

Case Study

Atento

CUSTOMER PROFILE

Business Process Outsourcing

WEBSITE

www.atento.com

LOCATION

Throughout Brazil

BUSINESS NEED

- Improve Conversion Rate
- Improve Employee Engagement and Motivation
- Identify benchmarks (better behaviors, approaches, and scripts)
- Identify “winning arguments”
- Improve the initial approach to expand the opportunities for bidding

OPTIMIZING CROSS-SELL OPPORTUNITIES

NICE SMARTCENTER SOLUTIONS

- Quality Central
- Nexidia Analytics

THE IMPACT

- 63% increase in the volume of formalized agreements
- 64% increase in the conversion rate (Agreements x Calls answered)
- 65% reduction in customers who do not want to hear a proposal
- 5% improvement in the quality of service indicator
- 56% increase in the use of winning arguments
- Improved schedule adherence reporting
- Thousands of dollars in annual cost savings

ON THE NICE SOLUTION

“NICE Nexidia helped us to engage and motivate our agents, because they felt that they were part of a transparent process put in place to help them. They could see through the platform that the mentions we were encouraging them to use were the ones that would result in success.”

Giulliano Florentino, Interaction Analytics & Transformation Sr. Manager

Driving Employee Engagement and Collection Improvements

ABOUT ATENTO

Atento is one of the top five customer relationship management (CRM) and business process outsourcing providers (BPO) in the world, and the sole leader in Latin America. With a footprint in 14 countries, the company has almost 100 customer service locations with over 150k employees (43% Brazil, 41% Americas and 16% EMEA).

Atento provides services to 400+ clients and handles an estimated annual volume of 217 million interactions from multinational corporations leading different sectors including telecommunications, banking, financial, and others..

Atento’s shares trade under the symbol ATTO on the New York Stock Exchange (NYSE). In 2016 Atento acquired R Brasil Soluções, a company specialized in collections. This acquisition added the following to Atento’s leadership:

- 11 years of experience in collection;
- 1,300 employees; and
- 81 thousand deals generated per month.

THE CHALLENGE

Customers of the financial sector, especially credit cards, were facing difficulties in improving the conversion rate of the collections operation. Most of the customers gave up listening to the proposal that was being offered due to the way agents approached the conversation, which greatly reduced the opportunity for conversion. This was also due to the fact that a standardized script was not being used by agents, which demonstrated the need for team engagement.

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In addition, without the appropriate tools, it was not possible to identify the best behaviors, approach scripts, winning arguments, and closure that would guarantee an improvement in the results of this operation.

THE SOLUTION

As part of a big initiative that began in 2018, Atento leveraged their existing Nexidia Analytics program with the addition of Quality Central to improve efficiency and generate clear performance insights. Nexidia is already in place in Brazil for more than 40 other clients, in more than 28 lines of business (such as Banks, Insurance, Retail, Services, Telecom, etc), and the integrated solution with Nexidia Analytics and Quality Central was additionally deployed at R Brasil Soluções.

Atento started working with their client on automating the classification of the reasons a customer defaulted which included a new collections model. In addition, with the support of Speech Analytics, Atento mapped the economic profile of customers to further enrich this study which allowed them to make specific offers for targeted audiences, thus increasing efficiency.

Using Nexidia Analytics, Atento captured successful sales pitches that could in turn be disseminated to the rest of the agents to improve their negotiation results. This resulted in more closed deals and increased revenue. Nexidia Analytics and its Discovery capabilities made it possible to:

- Use the voice of the customer to identify the real reasons for customers' refusals;
- Study the best performing arguments to counter customers' refusals that resulted in closed deals.

Atento used NICE Nexidia to show agents how to achieve their goals. First, they developed new scripts based on the analysis of successful deals to help agents understand how to apply more

successful techniques and close more collections. Then they trained agents on how to leverage the technology to improve their performance and increase their variable pay. This engaged and motivated the agents because they felt that they were part of the process and that they could be confident in its accuracy and transparency.

Taking advantage of the solution implementation, Atento was also able to use Quality Central to do an analysis of behavioral deviations that impact the quality KPI's and compliance to avoid penalties.

Efficiencies that Benefit Everyone

By implementing Quality Central and Nexidia Analytics, Atento generated operational efficiency and consistent performance improvement. The outstanding impact included:

- 63% increase in the volume of formalized agreements;
- 64% increase in the conversion rate (Agreements x Calls answered);
- 65% reduction in customers who do not want to hear a proposal;
- 5% improvement in the quality of service indicator;
- 56% improvement in the use of winning arguments.

All these results were possible due to the employee engagement that the solution helped to create. Observing the solution, how it works, the insight it provides, and the impact it generates on the results helped keep the organization focused on closing more collections deals. It brought the necessary credibility to the recommendations of techniques and scripts that needed to be applied, accelerating the curve adoption and consequently the results.

NICE Quality Central and Nexidia Analytics benefits Atento agents, managers, and – most important of all – customers.

About NICE

With NICE (Nasdaq: NICE), it's never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world's #1 cloud native customer experience platform, CXone, NICE is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact center – and beyond. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform – and elevate – every customer interaction.

www.nice.com

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