

**ESCAP-ARTNET-ITD Trade Facilitation for Sustainable Development Workshop 2019**  
**Bangkok, Thailand: 23 – 26 September 2019**

# **Session 9.3 – BPA**

## **Formulating Recommendations for Enhancing Trade Facilitation**

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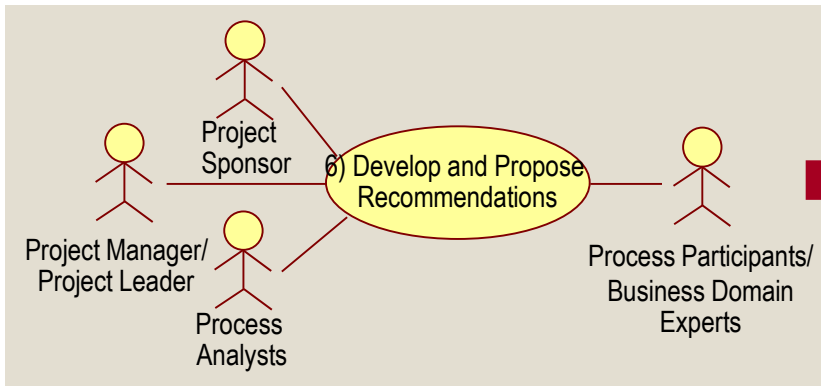
# BPA Phases: How to conduct a BPA project

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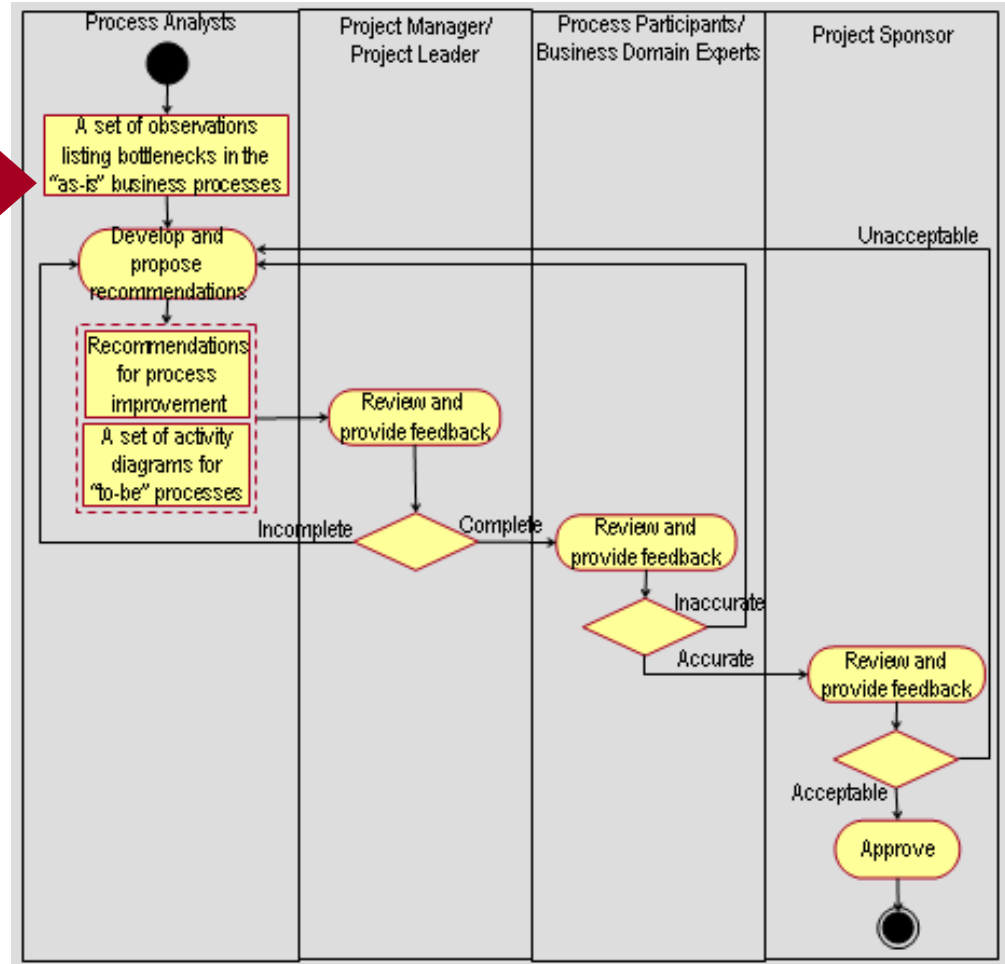
- I. **Scope setting/Planning** – Specify a scope of processes to be analyzed
  - ▶ e.g. import and/or export processes of a specified product, through a certain mode of transportation (trucks, trains, ships or airplanes)...
  - ▶ e.g. planning staffs, tasks, time schedule, other resources to conduct this BPA project
- II. **Data collection and process documentation** – Acquire information and document a sequence of steps in actual practices & their attributes, e.g.
  - ▶ Who involved (stakeholders/actors)
  - ▶ Procedures and documents required (input to/output forms)
  - ▶ Related rules and regulations
  - ▶ Quantitative indicators, eg. no.of steps, time, cost, time, distance, ...
- III. **Process analysis** – Locate bottlenecks, examine what causes them, and develop measurable and quantitative process indicators (e.g. the number of steps, time and costs required to fulfill those processes)

**Recommendation development** – Determine how to eliminate each bottleneck, propose and prioritize improvement actions

# Developing and Proposing Recommendations for Improvement



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



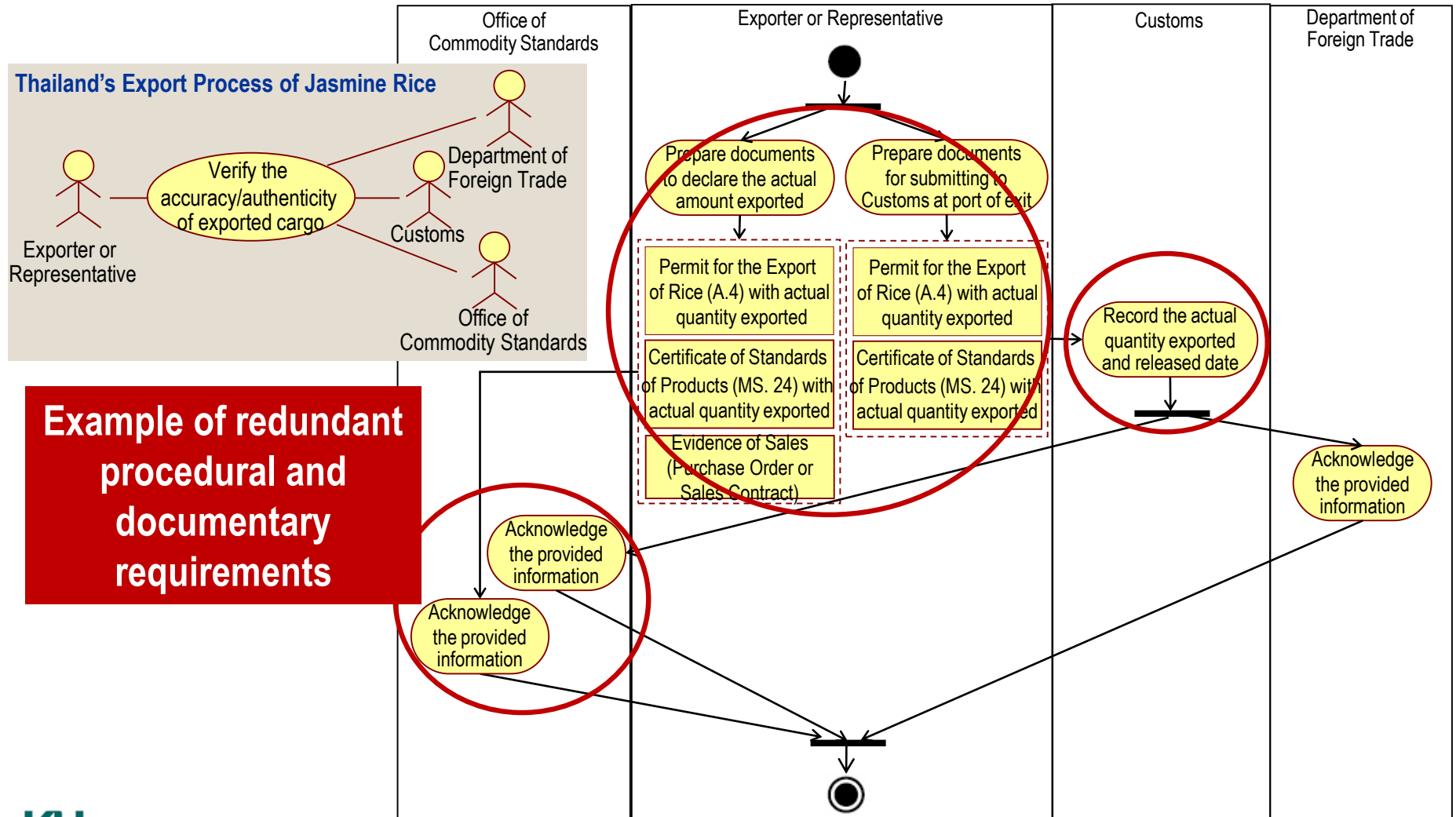
# Business Process Simplification and Business Process Automation

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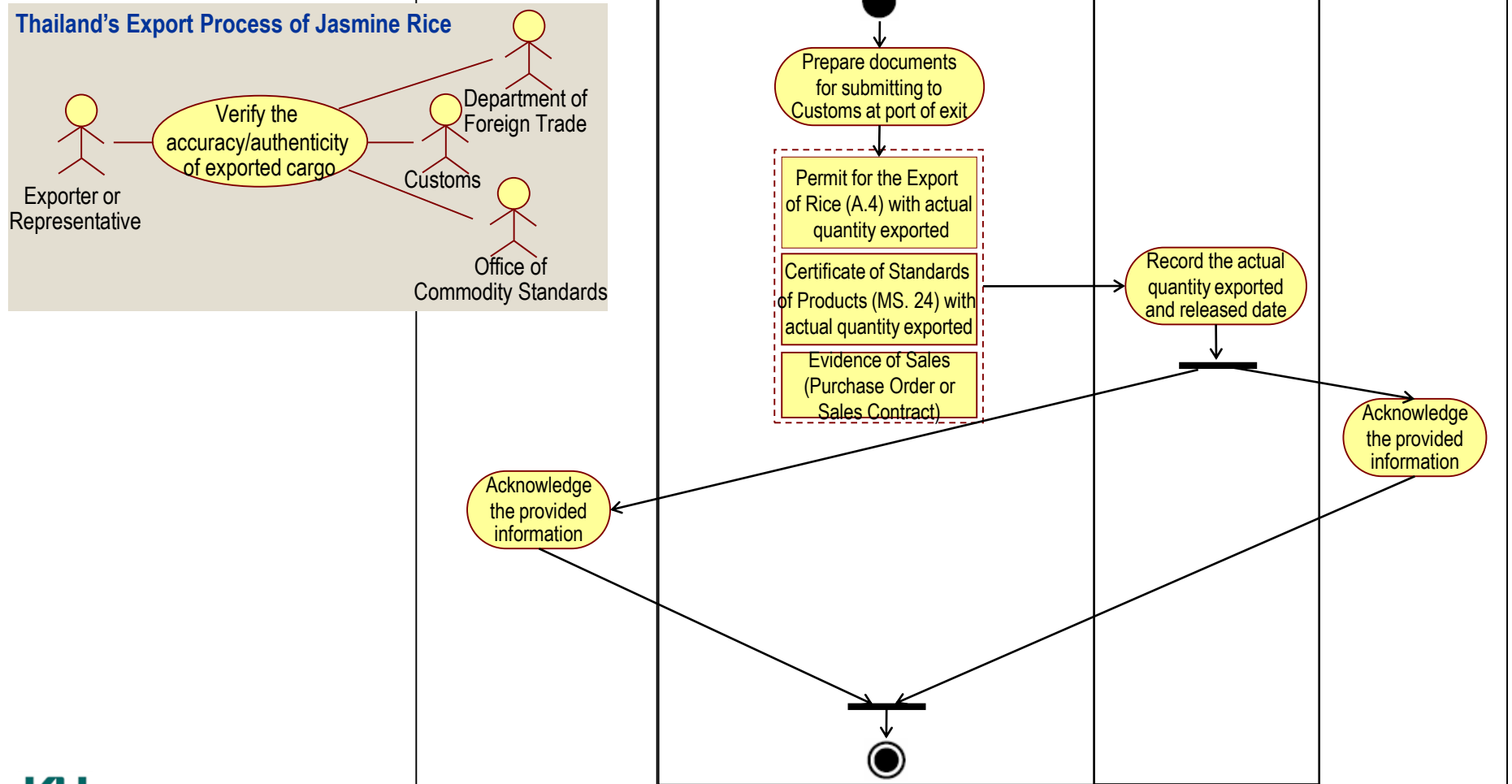
## Tips & Techniques

1. **Make** those procedures & document requirements **transparent** and **easy for stakeholders to access to**
2. **Merge some procedures**, and/or **documents(forms)**
3. **Eliminate** redundant procedures and unnecessary documentary requirements
4. **Automate** procedures and promote the sharing of trade and transport data among relevant stakeholders
5. **Modify related laws and regulations** to facilitate the operation of the newly designed business processes
6. **Reform** the regulatory-related organizational structures, etc....

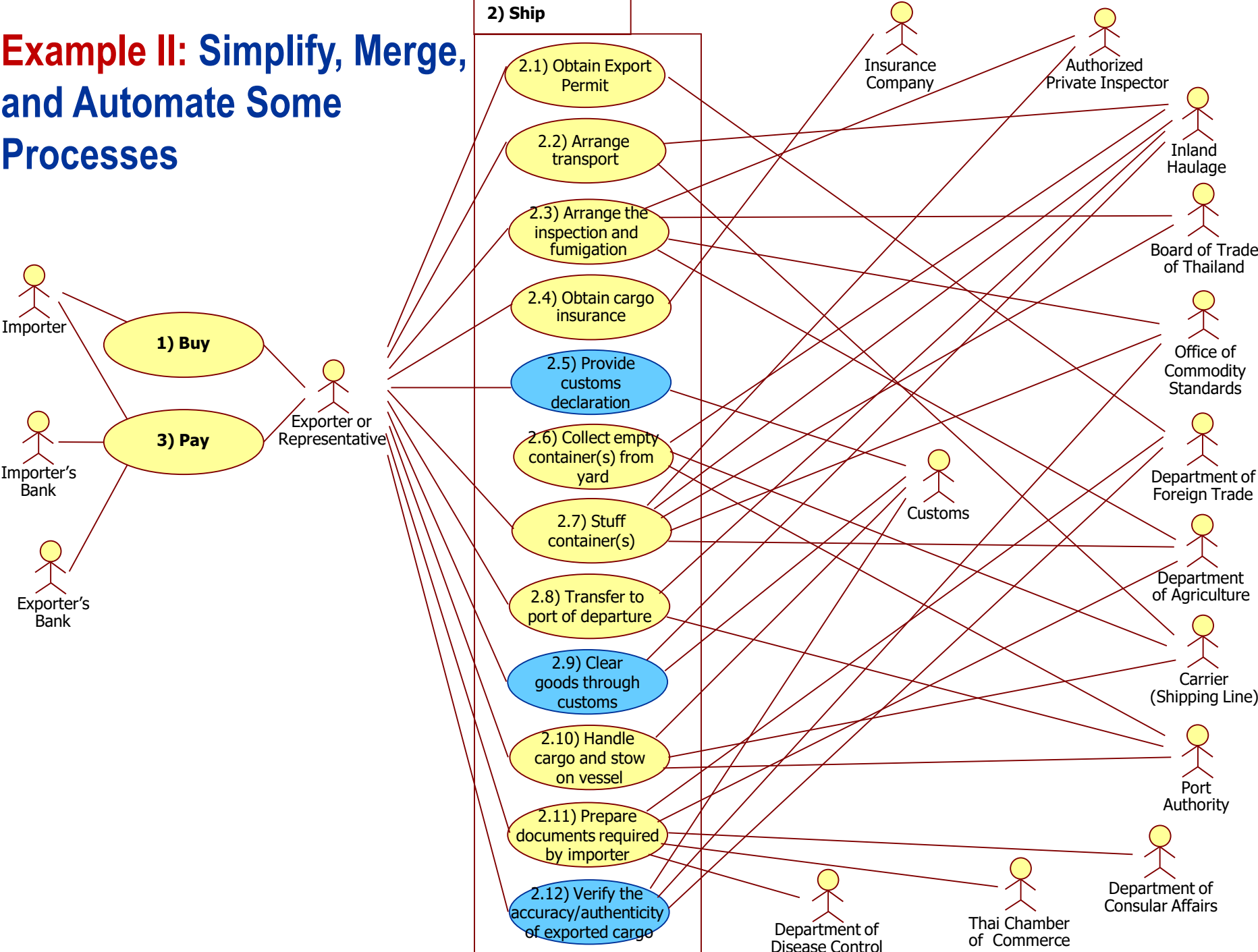
# Example: Identify Bottlenecks and Redundancies



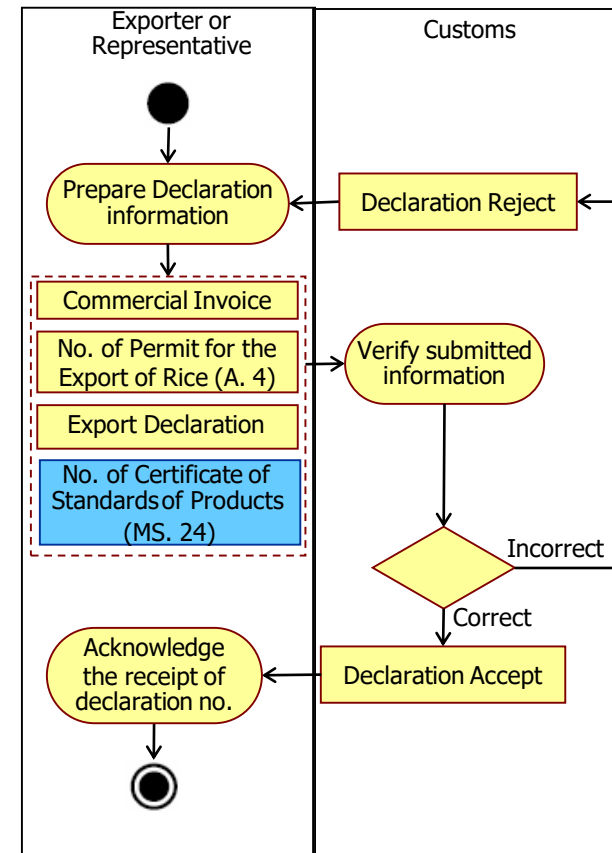
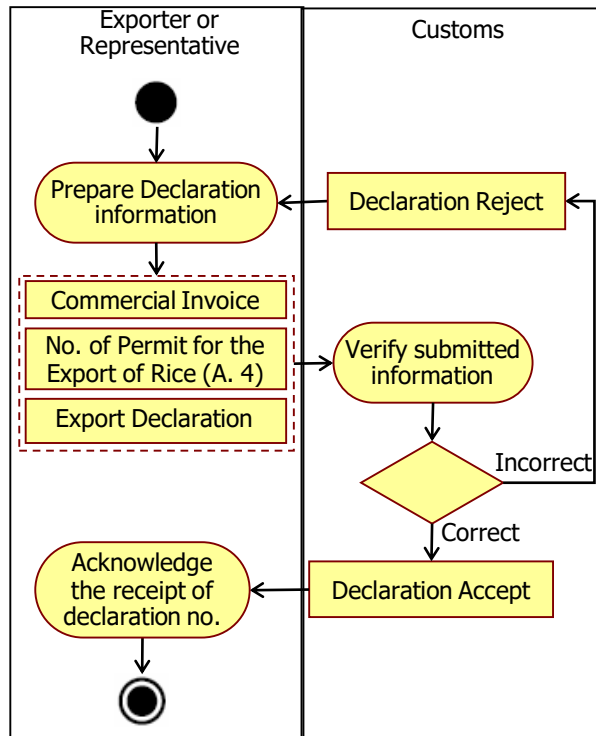
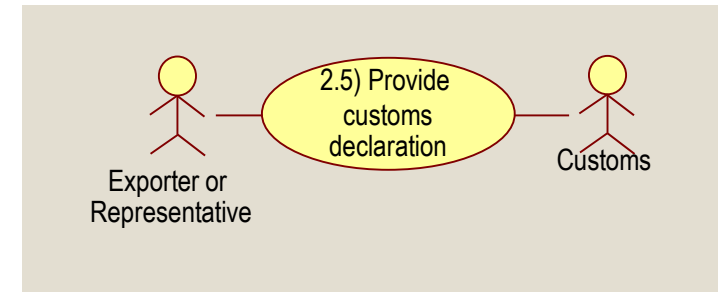
# Example I: Remove Redundancies



# Example II: Simplify, Merge, and Automate Some Processes



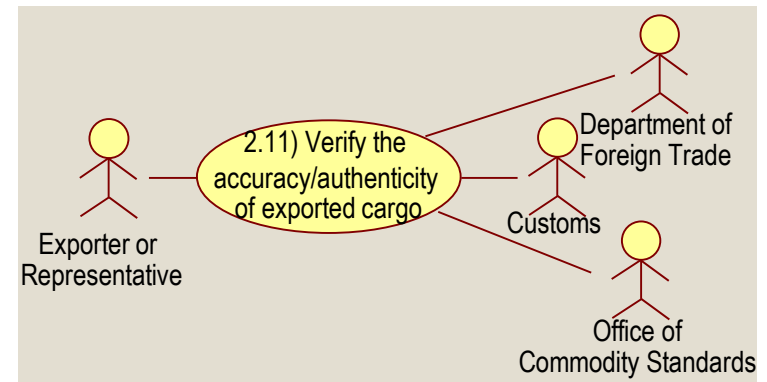
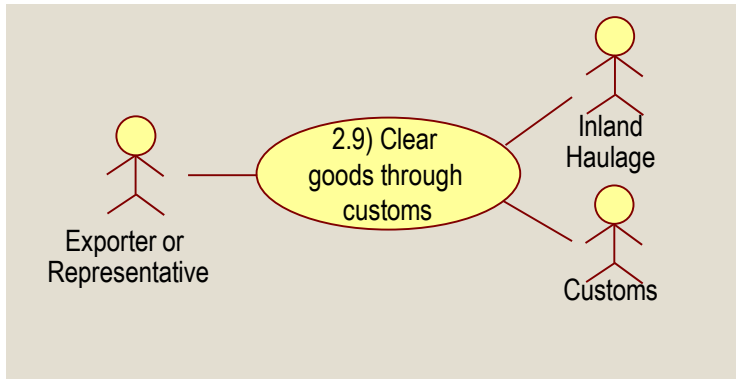
# Example II: Simplify, Merge, and Automate Some Processes

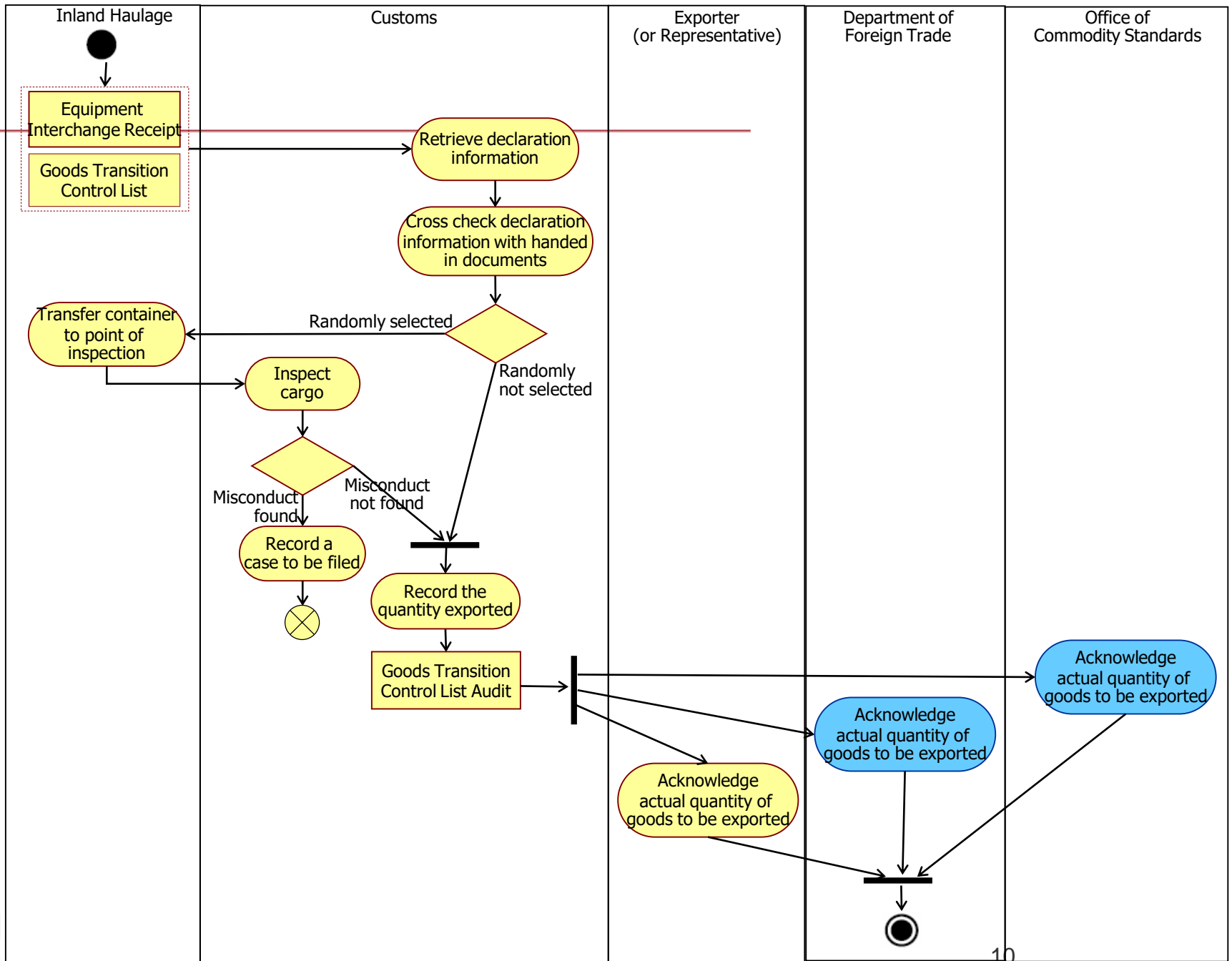




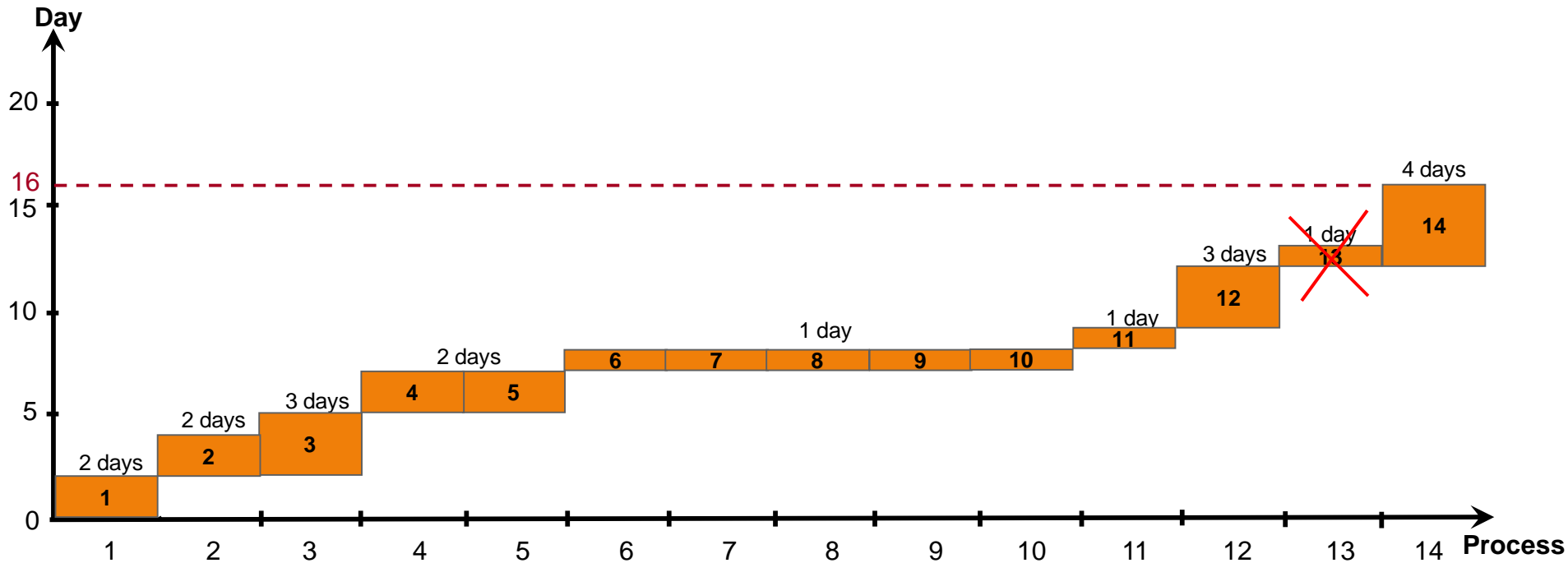
# Example: Simplify, Merge, and Automate Some Processes

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# 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 & Data Harmonization

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- ❖ **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

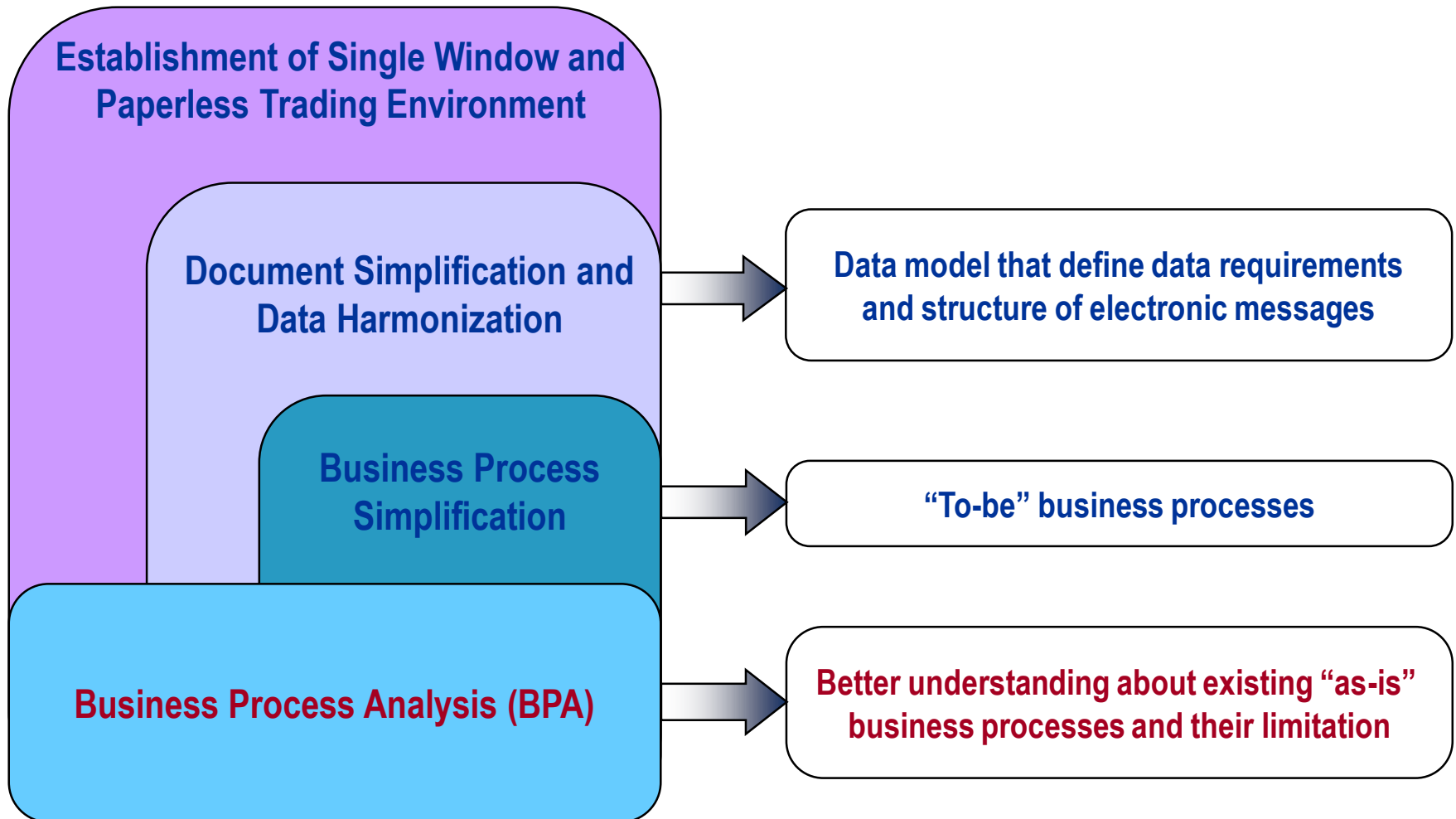
- ❖ **Step 3:** Analyze data elements across various documents and organize them in a comparable manner

- ▶ 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

# Business Process Analysis and Single Window Development



# Group Exercise

## Identify bottlenecks and recommend improvement

Discuss in your small groups, and be prepared to present your findings & recommendations

- ❖ 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 feasibility, .....

Project  
Kickoff  
Date

# An Example: A BPA Project Execution Plan

Project  
End  
Date

Timeline

Month 1

Month 2

Month 3

Month 4

## WBS 1

- Refine the scope of the project
- Develop the detailed plan

Several iterations of verification & validation (refinement) are needed

## WBS 2

- Collect information
- Capture & Document the process
- Verify & validate the findings

## WBS 3

- Analyze and identify bottlenecks
- Provide recommendations for improvement
- Review and feedback by stakeholders

## WBS 4

- Wrap-up & submit the final report

WBS 5 – Administrative Support, Daily Project Tracking and Control

Commonly Agreed Plan

As-Is Report

To-Be Report

Final Report

BPA Stakeholder Review Workshop

Work Breakdown Structure

Milestones

Red Boxes are Milestones, and key Work Products.