



Case Study: Nedbank

About the Company

Nedbank Group Limited is a bank holding company, which operates as one of the four largest banking groups in South Africa through its principal banking subsidiaries, Nedbank Limited and Imperial Bank Limited, in which it has a 50,1% interest. The company's ordinary shares have been listed on JSE Limited since 1969.

The group offers a wide range of wholesale and retail banking services through three main business clusters: Nedbank Corporate, Nedbank Capital, and Nedbank Retail. Nedbank Group focuses on southern Africa, with the group positioned to be a bank for all – both from retail and a wholesale banking perspective. The principal services offered by the group are corporate and retail banking, property finance, investment banking, private banking, foreign exchange and securities trading. Nedbank Group also generates income from private equity, credit card acquiring and processing services, custodial services, collective investments, trust administration, asset management services and bancassurance.

Business Objectives

- Improve profitability through:
- Retention of existing clients and expansion of the range of products used by clients achieved through superior client service
- Differentiation through strategic focus on customer service.
- Aggressive cost cutting
- Technological leadership
- Six Sigma process efficiency
- Central management of the group's interest rate risk and foreign exchange exposure

CFS Implementation

- The Customer Feedback System (CFS) has been incorporated into Nedbank's service management strategy. Results from the feedback devices are combined with other business measures to give an overall customer service score
- CFS is installed in 200 Nedbank branches situated throughout South Africa. There are over 1200 feedback devices positioned at Teller, Enquiries and Forex counters in the branches
- CFS devices gather real-time customer feedback. Customer feedback from all branches is transmitted electronically to a secure central database that is hosted by CFS
- CFS compiles daily and weekly operational reports that are emailed to each branch. Appropriate versions, reflecting the results from within their areas of responsibility are also sent to area and regional managers



- Devices are monitored daily by the CFS technical helpdesk to ensure that all is working smoothly. Customer feedback information is monitored daily by CFS analyst
- Nedbank receives over 300,000 responses every month from customers. This feedback is cascaded through the business and used to drive improvements in service levels

Benefits Delivered

The use of CFS has allowed Nedbank:

- To obtain information on important issues from a key stakeholder
- To obtain this information on a real-time basis, allowing a rapid and appropriate response
- To have a sound basis for tactical and strategic decision making
- 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 business cares about what they think
- To improve customer retention
- To achieve greater levels of staff participation in the decision making process, leading to greater staff retention
- To use the process to reinforce training, values and culture
- To encourage greater accountability for customers, thereby improving the customer experience.
- To avoid the old time consuming and expensive methods of gathering, analyzing and reporting on customer feedback

Customer Speak

"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, Nedbank