

**Organisation**  
Nedbank Ltd

**Industry**  
Financial Services

**Country**  
South Africa

**Products and Services**  
ServiceTracka

**Key Benefits**

**Retail Bank Customer Service Scores have shown consistent improvement since the introduction of the system in 2001.**

**Customer perception about the time they wait to be served has fallen significantly as operational processes and procedures have been streamlined.**

**There is greater staff awareness about the importance of customer service and delivery to retail banking profitability.**

**A branch culture has been created where customer service is "top of mind".**

**Staff accept and respond well to the system because they are involved in the process of generating action plans for improving customer service.**

**1. INTRODUCTION  
TO NEDBANK**

The Nedcor Group is one of South Africa's leading financial organisations with assets in excess of R250 billion (£22 Billion). The holding company, Nedbank Limited is listed on the London and Johannesburg Stock Exchanges and holds four banking licenses in various countries and territories.

Nedbank has an international presence through retail and commercial outlets in London, the Isle of Man, Singapore, Hong Kong, Beijing and sub-Saharan Africa.

The group structure has been set up to optimally service their varied and diverse client base. The size of the merged group allows local specialisation, while still enabling the group to offer a full range of banking services to corporate, commercial and retail clients.

Through the composition of merged core businesses and alliances Nedbank has:

- one of the largest retail banking footprints in South Africa
- a highly successfully bank assurance and wealth management model
- a strong focus on client franchises and is a powerful force in

corporate and investment banking through Nedbank Corporate.

**2. KEY BUSINESS OBJECTIVES**

Improve group profitability through:

- Aggressive cost cutting
- Technological leadership
- Six Sigma process efficiency
- Revenue enhancing programmes including:
  - The retention of existing clients and expansion of the range of products used by these clients through superior client service.
  - Differentiation by focusing on customer service and customer experience management.
  - Central management of the group's interest rate risk and foreign exchange exposure.

"One of our critical success factors is to understand our customers' requirements. The Customer Feedback System helps us to set targets and measure whether we or not we are achieving them."  
*Area Operations Manager*

### **3. HOW AND WHERE DOES NEDBANK USE THE SERVICE TRACKA?**

The ServiceTracka from CFS enables clients to continually monitor service-related performance from a customer's perspective, when dealing with the bank's service representatives.

Real-time feedback is used to identify areas of improvement and immediate steps are taken to rectify any areas of concern by involving staff and managers to devise service action plans at weekly Service Action Plan Meetings.

Daily ServiceTracka reports are used by branch managers to highlight areas of opportunity and immediate action is taken to improve processes and procedures where this is deemed necessary.

This simple routine creates vital learning opportunities as staff are able to see the very real, tangible impact that their behavior and attitude has on customer satisfaction, in real time.

Nedbank's Retail Banking division has increased its core profitability measures significantly as customers are increasingly satisfied with their level of service, which has resulted in superior customer retention

and same-branch earnings growth.

### **4. NEDBANK'S SERVICE MANAGEMENT STRATEGY**

The Customer Feedback System has been wholly incorporated into Nedbank's service management strategy.

Results from feedback devices are combined with other business measures to give an overall customer service score and targeted improvements are undertaken at a branch, regional and national level.

The Customer Feedback System is currently installed in excess of 400 Nedbank branches situated throughout South Africa with over 2000 devices in use at various Teller, Enquiries and Forex counters in Nedbank's branches.

Customer feedback from all branches is transmitted electronically to a secure central database that is hosted and managed by CFS.

CFS compiles daily and weekly operational reports that are emailed to each branch. In addition to this, branch results are cascaded up all management levels to ensure local, regional and executive management are held accountable for customer satisfaction scores

in branches that they are responsible for overseeing.

CFS Devices are monitored daily by a dedicated technical helpdesk to ensure that all are working smoothly. All data is monitored and cleaned by CFS' in house data warehouse specialists and research analysts.

Nedbank receives approximately 400 000 customer surveys monthly, making this an extremely cost effective operations management and service monitoring tool. Feedback is cascaded throughout the business and used to drive improvements in service levels by all stakeholders.

It is this level of heightened awareness, coupled with quick, efficient, weekly staff service improvement meetings, during which all stakeholders are engaged and are encouraged to suggest plans to improve service, that has resulted in a change of the group's internal culture and staff attitude to improving customers' experiences.

"The benefit of the Customer Feedback System is that the information is available the following day..enable(ing) us to take action 'in-flight', to ensure that service levels remain high.  
*Area Operations Manager*

### 5. RESULTS

- The volumes of customers surveyed and response rates have steadily increased in each region.
- Customer Service Scores have consistently improved since the introduction of the system in 2001.
- Customer's perception about the time they wait to be served has improved significantly as operational processes and procedures have been streamlined.
- There is greater staff awareness about the importance of customer service and delivery to retail banking profitability.
- A branch culture has been created where customer service is "top of mind".
- Staff accept and respond well to the system because they are involved in the process of generating action

plans for improving customer service.

- By changing the questions, Nedbank receives feedback from customers on several key issues which has been used as a strategic input into the group's planning and decision making processes.

### 6. THE BUSINESS BENEFITS

The use of CFS in Nedbank has allowed the group:

- √ To obtain information on important issues from a key stakeholder – their customers.
- √ To obtain this information on a real-time basis, allowing for a rapid and appropriate response.
- √ To have a sound basis for tactical and strategic decision making processes.
- √ To benchmark customer service across all branches and over time, improving

competitiveness and improving standards across the business.

- √ To improve customers' Goodwill by demonstrating that the bank cares about what they really think.
- √ To report significantly greater customer retention and satisfaction levels.
- √ To achieve greater levels of staff participation in the decision making process, leading to greater staff retention and satisfaction.
- √ To use the CFS process to reinforce training, corporate values and culture.
- √ To encourage greater accountability for customer experience management.
- √ To avoid time consuming and expensive methods of gathering, analysing and reporting on customer feedback.

"The system has created healthy internal competition between staff in the branches and between branches in each area and region."  
*Regional General Manager*



It is an excellent measurement tool for management, for establishing the quality of service in the branch."  
*Branch Manager*

CFS Offices Worldwide

• Dallas • Toronto • London • Lagos • Johannesburg • Dubai • Kuala Lumpur • Singapore • Jakarta • Sydney • Auckland