Proven Business Impact

This case study was selected in July 2026 by an independent panel of CXPA judges for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: Neo - Turning Quality Penalties into Sustainable Business Value

Company Overview

Neo is a Brazil-based business process outsourcing and customer service organization. In 2024, one of its telecommunications operations faced persistent service-quality failures that were creating customer friction, weakening client confidence, and generating substantial monthly penalties.

Business Challenge

The operation relied on sample-based monitoring and largely reactive quality practices. Limited visibility into customer interactions made it difficult to identify recurring failures early, while quality, operations, training, compliance, and analytics teams did not consistently work from a shared view of performance.

- Monthly quality penalties averaged BRL 180,000.
- The overall quality score stood at 70%, below the required standard.
- Recurring process errors created rework and additional handling of customer issues.
- Coaching was fragmented and often disconnected from the operational patterns driving failures.
- Frontline leaders initially viewed quality requirements and performance targets as competing priorities.

Neo needed to stabilize service quality, reduce preventable failures, and restore the economics of the operation without treating compliance as separate from the customer experience.

The Initiative: Connecting Quality Insight to Frontline Action

From January through June 2024, Neo implemented a six-month initiative built around root-cause analysis, stronger operational governance, and more consistent frontline coaching. The company secured leadership support by showing how service failures were affecting both customers and financial performance.

The work brought quality, operations, training, compliance, and analytics teams into a common operating rhythm. Frontline supervisors helped shape the approach, while executives maintained sponsorship throughout implementation.

The Initiative: Connecting Quality Insight to Frontline Action

The initiative focused on five mutually reinforcing changes:

- Analyzing the root causes of recurring failures across customer interactions and operational processes.
- Expanding monitoring from a sample of interactions to the full interaction set, enabling earlier detection of deviations.
- Translating quality findings into personalized coaching and daily leadership routines.
- Redesigning training to address the behaviors and process issues most closely connected to service quality.
- Using shared dashboards, recurring governance meetings, and weekly recognition of progress to reinforce accountability.

All managers and supervisors were trained in the quality strategy, customer-centric decision-making, and the effective use of new insights. Automated analysis and predictive alerts increased the speed and scale of monitoring, but the operating model depended on people interpreting the findings, coaching employees, and taking corrective action.

Results were tracked monthly against a pre-implementation baseline and compared with the stabilized operation after six months. The contractual scope, business rules, evaluation criteria, and performance indicators remained unchanged during the initiative, helping Neo attribute the improvement to the redesigned quality and governance practices.

Proven Business Impact

Reduced monthly quality penalties by 56%

- Monthly quality penalties fell from BRL 180,000 to BRL 80,000 during the six-month initiative.
- The BRL 100,000 monthly reduction improved the operation's financial performance while reflecting fewer quality failures.
- The stabilized operation also created an opportunity to expand the scope of work, generating BRL 20,000 in new recurring monthly revenue.

Improved service quality and consistency

- The overall quality score increased from 70% to 96%, surpassing the required standard.
- Operational rework declined by 40%, reducing recurring errors and the additional handling associated with unresolved customer issues.
- Fewer process deviations and service disruptions created a more consistent experience across the customer journey.

Established earlier intervention

- Neo moved from sample-based, reactive monitoring to analysis of the full interaction set.
- Predictive alerts helped teams identify deviations earlier and intervene before issues became recurring failures.
- Shared dashboards and monthly governance connected quality findings with operational and financial decisions.

Strengthened leadership ownership

- All managers and supervisors were trained to connect quality, customer outcomes, and operational performance.
- Personalized coaching and daily routines made quality improvement part of frontline management rather than a separate audit activity.
- A co-creation approach involving supervisors helped reduce resistance and build ownership of the new practices.

Key Lessons

Neo demonstrated that service quality can create enterprise value when insight is connected to frontline action and financial accountability. The technology expanded visibility, but the improvement came from changing how teams diagnosed problems, coached employees, governed performance, and acted on emerging risks.

- Connect quality failures to both customer friction and financial consequences to build executive support.
- Align quality, operations, training, compliance, and analytics around a shared operating rhythm.
- Use broader monitoring to identify patterns, then translate those patterns into specific coaching and process changes.
- Involve frontline leaders in designing new practices so they understand and own the change.
- Celebrate early progress while maintaining consistent measurement against the original baseline.
- Use automation to improve coverage and speed, not as a substitute for human judgment and accountability.

Core Business KPIs Impacted

Monthly quality penalties; quality score; operational rework; recurring monthly revenue; monitoring coverage; service consistency; and leadership adoption.