

Module 5.1 – Using BPA techniques for identifying bottlenecks

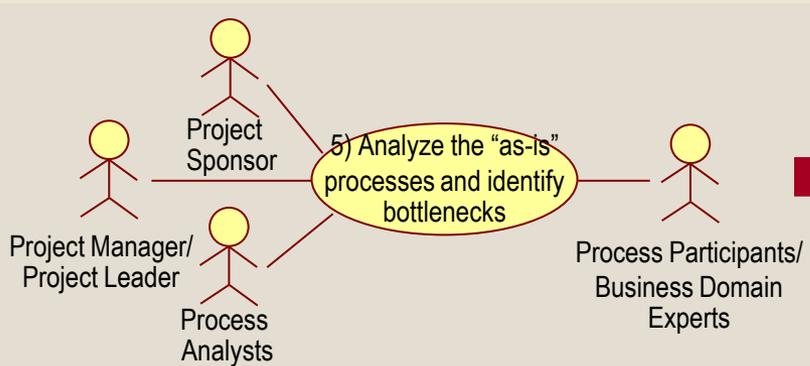
Dr. Somnuk Keretho
Advisory Committee, UNNExT
Director, iNOVA, Kasetsart University
sk@ku-inova.org



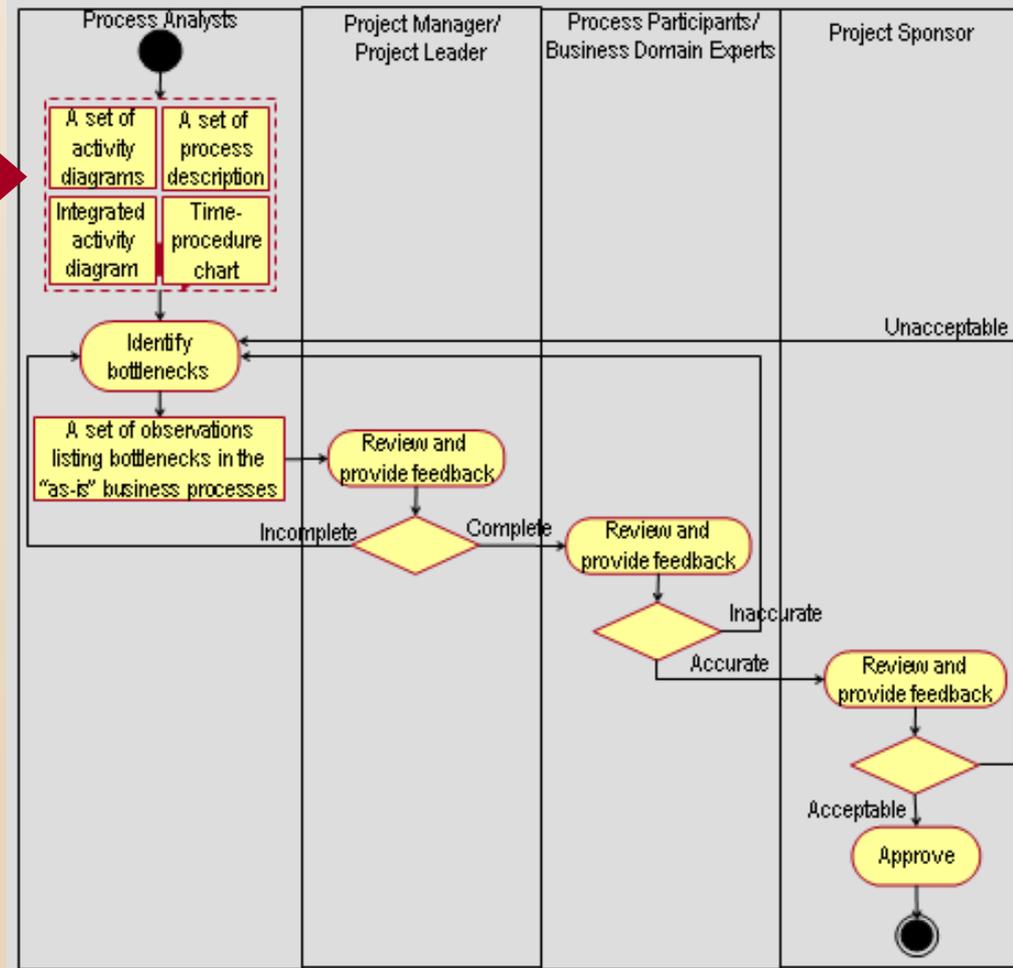
BPA Phases: How to conduct a BPA project

- 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

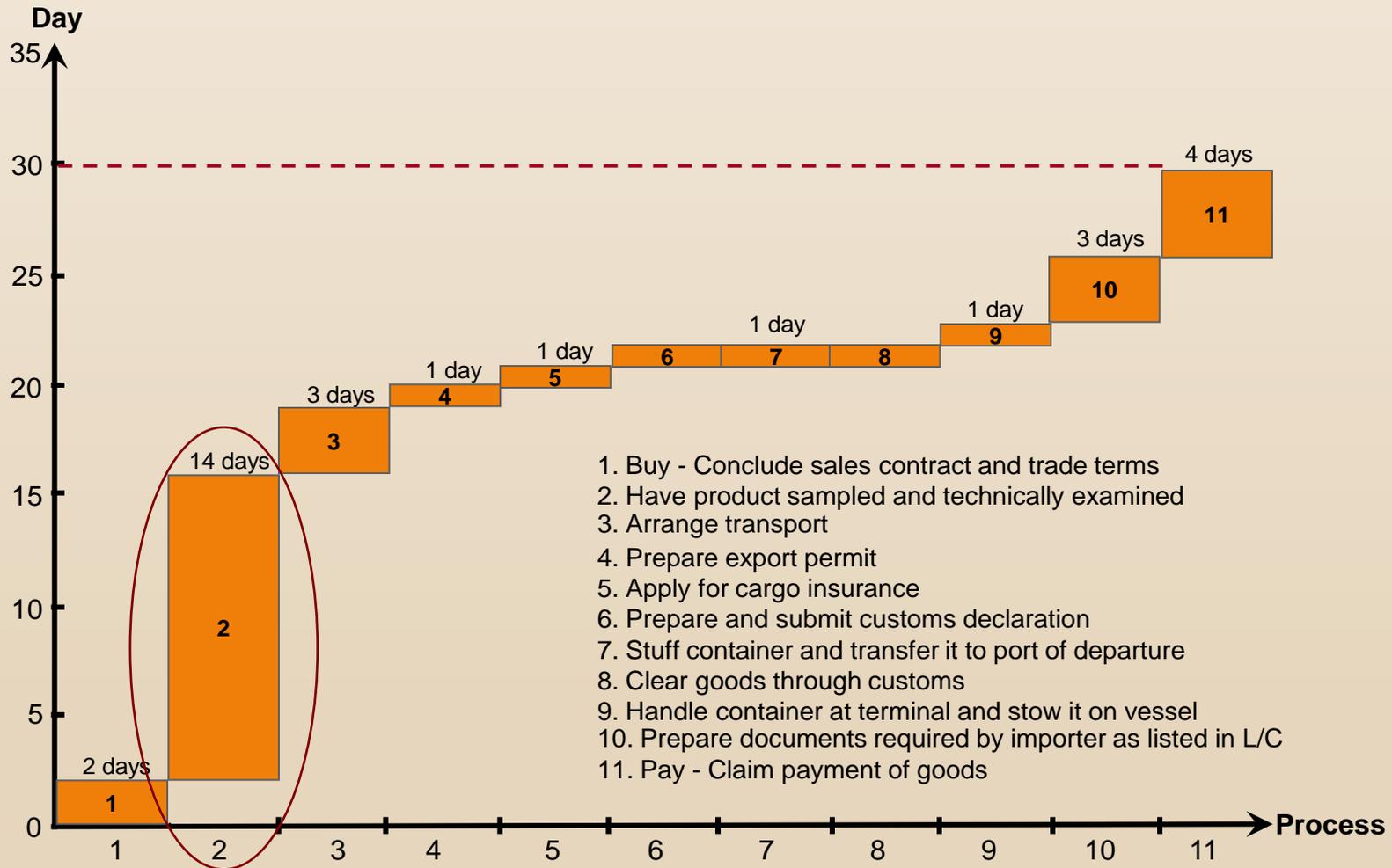
Analyzing the “As-Is” Business Processes



Objective – To identify any 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.

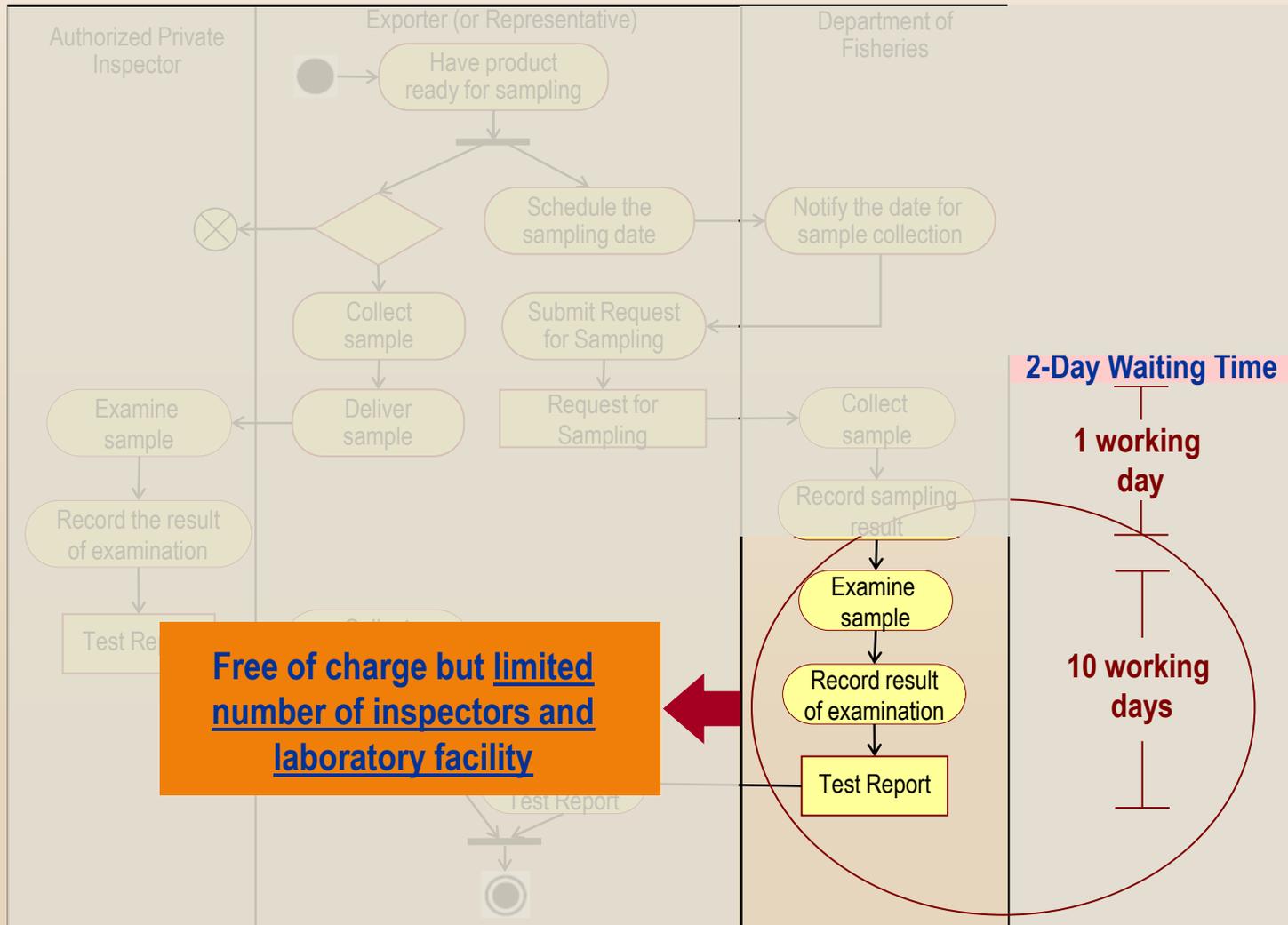


Case I: Thailand's Export Process of Frozen Shrimp (Identifying possible areas of bottlenecks.....)

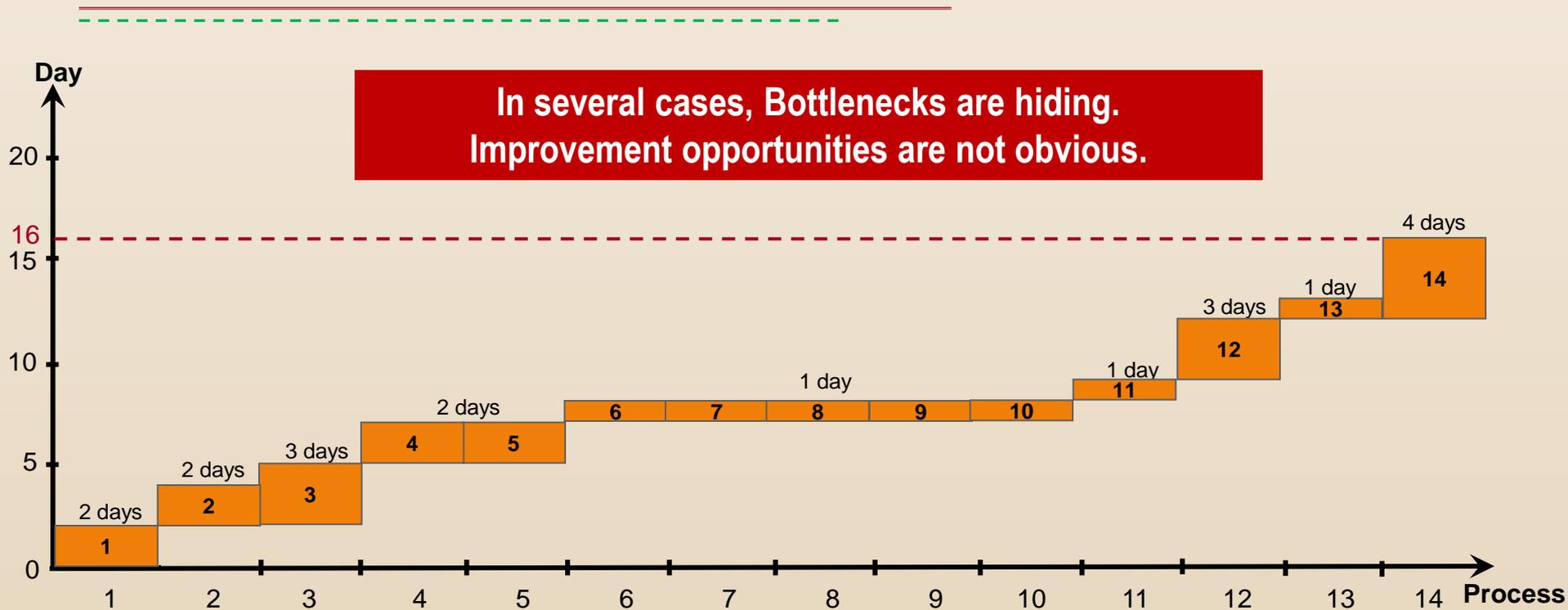


Case I: Thailand's Export Process of Frozen Shrimp

(Conducting Root-Cause Analysis: Asking Why? What are the root causes?)



Case 2: Thailand's Export Process of Jasmine Rice

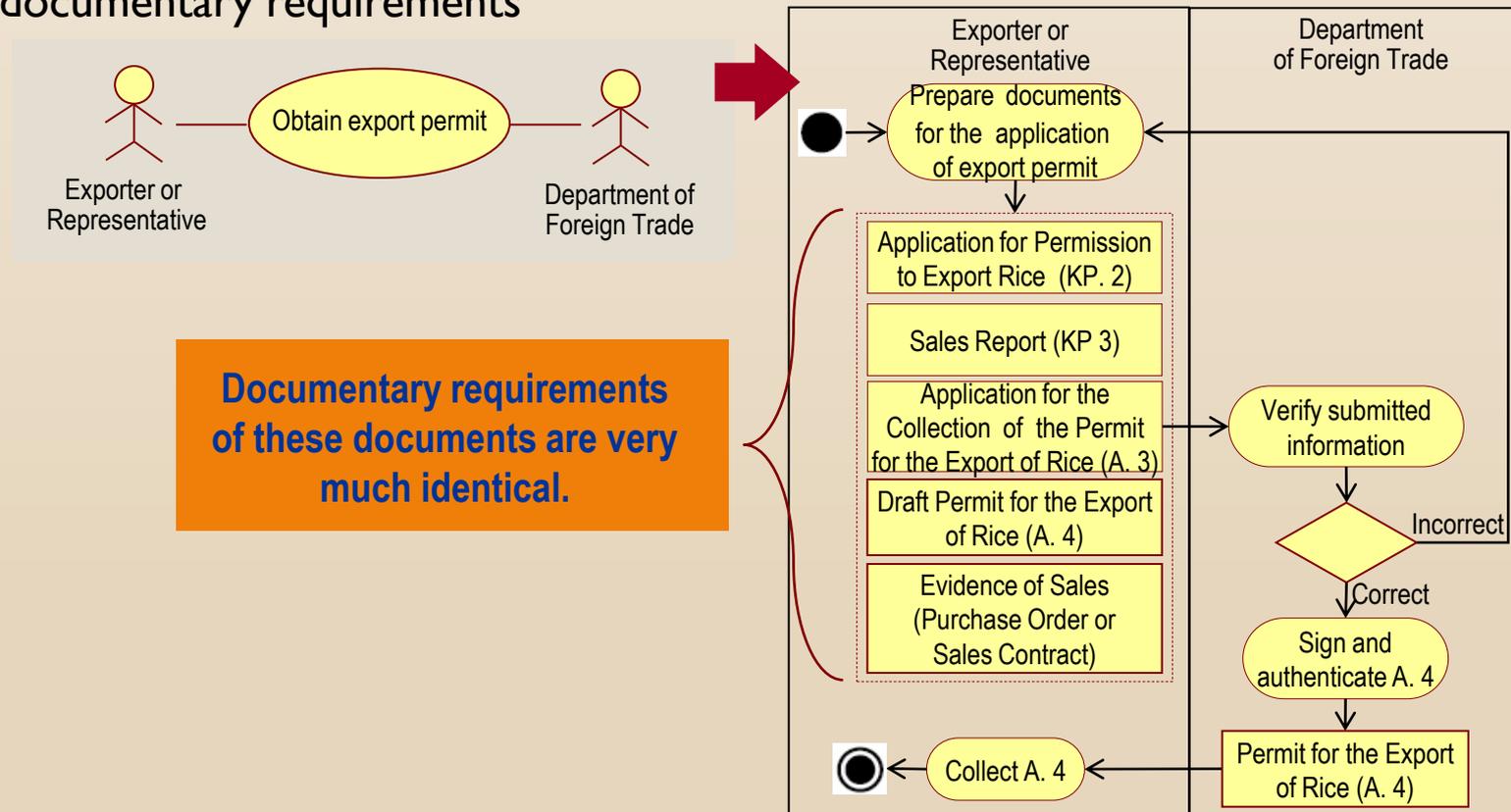


1. Buy - Conclude sales contract and trade terms
2. Obtain export permit
3. Arrange transport
4. Arrange the inspection and fumigation
5. Obtain cargo insurance
6. Provide customs declaration
7. Collect empty container(s) from yard

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

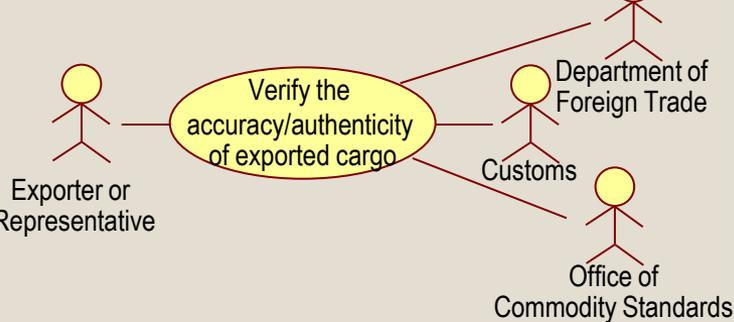
Case 2: Thailand's Export Process of Jasmine Rice

- ❖ 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

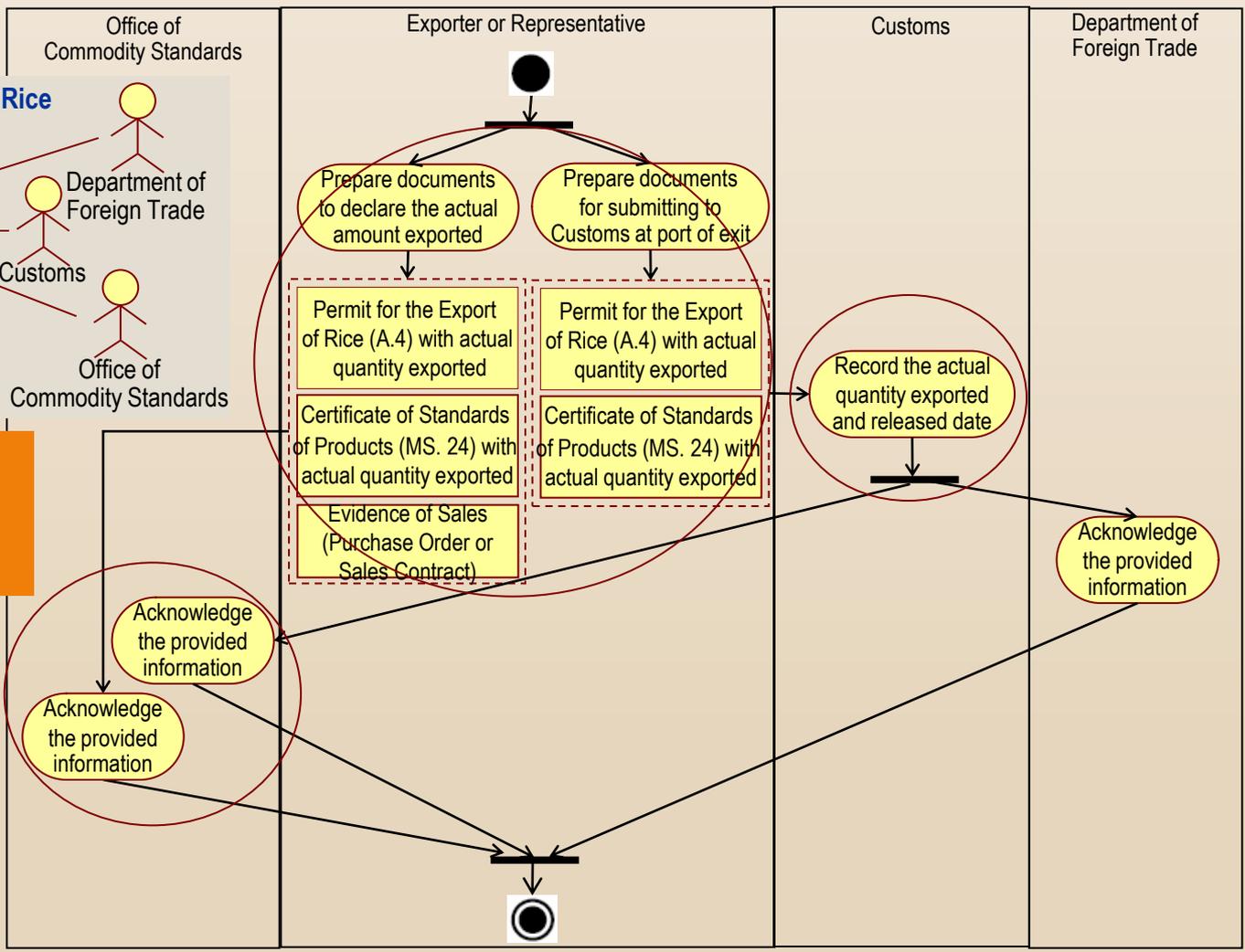


Exercise: Identify Bottlenecks and Redundancies

Thailand's Export Process of Jasmine Rice



Example of redundant procedural and documentary requirements



Group Exercise (if time permitted)

- ❖ Each group - please discuss, collect more information, improve **your Activity Diagram**, with more quantitative indicators, e.g.
 - ▶ time (hours, days), costs (\$), no. of signatures, no. of steps,

Try to identify **any bottlenecks** related to activities, document requirements, e.g.

- ▶ any redundancy in procedures and documentations
- ▶ non-value added activities,
- ▶ un-usually high cost,
- ▶ and long delay in procedures and document requirements
- ▶ Etc.