Transforming credit operations through workflow automation

CGI

Companies today that manage credit are seeking credit management solutions that drive efficiencies and reduce costs—all while improving the customer experience. This is a tall order for more traditional credit IT environments and solutions that depend on rules-based, siloed processes. Changing a process or an entire workflow requires changing system rules and potential re-coding, which, in turn, costs a significant amount of effort, time and money.

Further, many credit organizations still rely heavily on legacy systems to keep their operations running smoothly even though maintaining aging systems as they were originally built is fast becoming unsustainable in a world revolutionized by digital technology. Understandably, these organizations prefer to avoid "fixing" what doesn't seem to be "broken."

With advances in process automation, adapting collections systems and operations has become a necessity. The good news is that by investing in powerful tools such as business process modeling and notation (BPMN), credit organizations can streamline, integrate and automate their credit workflows efficiently and cost-effectively.

What is BPMN?

BPMN manages credit workflows and communications through an industry-standard flowcharting technique and visual modeling language. It's used primarily to define and notate processes based on specific business requirements. By visually mapping steps and tasks, BPMN resolves ambiguities and simplifies the technical specifications of a process.

BPMN leads to the development of workflow models that allows parallel processing via multiple workflows. By analyzing and integrating these models into their operations, organizations can more effectively drive process improvements, including process automation.

Traditionally, credit processes have been siloed based on tasks. One process must be completed, typically with manual work, before another one can begin, and rules govern the flow of processes. Changing a process requires changing underlying

rules through re-coding. With BPMN, processes can be integrated and automated, resulting in a continuous, real-time flow (in lieu of batch processing), with minimal or no human intervention. Further, because process workflows can be pre-configured and modeled, resulting in a high level of modularity, a low-code approach can be used to make changes, saving costs.

BPMN-driven workflow models can be developed in a variety of ways, ranging from the use of specialized tools such as Visio to simple whiteboarding. Because the models are graphical, they are readily understandable by non-technical people, enabling greater collaboration between business stakeholders and IT personnel in managing and improving the credit life cycle. Another key advantage of BPMN workflow models is the future use of tools such as a BPMN engine that enable the models to be automated.
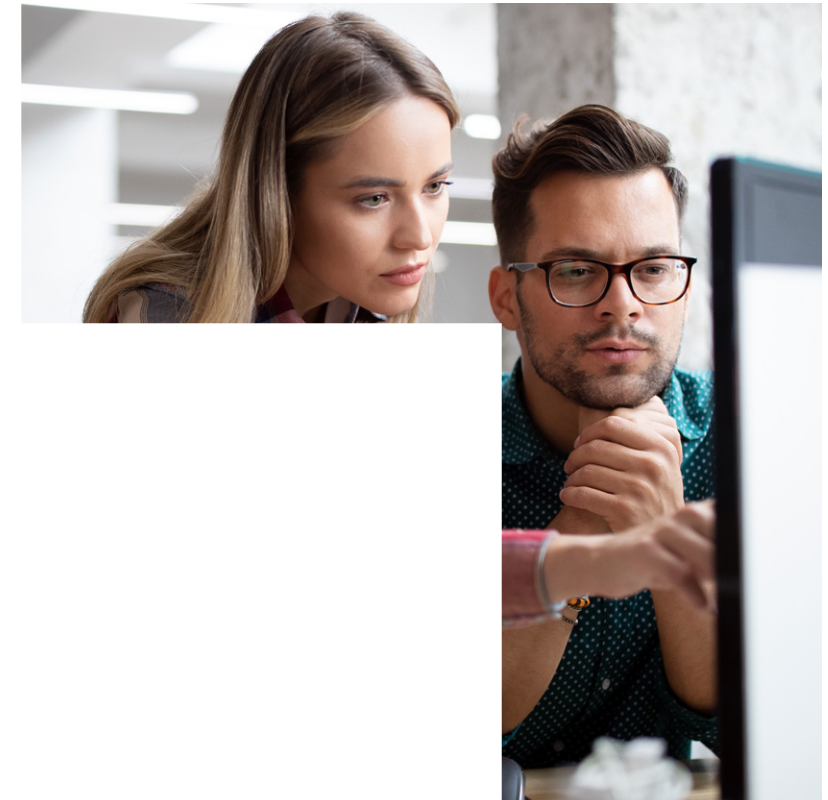
The benefits of BPMN

One common language

Using BPMN, team members from across different disciplines can communicate with each other using a common language. BPMN provides an industry-standardized approach for process mapping and management, which enables those external to a project to easily understand and follow along with the business logic presented.

BPMN accommodates varying amounts of detail, ranging from extremely high-level conceptual models to more in-depth, executable models, enabling a process map to be easily adjusted to suit the needs of the viewer. Further, the use of images can take even complex operations and make them easier to visualize and understand, especially for business stakeholders.

Business logic becomes more palatable and less difficult to follow than a spoken or written representation of the same information. As a result, many businesses across sectors have adopted BPMN for their workplace needs, particularly in regards to updating or introducing automation for company procedures and systems.

Without BPMN-driven process automation, more training and knowledge transfer is required between employees to keep operations running smoothly. With BPMN, both IT teams and business teams speak the same language reducing the need for rework, which adds extra cost, time and effort in managing key business functions. Further, the risk of user error as a result of manual work is high. Process standardization attempts also may be difficult due to the lack of a common language.

Complex decisioning

An approach similar to BPMN called decision model and notation (DMN) has been developed more recently for developing decision trees and rule tables. DMN is a notation tool for precisely specifying business decisions and rules. It's a way to notate and implement complex rules with one or more input variables.

DMN tables support both multiple inputs and outputs, with each row in a table documenting a set of conditions and their resulting outcome(s). Visually, it's similar to an Excel spreadsheet, with the columns in a row acting as an "AND"—necessitating that all conditions across the row are true— and the rows themselves acting as an "OR." This means that one or more of the rows can be true, determining what information is released from the DMN evaluation at runtime.

DMN allows complex decisioning to occur in a consolidated manner while keeping information readily readable by all parties. Functionally, it's designed to work alongside BPMN, with both commonly used in conjunction during the development and optimization of processes.

Automation

Introducing automation through tools like BPMN enables workflow decisioning and document generation to occur without the need for human effort. Strategically automating credit processes across specific channels via user tasks that can be generated and tracked through BPMN results in streamlined performance and heightened efficiency.

A BPMN solution also can facilitate the orchestration and automation of vital business processes. The platform should allow for a standards-based collaboration effort that links business, IT, and software development together for engagement throughout the entire life cycle of a process.

In addition, both the BPMN and DMN engines offer the advantages of an open architecture with rich APIs, ready-to-use clients, and software development kits (SDKs), along with support for customization and extension through plug-ins. Flows built using BPMN can be used for presentational purposes or handed over directly to a development team for implementation.

Moreover, integrated within a BPMN toolset is the ability to develop and use DMN decisioning tables directly, while also supporting process oversight and analysis. Workflows can be analyzed in real time for testing, performance tuning, and troubleshooting, enabling both continuous process improvement and accessibility to process insights.

CGI's use of BPMN

CGI is confronting the industry need for process automation head-on with the release of our next-generation credit management platform, CGI Credit Studio. Utilizing workflows modeled with BPMN, CGI Credit Studio leads to significant improvements to credit operations, including the following:

- More efficient credit processes and user tasks

- Improved process tracking and implementation

- Optimized time and resources with streamlined language and automation

Within our BPMN workflows, most decisioning will happen directly through the use of DMN trees and tables, limiting the need for specialized (and costly) integration with other vendor systems.

Overall, our innovative BPMN capability enables credit organizations to benefit from pre-configured workflows, low-code customization/adaption, fast and easy integration, increased efficiencies, and reduced operational costs. At the same time, it enables them to respond quickly to changing customer demands and create a differentiated customer experience. With increasing economy challenges, BMPN delivers the edge credit organizations need to drive profitability while increasing customer satisfaction.

We welcome the opportunity to help your organization reap the benefits of BPMN. Contact us today to learn more about transforming your credit operations with CGI Credit Studio BPMN capabilities.

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across 21 industry sectors in 400 locations worldwide, our 84,000 professionals provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

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