



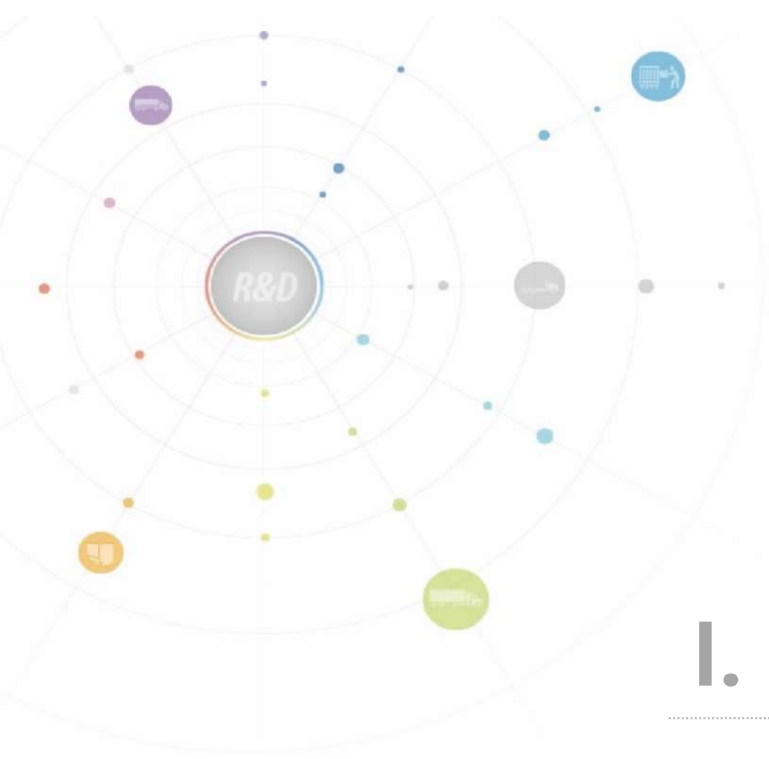
Subregional Capacity Building Workshop on Business Process Re-engineering (BPR) for Trade Facilitation

Bangkok, Thailand, September 2018.
ESCAP Consultant, Kerri Ahn



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I. BPA Guideline

Business process analysis by ESCAP

Phase	Description
Phase I	Scope setting, which includes the following two steps; Step 1: define a project scope Step 2: develop a detailed work plan and secure resources
Phase II	Data collection and process documentation, which includes the following two steps; Step 3: acquire background information Step 4: conduct interviews and document captured data
Phase III	Process analysis and recommendation development, which includes the following two steps; Step 5: analysis the “AS-IS” process Step 6: develop and propose recommendation

Business process analysis by ESCAP (source : ESCAP BPA guideline)

Role	Phase I		Phase II		Phase III	
	Step 1: <i>Define project scope</i>	Step 2: <i>Develop a detailed plan and secure resources</i>	Step 3: <i>Acquire background information</i>	Step 4: <i>Conduct interview and document captured data</i>	Step 5: <i>Analyse the "as-is" processes</i>	Step 6: <i>Develop and propose recommendations</i>
Project Sponsor	Finalize and approve the project scope	Approve any changes to project scope Commit specific resources	Provide management support and direction when needed Participate in major project reviews and approve key deliverables including the recommendations toward the desired to-be processes Ensure timely resolution of issues affecting project success			
						Drive the implementation of approved recommendations
Project manager/project leader	Acquire relevant information to define the scope of a process under investigation	Develop a detailed plan Organize resources	Oversee and control the execution of the plan Participate in the review of milestone deliverables including the final output			
Process Analysts	-	Review plan and propose adjustment if needed	Conduct desk research Make necessary preparation for interview and observation	Conduct the interviews Collect and consolidate data Document the "as-is" processes	Analyse and identify bottlenecks and improvement opportunities of the "as-is" processes	Develop recommendations for process simplification Report the final output
Process participants/business domain experts	Verify the proposed project scope	-	Provide relevant knowledge on process under investigation Verify the accuracy of applicable deliverables			Participate in the review of the final output



II. Process Modeling

1. Introduction of UML Diagram

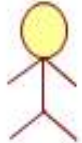


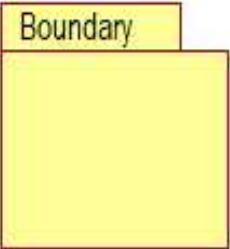


Use Case Diagram

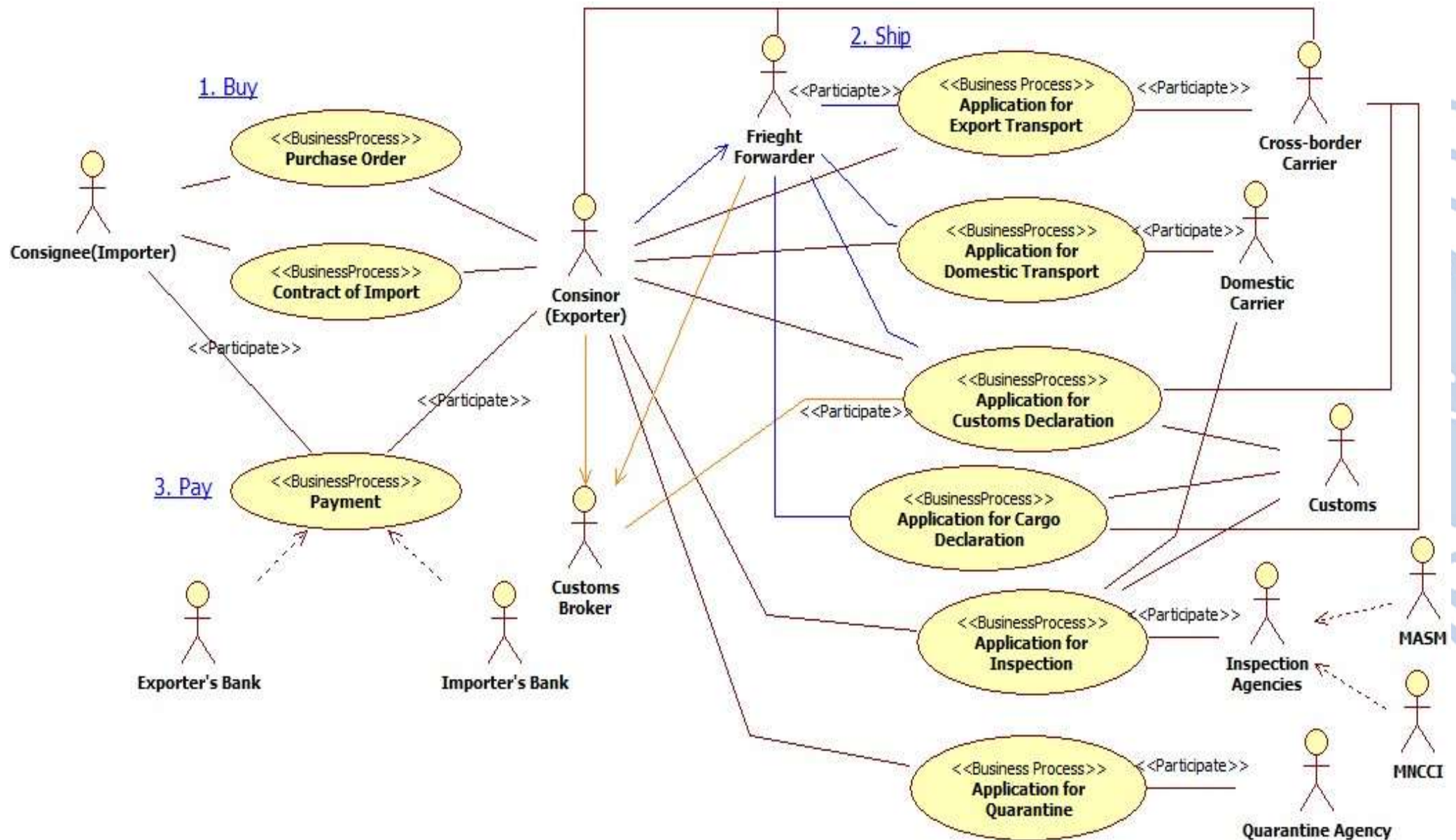
A **use case diagram** at its simplest is a representation of a user's interaction with the system that shows the relationship between the user and the different use cases in which the user is involved. A use case diagram can identify the different types of users of a system and the different use cases and will often be accompanied by other types of diagrams as well. Use case diagrams can be a good communication tool for stakeholders.



UML Notation of Use Case Diagram

Notation	Description
 Actor/Role	<p>Actor</p> <ul style="list-style-type: none"><input type="checkbox"/> Represents a role in a particular business process<input type="checkbox"/> Is labeled with a role name
 Use case	<p>Use Case</p> <ul style="list-style-type: none"><input type="checkbox"/> Represents a business process<input type="checkbox"/> Is labeled with a descriptive verb phrase<input type="checkbox"/> <<BusinessProcess>>the name of businessprocess
	<p>Relationship Association</p> <ul style="list-style-type: none"><input type="checkbox"/> Link actors with business processes that they participate in
 Boundary	<p>Subject Boundary</p> <ul style="list-style-type: none"><input type="checkbox"/> Represents a process area<input type="checkbox"/> Includes the name of a subject boundary on top





Sequence Diagram

A **Sequence diagram** is an interaction diagram that shows how objects operate with one another and in what order. It is a construct of a message sequence chart. A sequence diagram shows **object interactions arranged in time sequence**. It depicts the objects and classes involved in the scenario and the sequence of messages exchanged between the objects needed to carry out the functionality of the scenario.



Sequence Diagram

Sequence Diagram expresses the interactions of instances. It is a direct expression of the InteractionInstanceSet, which is a set of the stimuli exchanged between the instances within a CollaborationInstanceSet. While Sequence Role Diagram is a ClassifierRole-oriented expression, Sequence Diagram is an Instance-oriented expression.



Sequence Diagram

A sequence diagram shows,

- as parallel vertical lines (*lifelines*), different processes or objects that live simultaneously
- as horizontal arrows, the messages exchanged between them, in the order in which they occur
- This allows the specification of simple runtime scenarios in a graphical manner



UML Notation of Sequence Diagram

■ **Class Roles or Participants**

A yellow rectangular box with a thin black border. Inside the box, the text 'Customs' is on the top line and '(Export)' is on the bottom line, both in black font.

Customs
(Export)

- Class roles describe the way an object will behave in context. Use the UML object symbol to illustrate class roles, but don't list object attributes

■ **Activation or Execution Occurrence**

-
- A vertical yellow rectangle with a thin black border, representing an activation bar on a lifeline.
- Activation boxes represent the time an object needs to complete a task. When an object is busy executing a process or waiting for a reply message, use a thin gray rectangle placed vertically on its lifeline.

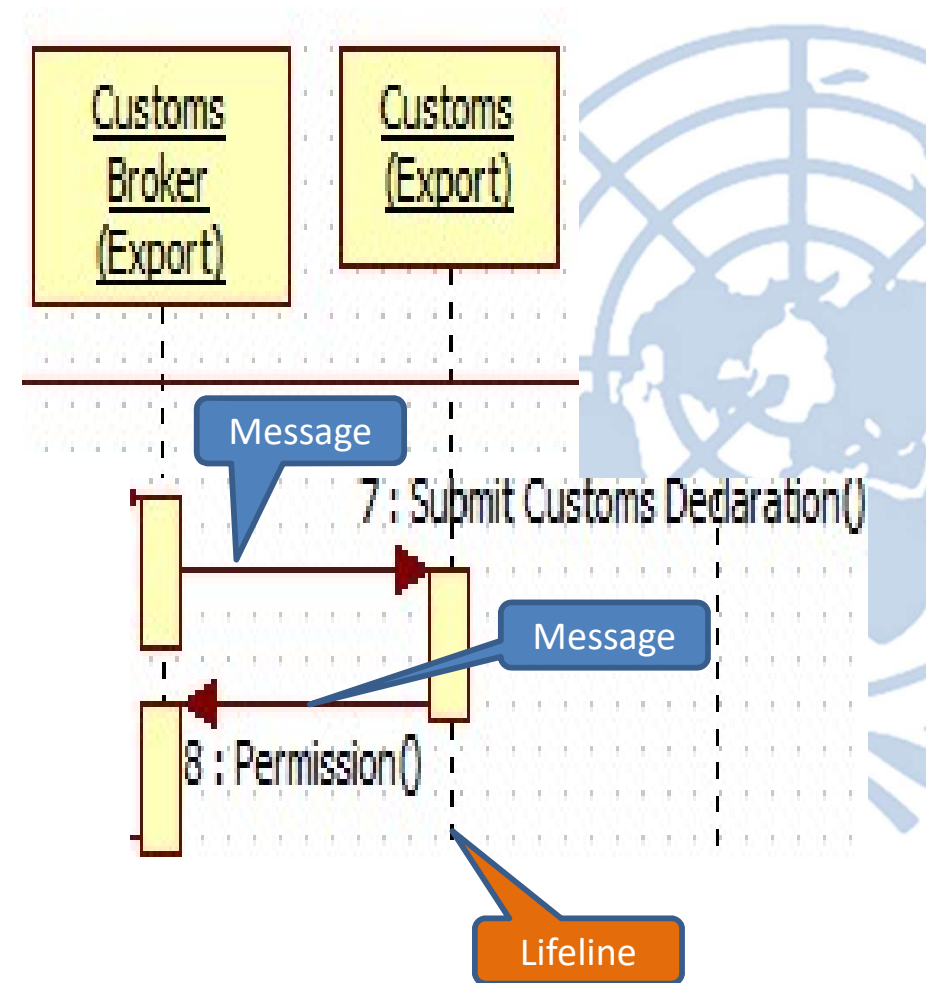
UML Notation of Sequence Diagram

■ Messages

- Messages are arrows that represent communication between objects. Use half-arrowed lines to represent asynchronous messages. Asynchronous messages are sent from an object that will not wait for a response from the receiver before continuing its tasks

■ Lifelines

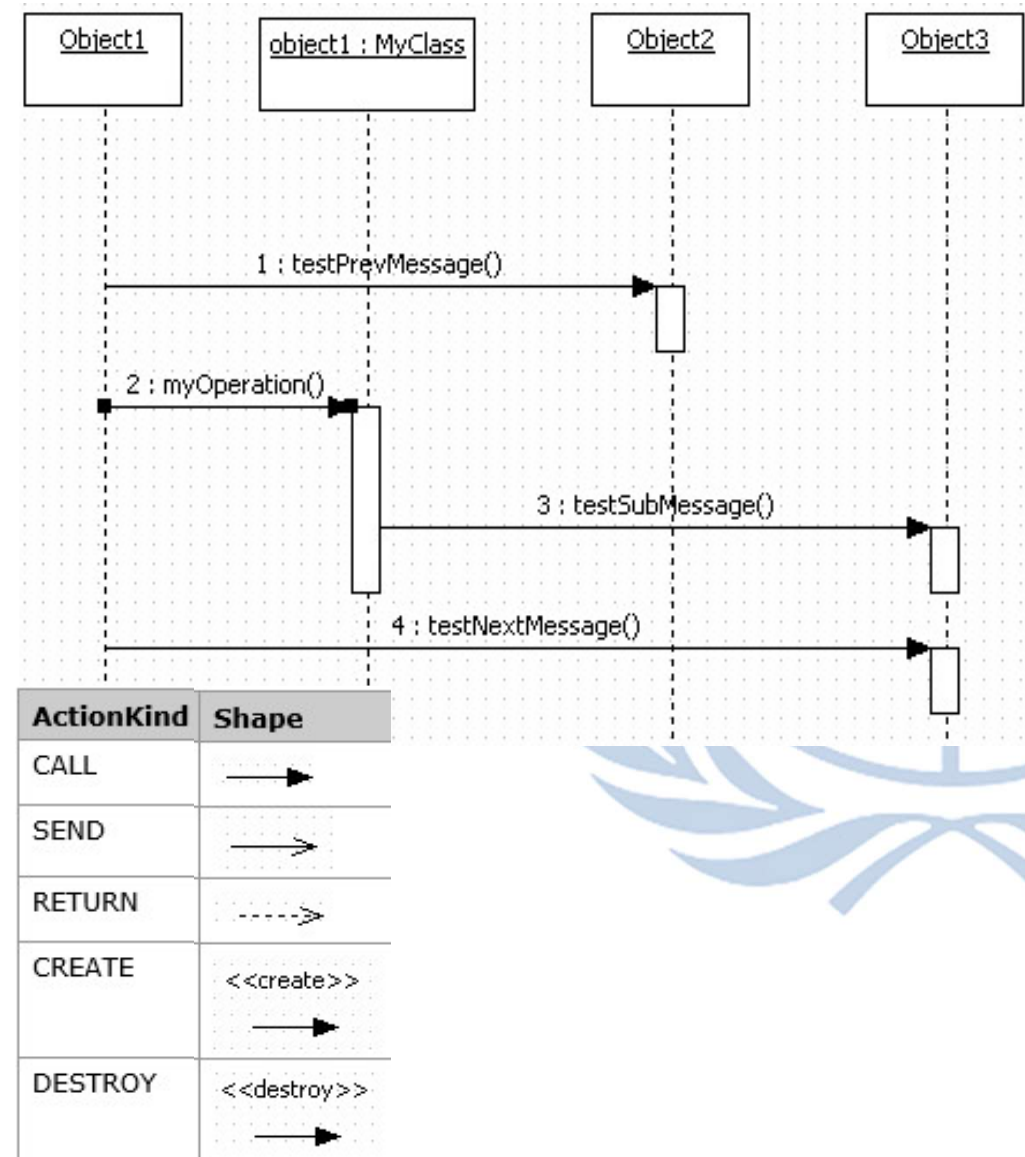
- vertical dashed lines that indicate the object's presence over time



UML Notation of Sequence Diagram

■ **Stimulus**

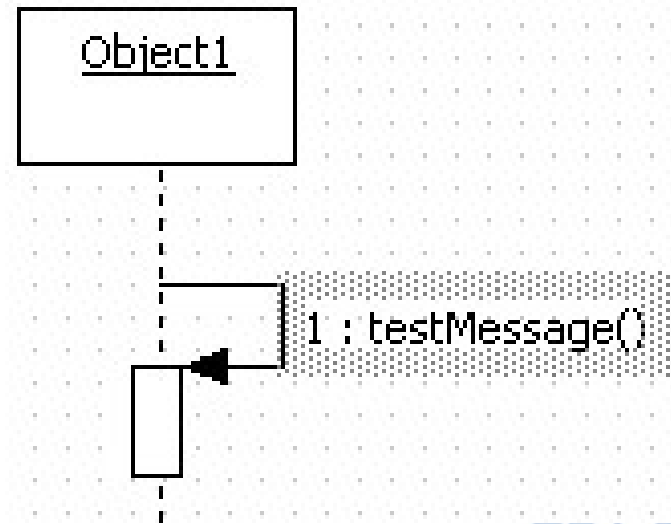
- A Stimulus is a communication between two Instances that conveys information with the expectation that action will ensue. A Stimulus will cause an Operation to be invoked, raise a Signal, or cause an Instance to be created or destroyed.



UML Notation of Sequence Diagram

■ **SelfStimulus**

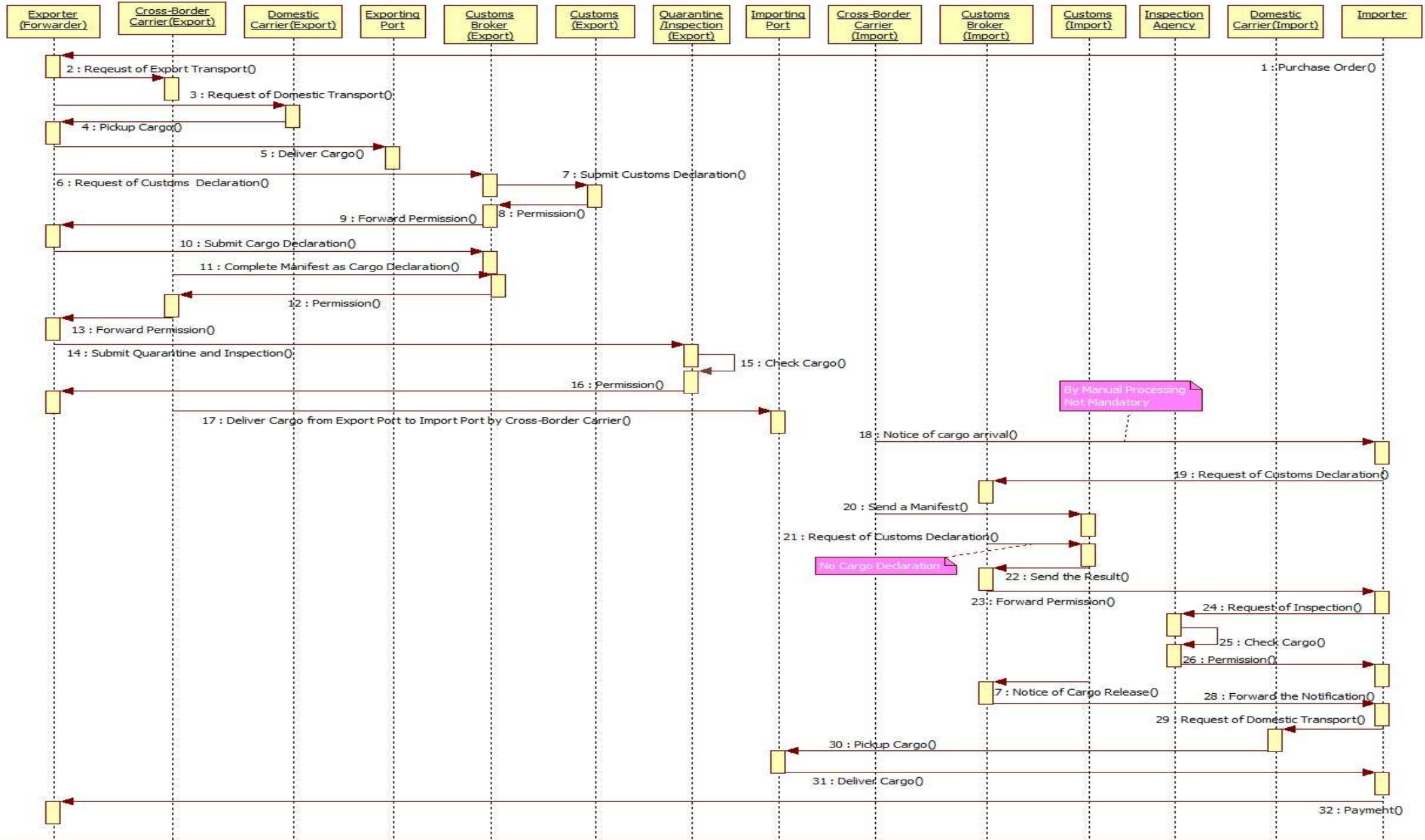
- A Stimulus is a communication in one Instance that conveys information with the expectation that action will ensue. A Stimulus will cause an Operation to be invoked, raise a Signal, or cause an Instance to be created or destroyed.



Sequence Diagram

Sequence Diagram Example

sd Cashmere Product from Mongolia to China



Activity Diagram

Activity diagrams are constructed from a limited number of shapes, connected with arrows.





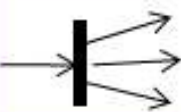
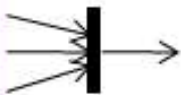
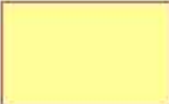
The most important shape types:

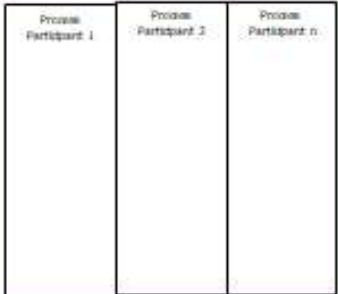
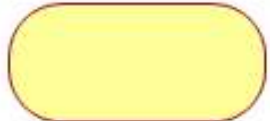

- *rounded rectangles* represent *actions*
- *diamonds* represent *decisions*
- *bars* represent the start (*split*) or end (*join*) of concurrent activities
- a *black circle* represents the start (*initial state*) of the workflow
- an *encircled black circle* represents the end (*final state*)



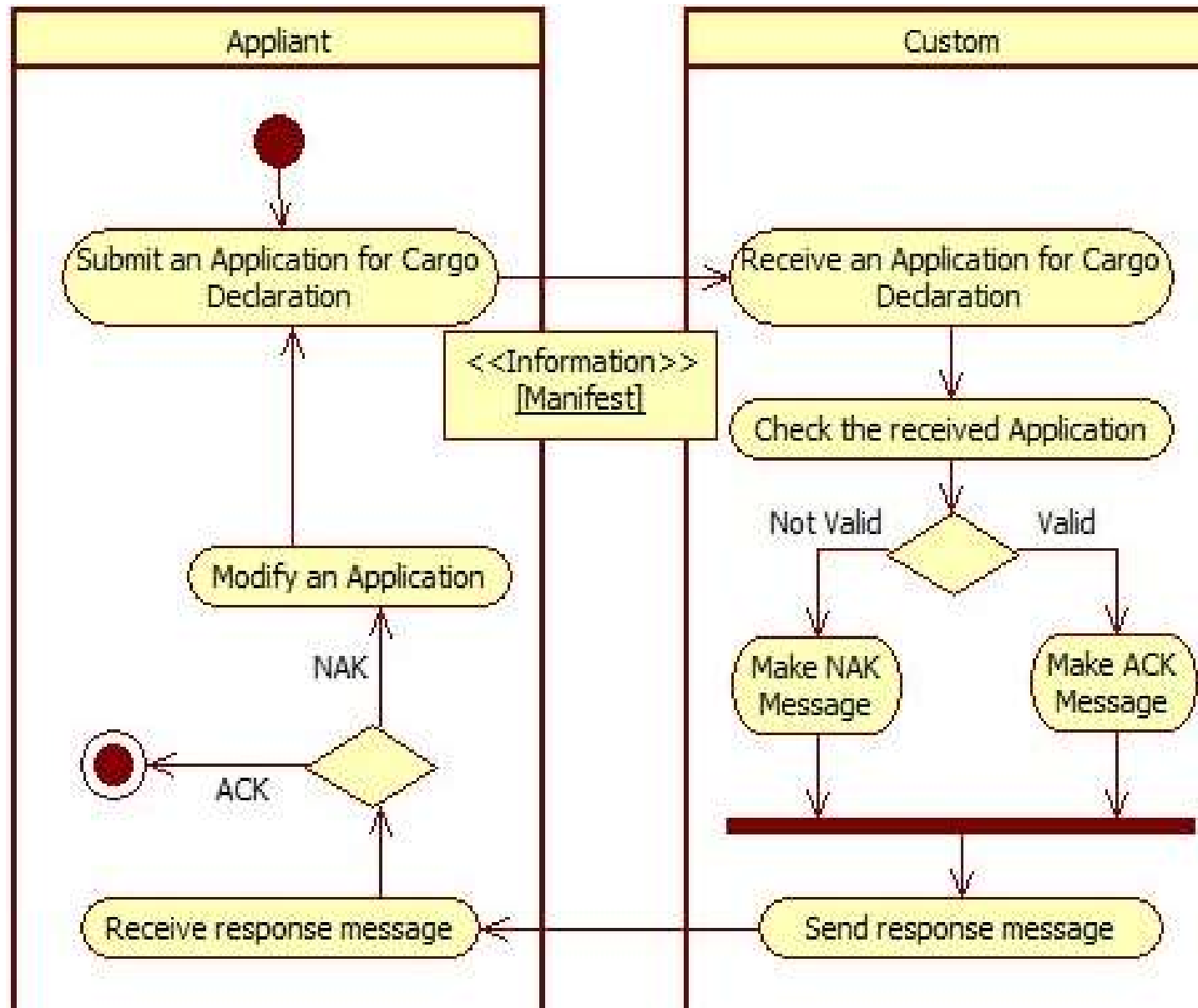
UML Notation of Activity Diagram

source : ESCAP BPA guideline

Notation	Description
	Initial State <input type="checkbox"/> Represents the beginning of a set of activities
	Final Activity State <input type="checkbox"/> Indicates the completion of the business process
	Final Flow State <input type="checkbox"/> Indicates that further activities cannot be pursued
	Transition Line <input type="checkbox"/> Indicates a sequential flow of actions and information in an activity diagram
	Fork (Splitting of Control) <input type="checkbox"/> Visualizes a set of parallel or concurrent flow of actions
	Join (Synchronization of Control) <input type="checkbox"/> Indicates the end of parallel or concurrent flow of activities
	Object <input type="checkbox"/> Represents a document or information that flows from one activity to another activity (labeled with the name of a document)

Notation	Description
	Swimlane <input type="checkbox"/> Is used to break up individual actions to individuals/ agencies that are responsible for executing their actions <input type="checkbox"/> Is labeled with the name of the responsible individual or agency
	Activity <input type="checkbox"/> Represents a non-decomposable piece of behavior <input type="checkbox"/> Is labeled with a name that 1) begins with a verb and ends with a noun; and 2) is short yet contain enough information for readers to comprehend
	Decision <input type="checkbox"/> Represents the point where a decision has to be made given specific conditions <input type="checkbox"/> Attached with labels addressing the condition on each transition line that comes out of an activities and connects to a decision point or vice versa

Activity Diagram Example



Class Diagram

- Class diagram is a type of static structure diagram that describes the structure of a system by showing the system's classes, their attributes, operations (or methods), and the relationships among objects.
- It is used for general conceptual modelling of the systematic of the application, and for detailed modelling translating the models into programming code.
- Class diagrams can also be used for data modeling. The classes in a class diagram represent both the main elements, interactions in the application, and the classes to be programmed.

UML Notation of Class Diagram

source : https://en.wikipedia.org/wiki/Class_diagram

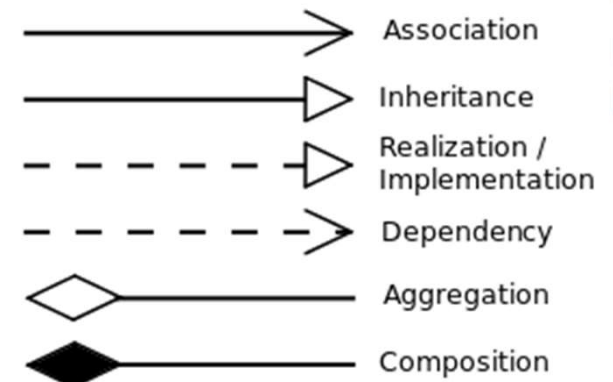
■ Class

- A **class** is a classifier which describes a set of objects that share the same features, constraints, and semantics(meaning)
- When class is shown with three **compartments**, the middle compartment holds a list of **attributes** and the bottom compartment holds a list of **operations**. Attributes and operations should be **left justified** in **plain** face, with the first letter of the names in **lower** case
- A data type may contain attributes and operations to support the modeling of **structured data types**.

Cargo Declaration

+Identifier: Integer
+SendDateTime: String

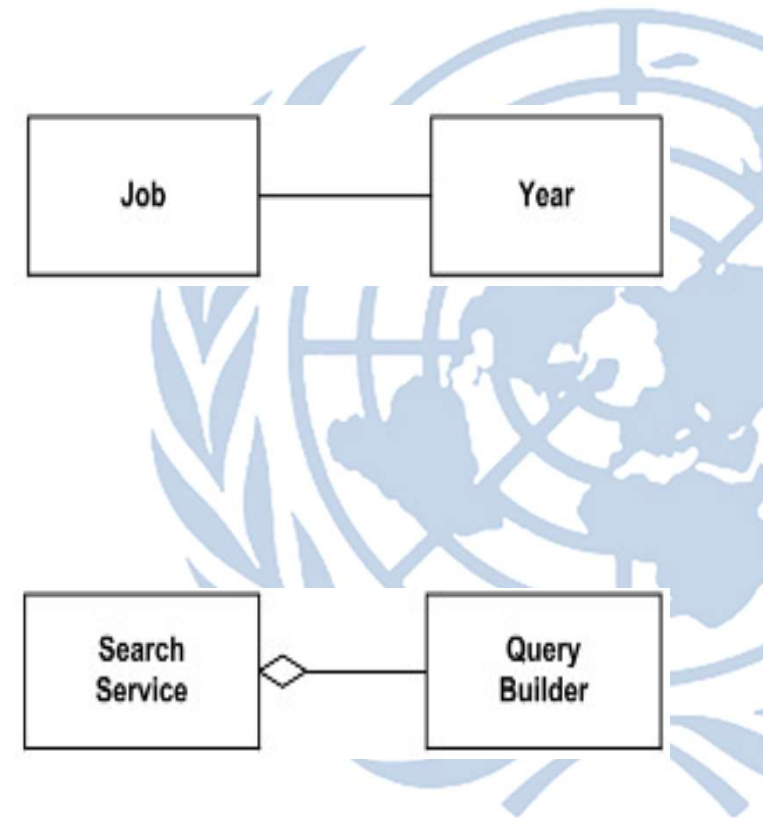
+Send()



UML Notation of Class Diagram

source : https://en.wikipedia.org/wiki/Class_diagram

- **Instance-level Relationship**
 - **Association** is a relationship between classifiers which is used to show that instances of classifiers could be either **linked** to each other or **combined** logically or physically into some aggregation.
 - **Aggregation** (aka **shared aggregation**) is shown as binary association decorated with a **hollow diamond** as a terminal adornment at the aggregate end of the association line.



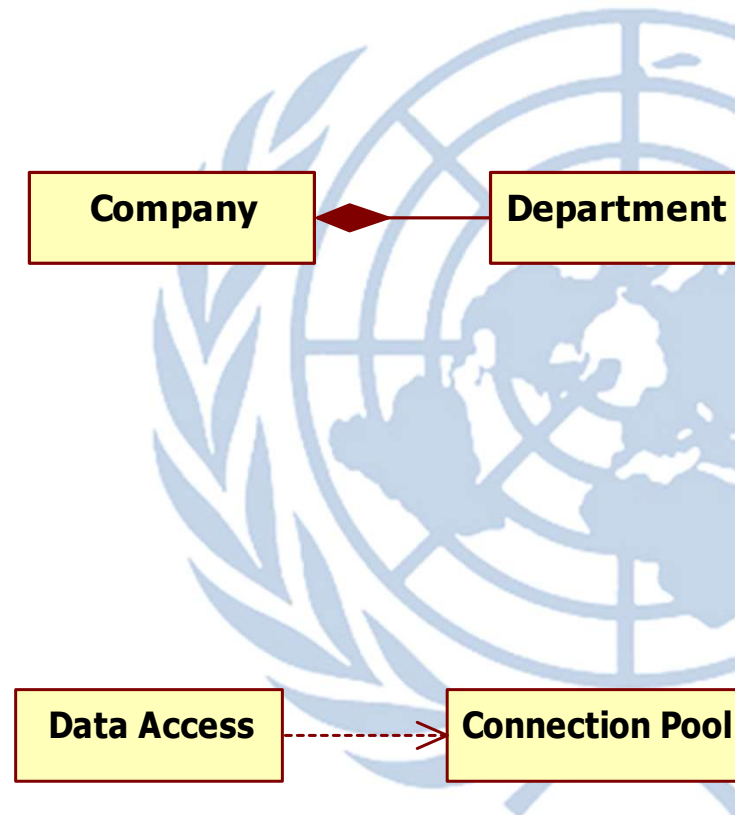
source : ESCAP BPA guideline

UML Notation of Class Diagram

source : https://en.wikipedia.org/wiki/Class_diagram

■ Instance-level Relationship

- Composite aggregation is a "strong" form of aggregation and is depicted as binary association decorated with a **filled black diamond** at the aggregate (composite) end.
- A **dependency** is generally shown as a dashed arrow between two model elements. The model element at the tail of the arrow (the **client**) **depends on** the model element at the arrowhead (the **supplier**).



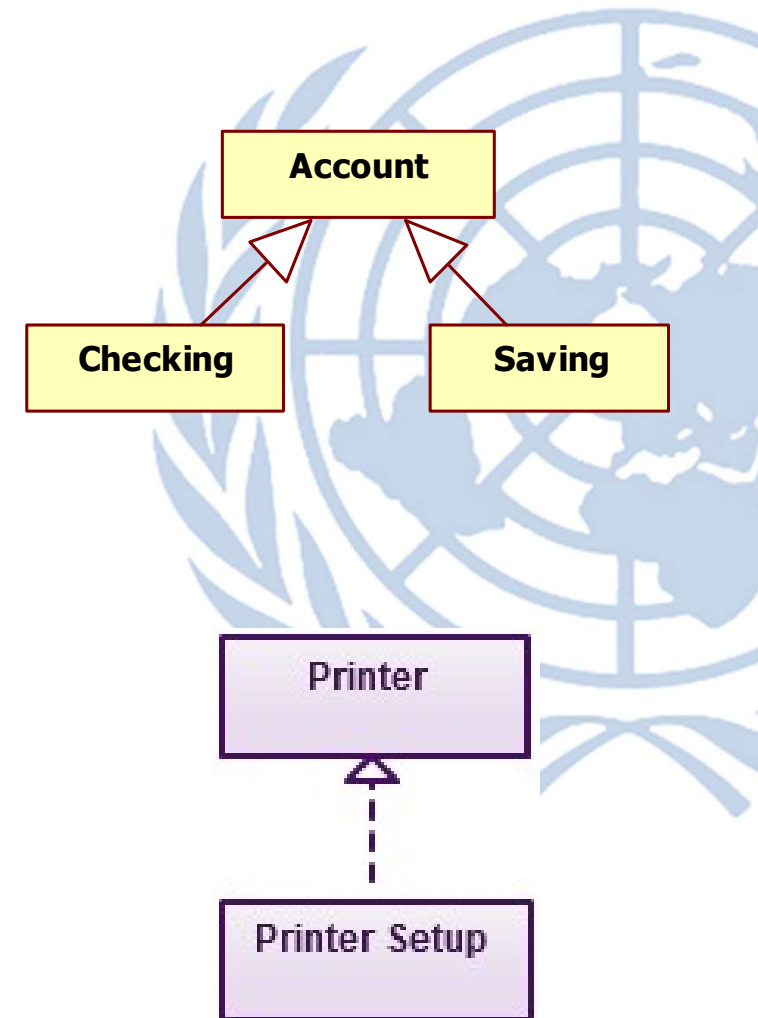
source : ESCAP BPA guideline

UML Notation of Class Diagram

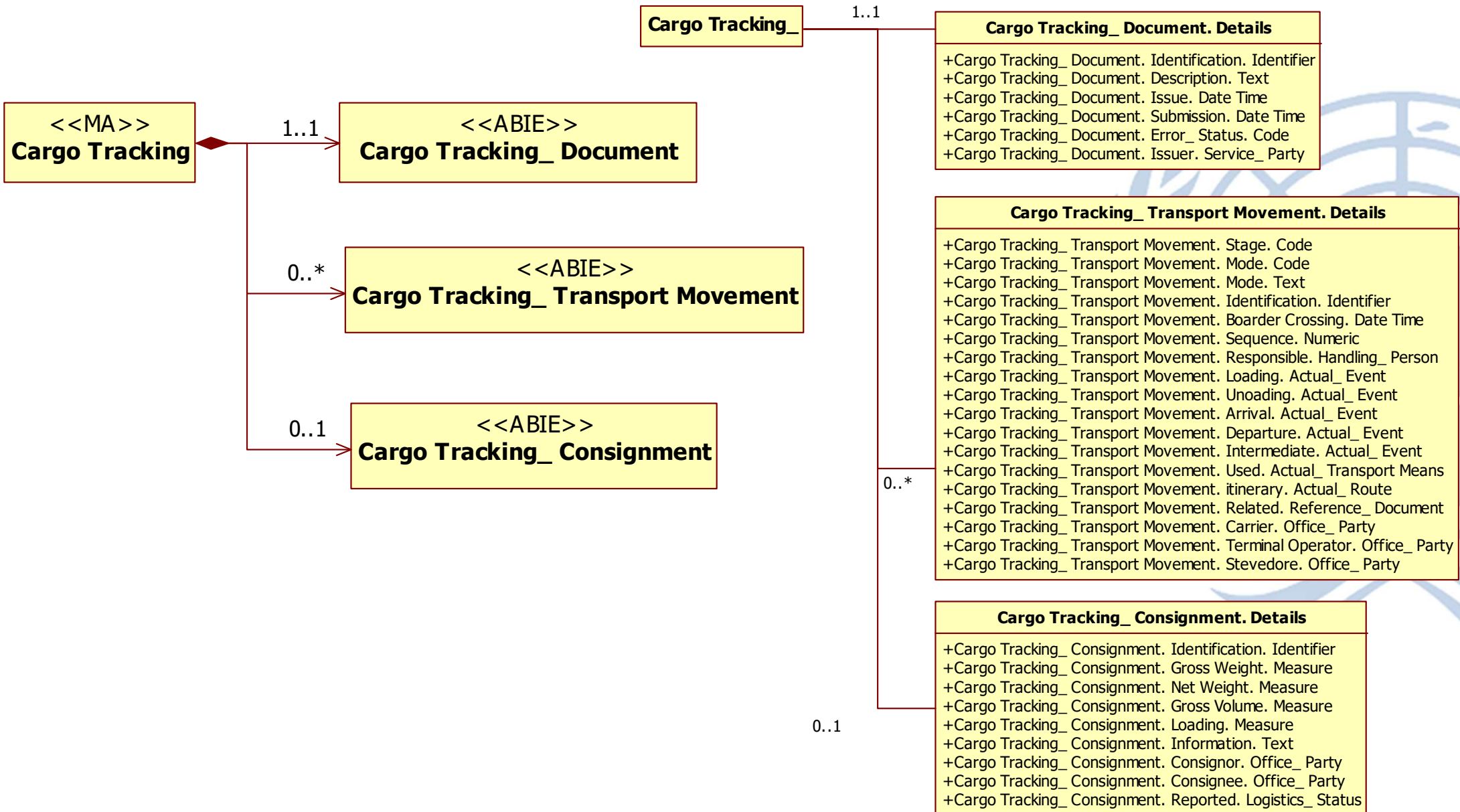
source : https://en.wikipedia.org/wiki/Class_diagram

■ **Class-level Relationship**

- A **Generalization** is shown as a line with a hollow triangle as an arrowhead between the symbols representing the involved classifiers. The arrowhead points to the symbol representing the general classifier.
- A **realization** is a relationship between two model elements, in which one model element (the client) realizes (implements or executes) the behavior that the other model element (the supplier) specifies.



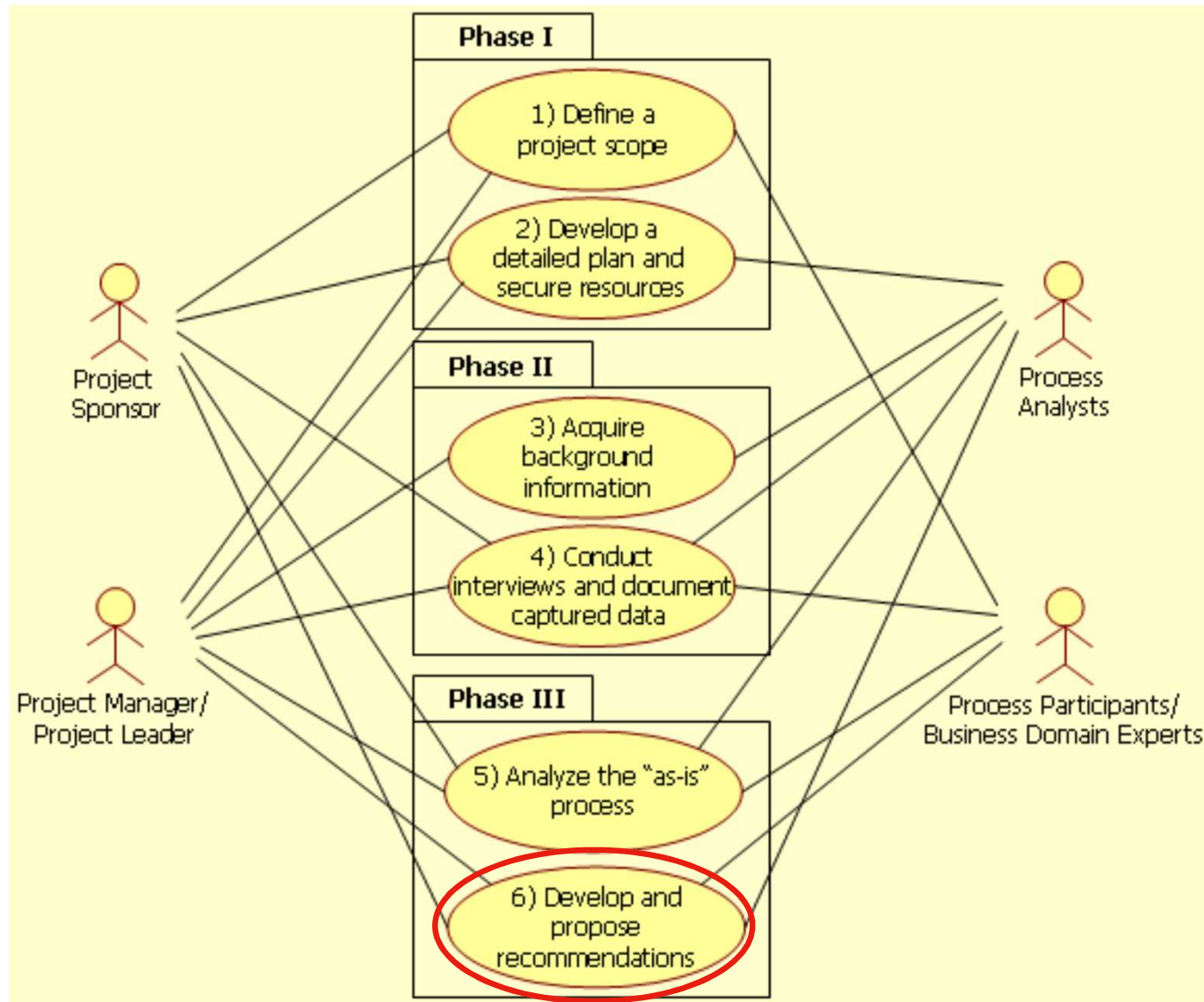
Example of Class Diagram



2. Steps of BPA Guideline



Key Steps and stakeholders



Deliverables of each step of BPA

Steps	Deliverables
Step 1 : Define project scope	<i>Use case diagram and description</i> illustrating: <ul style="list-style-type: none">• Business domain, Process areas (optional), Process participants• Core business processes in which those participants interact
Step 2 : Develop detailed plan and secure resources	<i>Detailed project plan</i> including human resources, schedules, and software supported tools
Step 3 : Acquire background information	<i>A folder of background information</i> containing: <ul style="list-style-type: none">• A list of potential interviewees (e.g. names of contact person from government agencies and businesses responsible for carrying out respective activities in the business processes) and• A note explaining a sequence of activities in core business processes• A list of forms and documents associated with those activities as well as samples of physical copies if available <i>A list of guiding questions for the interview</i>

Deliverables of each step of BPA

Steps	Deliverables
Step 4 : Conduct interviews and document captured data	<ul style="list-style-type: none">▪ <i>A set of activity diagrams</i> illustrating:<ul style="list-style-type: none">• Starting and ending points• A set of activities• Documents associated with each business transaction▪ <i>A set of process descriptions</i>▪ <i>An activity diagram</i> illustrating integrated processes in the business domain▪ <i>Time-Procedure Chart</i> : relationships between business process and time
Step 5 : Analyze the “as-is” processes	<i>A set of observations</i> of the “as-is” processes that have the potential to be improved
Step 6: Develop and propose recommendations	<i>Final report with recommendations</i> for process simplification, which may include diagrams of “to-be” business processes

3. Phase III – Step 6 : Recommendation

BP Modeling



Cross-border paperless data exchange

- To secure visibility of cargo and trade facilitation with cross-border paperless data exchanging, this section models business processes in general concept.
- In other words, it setups the relationship between the relevant stakeholder, and defines standard processes, data interface standard, and method for interconnectivity.
- Subsequently, this section develops the business scenario for trade and transit for cross-border domain on the basis of the defined business processes and derives necessary processes and information in accordance with the developed scenario in order to enhance the understanding

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Categorization of trade and transit BP

BDV ¹	BA ²	PA ³	BP ⁴
	Name	Name	Name
	Transport	Domestic Transport	1. Application for Domestic Transport
		Export Transport	1. Application for Export Transport
		Import Transport	1. Application for Import Transport
		Transshipment	1. Application for Transshipment
	Loading/Unloading	Loading	1. Application for Loading
		Unloading	1. Application for Unloading
	Store/Keeping	Store	1. Application for Store
		Pickup	1. Application for Pickup
		Entry In/Out	1. Application for Entry In/Out
	Civil Affair (Administrative)	Custom	1. Application for General Declaration 1. Application for Cargo Declaration
		Quarantine	1. Application for Quarantine
		Inspection	1. Application for Inspection

¹ BDV : Business Domain View

² BA : Business Area

³ PA : Process Area

⁴ BP : Business Process

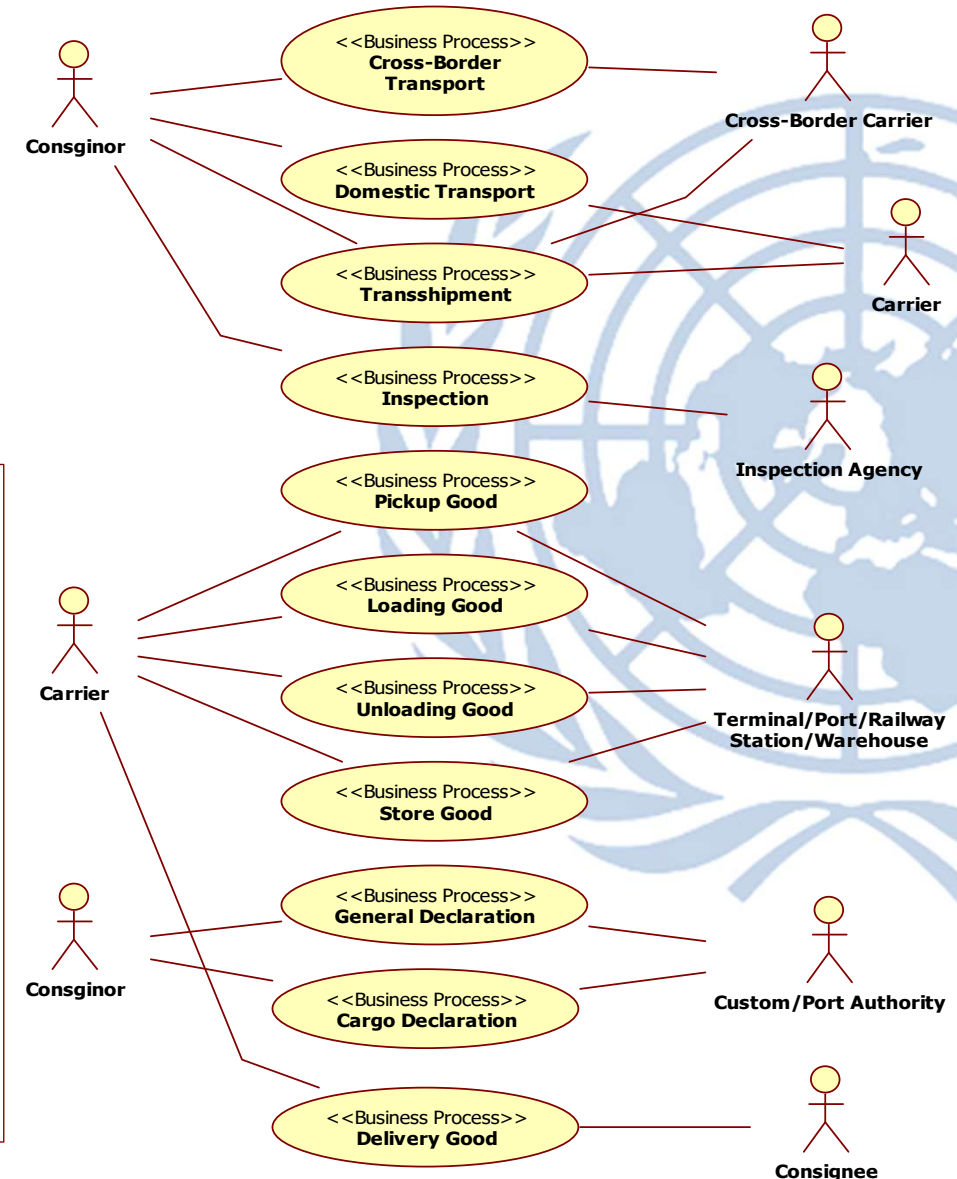
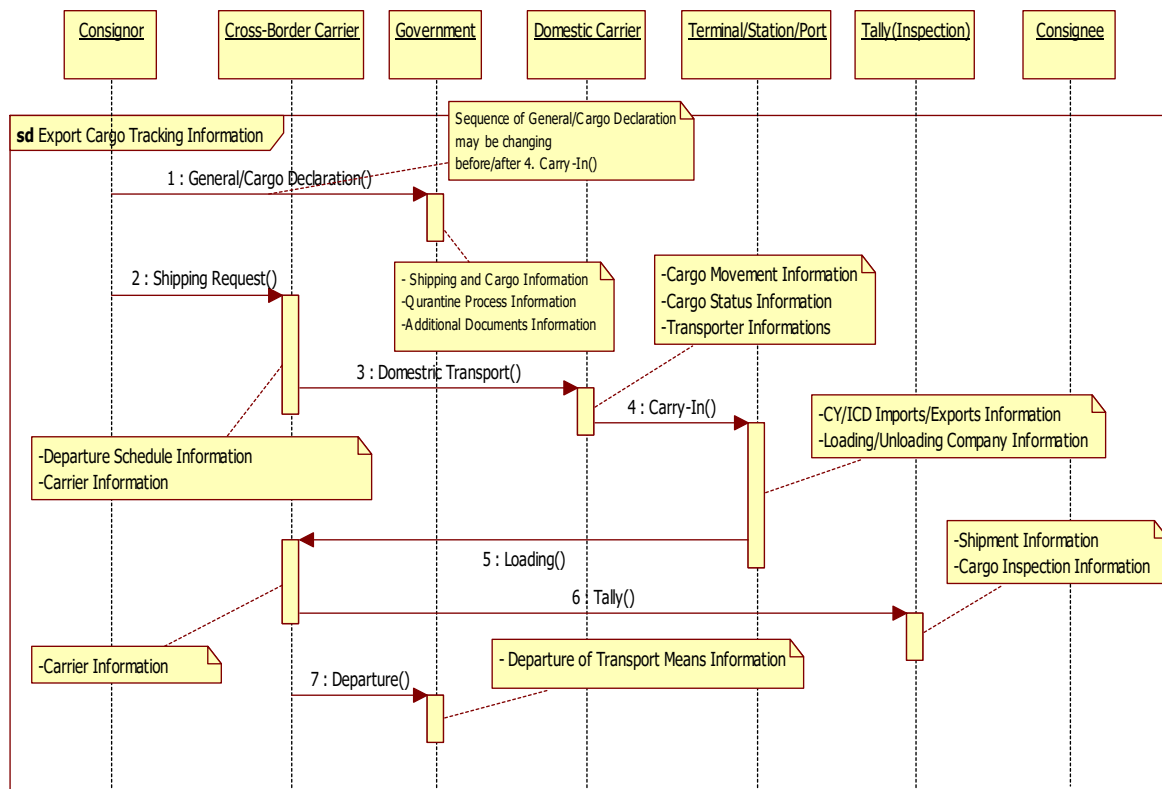


List of e-Document of BP

BP		BT(Business Transaction)	e-Document
Name	Name	Name	Name
Application for Domestic Transport	Process Application for Domestic Transport	Submit Application for Domestic Transport	OUTBOUND DOOR ORDER (OUTORD,OUTDOR), Bonded Transportation Report(CUSMOV)
		Receive Application for Domestic Transport	
		Notice of the Result	
Application for Export Transport	Process Application for Export Transport	Submit Application for Export Transport	Vessel Arrival/Departure Report (VESDEP), VESSEL SCHEDULE(VESSCH), Booking Request(IFTMBF), Booking Confirmation Message(IFTMBC), Vessel Schedule Report(IFTSAI), BOOKING Shipping Instruction(IFTMIN)
		Receive Application for Export Transport	
		Notice of the Result	
.....

Business Model

- Considering the possibility of variance in transport routes and means, a UML diagram was created on the basis of the scenario
- Basic modeling for whole flow
 - a use case diagram
 - Sequence Diagram

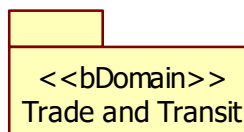


2. Business Model

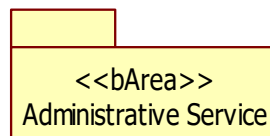
- Considering the possibility of variance in transport routes and means, a UML diagram was created on the basis of the scenario
- Detailed Business Process modeling
 - a use case diagram shows the relevant entities (in other word, participating business entities) and business processes regarding trade and transit procedure for cross-border paperless data exchanging.
 - Activity diagram describes the dynamic aspects of the system and a flowchart to represent the flow from one activity to another activity. The control flow is drawn from one operation to another. This flow can be sequential, branched, or concurrent. The purpose of an activity diagram can be described as
 - ✓ Draw the activity flow of a system.
 - ✓ Describe the sequence from one activity to another.
 - ✓ Describe the parallel, branched and concurrent flow of the system.

Business Model

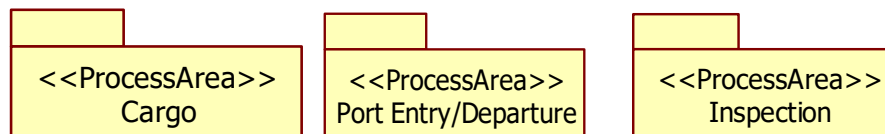
- Business domain view model

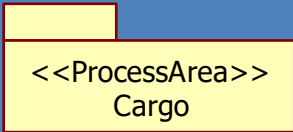


- Business area model



- Process area model

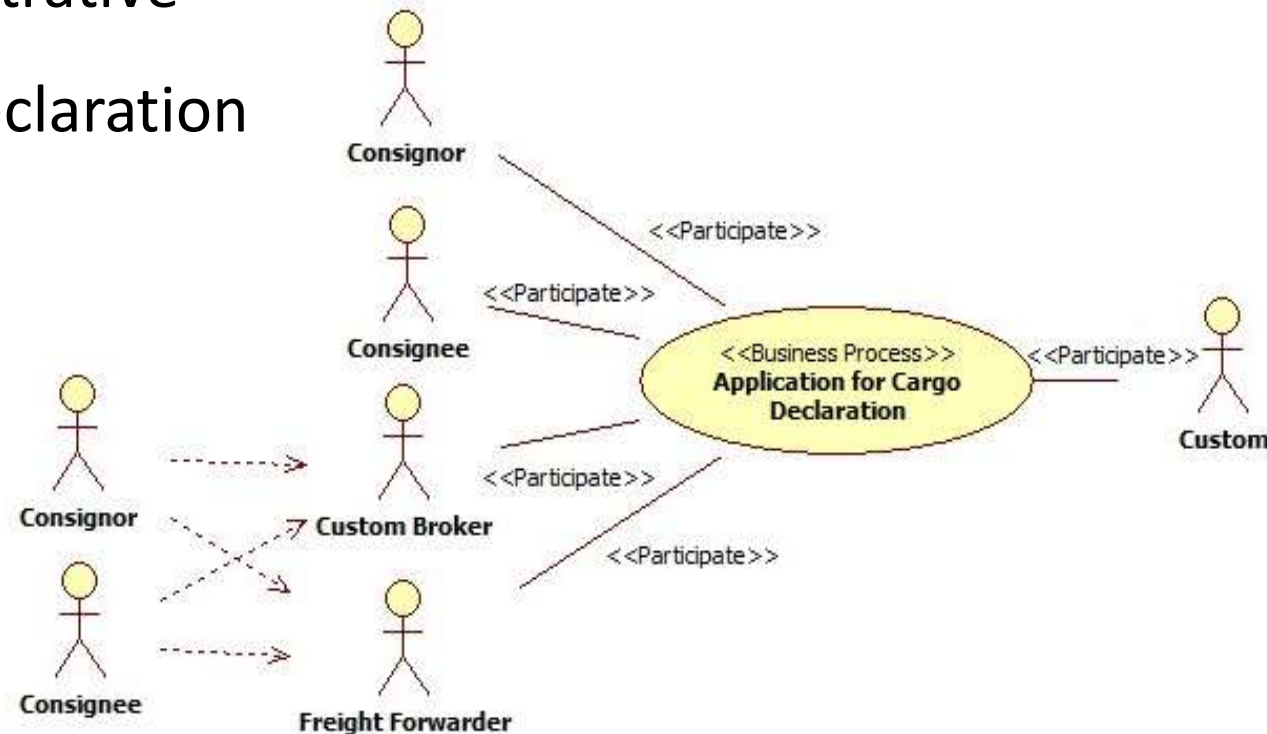


Category Schema	
Category	Process cargo report
Objective	Before cargo is loaded/unloaded to/from transport means, customs clearance (manifest) is made on the basis of Customs authorities' documentary examination and actual inspection after consignors or their customs brokers submit customs report to the relevant government agencies having jurisdictions over the places where cargo is to be imported or exported.
Scope	Cargo report
Business Justification	It is the process of documentary examination request and actual inspection to obtain permits on cargo import/export.



Conducts BP modeling

- Indicate Business area, process area
- Draw use case diagram, process description, and activity diagram
- Example
 - Business Area : administrative
 - Process Area : Cargo Declaration
 - Use Case Diagram



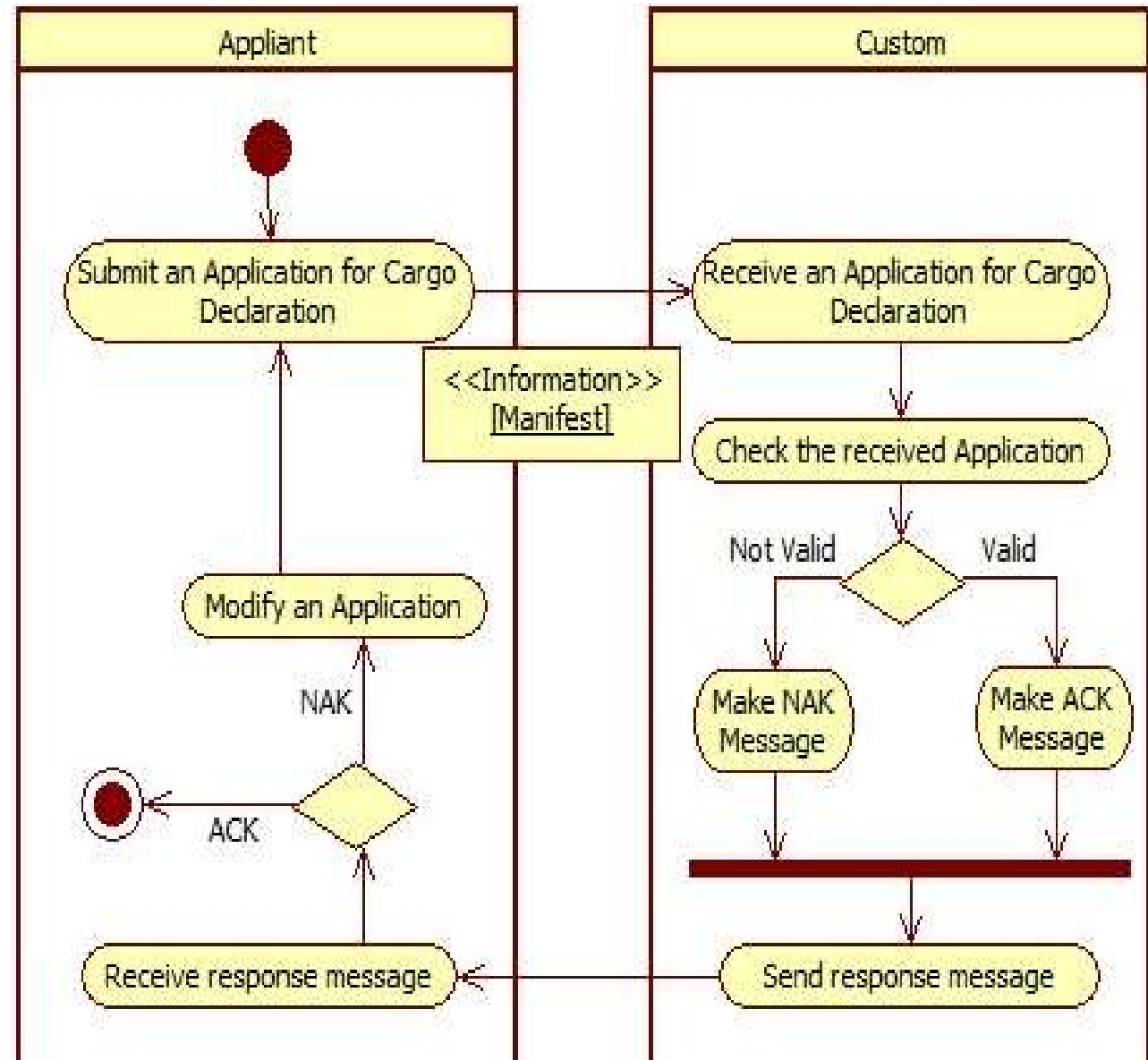
Conducts BP modeling

- Example
 - Process Description

The name of a process area which this particular business process belongs to	Custom
The name of a business process	Application for Cargo Declaration
The name of process participants	<ul style="list-style-type: none">▪ Applicant : Consignor, Consignee, Freight Forwarder, Custom Broker▪ Custom
Input and criteria to enter/begin the business process	<ul style="list-style-type: none">▪ Applicant prepares an Application for Cargo Declaration and the related document.▪ Applicant should begin this business process before departure or arrival of transport means for exporting or importing transport.
Procedures and associated documentary requirements to complete the process	<ul style="list-style-type: none">▪ Applicant submits an Application for Cargo Declaration to Custom as well as Port Authority or Railway Authority.▪ Custom checks the received Application and send the response message to Applicant.▪ If valid of the received Application, Custom gives the permission of Cargo release to Applicant.▪ Custom send the permission message to Applicant.
Output and criteria to exit the business process	<ul style="list-style-type: none">▪ Applicant receives the permission message from Custom.▪ If Freight Forwarder or Custom Broker receives this permission message, they forward this message to Consignor or Consignee.
Criteria after finishing the business process	<ul style="list-style-type: none">▪ Cross-Border Carrier begins Export Transportation in case of departure of transport means. In case of Arrival of transport means, begins Domestic Transport BP after cargo release.

Conducts BP modeling

- Example
 - Activity Diagram





3. UNNexT

Step-by-Step Approach for Development of Electronic Documents

Step 1: Capture business processes and identify documents and basic data requirements

Step 2: Analyze data in each document and **define** the semantic of the data and the data formats

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

Step 4: Map data elements to a Reference Data Model

Step 5: Obtain the structure of the **electronic document**



Steps for Development of Electronic Documents

	Step 1 (optional)	Step 2	Step 3	Step 4	Step 5
Purpose	Capture business process & identify documents & basic data requirements	Provide a precise definition for the data elements	Analyze data elements across various documents	Obtain a data model	Obtain structure of the electronic document
Activity	Business Process Analysis (optional) Collect a list of documents & basic data requirements	Analyze each document to extract data definition, type, format & constraints	Organize the analyzed data elements in a comparable way	Map the data elements to Reference Data Model (eg. WCO DM, CCL, TDOD)	Generate electronic documents
Input		List of Documents	Categorized list	Document Data Dictionary Compilation	Message Implementation Guide (MIG)
Output	Business Process description (UML Diagrams), collection of documents, forms & messages	Document Data Dictionary for each document	Document Data Dictionary compilation for each document family	Data Dictionary with mapping to Reference Data Model	Electronic Document(s)

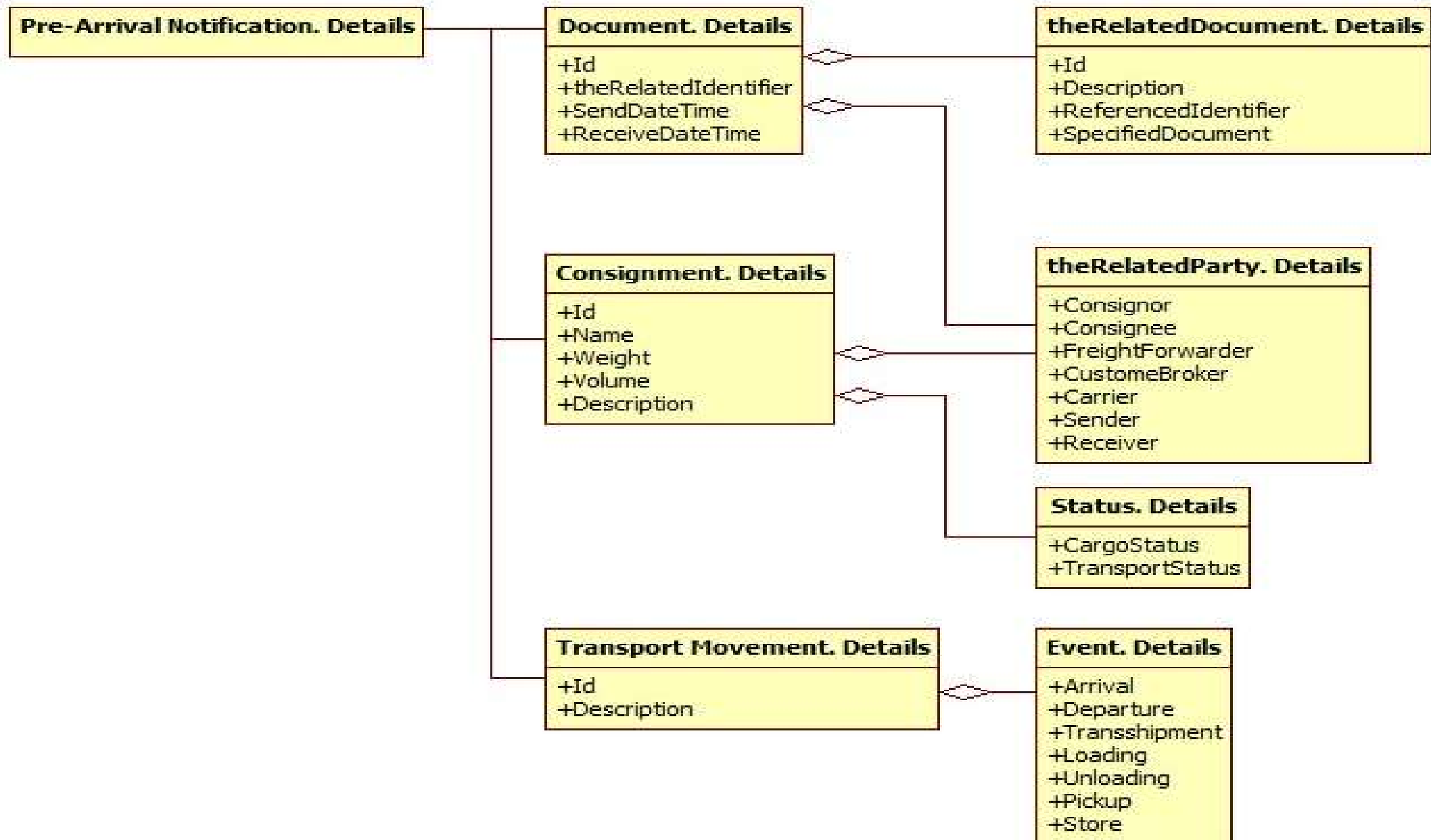
Tools for Development of Electronic Documents

Steps	Suggested Tools
Step 1: Capture business processes and identify documents and basic data requirements	<ul style="list-style-type: none">• UMM (UN/CEFACT Modeling Methodology)• UML (Unified Modeling Language)• UNNEXT BPA Guide
Step 2: Analyze data in each document and define the semantic of the data and the data formats	<ul style="list-style-type: none">• UNTDDED (United Nations Trade Data Elements Directory)• CCTS (UN/CEFACT Core Component Technical Specification)
Step 3: Analyze data elements across various documents and organize them in a comparable manner	<ul style="list-style-type: none">• UNLK (United Nations Layout Key)• UNTDDED
Step 4: Map data elements to a Reference Data Model	<ul style="list-style-type: none">• UN Core Component Library• WCO Data Model
Step 5: Obtain the structure of electronic document	<ul style="list-style-type: none">• UN XML NDR, EDIFACT MIGs• WCO EDIFACT MIG/XML Schemas



4. Phase III – Step 6 : Recommendation Information Modeling

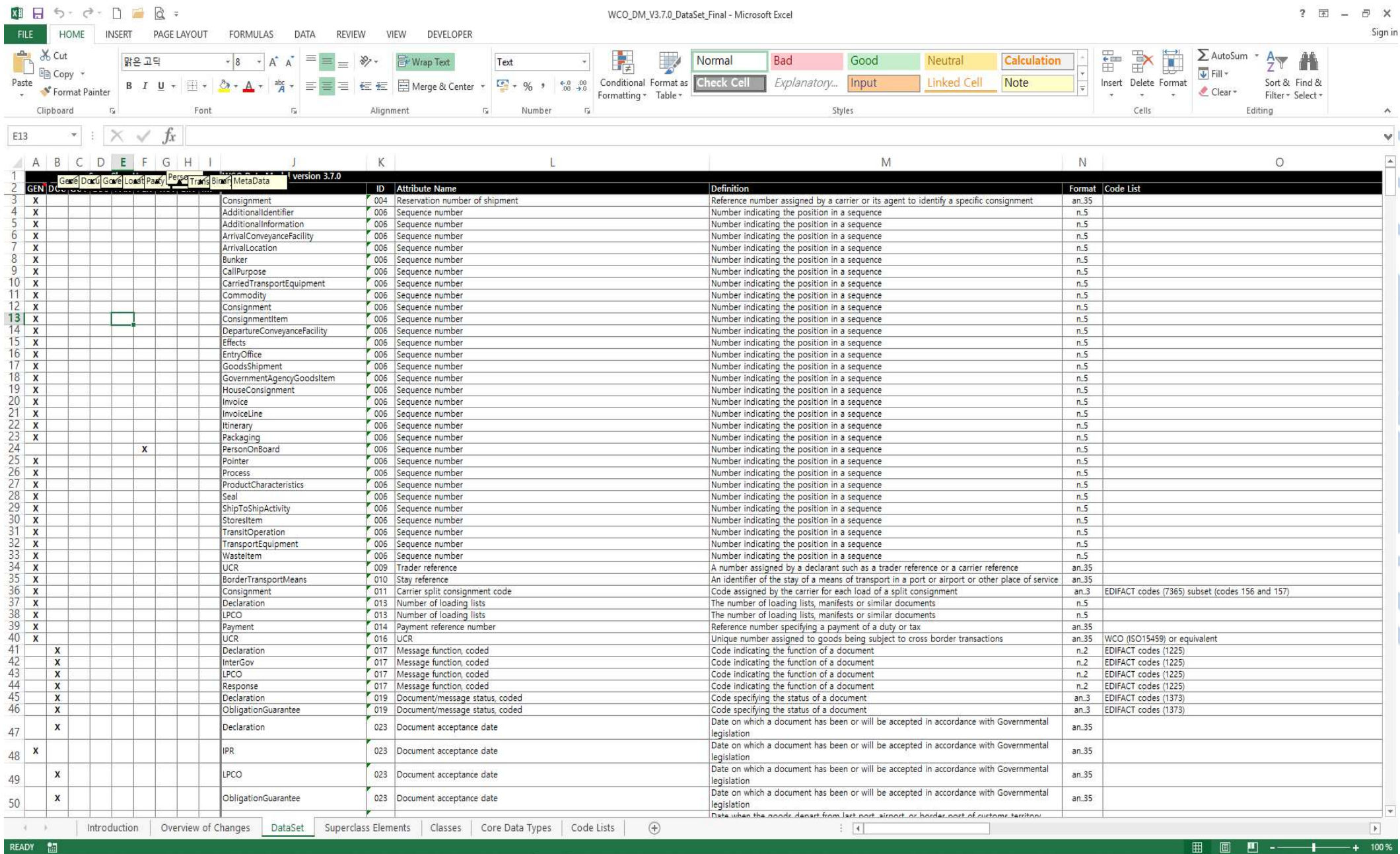
Conceptual Model



Information Modeling

1 st Level	2 nd Level	Description
Management	A collection of data for a piece of written, printed or electronic matter that provides information or evidence.	
	identification	A unique identifier for this document.
	theRelatedIdentifier	
	Sender	A party that sends this document.
	Receiver	A party that receives this document.
	Send DateTime	The date, time, date time or other date time value for the formal submission of this document to a receiver by a sender.
	Receive DateTime	The date, time, date time or other date time value for the formal receipt of this document.
	theRelatedDocument	Other documents referenced by this document.
Party	Consignor	The consignor party for this consignment.
	Consignee	The consignee party for this consignment.
	Freight Forwarder	The party undertaking the freight forwarding of this consignment.
	Custom Broker	The party acting as an agent for, or on behalf of, the consignee or consignor with respect to the customs import procedures for this consignment.
	Cross-Border Carrier	The carrier party for this consignment.
Consignment	A separately identifiable collection of goods items to be transported or available to be transported from one consignor to one consignee via one or more modes of transport where each consignment is the subject of one single transport contract	
	Identification	A unique identifier for this consignment or part of this consignment.
	Name	Information, expressed as text, for this consignment.
	Weight	A measure of the gross weight (mass) of this consignment which includes the weight of packaging but which excludes the weight of any transport equipment.
	Volume	A measure of the gross volume, normally calculated by multiplying the maximum length, width and height of this consignment.
	Description	A textual summary description of this consignment.
Transport Movement	The conveyance (physical carriage) of people, animals, goods, or other objects from place to place.	
	Departure Event	A departure event during this transport movement.
	Arrival Event	An arrival event during this transport movement.
	Transshipment Event	A border crossing event for this transport movement.
	Loading Event	The loading event during which passengers or goods will be or have been loaded into or onto the means of transport used for this transport movement.
	Unloading Event	The unloading event during which passengers or goods will be or have been unloaded from the means of transport used for this transport movement.
	Pickup Event	A pick-up event for this consignment.
	Store Event	A storage event for this consignment.
Status	Cargo	A status reported for this consignment.
	Transportation	A status reported for this transportation

WCO CDM



XML Schema

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xmlns	urn:wco:datamodel:WCO:Declaration:1																																																																												
xmlns:xs	http://www.w3.org/2001/XMLSchema																																																																												
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XML Instance

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Q&A





감사합니다.

Thank you