



# Leading Digital Strategy Through People

ATENTO



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# A World in Continuous Transformation

We are living in a time of constant change, filled with challenges and opportunities. Most industries, sectors, and companies are undergoing significant business transformations.

**We are experiencing a true paradigm shift, where enabling technologies such as Artificial Intelligence (AI), Blockchain, and Cybersecurity are now part of our reality—not only in business but in daily life. Adapting and reinventing ourselves is no longer optional; it is essential for survival.**

In all these business transformations, technology is undoubtedly a key player. It has the power to accelerate changes like never before. However, it is important to remember that this change is just beginning, making this a moment of opportunity. Now is the time to combine talent with technology to build models that incorporate technology as a powerful ally to boost productivity and efficiency.

In this business environment that we are all part of, debates and interviews often raise the question: **Is there a balance between the human element and the capabilities of Artificial Intelligence?** The key to this question lies in the concept of “balance.” We need to build a path where people lead digital strategies, using technology as one of the main levers to “make things happen.”

To understand why digital strategies must be led by people and not technology, it’s essential to consider the new customer experience (CX) landscape. Strategies must go beyond omnichannel or customer-centric approaches and instead address the hyper-personalization that customers across all industries are demanding today.

This new reality requires a model where the human factor plays a decisive role in meeting these needs and driving progress.



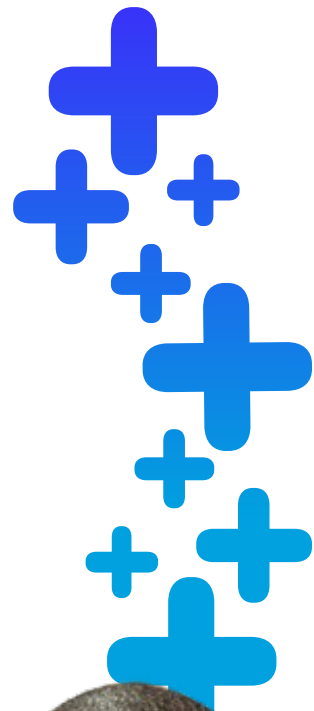


# ++++ A New Perspective on Transformation

Successful transformations require a “digicultural” approach—an integration of corporate culture and digitalization. This symbiosis underscores that all change requires the right cultural framework, with digitalization acting as an accelerator. Without the appropriate culture, digital projects often struggle to succeed.

Leadership plays a central role in driving digital strategy, ensuring organizations are equipped to manage change through knowledge, empathy, continuous learning, and resilience. Effective leadership enables teams to design strategies, measure impact through KPIs, and implement continuous improvement.

According to an EY<sup>1</sup> study, leadership and change management are essential to digital transformation. Technology is merely an enabler; real success depends on fostering a culture of innovation, collaboration, and risk-taking.



## ++++ Technology With Human Touch

This involves developing strategies that prioritize customer experience by leveraging insights from their value map and journey.

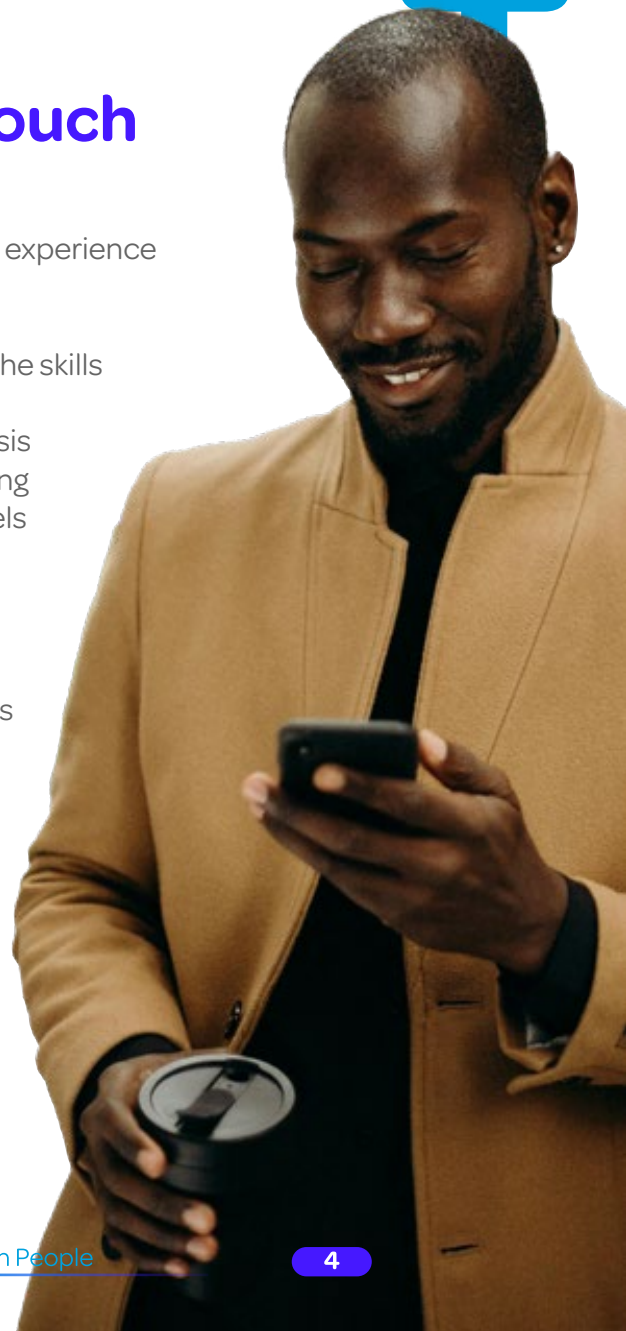
We implement training initiatives to equip employees with the skills needed to integrate technology effectively into their work. Additionally, we establish measurement, control, and analysis criteria with a continuous improvement approach, enhancing customer experiences and building new engagement models based on data-driven insights.

With a leadership approach centered on people and customer experience, organizations can adapt effective digital strategies that incorporate technology only where it is genuinely necessary.

At **Atento**, our cross-sector expertise and deep knowledge of virtually all areas of the economy make us an excellent partner for businesses. Together, we can create new customer experience models that transform interactions into long-term relationships with our clients and their customers.

This vision demonstrates how the remarkable capabilities of Artificial Intelligence (AI) can become a powerful ally.

<sup>1</sup>[How transformations with humans at the center can double your success](#)



# ++++ The Role of AI

According to PwC's **AI in Employment Barometer 2024**<sup>2</sup>, sectors with higher AI exposure, such as financial services, IT, and professional services, are experiencing significantly greater productivity growth. At the same time, employer demands for skills in roles exposed to AI—such as financial analysts, customer service agents, software developers, and administrative managers—are evolving rapidly.

AI's capabilities make it an invaluable partner for human agents, enabling them to be more productive, efficient, and capable of building trust with customers to create value-driven relationships. Here are some examples:



+ **Intelligent Automation:** AI-powered chatbots handle low-value tasks, freeing agents to focus on complex interactions, improving operational efficiency, and enhancing the user experience.



+ **Predictive Analytics:** AI processes large volumes of aggregated data, offering valuable insights into customer behavior and market trends. This helps companies remain competitive and deliver personalized services.



+ **Real-Time Assistance:** AI provides agents with recommendations and insights to better address customer needs, enhancing service quality.



+ **Emotion and Sentiment Analysis:** AI can analyze customer emotions, silence patterns, and sentiments to tailor communication, improve interactions, and boost sales effectiveness.

These are just a few examples of how building and leading a people-centered digital strategy can enhance not only customer experiences but also employee experiences. This ensures everyone is prepared to navigate change through continuous learning and collaboration with AI as a new partner.

<sup>2</sup>PWC IA Barometer

# ++++ The Role of AI

According to PwC<sup>3</sup>, sectors like financial services, IT, and professional services, which have high AI adoption, are experiencing productivity growth nearly five times faster than industries with lower exposure to AI (such as transportation, manufacturing, and construction).

AI is redefining roles like financial analysts, software developers, and customer service agents, creating entirely new opportunities for workers to add value. Workers who learn to leverage AI are likely to have promising futures where they can generate more value, gain greater negotiating power, and thrive in an era of increasing social prosperity.

**The PwC Global Workforce Hope and Fears Survey 2023** shows that most workers anticipate positive benefits from AI:

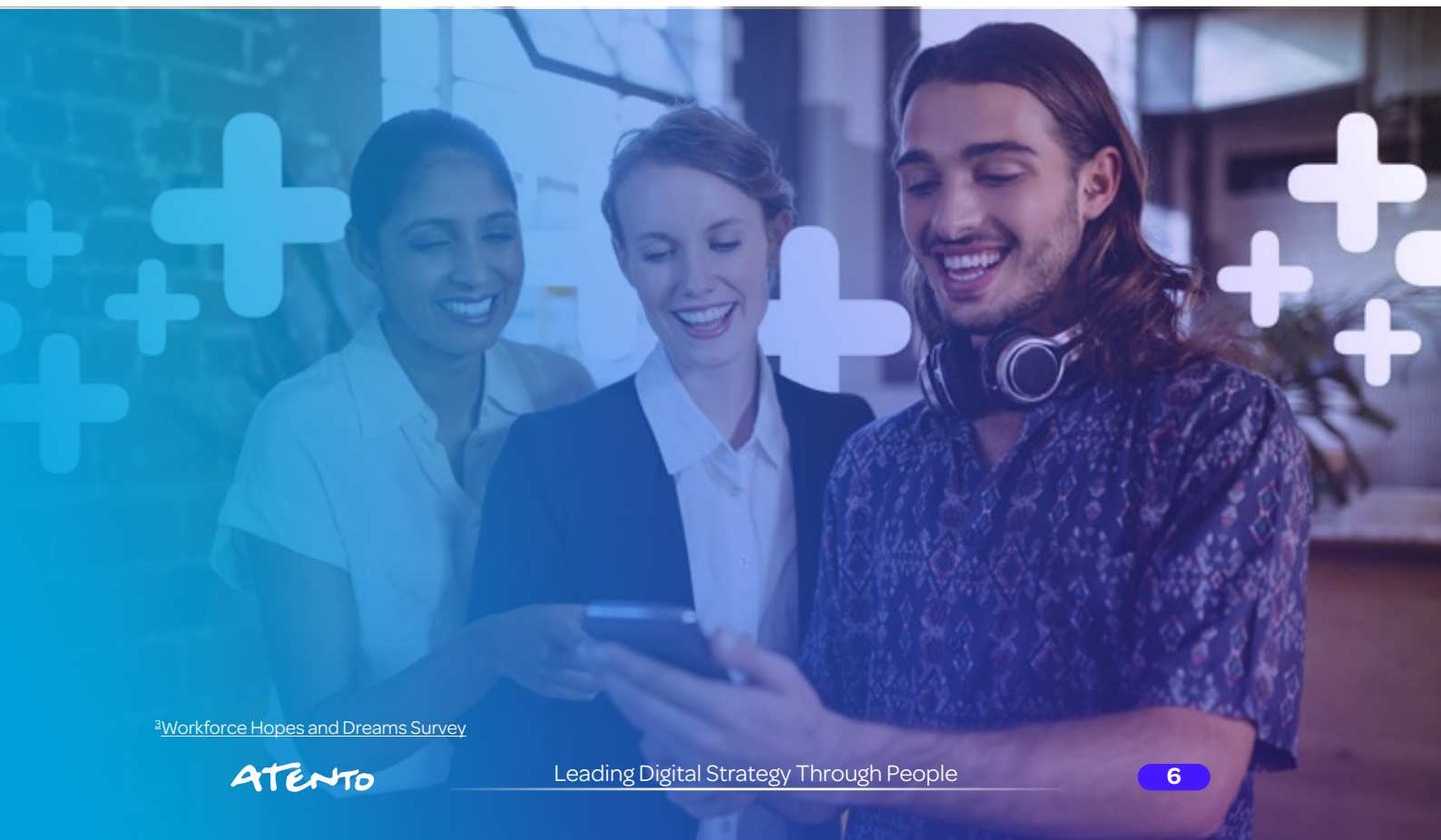


**31% expect AI to increase productivity and efficiency.**



**21% believe AI will create new job opportunities.**

AI often works best in collaboration with people. Without human oversight, AI may miss contextual nuances or deliver suboptimal results. Only humans can fully understand and manage the complexities of individuals, processes, and organizational contexts.



<sup>3</sup>Workforce Hopes and Dreams Survey



# Atento CX Consulting

With over two decades of experience, Atento's CX Consulting approach is designed to optimize customer and employee experiences. A multidisciplinary team leverages proprietary methodologies to deliver actionable insights throughout the customer journey, enhancing connections between brands and their audiences.

## Our Services Include:



**Market analysis and customer journey mapping.**



**Contact point evaluation and solution design.**



**Profitability analysis and advanced Customer Engagement solutions.**



**Analytics, Intelligent Automation, and AI technologies.**

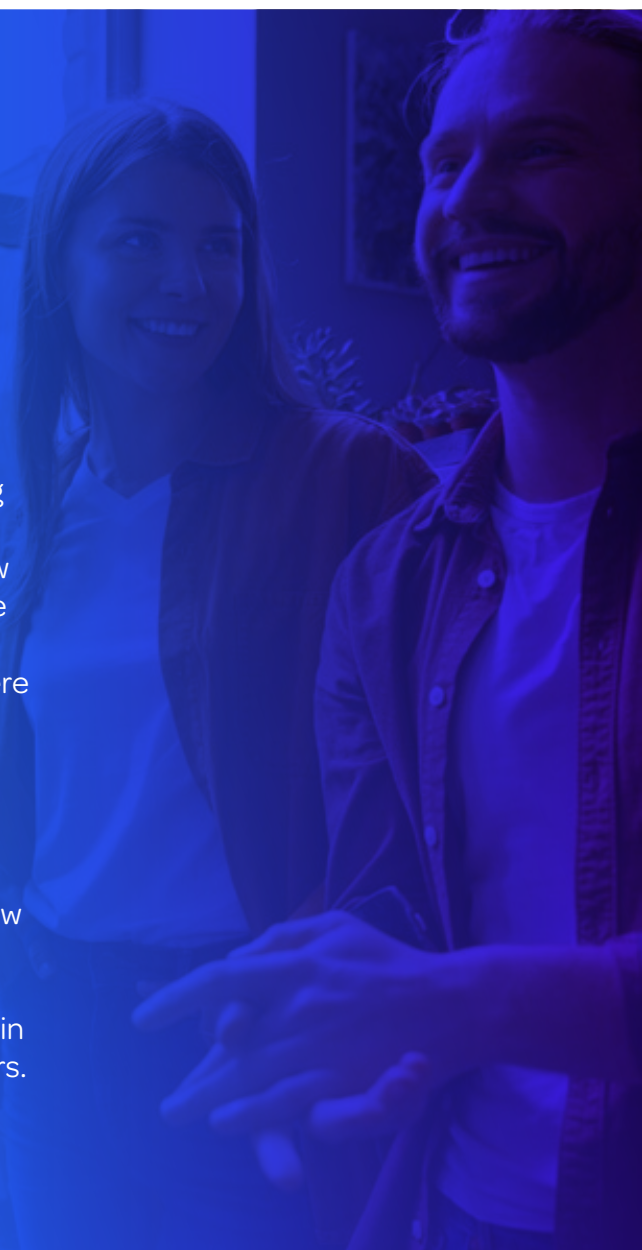
**Atento focuses on creating hyper-personalized and meaningful interactions, leading to improved customer satisfaction and long-term relationships.**

## We Are Your Connection to the World

The future we are building today should not focus on choosing between technology and people or vice versa. Instead, it should aim to develop a digital strategy led by people who can navigate a context with a proper balance between humans and technology.

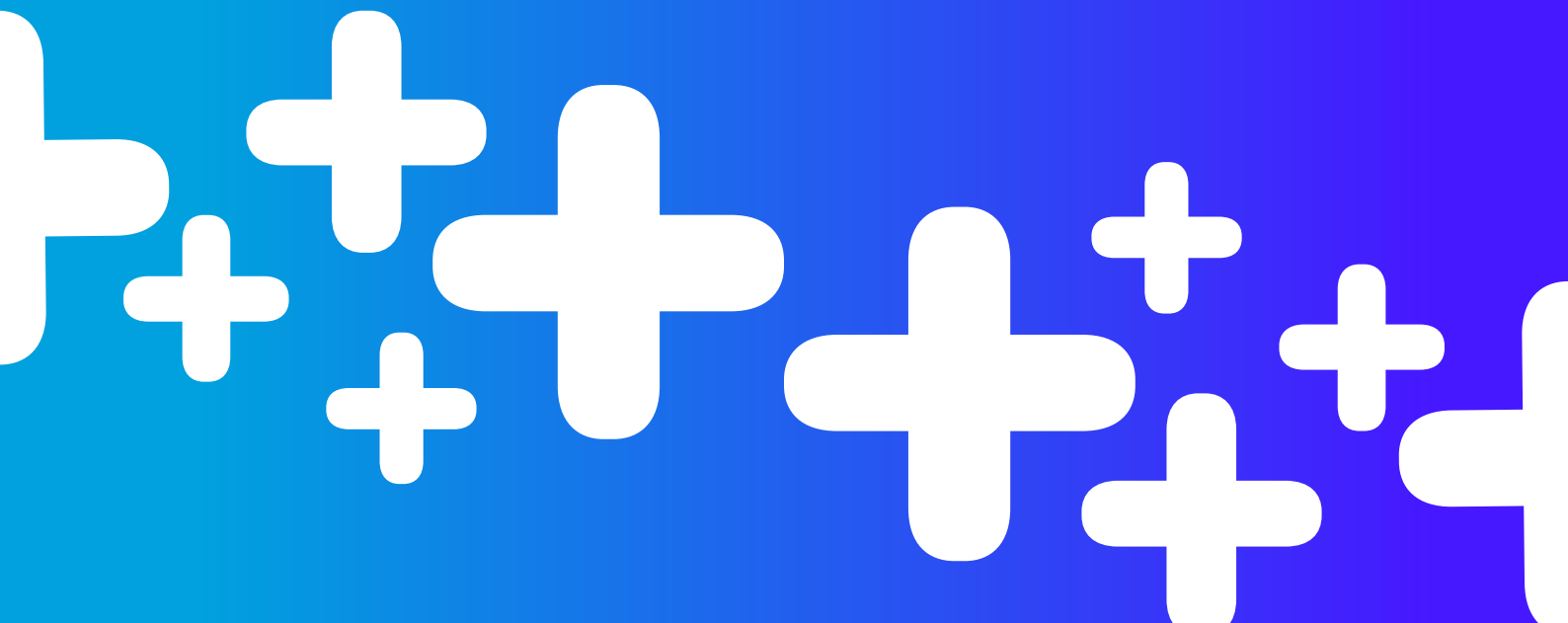
A digital strategy must be driven by people, acknowledging that they are the ones who give life and purpose to technology. Only through this approach can we create new business models that are not only efficient and productive but also capable of fostering lasting, hyper-personalized, and meaningful relationships. These are relationships where customers feel cared for and recognize the value of the omnichannel experience they have had.

Far from signaling the end of jobs, AI marks the beginning of a new era where workers can be more productive and valuable than ever before. Instead of focusing solely on how AI can take over tasks previously performed by people, we should think creatively about maximizing AI's potential to create new industries and roles for humans. Embracing AI in this way ensures continuous positive outcomes for workers.



The future of digital strategy lies in balancing technology and human expertise. By empowering people to lead, businesses can craft efficient, productive, and deeply personal models that resonate with customers. Artificial Intelligence should be seen not as a job disruptor but as a tool for creating new opportunities, driving productivity, and enhancing human potential.

**Adopting this mindset will enable organizations to build sustainable, customer-centric models that generate continuous value and establish lasting relationships.**



 <https://atento.com/en/>

**in Atento**

 **Technology**  
with human touch

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