

F R O S T & S U L L I V A N

2024 COMPANY OF THE YEAR

*IN THE BRAZILIAN
CUSTOMER EXPERIENCE
MANAGEMENT INDUSTRY*

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F R O S T & S U L L I V A N

BEST
2024 PRACTICES
AWARD

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. AeC excels in many of the criteria in the customer experience management industry space.

AWARD CRITERIA	
Visionary Innovation & Performance	Customer Impact
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Mega Trends	Customer Purchase Experience
Implementation of Best Practices	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Financial Performance	Brand Equity

A Market Snapshot

The Brazil customer experience management (CXM) market is undergoing a rapid transformation driven

“[AeC’s] Robbyson platform redefines workforce efficiency through engagement, self-direction, and robust management, while additional tools, such as Vision 360°, Digitech, Safecall, Agent Connect, and Tela Única enhance productivity, streamline processes, and deliver top-notch user experiences.”

- Samantha Fisher
Best Practices Research Analyst

by shifting industry dynamics and increasing recognition of customer service excellence as a competitive differentiator. With businesses prioritizing investment in delivering superior customer interactions, the market is witnessing a surge in technological integrations to enhance CX while reducing costs. Advanced tools adoption, such as generative artificial intelligence (Gen AI), advanced analytics, omnichannel capabilities, and natural language processing (NLP) is reshaping the landscape, emphasizing the importance of continuous

innovation and process enhancement. Moreover, as organizations seek to adapt to evolving market conditions, the demand for nimble CX vendors is on the rise. Success in this dynamic market hinges on finding the right balance of people, processes, and technology to drive reliable and agile transformation.

Frost and Sullivan research finds the Brazil CXM market will reach \$2,314 million by 2029, although attaining positive growth rates is proving challenging for most market participants, as certain restraints challenge the CXM landscape.¹ Many major brands increasingly turn to automation, AI, and self-service tools to reduce contact center volumes, potentially impacting CXM providers. Additionally, many would-be clients view customer service as a cost rather than an opportunity for value creation, hindering the perception of management companies as strategic partners, underscoring the need for outsourcers to demonstrate their ability to add substantial value and enhance CX outcomes. Additionally, the predominance of digital interactions between brands and consumers, accelerated by the 2020 coronavirus pandemic, further emphasizes the need for management vendors to adapt to evolving customer preferences and technological advancements.

Best Practices Excellence: AeC

Founded in 1992 and headquartered in Belo Horizonte, Minas Gerais, Brazil, AeC stands out as a leading provider of CX services across diverse industry sectors. Since its inception, the company has emerged as one of the country's largest CX companies by consistently exceeding the average market growth rate over the last four years. Its innovative management services and solutions for front- and back-office operations support its clients' digital transformation journeys, tailoring each solution according to customers' maturity level and specific needs.

A Leader's Path

AeC is a pioneering force in CX and client success, crafting innovative solutions through extensive research, prototyping, and high-quality experiences across digital channels. With over 30 years of refinement, AeC's approach yields invaluable insights, enabling it to anticipate customer needs and support data-driven decisions. The company's Robbyson platform redefines workforce efficiency through engagement, self-direction, and robust management, while additional tools, such as Vision 360°, Digitech, Safecall, Agent Connect, and Tela Única enhance productivity, streamline processes, and deliver top-notch user experiences.

- **Vision 360°:** A management tool that analyzes customer services representatives (CSR) activity time to identify productivity and process improvement opportunities while enhancing the user experience. Employed by more than 30,000 CSRs, it offers intuitive dashboards for supervisor management, resulting in a 5% increase in voice and 8% in text operation productivity. It also improves service quality and provides insights for process enhancements. Additionally, it enables intuitive performance tracking for effective home office management.
- **Digittech:** An AI-powered tool that assists chat-based CSRs by improving service quality and productivity through a hybrid approach with human/AI interaction features, such as automatic responses. It offers real-time text recommendations and spell-checking during client conversations, seamlessly integrated with the client's system. Sensitive data is encrypted to ensure data security throughout the process.

¹ *Customer Experience Outsourcing Services in Latin America and the Caribbean, Forecast to 2029* (Frost & Sullivan November 2023)

- **Safecall:** A management solution that monitors, tracks, and prevents suspicious behavior in financial process execution. Safecall issues alerts for actions that deviate from pre-established parameters and monitors screen tracking and recording logs. By leveraging data analytics, the tool promotes a culture of security and continuous improvement. Additionally, it enhances service quality by preventing operational errors.
- **Agent Connect:** A data analytics and AI-based tool designed to comprehend client needs expressed during interactive voice response navigation and match them with the most skilled CSR for a client's specific requirement. The call pairing mechanism enhances quality and productivity performance, resulting in a 3.3 percentage point (pp) improvement in customer satisfaction for born-digital clients and a 3.2pp reduction in repeated calls.
- **Tela Única:** A tool designed to consolidate the key activities supervisors should undertake during their daily routines in leading CSR teams. The solution accelerates management's learning curve, establishes uniform routine standards throughout the company, and allows supervisors to allocate more time to developing their team members, ultimately enhancing performance in terms of quality and productivity.

Moreover, AeC outfitted Rhight, its recruitment platform, with AI and advanced analytic tools to onboard talent and efficiently support new agents during training. Machine learning (ML) via supervised models considers responses on cultural, attitudinal, and behavioral fit alongside tailored variables for different

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- Sebastian Menutti
Industry Director, Customer Experience

regions and client needs. These analytics cover the entire CSR onboarding period, with prediction models enabling proactive management action to enhance new employee performance.

Finally, AeC prides itself on fostering a diverse and inclusive workplace, with significant representation from various demographic groups. With 63.5% of its workforce comprised of women, 68.2% of black individuals, and 22.6% of the LGBTQIA+ community, AeC exemplifies its commitment to diversity and inclusivity. By embracing employees from different backgrounds, the company creates an environment where workers feel valued and respected, leading to

increased productivity and a stronger sense of belonging. Furthermore, AeC recognizes the benefits of inclusion, such as business result improvements, innovation enhancements, and beneficial decision-making processes.

With its innovative spirit and leadership focus, Frost & Sullivan expects AeC to sustain its leadership in the CXM industry.

Building Trust through a Customer-centric Approach

With its customer-centric corporate philosophy, AeC operates on the central tenet that its success depends on customer satisfaction. This philosophy permeates the company's daily processes. The

company establishes genuine partnerships rather than vendor-client relationships. Actively engaging with customers enables the company to cultivate long-term connections, which often poses challenges within the industry. Many enterprises and organizations seek a CXM provider that offers more than just basic services and occasional interactions, favoring operational efficiency, financial stability, and strong governance capabilities. AeC surpasses competitors in all three expectations, aiming to grow alongside its clients by maintaining regular engagement and encouraging continuous improvement in service delivery. The company meets with customers to assess their specific needs and develop tailored solutions with roadmaps for seamless execution. This foundational approach establishes ongoing trust with customers for long-term relationships.

Moreover, AeC's success hinges on training and deploying exceptional representatives who seamlessly integrate into the client's team. The company achieves this through AI and ML utilization, identifying crucial traits and qualities in prospective employees. Continuous training and retraining ensure that CX teams consistently reflect the customer's brand while functioning as both AeC's and the client's employees. Given the fiercely competitive nature of the Brazilian market, AeC capitalizes on its strengths, including extensive experience in managing large-scale and boutique operations, competitive pricing, and an innovative portfolio to maintain its competitive edge. Furthermore, the company's commitment to tailoring solutions to each client's specific requirements serves as a significant differentiator among competing solutions.

A Promising Outlook for 2024 and Beyond

Since its inception, AeC's sterling reputation and customer-centric framework led to its coveted preferred partner status. Over the years, it added a range of new customers and partners to its established base, which includes digital banks, e-commerce, delivery and mobility, telecommunications (telecom), financial groups, and power and utilities, among which are some of the most valuable brands in Brazil. Moreover, AeC is the main private employer in several Tier II cities across Brazil, including Campina Grande, Juazeiro do Norte, Mossoró, Arapiraca. Being the top employer enables the company access to diverse talent pools, reduced competition for skilled workers, and operational cost savings. Also, it allows for deeper community engagement and growth opportunities in rapidly developing urban centers, positioning the company for long-term success and sustainability in regional markets.

Case Study: Banking and Financial Services

One of the largest banking companies in Brazil approached AeC to outsource its CX services. The financial institution started service in May 2021 with one team of 90 employees. Once AeC demonstrated its excellence, the client increased its investment, with seven teams and 500 employees in 2022, 13 teams with 1,000 employees in 2023, and recently expanded to 19 teams and more than 2,000 team members. The CXM vendor achieved the fastest growth among its competitors within the client.²

The company's remarkable growth and brand strength in the Brazilian market reflect a sustained cycle of success across multiple sectors. Since December 2019, the company grew from \$65 million in revenue to \$202 million in January 2024. Rapidly rising to market leadership positions in banking, telecom, digital

² "Presentation for Frost & Sullivan." AeC. Slide. PDF. Accessed 28 February 2024.

banking, food delivery, and e-commerce industries, AeC's journey underscores its ability to meet client needs while enhancing service quality through engaged employees, advanced technology, and operational excellence. Its expansion into operational and CX consulting showcases adaptability and innovation, ensuring its ongoing relevance in a dynamic market landscape.

Furthermore, AeC's commitment to environmental, social, and governance initiatives enhances its reputation and trust among clients and stakeholders, solidifying its position for sustained growth and leadership. The company consistently outpaces market growth rates, diversifies its client portfolio, and maintains double-digit growth rates, supported by solid financial fundamentals, technology-human solutions, optimized operations, and flexibility in managing campaigns of various sizes.³

Frost & Sullivan finds AeC's impressive growth momentum and trajectory are a testament to its customer-centric approach, revolutionary platform and tools, and exceptional operational best practices, earning its clients trust and loyalty and enabling it to capture more market share as it expands its leadership position.

Conclusion

As more businesses outsource their customer care and support processes to third-parties, customer experience management (CXM) services are seeking competitive differentiation in the market. However, these vendors face strong headwinds as many would-be customers see customer service as a cost to the company and regard outsourcers as brokers of labor arbitrage-based solutions. Additionally, many potential clients invest in automation tools to deflect customer interactions from contact centers, impacting the CXM vendors.

Overall, AeC approaches these challenges head-on with a strong leadership focus that incorporates client-centric strategies and exemplifies best practice implementation. The company's Robbyson platform revolutionizes workplace efficiency with engagement, self-direction, and robust management, complemented by innovative tools like Vison 360°, Digitech, Safecall, Agent Connect, and Tela Única, which enhances productivity, streamlines processes, and delivers superior user experience. Moreover, its strong growth momentum demonstrates the company's commitment to delivering unending customer value. As a result, AeC remains a trusted partner, earning a reputation for offering the overall best in the market.

With its strong overall performance, AeC earns Frost & Sullivan's 2024 Brazilian Company of the Year Award in the CXM industry.

³ Presentation for Frost & Sullivan Briefing. AeC. Slides. Accessed 1 March 2024.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Award Analysis

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed by a robust solution development process

Visionary Scenarios Through Mega Trends:

Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

Leadership Focus: Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate a consistent and repeatable level of success

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

