



Customer Profile:

Credit Cards

Website:

www.itaucard.com.br

Location:

5 outsourced contact centers in Brazil in São Paulo, Rio de Janeiro, Juiz de Fora, Salvador and Recife

Business Needs:

Itaucard wanted to improve operational efficiency and regulatory compliance by:

- Reducing operational costs from repeat calls
- Improving customer satisfaction
- Increasing operation service quality
- Lowering regulatory agency penalties

NICE Solutions:

- NICE Interaction Analytics
- NICE Quality Management
- NICE Interaction Recording

The Impact:

- Reduced the percentage of repeat calls by 8 points translating to a cost reduction of \$15 million – from 20.1 percent (60,3) to 12.1 percent (36,3) repeat calls (R \$24 million cost reduction)
- Reduced the number of quality monitors by 50 percent, from 60 to 30 people
- Lowered regulatory agency complaints by 21 percent
- Monitored their whole operation quickly in different views with consistent and accurate information to better understand and address daily issues

On The NICE Solution

“The NICE solutions provide us the capability to get accurate and consistent information faster and more efficiently in order to reduce costs while increasing customer satisfaction.”

Fabio Binuesa, Quality Manager, Itaúcard

Increased Operational Efficiency and Improved Regulatory Compliance

About Itaúcard

Itaucard is the largest Brazilian credit card issuer, owned by the largest private Latin American bank, Itaú-Unibanco. With over 57.7 million customers, Itaúcard has approximately one third of the entire value transacted with credit cards in Brazil. In the year 2012, Itaúcard accomplished more than 164 million customer service interactions.

The Challenge

Itaucard has approximately 8,000 seats across eight sites in Brazil, and their entire operation is outsourced to five providers. Agents handle up to 87 million interactions annually.

Each of their five providers had their own quality management system and recording platform. Therefore, Itaúcard was neither able to control call selection for evaluation nor the providers' evaluation forms. Moreover, since the recording platform belonged to providers, they could not fully analyze the efficiency of their processes and business.



The Solution

Itaucard selected NICE Interaction Recording, NICE Quality Management and NICE Interaction Analytics to capture 100 percent of their customer interactions and leverage the information in those interactions to gain better control of their fragmented operations.

NICE and Itaucard collaborated closely to plan and implement the entire project. The two companies defined the main objectives and team structure, and then created, implemented and maintained an appropriate process between Itaucard and their outsourcers to keep all of the agent and hierarchy information current.

They set up the solution with a centralized view of all of their operations in order to provide Itaucard the necessary information to control and compare outsourcing performance KPIs based on their objectives and main contract points, as well as to support Itaucard with process changes and improvements. The NICE solution offered the capability to analyze, understand and act faster, and provided more focus to address their main challenges for each business objective. NICE also helped Itaucard analyze all of the information that was generated by NICE Interaction Analytics in order to create a plan of action.

To get a clearer picture of their operations, Itaucard implemented various operational KPIs for short calls, silence, average handle time (AHT), long calls and evaluation scores. These KPIs helped the outsourced supervisors and coordinators respond faster to agents that deviated from their targets as well as identify faster agents who disconnected calls, which drove higher rates of repeat calls. They centrally monitored and published these KPIs across all of their outsourcers. In addition, they improved agent training based on areas that needed improvement according to the evaluations of each business process.

From a process standpoint, Itaucard corrected some scripts that were outdated, adjusted their commercial dispute scripts, and improved their billing methods for commercial disputes. They also revised their IVR messages that were related to available credit to customers as well as the credit card and password delivery process. In addition, Itaucard identified agents who consistently dropped calls and resolved the matter with the outsourcers.

“The NICE solutions provided us with the necessary tools to measure, compare and monitor the quality of service from each of our providers on a daily basis. We discovered the underlying reasons and addressed the main causes of repeat calls to the contact centers. Furthermore, we now use trend deviations that the NICE System generates to be more proactive in understanding and resolving issues in real time. From a compliance perspective, we've also been able to significantly improve our commercial dispute process and reduce the number of regulatory agency complaints.”

Fabio Binuesa, Quality Manager, Itaucard

After deploying NICE Interaction Analytics, NICE Quality Management and NICE Interaction Recording, Itaucard successfully reduced its repeat calls by 13 percent, which translated to a \$15 million dollar cost savings (R \$24 million cost reduction). From a compliance perspective, regulatory agency complaints went down by an impressive 21 percent. With NICE solutions, Itaucard is now able to efficiently and accurately monitor its operations and manage its various outsourcing vendors to deliver exceptional customer service while complying with regulations.

About NICE

NICE (Nasdaq: NICE) is the worldwide leading provider of both cloud and on-premise enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data. NICE helps organizations of all sizes deliver better customer service, ensure compliance, combat fraud and safeguard citizens. Over 22,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. www.nice.com