

Module 5 – Using BPA for Identification of bottlenecks

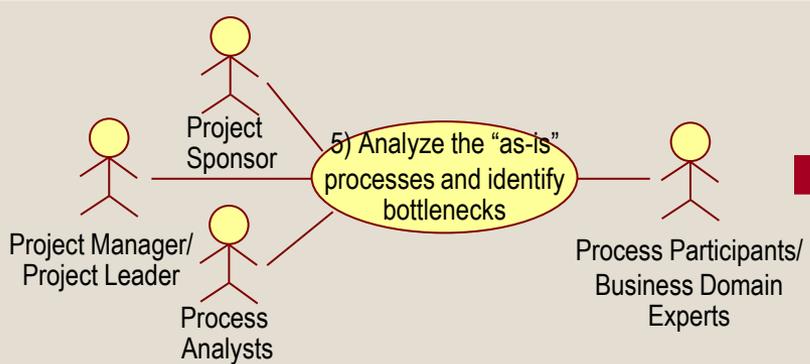
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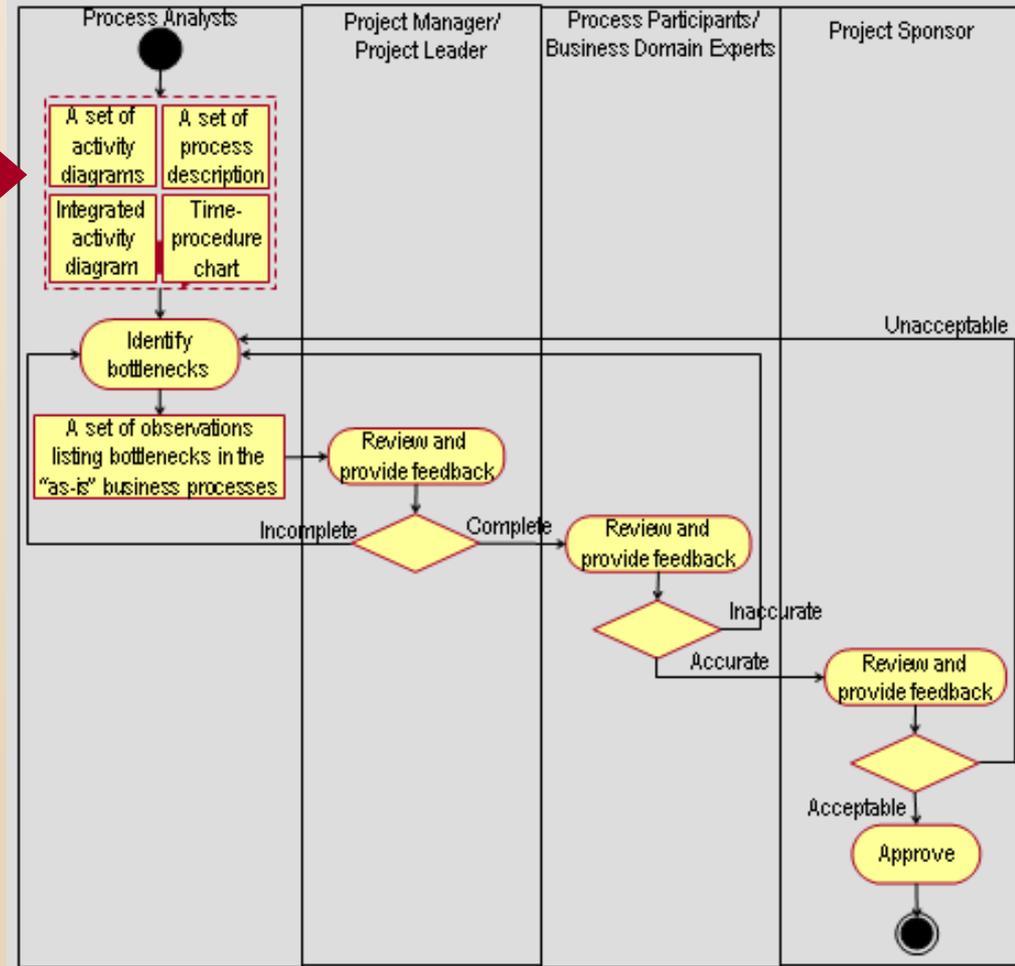
BPA Phases

- I. **Scope setting** – 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)
 - II. **Data collection and process documentation** – Define and document a sequence of steps in actual practices and their attributes
 - ▶ Who involved (stakeholders/actors)
 - ▶ Procedures and documents required (input to/output from)
 - ▶ Related rules and regulation
 - III. **Process analysis (analyze the As-Is)** – 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 (propose the To-Be)** – Determine how to eliminate each bottleneck and prioritize improvement actions

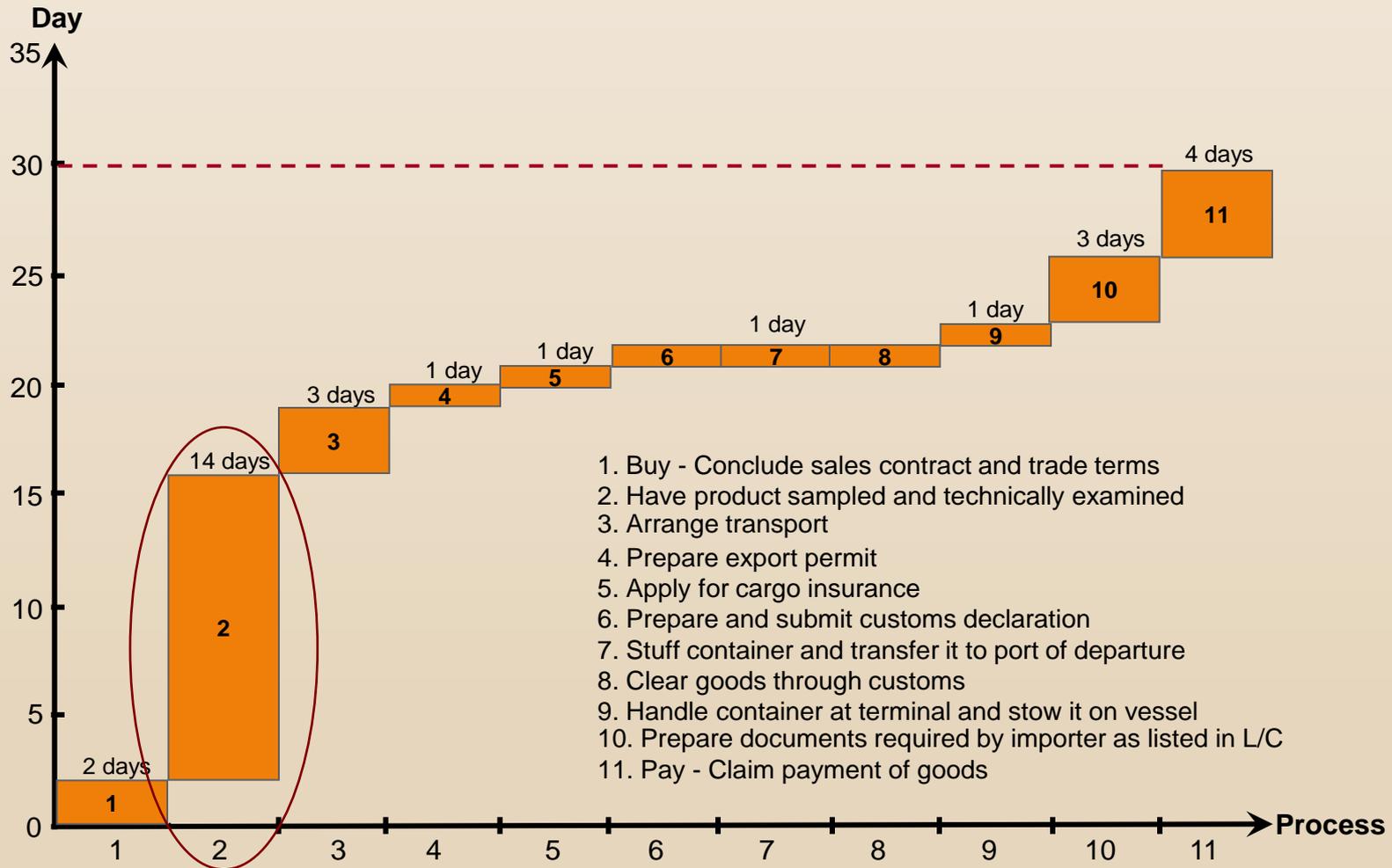
Analyzing the “As-Is” Business Processes



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.

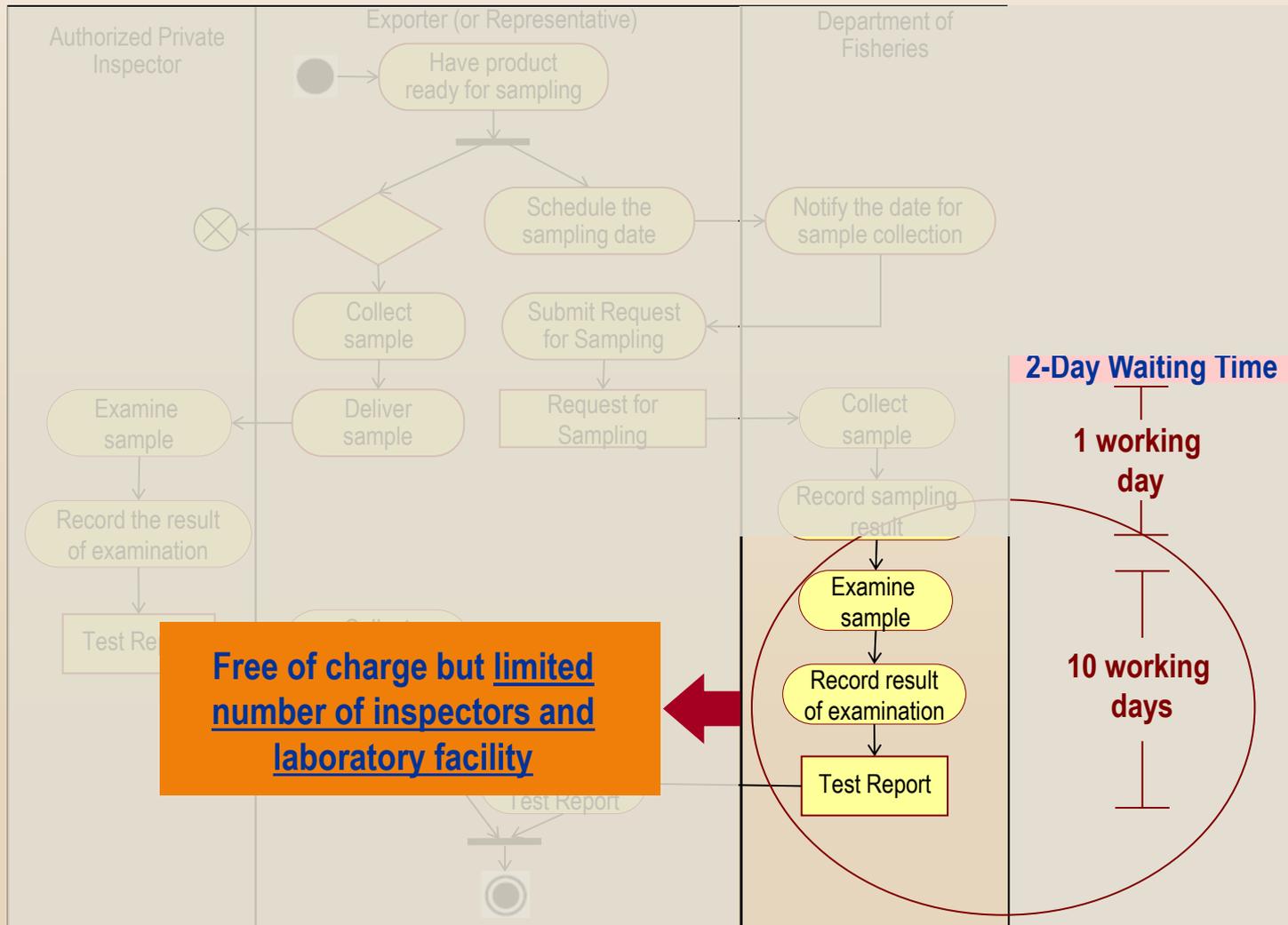


Case I: Thailand's Export Process of Frozen Shrimp (Identifying possible areas of bottlenecks.....)

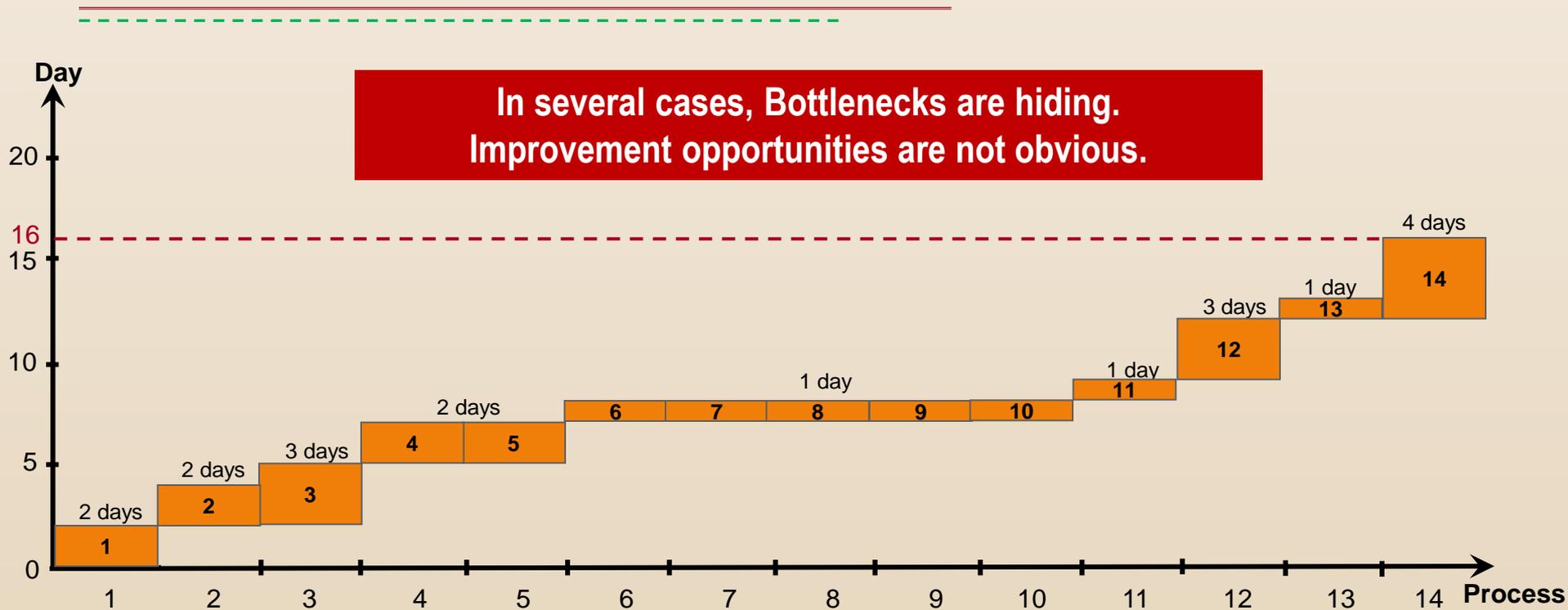


Case I: Thailand's Export Process of Frozen Shrimp

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



Case 2: Thailand's Export Process of Jasmine Rice

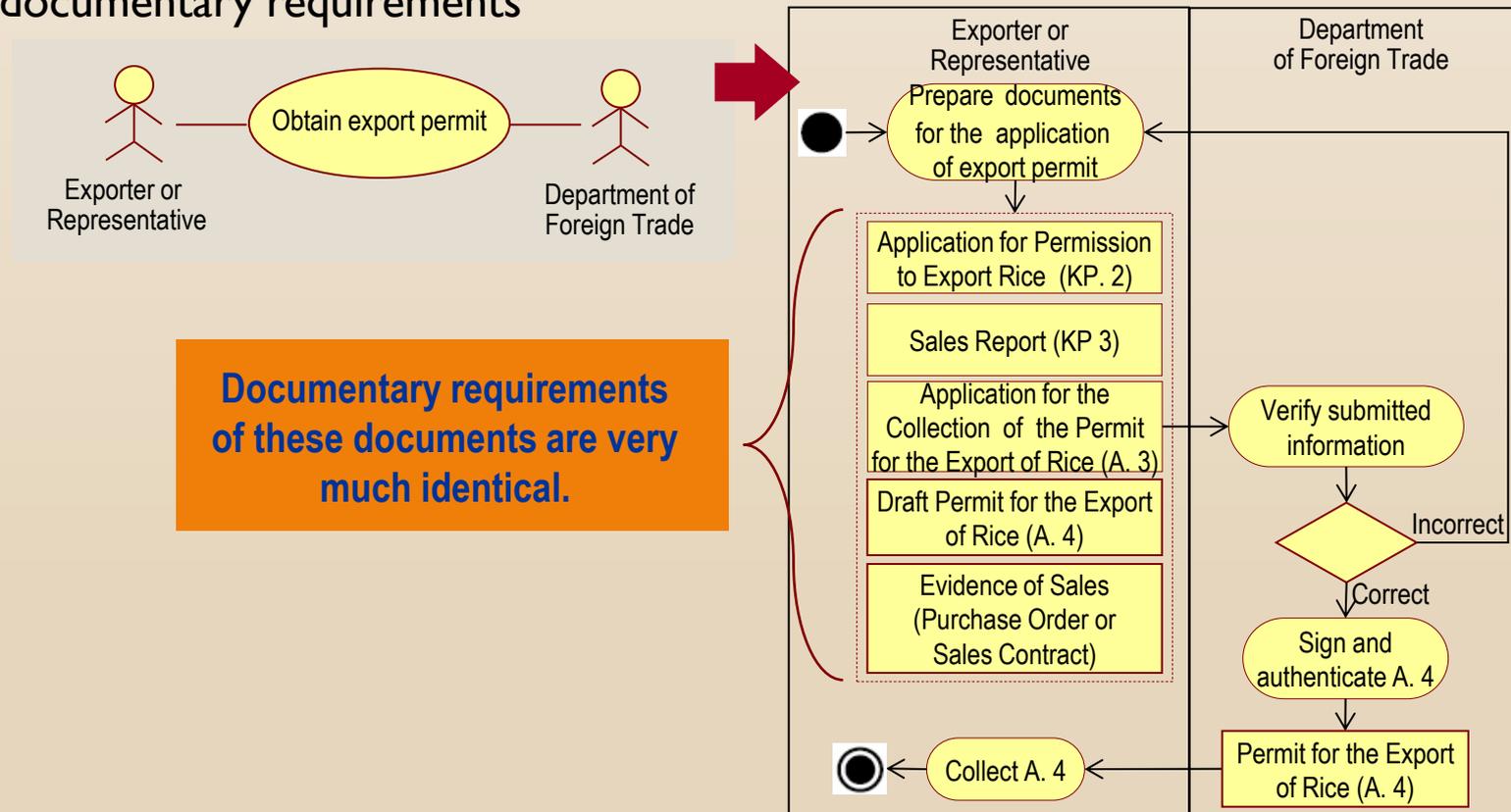


1. Buy - Conclude sales contract and trade terms
2. Obtain export permit
3. Arrange transport
4. Arrange the inspection and fumigation
5. Obtain cargo insurance
6. Provide customs declaration
7. Collect empty container(s) from yard

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

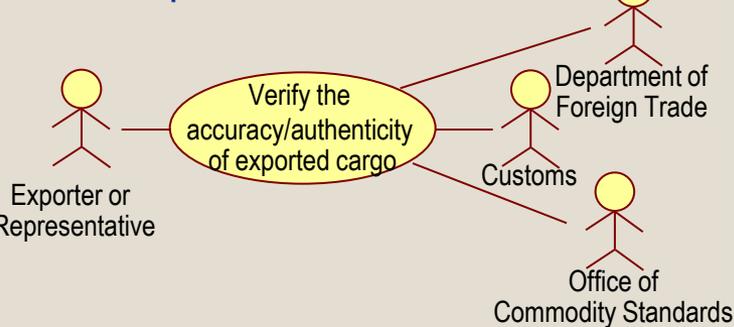
Case 2: Thailand's Export Process of Jasmine Rice

- ❖ 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

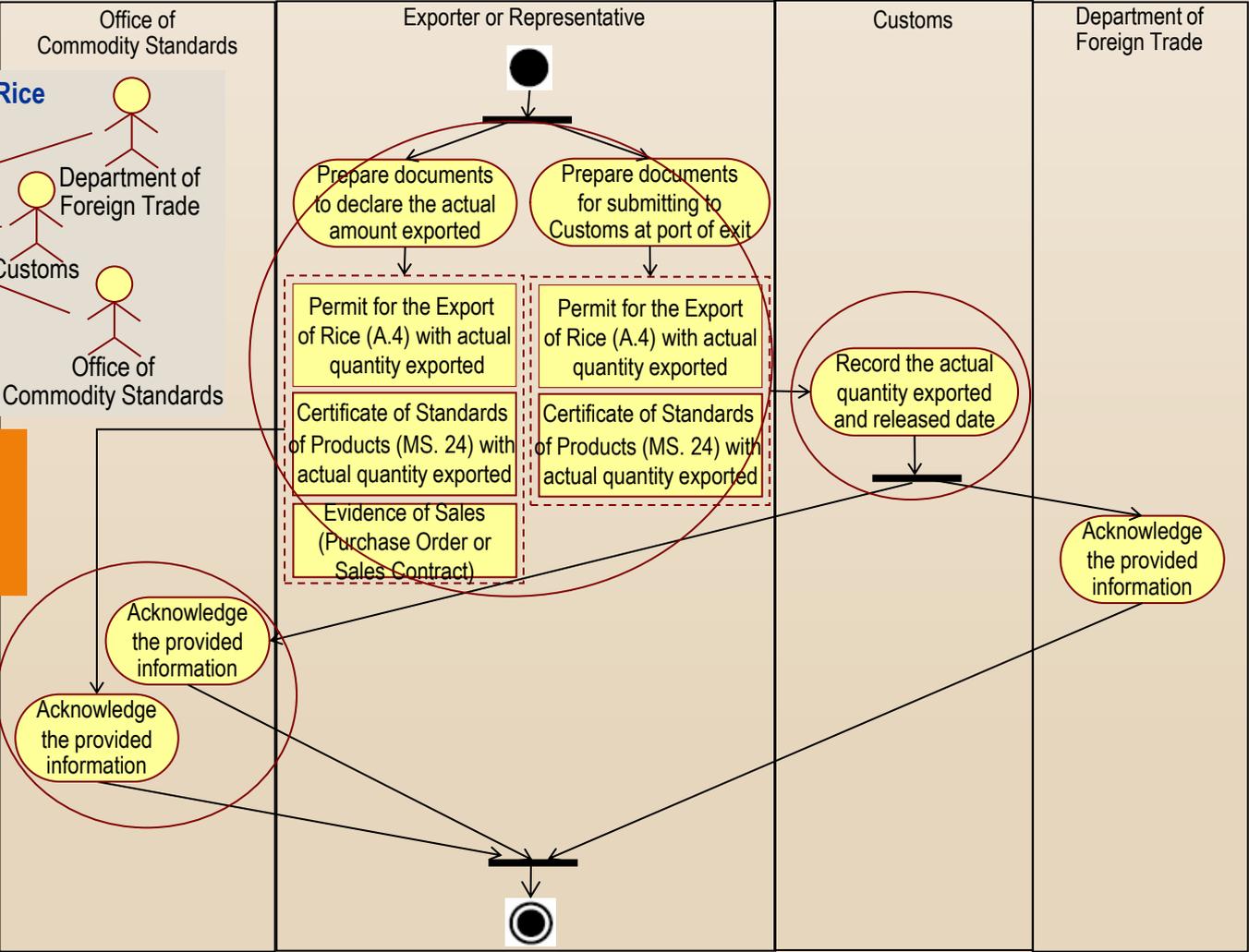


Exercise: Identify Bottlenecks and Redundancies

Thailand's Export Process of Jasmine Rice



Example of redundant procedural and documentary requirements



Group Exercise

- ❖ Each group, please discuss and collect more information, and draw a **Time-Procedure Chart** to approximately estimate **time (days) and/or costs (\$)** 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**.....
 - ▶ Identify possible areas for improvement, e.g. any redundancy, non-value addition, un-usually high cost, and long delay in procedures and document requirements