

INTRODUCTION

Logistics and supply chain management is a key issue in forest based industry, but processes and supply chains may differ to a wide extent even within one country. The precise knowledge of these processes and their internal functions are therefore essential for restructuring supply chains and adopting contemporary solutions (e.g. with ICT). Vakola and Rezgui (2000, p 244) describe the significance of the analysis process in their study of business process re-engineering methods as follows: "It is even more important to understand existing processes before designing new ones."

The analysis process is used to display the status quo of supply chains and includes all companies that are incorporated in a chain. After Gudehus (1999) it is the task of process analysis to understand and document the relevant order and logistics chains.

The aim of modeling business processes is to adapt business process models to changing conditions and the optimization of existing processes (Kuhn et Karagiannis 2001). Business process can be defined as "the continuous completed sequence of activities that are necessary to fulfill a work task" (Staud, 2001, p 6). The selection of those business processes that should be given priority in the transformation can be found using the following criteria (Köszegi and Vetschera (2002):

- Core competence (skills that are at the center of service)
- Potential (processes that are associated with high costs), and
- Standardization (processes which workflows can be defined universally).

For recording and structuring of processes, a variety of methods are available, FOROPA uses the ADONIS representation and business process management Toolkit(Karagiannis et al. 1996).

1.1 Structure of the process analysis

Interviews were chosen as the most productive method for data collection. In an interview on site following points will be surveyed:

1.) General overview of the biomass supply chain: a standardized interview gives the process owners the opportunity for a personal assessment of strengths and weaknesses and the main targets for improvements in the supply chain. This step is operationalised by the survey questions 1 to 10.

2.) Detailed sub-process survey: the processes in which the actor (interviewee) is involved are described in detail in their chronological order. The table in Annex I is used to support the documentation of a process - e.g. "acceptance of chips at the factory".

QUESTIONNAIRE FOR PROCESS ANALYSIS

Company:

Interviewer:

Interview partners and their position in the organization¹:

Interviewee 1: _____

Interviewee 2: _____

Interviewee 3: _____

Interview conducted on (year-month-day): _____

¹ It is highly recommended to include several staff members of the same organization in the survey in order to catch all sub-processes and pieces of information



GENERAL QUESTIONS²

1. Explain the structure of your customers and suppliers, respectively (number of customers/suppliers, volumes delivered/demanded)?
2. How is your communication with customers and suppliers organized (including information and document flow)?
3. How is your communication with large customers and large suppliers organised (please describe and explain any differences to small suppliers and customers, see question 2)?
4. What are the strengths of your overall supply chain (e.g. starting from signing contracts, ending with accounting the sales)?
5. What are the weaknesses (problems) of your overall supply chain (e.g. starting from signing contracts, ending with accounting the sales)?

² In case of several interviewees of the same company, it is up to the decision of the interviewer to ask all questions to all interviewees or to select an appropriate subset of questions depending on the position/working area of the respective interviewee.



6. Where do you see a possible potential for improving the processes?

7. Are there any possibilities for reducing the number of processes?

8. What are the main requirements of your customer (please describe the main requirements incl. quantification³ and importance ranking)?

9. Which sub-processes (workflow) are most critical for fulfilling the customer requirements?

10. Which information is missing for optimising all requirements and why (purchaser, logging company, etc.). Is any information coming too late and why is it coming too late?

³ For instance, price, moisture content, species, biomass quality, assortments and particle size (particle size variation), shipping time slots, shipping volumes, supply security, delivery contract, mode of payment, administrative requirements, communication processes, mode of transport, occupational safety, etc.



Annex I: Support table for sub-process details

Please, use one table per sub-process

Triggering action	Description	Result
Input		Output
Interface process to	Conducted by	Interface to other processes