

East Canada Paper Customer Journey Roadmap



Vvan
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Overview

CA\$ 1.6bn turnover, CA\$ 84m EBIT

- 20% paper for newspapers and magazines
- 60% packing, board, and other heavy-duty paper products
- 20% external recycling services

Company divisions

- Milling
- Local Sales and Recycling
- International Sales
- Paper and Industrial Products

Global presence

- Canada
- United States
- Frankfurt, Mexico City, Singapore, Cairo, and Mumbai

Immediate goals

- Respond to shifting product demands
- Increase recycling while reducing its cost
- Reduce oil and gas consumption

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 I

- **Business process**
 - Reduce **cost**: reduce waste, and improve quality control over the whole production cycle
 - Leverage efficient **operations**: lower equipment downtime and redundant operations
 - Improve **partner** relationship and **employee** satisfaction: improve apps user experience by better apps usability and real-time access to critical data

Business and Technical Requirements II

- **Technology specifications**
 - Primary goals
 - Supplier relationship management/ supply chain management app for efficient **procurement** management
 - Customer information system providing visualized analysis of customer information for improved **sales**
 - Mobile customer engagement app for customized online **order**
 - New IT infrastructure to support the core offering shift to data-driven **services** with high data availability and resilience
 - Integrated system for highly granular **asset (waste) management** and the whole SCM process
 - SAP **Warehouse** Management system and **Payroll** system

Stakeholders and Partners I

Stakeholder	Influence	Interest	Level of Participation	Interests	Concerns/potential conflict
Francois LeClerc, ECP CEO	High	High	high	build ECP to be the premier data-focused, environmental paper producer	/
Alison Wright, ECP CTO	High	High	high	transparency, flexibility and cost control	confidential data handling, few internal personnel and limited budget
Penelope Ellison, Director, International Sales	High/Medium	Low	Low	expand international sales asap	prioritize international to local market
Gordon Keene, Director, Local Sales and Recycling	High	High	High	drive local sales and boost profitability	prioritize international to local market
Kelley Wooley, Director, Paper and Industrial Products	High/Medium	High	High	data driven maintenance planning, cost evaluation and asset degradation tracking	prioritize Mill to other line of business

Stakeholders and Partners II

Stakeholder	Influence	Interest	Level of Participation	Needs/Goals	Concerns/potential conflict
Adrian Finchley, Manager, ECP Milling	Medium/Low	Medium/Low	Medium/Low	develop Mill operations with new machinery	shift of core business and change of all systems/data management, reduced investment in Mill
Ellen Harvard, Manager, ECP Recycling	High/Medium	Low/Medium	Medium/Low	develop recycling business	enter energy generation without proved capability, internal recycling vs. offer recycling service
Joshua Trudeau, Manager, ECP Waste Management	High/Medium	Low/Medium	Medium/Low	drive waste management revenues	distractive system with multiple focus
Plant workers union (employees)	Medium/Low	Low	Low/Medium	keep decent workload and prevent unemployment	increased workload and job requirements
Customers	Medium/Low	Low	Low	get decent quality products/service at fair price	increased product price
paper and pulp manufacturers (partners)	Medium/Low	High	High	improve reputation by better waste management	increased energy price

Stakeholders and Partners III

Partner: IBM

- presented in Canada, US, Germany, Mexico City, Singapore, Cairo, and Mumbai
- full competency in HCM and SCM, which addresses ECP's immediate need to integrate the SAP Warehouse Management and Payroll system
- expertise in sustainability solution and energy innovation
- provide reliable IBM Cloud which is preferred by 50% of existing SAP clients with proved resilience

Business Environment

- **Political:** Pulp and Paper Effluent Regulations exert requirements on waste management to reduce threats to fish
- **Economic:** increasing local energy demand; fluctuating natural gas price in Canada draws uncertainty in energy planning for companies
- **Sociological:** raising awareness of environment protection and waste management
- **Technological:** black liquor as a byproduct of paper mill is widely gasified to produce syngas and fed into the mill as fuel; tech advancement allows production of bioplastic from it
- **Legal:** Clean Electricity Regulations promotes net-zero electricity-generating and put constraints on energy production
- **Environmental:** only 10% of Canadian rivers have improved the water quality from 2002 to 2020 where less than half are above “Fair” quality; most of the Pulp and paper industry meets the effluent quality standards

SAP Products and Solutions

Pain Points	SAP Solutions	Capabilities	Considerations
core systems held by different vendors; low efficiency in IT management with small team; core systems running on premise	SAP S/4HANA	data foundation to integrate SAP and non-SAP apps	/
low efficiency in buying events (procurement and SCM)	SAP Ariba Buying	track and manage procurements with comprehensive review of each order	/
lack of visualized analytics of sales data and customer information	SAP Sales Cloud ; SAP SCM	provide unified customer view and AI-driven analytics	evaluate cloud deployment method to ensure information security
lack of waste tracking and management system	SAP S/4HANA Cloud for EHS environment management	track GHG emissions and effluents, generate compliance report and allow information shown to customers	/

SAP Team Training Strategies I

Training Programs	Target Team Members	Description
SAP Overview	All team leads & relevant technical consultants	overview of SAP systems
Business Processes in Human Capital Management	HR team leads & relevant technical consultants	human capital management and payroll systems
SAP S/4HANA Planning, Manufacturing, Execution; SAP S/4HANA EWM	Paper and Industrial Products & Milling production and warehouse managers/ team leads & relevant technical consultants	production and plant management; supply chain and warehouse management
SAP S/4HANA Sales	Local Sales and Recycling & International Sales sales team leads & relevant technical consultants	sales and customer relationship management

SAP Team Training Strategies II

Training Programs	Target Team Members	Description
SAP S/4HANA Sales	Local Sales and Recycling & International Sales sales team leads & relevant technical consultants	sales and customer relationship management
SAP S/4HANA R&D / Engineering; SAP S/4HANA Administration	IT team & relevant technical consultants	R&D and change management; system maintenance
SAP Ariba: Procurement Overview	procurement team leads & relevant technical consultants	Ariba buying system
SAP Waste and Recycling – Overview	recycling plant and Waste Energy leads & relevant technical consultants	waste management

Conclusion

- Align goals and scope with all stakeholders
- Set **technical specifications** according to the business requirements
- Evaluate legal **compliances** for the system to build
- Set **schedule** and organizational breakdown structure for the **project team**
- Meet the **partner** to plan the implementation
- Start **training** for technical consultants (and ECP's employees if needed)