Case Study Assignment   
Royal Greenland

Task 1. Select a Case Study for your Assignment

**Customer Story: Royal Greenland (**[case study](https://www.sap.com/about/customer-stories.html?search=royal+greenland&pdf-asset=cefd462d-f67d-0010-bca6-c68f7e60039b&page=1), [video](https://www.sap.com/about/customer-stories.html?search=sustainability&video=78e0da11-327e-0010-bca6-c68f7e60039b) and [web page](https://www.sap.com/asset/dynamic/2022/8/4a0754fa-1ae0-4cc9-b198-c324f430465e.html)**)**

| Customer profile   * Based in Arctic Circle (Greenland, Denmark) * World leader in seafood * Have fished the Arctic Ocean for 200 years * Works with local, independent fishers * Supports sustainable fishing communities | Digital transformation impacts   * Shift to a mobile approach so that fishing communities can document their catch at sea without needing to fill in paperwork * Capture data about each catch to meet legal, quality control and product tracing requirements (supporting sustainable fishing, providing better information for consumers and stats for fishing community) * Automate the data entry associated with the seafood catch to reduce errors and better support procurement teams |
| --- | --- |
| SAP solution technology areas   * SAP Business Technology Platform (BTP) * Integration with HANA and Integrated Business Planning for Supply Chain * Collaboration with SAP AppHaus member, Trifork, to build mobile apps | Case study material includes   * Video interviews with customer stakeholders such as IT manager and fishing community * Detailed technical information about the SAP solution, for example, application architecture diagrams * Describes key business outcomes and benefits |

Task 2. Understand the customer and industry context

**Activity 1: Identify Industry Macro Trends**

**Agribusiness Macro Trends:**

1. Digital agriculture – Internet of Things (IOT) (for example, using data from weather sensors, soil, and yield monitors to decide when to plant, irrigate and harvest)
2. Sustainability (for example, managing fisheries and livestock herds)
3. Food traceability (for example, using blockchain to track provenance from farm to table)
4. Robotics and automation (for example, robots picking fruit; drones collecting data or monitoring grazing herds)
5. Waste reduction (for example, improving supply chain so that food is not spoiled)

**Sources:**   
<https://www.sap.com/industries/agribusiness.html>

<https://blogs.sap.com/2022/05/10/sap-intelligent-agriculture-an-introduction/>  
<https://www.mckinsey.com/industries/agriculture/our-insights/agricultures-connected-future-how-technology-can-yield-new-growth>

**Activity 2: Identify Customer Motivations**

In the Royal Greenland customer story, the customer’s motivations are:

* Be the preferred partner for suppliers and fishing community (for example, by enabling fishers to achieve higher prices for catches
* Attract more seafood consumers through traceability and sustainability credentials
* Optimize internal processes and supply chain management to compete strongly and expand into new markets

**Activity 3: Identify Customer Business Goals**

In the Royal Greenland customer story, the customer’s business goals are:

* **Automate processes** (catch registration and procurement processes)
* **Reduce errors** (in procurement and data entry)
* **Meet compliance and regulatory requirements** (catch registration, sustainability of fisheries)

**Activity 4: Identify Analysis Frameworks**

1. To understand more about Royal Greenland’s business goals, the team have selected the Design Thinking and PESTLE Analysis frameworks.
2. The team chose the Design Thinking framework because that will challenge our assumptions and help us empathize with stakeholders such as the local fishing community and suppliers. In turn, this will help us to design solutions that meet their needs - for example, mobile apps that are easy to use and work reliably at sea in difficult conditions etc. A consideration when adopting Design Thinking is strong participation from real users – we must ensure that we are able to prototype and test our designs under real conditions at sea with the local fishing community.
3. I chose PESTLE Analysis as it will help me see the big picture. Royal Greenland’s operations are impacted by legal, environmental, technology, political and social factors – for example, complying with seafood catch regulations, working with local fishing communities, sustainability of fisheries in a sensitive environmental area (the Arctic Ocean) etc. A consideration when using PESTLE analysis is that it may be more focused on external factors - we will use it in conjunction with another framework like SWOT Analysis to consider both internal and external factors.
4. SWOT Analysis (Optional)

| Strengths   * Well-established, global market leader * Strong heritage in the local community * Reputation for sustainable management | Weaknesses   * Product is highly perishable (supply chain management and competition impacts) * Operating in unpredictable environment - seasonal or weather events, surges in incoming catch loads |
| --- | --- |
| Opportunities   * Digital technologies can automate processes e.g. catch registration, certification, procurement data logging * Improve waste reduction or spoilage by focusing on supply chain efficiencies | Threats   * Crisis/disaster impacting a sensitive environmental area e.g. oil spill, climate change effects * Retaining loyalty in an intensely competitive seafood market (fishing communities, suppliers) |

Task 3. Build your project team

**Activity 1: Identify your role on the project team and why you have chosen it**

I will be a functional consultant on the Royal Greenland SAP project team. I have chosen this role because I want to use my agribusiness and supply chain management experience to help the customer optimize their procurement processes.

**Activity 2: Describe the skills and expertise you’ll bring**

As a functional consultant, I will work with the Royal Greenland customer team to understand how SAP can help them to automate catch registration, comply with regulatory requirements and optimize procurement processes. This could involve designing new applications or coming up with other product solutions. The key skills I will bring to the project are:

* **Strategic thinking** to help me analyze the customer’s environment and understand the challenges they are facing
* **Communication skills** to actively listen to the customer, reflect and then explain possible solutions clearly and simply
* **Business acumen**, that is, my understanding of how the customer’s business works
* **Collaboration skills** to work with and build effective relationships with my colleagues, the customer, and any other stakeholders like the local fishing community
* **Functional skills** to understand the customer’s business problems or pain points and how SAP and other technology could help solve them

**Activity 3: Identify the skill and expertise mix needed for the project**

To deliver the Royal Greenland SAP implementation, the ideal project team would include the following roles and mix of expertise/skills:

* A **project manager** responsible for building a business case for the project, setting up the schedule, setting up methods for tracking and reporting progress, determining priorities, budgeting, monitoring costs, and communicating with and supporting the team.
* **Functional consultant** with experience in supply chain management, procurement and financial processes, preferably in agribusiness
* **Technical consultant(s)** with:
  + Experience in supply chain management, especially procurement
  + Experience with designing and developing mobile and web applications
  + Experience implementing SAP BTP and cloud solutions that integrate with mobile apps, SAP ERP and other third party solutions
  + It would be ideal if these consultants also have domain experience in the agribusiness industry. They could then explain how technologies like Internet of Things (IOT) and cloud support Royal Greenland’s goal to automate processes like catch registration and track data
* If necessary, a data analyst to work with the team to provide further insights on supply chain data e.g. wastage or spoilage, temperature controls during seafood distribution etc.

**Activity 4: How the team will collaborate**

The team will collaborate to deliver the Royal Greenland SAP implementation by:

* Planning the project including setting goals, scope, standards, roles and responsibilities
* Holding a kickoff meeting to give the customer and other teams an overview of the project and the agreed plan
* Identifying customer stakeholders and building effective relationships with them
* Working with customer stakeholders to explain possible solutions and approaches, clearly and simply
* Providing functional or domain insights relevant to the agribusiness industry to help the customer understand the proposed solutions or approaches
* The technical consultant will work closely with the functional consultant to translate functional specifications to technical specifications.