

## **Lab 2: Understanding As-Is Business Process**

### **Lab 2 Documentation Content:**

**Part 1: Background of StarMall Company**

**Part 2: Interview Transcripts**

**Part 3: Lab 2 Deliverables**

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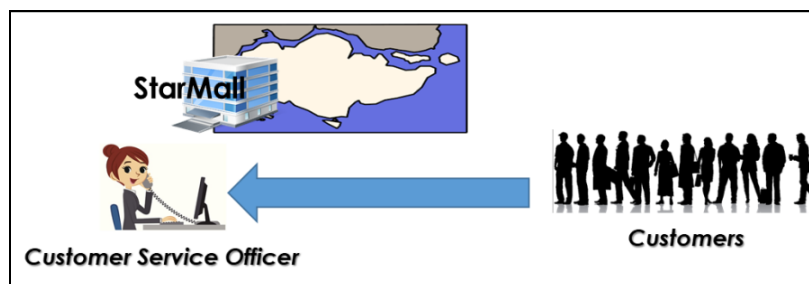
#### Objective:

In this laboratory exercise, you will learn to

1. Study interview transcripts with Stakeholders for the As-Is Business Process (Rental Application Process)
2. Develop the resource model for the As-Is business process
3. Translate the interview transcripts gathered to a step by step As-Is business scenario description
4. Develop the collaboration model of the As-Is business process
5. Develop the Workflow Model of the As-Is business process.

#### Part 1: StarMall Background

StarMall is Singapore's leading provider of industrial space solutions. The company is renowned for its industrial parks and has several developments in the western region of Singapore. StarMall markets a variety of industrial spaces such as warehouses, flatted factories and ramp-up factories for rental to light-industry players. There are many business processes in StarMall, the Business Process Engineering (BPE) team has been tasked to study and suggest improvements to the Rental Application process only.



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### Part 2: Interview Transcripts

Interview transcripts between the BPE Team and the roles involved in the Rental Application Process.

Note: Currently StarMall Rental Application Process only caters to walk in customers.

<b>Interview with the Customer Servicer Officer</b> <b>(CSO-Customer Service Officer; BPE-BPE Team member)</b>	
BPE	Hi, we are from the <b>Business Process Engineering Team (BPE)</b> and we would like to understand your involvement in the StarMall Rental Application Process. Can you tell us about the activities at your Customer Service Counter?
CSO	We are stationed at the Customer Service Counter level 1, 8.30 a.m. to 5.30 p.m. on Mondays to Fridays. Our role is to serve walk-in customers, which is to help handle their request for industrial space rental. We serve about 25 customers a day. Generally, we check their requirements, get the Marketing Officer (MO) to meet them and lastly help to collect the booking fee.
BPE	Thank you. That gives a good overview of the responsibilities of your department. Could you please give more details about each of the activities that you have mentioned? Firstly, can you tell me about the walk-in customers?
CSO	Sure. Whenever a customer approaches us at our customer service counter, we will gather his rental requirements, which are the type of industrial space, the rental floor size and the usage purpose. We will help to fill up the rental application form and pass it to our Office Dispatcher (OD) to deliver to our Marketing Officer (MO) at the 10th floor.
BPE	So after handing the form to the OD, do you still interact with the customer?
CSO	Yes, for customers that select and confirm an industrial space with our MO, they will come to us to pay a booking fee of \$250 in cash and submit the rental application form to us. We will note down the payment made and issue them a receipt.
BPE	Do you have any system to indicate the customer's payment? Is the receipt hand written or printed from a system?
CSO	No, we don't have any system to track the payment. All we do is to note down the payment in our accounts book and on the form. We will also issue a handwritten receipt to the customer. It is actually quite troublesome and it

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	takes us about 12 minutes on this payment processing for each customer, as we often have to ensure that all is noted down correctly, else the accounts will not tally for the month.
BPE	Can you share with us if you or your customers face any issues or problems with the activities you perform?
CSO	Now that you have asked. Yes, the job is really tedious and time consuming. We spend a lot of time about 30 minutes talking to the customers to determine the type of industrial space they need. Most of the time, the customers are not sure what they want and do not know what kind of space we have. We have to wait for them to call their partners to check on their requirements. We also find it difficult to serve them as we are not familiar with our own industrial space products; hence it is tough to help them with recommendations. They should have just gone directly to the marketing officers.
BPE	There is indeed some lacking of knowledge in the tasks you have been assigned. Thank you very much for sharing.

<b>Interview with the Office Dispatcher</b> <b>(OD – Office Dispatcher; BPE-BPE Team member)</b>	
BPE	Hi, we are from the Business Process Engineering Team and we are here to understand more about your role in the StarMall Rental Application Process.
OD	My role is very important but tiring. When I receive the rental application form from the CSO, I will deliver the form to the Marketing Officer (MO) located at the 10th Floor. It takes me about 5 minutes as I normally take the service lift up to deliver the documents. The daily job of taking the lift up and down from 1st floor to 10th floor is quite tiring, but I think it is a good exercise. There are lots of documents to deliver every day and so I am really busy the whole day.
BPE	Thank you. Do you think there is anyway your job can be made easier?
OD	Why? You think I have an easy job? I am very important. When the lifts break down, I have to climb 10 floors to deliver the forms to the MO. Maybe to make my job easier, just ask the company to ensure the lifts do not break down too often.
BPE	No worries uncle, we will keep that in mind. Thank you for your time.

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<b>Interview with the Marketing Officer</b> <b>(MO- Marketing Officer; BPE-BPE Team member)</b>	
BPE	Hi, we are from the Business Process Engineering Team. Can you share with us your role in the StarMall Rental Application Process?
MO	Daily, each of us will process rental application forms from the OD. Upon receiving the form, we will check for availability of the choice industrial space indicated by the customer using our Industrial Management System (IMS). This activity is quite tedious as sometimes the handwriting by the CSO is illegible. Also the IMS system is not as user friendly as they do not propose alternative units if there are no available unit that matches the customer's needs. We will have to manually perform alternative similar search on the IMS for the customers. Hence it will take us about 25 minutes to perform the necessary search.
BPE	What do you do after completing the search?
MO	Well, we will proceed to the Customer Service Counter level 1 to meet the customer. It takes us about 5 minutes and this up and down travelling is really troublesome and a waste of time.
BPE	So what do you do when you meet the customer at Customer Service Counter?
MO	<p>We will obtain the Customer's Unique Entity Number (UEN <a href="http://www.uen.gov.sg/">http://www.uen.gov.sg/</a>) for verification of the customer's eligibility to rent an industrial space from the government website. This task takes about 5 minutes as very often the customer does not remember his UEN number and will have to make calls to check with their admin to get the number.</p> <p>There are 2 outcomes from the verification of the UEN number. 75% of the customers are usually eligible customer; we will market the choice industrial spaces. This will take us about 45minutes. On the other hand, 25% of the time, the customer is not eligible to rent industrial space, we will inform of application rejection and update the rental application form of customer ineligibility, thus terminating the rental application process.</p> <p>Very often the customers will be upset and will complain that they have made their way down, provided needs to CSO, waited for us and then finally told of rejection. However, there is really nothing we can do and this rejection activity takes us 3 minutes.</p>

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BPE	What happens next after you market the space to eligible customer?
MO	Again there are 2 possible outcomes. The customer either accepts (90% of the time) or rejects (10% of the time) our recommendation. If he rejects all the choices, we will update the rental application form of customer rejection and terminate the rental application process. This will take us about 3 minutes. If the customer selects and confirms a choice industrial space, we will reserve the selection in IMS and update the rental application form with the reservation details. Before we return to the 10th floor, we will just pass the rental application form to customer for them to make payment with the CSO. This reservation, updating and passing of form activity takes 5 minutes.
BPE	Is that all for your tasks in the rental application process?
MO	Oh, one more last activity for the customer reservation when we are back to the 10 <sup>th</sup> floor; we have to write a quick email to our Leasing Manager (LM) as the task will be handed over the LM team for the next process which is the Rental Approval process. This emailing activity takes us about 3 minutes.
BPE	Thank you for your time. It is indeed helpful for us in understanding your role in the Rental Application process.

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**Part 3: Lab 2 Instructions: Interview Transcripts Translation**

Study the StarMall Company background and the interview transcripts on the Rental Application process given in Part 1 and Part 2 with your BPE team.

You will have to

- a Briefly describe the users and IT applications involved in this StarMall Rental Application process.
- b Develop the Resource Model for the StarMall Rental Application process
- c Rearrange the steps for the StarMall Rental Application process and indicate the execution timing of each task.
- d Develop the Collaboration Model for the StarMall Rental Application process.
- e Develop the Workflow Model for the StarMall Rental Application process.

**~ ~ END OF LABORATORY EXERCISE 2 ~ ~**