

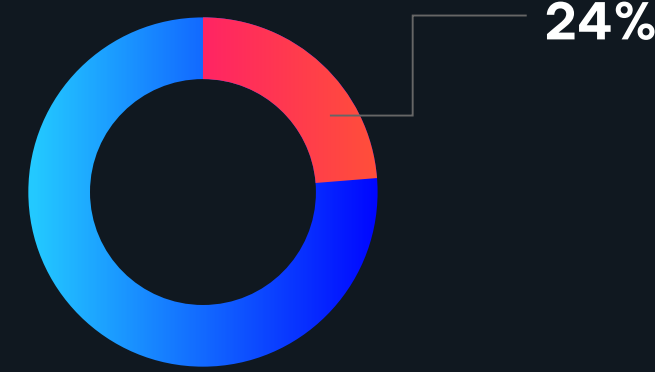
Cielo Fuels Continuous Performance Improvement with NICE Interaction Analytics and Quality Central Solutions

The world's fifth-largest credit card processing company, Cielo, had deployed its contact center operations to a complicated network of six external business process outsourcing (BPO) partners and approximately 3,000 external agents. As the payments processing market grew rapidly, specifically in Brazil where Cielo is headquartered, the company sought greater control over its outsourced customer experience. To gain holistic insights and standardized customer experiences, Cielo adopted NICE Interaction Analytics and Quality Central (QC) to support improved quality management, mitigate risk, and convert data into valuable business intelligence.



24% INCREASE

In NPS with one BPO



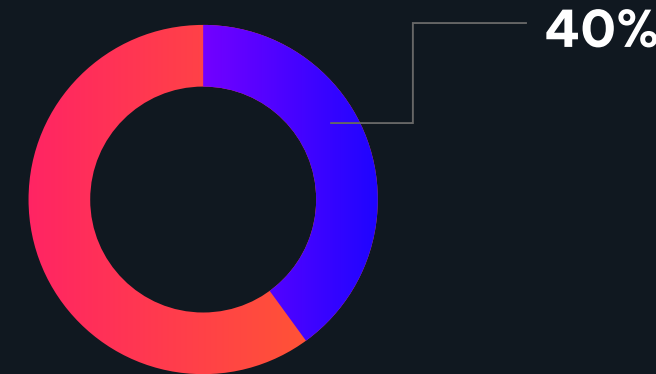
19% REDUCTION

In repeat calls with one BPO



40% IMPROVEMENT

In FCR (first-call resolution) with one BPO



6% REDUCTION

In call transfers with one BPO



CUSTOMER PROFILE

ABOUT

Cielo is the largest provider of credit and debit card accreditation services for commercial establishments and service merchants in Brazil and Latin America. Cielo's contact center operations support its customers and resolve issues related to card machines and payment method platforms. The company was founded on November 23, 1995, and is headquartered in Barueri, Brazil.

INDUSTRY

Financial Services

WEBSITE

www.cielo.com.br

LOCATION

São Paulo (Atento, Abai and Accenture), Belo Horizonte (AeC), and Uberlândia (Callink), Brazil

SIZE

3,000 agents on Interaction Analytics and QC

GOALS

- Gain transparency into and controls over BPO operations
- Influence and enforce standardized customer service practices
- Fuel continuous service improvements through data

PRODUCTS

- [Quality Central](#)
- [Interaction Analytics](#)
- [NICE Workforce Management](#)
- [NICE Engage Recording](#)

FEATURES

- Quality Management (QM)
- Voice-of-customer interaction analytics
- Voice and text recording
- Forecasting and schedule management

01 THE BEFORE

Limited sightlines

As Brazil's largest credit card processor, Cielo had long mastered the art of customer service at scale. However, since its founding in 1995, Cielo had grown rapidly but its service processes and tools hadn't completely kept up. Critical activities, like quality management (QM) and voice-of-customer analytics, were outsourced to BPOs. Their disparate tools, systems, and processes obscured sightlines into Cielo's true service performance, making quality and sentiment auditing arduous, limited, and slow.

This impacted the effectiveness of managers inside Cielo, who needed insights that were timely, robust, and comprehensive to fuel decision-making and performance management. Moreover, it impacted Cielo's ability to ensure adherence to its customer experience standards amongst BPOs. As Cielo continued to grow, BPOs would be an increasingly integral part of its customer engagement strategy, and the company needed to quickly operationalize and automate consistently high-quality customer experiences and the ability to gather strategic insights.

02 DESIRE TO CHANGE

Capturing the value of data

Cielo's market leadership is both a blessing and a curse. As the largest payments company in Brazil and the fifth largest in the world, Cielo's business-to-business (B2B) operations generate huge volumes of potentially valuable data; data that could help Cielo continue to grow and maintain its leadership position. The competitive landscape was widening with new channels and technologies continuously entering the market, yet Cielo's disparate contact center operations made data standardization—and the critical conversion of all that potentially valuable data into insights—challenging.

With increased competition came increased pressure to deliver service experiences that were seamless, simple, and high quality. Cielo customers were increasingly intolerant of experiences that didn't reflect that.



03 THE SOLUTION

Converting data into improved service

Cielo knew that high-value, sustainable improvements had to be guided by a clear understanding of their current state, yet gaining that understanding was incredibly complicated. Not only did Cielo have six BPOs and 3,000 outsourced agents managing the bulk of its approximately 10 million engagements per year, but it also maintained a small portion of its service operations internally.

Cielo selected NICE's Interaction Analytics and Quality Central for its ability to extend powerful voice-of-customer analytics and QM capabilities across its dynamic operating model. Cielo was already using NICE Workforce Management (WFM), and the seamless and simple integration of new functionality was a major advantage. "It gave us an opportunity to understand the holistic experiences of our customers, and to obtain insights that could help us prioritize improvements, with a tool that complimented what we were already using," said Alves.

Greater insights require greater governance. The successful implementation of Interaction Analytics and QC, and the overarching move to more comprehensive, standardized data collection and processing, necessitated new governance. NICE supported Cielo in defining who needed access to what and where, mapping permissions according to service, function, role, and business group.

With NICE Interaction Analytics and QC, Cielo converted data-driven insights to improve the customer experience and build robust profile configurations to automate safe data access and security.

And because technological changes are ultimately reliant on end user adoption to succeed, Cielo rolled out a comprehensive communications and training campaign to get its BPOs and agents upskilled and on boarded as soon as possible. "Consistent communication was key to ensuring adoption and positive results from our BPO operations teams," said Alves.

With insights in hand, Cielo was able to chart a data-driven path towards improvements, which included:

- The roll-out of new customer key performance indicators (KPIs), such as net promoter score (NPS) and churn, and business KPIs including customer loyalty and sales.
- Standardized agent performance is managed through Quality Central. The tool's central portal provided more internal visibility into BPO performance and gave external BPOs the chance to self-assess and make improvements without Cielo's intervention.
- Continuous improvements to the customer experience. The holistic voice-of-customer insights provided by Interaction Analytics and sentiment analysis motivated Cielo to take immediate action in response to challenges such as complaints, repeat calls and transfers.
- The establishment of an internal QM office.



“We’ve always had BPOs doing this in the past, and we were subject to the quality of their siloed insights to define the quality of our customer’s experience and our agent performance,” said Alves. “With NICE we gained the power of business intelligence, and we configured our operations to convert those insights into improved service.”

04 THE RESULTS

Standardized excellence

With new quality and insights processes facilitated by Interaction Analytics, Cielo was able to make immediate improvements in customer experience KPIs. Between January and April 2023, individual BPOs saw gains as high as 24% in their NPS; reductions in repeat calls by 19%, transfers cut by 6%, and FCR improvements of 40%. “The moment we implemented these tools we could see how we were impacting our critical KPIs,” said Alves.

Inside Cielo, the detection of high-risk interactions and customer dissatisfaction is now part of a customer recovery workflow. When Cielo’s highest-risk queries are identified through sentiment analysis, specialists are activated to reach out to customers and proactively address issues that pose high legal and regulatory risks.

Through robust churn and customer loyalty insights, Cielo re-defined its customer experience best practices, all of which it can monitor and influence in real time through Quality Central’s shared dashboards. Additionally, Cielo’s training processes have become more efficient and targeted. Agent-specific insights are being used to quickly execute training specifically tailored to agent challenges or procedural shortcomings. “We are better equipped to influence and standardize the customer experience, and positively impact our business priorities as a whole,” said Alves. “We’re operating at another level now.”

05 THE FUTURE

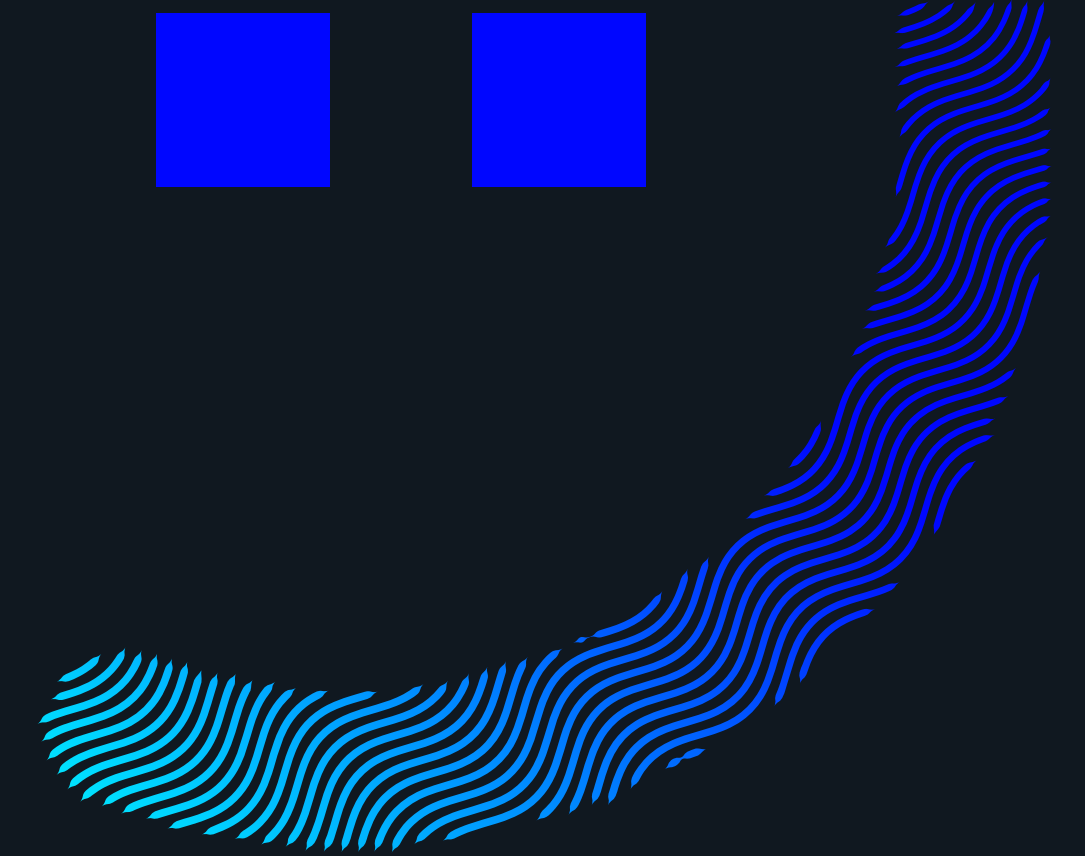
Data-driven continuous improvement

Cielo is relying on NICE to support its market leadership by providing the insights and controls needed to continuously improve the customer experience now and into the future.

“NICE has allowed us to make our data actionable and efficiently complete in a highly competitive market,” said Alves.

“With the new quality controls and insights provided by NICE, operational KPIs like FCR, customer experience KPIs including NPS, and business KPIs like customer loyalty, sales, and churn **have all been positively impacted.**”

THAIS ALVES
QUALITY COORDINATOR
CIELO



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.

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