordering app including options
- Analyze sales data to understand trends
- Analyze operational data to streamline operations
- Predict failures and minimize downtime
- Optimize resources to reduce waste and increase sustainability

Business and Technical Requirements, cont.

Across regions regulatory requirements will differ.

Country specific requirements include:

- Tax regulations and other reporting obligations for finance
- Different environmental regulations
- Different human resource regulations
- Data protection laws

Business and Technical Requirements, cont.

- What data needs are you currently meeting with Excel?
- What other software is being used and for what purpose?
- Who are the partners in the Waste Energy Project?
- What are your regulatory and compliance needs in terms of taxes, the environment, and information security?
- How is the company affected by environmental factors?

Business and Technical Requirements, cont.

- What are the specific goals for being green?
- Who are the subject matter experts available for input?
- What visibility of activity is required across divisions?
- Are there any quick wins to prioritize for early development?
- What are the dependencies and critical path to develop?
- What are the top 2-3 biggest concerns or potential risks?

Stakeholders and Partners

Stakeholder	Influence	Interest	Level of Participation
Internal Stakeholders (Named Individuals)	High	High	Low
Internal Stakeholders (Groups/Departments)	High	High	High
Suppliers/Vendors	High	High	Low
Customers Representatives	Low	High	High

Stakeholders and Partners, cont.

Stakeholder	Influence	Interest	Level of Participation
Internal Stakeholders (Named Individuals)			
Francois LeClerc, ECP CEO	High	High	High
Alison Wright, ECP CTO	High	High	High
Penelope Ellison, Director, International Sales	High	High	High
Gordon Keene, Director, Local Sales and Recycling	High	High	High
Kelley Wooley, Director, Paper and Industrial Products	High	High	High
Adrian Finchley, Manager, ECP Milling	High	High	High
Ellen Harvard, Manager, ECP Recycling	High	High	High
Joshua Trudeau, Manager, ECP Waste Management	High	High	High
Frederic Klein, Local rep, Plant workers union	High	High	High

Stakeholders and Partners, cont.

Stakeholder	Influence	Interest	Level of Participation
Internal Stakeholders (Groups/Departments)			
Central IT management	High	High	High
Local sales management	High	High	High
The Mill managers	High	High	High
Canadian mill workers union	High	High	Low

Stakeholders and Partners, cont.

Stakeholder	Influence	Interest	Level of Participation
Suppliers/Vendors			
Wood Suppliers	High	Low	Low
Fuel Suppliers	High	Low	Low
Maintenance Suppliers	High	Low	Low
Equipment Suppliers	High	Low	Low
Waste Paper Suppliers	High	Low	Low
SAP (as vendor/partner)	High	High	High
Regulatory Bodies / Environmental Agencies	High	Low	Low
Investors / Shareholders	High	High	Low
The General Public	Low	Low	Low

Stakeholders and Partners, cont.

Stakeholder	Influence	Interest	Level of Participation
Customers			
Power Company Buying Back Power	High	High	Low
Power Customers Buying Energy	Low	High	Low
Paper Products Customers (International & Domestic)	High	High	Low

Business Environment

SWOT Analysis

- The SWOT analysis allows you to analyze **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. SWOT is excellent for assessing "as-is" and determining desired "to-be."

PESTLE Analysis

- PESTLE allows you to analyze a company's operating environment. PESTLE factors include **P**olitical, **E**conomic, **S**ocial, **T**echnology, **L**egal, and **E**nvironmental.

Business Environment

PESTLE Analysis

- Political – Complex & Evolving regulation from Agencies
- Economic – Demand is shifting, Volatile Input Supply & Price
- Social – Sentiment for Re-Use & Decreased Emissions
- Technology – Digital replacing print, IoT & Thermal Capture
- Legal – Regulation on every front
- Environmental – ECP has significant Footprint

Business Environment

SWOT Analysis

- Strengths – Vision, Portfolio, International Presence
- Weakness – Legacy Systems, Complexity of Implementation, Public Perception
- Opportunities–Recycling Markets, Environmental Incentives, Renewable Energy, Increasing demand for Green Products
- Threats – Demand, Competition, Public Sentiment, Implementation Risk, Volatile Supply and Cost of Inputs

Products and Solutions

Pain Point	Solution	Notes
Buying Events – time required	SAP Fiori app, SAP ARIBA, SAP DM	ECP employees buy from suppliers using prefilled templates for frequent transactions.
Customer Engagement – mobile app to order products online	SAP Fiori app, SAP Sustainability	Buy online with recommendations based on choices, discounts and environmental options
Recognizing Trends – understanding and identifying data across functions	SAP Analytics Cloud SAP SD,	Prospect Customers, recognize pipeline trends across offices, customers, products and regions
Streamline Operations – optimizing inventory and fulfilment efficiency	SAP Analytics Cloud SAP EWM, SAP PM	Report speed of fulfillment, lost sales, rework index, preventative maintenance
Predictive Maintenance – Condition monitoring	SAP Analytics Cloud SAP DMC, SAP IoT	Create reports to manager water, fuel, waste and inventory
Optimize Resources – Reduce Waste	SAP Analytics Cloud SAP DMC, SAP PP	Create reports to manager water, fuel, waste and inventory

SAP Team Training Strategies

Group Training & Refresh

- SAP Activate Methodology
- SAP tools: SAP Cloud ALM, SAP Solution Manager
- SAP S/4HANA Fundamentals: Core S/4HANA navigation, Fiori launchpad usage, and common master data concepts.

SAP Team Training Strategies

Functional Consultants

- AP Extended Warehouse Management (EWM)
- SAP EHS (Environment, Health, and Safety)
- SAP Fiori Elements
- AP S/4HANA Plant Maintenance (PM)
- SAP S/4HANA Finance (FI) and Controlling (CO)
- SAP S/4HANA Production Planning (PP)
- SAP Digital Manufacturing Cloud (DMC)
- S/4HANA Sales & Distribution (SD)

SAP Team Training Strategies

Technical Consultants

- Business Process Acumen: with specific pulp and paper domain knowledge

Customer Training

- SAP Activate Methodology
- SAP tools: SAP Cloud ALM, SAP Solution Manager
- SAP S/4HANA Fundamentals: Core S/4HANA navigation, Fiori launchpad usage, and common master data concepts.

SAP Team Training Strategies

Other Training

- Change Management
- Stakeholder Engagement
- Cross-Cultural Communication
- Compliance & Regulatory
- Data Handling

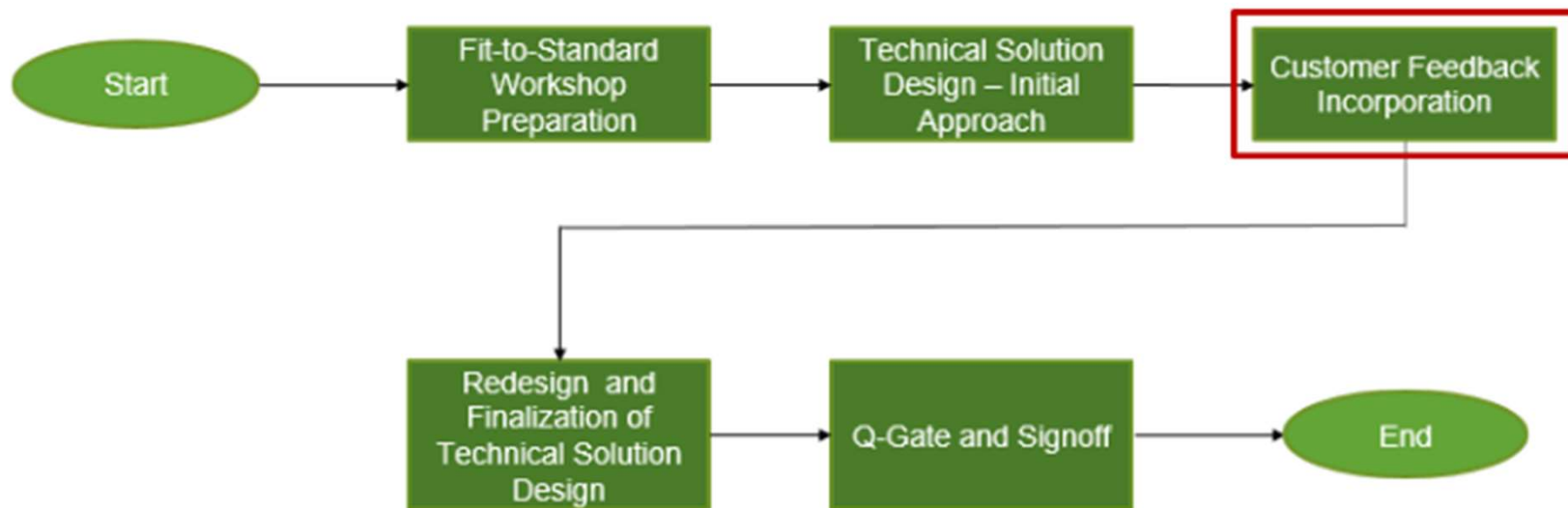
Conclusion

Summary of discovery and explore phases

- High-level understanding of fragmented legacy system across divisions in multiple regions
- Key strategic goals: transformation, lead sustainability, new service offering, improve efficiency and profits
- Solution Foundation SAP S/4HANA, SAP BTP, SAP SAC
- SAP Modules & SAP Fiori apps

Conclusion

Preview of analysis and design phases



Conclusion

- Value-added benefits of SAP solutions
 - Real-Time digital foundation to integrate ECP's business processes
 - Intuitive Role-Based user experience for vendors, customers, employees
 - Transform data into actionable insights for strategic decision making
 - Condition & Process monitoring in Real-Time
 - Increased efficiency and streamlined processes across all business functions

Conclusion

- Next steps
- SAP Best Practice Explorer to match functional requirements
- Prepare for Fit-to-Standard Workshops
- Carry out SAP Sizing Assessment
- Detail Scope of custom Functions
- Prioritize Needs across Divisions