



CASE 3 Asian Journal of
Case Research
1(1): 19 – 41 (2008)

Foragent Export Agent

RUHANA BUSU^{a*}, ZAINAL A. MOHAMED^b AND H.T. TAN^c

ABSTRACT

This case is about the process a forwarding agent had to undergo to document three major processes: importing, exporting, and billing. These major processes were recorded and tabulated to facilitate (1) easy understanding of the processes and (2) reengineering of processes. The case is appropriate for small and medium enterprises to follow in documenting processes and reengineering them by merging, collapsing and removing, and rearranging. The case also suggests ways to insert technologies and innovations at appropriate steps of the processes.

Keywords: Process improvement, Business Process Reengineering

INTRODUCTION

On the afternoon of August 16, 1997, like most Saturdays, Jimmy was quite busy attending to clients or some visitors meeting him at his office. But today, the meetings ended earlier than normal. He looked out from his office's door and saw Yong, the General Manager, was still at his desk, clearing some paper work. He walked to Yong's desk, and sat right in front of Yong.

Yong looked up at Jimmy and said, "*Good afternoon, boss. Is there anything you want to discuss with me?*"

"*Nothing in particular. My meetings today ended earlier than usual, and since I saw that you are still in the office, I have decided to drop-by to chat with you.*" Jimmy replied. "*Yong, are you busy right now, or maybe we could talk on some other days?*" Jimmy asked.

^{a&c} Faculty of Economics and Management, University Putra Malaysia.

^b Graduate School of Management, University Putra Malaysia.

*Corresponding author. Email: ruhana@econ.upm.edu.my, Phone: 603-89467788