

# Banco PAN Gains Insights and Influence Over Outsourced Contact Center Operations with CXone

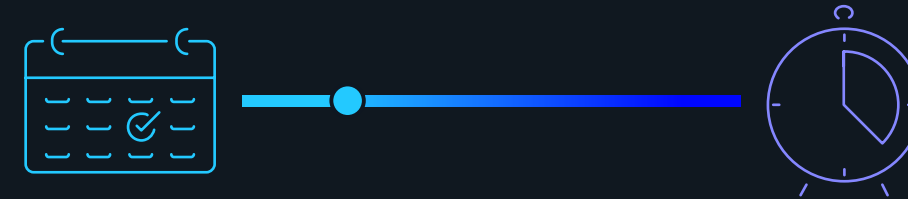
In 2021, after having fully outsourced its customer support voice channels, Banco PAN realized it needed more visibility into the performance of its business process outsourcing (BPO) partners and overall customer experience. The BPO's reporting and operational methods were inconsistent and potentially skewed to favor the retention rates against which they were paid. While retention rates were high, customer satisfaction rates were sinking. Banco PAN turned to NICE CXone to improve its visibility and controls.



**4X GROWTH**  
In customer numbers over a two-year period



**IVR FLOW UPDATES**  
Reduced from 15 days to 2 hours



**REDUCTION ↓ IN DISCONNECTED CALLS**



**IMPROVED ↑ AUDIO QUALITY**



## CUSTOMER PROFILE

### ABOUT

Banco PAN S.A. (BPAN4) is a bank controlled by Banco BTG Pactual S.A. It has a net worth of R\$7.8 billion and operates as a complete digital platform focused on consumers, offering a wide range of products through technology. Its main lines of business involve banking, credit, means of payment, insurance, investments and marketplace.

### INDUSTRY

Financial service

### WEBSITE

[www.bancopan.com.br](http://www.bancopan.com.br)

### LOCATION

São Paulo

### AGENTS

2,800 total agents; 1,200 on NICE CXone

### GOALS

- Gain transparency into and controls over BPO operations
- Improve customer satisfaction and resolution rates
- Reduce costs for service, and expand self-serve operations

### PRODUCTS

- [NICE CXone](#)

### FEATURES

- Interactive Voice Response (IVR)
- Quality Management (QM)
- Omnichannel Routing
- CRM Integration

## 01 THE BEFORE

### Outsourced and out of the loop

By 2021, Banco PAN had fully outsourced its customer-facing voice channels. On-site interactive voice response (IVR) and self-service systems managed the bulk of customer inquiries, but those that needed additional help were routed by the IVR to one of three off-site BPOs.

In this model, the BPOs were operating within a retention-focused contract: more retention equaled more compensation from Banco PAN. And, as might be expected, the retention rates were excellent and the number of customer interactions were on the rise, according to the BPOs.

However, Banco PAN was struggling to verify the BPOs' claims. There was no consistency in the reporting from the three BPOs, and it became increasingly clear that each BPO was working off a different set of business objectives and workflow strategies. Moreover, while reported retention rates were high, customer surveys revealed low satisfaction and low levels of effectiveness related to problem resolution. These discrepancies made it nearly impossible to quantify the BPO's true value and performance.

In pursuit of transparency, Banco PAN turned to NICE CXone to serve as the single source of truth across its BPO partners. The bank wasn't seeking transparency for transparency's sake: It needed reliable, consistent performance metrics to effectively improve the customer experience and to reduce its costs of service.

## 02 DESIRE TO CHANGE

### A battle for market share

Banco PAN was working hard to secure its value proposition as the high-tech, low-cost bank of choice for middle- to lower-income Brazilians, and its customer support had to be delivered in ways that were low cost, seamless, and easy.

At the time, Banco PAN was battling for market share in Brazil's competitive digital banking space. In 2021, more bank accounts were opened through digital channels than at physical branches for the [first time](#) in



Brazil, with nearly 11 million digital bank accounts opened, an increase of 66% over the prior year. Seven out of 10 banking operations carried in Brazil in 2021 took place over smartphones or online, not in person. Optimized and seamless automated customer experiences weren't just a nice-to-have for Banco PAN: they were table stakes for remaining competitive in an increasingly crowded market.

Initial findings showed that Banco PAN's BPOs were optimizing for retention, often at the cost of the overall customer experience. "To improve the customer experience and reduce costs we needed a solution that would provide more autonomy, more control of the intelligence, and more direction with regard to the strategy our BPOs were operating under," said Robinson Marchini, Executive Superintendent of Banco PAN.

## 03 THE SOLUTION

### Gaining CX control with CXone

NICE CXone was selected for its ease of implementation, robust support, and its ability to streamline, improve, and expand IVR flows. "Most importantly, we were able to achieve these efficiencies while integrating our services strategy into the operations, allowing us to positively impact the customer experience," said Marchini.

Implementation began in early 2022, and after establishing connectivity in August, the first live call through a CXone IVR rolled out in September 2022. Despite the

inherent complications—multiple BPOs, numerous system integrations, and the required orchestration of numerous discrete back-office processes—the implementation was fast and smooth across more than 1,200 agents.

In addition to the IVR features, CXone was leveraged to capture customer satisfaction surveys, screen recordings, conduct interaction analytics, produce dashboards and reports to fuel improved quality management operations, and integrate CRM and contact center capabilities.

Moreover, it was built to scale. Because Banco PAN is continuously expanding its digital offerings and self-service functionality, the IVR had to perform well in a diversity of scenarios and maintain capacity for new products and services down the road.

## 04 THE RESULTS

### Improved CX helps quadruple Banco PAN's customer base

"Right away we experienced improved customer satisfaction rates. We saw fewer complaints about call quality, and the rates of hang-ups, which had skyrocketed previously, were drastically reduced," said Kelly Fires, Customer Experience leader of Banco PAN.

These improvements were the direct result of an integration of Banco PAN's business and service objectives, a process that was facilitated and automated



by CXone. By prioritizing the customer experience—one that was easy, quick, and effective—over call retention, Banco PAN's customer service function helped the bank quadruple its customer base over a two-year period.

By enabling enhanced management over Banco PAN's outsourced operations, CXone fueled improved customer experiences by providing greater visibility into call volumes, service levels, occupancy, and average handle time, among other important indicators. Banco PAN now has total control over call distribution strategies, and the resulting impacts can be seen in the reduction of disconnects, abandon rates, and queue times.

One unexpected benefit of CXone? An improved employee experience. Agents report their jobs are easier and less stressful with the support of CXone's dynamic interface, which facilitates greater agent mobility and provides access to valuable insights. Prior to CXone, agent satisfaction rates hovered around five percent. While final metrics aren't yet available, Banco PAN can anecdotally point to major improvements in agent satisfaction and ease of use.

## 05 THE FUTURE

### Digitally dominant

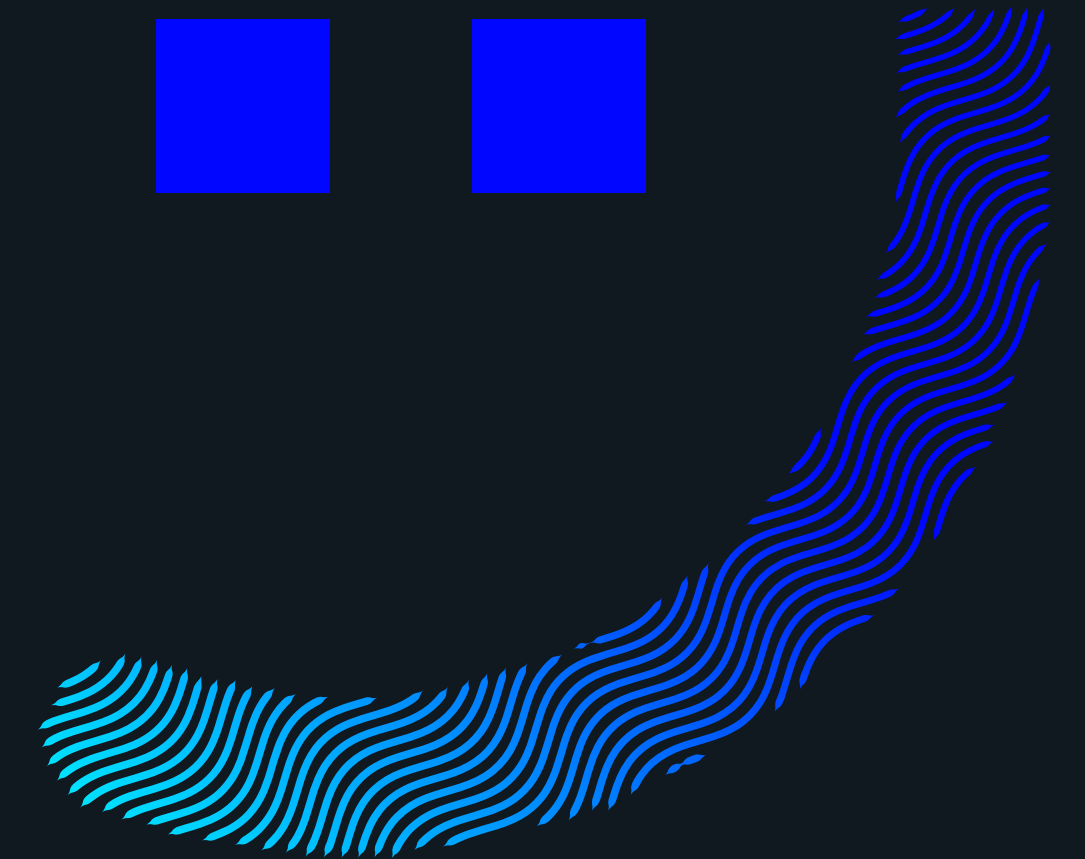
The digital service domain is improved but remains siloed. Banco PAN has isolated vendors managing service over individual channels, such as WhatsApp and other social media platforms. It's easy to draw parallels between the service model for WhatsApp—an increasingly important channel both in terms scope and scale for Banco PAN—and the pre-CXone service model between the bank and its BPOs. Moreover, it could be reasoned that similar negative outcomes are likely. Siloed service operations, which limit the bank's visibility and control, simply aren't good for business. As such, Banco PAN is exploring opportunities to leverage CXone to improve conversational capabilities and gain greater control over the customer experience on WhatsApp.

In a move critical to securing market position in a crowded digital banking space, CXone sets the stage for more precise, robust, and automated quality managed operations. Prior to CXone, the QM department could only work with the information provided by the BPOs. Today, data is standardized and analyzed automatically to generate more QM value, faster. In fact, the new flow of QM intel is so significantly improved that Banco PAN is restructuring its internal QM operations to better optimize it within customer service and beyond.



“The value of the transparency and standardization provided by CXone will extend well beyond the contact center. We fully believe that the intel generated by CXone integration will fuel smarter, more customer-centric decision making at all levels of our organization.”

ROBINSON MARCHINI  
EXECUTIVE SUPERINTENDENT  
BANCO PAN



### 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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