



Leading in the Age of Messaging

Transforming Customer Engagement in Brazil with an AI Advantage

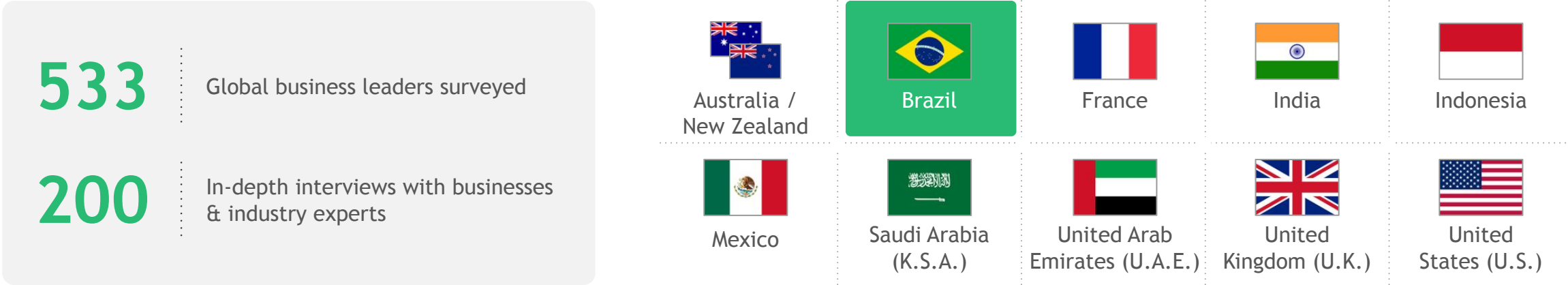
Insights from the 2025-2026 business messaging study across ten global markets

FEBRUARY 2026

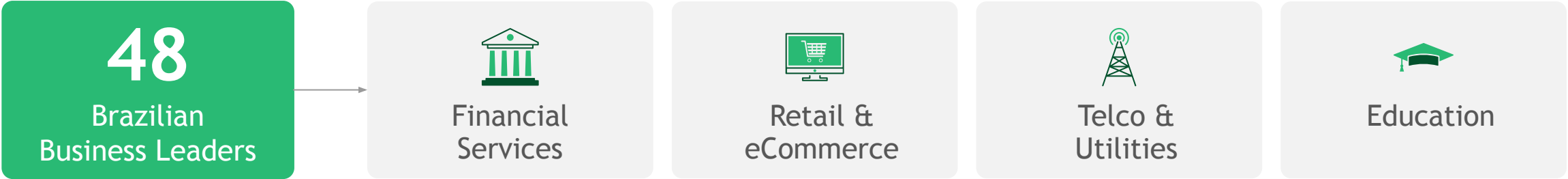


We conducted a deep-dive into the Brazilian business messaging ecosystem, as part of a broader 10 market global survey

Global 10-market report coverage



In Brazil, we went in-depth in our research across priority business messaging sectors



Source: BCG analysis; BCG CCI & Meta Enterprise Survey on Business Messaging (Dec 2025); expert inputs

For the study, we will use the terminology below to reflect different channels

Six 1-to-1 direct business messaging channels

 SMS	➤ Basic text-only messaging via cellular networks; no internet access needed
 Email	➤ Inbox-based messaging for direct or mass communication
 eCommerce (<i>Marketplace chat</i>)	➤ Direct multi-media messaging within online commerce platforms (e.g., Mercado Livre, Amazon Brazil, iFood)
 Company app	➤ Brand-owned messaging embedded within a website or mobile app of a company
 Social media messaging	➤ Direct multi-media messaging within social media platforms (e.g., Instagram Direct, TikTok Direct)
 Rich messaging	➤ Direct multi-media messaging via app-based or OS-based platforms that enables enhanced and interactive communication beyond basic text

Two subgroups of rich messaging



App-based rich messaging

App-native messaging platform designed for private and secure text, voice, and multi-media sharing (e.g., WhatsApp, Telegram, Messenger)



OS-based rich messaging

Device/OS-native messaging platform designed for private and secure text, voice, and multi-media sharing (e.g., iMessage, RCS)

Executive Summary

Starting Point

- 1 Brazil is a messaging-first market, with accelerating AI-adoption powering a rise in consumer expectations**
 - Brazil is already a messaging-first market, where presence no longer differentiates
 - With AI pushing customer experience toward more conversational and autonomous interactions, the brands that stand out are those who deliver **personalized journeys inside a single messaging thread**

Opportunities

- 2 Adoption lags potential: Rich messaging has high adoption and appreciation but few have scaled end-to-end**
 - While Brazilians acknowledge rich messaging's value, only 35% run interactive messaging and 40% offer full customer lifecycle conversations, leaving room to scale richer end-to-end interaction
- 3 Companies that scale rich messaging across functions report significant KPI uplift**
 - Enterprises that extend rich messaging across multiple use cases see as much as 2x improvement in CLTV
 - Leading Brazilian enterprises across industries are already proving the value of rich messaging

Path Forward

- 4 Brazilian enterprises can unlock the next generation of customer engagement by embracing five key success factors that contribute to a powerful rich messaging strategy**
 - Five key success factors: i) Designing journeys that match the right customers, use cases, and channels together, ii) building AI-ready data and tech foundations, iii) establishing a well-governed, integrated operating model, iv) leveraging a diverse set of partners, and v) establishing a unified, outcome-driven measurement framework

Brazilian customer engagement is evolving from digital interactions to personalized, in-thread agentic experiences

FROM

From

current landscape of Brazilian customer engagement



To

emerging future of Brazilian customer engagement



1. Shifting consumer expectations

Reactive **2-way interactions** triggered by user intent

Always-on, agentic experiences that are personal, seamless, and human-like



2. Evolving AI technologies

Predictive and Generative AI to deliver personal messaging at scale

Agentic AI that orchestrates journeys and completes transactions autonomously



3. Increasing enterprise sophistication

Tactical messaging channel primarily for campaign delivery and notifications

AI-enabled engagement backbone connecting intent to action in one in-thread flow

In Brazil's messaging-first landscape, presence is table stakes – differentiation comes from personalization and in-thread conversations

Brazil is a messaging-first market...

77%

say messaging is the preferred way for communicating with businesses

...where presence is expected, not differentiating

78%

state that they feel frustrated when a business doesn't offer messaging as a contact option

Differentiated value comes from personalized, in-thread conversations

75%

value receiving timely alerts, notifications, or updates

79%

trust a business more when they can exchange messages

80%

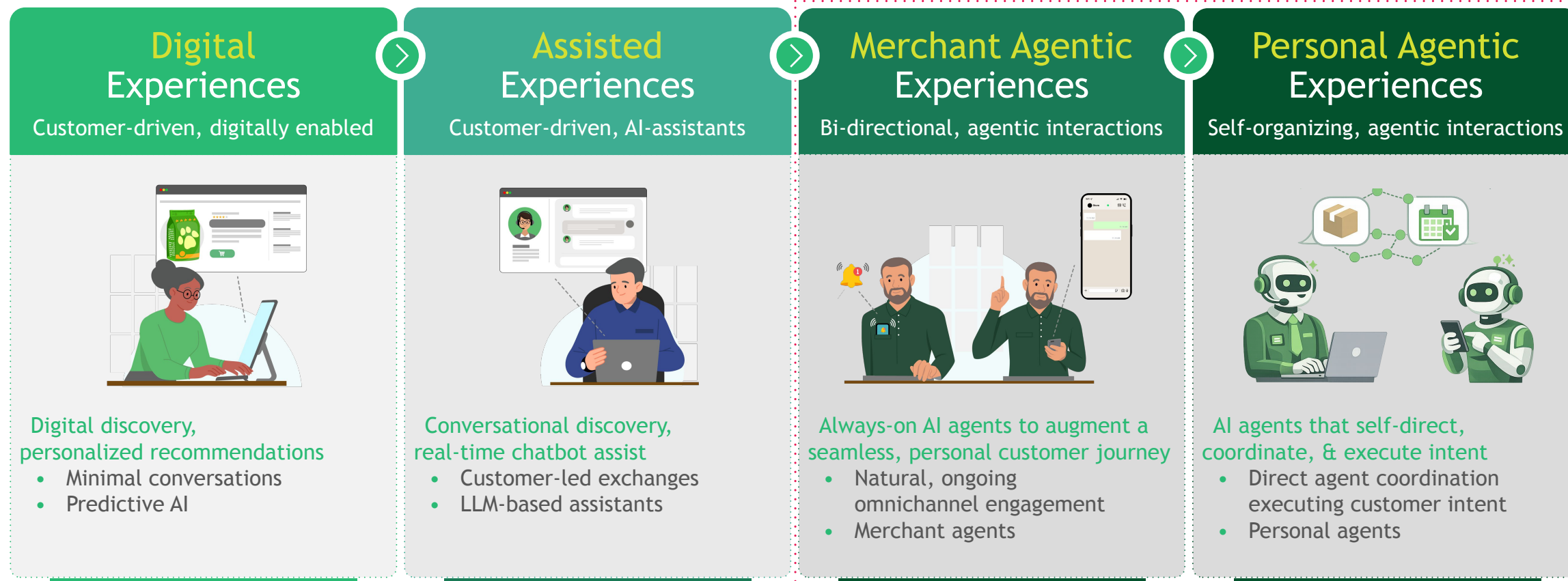
enjoy receiving personalized messages

To meet shifting needs, **enterprises must move towards broader engagement platforms** that allow **two-way interactions** and **personalization across the customer lifecycle**

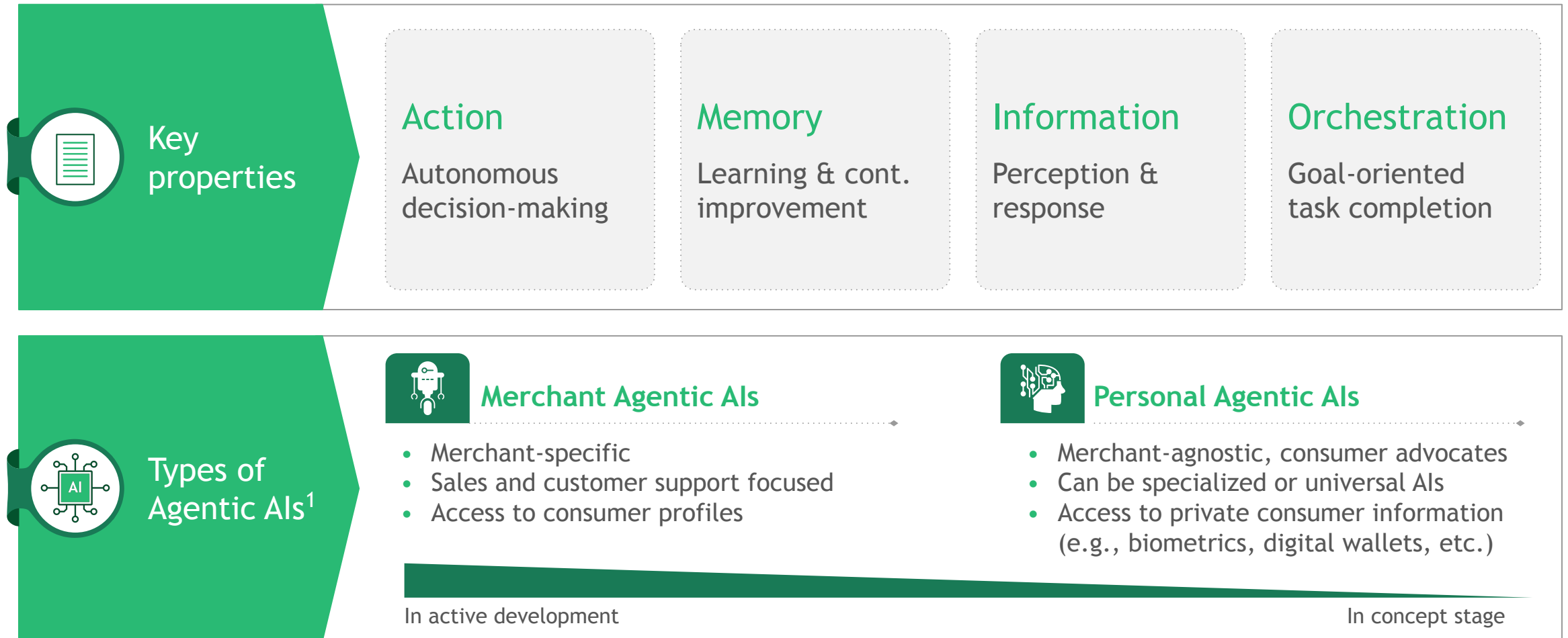
Recent advances in AI are amplifying this shift – expanding the potential of messaging to anticipate customer needs and act at scale

Low AI-support

High AI-support

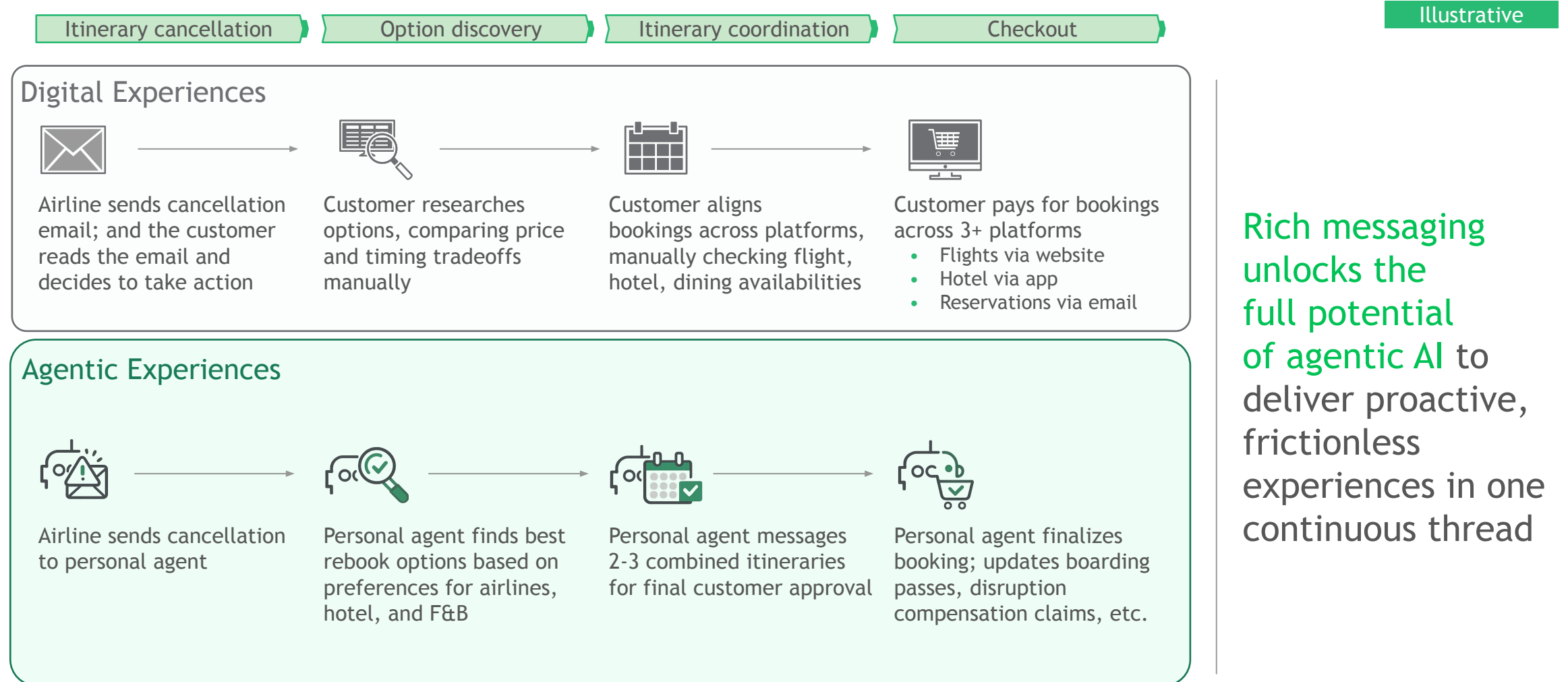
*Deep dive next page*

What is Agentic AI for Consumers?



1. Excludes Agentic AIs for internal business use
Source: BCG analysis; expert inputs

Agentic AI will transform customer experiences – autonomously translating customer intent to action



Rich messaging unlocks the full potential of agentic AI to deliver proactive, frictionless experiences in one continuous thread

Brazilian enterprises recognize rich messaging's potential to unlock value – yet execution is shallow, with majority only scratching the surface

Brazilian business leaders rank rich messaging as a top 2 channel across channel fit and economics metrics ...

...but only a few have adopted deeply, scaling two-way end-to-end engagements across the customer lifecycle

Brazilian ranking of channels associated with each statement			Rich Messaging ¹
Channel Fit	User Base	Reach	1 st
		Interactive	2 nd
		Attribution	2 nd
	Feature Sets	AI-Readiness	2 nd
		Security	1 st
		Verified message delivery	1 st
Channel Economics	Margin of Interaction	Competitive pricing	2 nd
		High message visibility	1 st
		Flexible workflows	1 st
	Channel Investment	Ease of onboarding	2 nd
		Reliable support ecosystem	1 st
	Opportunity Cost	Complements existing channels	1 st

35%

say they run two-way interactive messaging²

34%

say they run end-to-end conversations across the customer journey²

1. Rich messaging includes both app-based and OS-based rich messaging

2. Q: "Which statement best describes your company's current use of direct 1-to-1 customer communication? Note: N=48 (Brazilian business leaders from large enterprises)

Note: X represents the hierarchy of top 3 channels associated for each statement. Ranking basis 7 channels of customer communication (rich messaging, company website/ app chat, email, SMS, social media, voice calls & marketplace chat). N=48 (Brazilian business leaders from large enterprises)

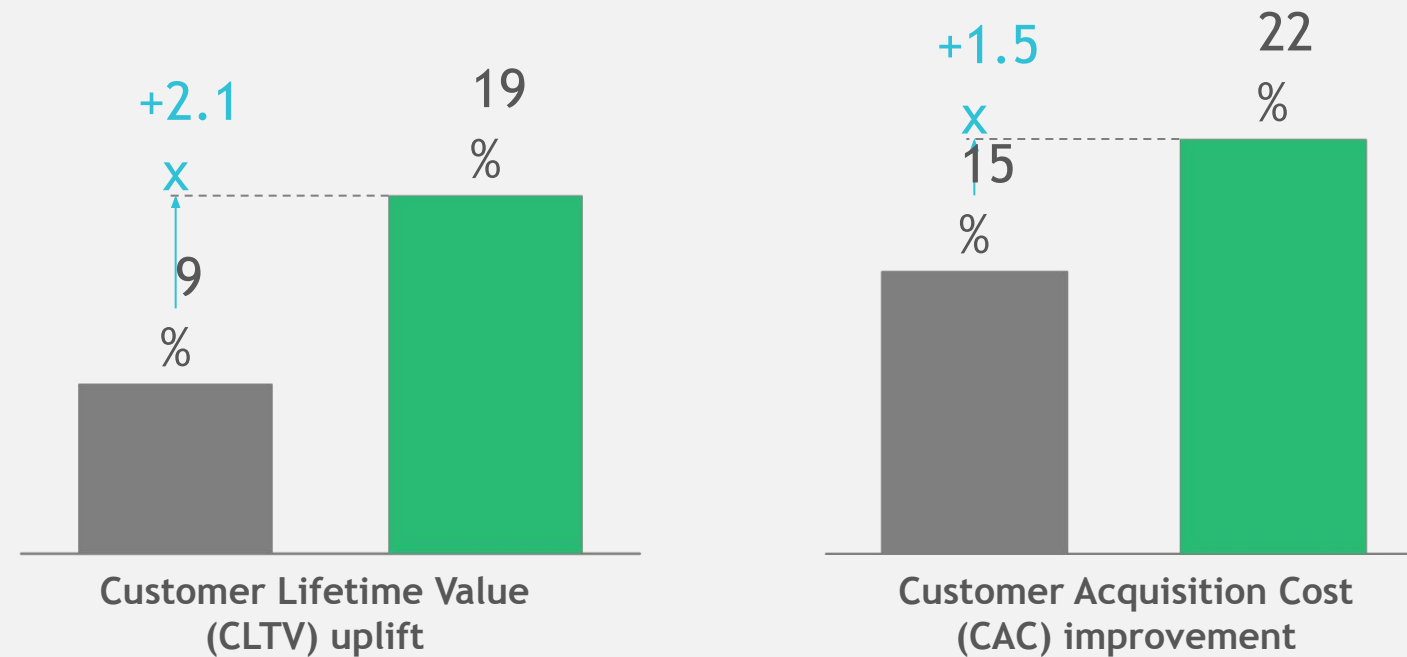
Source: BCG CCI & Meta Enterprise Survey on Business Messaging (Dec 2025); BCG analysis

Those who are using rich messaging for two or more use cases report an even higher uplift—highlighting the compounding value of lifecycle-wide deployment

KPI uplift

% uplift seen by enterprises in global markets using rich messaging¹

■ 1 use case type ■ 2+ use case types



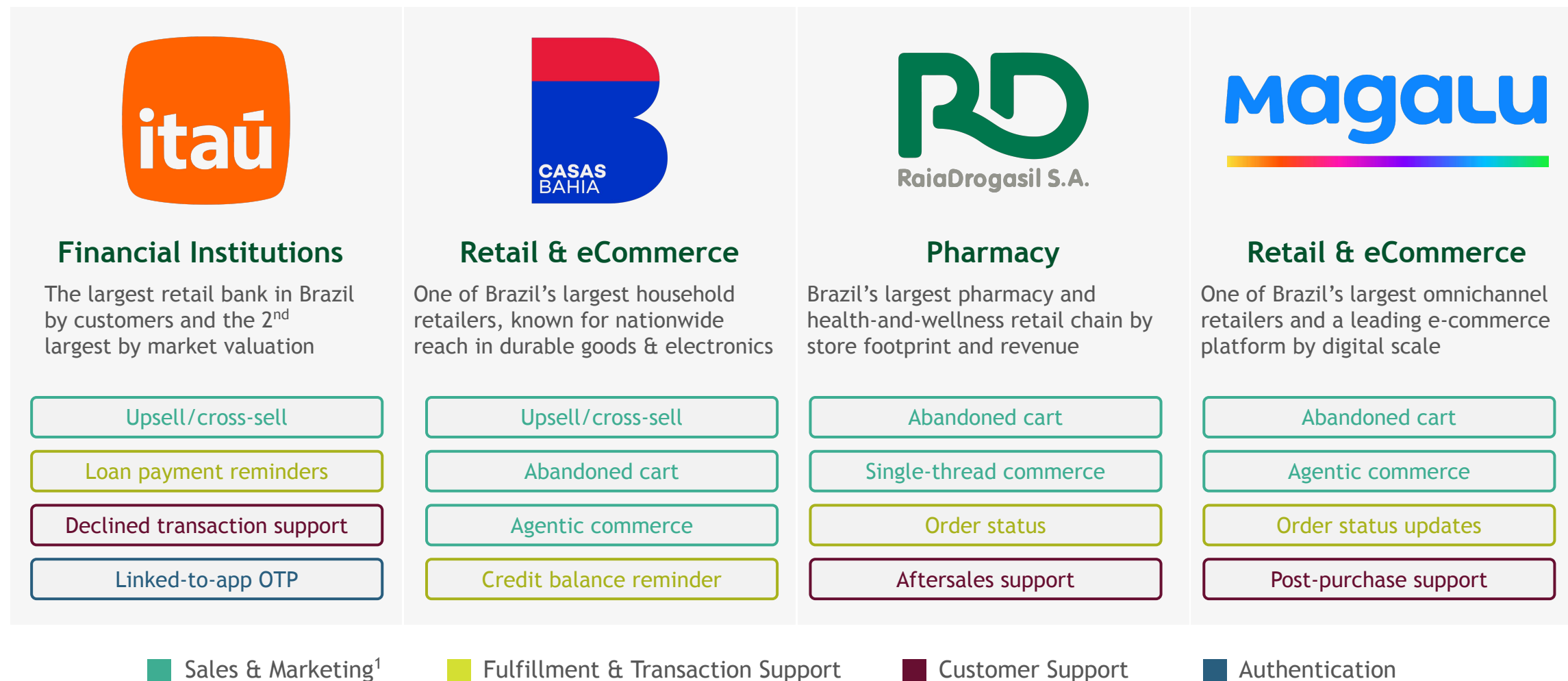
Multi-use-case adoption multiplies returns

Enterprises using rich messaging for two or more use cases report **~2x the KPI uplift** than those using it for only one, highlighting the **compounding value of lifecycle-wide deployment**

Note: XX% denotes uplift on KPI when using rich messaging vs previous channel N= 136 (1 use case type); 158 (2+ use case types); Global business leaders from large enterprises
Source: BCG CCI & Meta Enterprise Survey on Business Messaging (Dec 2025); BCG analysis

Several enterprises have already demonstrated how rich messaging successfully delivers incremental returns when adopting diverse set of use cases

Illustrative



1. Includes both business-initiated and customer-initiated conversations
Source: BCG analysis; expert inputs

Financial Services

Sales & Marketing

Fulfillment & Transaction

Customer Support

Authentication

Itaú uses WhatsApp to resolve critical touchpoints instantly, at massive scale and lower cost

Itaú Unibanco



The largest retail bank in Brazil by customers and the second-largest by market valuation

Vertical: Financial services

Size: +70M clients

~\$69B market cap in 2024

Operates in 18 countries across Americas and Europe

What they were solving for:

- Shift from fragmented interactions to a high-confidence conversational platform that extends the bank's super app, its primary channel, into critical everyday moments
- Focus on moments of truth where trust and speed matter most: payment declines, fraud alerts, recovery and secure authentication

How they leveraged rich messaging as a solution:

Itaú built a secure WhatsApp platform, launched high-value journeys and transactions, and scaled it with strong data and governance

- Built platform-first architecture to run WhatsApp at scale
- Enabled end-to-end journey ownership across recovery, fraud, service, and marketing to drive engagement and conversion lifts
- Dedicated operating model with cross-functional teams, governance, and analytics
- Set up trust & security by design, enabling Pix for authentication and identity solutions
- AI-enabled orchestration to determine the “next best conversation” with a customer, part of a defined roadmap to agentic AI

Impact achieved

- + Double-digit uplift in recovery results
- + Multiple times lower cost vs. traditional channels



“WhatsApp is no longer just a service channel for us. It has become a trusted banking surface, where customers can securely resolve their most critical moments - from fraud to payments - on their own terms.”

- Juliana Yamana,
Superintendente
Digital Products

Retail and eCommerce

Sales & Marketing

Fulfillment & Transaction

Casas Bahia turned WhatsApp into a conversational sales channel that meets how Brazilians want to shop

Casas Bahia



One of Brazil's largest retailers with a nationwide store network

Vertical: Electronics & furniture retail

Size: +1,000 stores
+ 12,000 in-store sales agents

What they were solving for:

- **Best-in-class credit journey**, providing full visibility on credit availability and tailored offers to consumers
- **Assisted sales at scale, anywhere, anytime** - supporting Brazilians on their most relevant, high value purchases
- **Fit with consumer channel preference**, communicating on WhatsApp

How they leveraged rich messaging as a solution:

- **Launched personalized abandoned cart and credit campaigns**, driving CDC (Carnê Digital) uplift and re-engagement
- **Built a conversational commerce solution** - effectively the best Casas Bahia sales rep, available 24/7
- **Created a continuous learning loop**, refining journeys based on real customer behavior on WhatsApp
- **Enabled rich interactions:** product comparisons, online-to-offline flows, voice, image, assisted sales and even stickers / emojis
- **Fast and value-focused deployment** - prioritized high-impact use cases and partnered closely with consulting and tech partners to launch a best-in-class solution, at scale, in only 3 months

Impact achieved

3x

increase in
add-to-cart rate
(WhatsApp vs. Web)

>5%

of in-store sales
originated
from WhatsApp

“

“WhatsApp plays a pivotal role in our revenue mix. Combined with AI, it's transforming how our customers discover, compare, and buy products.”

*- Gustavo Pimenta,
Executive Director
Commercial*

Retail and eCommerce

Sales & Marketing

Fulfillment & Transaction

Customer Support

Magalu unlocked 3x higher conversion by transforming WhatsApp into a full end-to-end AI commerce channel

Magalu

The Magalu logo consists of the word "Magalu" in a bold, blue, sans-serif font. Below the text is a horizontal bar with a rainbow gradient, transitioning from red on the left to blue on the right.

One of Brazil's largest omnichannel retailers, serving mass-market consumers

Vertical: Home goods and electronics retail marketplace

Size: +1,250 stores

What they were solving for:

- **Simplified customer journey** to solve slow traditional digital journeys, especially for customers who prefer to “solve everything in conversation”
- **Unified customer interaction on WhatsApp**, turning it into an intelligent personal assistant that complements all channels

How they leveraged rich messaging as a solution:

Magalu turned WhatsApp into a complete AI commerce engine, powered by a multi-agent and multidisciplinary build

- **Built a fully conversational AI commerce journey** — product discovery, payment (Pix/credit), and post-sales all inside WhatsApp
- **Developed the “Brain of Lu”, a multi-agent AI system** using open-source models, and Magalu Cloud for security and low latency
- **Mobilized a multidisciplinary team** (product, engineering, data, CX) to accelerate architecture, technical build, and AI vision
- **Transformed a previously transactional channel** into a full end-to-end shopping experience

Impact achieved

3x

higher conversion on WhatsApp vs traditional app

75%

transactions completed via Pix-integration in WhatsApp

“

“AI-enabled WhatsApp delivers a seamless, high-conversion journey—reducing friction, accelerating decisions, and transforming how customers shop.”

*- Ricardo Querino,
Customer Experience
Director*

Retail and eCommerce

Sales & Marketing

Fulfillment & Transaction

Customer Support

RD used WhatsApp to automate service, reduce call center demand, and accelerate its conversational commerce

Raia Drogasil



Brazil's largest
pharmacy chain

Vertical: Pharmacy
retail

Size: +3,500 stores
\$9B of annualized
revenues (3Q'25) with
digital channels
representing 27% of
total revenue

What they were solving for:

- **Reduced reliance on call center** given high cost-to-serve
- **New digital channels** to expand reach and convenience, in line with consumer preference for WhatsApp
- **Unified service journeys**, streamlined post-sales, improved order visibility, and laid the foundation for conversational commerce

How they leveraged rich messaging as a solution:

- **Rolled out a phased WhatsApp roadmap:**
 - **Phase 1 - Post-sales automation:** order tracking, pickups, returns, and bot-led retention
 - **Phase 2 - Utility messages:** proactive order updates driving a sharp drop in call center contacts
 - **Phase 3 - Conversational commerce:** natural, generative shopping flows with concierge escalation
- **Unified governance** with a dedicated WhatsApp lead to align operations, sales, marketing, and B2B
- **Modernized tech & capabilities**, bringing in new professionals and tech partners, focused on conversational skills

Impact achieved

3pp

reduction in call
center contact rate
within 2 years

2/3

contacts completed
through AI bots



“As soon as we shifted post-sales and utility messages to WhatsApp, we significantly reduced call center volume and retained two-thirds of interactions with intelligent bots.”

*- Diego Kilian,
Director of Digital
Channels & Marketplace*

Across successful enterprises globally – five key success factors identified for an effective business messaging implementation



- 1 Holistic and tailor fit messaging strategy**
Design journeys that match the right customers with the right channels and use cases with consent and trust built in
- 2 AI-ready data and tech foundations**
Build strong data and tech foundations that unlock AI-enabled scale and new journeys
- 3 Integrated operating model**
Break siloed execution through executive sponsorship and an integrated operating model
- 4 Orchestrated partnership ecosystem**
Leverage a diverse set of partners/vendors to build enterprise capabilities and accelerate adoption
- 5 Unified value-based measurement**
Establish a unified, outcome-driven measurement framework to power test-and-learn

Multi-dimensional capabilities must be built for a successful implementation

Value Identification and Journey Design

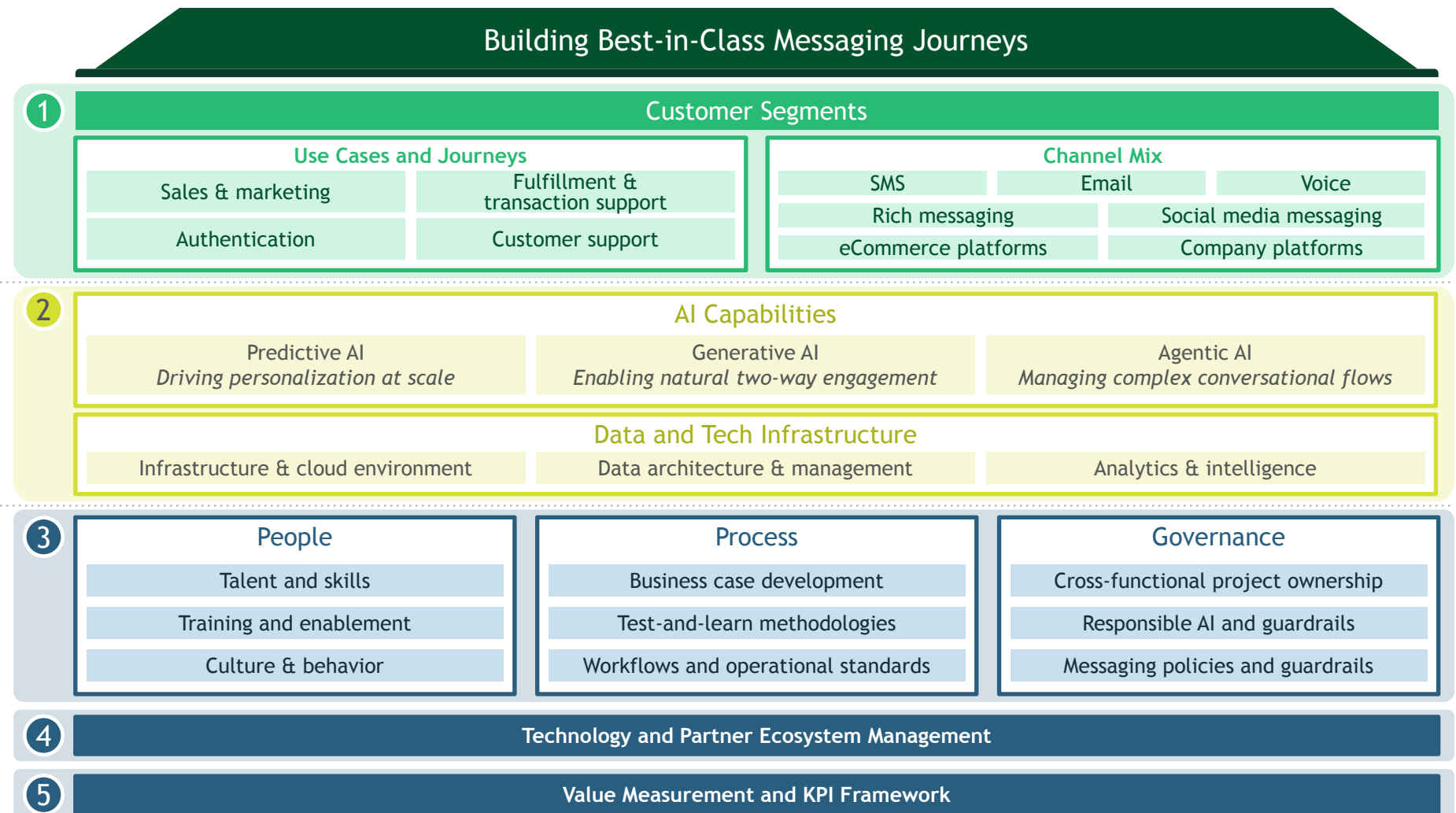
Define who to engage, what to say, and through which channels

Data, Technology, and AI Enablement

Define how messaging is powered, personalized, and scaled

Operating Model and Governance

Define who owns, how to execute, and how to measure results



2 Agentic AI leverages but does not replace Predictive & Generative AI The “Prefrontal Cortex” of AI

PREFRONTAL CORTEX

Agentic AI & Execution

Observes, plans, and acts autonomously

Leverages both predictive and generative AI

LEFT BRAIN

Predictive AI & Optimization

Structured tasks

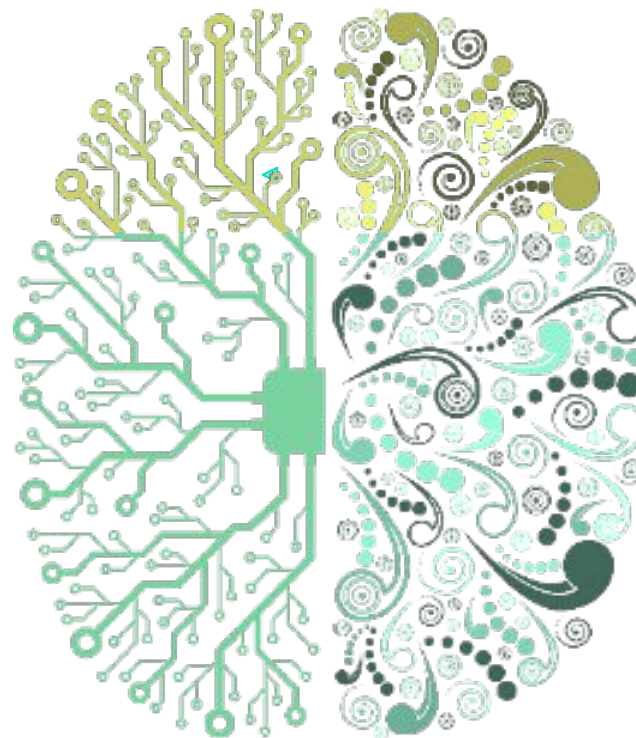
Highly explainable

RIGHT BRAIN

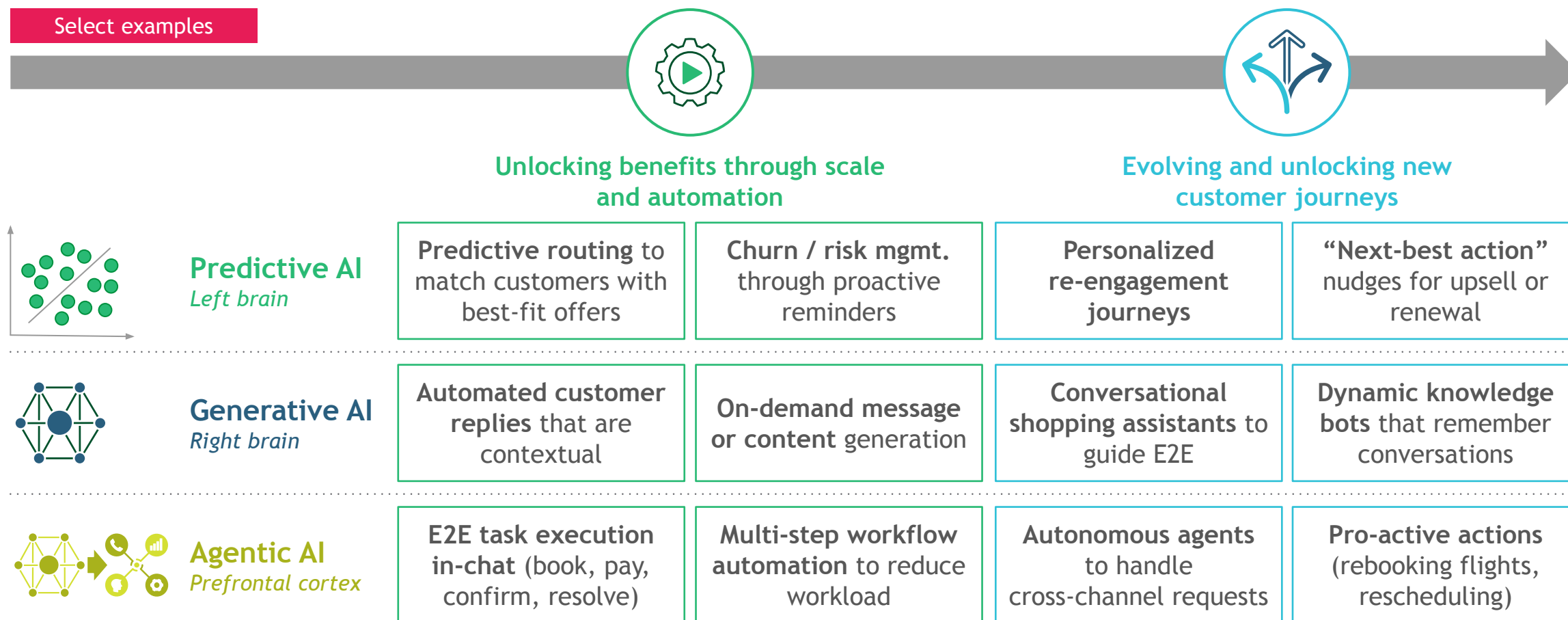
Generative AI & Creativity

Unstructured problems

Creative, imaginative, associative, and open-minded



2 AI is unlocking more opportunities for business messaging, both from driving scale benefits and unlocking new customer journeys



Enterprises who move decisively to enable rich messaging end-to-end across the customer lifecycle will **drive growth, deepen customer relationships, and shape the future** of customer engagement

- 1 **Advance from adoption to AI-enabled execution**
With messaging already deeply embedded in daily interactions, enterprises are well-positioned to lead in using AI to deliver scalable, human-like experiences.
- 2 **Scale across the lifecycle to unlock maximum value**
Extending messaging beyond sales & marketing to include fulfillment & transaction support, customer support, and authentication can drive ~2x improvements in CLTV and CAC
- 3 **Align teams through coordinated execution**
The greatest gains come when rich messaging is deployed as a unified strategy across marketing, customer service, operations, risk, and technology—not in siloed deployments.
- 4 **Strengthen data and tech infrastructure**
High-performing enterprises invest in AI-ready systems that support personalization, automation, and journey orchestration at scale
- 5 **Operate with disciplined, outcome based measurement**
Impact is sustained when organizations align on clear, cross-functional KPIs tied to business outcomes—not just engagement.



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