

Business Process Analysis for Trade Facilitation Improvement

3. Analyzing findings of a BPA and drawing recommendations for improvement

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UNNExT Masterclass 2013: Implementing Single Window and Paperless Trade

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Customs Border Control Training Center (CBCTC)
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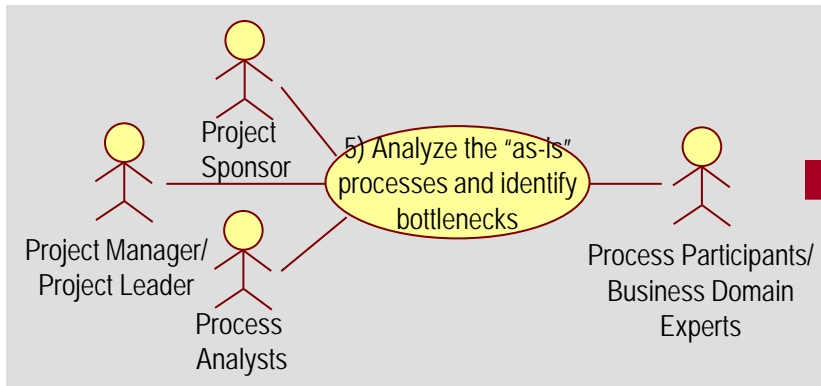
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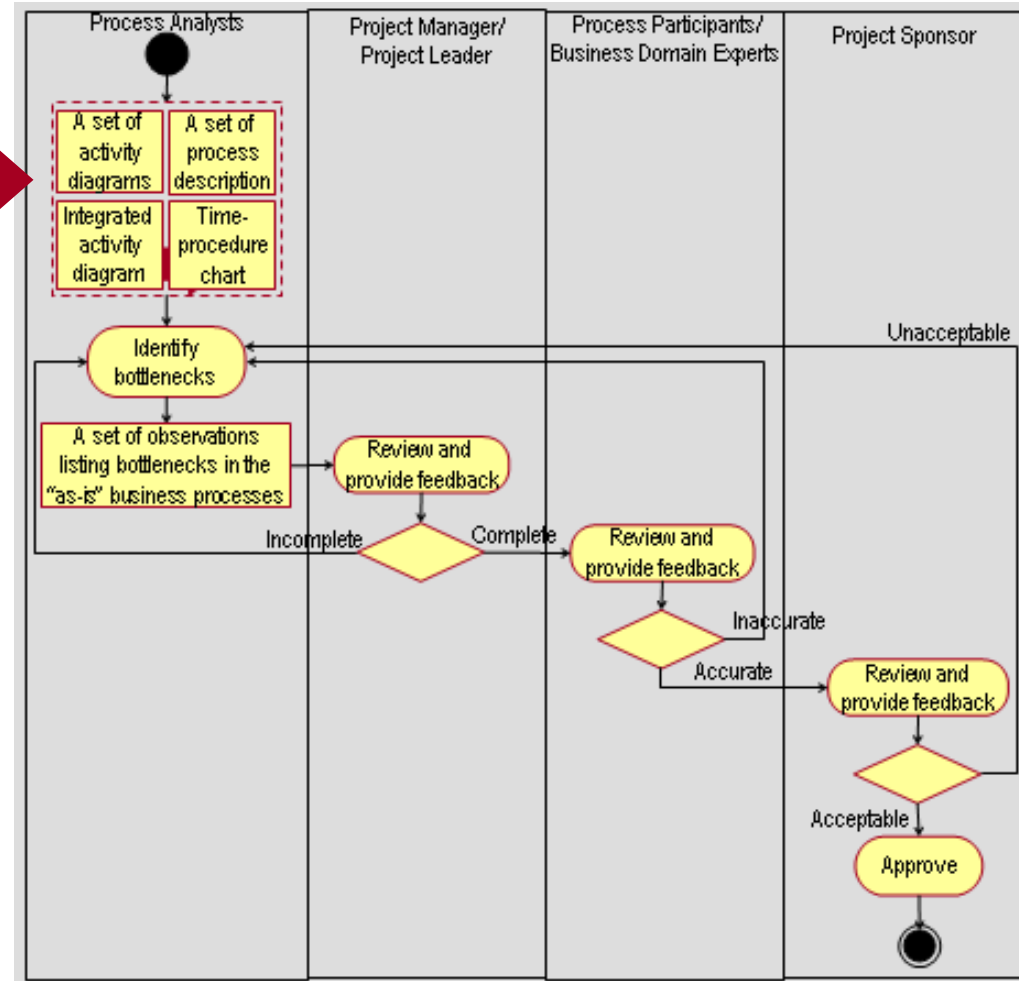
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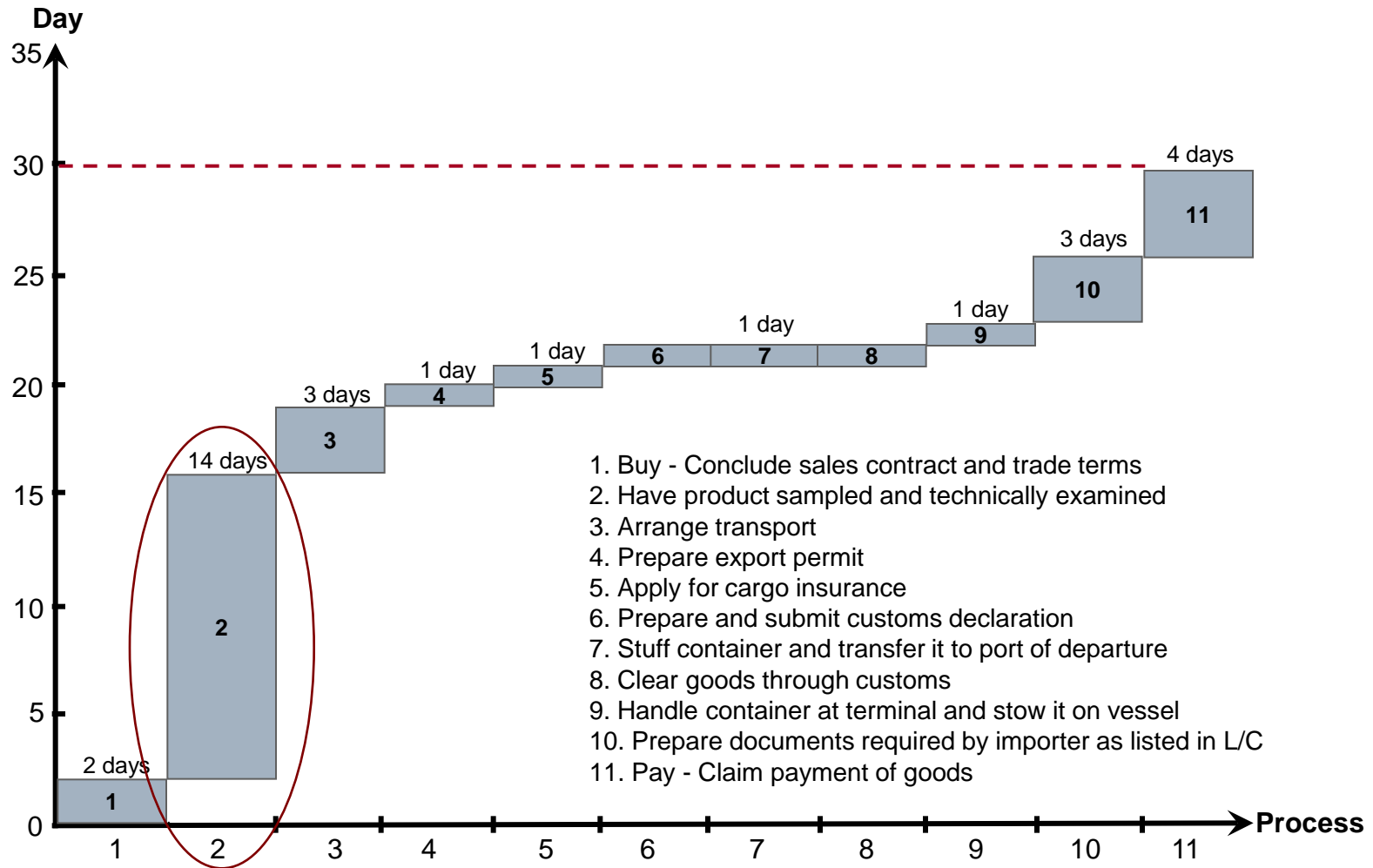
3.1 Analyzing findings of the “As-Is” Business Processes



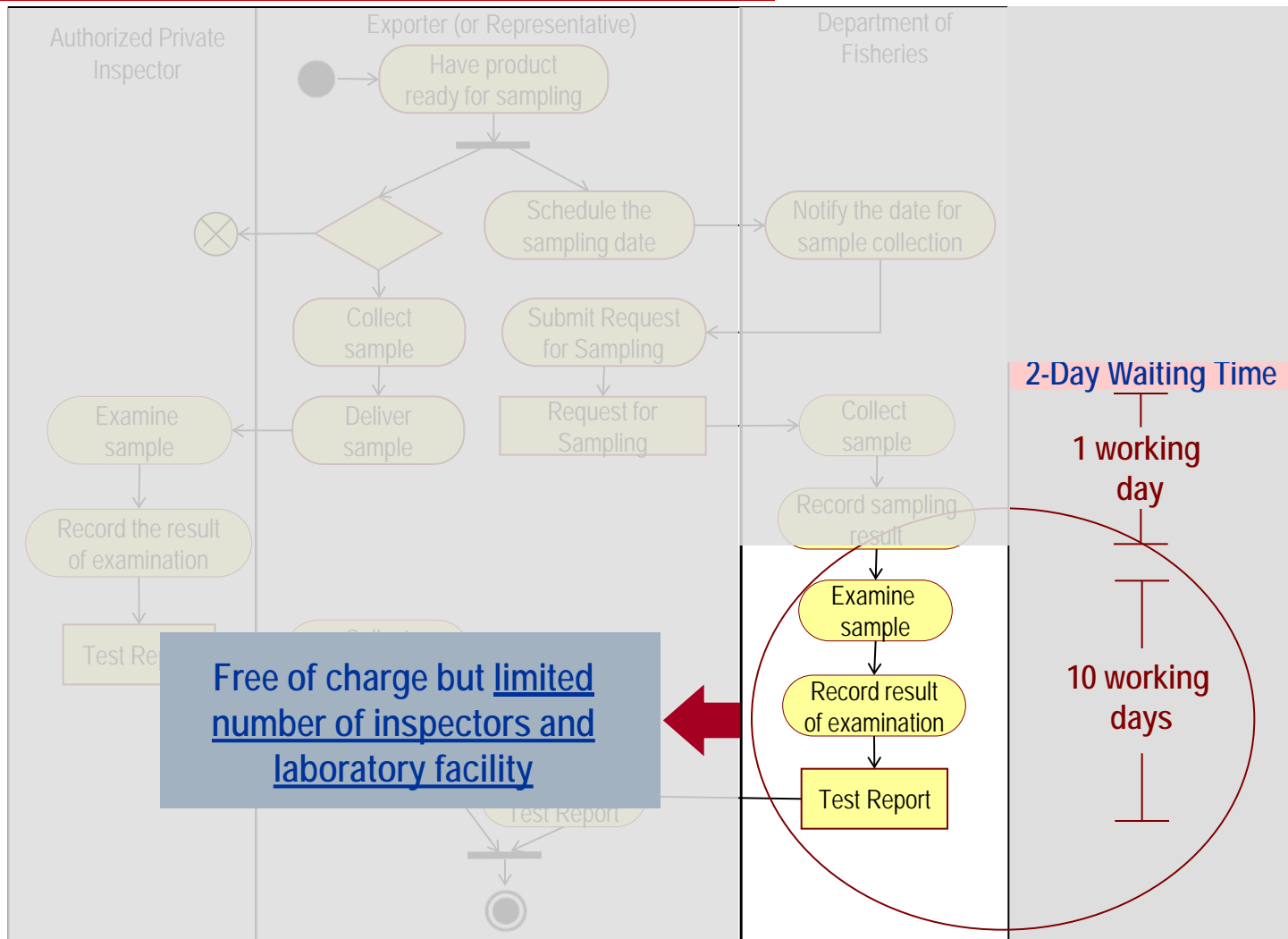
Objective – To identify the bottlenecks, redundancies, and non-value-added activities in procedural and documentary requirements of the “as-is” business processes described in the activity diagrams, process descriptions, and time-procedure chart.



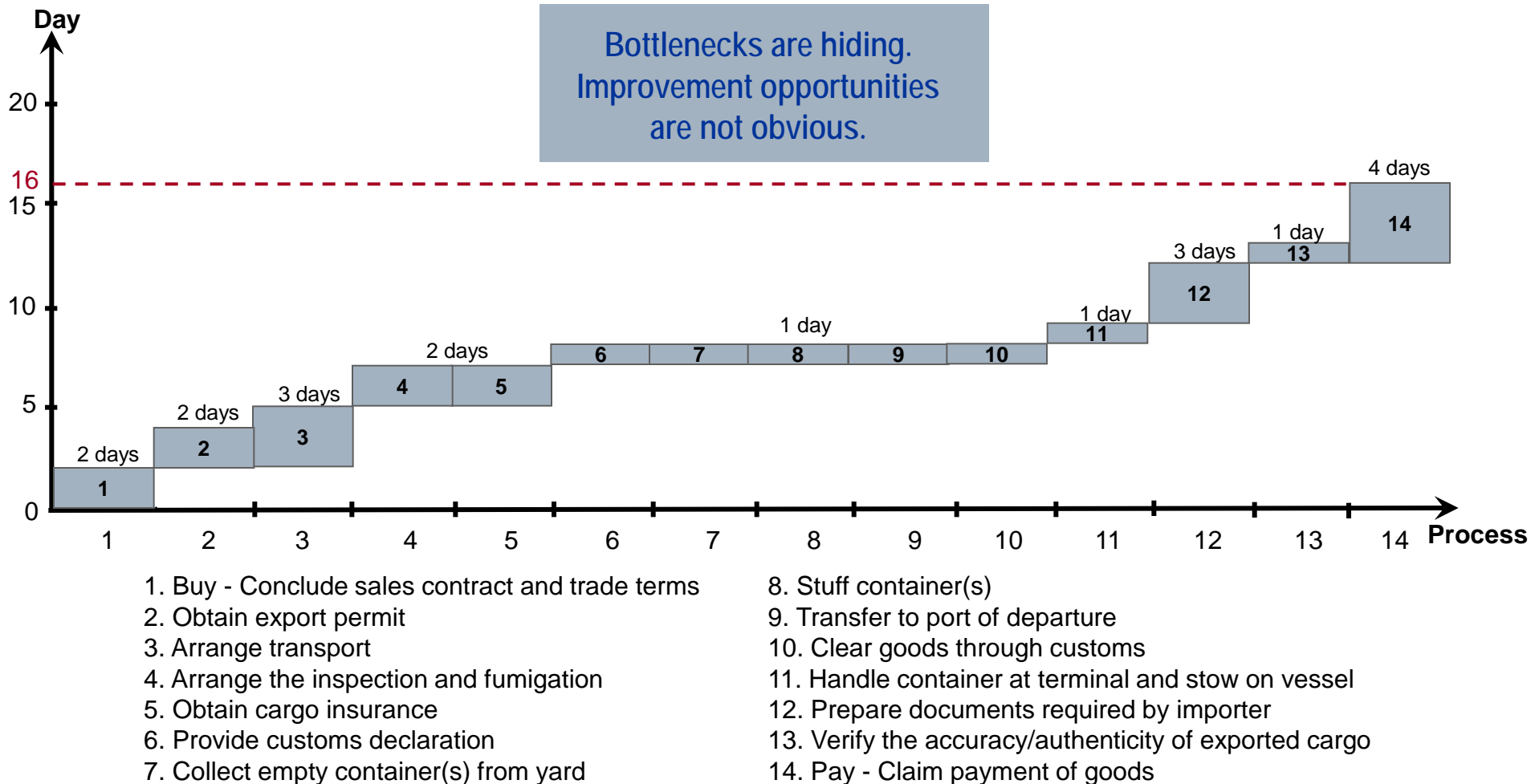
Case 1: Thailand's Export Process of Frozen Shrimp



Case 1: Thailand's Export Process of Frozen Shrimp



Case 2: Thailand's Export Process of Jasmine Rice

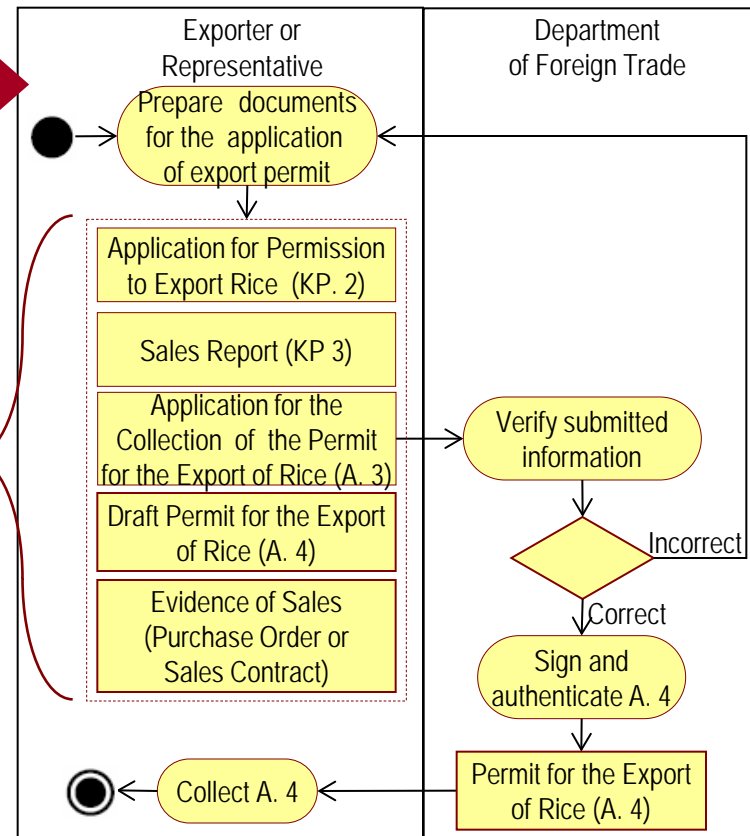


Case 2: Thailand's Export Process of Jasmine Rice

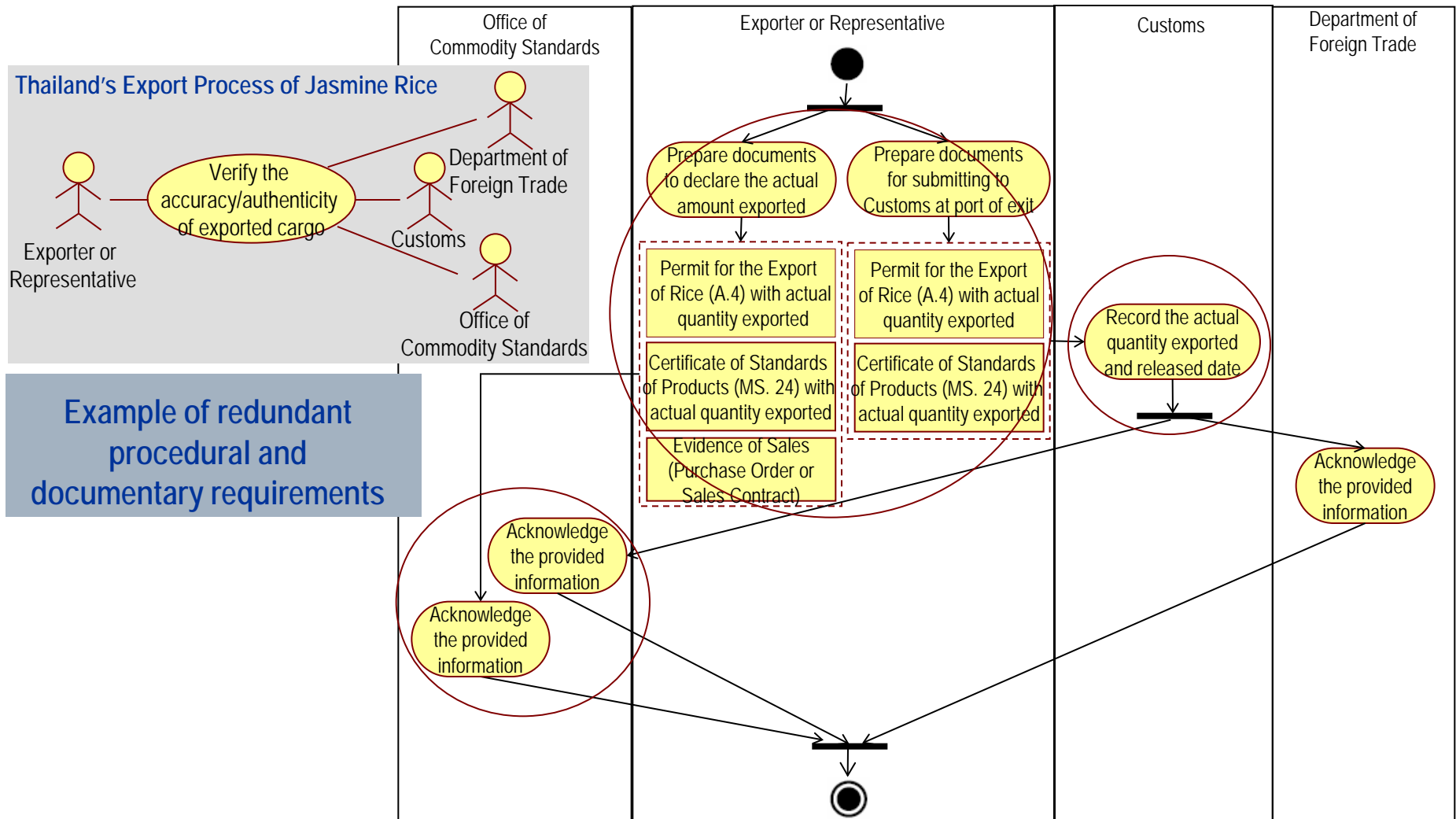
- Review each activity diagram, its accompanied process description, and relevant forms and documents
- Look for **redundancies** and **non-value-added activities** in procedural and documentary requirements



Documentary requirements of these documents are very much identical.



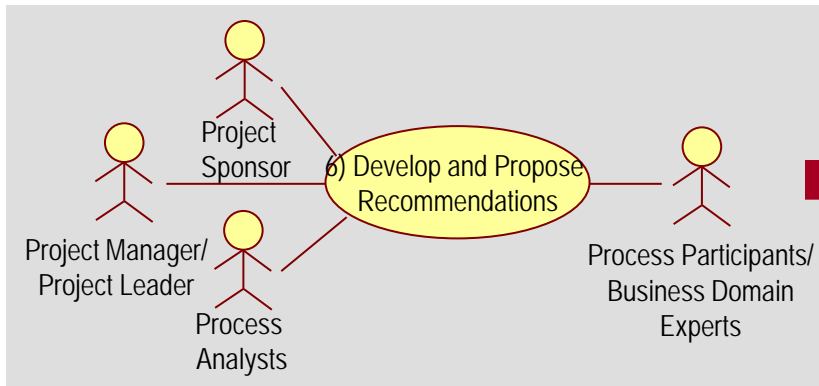
Exercise: Identify Bottlenecks and Redundancies



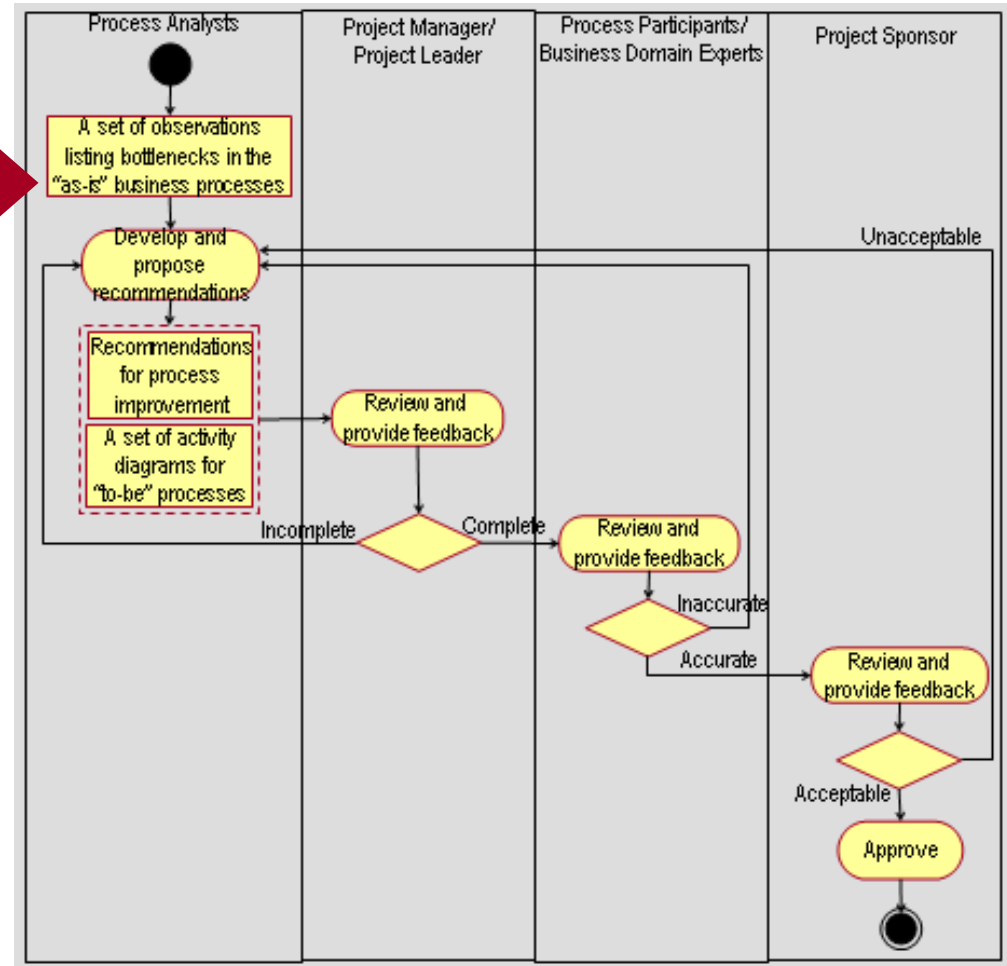
Group Exercise

- Each group, please discuss and collect more information, and draw a Time-Procedure Chart to approximately estimate time (days) that are needed for your selected BP scope
 - e.g. try to estimate approximately (normal average case) for each main business process, and the overall processes
 - Please estimate also how much it cost.....

3.2 Developing and Proposing Recommendations for Improvement



Objective – To develop recommendations that help remove bottlenecks and inefficiencies in procedural and documentary requirements

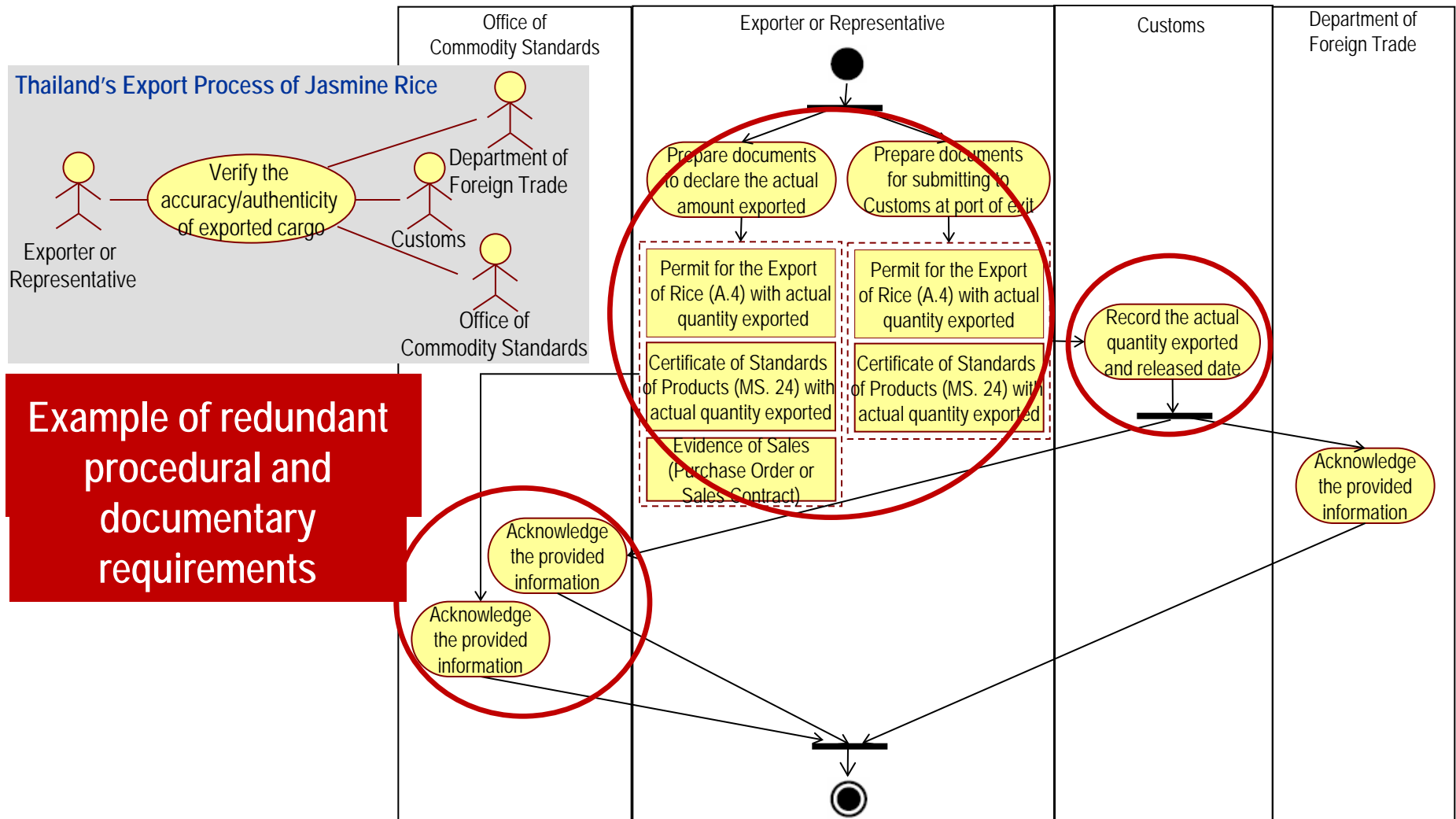


Business Process Analysis and Business Process Simplification

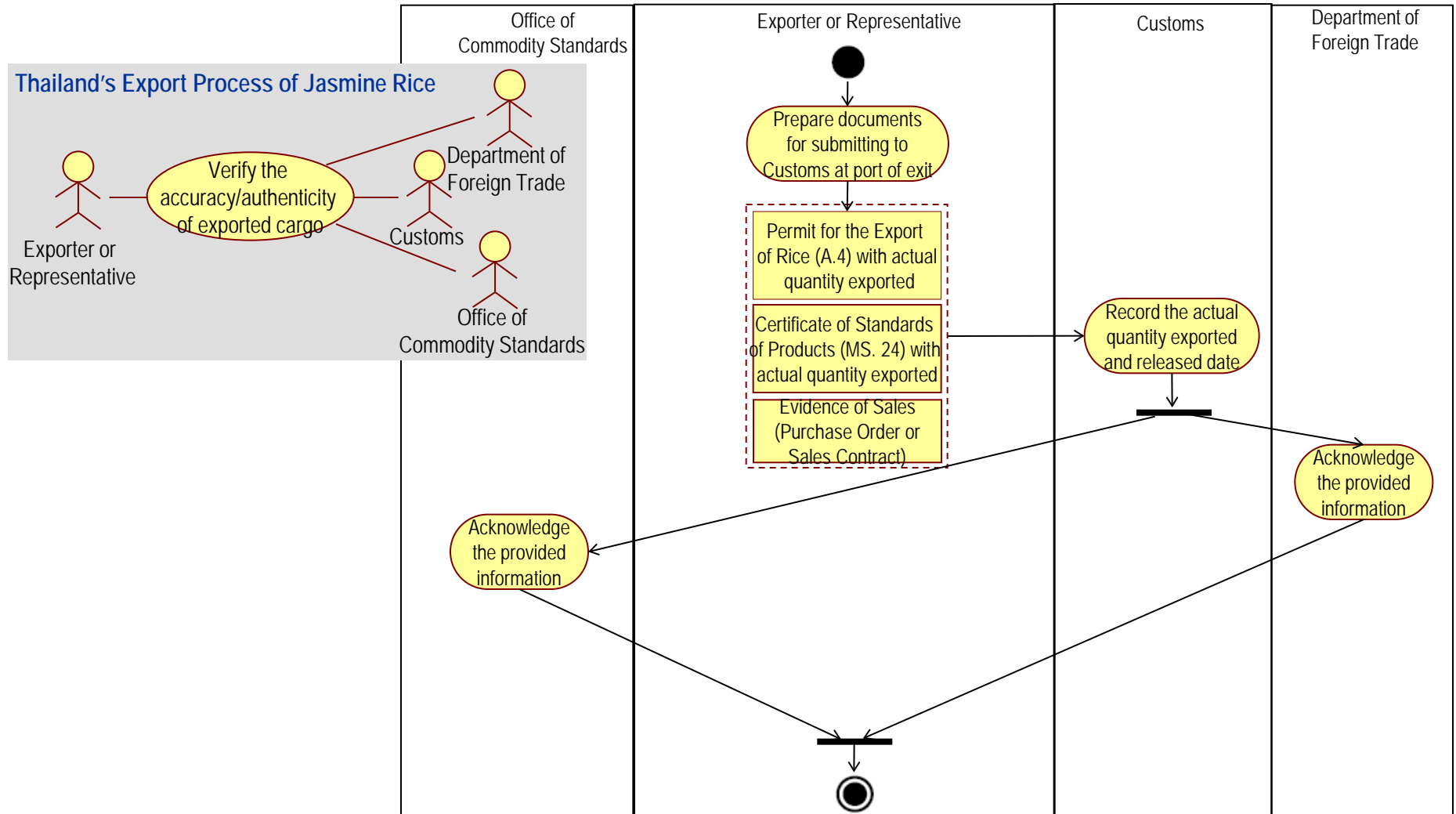
Tips & Techniques

1. **Merge** some procedures
2. **Eliminate** redundant procedures and unnecessary documentary requirements
3. **Automate** procedures and promote the sharing of trade and transport data among relevant stakeholders
4. **Modify related laws and regulations** to facilitate the operation of the newly designed business processes
5. **Reform** the regulatory-related organizational structures, etc....

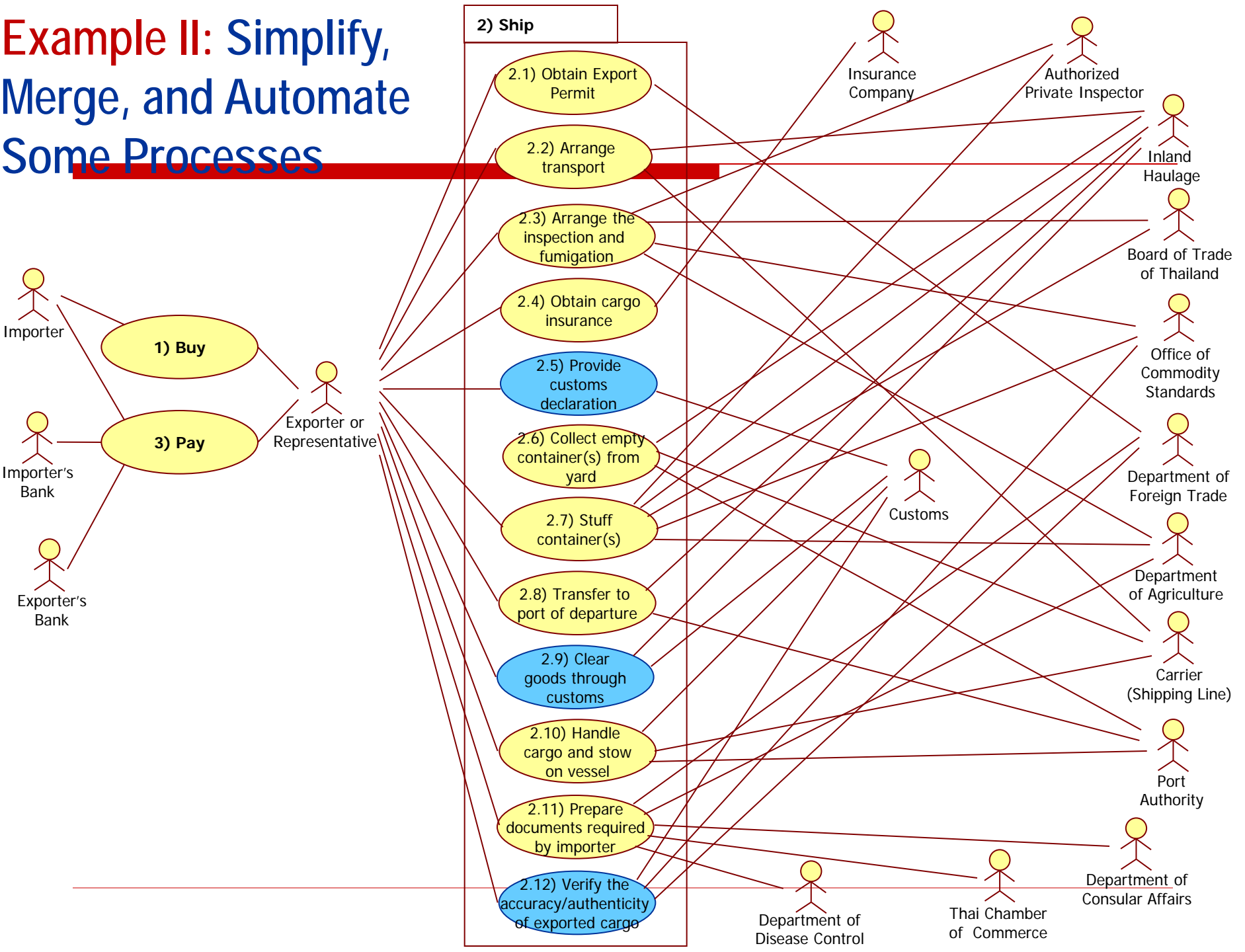
Example: Identify Bottlenecks and Redundancies



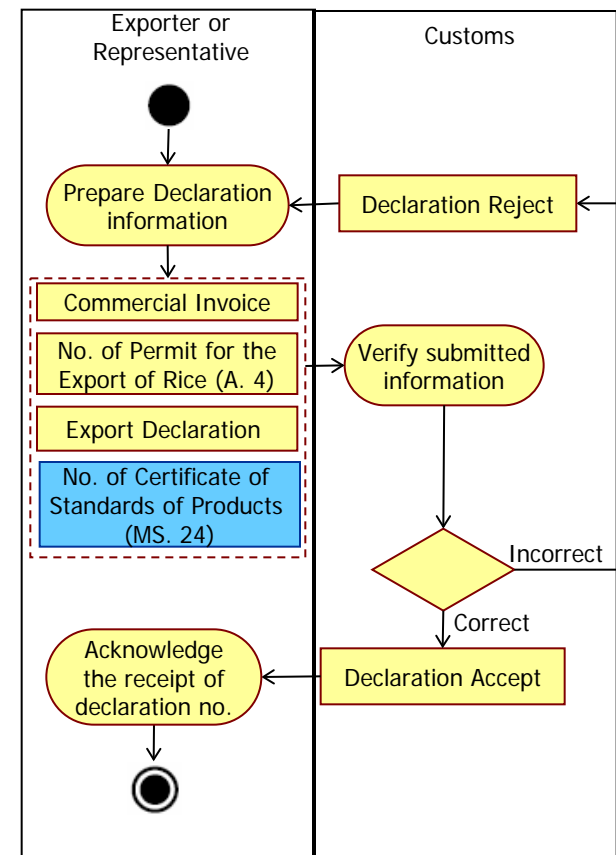
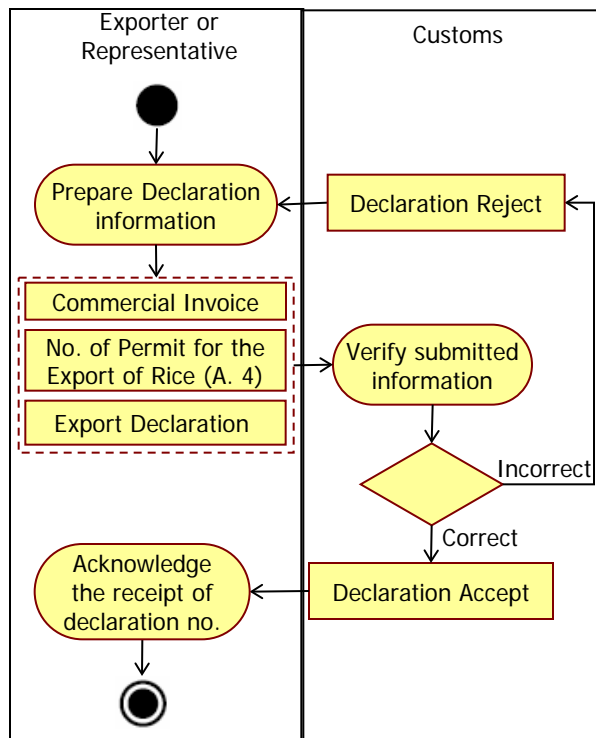
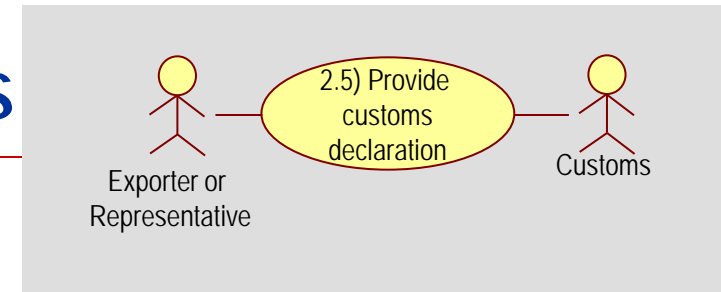
Example I: Remove Redundancies



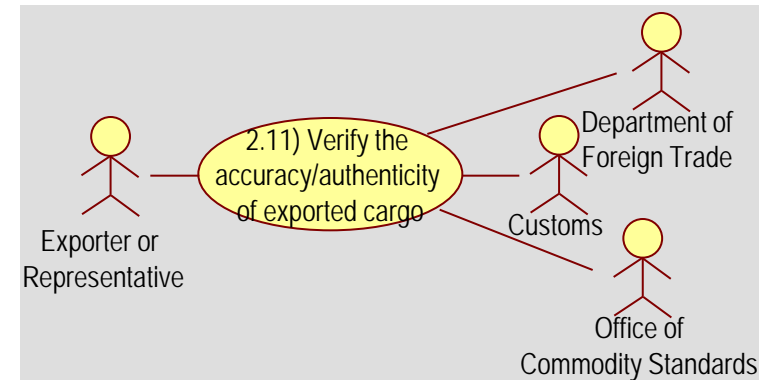
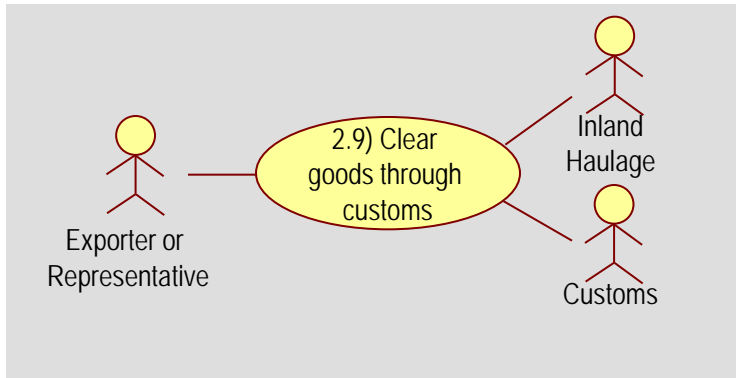
Example II: Simplify, Merge, and Automate Some Processes

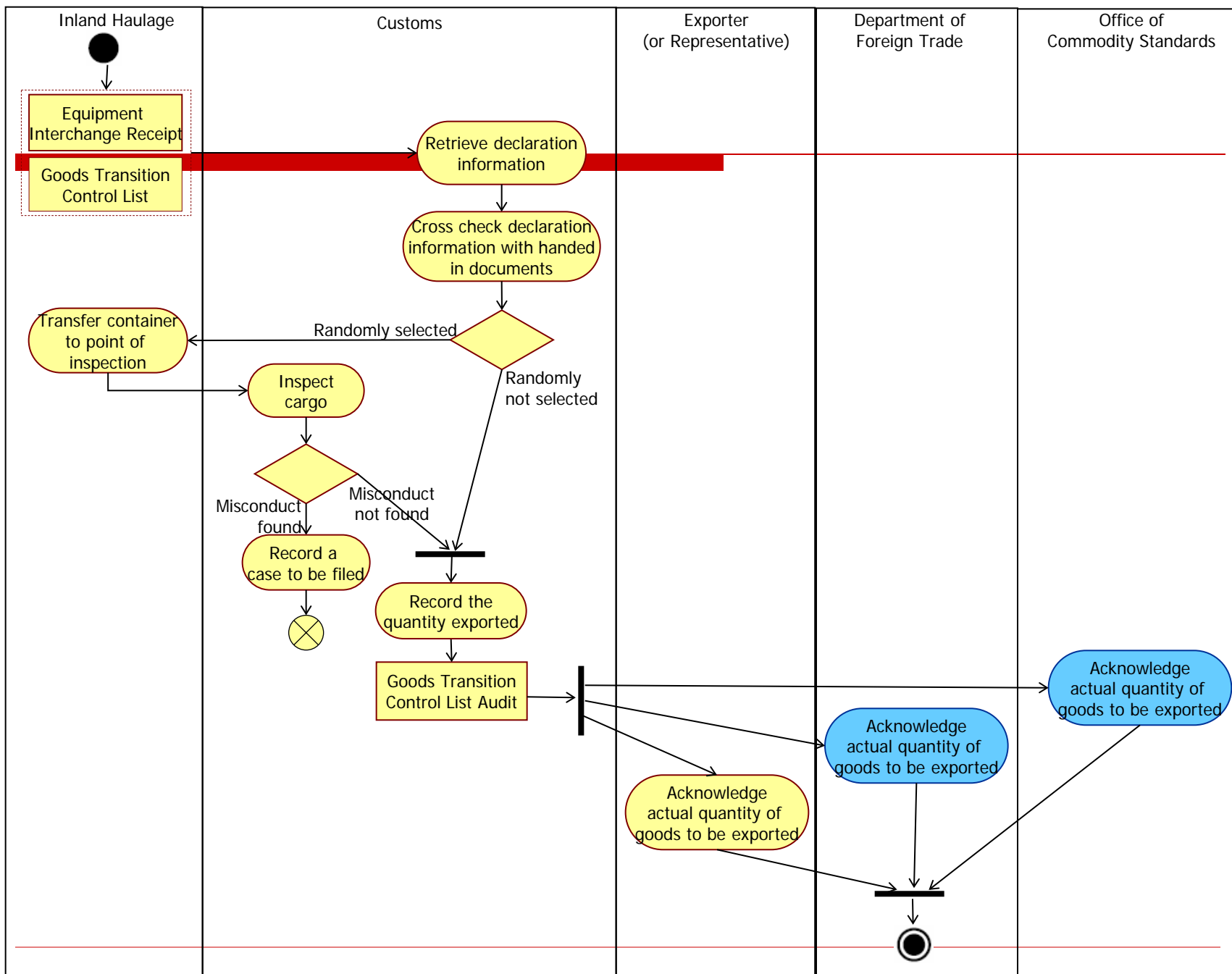


Example II: Simplify, Merge, and Automate Some Processes

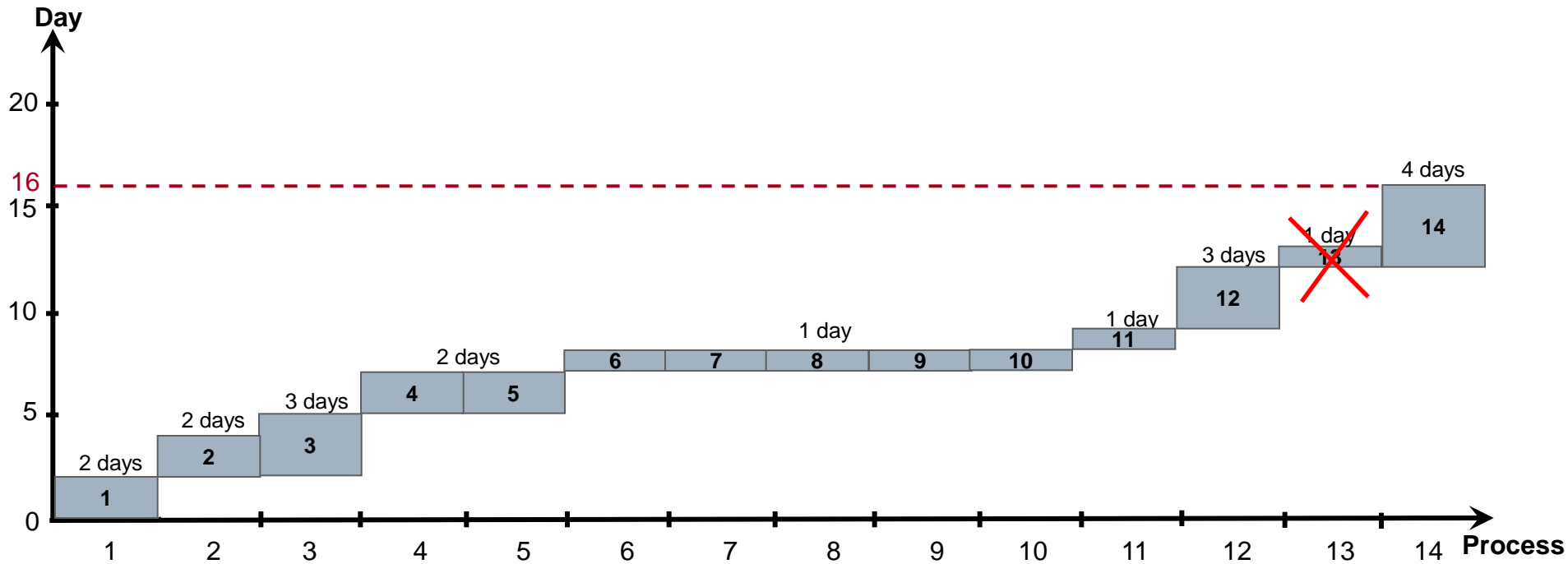


Example: Simplify, Merge, and Automate Some Processes





Example: Simplify, Merge, and Automate Some Processes



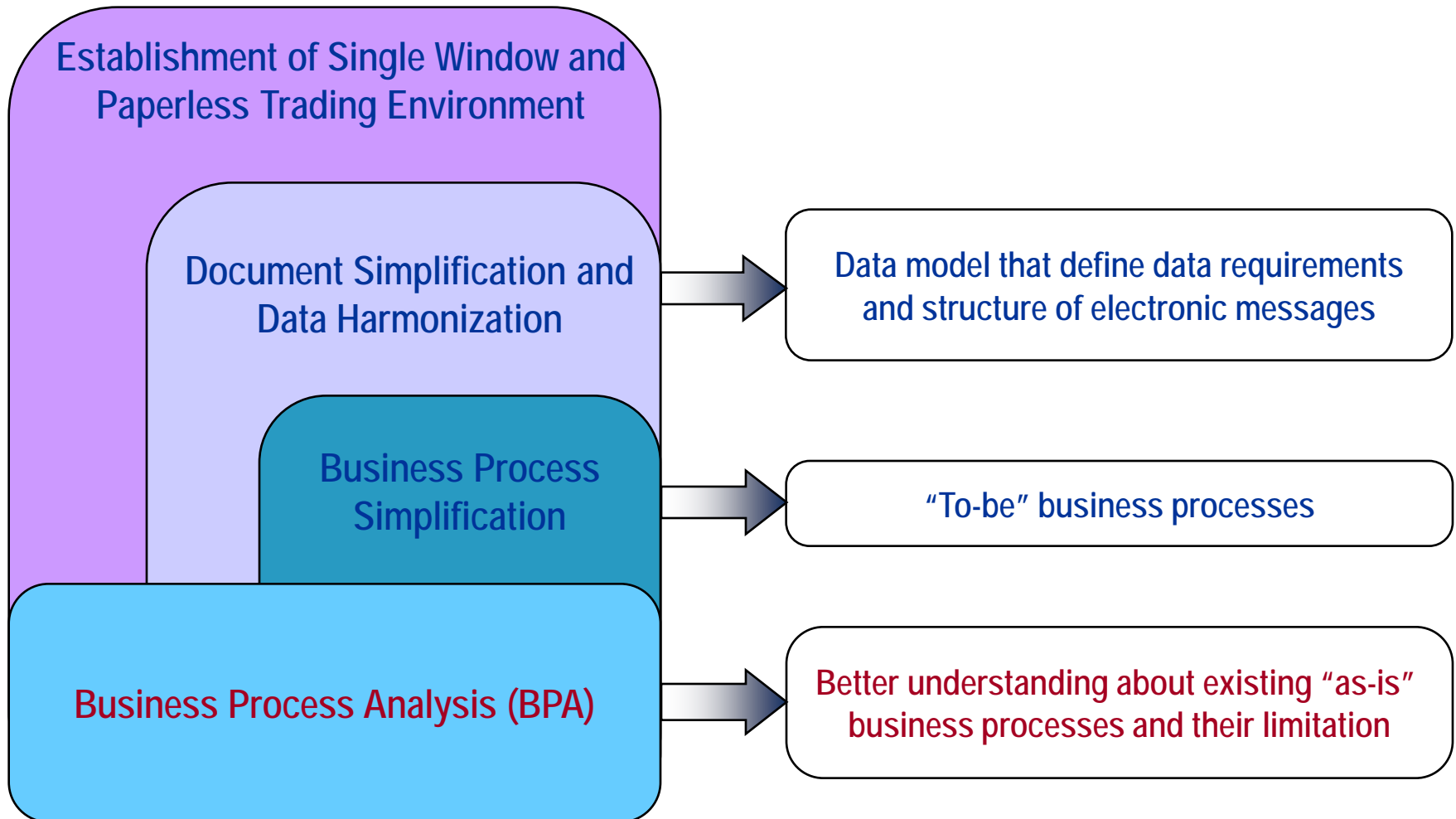
1. Buy - Conclude sales contract and trade terms
2. Obtain export permit
3. Arrange transport
4. Arrange the inspection and fumigation
5. Obtain cargo insurance
6. Provide customs declaration
7. Collect empty container(s) from yard

8. Stuff container(s)
9. Transfer to port of departure
10. Clear goods through customs
11. Handle container at terminal and stow on vessel
12. Prepare documents required by importer
- ~~13. Verify the accuracy/authenticity of exported cargo~~
14. Pay - Claim payment of goods

Business Process Analysis and Data Harmonization

- **Step 1:** Capture business processes to identify documents in the information flow
 - UN/CEFACT Modeling Methodology (UMM)
 - Unified Modeling Language (UML)
- } BPA
- **Step 2:** Define each data element extracted from each document in terms of definition, data type, data format, and data constraints in actual operation
 - United Nations Trade Data Elements Directory
 - WCO Data Set
 - UN/CEFACT Core Component Library
 - **Step 3:** Analyze data elements across various documents and organize them in a comparable manner
 - United Nations Layout Key (UNLK) Document Family
 - Single Consignment V.S. Multiple Consignments V.S. Transport Equipment
 - **Step 4:** Map the data elements to the reference data model
 - Complies with UN/CEFACT Core Component Specification
 - Covers data requirements of the international supply chain
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Business Process Analysis and Single Window Development



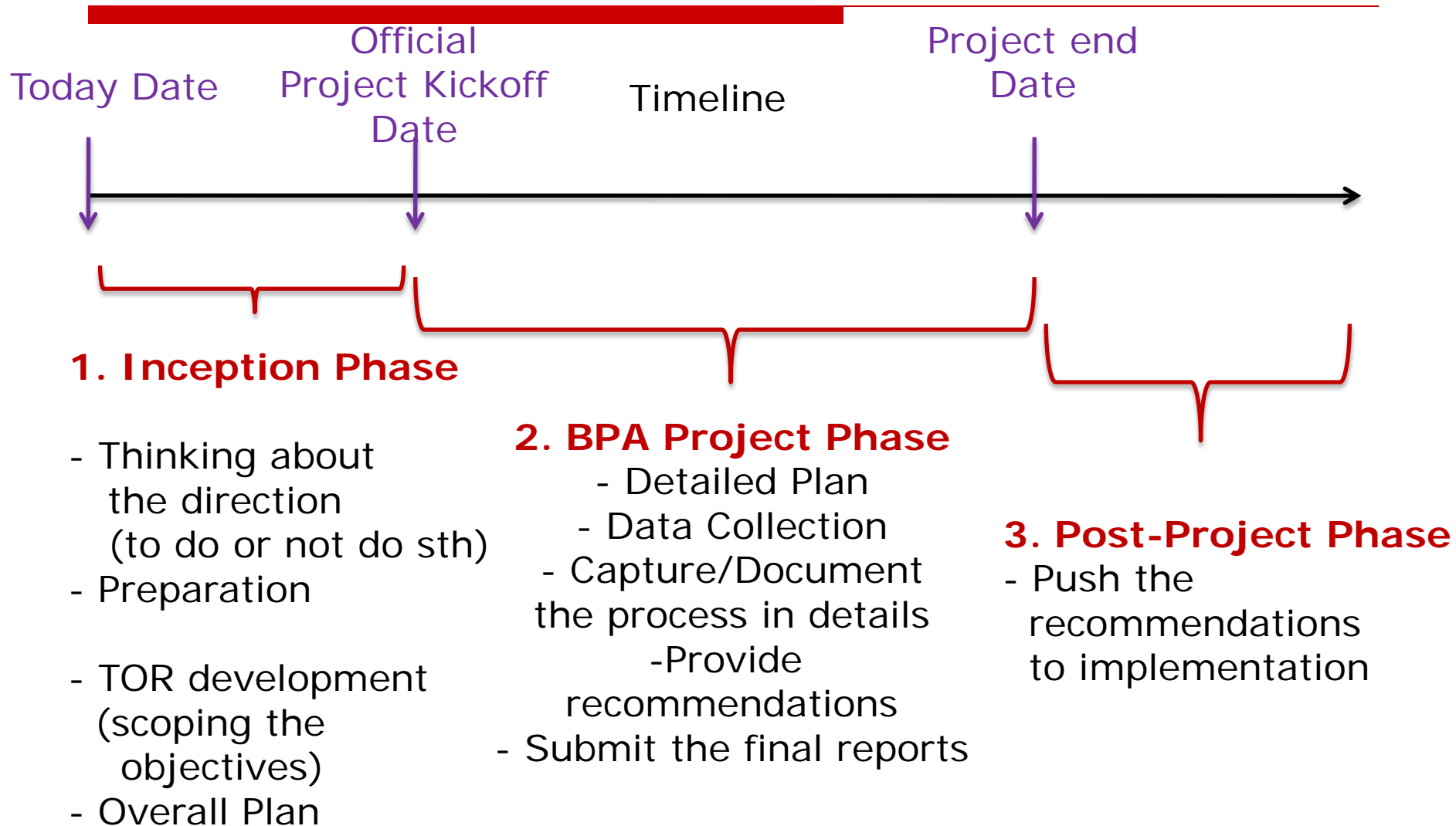
Group Exercise: Identify bottlenecks and recommend improvement opportunities

Discuss in your small group, and be prepared to present your presentation for 5 minutes

- ☐ Identify and analyze one or two bottlenecks in your activity diagram(s)
- ☐ Identify improvement opportunities
- ☐ Propose your improvement recommendations and new “To-Be” Activity Diagram for improvement (check also for political, technical, and financial possibility,)

Summary

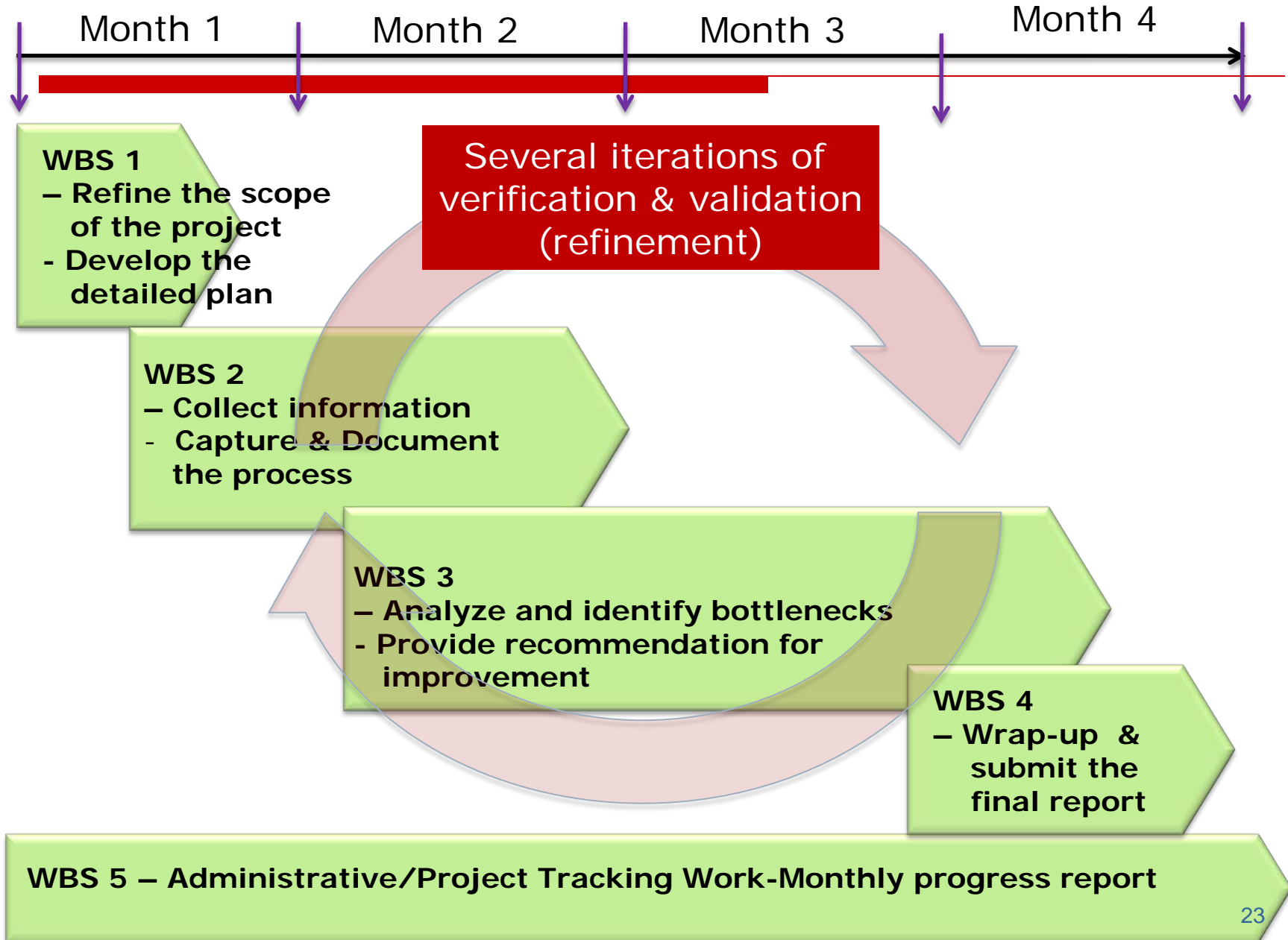
Beyond a BPA Project



Project Kickoff
Date

A BPA Project Plan

Project end
Date



Expected Outputs of the BPA project

	Step	Deliverables
WBS I	Step 1: Define project scope	<input type="checkbox"/> Use case diagram illustrating business domain, process areas, process participants, and key business processes
	Step 2: Develop a detailed plan and secure resources	<input type="checkbox"/> Detailed project plan including an estimation of human resources required, schedules, and software supported tools <input type="checkbox"/> A list of potential interviewees and their contact information
WBS II	Step 3: Acquire background information	<input type="checkbox"/> A folder of background information about the business processes under the investigation <input type="checkbox"/> A list of guiding questions for the interview
	Step4: Conduct interview and document captured data	<input type="checkbox"/> A set of activity diagrams illustrating activities that come in a specific order and decision points, actors who perform those activities, defined inputs and outputs of each activity, criteria for entering and exiting the business process, relationships among actors, and information flow <input type="checkbox"/> A set of business process descriptions that describes activity diagram and lists all related rules and regulations <input type="checkbox"/> Activity diagram illustrating integrated processes in the business domain <input type="checkbox"/> Time-Procedure chart displaying time required to complete each business process
WBS III	Step 5: Analyze the "as-is" processes and identify bottlenecks	<input type="checkbox"/> A set of observations of the as-is business processes that have the potential for improvement
	Step 6: Develop and propose recommendations	<input type="checkbox"/> Final report with recommendations which may include diagrams of "to-be" business processes

An example of a BPA project plan

- ❑ Project Sponsor:
- ❑ Project Manager:
- ❑ Process Analysts:
- ❑ Project Duration: months
- ❑ Stakeholders/Information Resource Persons:
Selected representatives from Stakeholders/Agencies,...

Wish you a good SW journey.

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