Business Process Analysis
for Trade Facilitation Improvement

2. Business Process Capturing and Modelling

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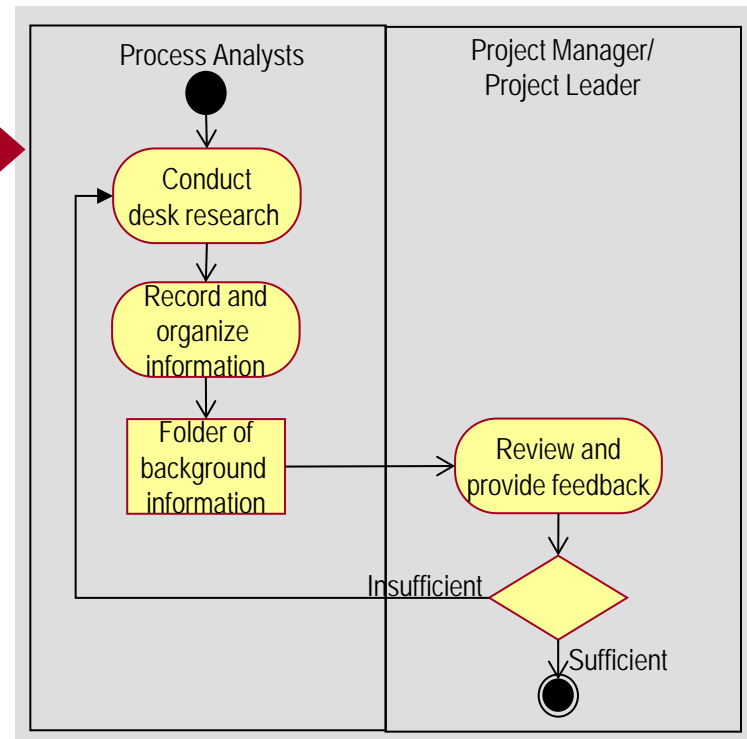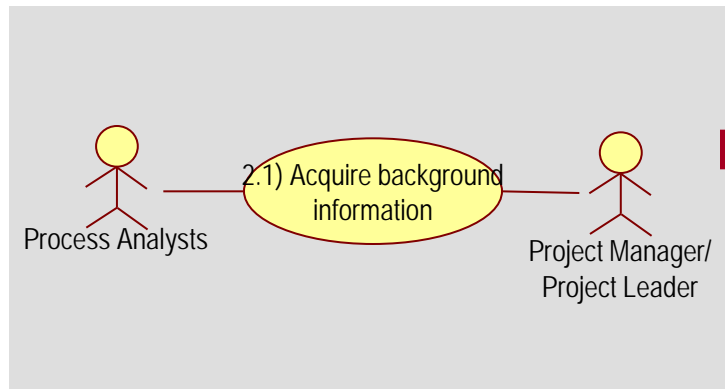**Customs Border Control Training Center (CBCTC)**
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2.1 Capturing/Acquiring Background Information

Objective – To acquire as much as possible first hand information about existing business processes in the scope of investigation including:

- Related laws and regulations
- Sequence of activities required to complete each business process
- Related forms and documents
- Contact details of potential interviewees

2.2 Conducting Interviews and Documenting/Modelling the Captured Data
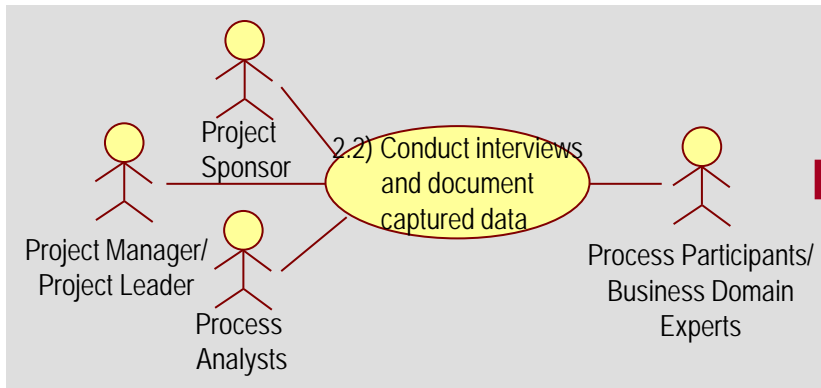
Objective – To capture and document in-depth knowledge about existing business processes in the scope of investigation in:

- Activity diagrams
- Process descriptions
- Integrated activity diagram that represents an interconnected view of all involved business processes
- Time-procedure chart
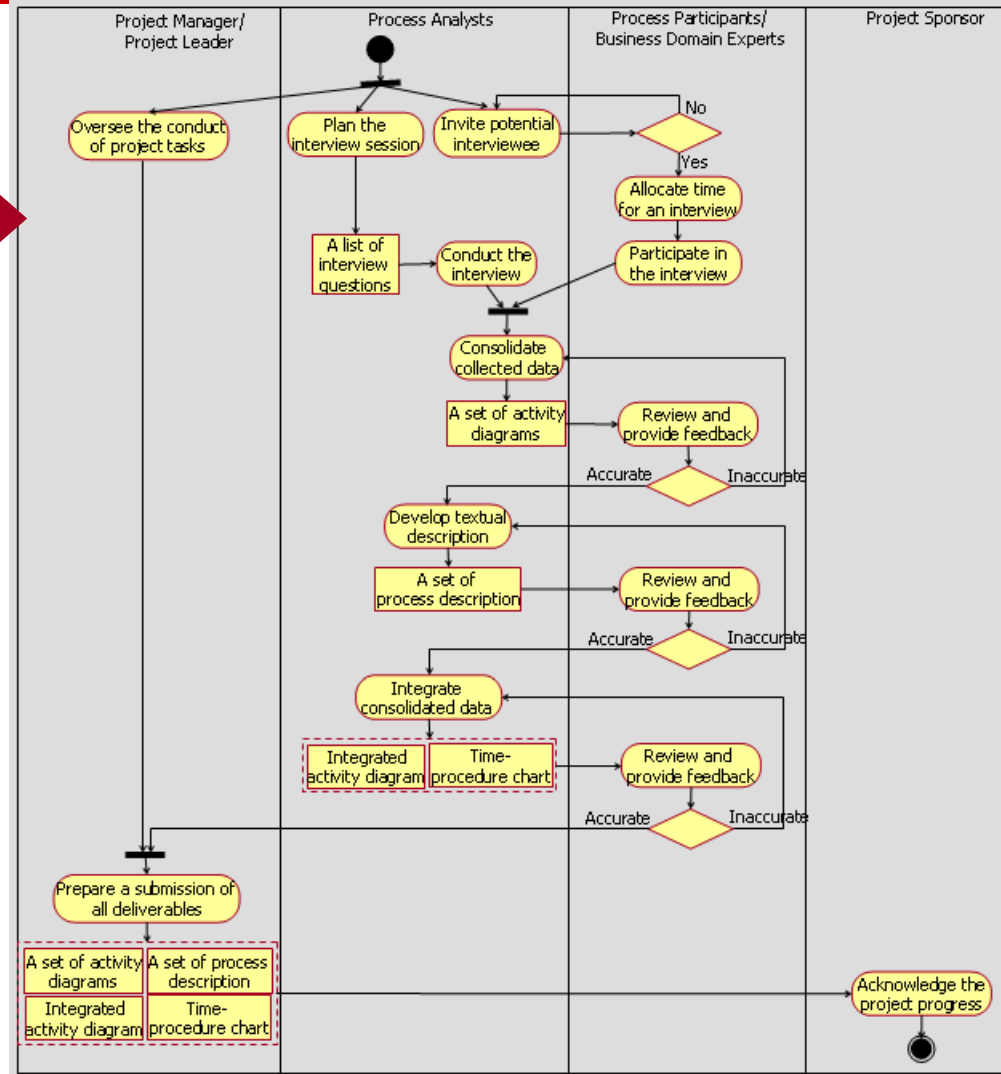
Inviting Potential Interviewees

Potential interviewees – Process participants or business domain experts who are in charge in carrying out activities required to complete a particular business process and dealing with respective procedures and formalities associated with that business process on a daily basis

☐ Give self-introduction

☐ Inform potential interviewees about:

- Purpose of the interview
- Contribution of the information to be captured during the interview on the project
- Final outputs of the project
- Expected project outcome and impact

Sample Interview Questions (1)

Business Process Analysis:

- ☐ How many people are involved in this business process?
- ☐ What are necessary activities that an exporter/an importer has to take in order to acquire a particular document?
- ☐ What are supplementary documents that an exporter/an importer has to submit along with the application form when a particular document is requested?
- ☐ How can an exporter/importer submit the application form, how to collect the requested document (manually or electronically)?
- ☐ Are copies of documents accepted in lieu of original documents?
- ☐ Is there any fee that an exporter/an importer has to pay in order to acquire the document? If so, how much?
- ☐ What are the laws or regulations associated with these procedural and documentary requirements?
- ☐ Which business processes can be carried out in parallel?
- ☐ Which business process has to be carried out simultaneously after another business process ?

Sample Interview Questions (2)

Information Flow Analysis:

- ☐ With which other actor in the business do you need to communicate?
- ☐ What kind of data do you exchange?
- ☐ What kind of information do you send to which actor?

Time Analysis:

- ☐ How much time including waiting time in average hours or days does it take to complete this entire business process from the beginning to the end? What is the maximum and minimum time?
- ☐ How many actual man-hours does it require to complete this particular activity in this business process?

Cost Analysis:

- ☐ How much in average does it cost to complete this particular activity in this business process or to process one document?

Suggestions for Improvement:

- ☐ What are problems/ bottlenecks you encounter in procedures and regulations to import or export?
- ☐ What are improvements that you would like to see in the near future?

Conducting the Interview

- ☐ 1 – 2 Process analysts per an interview session
- ☐ Obtain permission from the interviewee prior to recording the interview.
- ☐ Keep the interview free-flowing and conversational, yet within a basic structured framework
- ☐ Seek interviewees' opinions and observations on bottlenecks and issues that should be improved, why, and how to improve them.
- ☐ Write down everything
- ☐ Summarize key points to confirm with interviewees correct understanding
- ☐ Respect time schedule

Drawing an Activity Diagram for each Use Case

Based on information from the interview,

- ☐ Prepare swimlanes for parties involved in a business process
- ☐ List activities and decision points involved in the business process in a sequential order and categorize them according to the party who carry them out
- ☐ For each decision points, provide conditional statement for each transition
- ☐ If applicable, list documents required as inputs to each activity and categorize them according to the party who provide the documents
- ☐ If applicable, list documents that are outputs of each activity