06
CUSTOMERS

Our business revolves around our CUSTOMERS
CUSTOMER REQUIREMENTS

Customer-centricity frames the way the business develops its products and services. By adopting a disciplined approach to customer research and analytics, our objective is to extract deep customer insights and market understanding that will meet customer needs, and act on these insights to drive superior and differentiated experiences for our customers.

We have a two-pronged Customer Segmentation approach to cater to different groups of customers: Life-stage Segmentation to build on continuous customer pipelines and Affluence Segmentation that delivers a more immediate business payback.

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<thead>
<tr>
<th>LIFE-STAGE SEGMENTATION</th>
<th>AFFLUENCE SEGMENTATION</th>
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<tbody>
<tr>
<td><strong>Family</strong> (Parents and Children)</td>
<td><strong>Emerging and Mass Affluent</strong></td>
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<td><strong>Youth and Students</strong></td>
<td><strong>Affluent</strong></td>
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<tr>
<td><strong>New to Workforce</strong></td>
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CFS Customer Segmentation

This brings the CFS’ strategic thrust of “Wealth and Simplicity” to life by offering convenience and simplicity across touchpoints, from paperless account opening at our branches through the ROME system to Money Insights on the Internet Banking platform. The enhancement of convenience and simplicity across touchpoints is further elaborated below:

<table>
<thead>
<tr>
<th>PREMIER CENTRES</th>
<th>IN-HOUSE EXPERIENCE LAB</th>
<th>SOCIAL MEDIA</th>
<th>MARKETING CAMPAIGNS</th>
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<tbody>
<tr>
<td>• Located at more affluent vicinities to provide privileged experiences to Premier customers</td>
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<td>• All branches feature a Premier Counter and Premier Hotline</td>
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<td>• Allows one-to-one conversation with customers for research on a new product or service concept</td>
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<td>• Staff Lab sessions gather feedback from frontline staff about product design or customer experience</td>
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<td>• CFS constantly monitors social media platforms such as Facebook and Twitter, and replies are provided within 24 hours</td>
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<tr>
<td>• Marketing campaigns are tracked for effectiveness against competitors’ efforts to assess bank product relevance in the market</td>
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Simplicity and Convenience across OCBC Bank’s Touchpoints
We have a systematic listening and learning framework that is embedded within the business operating model to uncover and anticipate customer needs. The mechanisms under this framework have provided rich insights into customer needs and behaviours that have often resulted in new innovations. This is augmented by a rigorous process of financial projections, feasibility studies and value chain stakeholder workshops, amongst others.

Turning Voice of Customer (VOC) into Strategic and Business Actions for CFS

Strategic proposals are presented to governance bodies who will evaluate the plan based on financial considerations, business direction and customer inputs. Once endorsed, these plans are then included into the CFS Operating Plan, Business Plan, IT Roadmap and Marketing Plans.

The methodology and tools used in this listening and learning framework are constantly under review for enhancement opportunities. A multi-disciplinary approach has been employed through a combination of ethnographic research, focus groups and quantitative research to fully extract customers' current and future needs.
CUSTOMER RELATIONSHIP

We enable customers to easily access products and services through a wide range of innovative channels be it face-to-face, on the phone, electronic channels or remotely. We have also increased our collaborations with strategic partners to deliver greater accessibility and convenience to customers, some of which are elaborated further below:

REMOVING BANK-SPEAK
- Continuously remove “bank-speak” in customer correspondences by using plain English
- Produce customer-centric correspondences with clarity, relevance and appropriate tonality following a Correspondence Management Process and Editorial Style Policy and Guidelines
- Received the Crystal Mark certification in 2011, an internationally-recognised standard for plain English, used by many leading financial institutions in Britain and Australia

SERVICE BEHAVIOURS
- Key in shaping and differentiating customer experience
- Constantly deepening and nurturing the desired service culture through CUFFS, supported by an extensive framework of campaigns, people and business practices
- Annual campaigns such as CANsistency encourage and improve service attitudes and standards

GIFT MANAGER
- Launched in 2009
- A robust complaint management process, complemented by an overarching complaint management policy to ensure that all complaints are effectively tracked till closure within a standard timeframe, with root cause analysis and corrective or preventive measures taken
- Accessibility to staff to log customer complaints directly at their workstation
- A governance structure and weekly Service Operation Meetings (SOM) ensure that GIFTs received are well-managed till resolution

PHYSICAL TOUCHPOINTS
- OCBC Bank has the largest number of full-service Sunday banking branches in Singapore, being the first bank to offer family-oriented full-service banking on Sundays
- OCBC Bank operates the largest fleet of shared ATMs in Singapore
- Working with partners, OCBC Bank has kiosks and Lite branches at hospitals and partners’ retail spaces

E-B METRIC SYSTEM
- Measures the level of customer satisfaction to establish and maintain service standards
- ‘E’ indicates ‘exceeds expectations’ while ‘B’ indicates ‘below expectations’
- E-B targets for various touchpoints are set based on historical performances and are reviewed annually

Enhancing Accessibility and Convenience to Customers
The level of customer satisfaction at OCBC Bank is determined using structured methodologies of the E-B Metric System and Net Promoter System (NPS).

**E-B Metric System**

The E-B Metric System is an operational, bottom-up customer survey metric, customised to measure customer satisfaction levels of CFS staff. Customers are asked to rate their level of experience based on whether the CFS staff "exceeded their expectations" (E), "met their expectations" (M) or was "below their expectations" (B).
Service experience satisfaction is tracked across all key touchpoints to facilitate closed loop feedback. Customer inputs give respective managers fruitful operational insights into staff’s service performance to drive continuous improvement.

Customer feedback obtained via the E-B survey is directly accessible by all managers via CX-Radar, a secure online dashboard system. These monthly generated E-B performance reports are compiled and provided to senior leaders and respective managers for cascading down to frontline staff to drive timely actions for improvements. The E-B service target is set for individual frontline staff to encourage them to bring service excellence to customers, sustaining their “exceed expectations” rating and closing any potential gap that might lead to a “below expectations” rating.

Net Promoter Score

The Net Promoter Score (NPS) is a top-down customer survey mechanism that measures the level of customer engagement with OCBC Bank and its relative performance to competitors, customer segments and product types. A net promoter score is derived based on asking customers: “How likely are you to recommend our company to your friends and colleagues?”, with rating on a 0 to 10 point scale. Customers’ responses would fall into one of 3 groups – Promoters, Passives and Detractors.

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<th>1</th>
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<tbody>
<tr>
<td>DETRACTORS</td>
<td>PASSIVES</td>
<td>PROMOTERS</td>
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On a quarterly basis, competitive benchmarking results from the NPS survey are shared with managers and senior leaders to monitor the level of customer engagement and make strategic improvement plans. The findings and plans are then discussed and agreed upon at Service Performance Review meetings chaired by the Head of CFS.

In addition to these robust mechanisms, other useful key indicators such as sales revenue growth and customer compliments determine if customers are satisfied with OCBC Bank’s products and services. Customer compliments are viewed as an opportunity to encourage and reward staff through SPOT awards and incentive schemes at branches.

Senior leaders also take the time to perform random customer calls to interact and ascertain customer satisfaction. Learnings and feedback from these calls are shared during the monthly CFS Leadership meeting.

Our overall approach in determining customer satisfaction is unique and differentiated in a number of ways, namely via online access of information, proper tracking, accountability for customer satisfaction, an in-house market research team and integration.
## Determining Customer Satisfaction

<table>
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<tr>
<th><strong>ONLINE ACCESS OF INFORMATION</strong></th>
<th><strong>PROPER TRACKING</strong></th>
<th><strong>ACCOUNTABILITY FOR CUSTOMER SATISFACTION</strong></th>
<th><strong>IN-HOUSE MARKET RESEARCH TEAM</strong></th>
<th><strong>INTEGRATION</strong></th>
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<tr>
<td>Online access of customer satisfaction results/feedback information for staff at all levels</td>
<td>Ability to track customer satisfaction and staff performance over time</td>
<td>Accountability for customer satisfaction by linking customer metrics into frontline staff compensation framework</td>
<td>A dedicated team to gather, perform deep-dive analysis and disseminate information</td>
<td>Integration with data-mining for traditional CRM work that combines customer behaviour with customer satisfaction</td>
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We are committed to customer-centricity and the continued pursuit of excellence in our business. Winning the **2014 Singapore Quality Award** is a validation of our belief in putting our customers at the centre of our business strategy. We will continue to set high standards in seeking to understand customers and their requirements, and using insights to drive innovation in our products and services to deliver a differentiated experience for customers. We are inspired to improve continuously on our capabilities and processes, to develop and retain good talent and to do what is right for our customers.

**DELIVERING WORLD-CLASS BANKING SERVICES CONSISTENTLY**

We're proud to be the 1st retail bank to receive the Singapore Quality Award for Business Excellence.