

FROST & SULLIVAN

ALMAVIVA DO BRASIL

2022
COMPETITIVE
STRATEGY
LEADER

BRAZILIAN CUSTOMER EXPERIENCE
OUTSOURCING SERVICES INDUSTRY

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. Al mavivA do Brasil excels in many of the criteria in the customer experience outsourcing services space.

AWARD CRITERIA	
Strategy Innovation	Customer Impact
Strategy Effectiveness	Price/Performance Value
Strategy Execution	Customer Purchase Experience
Competitive Differentiation	Customer Ownership Experience
Executive Team Alignment	Customer Service Experience
Stakeholder Integration	Brand Equity

Market Snapshot

Customer experience (CX) is a critical factor and differentiator in market reputation and customer loyalty. Demand for CX outsourcing (CXO) services has grown steadily in the consumer-centric marketplace as customers demand a more personalized, relevant, proactive, and engaging experience. Automation and artificial intelligence (AI)-based tools are transforming the CXO experience; the prevalence of these

“Frost & Sullivan believes Al mavivA do Brasil is uniquely prepared for today’s demands and exceptionally positioned for tomorrow’s needs. The company’s clear strategic vision and execution underpins its partner of choice status and sustainable growth for years to come.”

**- Samantha Fisher,
Best Practices Research Analyst**

technologies in the market will increase in the near future. Critical decision-making, such as positioning and integrating innovative technologies and digital transforming, will make or break vendor success in the market. Frost & Sullivan estimates the Brazilian CXO services market will reach \$3,249.10 million USD in 2027, with a compound annual growth rate of about 3.5% from 2019 to 2027.¹ Banks, financial institutions, and telecommunications companies constitute the predominant segment during the forecast period.

¹ Customer Experience Outsourcing Services Market in Brazil (Frost & Sullivan, November 2021)

Strategic Leadership: A Clear Vision and Execution

Founded in 2006 and headquartered in Sao Paulo, Brazil, AlmovivA do Brasil (an AlmovivA Group company based in Brazil and serving the LatAm Region, together with Almacontact, based in Colombia) provides digital customer management solutions to various industry verticals in the Brazilian market. The Company leverages several emerging technologies, such as advanced Big Data analytics, self-service tools, and AI to deliver exceptional value. These technologies have various applications in multiple service lines, including outbound and inbound sales, digital marketing, outbound collections, customer service, back office, technical support, and trade marketing. Every AlmovivA do Brasil agent employs the Company's innovative tools to improve consumer interactions and overall CX. In 2019 and 2021, Frost & Sullivan recognized AlmovivA do Brasil for its thought leadership, technological capabilities, and ongoing value proposition and remains impressed with its continuing innovation and sustained leadership.

AlmovivA do Brasil demonstrates its commitment to its customers via innovative solutions that feature technology designed to facilitate best-in-class end-user experiences, which includes AV Quality, AV Home, AV Digital, AVIA, and AV Active.

- **AV Quality** analyzes the end-user experience and optimizes AlmovivA do Brasil's customers' operations management processes via quality monitoring tools. The AI-driven engine enables entire service process diagnoses, empowering users with key indicators for effective management.
- **AV Home** is AlmovivA do Brasil's work-from-home (WFH) solution that addresses specific needs and improves the quality of life for agents with innovative technologies, such as virtual desktop infrastructure, facial recognition, and biometrics. Key benefits include high productivity and lower costs. The company employed this during the 2020 emergence of the COVID-19 pandemic; as of 2022, AlmovivA is the largest outsourced home office-based operation in Brazil.
- **AV Digital X** is designed to deliver agile and consistent responses to digital customer needs. The solution provides multichannel services via key technology (e.g., social media monitoring) that empowers users with complete business intelligence to optimize the customer journey and CX.
- **AVIA** leverages AI and robotic process automation to increase operations' performance and compliance. The solution encompasses several tools that improve critical areas, such as customer interfaces, increasing productivity significantly.
- **AV Active** is a set of strategies and tools designed to improve efficiency throughout the sales and collection process. AlmovivA do Brasil leverages its Networks Operations Center to integrate business and process management. The solution optimizes various activities (e.g., sales, audits, agreements) based on speech technology that delivers high productivity.

AlmovivA do Brasil taps into available growth opportunities by leveraging its synergy with its sister company, Almovave, to incorporate advanced technologies into customer journeys. Almovave is a relevant company in the European space for AI-powered solutions (including machine translation and virtual assistants) in the text and voice technology arena; these technologies are highly regarded as well in the Brazilian market, and implemented within AlmovivA do Brasil's solutions through Almovave's local arm, Almovave do Brasil. As part of its growth strategy, AlmovivA do Brasil focuses on moving up the CX value chain, investing in technology, digitizing the customer journey, and delivering cloud-based capabilities.

Almaviva do Brasil's executive team aligns its organizational processes to its vision and mission. For example, its strong mergers and acquisitions (M&A) framework includes a committee responsible for evaluating emerging and existing businesses and technologies for strategic expansion. The company

"The company continues to strengthen its value proposition and commitment to its customers to deliver best-of-breed solutions, such as AV Quality, AV Home, AV Digital X, AV IA, and AV Active, a portfolio of comprehensive solutions designed to be "people-oriented" for successful multi-channel CX."

**- Juan Manuel Gonzalez,
Research Director**

acquired the whole shares of Bradesco into Chain Serviços and Contact Center S.A. in January 2020, strengthening and expanding its reach into the financial services industry. Also, in March 2022, Almaviva do Brasil acquired all shares of Central de Recuperação de Créditos Ltda and CRC Digital Ltda, both of which are in the contact center and credit recovery sectors. This strategic acquisition enables Almaviva do Brasil to grow in the credit recovery market, from preventative collection to judicial collection. It represents the company's next step in its

expansion plan in the Brazilian contact center market. Almaviva do Brasil's M&A focus enables it to continuously evaluate its products and service and update them to improve services to its clients and end-users.

Frost & Sullivan believes Almaviva do Brasil is uniquely prepared for today's demands and exceptionally positioned for tomorrow's needs. The company's clear strategic vision and execution underpin its partner of choice status and sustainable growth for years to come.

Roadmap to Success: Customer-centric, Continuous, Proactive

A critical challenge in the CXO market is balancing human and digital services. As a result, CXO companies must adjust their processes as each customer has different needs and several client profiles with which they need to relate. To this end, Almaviva do Brasil acts in a consultative manner with its clients to identify critical areas of improvement for optimization opportunities, presenting effective, high-quality results and profitability in the short- and long-term.

With its customer-centric corporate philosophy, Almaviva do Brasil operates on the central tenet that its success depends on end-to-end customer satisfaction. This philosophy permeates the company's daily practices, ensuring the value is in the details. Almaviva do Brasil brings CX into its portfolio via innovative technologies that simplify processes and enhance the end-user experience.

Such innovation includes front-end optimization, natural interaction, knowledge management, voice of the customer, smart training, and quality assurance. The company continues to strengthen its value proposition and commitment to its customers to deliver a portfolio of comprehensive solutions designed to be "people-oriented" for successful multi-channel CX.

The company invests in its speech and test analytics and AI to improve leads, rotations, and sales. It also employs Six Sigma, a methodology set of tools designed to improve processes and quality, resulting in a robust and more substantial finished product and service, leading to higher customer satisfaction. This strategic approach to streamline its processes for increased operational efficiency translates to unmitigated agility to meet customer needs rapidly and without issue. Almaviva do Brasil meets with

clients to assess their specific needs and develop tailored solutions with roadmaps for seamless execution. This foundational approach establishes ongoing trust with customers for long-lasting relationships extending through the entire customer journey.

With AlmovivA Group umbrella spanning North America and Europe, it employs the tried-and-true best practices and innovations locally. The Group's strong relationships with key verticals, such as media and entertainment, utilities, and energy, provide a key competitive advantage in the market, particularly its rapport with the four national telecommunications brands in the Country (Vivo, Claro/Embratel, Oi, and TIM). Additionally, Almoviva do Brasil's recent acquisitions have strengthened its market standing in the banking and financial vertical, and in the credit recovery sector, enabling the Company to gain new customers and identify key market opportunities.

Positioned for Growth

Since its inception, AlmovivA do Brasil'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 businesses to its established base in Brazil. A key approach for delivering the best performance is AlmovivA Group's strategic tracking of new technologies in the market landscape. For example, AlmovivA Group, and in particular Almovave (the Group's technology arm based in Italy) has fulfilled the acquisition of The Data Appeal Company (TDAC) earlier in 2022, an Italian Start-Up which has developed a platform leveraging a data ecosystem to drive growth, strengthen decision-making, and bolster CX. Almovave has integrated The Data Appeal Company's technology and employees to deliver more comprehensive value creation and better serve clients and end-users. In August 2021, the broader Almoviva Group acquired Kline Srl, a front- and back-office operations software platform developer for the wealth management sector (including stock brokerage, asset management, and private banking). Frost & Sullivan believes AlmovivA Group is well-positioned to drive through AlmovivA do Brasil the Brazilian CXO space into its next growth phase, capturing market share and sustaining its leadership in the coming years.

Conclusion

Frost & Sullivan believes that innovation and growth opportunities drive future success; many factors contribute, yet having a competitive strategy is critical. AlmovivA do Brasil (an AlmovivA Group's Company based and operating in Brazil and the LatAm Region) understands this core concept and is leading the customer experience outsourcing services market due to its focused strategies, helping it to outpace competitors. The Company's strategic excellence in technology and acquisitions identify it as a formidable player in the market. Its solutions portfolio delivers end-to-end value to customers and end-users, and AlmovivA Group's ongoing investigations into new technology reflect a robust customer focus and commitment to innovation. Overall, AlmovivA develops and implements strategies with its customers in mind, securing its position as a trusted partner and market leader.

With its strong overall performance, AlmovivA do Brasil earns Frost & Sullivan's 2022 Brazilian Competitive Strategy Leadership Award in the customer experience outsourcing services industry.

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership Award recognizes the company with a stand-out approach to achieving top-line growth and a superior customer experience.

Best Practices Award Analysis

For the Competitive Strategy Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Strategy Innovation

Strategy Effectiveness: Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

Strategy Execution: Company strategy utilizes Best Practices to support consistent and efficient processes

Competitive Differentiation: Solutions or products articulate and display unique competitive advantages

Executive Team Alignment: Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

Stakeholder Integration: Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

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

