



**With QPR ProcessAnalyzer  
Metsä Board knows where  
the bottlenecks are in real  
processes**



**Metsä**

## Improving supply chain based on data - analysis of the real process

In 2011, Metsä Board started the initiative to improve predictability and harmonise operating models to better respond to customer needs and requests. As a firststep, the company wanted to understand the real status of their Order to Cash process. With the help of QPR ProcessAnalyzer they were able to get facts of process performance based on SAP data. The process analyses delivered the needed visibility for Metsä Board to focus their improvement activities to the right areas and ultimately deliver excellent customer experience.

Metsä Board is a leading European folding boxboard and white fresh forest fibre linerboard producer as well as a market pulp supplier. The company's sales network serves brand owners, carton printers, corrugated packaging manufacturers, printers and merchants. Metsä Board is headquartered in Finland. In 2016, the company's sales totaled EUR 1.7 billion, and it has approximately 2,500 employees. Metsä Board, part of Metsä Group, is listed on the NASDAQ OMX Helsinki.

[www.metsaboard.com](http://www.metsaboard.com)

### The road to process harmonization

Metsä Board was looking to transform the way they manage their Order to Cash process and needed process insight from SAP data to plan relevant improvement activities. To support the goal of understanding how their Order to Cash process works in reality, Metsä Board got help from QPR and QPR ProcessAnalyzer in order to get an end-to-end process analysis from SAP.

Such analysis was not obtainable from the existing SAP reporting tools. The findings were priceless.

The process visualization showed clearly that the process performance was affected by changes that were made to orders mostly due to ad-hoc requests and as internal adjustments to already made changes.

This insight provided the basis for next steps. For the following two years Metsä Board focused internally on harmonizing their supply models and defining the target state of the Order to Cash process as well as how people should work around the process to ensure optimal efficiency.

The overall goal of the development work was to improve customer satisfaction through better delivery accuracy, production efficiency, optimised stock rotation and reduced number of changes.



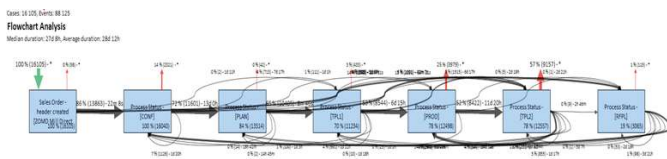
*“The process insight and facts delivered by QPR ProcessAnalyzer were priceless. We were immediately able to focus our process improvement activities to the right things to reach the results our business needed. And not wasting time on trial and error.”*

- Jari Vuori, VP Supply Chain, Metsä Board -

## Target state vs. the real process

In 2014, with the target state of the order to cash process well defined and deployed alongside the supply models, Metsä Board was ready to start measuring the impact they will have on their delivery accuracy and customer satisfaction

For measuring Metsä Board implemented QPR ProcessAnalyzer and the visibility gained to the real process gave the company the means to see how the process was adopted across organisation and how they could support change management. Process metrics were defined for effective monitoring of the process performance. With access to these facts, Metsä Board has been able to improve customer experience by keeping the delivery promise and drive internal efficiency by ensuring people work according to the process guidelines.



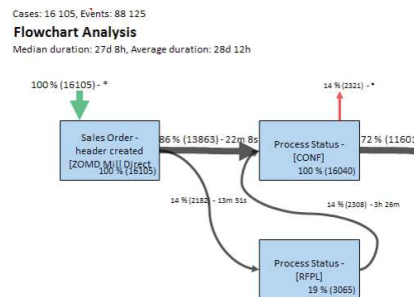
\*The real process

## Results of continuous process improvement

Reaching optimal process performance requires continuous work and process owners now at Metsä Board regularly monitor their processes with QPR ProcessAnalyzer. They base their development activities on facts, not on hunches.

The changes triggered by the analysis findings have all impacted the way of working rather than the support system itself. Facts delivered by QPR ProcessAnalyzer have also acted as an effective tool for change management and a means to engage the management. To ensure the optimal process performance, Metsä Board has focused on training their personnel on the agreed process guidelines not needing to invest in further SAP development.

With the knowledge of where to target development efforts, Metsä Board can now concentrate on customer needs and deliver improved service experience.



**Finding:** First confirmed delivery date is unsatisfactory for 19% of the orders

## About QPR

QPR Software Plc offers the best services and software for measuring, analyzing, and improving business processes. QPR has more than 1,500 private and public sector customers across the globe in more than 50 countries. QPR's shares are listed on the NASDAQ OMX Helsinki Ltd.

QPR's software products offer customers innovative and efficient tools to discover any processes based on actual event data, to analyze root causes for problems and to continuously measure process performance. [www.qpr.com](http://www.qpr.com)

## QPR provides insight to your business operations

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