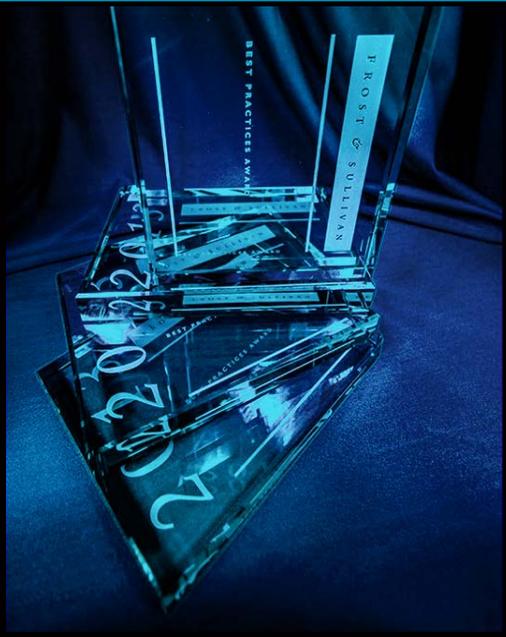


FROST & SULLIVAN

ATENTO

2016 Mexican Contact Center Outsourcing Services  
Market Leadership Award



FROST & SULLIVAN

BEST  
2016 PRACTICES  
AWARD

MEXICAN CONTACT CENTER OUTSOURCING  
SERVICES MARKET LEADERSHIP AWARD

2016  
BEST PRACTICES  
AWARDS

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## Background and Company Performance

### *Industry Challenges*

Consumers are becoming more reliant on computer hardware, software, and services in their everyday lives. As a result, they are increasingly knowledgeable about the technologies they own, use, and access. This has transformed the customer support landscape, as today's customers are more aware and demanding of companies when their applications, products, or tools do not work.

Solving customers' problems is, therefore, central to successful customer relationship management (CRM) strategies. Customers will stay loyal to brands and promote them on social media only if their products work well and the service is superb. However, providing effective customer support can be expensive. Companies have to, therefore, design solutions that will help not only retain customers, but ideally turn them into "fans" while keeping the costs down.

Providing excellent customer support is critical to an organization's success. New products, technologies, and channels are not only improving customer experience, but also creating certain issues that require swift and effective resolution. Therefore, companies must find innovative ways to provide customer support.

Delivering a solid customer experience at every touchpoint is vital. Customers want their issues resolved irrespective of whether the customer support model involves self-service, support agents, or face-to-face interaction. It is also important to build a positive agent experience, as a happier workforce usually translates into a happier customer interaction.

### *Market Leadership of Atento Mexico*

#### **Growth Strategy Excellence**

In a challenging economic environment, Atento Mexico's transformational growth strategy is clear and unique. In the first place, the company is focused on keeping its progress trajectory by pursuing profitable growth, generating new businesses with existing clients, gathering fresh customers within key industries, accelerating local and nearshore opportunities, and advancing relationships with major clients (like Telefonica) to the next level, by enlarging the type of services provided to them.

Another major component of the plan is the continuous development of a comprehensive portfolio of business process optimization (BPO) solutions. By leveraging existing developments, the company is looking forward to positioning itself as a technology and digitally strong BPO provider in Mexico.

Finally, in order to quicken the penetration of complex solutions within its existing customer base, Atento is internally aligning and tuning its team to properly face the new challenges of the digital transformation wave impacting Latin America.

### **Implementation Excellence**

A cornerstone of Atento's success is its strategic commitment to people. The company employs, trains, and provides development opportunities to thousands of people with different profiles, from recent graduates to specialists across a variety of fields.

Atento Mexico employs approximately 20,000 individuals and maintains multiple programs focused on training, developing, and motivating its workforce; it also sponsors sports, cultural, and volunteer activities in line with the interests of its employees. The company constantly recognizes the successes and efforts of its employees, which creates a pleasant and motivating work environment. Consequently, the company has been recognized among the best places to work in Mexico by Great Place to Work® within its ranking of companies above 5,000 employees. This is the seventh year that Atento in Mexico receives this recognition.

### **Brand Strength**

Atento is the largest provider of customer relationship management and business process outsourcing ("CRM BPO") services in Latin America and among the top providers globally.

In 2014, the company announced that it has commenced an initial public, and currently Atento shares trade under the symbol ATTO on the New York Stock Exchange (NYSE).

Since 1999, the company has developed its business model in 13 countries where it employs over 150,000 people and serves over 400 clients to whom it offers a wide range of CRM BPO services across multiple channels. Atento's clients are mostly leading multinational corporations in sectors such as telecommunications, banking and financial services, media and technology, health, retail, and public administrations, among others.

In Mexico, Atento provides services to 40 leading brands in different economic sectors and has 16 customer relationship centers, the Americas Command Center, more than 10,000 workstations of installed capacity, and an innovation center for customer experience solutions.

### **Product Quality**

Atento's performance management model is a major milestone for assuring that quality services are provided to customers in Mexico (and worldwide). This model has been used on a daily basis by all managers as well as supervisors. Its main objective is to guarantee an optimal and efficient customer experience, executed via four key stages: a) daily scheduling and planning, b) fluent feedback of agent's performance, c) focus on result

driven (personal and team level analysis and track record), and, d) coaching and mentoring to maximize individual performance.

The first stage is based on the strong principle that proper time management is a basic skill that increases productivity, resulting in more effective supervisors. They, in order to maximize efficiency, will also be required to communicate, in a timely and consistent manner, expectations and performance results by following processes and methods designed to improve communication (performance blackboards and rounds of daily visits to the agent booth).

The performance analysis will set the basis for reviewing the performance of each team by completing a daily review of the reports (on a team and individual level); recognizing that deviations in performance can be linked to the lack of attitude or specific skill/knowledge; and identifying that failures in one indicator can be caused by other related indicators.

Finally, effective coaching has proven useful to improve the skills of every team member and the overall team performance. In particular, Atento's performance coaching module provides processes and tools to generate feedback for those employees that perform below expectations; guidance to successfully leverage positive attitude situations or to handle negative feedback in a positive manner; and assistance to develop and manage coaching and monitoring plans as a continuous process.

### **Product Differentiation**

Atento is evolving its solutions portfolio in order to provide an end-to-end digital services platform that delivers outstanding customer experiences while driving customer operations at digital speed. This platform includes personal assistance powered by strong underlying processes and enabling technologies through which end users connect.

Atento's digital and omnichannel solutions are composed of vital capabilities to grow business in the digital era, including: a personalized customer experience (independent of channel and device) through a clear understanding of the customer journey; an extensive use of analytics, Big Data, and cognitive computing allowing robust insights and continuous learning about customers' needs; a highly specialized consulting team with industry- and process-differentiated knowledge (focusing on understanding client issues and delivering business outcomes, as opposed to just outputs); and a streamlined approach to solutions based on ideation, innovation, and running short-term prototypes, powered by UX (user experience) and analytics.

The company differentiation relies on an integrated approach based on clients' objectives and the ability to measure the consumer through a complete set of digital tools and processes, enhanced by relevant interactions to provide a smooth customer experience. Ultimately, Atento Mexico is focused on unlocking the potential of the customer journey where assistance is on demand and proactive through analytics, yet never invasive.

## Technology Leverage

Atento Mexico's objective is to work in direct collaboration with businesses to develop solutions that combine a multichannel platform, leading-edge technology, analytical capabilities, and vertical specialization to offer the best customer experience in the market.

To achieve that aim, in October 2015, the company opened its first Customer Experience Solutions Center in Mexico City, which focuses on innovation in the field of customer experience and business process outsourcing. Atento has invested over 10 million Mexican pesos in the center, which encompasses 500 square meters entirely dedicated to the innovation, experimentation, and development of new solutions to improve the consumer and user experience with leading brands.

However, this center was not the only major investment made by Atento Mexico lately. In June 2015, the company inaugurated the Americas Operations Command Center (in Mexico City as well).

## *Conclusion*

Atento Mexico excels in providing an end-to-end digital services platform that delivers outstanding customer experiences while driving customer operations at digital speed. Whereas a cornerstone of Atento's success is its strategic commitment to people, its transformational growth strategy and its performance management model have proven unique in Mexico.

With its strong overall performance, Atento Mexico has achieved a leadership position in the contact center outsourcing services market, with a market share of 16.9%, and Frost & Sullivan is proud to bestow it with the 2016 Market Leadership Award.

## Significance of Market Leadership

Ultimately, growth in any organization depends upon customers purchasing from your company, and then making the decision to return time and again. Loyal customers become brand advocates; brand advocates recruit new customers; the company grows; and then it attains market leadership. To achieve and maintain market leadership, an organization must strive to be best-in-class in three key areas: understanding demand, nurturing the brand, and differentiating from the competition.



## Understanding Market Leadership

As discussed on the previous page, driving demand, strengthening the brand, and competitive differentiation all play a critical role in a company's path to market leadership. This three-fold focus, however, is only the beginning of the journey and must be complemented by an equally rigorous focus on the customer experience. Best-practice organizations therefore commit to the customer at each stage of the buying cycle and continue to nurture the relationship once the customer has made a purchase. In this way, they build a loyal, ever-growing customer base and methodically add to their market share over time.

## Key Performance Criteria

For the Market Leadership Award, Frost & Sullivan analysts focused on specific criteria to determine the areas of performance excellence that led to the company's leadership position. The criteria that were considered include (although not limited to) the following:

Criterion	Requirement
Growth Strategy Excellence	Demonstrated ability to consistently identify, prioritize, and pursue emerging growth opportunities
Implementation Excellence	Processes support the efficient and consistent implementation of tactics designed to support the strategy
Brand Strength	The possession of a brand that is respected, recognized, and remembered
Product Quality	The product or service receives high marks for performance, functionality and reliability at every stage of the life cycle
Product Differentiation	The product or service has carved out a market niche, whether based on price, quality, uniqueness of offering (or some combination of the three) that another company cannot easily duplicate
Technology Leverage	Demonstrated commitment to incorporating leading edge technologies into product offerings, for greater product performance and value
Price/Performance Value	Products or services offer the best value for the

	price, compared to similar offerings in the market
Customer Purchase Experience	Customers feel like they are buying the most optimal solution that addresses both their unique needs and their unique constraints
Customer Ownership Experience	Customers are proud to 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 of high quality

## The Intersection between 360-Degree Research and Best Practices Awards

Frost & Sullivan’s 360-degree research methodology represents the analytical rigor of our research process. It offers a 360-degree-view of industry challenges, trends, and issues by integrating all 7 of Frost & Sullivan's research methodologies. Too often, companies make important growth decisions based on a narrow understanding of their environment, leading to errors of both omission and commission. Successful growth strategies are founded on a thorough understanding of market, technical, economic, financial, customer, best practices, and demographic analyses. The integration of these research disciplines into the 360-degree research methodology provides an evaluation platform for benchmarking industry players and for identifying those performing at best-in-class levels.

360-DEGREE RESEARCH: SEEING ORDER IN THE CHAOS



## Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

Frost & Sullivan Awards follow a 10-step process to evaluate award candidates and assess their fit with select best practice criteria. The reputation and integrity of the Awards are based on close adherence to this process.

STEP	OBJECTIVE	KEY ACTIVITIES	OUTPUT
1 <b>Monitor, target, and screen</b>	Identify award recipient candidates from around the globe	<ul style="list-style-type: none"> <li>• Conduct in-depth industry research</li> <li>• Identify emerging sectors</li> <li>• Scan multiple geographies</li> </ul>	Pipeline of candidates who potentially meet all best-practice criteria
2 <b>Perform 360-degree research</b>	Perform comprehensive, 360-degree research on all candidates in the pipeline	<ul style="list-style-type: none"> <li>• Interview thought leaders and industry practitioners</li> <li>• Assess candidates' fit with best-practice criteria</li> <li>• Rank all candidates</li> </ul>	Matrix positioning all candidates' performance relative to one another
3 <b>Invite thought leadership in best practices</b>	Perform in-depth examination of all candidates	<ul style="list-style-type: none"> <li>• Confirm best-practice criteria</li> <li>• Examine eligibility of all candidates</li> <li>• Identify any information gaps</li> </ul>	Detailed profiles of all ranked candidates
4 <b>Initiate research director review</b>	Conduct an unbiased evaluation of all candidate profiles	<ul style="list-style-type: none"> <li>• Brainstorm ranking options</li> <li>• Invite multiple perspectives on candidates' performance</li> <li>• Update candidate profiles</li> </ul>	Final prioritization of all eligible candidates and companion best-practice positioning paper
5 <b>Assemble panel of industry experts</b>	Present findings to an expert panel of industry thought leaders	<ul style="list-style-type: none"> <li>• Share findings</li> <li>• Strengthen cases for candidate eligibility</li> <li>• Prioritize candidates</li> </ul>	Refined list of prioritized award candidates
6 <b>Conduct global industry review</b>	Build consensus on award candidates' eligibility	<ul style="list-style-type: none"> <li>• Hold global team meeting to review all candidates</li> <li>• Pressure-test fit with criteria</li> <li>• Confirm inclusion of all eligible candidates</li> </ul>	Final list of eligible award candidates, representing success stories worldwide
7 <b>Perform quality check</b>	Develop official award consideration materials	<ul style="list-style-type: none"> <li>• Perform final performance benchmarking activities</li> <li>• Write nominations</li> <li>• Perform quality review</li> </ul>	High-quality, accurate, and creative presentation of nominees' successes
8 <b>Reconnect with panel of industry experts</b>	Finalize the selection of the best-practice award recipient	<ul style="list-style-type: none"> <li>• Review analysis with panel</li> <li>• Build consensus</li> <li>• Select winner</li> </ul>	Decision on which company performs best against all best-practice criteria
9 <b>Communicate recognition</b>	Inform award recipient of award recognition	<ul style="list-style-type: none"> <li>• Present award to the CEO</li> <li>• Inspire the organization for continued success</li> <li>• Celebrate the recipient's performance</li> </ul>	Announcement of award and plan for how recipient can use the award to enhance the brand
10 <b>Take strategic action</b>	Upon licensing, company may share award news with stakeholders and customers	<ul style="list-style-type: none"> <li>• Coordinate media outreach</li> <li>• Design a marketing plan</li> <li>• Assess award's role in future strategic planning</li> </ul>	Widespread awareness of recipient's award status among investors, media personnel, and employees

## About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, enables clients to accelerate growth and achieve best in class positions in growth, innovation and leadership. The company's Growth Partnership Service provides the CEO and the CEO's Growth Team with disciplined research and best practice models to drive the generation, evaluation and implementation of powerful growth strategies. Frost & Sullivan leverages almost 50 years of experience in partnering with Global 1000 companies, emerging businesses and the investment community from 31 offices on six continents. To join our Growth Partnership, please visit <http://www.frost.com>.