



ArcticCPR

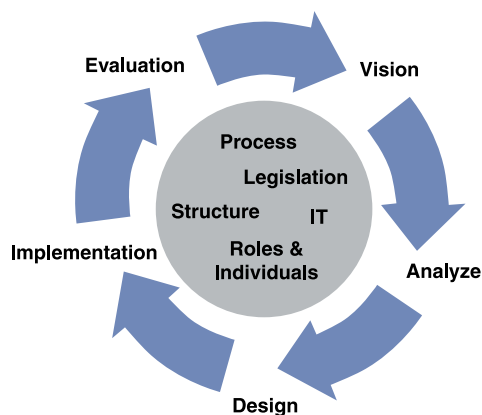
Customs Process Re-engineering

Sweden has one of the world's most modern customs services, largely due to its consistent application of intelligent IT solutions in its operations. With comprehensive systems and methods, as well as efficient and effective processes, operations have been adapted to the conditions of industry, saving huge sums for Swedish companies each year. At the same time, resources have been freed-up to improve crime prevention, often through international collaboration.

For nearly 20 years, the Arctic Group has developed intelligent customs solutions for the Swedish Customs' IT department and has also worked with the Estonian Customs, the Kazakhstan Customs and the Latvian Customs.

Arctic Group has developed a CPR (Customs Process Reengineering) methodology aimed for customs modernization. The methodology is derived from leading academic research in the field of Business Process Reengineering (BPR) and new public management.

Like any management philosophy that drives management change in the organization, the business processes can not be treated in isolation. The modernization program can not deliver sustainable performance improvements unless it acknowledges and addresses a holistic approach of change. The figure below illustrates the transformation phases over time, focusing on five perspectives: Business processes; Individuals and Roles; Legislation; Organisational structure; and Information Technology.



Arctic Group is a group of highly skilled IT consultants. By combining advanced competence, experienced consultants and enthusiastic staff, we are able to provide flexible solutions for our customers. Our focus areas are solutions for telecom operators, public administrations and in particular customs administrations.



Vision phase

The vision stage emphasizes securing management commitment and the discovery of improvement opportunities by matching the organization mission with emerging IT levers. This stage requires the selection of business process to be reengineered and the definition of project scope.

Arctic Group views IT as a major catalyst for customs modernization. The modernization team should identify the “IT enablers” that have the opportunity to improve efficiency and effectiveness. Senior IS staff, along with the modernization team should review the IT plan to determine the extent to which the overall information system architecture meets the identified strategic objectives and goals. The potential of new IT solutions should be examined for their enabling capabilities towards performance improvements.

Analysis phase

This stage can be classified as the documentation and analysis of the current situation. Documenting the current situation involves capture of activities, resources, controls, information flows, etc. The first step is to develop a high level diagram of the selected core processes for improvements.

Design phase

In the design stage a new business process design is developed. This is accomplished by devising process design alternatives through brainstorming and creativity techniques. The new design should meet the strategic objectives and fit the human resource and IT architectures. In this phase the detailed design of the new information system is completed.

Implementation phase

This phase relies heavily on change management techniques to ensure smooth migration to new process responsibilities and human resources roles. During this phase the IT platform and systems are implemented, and the users go through training and transition.

Evaluation phase

The last phase in the methodology requires monitoring (follow-up) of the changed processes to determine if they met the goals.

