



# Beyond satisfaction, towards delight

2024 Kenya Banking Industry  
Customer Experience Survey

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# Digital transformation

Insights-driven solutions that can help transform your organization—for a connected, powered and trusted future.





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# Foreword

The banking industry in Kenya has remained one of the dominant industries in being attuned to the needs of their customers and remaining agile in the way they serve their customers.

Since the COVID-19 pandemic, the banking customers' needs have significantly shifted causing banks to be innovative in ways of accessing and effectively serving their customers.

Adoption of digital tools and a shift in the daily business process has seen market leaders gaining the customers share of wallet and maintaining their status as the customers bank of choice.

This report looks at the current customer trends across the Kenyan market and its effects on a bank's revenue.

A survey was independently conducted across the country to have an in-depth look at the customer needs, customer behaviour, customer service across the banks in the country and KPMG has put together these insights for your consumption.

We urge you to have a look at these insights and get in touch with us for further conversations.



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01



# About the research





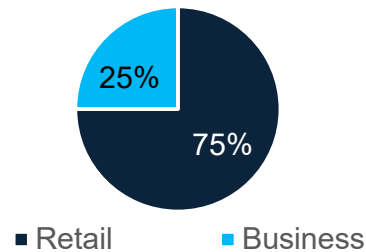
# The survey was conducted in 3 regions within Kenya

The research was conducted in three regions covering Nairobi region, Coast Region and Western region to obtain nuanced information on customer experience across the country.

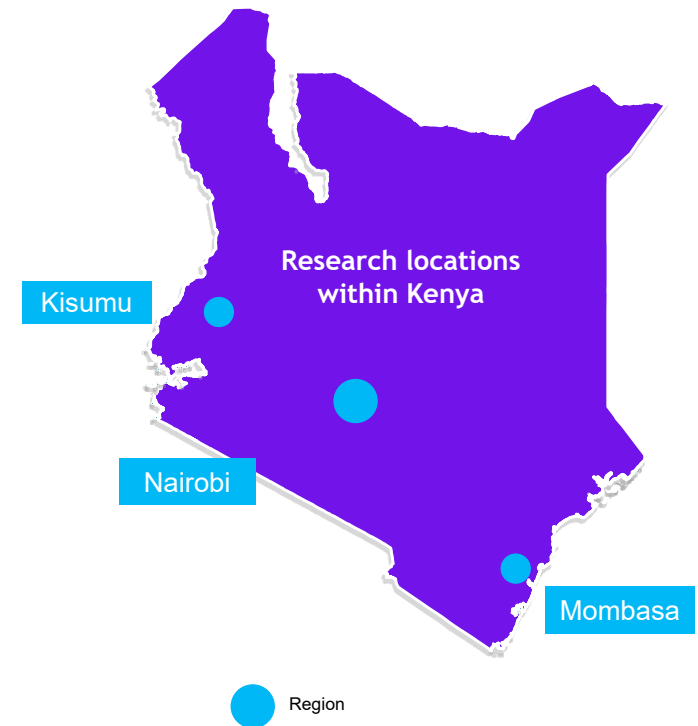
The sample contained 75% of retail customers and 25% of business customers.

A total of 886 customers were interviewed in the three regions.

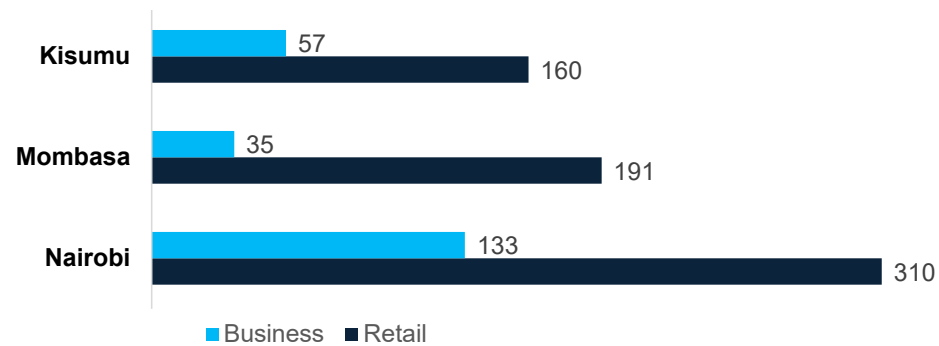
### Respondents Category



### Map indicating counties selected for field research



### Respondents sample size by region





# Retail respondents survey demographics

**661**

Total number of the survey respondents

**533**

Of respondents are banked

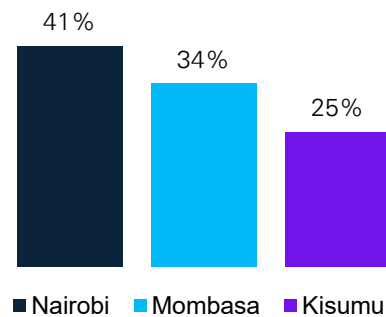
**128**

Of respondents are unbanked

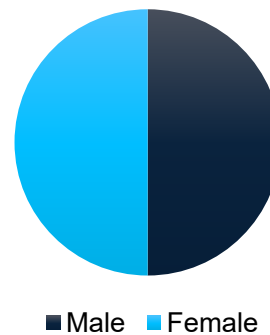
**32**

Average age of the respondents

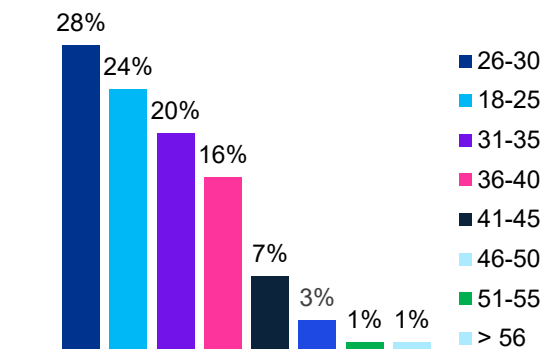
Town Distribution



Respondent Gender Distribution



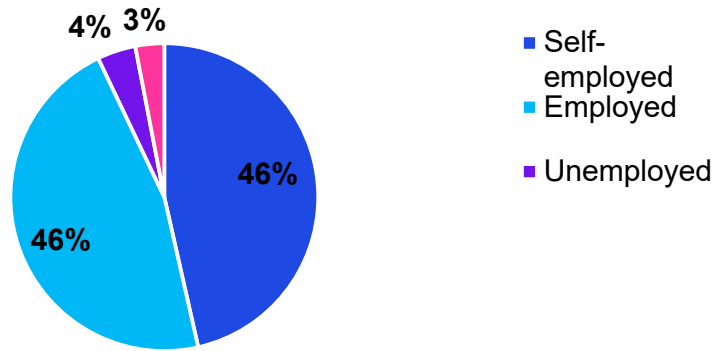
Age Categories



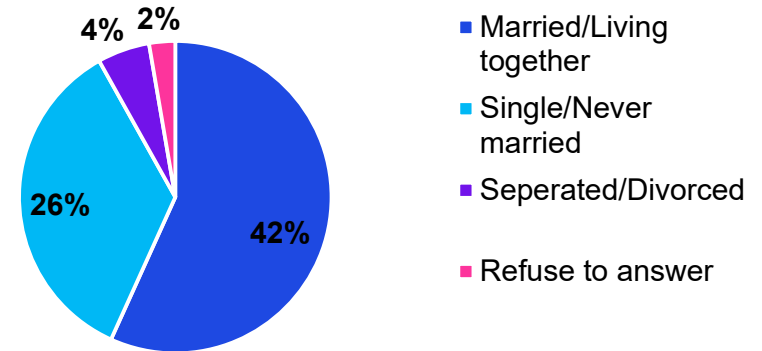


# Survey demographics

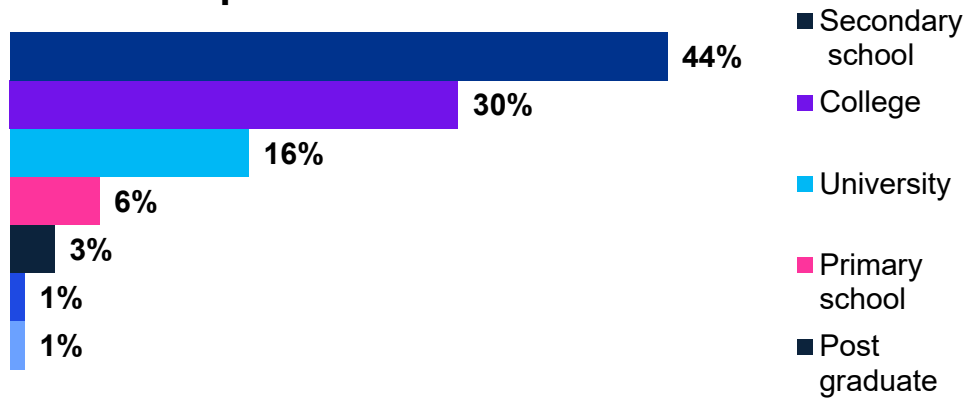
### Respondent Employment Status



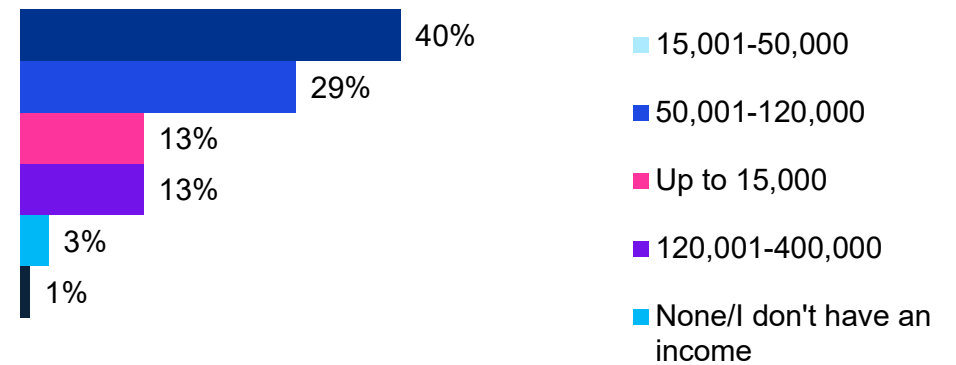
### Respondent Marital Status



### Respondent Education Level



### Respondent Gross Income Range





02



# Customer in the Kenyan market



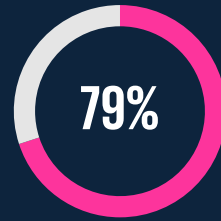


# Customer Statistics in Kenyan Banking Industry

Kenya is one of the leading countries with high financial inclusion rates in Sub Saharan Africa with about 79% of the population with active accounts in financial institutions.

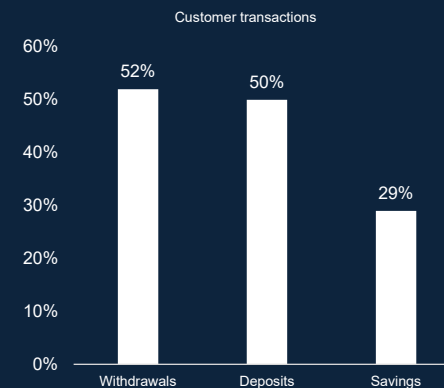
## 39m

Number of customers served by banks in Kenya\*



% of adults with an active account in Kenya

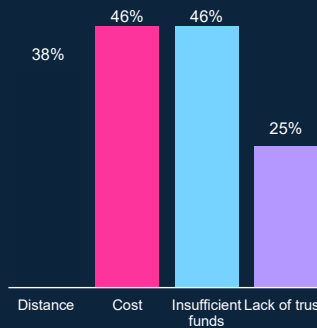
### Main transactions done by Kenyan customers



## 85%

Own a mobile phone

Reasons for not having an account with a financial institution



## 38

Number of licensed commercial banks in Kenya



## Kes 6,589.8B

Net Assets of Commercial banks in Kenya

## 44%

Used a debit/ credit card

Source : World Bank Findex Data, Central Bank of Kenya



# Customer Experience Survey Key Statistics

## Services accessed by banking customers

Bank customers surveyed access three main services, Account withdrawals, deposits and funds transfers

**50%** Access withdrawals

**34%** Access deposits

**5%** Access fund transfers

## Channel preference by banking customers

Customers surveyed prefer mobile app, branch, and bank agents to access bank services

**42%** Mobile app

**24%** Branch

**14%** Agent

## Customers ambitions in the medium and long term

Customers surveyed have desires which they need banks to financial products too meet this needs in the medium to long term

**13.7%** Desire to own a home

**13.8%** Desire to buy land

**9.8%** Desire to educate children

## How do customers spend their money

Retail and business customers surveyed spend their money to meet different needs

**17%** Spend on food

**17%** Spend on housing /rent

**11%** Spend on education

**8.5%** Spend on clothing

## NPS Scores by both retail and business customers

We have ranked the customers responses to give the Net Promoter Score

**8** The retail customers Net Promoter Score (NPS) is 8 out of 10

**8.5** The business customers Net Promoter Score (NPS) is 8.5 out of 10

Source : KPMG Customer Survey Results

03



# KPMG customer lenses





# The following comprehensive frameworks will be leveraged to assess customer experience

**KPMG leveraged a 3-pillar assessment framework to customer experience across both banked and unbanked retail and business customers**

## 5 MY framework

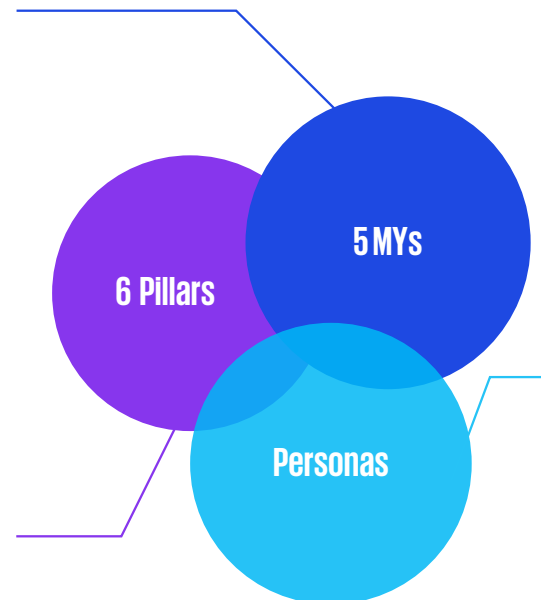
KPMG has created the 'Five Mys' framework to help companies understand the trade-offs between purchase decisions across the breadth of the customer wallet. Part of the KPMG Customer Insight Program: Me, My Life, My Wallet – the Five Mys highlights the importance of looking beyond demographics into what really drive us. The 5 My framework encompasses **My motivation, My attention, My connection, My watch and My wallet.**

## Six Pillars of great customer experience

To meet today's expectations, KPMG has identified six research-based traits that we call the Six Pillars of Customer Experience Excellence. They are the design principles that help market leaders create superior customer experience.

The pillars are rooted in human psychology and motivation.

**Integrity** is the foundation stone of every relationship, **Resolution** triggers the service Recovery paradox, where fixing a problem heroically actually improves customer advocacy, Our brains are **Expectation** engines reliant on accurate expectation setting, **Time and Effort** reflects the psychological Law of Least Effort where we will choose the easiest path, **Personalisation** plays to our Ego and sense of self, and **Empathy** to our need for emotional intelligence.



## Personas

Personas are hypothetical archetypes of a group of people - representing their key behaviours, attitudes, skill levels, goals and aspirations.

A persona clarifies who is in your target audience by answering the following questions:

- Who are my ideal customers?
- What are the current behavior patterns of my users?
- What are the needs and goals of my users?
- What issues and pain points do they currently face within the given context?

Understanding personas help tailor propositions effectively and personalise customer engagement.



# Understanding KPMG's Five Mys framework

Faced with the ever-changing consumers, organisations need a fresh approach to help understand the complex, underlying and interconnected drivers of human decision making.

As consumers, our choices have always been influenced and governed by multiple factors, but never has this been as complex and subject to disruption as it is today. This was KPMG's impetus to develop the Five Mys framework, designed to help identify what consumers value in an experience, understand the moments that matter to them, get smarter about the connections that contextualize their lives, and learn about the trade-offs they make around time and money.

## These five consistent factors allows us understand customers, their motivations and behaviours

Framework	Overview	Business impact
My motivation	Today, our best experiences have become our expectations — we no longer just compare a company to its closest competitors but to whomever sets the standard for our best experience as consumers. We crave convenience and more intuitive, personalized experiences	Knowing what customers really value in an experience and what's setting the benchmark can help eliminate wasted efforts and focus on the ones that make a difference
My attention	We are all subject to unprecedented volumes of information at our fingertips, increasingly available whenever and wherever we want it.	Knowing how to get customers' attention can help target investment at the moments that matter, maximizing return on investment.
My connection	As technology adoption accelerates, new devices and tools are gaining more users in less time. As a result of our increased connectivity, we are having more digitally "connected" interactions.	Getting smarter about customers through their connections contextualizes big data and generates actionable insights.
My watch	How much time we have, or think we have, influences how we interact with other people, services and companies. We're increasingly using technology to automate or accelerate tasks throughout our lives, whether with recurring grocery and household orders or the use of algorithms to help guide us on what to purchase, watch or listen to next.	Identifying the pockets before life events yields new opportunities to build customer loyalty and stickiness.
My wallet	The shape of our wallet changes according to major life events. How much money we have, how we choose to allocate it and our attitude towards it shifts based on myriad factors, not just our salary or age.	Understanding the trade-offs customers make between time and money can identify the best future customers and expectations.



# Leaders drive loyalty & advocacy by mastering the six pillars of customer experience

Every year, the KPMG Customer Experience Excellence Center analyzes the experiences delivered by 1,000 leading brands through over 2 million individual customer evaluations. We have learned that six key elements drive customer loyalty and advocacy and describe characteristics of an ideal customer experience, providing a practical definition of what successful customer investments need to deliver. The Six Pillars operate in the same manner as Maslow's Hierarchy of Needs: brands must get all six right and high-top pillar scores cannot overcompensate for low bottom pillar scores.

## The Six Pillars of Customer Experience drive value, loyalty, and growth for organizations





# What are the attributes of a Kenyan banking customer?

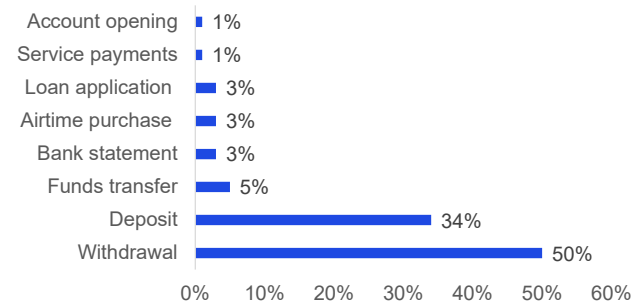
In Kenya majority of the banking customers are young and have completed secondary level education. According to the 2021 Finaccess Household Survey Report published by The Kenya National Bureau of Statistics and FSD Kenya, the age groups of 26-35 and 36-45 represent the age group with the highest access to formal financial services at 90% and 91% respectively, with the Kenyan aggregate formal access level at 83.7%. The growth is attributable to advances in financial technology and innovations especially in mobile money and mobile banking. Out of all who have access to formal financial services, 44.1% currently use a bank.

On the other hand, according to the 2021 Global Findex Data published by The World Bank, 79% of Kenyan adult population have access to financial services, but only 51% with a formal financial institution.

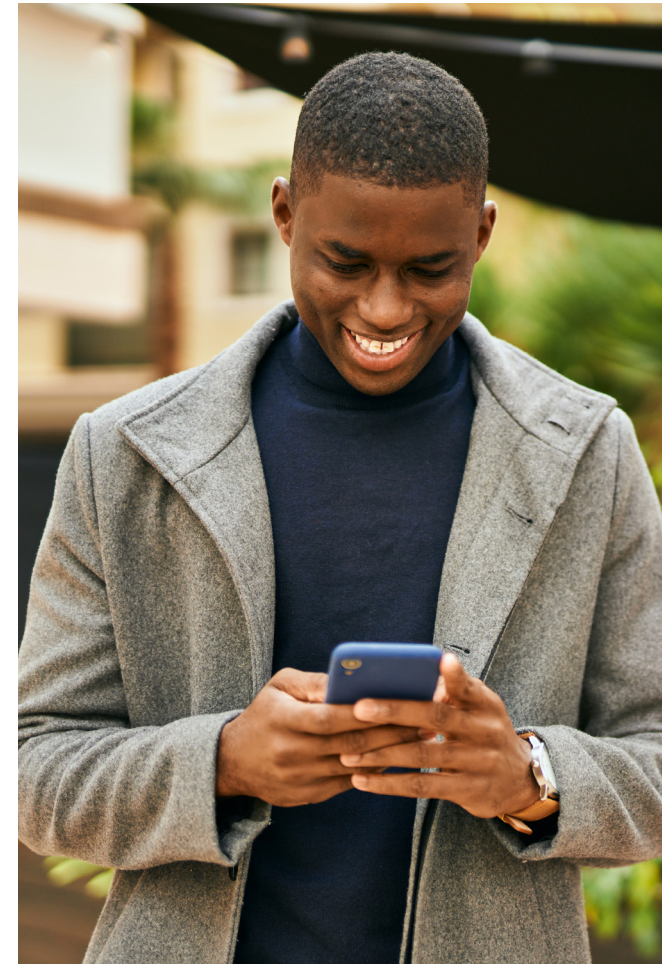
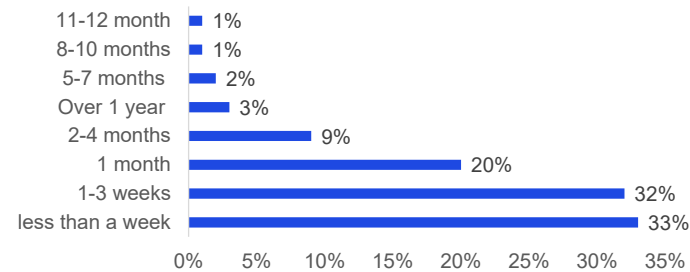
Our research indicates that majority of the banked population are between 26-35 years of age, and the main services they access include savings account, mobile banking, current account, cash deposit/ withdrawal from branch teller and cash deposit/ withdrawal from bank agent. 42% of the respondents interacted with their primary bank via mobile app, 24% visited a branch, 14% were served by an agent while 11% accessed the ATM. The main transaction types include withdrawals 50%, deposits 34%, funds transfer 5% while request for bank statement 3%.

Majority of the customers have interacted with the bank in the last 1 month, with 33% having interacted with the bank less than a week before the survey. This underscores how critical the bank services are especially for withdrawal and deposits.

## Services accessed



## Last interaction







In terms of channel preference, majority (42%) of the banked population used mobile app as their preferred channel to interact with the bank, with bank branch ranking second at 24% and the least preferred option being internet banking at 4%.

Branch customer experience ranks highest (47%) among the reasons given by customers for selection of the preferred channel, charges/rates ranks lowest at 6% for reasons for preference of specific channels.

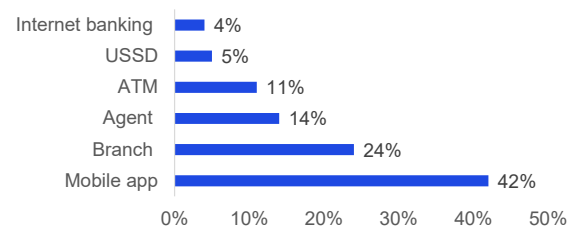
This implies that customers' sensitivity to charges and costs is low, and they rank customer experience over and above the cost it takes to access services via a given channel.

For banks in Kenya, excellent customer experience should be a key focus of the service offering. Banks need to have a well articulated customer experience strategy to facilitate a blueprint in offering quality customer experience to customers.

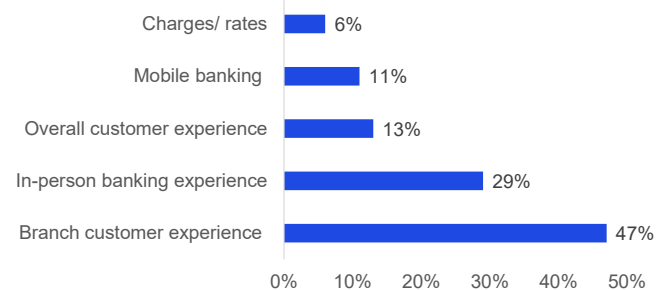
In the next section we will be looking at the behavioral attributes of a Kenyan banking customers using KPMG's 5 My's framework.

Understanding the customer, their motivation and behaviour will help us paint a picture of the customer needs and help Kenyan banks to segment their customers appropriately and design products and customer experience that speaks to the needs of the customers.

### Channel preference



### Reason for channel rating



These five consistent factors allows us understand the customer, their motivations and behaviors



### My motivation

Characteristics that drive behavior and expectations



### My attention

Ways we direct our attention and focus



### My connection

How we connect to devices, information and each other



### My watch

How we balance the constraints of time and how that changes across life events



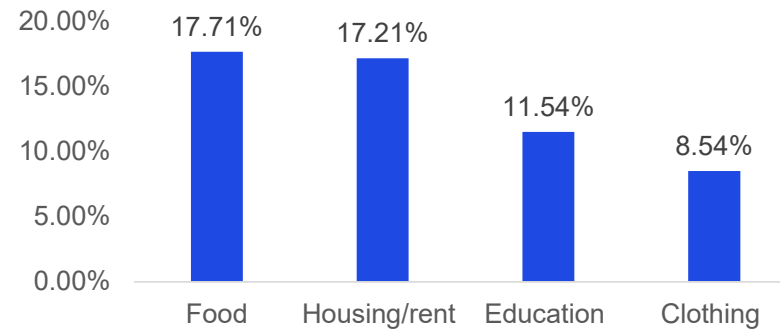
### My wallet

How we adjust our share of wallet across life events

Using KPMGs, 5 MY framework we have analyzed the Kenyan banking customer based on the characteristics that drive behavior and expectations (motivation), ways they direct attention and focus (my attention), how they connect to devices, information and each other (connection), how they balance the constraints of time and how that changes across life events (watch), how they adjust the share of wallet across life events (wallet).

For Kenyan customers, basic needs form a big part of the expenditure of the Kenyan households. The top three expenditure items including food (17.71%), housing/ rent (17.21%), education (11.54%).

Expenditure rank



While most of the income of the banked population is spent on rent and food, respondents expressed a desire to buy land as their long-term goal. From the respondents of the survey 13.84% desire to buy land, this desire is matched by the higher expenses that customers are spending on rent.

According to a research conducted by KPMG in West Africa, majority of the population in Nigeria considered as millennials spend on food and dining (61%), 52% on transportation and 45% on family obligations, while in Ghana, 54% on food and dining, 41% on family obligations, 39% on power and utilities.

### What is the implication for Kenyan banks?

From the 5Mys framework, majority of the banking customers are youthful, with an average age of 32 years. They spend most of their income on meeting basic needs such as food, rent and education, they have a desire to invest in their own homes through purchase of land. The sentiments from this segment is that bank products are costly, and they do not feel that the bank products are designed appropriately for them.

There is an opportunity for banks to enhance the customer experience for customers by leveraging emerging technology such as artificial intelligence and machine learning to design products to meet the needs of the customers.



**13.7%**  
Desire to own a home



**13.8%**  
Desire to buy land



**9.8%**  
Desire to educate their children





# We have developed customers personas to understand the different behavioural patterns and needs of Kenyan customers

Personas are hypothetical archetypes representing key behaviors (what they say, what they do and their preferences), attitudes, goals, aspirations, skill levels, and technological advancement of a group of people. Understanding these personas helps tailor propositions effectively and personalise customer engagement.

**What they say** examines the language and communication styles used by different customers, providing insights into their level of understanding, preferred terminology, and potential communication

barriers. This allows Banks to tailor their messaging and ensure clear and concise communication that resonates with each segment.

**What they do** explores the actions and behaviors of customers, including their preferred channels for accessing information, their engagement with online platforms, and their responses to different Bank initiatives. By analyzing their actions, Banks can identify areas for improvement and optimize their services to encourage desired behaviors


**What is their preference (feeling)** uncovers the emotional landscape of customers, encompassing their hopes, fears, frustrations, and aspirations as they engage with Bank products and services. By understanding their emotional needs, Banks can tailor their products and services to create a more positive and engaging experience.

As per the 2019 Kenya population and Housing Census, the total population of Kenya was estimated at end of 2023 is 51,525,602.

We have categorised the survey respondents into different personas based on their characteristics.

 **The Progressive** | Total addressable market: 3,854,555

 **The Minimalist** | Total addressable market: 7,292,122

 **The Cynical**

 **The Valued** | Total addressable market: 2,259,231

 **The Switchers**

 **The Disconnected**

# Persona 1: The Progressive

They are young and ambitious, value established relationships and have high demands from financial service providers.



- Kim is self employed
- Holds a savings account for savings for the future.
- Is between 26-30 years
- Earns between 50,001-Kes 120,000.

The Total population of this segment is **3,854,555**, which represents the total addressable market for banks.



What they say

- Banks have high transaction charges e.g. high withdrawal fees, ledger fees and hidden charges.
- Banks apps experience technical issues leading to delay in transaction turnaround time.
- Banks are slow in resolving technical issues especially on alternate channels.



What do they do?

- Mobile app is their most preferred channel to access bank services based on his banking experience
- Last interaction with a bank was less than a week ago
- The average tenure for any bank is 4-6 years The most popular transactions are cash deposits and withdrawals



What is the preference

- They prefer using the mobile app because it is accessible any time, convenient, fast and secure



High transaction Charges



Transaction delays

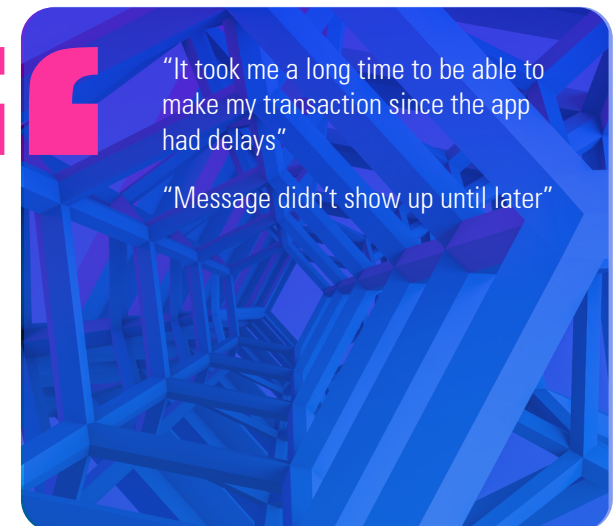


Issue resolution delays



## Opportunities for banks:

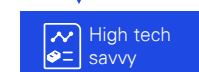
- Banks can improve the user experience on apps
- Banks to review their transaction charges
- Banks to communicate system downtimes to the customers



"It took me a long time to be able to make my transaction since the app had delays"

"Message didn't show up until later"

Demographic pattern



# Persona 2: The Valued

They prefer simplicity and familiarity. They maintain their existing routines and habits, avoid unnecessary complications and feel comfortable with the status quo.



- Bob is self employed
- Holds a savings account for his children's education.
- Is between 41-45 years
- Makes between KES 120,001 - 400,000 a month

The Total population of this segment is **2,259,231**, which represents the total addressable market for banks.



What they say

- There are long queues at bank branches, and it takes long before customers are served
- Bank customer care desks are very slow in handling customer issues
- Bank customer care services are not helpful



What do they do?

- Prefers visiting bank branch to access bank services due to customer service offered
- The average tenure for any bank is 4-6 years .
- Visits a bank branch every 1 to 3 weeks for cash deposits or withdrawals from a branch teller



What is the preference

- They prefer physical interaction with the bank staff

Long queues



Slow tellers

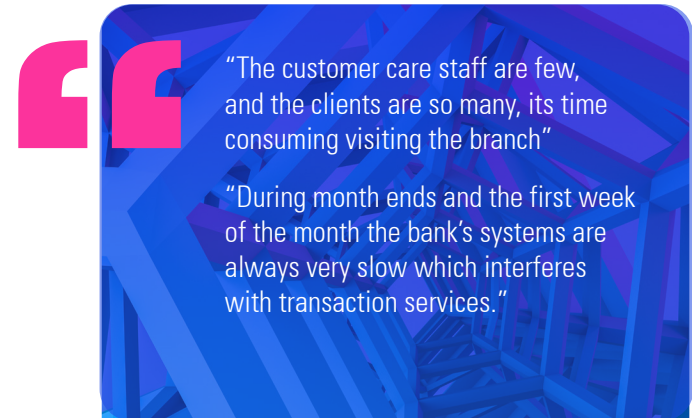


Waiting time



## Opportunities for banks:

- Banks to raise awareness of alternative channels to access their products/services to reduce branch visits
- Banks to optimise system functionality to handle peak traffic
- Personalized customer experience for the high value customers using AI to tier the experience



## Demographic pattern

42 years old

Secondary Education

Urban

Internet enabled phone

Male

Tech averse

**Miss-information**



**Bank trust issues**



**Opportunities for banks:**

- Banks can explore partnership opportunities with other financial market players
- Banks to offer financial literacy programs to the unbanked customers raising awareness of the products/services and address trust concerns

“I trust mobile money more than banks”

“Am satisfied in saving through mobile money payments i.e. Mshwari because its convenient”

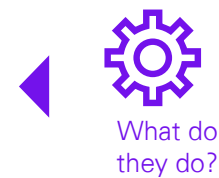
“I don’t have enough money to bank”

“High banking charges and I prefer keeping my own money”

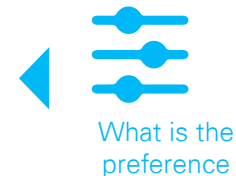
- They’re unbanked mostly because mobile money can handle all their financial needs and banks charges are high
- 85% would consider opening a bank account to save for their future use and borrow loans
- 15% are not willing to open a bank account mainly due to trust issues with banking institutions and minimum opening balance is too high



- Mobile money (M-pesa, Airtel money and T-kash) and chama/investment club are the most utilised financial services
- 77% have loans mostly from mobile lending apps(Fuliza, M-shwari, Tala, Branch), chama/investment clubs, hustler loan and SACCOs



- They prefer to have their money with a trusted financial provider



# Persona 3: The Minimalist

They prefer familiarity and feel comfortable with other banking alternatives including for loan.

- Njeri is self employed
- Is between 18-25 years
- Earns up to KES 15,000 a month
- She is unbanked



The Total population of this segment is **7,292,122**, which represents the total addressable market for banks.



# Persona 4: The Switchers

They are sensitive to charges; they do not value established relationships and can switch accounts depending on value and benefits provided to them.



- ABC Ltd operates in building and construction sector
- Has been in operation over a period of 11-20 years
- Has a turnover of less than 500M-999M
- Holds a savings account with the primary bank



What they say

- Some changed their primary bank account in the last one year to access loans/credit facility and get reliable services
- Internet banking is fast and efficient



What do they do?

- Average tenure with primary bank is over 15 years
- Internet banking is the preferred channel to access bank service
- Cash deposit, loans/overdrafts and transfer are the most consumed service/product Interacted with a bank within 1 to 3 days ago Cash transfer and bill payment are the most utilised financial services



What is the preference

- They prefer banks with affordable credit facilities. They value convenience when accessing banking service

**High loan interest**

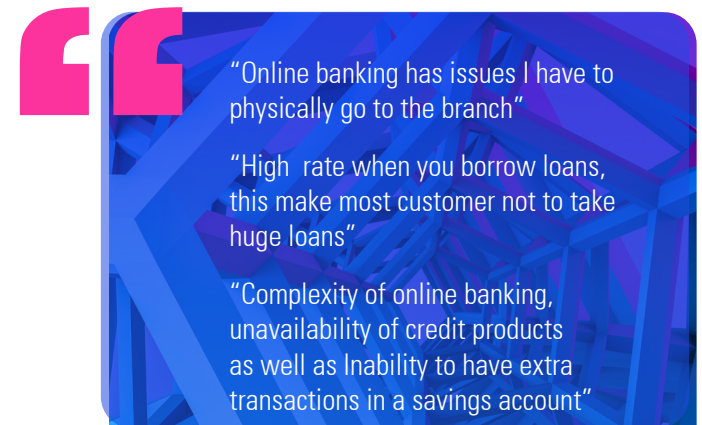


**Unreliable online banking**



**Opportunities for banks:**

- Banks to review the loan interest rates and charges for business accounts
- Banks enhance user interface of their online banking platforms to improve user experience
- Banks to optimise online banking to enable businesses to perform all their transactions online, eliminating the need for unnecessary branch visits.



Demographic pattern



19 years of operation



Headquarters: London



600 million turnover



Sector: Construction





**Opportunities for banks:**

- Tailor bank products to customer needs
- Consider the 360-degree view of the customer's share of wallet to price the products for the customer



- Changed their primary bank account in the last year to a bank that caters for their business specific needs and offer quality services



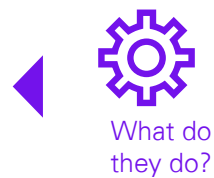
- Average tenure with primary bank is 4-6 years

- Relationship manager is the preferred channel to access bank service

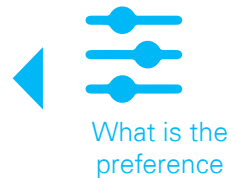
- Cash deposit and withdrawal is the most consumed service/product

- Interacted with a bank in 1 to 3 day ago

- Most utilised financial services are deposits, loans/overdraft facilities, receipts/cash management and payments



- They prefer interacting with motivated relationship managers



## Persona 5: The Cynical

They value access to full information, they do not trust anyone with their money, and they require regular updates from providers

- Matibabu operates a hospital
- Has been in operation over a period of 4-6 years
- Has a turnover of 1-10B
- Holds a current and a fixed deposit account with the primary bank

Demographic pattern



# Persona 6: The Disconnected

They value privacy and convenience, have a general feeling that banks are for the affluent and are sensitive to costs



- Rembo operates a beauty shop
- Has been in operation over a period of 1-5 years
- Has a turnover below 5M
- Is unbanked



What they say

- Unbanked because it's difficult to access money from banks and mobile money is sufficient for their needs
- 71% would consider opening a business bank account to grow their business, monitor finances and save money
- 29% would not consider opening an account to avoid bank charges and they do not have enough money to bank



What do they do?

- Bill payment to cash management are the most utilised bank products/ services
- Have 3 to 10 employees
- Their revenues reduced in the previous financial year



What is the preference

- They prefer affordable bank charges



### Opportunities for banks:

- Offer flexible account options with features tailored to SME needs
- Banks can educate potential customers through targeted campaigns highlighting the advantages of business accounts, eg access to business loans and improved creditworthiness.



### Demographic pattern

3 years of operation

Headquarters: Kenya

1 million turnover

Sector: Cosmetic



# Introducing the six pillars of customer experience

Even in a world fueled by technology and affected by a cost-of-living crisis, the KPMG Six Pillars of Customer Experience remain the essential dimensions of great customer experiences. They act as design principles, providing guidance on where companies should focus to improve experiences for customers.

The Six Pillars of customer experience are the building blocks for success. As the pillars play out across the life cycle, they encapsulate the moments that matter for commercial success. They articulate a target experience that drives both loyalty and advocacy. They should lie at the heart of any bank's customer

experience strategy, providing a framework for both implementation and measurement. The Six Pillars are inextricably intertwined and in combination, provide a powerful mechanism to help the banks understand how well their customer experience is delivered across the different channels.

## Customers evaluate their interaction with brands across The Six Pillars of excellence

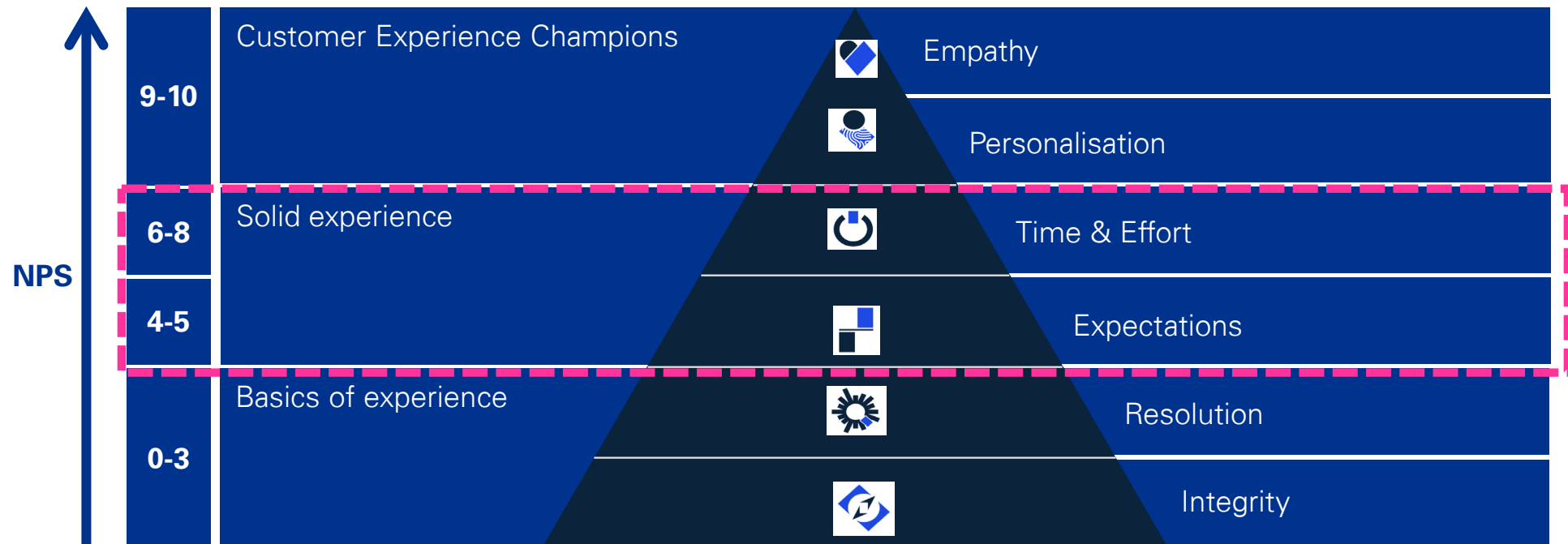




# Ranking of Kenyan Banks Six Pillars

Organizations that understand and deliver against The Six Pillars deliver enhanced outcomes, faster growth, and greater shareholder value.

**Customers evaluate their interaction with brands across The Six Pillars**



Based on the survey responses from both retail and business customers, we have ranked the overall banking score for Kenyan banks at solid experience.



# Mapping of survey responses to the six pillars of customer experience?

Based on KPMG's six pillars of customer experience, we have assigned a score for each pillar based on customers' responses on their experience with Kenyan banks. Each pillar has a maximum score of 10.



	Retail segment	Business segment
<b>Empathy</b>	8.12	8.16
<b>Personalisation</b>	7.82	8.50
<b>Time and effort</b>	8.20	8.28
<b>Expectations</b>	7.88	8.16
<b>Integrity</b>	8.22	8.58
<b>Resolution</b>	8.08	8.40



# Retail customers have rated banks at “solid experience” based on the analysis of the six pillars of customer experience

We have analysed the six pillars of customer experience based on the retail customers responses on their interactions with their banks

Retail segment banked respondents 6 pillars rating





# Business customers have rated banks at “solid experience” based on the analysis of the six pillars of customer experience

We have analysed the six pillars of customer experience based on the business customers responses on their interactions with their banks

Business segment banked respondents 6 pillars rating



## Mapping of survey responses to the six pillars of customer experience?



**8.12**

Retail customers score for empathy

**8.16**

Business customers score for empathy

### Empathy

Banks are beginning to operationalise empathy. It is becoming a core competence when it comes to user experience design and improvement. More widely, anthropology and ethnography techniques are informing experience designers. Only by really standing in your customers' shoes, experiencing their lives as they experience them, can banks really hope to engage successfully with the rapidly changing consumer. Customers want to deal with banks that show they care, that tangibly demonstrate that their customers are important to them, that they understand their lives and challenges, and have sensitive solutions to their problems.

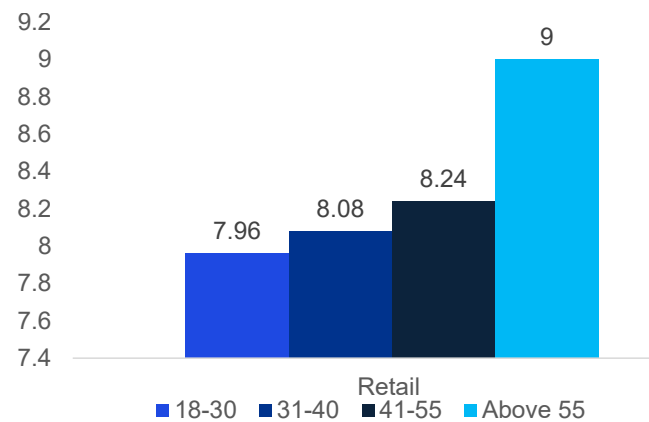
Customers seek not just simplicity of transactions and physical ease, but also the psychological satisfaction of a human connection.

Knowing when a customer needs human to human interaction and making it immediately available is the difference between an anodyne (but potentially effective) experience and one that connects emotionally and drives future behavior.

From our survey, the retail customers have ranked banks at 8.12 out of 10, while business customers have ranked banks at 8.16 out of 10., which are both solid experiences. This implies that from the respondents sampled, they feel that the banks care for their needs, and understand their lives and challenges, and offer solutions to their problems.

For Kenyan banks to move from solid experience to customer experience champions, more effort is required to better understand their needs and orchestrate a superior customer experience.

### Empathy scores by age



From our analysis, the young population rank banks the lowest in the empathy scores with 18–30-year-old segment scoring banks at 7.9 out of 10.

This implies that the young generation made of millennials and Gen Z have more unique needs and require a bank that can understand their lives and challenges and offer appropriate solutions to meet their needs.

Banks will need to invest in artificial intelligence capabilities to better understand this unique segment and offer products and services that speak to their unique needs and lifecycle stage.





## Personalisation

Advances in technology, data and analytics are enabling banks to create much more personal and “human” experiences across moments, channels and buying stages.

However, personalisation is so much more than just technology. Whilst tech is undoubtedly an enabler, true personalisation is how the customer is left feeling about themselves after an interaction. Do they feel better equipped to tackle whatever comes next? More in control? More able to be successful?

Many industry leaders define their business in contributing to the success of their customers, not just selling products or even solutions, but improving the quality of their customers’ lives. This requires a deep and profound understanding of the customer, being able to track patterns and able to infer when an

intervention will make the most positive difference. Increasingly, the role of technology is helping to equip customers to be better versions of themselves.

From our survey, the retail customers have ranked banks at 7.82 out of 10 on personalisation, while business customers have ranked banks at 8.50 out of 10., which are both solid experiences. This implies that Kenyan customers feel that the banks understand their needs and offer solutions that meet their needs.

From our analysis, the middle-aged population ranks the personalisation score the highest at 8.64, this implies that they feel that the banks fully understand their needs and lifecycle stages and offer appropriate products to suit them. Some of the ways banks can enhance the personalisation for customers including, offering a warm and sincere apology, seeing the point of view of the customers, fix issues related to customers with urgency, cross sell products that suit the customers lifecycle stages, etc. For Kenyan banks to be customer experience champions in personalisation, they need to go the extra mile and give adequate options to customers after analysing their needs.

## Mapping of survey responses to the six pillars of customer experience?



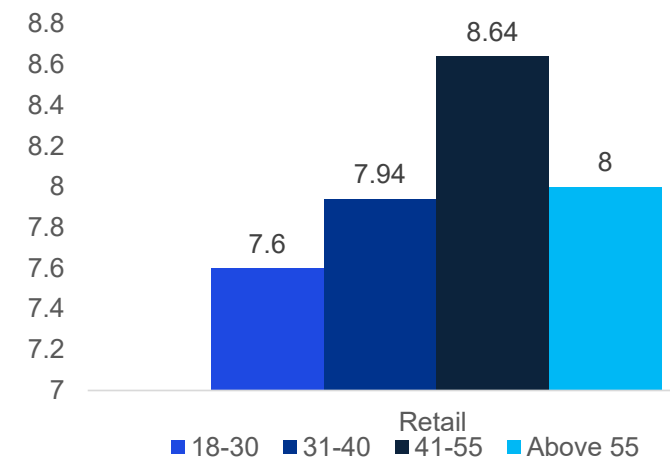
# 7.82

Retail customers score for personalisation

# 8.50

Business customers score for personalisation

## Personalisation scores by age





### Time and effort

Effort and loyalty are inextricably connected. The easier an experience is, the less physical, emotional, and cognitive effort it takes, and the more likely a customer is to continue purchasing. We are seeing a significant rise in the usage and popularity of delivery services.

E-commerce has become a way of life for some, and next-day, or even same-day, delivery has become wide-spread. Bank customers are increasingly demanding services at the doorsteps, faster turn around time for processing of applications and less effort to access channels.

The millennials and Gen Z demand rapid delivery of services in a “have it now” world.

Several leading banks have found ways of making this happen. with exciting digital experiences such as online opening of bank accounts without need for a physical visit to the branch and this has broken the bottleneck associated with visiting a physical branch. Several neo banks are even operating branchless banks.

From our research, time and effort ranks 8.20 out of 10 among the retail customers. This means banks are offering customers a solid experience through minimizing customer effort to transact and creating frictionless processes, but opportunities exist to achieve a score above. Business customers have ranked banks at 8.28 out of 10., which are both solid experiences. This implies that Kenyan customers feel that the available channels enable them to transact seamlessly and at their convenience.

From our analysis, the young population rank banks the lowest in time and effort. scores with 18-30-year-old segment scoring banks at 7.98 out of 10.

The youthful segment also predominantly use digital channels in form of the mobile app and USSD.

Banks will need to increase investments in digital channels and create omnichannel experience for youthful customers to increase the overall customer experience.

### Mapping of survey responses to the six pillars of customer experience?



#### Time and effort

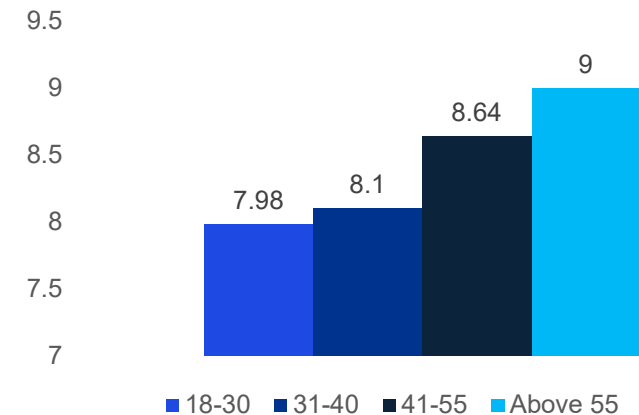
8.20

Retail customers score for personalisation

8.28

Business customers score for personalisation

### Time & effort scores by age





## Expectations

The first stage in meeting or exceeding customer expectations is to know what they are and monitor how they are changing over time. Customer feedback has become an essential barometer, both of customer perceptions of how experiences are meeting their expectations, and how those expectations are changing based on their experiences with competitors. More than ever, bank customers now expect connected journeys, seamless transitions across channels, and end-to-end experiences that are tailored to their circumstances.

For Kenyan customers, widespread use of mobile money services has laid the foundation for their expectations of services, that is easy, instant and affordable.

Expectations ranks 7.88 out of 10 for retail customers and 8.16 out of 10 for business customers. This means banks are at minimum, meeting the customer expectations when it comes to delivery of services and appropriate product mix.

For Kenyan banks, regular requests for bank customers feedback, monitoring and follow up can be one of the opportunities to address the customer expectations.

## Mapping of survey responses to the six pillars of customer experience?



### Expectations

# 7.88

Retail customers score for expectations

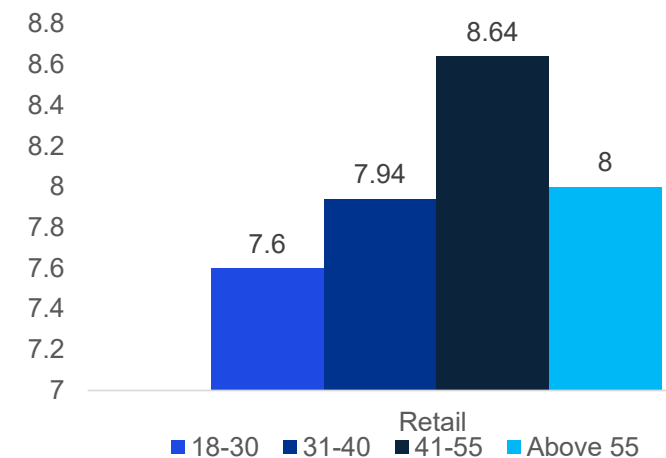
# 8.16

Business customers score for personalisation

From our analysis, the middle-aged population rank banks the highest in expectation scores with 18–30-year-old segment scoring banks at 8.2 out of 10.

The youthful population ranked the banks lowest in terms of the expectations score., with a score of 7.64. This implies that the banks need to work closely with the youthful population, find innovative ways to develop products that resonate with them and most importantly, request and gather regular feedback from them.

## Expectations scores by age





## Integrity

Corporate integrity and its outcome, trust, continue to be a focus for the leading banks. Re-engaging with purpose, validation of values and moving CSR to the forefront of the brand have become key areas for organisations.

The rapid uptake in digital channels across all age groups has also brought data security, privacy and cyber crime top of mind for both organisations and their customers. Firms are having to take a forensic view on how they capture, manage, protect and update data that is increasingly used to fuel customer engagement programmes.

Environmental, social, and governance (ESG) is becoming a preoccupation as firms seek to address

the rapidly growing desire amongst consumers to know the provenance of what they buy, the way in which the supply chain is managed for sustainability and how employees are treated before making purchasing decisions. The brand is now firmly based on corporate behaviour – it is what customers say it is and not what marketing teams seek to communicate.

From our research, integrity ranks 8.22 out of 10 for retail customers, and 8.52 among business customers. This means banks are engendering trust among customers.

## Mapping of survey responses to the six pillars of customer experience?



Integrity

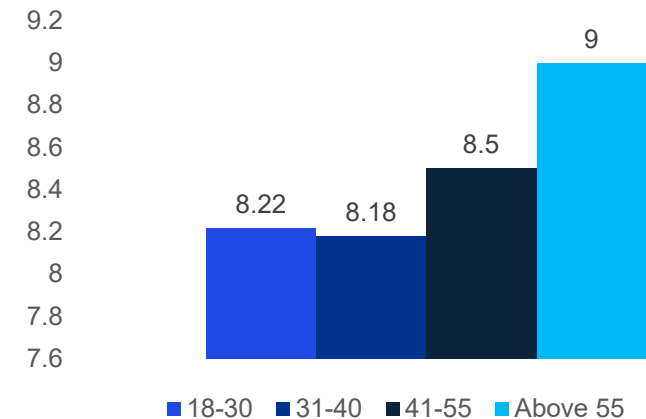
8.22

Retail customers score for integrity

8.52

Business customers score for integrity

## Integrity scores by age





## Resolution

Customer problem solving has moved beyond just fixing problems that a firm may cause for its customers into a focus on customer lifetime problems, both as a source of innovation, but also a mechanism for extending a trusted relationship.

Banks are looking at pain points in a customer's life as well as pain points in their internal processes, and how both impact the resulting customer journeys. Banks are deploying digital solutions and applications to solve customer problems, at scale, using intelligent bots.

These digital solutions can address vastly more customer inquiries than through conventional means. In a world of social media and review-driven purchases, "heroic" customer recovery is no longer a nice to have; it is now essential to a company's reputation.

From our research, resolution ranks 8.08 out of 10 for retail customers. This means banks can create solutions for customers and turn poor experiences into good ones.

## Mapping of survey responses to the six pillars of customer experience?



**8.08**

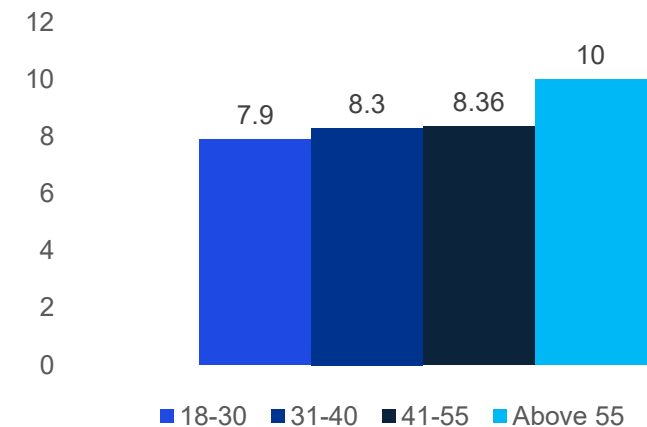
Retail customers score for resolution

**8.38**

Business customers score for resolution

From our analysis, aged population rank banks the highest in resolution with 55 years and above segment scoring banks at 10 out of 10. This segment relies on bank branches and will predominantly have their issues resolved upon visiting the branch. As Kenyan banks adopt omnichannel experience, it will be critical to replicate the same to all channels and have 24-hour contact centres to resolve customer complains with quick turn around time.

## Resolution scores by age





# Mastering Customer Experience Excellence

Delivering excellent customer experience requires high performance in each of the six pillars. Below are the customer expectations:



## Empathy

- I want a human touch – when I need it.
- I want to feel heard and be understood
- You go beyond just fixing my issue
- I feel involved and part of something bigger and important
- I want to connect with you at a human level even when through technology



## Personalisation

- I want AI to anticipate my needs and proactively help (e.g., suggest relevant products or services, and even predict potential issues before they arise)
- You understands my unique situation and has tailored your products and services to address my needs
- I am given options to choose the best solution for me



## Valuing time

- You are easy to interact with
- You communicates potential problems including system downtimes on time
- I am given clear and simple instructions with minimal steps
- My issue is fixed quickly



## Integrity

- I trust you will do the right thing
- Your staff are competent
- I am treated with respect
- You keeps me informed
- You genuinely care about me, not just my money.
- You acts in my best interest, and you do what you said you will do



## Expectation

- I want you to accurately set my expectations – when I interact digitally I want to know if I'm dealing with a machine or a human
- You meet or exceed my expectations
- You sets clear expectations with accurate timeliness
- You deliver on your promise
- You guide me through any process and provide full transparency



## Resolution

- When using AI-powered chatbots and virtual assistants I want to receive at least the equivalent of a human interaction
- My concerns are dealt with, with agency and I you keep me updated the whole time
- You takes full responsibility for challenges, resolves them and offer additional help if needed



05

# State of affairs





# Kenyan Banks are adopting customer centric models to achieve customer experience excellence

The key to Customer Experience Excellence (CEE) for banks is to build the business around the customers, to create a connected bank between front, middle, and back offices. Excellence requires a seamless, agile, and digitally enabled organisation that is capable of transformation to reach greater levels of performance and value.

From our research findings, retail customers gave an NPS score of 8 while business customers gave an overall NPS score of 8.

The channel experience score for retail customers is 4.03 while the experience score for business customers is 4.52.

The current focus is on how Kenyan banks can orchestrate superior customer experiences and enable customers navigate a range of channels and capabilities, resulting in improved customer satisfaction and reduced cost to serve.

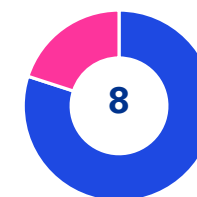
To achieve this, banks will need to develop new cross-functional working practices and bring changes in cultural mindsets to focus on the outside-in, rather than the inside-out.



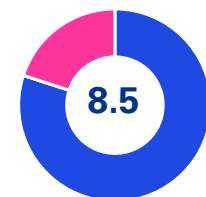
To achieve customer experience excellence, Kenyan banks will need to redefine digital experience and embed these into customer journeys, platforms and processes to exceed customer expectations, deepen banking relationships to increase trust and drive growth, through harnessing advanced data and analytics, and increasing investments in innovation and building digital ecosystems, products and services to drive growth.



**Retail customers NPS Score**



**Business customers NPS Score**







# What are the customer needs?

Kenyan retail and business customers demand a banking experience that aligns with their ever-evolving needs. Based on their sentiments, below are their needs from their banks

## 01

### Security and Accessibility

- Concerns about security and accessibility emerged as potential barriers for both unbanked business and retail customers.
- 34% of unbanked retail respondents expressed a preference for holding their money themselves, citing trust in mobile money and its perceived safety as reasons for not choosing traditional banking.
- 29% of unbanked business respondents cited difficulty in accessing funds from bank accounts as a reason for not considering opening one.
- Analysis of youthful retail respondents indicate that the preferred channel is mobile app at 44% implying that the respondents value channels that give them easy access to banking services.

## 04

### Trust and Transparency

- Trust emerged as a paramount concern for both the retail and business respondents.
- 97% of banked business respondents are considering changing their primary bank due to a lack of trust and transparency.
- 34% of unbanked retail customers are not considering opening an account due to distrust in banks.

## 02

### Financial Literacy and Education

- Access to information and resources that help customers understand financial products and make informed decisions.
- Some of the sentiments given by the 34% of unbanked retail customers who are not considering opening a bank account, are that they don't have enough money and they do not need a bank account. Additionally, their sentiment on what would make them open an account quicker includes when they get enough money to deposit in a bank or to save.

## 05

### Omnichannel experience

- Customers expect a seamless and consistent banking experience across all channels, including physical branches, mobile apps, and online platforms.
- The survey analysis revealed discrepancies in customer experiences across different channels based on the sentiments expressed by both banked and unbanked respondents.

## 03

### Personalised products and Services

- Customers want banks to offer products and services tailored to their needs, including financial products designed for specific customer segments, investment options that align with individual risk tolerance and goals, and flexible account features and service packages to cater to diverse preferences. Additionally, business customers value dedicated relationship managers who understand their specific needs.

## 06

### Affordable rates

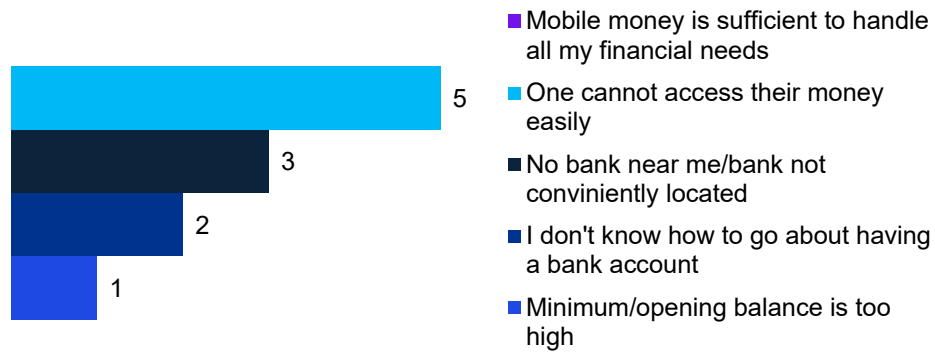
- Competitive fees and service charges, with options for low-cost or no-minimum balance accounts.
- 77% of the banked business respondent have either changed their primary bank mostly due to high interests on loans or are planning to change their primary bank to access loans/credit facilities affordable rates.



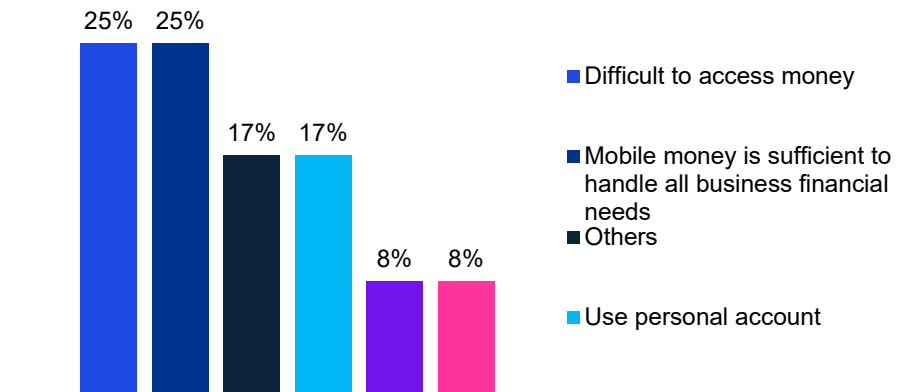
# Customer perception about banks

Understanding how unbanked individuals, specifically retail customers, and unbanked businesses view traditional banking institutions is crucial for fostering financial inclusion. The following charts delve into the sentiments of both unbanked retail and businesses respondents. The analysis below identifies key barriers to entry and potential opportunities for traditional banks to bridge the gap and serve these unbanked populations more effectively.

## Retail respondents- why I am unbanked



## Business respondents- why I am unbanked

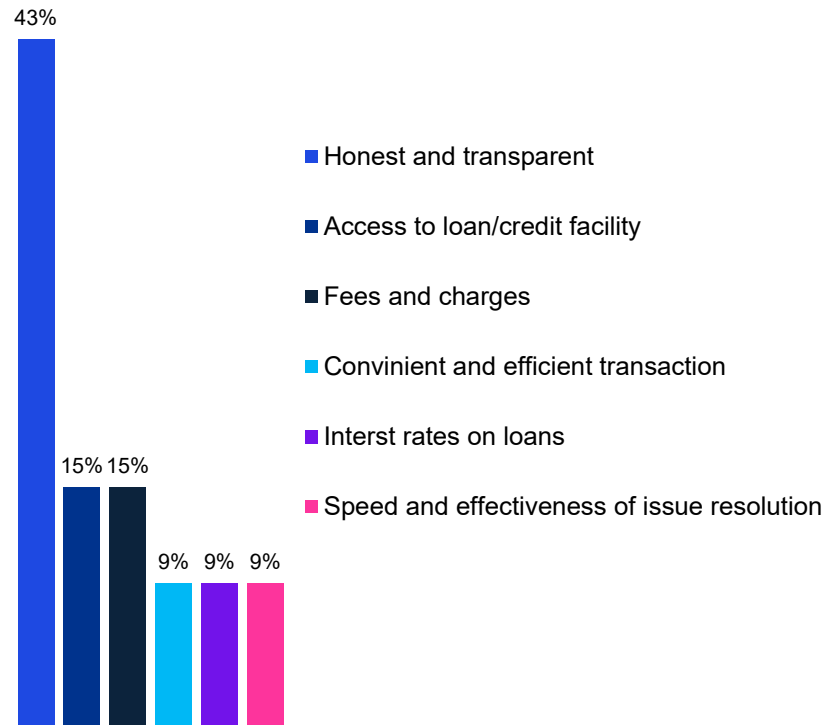




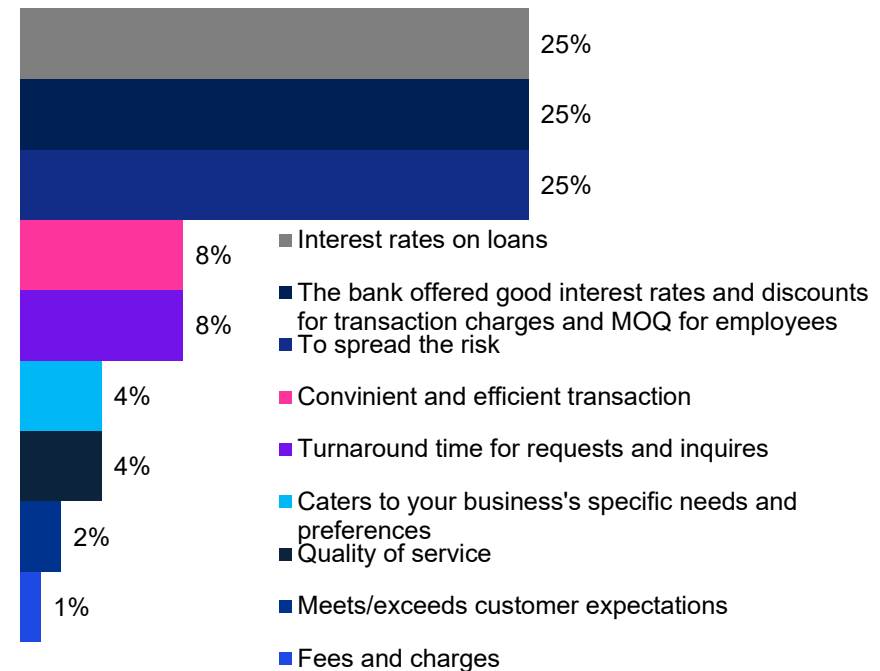
# Customer perception about banks

Public perception plays a crucial role in the success of any financial institution, particularly banks, which rely heavily on the trust and confidence of their customers to operate effectively. The charts below analyse the sentiments expressed by business respondents regarding their perception of their primary bank.

**Business respondent- why your organisation is planning to change from primary bank**



**Business respondent – Why your organisation is planning to change from primary bank**



06



# Global trends against the state of affairs





# Global trends in customer experience excellence and in relation to the six pillars of customer excellence

## Global trends in customer experience

Global leaders in customer experience are adopting emerging technologies such as Artificial Intelligence to orchestrate experiences. This is a conscious approach to designing intentional interactions for customers to help them achieve their objectives while delighting them along the journey. Some of the benefits of adopting technology to enhance customer experience include; opening new opportunities to deeply personalize orchestration along journeys, enabling companies to scale individual customer personalization, improve costs to serve, reducing friction and improve customer satisfaction.

Globally, there are several standards that have been set. According to KPMG's global customer experience survey, consumer priorities have shifted towards heightened convenience, reliability, authenticity and transparency.

Globally, customer experience leading banks are focusing on key customer facing journeys such as digital onboarding, self-service, payments & transfers, digital lending and customer care. Those that deliver these journeys at scale could be dominant players in future.

Personalisation is also another key area of banks globally in the quest to enhance their customers experience KPMG's assessment of African Banks revealed that this opportunity is not being well exploited. By leveraging AI, personalised offerings and experiences can be realised across the key customer journeys.

Future leaders in customer experience will also need to deliver omnichannel experience, that is deliver superior customer experiences on the user-centered journeys regardless of channel.





# Global Trends in Customer Service

88% of consumers say the experience a company delivers is as important as its products or services. Armed with this key statistic, banks are leveraging technology to ensure optimal customer experience in their day-to-day interactions

Some of the key trends that banks have leveraged are highlighted below:

## Personalization



- Banks, including HSBC, leverage AI to analyze customer behaviors such as spending habits. This analysis enables them to recommend relevant financial products, such as personalized savings goals or budgeting tools.
- A 2023 Accenture study found that 83% of banking customers are more likely to do business with a bank that personalizes their experience

## Conversational AI



- Banks such as Capital One are utilizing conversational AI for their chatbots to answer customer questions 24/7, handle account inquiries, and even schedule appointments
- Recent surveys showcased a rise in customer satisfaction due to the quick resolution times and personalized interactions of the chatbots

## Omnichannel Experience



- Banks are offering omnichannel banking to provide flexibility and empower its customers to choose their preferred touchpoints which has led to increased customer satisfaction
- Standard Chartered has seamlessly integrated their mobile app, online banking and physical branches. Customers can easily switch channels to initiate, track, and complete transactions



# Global Trends in Customer Service

88% of consumers say the experience a company delivers is as important as its products or services. Armed with this key statistic, banks are leveraging technology to ensure optimal customer experience in their day-to-day interactions

Some of the key trends that banks have leveraged are highlighted below:

## Biometric Authentication



- Banks are increasingly adopting biometric authentication as a security measure, offering a faster and more secure alternative to traditional passwords
- 77 percent of consumer respondents who use biometrics on their smartphone or tablet said they are satisfied with the use of biometric identity authentication

## Embedded Finance



- Banks such as JP Morgan Chase are partnering with fintech companies such as DoorDash to offer financial services like instant payouts for deliveries directly within their platforms
- Leveraging the seamless integration of those services into the customer's everyday experience, has enhanced convenience and accessibility

## Proactive Customer Support



- Banks are sending customers proactive alerts about suspicious activities, potential fraud attempts and upcoming bill payments which anticipates customer needs and fosters trust by demonstrating commitment to security and financial well-being
- The Financial Brand reported that proactive customer service can increase satisfaction by up to 10% (<https://thefinancialbrand.com/>)

07



# Pathway to customer excellence







# Where do you start?

The Kenyan banking landscape is rapidly evolving, and customer experience is becoming the battleground for success. To thrive in this environment, Kenyan banks must embark on a journey towards customer centricity



## Harness data and analytics for market insights

### Embrace Data-Driven Segmentation

Leverage customer data to segment audiences based on demographics, financial needs, and behaviors. Analyze customer data to identify unmet needs and gaps in your current product portfolio.

### Optimize Marketing with Data-Driven Strategies

Utilize data to personalize marketing messages and target audiences effectively.



## Leverage AI for efficiency and personalisation

Utilize AI to analyse customer data and recommend relevant financial products or services and personalize the entire customer journey. AI can interpret legacy systems, extracting valuable insights and historical data that can help enrich the customer experience, and develop, deliver and better price product offerings. The data can also help create new and efficient customer service models, and facilitate better customer orchestration within the bank, as well as with peripheral partners.



## Foster collaboration for growth

### Embrace the Power of Partnership

Collaborate with fintech companies, telcos, or online platforms to access new customer segments and expand your reach.

### Develop Co-Branded Solutions

Partner with other companies to create co-branded products and services that cater to specific customer needs. This approach increases wallet share and provides greater value to customers.



## Prioritise a seamless omnichannel experience

Integrate your channels including mobile app, online banking, and physical branches seamlessly. Leading banks endeavor to give customers frictionless, multi-channel experiences where customers can seamlessly interact across various platforms. Instead of focusing on short-term product sales, the goal is to win the 'client for life'.



# How can Kenyan Banks leverage collaboration to serve the customer better?

**Banks can work with technology providers to orchestrate a superior customer experience.**

## Partnership with technology providers

- Kenyan Banks can collaborate with technology providers specializing in technology solutions such as AI, cybersecurity to leverage advanced tools for personalized marketing, risk management, and fraud prevention, ultimately enhancing customer experience.

For example, **Bank of America (USA)** collaborated with IBM Watson to integrate AI-powered chat functionalities into their mobile app. This allows customers to ask questions about accounts, products, and services, receive real-time personalized information, and even schedule appointments.

Other examples of partnerships between FinTechs and Banks include; Tradeshift and HSBC Bank Stripe and Goldman Sachs.



## Partnerships with University-level Institutes to accelerate skills and research in priority areas

- Partnering with educational institutions or non-profit organizations can provide financial literacy workshops and resources to customers, fostering trust and empowering them to make informed financial decisions.
- This will build trust with the young adults and enhance their ability to use the bank channels.



**Banks can partner with retail and e-commerce platforms to create value addition, especially for retail customers**

## Partnership with retail and e-commerce platforms

- Kenyan Banks can integrate with online marketplaces to allow customers to seamlessly pay for purchases using the bank's platform within the shopping experience, offering convenience and increasing customer engagement.
- Kenyan banks can also partner with retailers such as Carrefour to offer co-branded credit cards or loyalty programs: Collaborating with retailers can provide co-branded debit and credit cards offering rewards specific to both parties, increasing customer loyalty and engagement.



## Partnership with the local communities

- As part of the corporate social responsibility and the objective to achieve triple bottom line, Kenyan banks can collaborate with community organizations to promote financial inclusion to reach underserved populations and provide them with access to financial products and services, promoting financial inclusion and social responsibility.
- Support local businesses and initiatives: Kenyan banks can partner with local businesses to offer discounted or exclusive services and benefits to customers, fostering community engagement and brand loyalty.





# What are the priority areas for Kenyan Banks in the journey to customer experience excellence?

Customers with connectivity at their fingertips are demanding cheaper, faster, and better banking experiences. In the face of this, many banks are investing heavily to drive innovation, enhance agility, and become more customer centric. The degree of industry change is such that banks need to think more radically about what their customers want and what they can do to get their customers there.

Feedback from the survey in the Kenyan market highlighted that the majority (42%) of the banked

population prefer using mobile application in their interactions with the Bank while 24% of the respondents preferred visiting the Branches. The survey also ranks customer service the highest at 47% among the reasons given by customers for the selection of their preferred channels. A similar research in West Africa revealed mobile money and agency banking as two of the most used channels on a weekly basis in Ghana and Nigeria respectively.

If banks are to successfully face the challenges posed by changing customer expectations, they need to think beyond technology. Whatever path of change a bank undertakes, whether organic or inorganic, it must be partnered with a willingness to entirely rethink their strategy and business processes in order for their transformation to be successful. This means objectively embracing the following key areas.





# Can Kenyan Banks find the equilibrium between tech and touch in the customer experience transformation journey?

The past years have been characterized by a surge in artificial intelligence (AI), chatbots, and other technological adoption in the banking experience. In the same breath, human interaction remains an instrumental part of the customer's experience. Feedback from customers in the survey showed that a large percentage (54%) of respondents over the age of 55 preferred a physical interaction with customer representatives through banks and agents.

But as customer expectations and demands continue to shift, banking executives should ask themselves how to strike the balance between automation and connectivity just right – by blending human and digital features.

## Use Cases

**Availability of human customer support across all digital channels:** As you introduce and encourage use of digital channels for transactions, banks should ensure that stranded customers can access a customer service representative for support. For example, chatbots on websites should be supported by an option to live chat agents.

Starling Bank UK, which has received the Best British Bank award for five consecutive years (2018-2022), has incorporated interaction with live agents through the Live Chat option in their App.

**Making personalisation a priority:** A 2023 Accenture study found that 83% of banking customers are more likely to do business with a bank that personalizes their experience. That means engaging with your clients, customers, and consumers to find solutions that are tailored to them.

Offering advice and support that will help them get the most out of your services so they can achieve the best results.

Commercial International Bank Egypt CIB ensures its employees undergo training to guarantee quality service by actively identifying and understanding customer requirements, listening actively, responding to needs, providing clear and helpful information, giving reasons for decisions, and acting with care and diligence in serving customers.

**Use Technology to add value:** While digital transformation is important, banks should avoid implementing new technology for the sake of it. This means banks should use technology to perform analytics and identify trends, then have their skilled employees use the identified analytics to inform strategy and adapt to the customers' changing demands.

Zenith Bank Nigeria has adopted the use of technology to offer exceptional E-banking services and optimization of their credit management system.





# Enhancing customer experience through customer segmentation



Kenyan customers demand a banking experience that aligns with their ever-evolving unique needs. Personalization of the banking experience can help banks and other financial institutions meet these unique demands and financial habits. The personalization of a customer's experience can be done through customer and product segmentation, a central strategy of connecting users with their needs.

In segmentation, customers are grouped based on their behavior, geography, psychographics and demographics. Applying these segmentation variables allow banks to design products, offers, and communication strategies that closely align with the needs and preferences of different customer groups.

Technology like Big data and Analytics, AI and machine learning and process automation provide banks with different models of customer segmentation.

## Use cases: How customer segmentation enhance customer experience

Using segment data, banks can share personalized communication highlighting product relevant to customers, develop promotions that appeal to target segments and employ advertisements specifically designed to the user segments. These customized product offering make clients feel cared for and enhance their experience with the bank leading to customer loyalty.

**Customer journey:** After segmentations, banks should perform analytics on how the different segments interact with banking services i.e. onboarding, loan origination in their customer journey. Banks can then optimize the journey making it as frictionless and intuitive as possible.

**Platform and Channels:** Banks should customize their digital platforms to meet the expectations of the different segments. This will ensure that the most useful functionalities and information are easily accessible to each segment.

ICICI Bank India launched 'ICICI STACK for Corporates' offering comprehensive solutions to corporates and their ecosystems, thus taking the full bank to the customer. The bank also launched 'Merchant STACK' in 2022 for retailers, online businesses and large e-commerce firms.

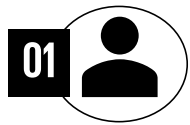


# Customer experience transformation through process re-engineering

Process re-engineering involves leveraging digital technologies to streamline, optimise, and enhance various aspects of business operations. This transformative shift enables banks to replace traditional, time-consuming tasks with efficient and automated solutions. Business process digitisation plays a pivotal role in improving decision-making through real-time data access, fostering innovation, and ensuring the bank remains agile in an ever-evolving digital landscape.

It is a fundamental strategy for staying competitive, meeting customer expectations, and positioning for long-term success in the digital era. Process re-engineering has enhanced customer experience through the ways below:

## Process optimisation/automation



- Process optimisation is a strategic and iterative approach aimed at refining and enhancing the efficiency of workflows through the integration of digital technologies.
- Automation can help businesses optimize their processes and workflows – this can help businesses enhance customer experience by reducing errors, delays, friction points, or inefficiencies in the banking processes.

## Improving output and product quality



- Through BPR and streamlined processes and systems, the output and product/services reaching the customer is of an improved quality.
- Banks that offer higher-quality products/ services have a better chance of driving positive reviews, recommendations and shares between customers.
- Customer satisfaction leads to customer loyalty.

## Technology and tools adoption



- Both adoption of existing & implementation of new technology and tools form the cornerstone of transformative efforts.
- Leveraging technology for data processing, insights generation, and user interface design will help to improve the systems continuously. This makes the consumer experience even better. Enhancing customer experience requires a strategic approach and a focus on key elements.

# Comments on our research

In reading this report, you should bear in mind the following considerations:

- This survey focuses on the perceived quality of customer experience delivery by banks from the customer's perspective across the Retail, Corporate/Commercial (wholesale) and Small & Medium Sized Enterprises (SME) segments.
- This survey does not represent the opinion of KPMG on the skills, capabilities or performance of any of the banks covered.
- KPMG is responsible for defining the survey questionnaire administered to the respondents.
- KPMG conducts the survey, but findings represent the opinions of the customers of each bank.
- This survey does not seek to establish any absolute facts, but it reports the feelings and broader perceptions of customers with respect to services provided by their banks. The rankings are solely based on the customers' feedback received from the survey.
- Customer feedback and perception can be subjective; as a result, they may not be balanced or fair.
- The rankings in each segment are based on the Customer Experience Score (CX Score) of each bank.
- The CX Score is a composite of the satisfaction rating and corresponding importance rating for each experience measure as determined by each customer.
- The experience measures used in each segment are reflective of key aspects of the customer journey and are mapped to the Six Pillars discussed earlier in the report.



# How KPMG can help

The KPMG connected enterprise team, part of Advisory function, helps organisations achieve sustainable growth in today’s dynamic market, by putting customer outcomes at the centre of every approach. We empower our clients to operationalize customer-focused change and work shoulder-to-shoulder with them to provide

best-in-class tools and technology to meet current and future customer needs. We can guide clients along a path to successful digital transformation, customer excellence improvement and the realisation of business value.

How do you connect the enterprise to the customer?					
Customer Strategy	Customer Experience	Marketing, sales and service transformation	Employee Experience	Customer Data, Analytics & Insights	Digital Transformation
Using innovative approaches to product development and new business models, KPMG helps clients focus on their customer strategy. KPMG’s network of strategic alliance partners brings innovation and mastery of new digital technology to help build strategies that respond to digital disruption.	We help to define winning customer experience strategies, help clients redesign customer journeys which improve customer loyalty and help maximise customer lifetime value.	KPMG consultants can help you to digitally enable and transform the effectiveness of your marketing, sales and service functions to create a connected enterprise – integrating front, middle and back-office operations to enable a more agile and responsive business.	Helping clients to empower employees and improve the employee experience with engaging digital solutions.	KPMG customer analytics solutions and decision engines can help harness insights to power improvements in customer experience and customer lifetime value.	KPMG digital specialists can help you to succeed in the digital world. From strategy to technology enablement to cultural change, our multi-disciplinary teams take a holistic view of how processes, platforms and behaviours across the front, middle and back offices need to evolve – and offer clear methodologies for executing that transformation.





# Contributors

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KPMG would like to thank all the individuals and organisations that participated in the survey.



# Make the feeling mutual

When you connect your workforce across departments, they can drive collaborative growth—as they connect more closely with your customers.







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