KENYA BANKERS
ASSOCIATION

Banking Customer Satisfaction Survey 2024

Good customer Service costs less than bad customer service.

–Sally Gronow

About this Report

THIS REPORT PROVIDES AN IN-DEPTH analysis into the evolving dynamics of customer satisfaction within Kenya's banking sector, offering a data-driven insights into the behaviours, preferences, and expectations of banking customers. It serves as a comprehensive resource for banks, policymakers, and stakeholders seeking to understand the dynamics shaping the industry and how they can adapt to deliver better services and foster long-term customer loyalty.

The insights are based on the Kenya Bankers Association (KBA) Banking Customer Satisfaction Survey which is conducted annually through SurveyMonkey. The survey gathers both quantitative and qualitative data through a carefully designed questionnaire developed by the Kenya Bankers Association Customer Service Working Group.

By capturing the voices of thousands of customers, the report goes beyond surface-level observations to uncover deeper trends, such as the interplay between technological innovation, operational efficiency, and customer trust. It emphasizes the centrality of customer-centric strategies in building trust, driving inclusion, and fostering sustainable growth.

> **"The report serves as a comprehensive resource for banks, policymakers, and stakeholders seeking to understand the dynamics shaping the industry.**

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Catalyzing Growth Through Customer-Focused Innovation

KENYA'S BANKING SECTOR IS A PILLAR of economic growth, fostering financial inclusion by supporting businesses and individuals. As the industry evolves, it continues to lead in innovation, adapting to an increasingly digital economy.

Findings from this survey provide critical insights into customer expectations and experiences, helping banks enhance service delivery while strengthening trust and loyalty. Notably, digital banking adoption is rising, reaffirming Kenya's position as a global fintech leader.

Customer loyalty has also grown, with promoters increasing to 58.1% from 54.8% in 2024. This trust, combined with banks' commitment to operational excellence, solidifies their role in driving financial inclusion and economic progress.

However, challenges remain. Addressing customer complaints efficiently and enhancing digital platforms will be key to sustaining this momentum. Strengthening digital banking infrastructure presents a significant opportunity to deliver seamless, secure, and accessible financial services.

Looking ahead, the sector has a unique opportunity to expand access, embrace digital transformation, and further enhance customer experience. The Kenya Bankers Association (KBA) remains committed to supporting the banking industry to champion innovation, inclusion, and financial literacy to ensure sustainable growth.

This report is both a reflection on progress and a roadmap for the future, building a banking industry that not only meets today's needs but empowers future generations.

Raimond Molenje,
Chief Executive Officer

> **Notably, digital banking adoption is rising, reaffirming Kenya's position as a global fintech leader.**

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Key Findings: What Customers Think

Survey Participation:
The survey responses in 2024 were 37,471, an increase from 33,608 in 2023.

37,471 Total number of responses in 2024

Demographics

62.01% | **35%**

On age, 62.01% of respondents were aged between 26-45

35% in the 26-35 range and 27% in 36-45.

On Gender

36.55% female participation, showing a slight increase in female engagement from previous years.

Multi-Banking Trends

49.5% Almost a half of respondents (49.5%) hold accounts with two to three banks,

36.7% While 36.7% remain loyal to a single bank, indicating a strong trend of multi-banking and stable customer retention.

Overall Customer Satisfaction

80% Percentage of positive responses

Over a half of respondents **(51.82%)** rated their banking experience as "Excellent"

28.79% as "Very Good", together comprising over 80% of positive responses.

Digital Dominance

Mobile banking and internet banking continue to dominate, both receiving 6/6 scores, reflecting customers' shift to digital-first solutions.

Insights: This report provides key insights into customer preferences, satisfaction levels, and behaviours in the banking sector, offering actionable recommendations for enhancing customer experiences and competitiveness. The findings highlight a dynamic and competitive landscape where customer expectations are evolving rapidly, driven by digitalization, service quality, and accessibility.

Preferred Mode of Interaction

56.49% of customers prefer self-service channels, such as **mobile apps and internet banking,** reflecting the growing demand for convenience and 24/7 access.

Customer Switching Behaviour

46.0% pointed to high fees as primary reasons for switching banks.

47.3% of respondents cited poor customer service as the reason for switching banks.

Complaint Resolution Efficiency

75.44% of respondents reported that their complaints were resolved "Always" within two days, a significant improvement from 66.4% in 2023.

Access to Banking Services for Persons with Special Needs

10.63%

10.63% of respondents require special accommodations (e.g., braille, screen readers), highlighting the need for more inclusive banking solutions.

Customer Loyalty and Advocacy

58.1%

of respondents are promoters, showing a rise from **54.8% in 2023.**

> ***The KBA CX 2024 Survey***
> *To maintain momentum, banks must continue to address these concerns, while focusing on improving service quality and inclusivity, ensuring long-term customer retention and a competitive edge in the evolving market.*

Overview

IN TODAY'S RAPIDLY EVOLVING banking landscape, delivering exceptional customer experiences is not just an operational priority—it is a strategic imperative. This Banking Customer Satisfaction Survey is designed to serve as a cornerstone of the banking industry's customer-centrism, providing deep insights into how the banking public perceives, and rates the industry's products and services.

Central to this report is the role of customer insights in shaping the future of banking. The findings are not just a reflection of where the sector stands but a guide to where it should go.

From enhancing digital accessibility and creating tailored products for underserved groups to foster inclusiveness in service delivery, the insights point to actionable strategies that can transform customer service into a sustainable competitive advantage. Moreover, these findings serve as a critical input for risk management and innovation, helping the industry to pre-empt market shifts and adapt to the dynamism of the expectations of customers.

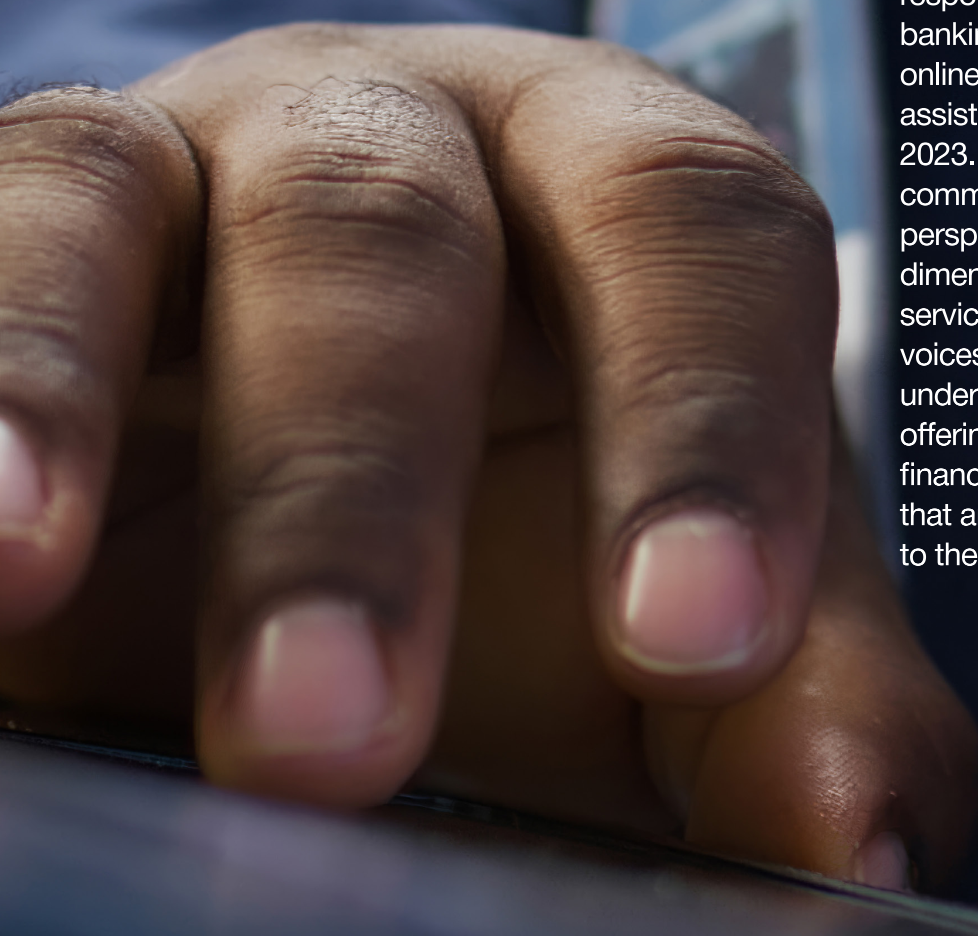
For both banking sector practitioners and the general banking public, this survey offers a critical lens through which we identify strengths and pinpoint areas that require strategic improvement, ensuring that the banking industry's products and services are continuously aligned with evolving customer expectations and industry's best practices.

More importantly, this report is designed to inform and inspire banks, policymakers, and stakeholders, encouraging them to prioritize customer satisfaction as the foundation for innovation, growth, and resilience. By addressing these insights head-on, Kenya's banking sector can not only meet the needs of its diverse customer base but also set a benchmark for excellence in financial services across the continent.

> **Conducted online using the SurveyMonkey platform, the survey leverages a simple random sampling technique, renowned for its methodological rigor.**

Survey Design and Methodology

THE BANKING Customer Satisfaction Survey is an annual flagship initiative designed to capture valuable insights from the banking public, providing a robust foundation for understanding customer perceptions and expectations. Conducted online using the SurveyMonkey platform, the survey leverages a simple random sampling technique, renowned for its methodological rigor. This approach significantly minimizes sampling biases and systematic errors, ensuring the data is not only representative but also highly generalizable to the broader population of bank customers across Kenya. By adhering to these principles, the survey offers a credible and actionable snapshot of customer satisfaction trends within the banking sector.



The survey methodology combines quantitative and qualitative data collection, utilizing a comprehensive questionnaire developed by the Kenya Bankers Association Customer Service Working Group. This dual approach enables the survey to uncover both statistical trends and nuanced insights into customer experiences. The 2024 survey recorded an impressive 37,471 responses, marking a significant increase from 33,608 responses in 2023 and 33,801 responses in 2022. This consistent growth underscores the survey's credibility and its resonance with the banking public.

Notably, the 2024 survey made strides in inclusivity, with 7.0% of the respondents not being able to use banking services (e.g., mobile banking, online banking) independently without assistance compared to 12.25% in 2023. This highlights the survey's commitment to capturing diverse perspectives and addressing the critical dimension of accessibility in banking services. By incorporating these voices, the survey ensures a holistic understanding of customer satisfaction, offering a unique opportunity for financial institutions to design services that are both inclusive and responsive to the needs of all customers.

Survey Demographics

Geographical Location Distribution of Respondents

BANKING ACCESS ACROSS KENYA remains markedly uneven, a disparity that is reflected not only in customer distribution but also in the configuration of our branch network. Chart (1) illustrates that Nairobi City dominates with 36.88% of respondents indicating it as their primary county banking services. This pre-eminence is unsurprising given Nairobi's stature as the nation's capital and economic nucleus, where the concentration of financial institutions and an extensive branch network converge to meet the demands of a dense population of bank users.

Emerging as significant regional centers, Meru and Uasin Gishu follow Nairobi with 11.16% and 10.44% of responses, respectively. Their growing economic profiles have been bolstered by a targeted expansion of branch networks that strategically tap into these burgeoning markets. In contrast, Mombasa—Kenya's second-largest city—accounts for only 5.37% of respondents.

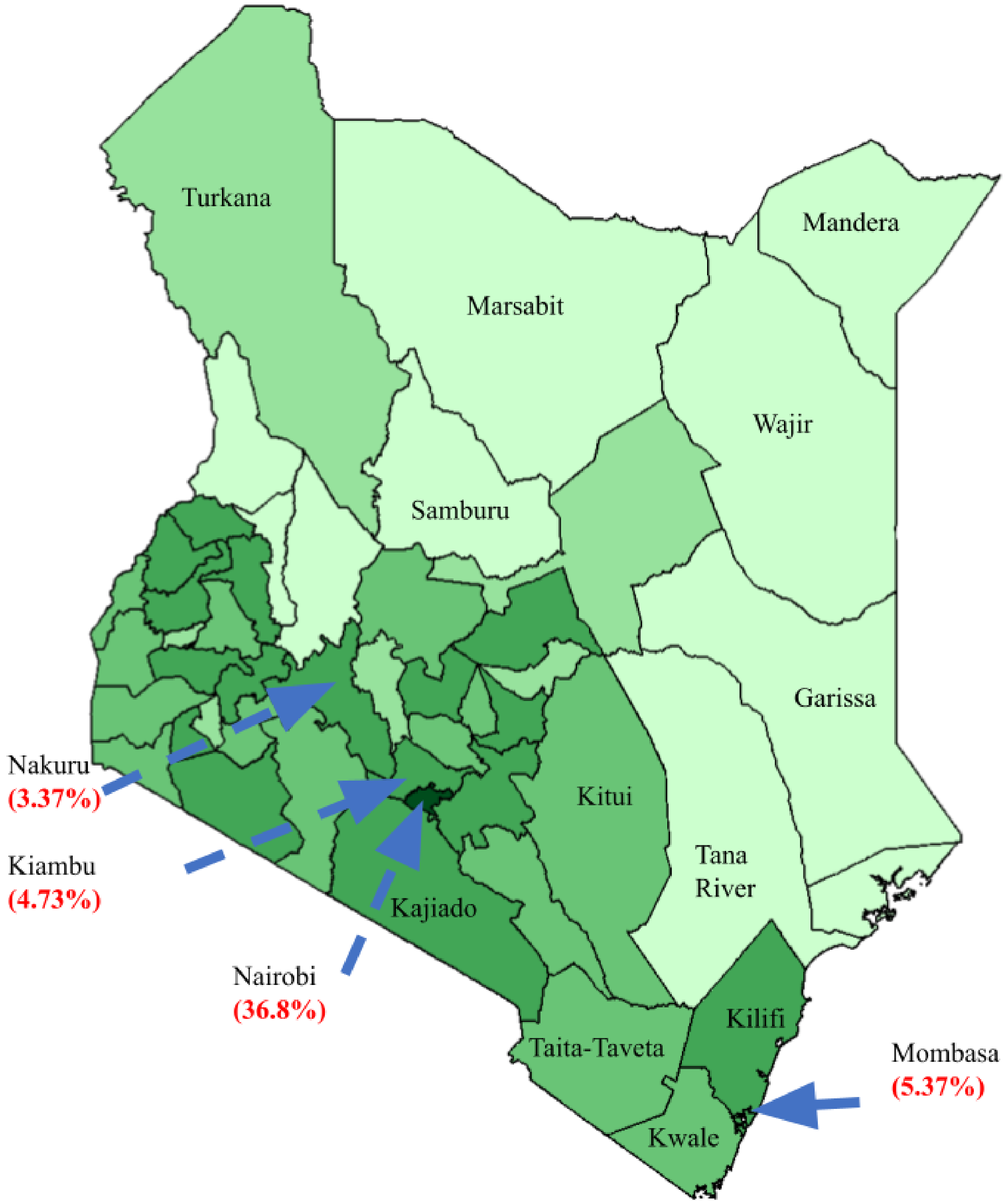
Despite its economic importance and sizeable population, this relatively low figure may signal a gap in physical banking outreach or a shifting consumer preference towards digital banking channels in the coastal region. Counties such as Kiambu (4.73%), Nakuru (3.37%), and Kisumu (2.71%) exhibit moderate levels of banking access.

These figures are largely influenced by their proximity to major urban centers and the presence of well-established financial infrastructure, which includes a robust network of branches. Conversely, regions like Samburu (0.11%), Marsabit (0.19%), and Tana River (0.20%) display minimal banking penetration. These stark contrasts underscore both the limited physical presence in these areas and the corresponding challenges in reaching these customer segments.

This regional analysis not only highlights the uneven distribution of banking activity but also mirrors the strategic allocation of banks' branch network. It signals the imperative to balance digital innovation with a recalibrated physical presence.

These insights emphasize the need for a dual approach: enhancing digital channels while optimizing branch deployments to better serve underrepresented regions. Addressing these disparities is critical to ensuring equitable access to banking services and driving sustainable, inclusive growth across all counties.

Chart (1) Regional Gaps in Banking Access: A Snapshot of Disparities Across Kenya



Source: KBA Customer Satisfaction Survey (2024)

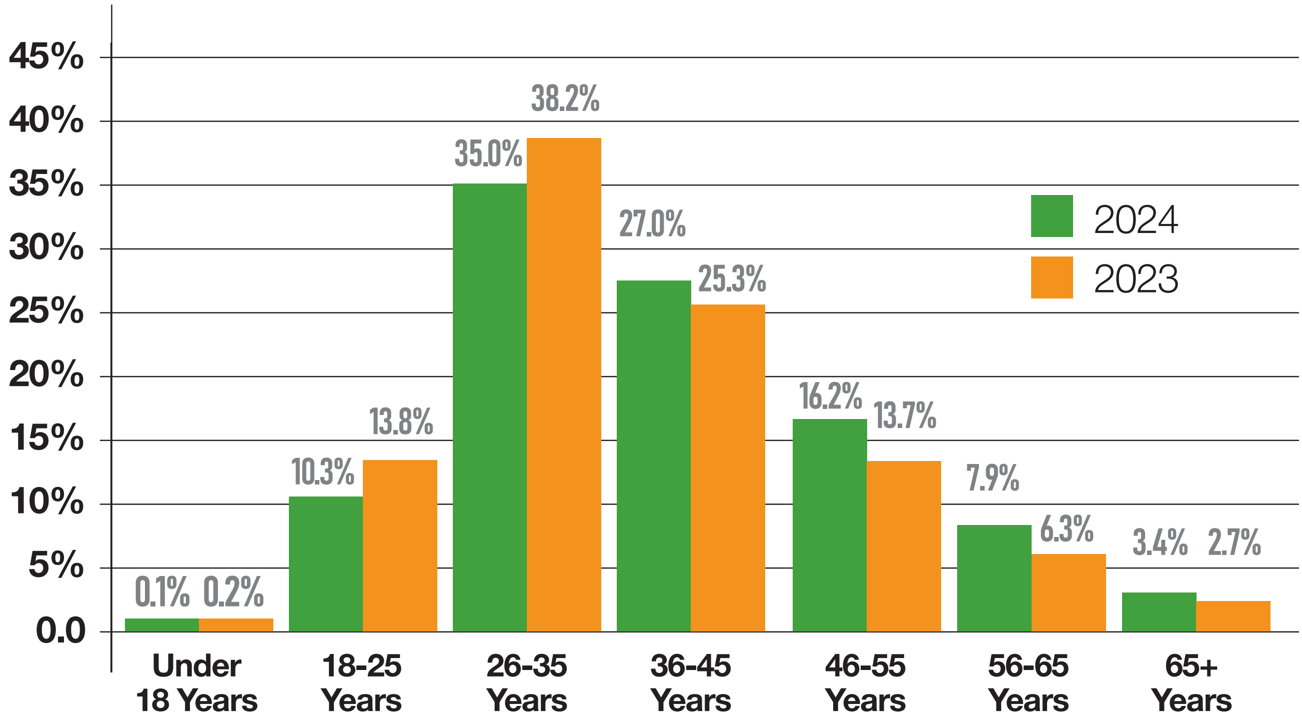
Key Insights

- **Urban Dominance:** Urban areas, particularly Nairobi, are the epicenters of banking activity. This highlights the concentration of financial services in urban centers, leaving rural regions with limited access.
- **Digital Transformation Opportunity:** The significant gap between urban and rural banking activity is not merely a reflection of existing branch distribution, but also a clear signal that digital solutions have the potential to serve as a powerful equalizer. By leveraging digital platforms, banks can bridge this geographic and service gap.
- **The underserved regions:** both rural counties with limited branch access and urban locales where digital banking is already gaining traction—present a significant growth opportunity. Modern digital channels, such as mobile banking apps, online customer service, and remote account management, can serve as effective substitutes or complements to physical branches. They ensure that customers in remote or less densely populated areas receive seamless, efficient banking services without the need for extensive physical infrastructure.
- **Disparities with the Underserved:** Moreover, as customer preferences evolve, the trend toward digital engagement becomes increasingly apparent. The clustering of responses around urban areas with robust branch networks contrasts sharply with the minimal engagement from regions lacking such infrastructure. This disparity underscores the critical role that digital transformation can play in democratizing access to banking services. By enhancing digital platforms, the industry can not only extend its reach into these underserved areas but also optimize resource allocation—investing strategically in both digital and physical channels.

Age Distribution of Respondents

Middle-aged customers dominate, demanding lifecycle innovation and inclusive digital strategies. Chart (2) illustrates the age distribution of respondents, highlighting dominance of the 26-35 years and 36-45 years age groups, which together account for 62.01% of respondents, with the 26–35 age cohort dominating at 35%, followed by the 36–45 group at 27%, illustrating the core consumer base's alignment with economically active and digitally savvy segments.

Chart (2) ***Banking by Age: Insights into Kenya's Core Demographics***



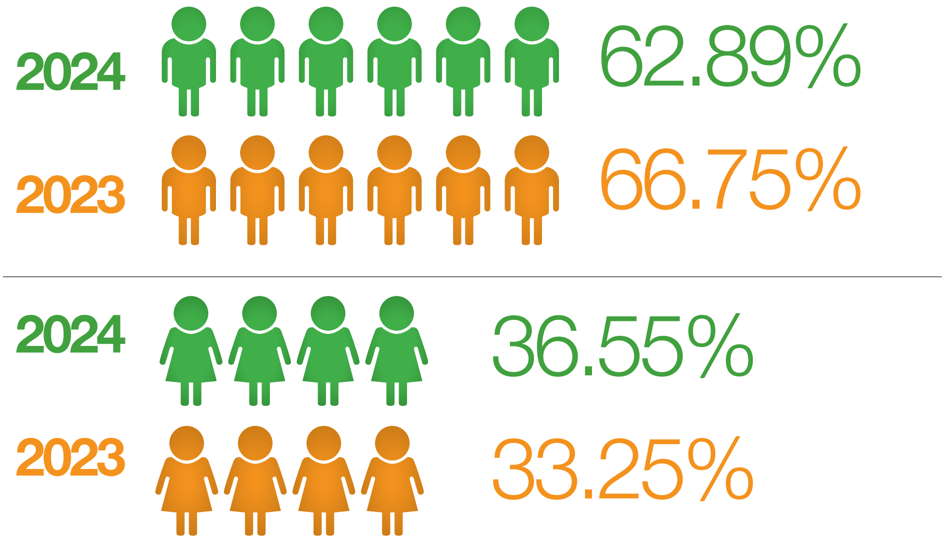
Source: KBA Customer Satisfaction Survey (2024)

This is consistent with 2023, where these groups also dominated with 26-35 years representing 38.2% and 46-45 years representing 25.3%, respectively. Participation from the 46-55 years group increased slightly to 16.24% in 2024, up from 13.7% in 2023, while the 18-25 years group declined to 10.28% from 13.8%, signalling shifting engagement trends among younger customers. Older respondents showed modest growth, with the 56-65 years group rising to 7.92% in 2024 from 6.3% in 2023, and those 65+ years increasing to 3.43% from 2.7%. The under-18 demographic remained minimal at 0.12% in 2024, mirroring previous years.

Gender Distribution of Respondents

Gender gaps in survey participation persist but are narrowing. Chart (3) illustrates the gender distribution of respondents, with 62.89% identifying as male and 36.55% identifying as female, a slight narrowing of the gender gap and a modest shift toward greater female participation compared to 2023, where males accounted for 66.8% and females for 33.3%, and 2022, where males constituted 65.6% of respondents and females 34.4%.This gradual increase in female representation indicates growing engagement of women in banking activities, likely driven by enhanced financial inclusion efforts and targeted products for women.

***Chart (3)* Men vs. Women: Gender Dynamics in Banking Responses**



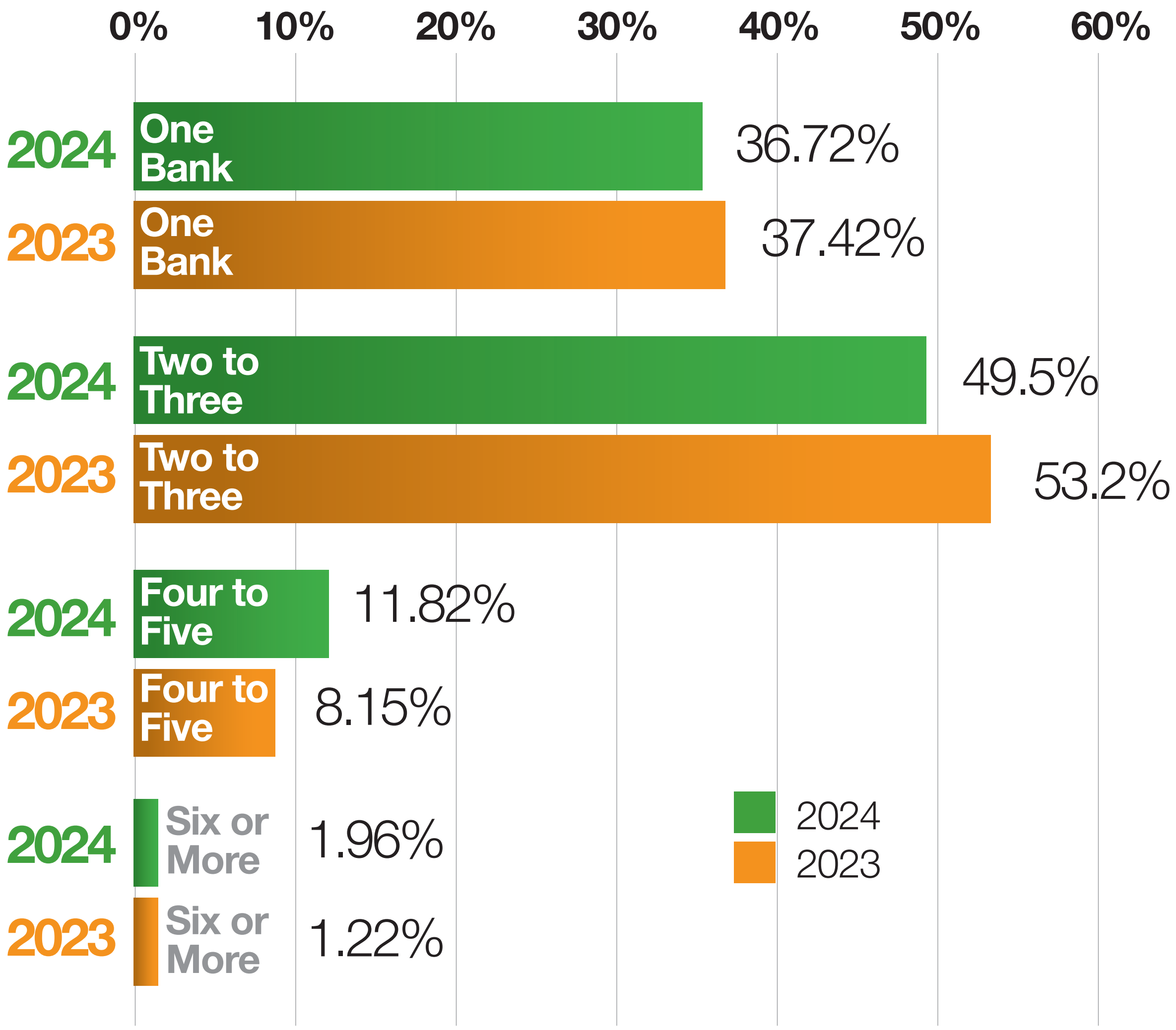
Source: KBA Customer Satisfaction Survey (2024)

Multi-Banking Trends

Multiple bank relationships remain the hallmark of customer behavior. Kenya's banking sector is witnessing a growing trend toward multi-banking, as customers balance the need for diverse financial services with enduring loyalty to trusted institutions. Chart (4) illustrates the distribution of responses to a survey question regarding the number of other banks individuals have accounts with, including joint accounts. In 2024, there is a sustained preference for banking account ownership diversification, with 49.5% of respondents holding accounts with two to three banks, up from 53.2% in 2023 and 48.2% in 2022.

Single-bank relationships remain significant at 36.7%, slightly lower than 37.4% in 2023, reflecting steady loyalty to primary institutions indicating that banks have an opportunity to strengthen customer retention by enhancing loyalty programs and offering a broader range of services to cater to diverse financial needs. Meanwhile, multi-banking among those with four to five accounts grew to 11.8% in 2024, up from 8.2% in 2023 and 5.8% in 2022, while those with six or more accounts rose modestly to 2.0%.

***Chart (4)* Bank Accounts Diversified: Insights into Multi-Account Ownership**



Source: KBA Customer Satisfaction Survey (2024)

Overall Customer Experience

In the 2024 survey, respondents were asked to rank which bank offers the best overall customer experience, and the feedback is tabulated below.

CATEGORY	NAME OF THE BANK
Top 3 best banks on customer experience	
Best Overall	KCB Bank (K)
Second Best Overall	NCBA Bank (K) Plc
Third Best Overall	Equity Bank (K)
Top rated banks on customer experience per Tier	
Best Tier 1	KCB Bank (K)
Best Tier 2	Family Bank
Best Tier 3	ABC Bank
Second rated banks on customer experience per Tier	
Second Best Tier 1	NCBA Bank (K) Plc
Second Best Tier 2	National Bank of Kenya
Second Best Tier 3	HF Group
Third rated banks on customer experience per Tier	
Third Best Tier 1	Equity Bank (K)
Third Best Tier 2	Prime Bank
Third Best Tier 3	Kingdom Bank (K)
Most improved bank on customer experience	
Most improved overall	Absa Bank (K) Plc

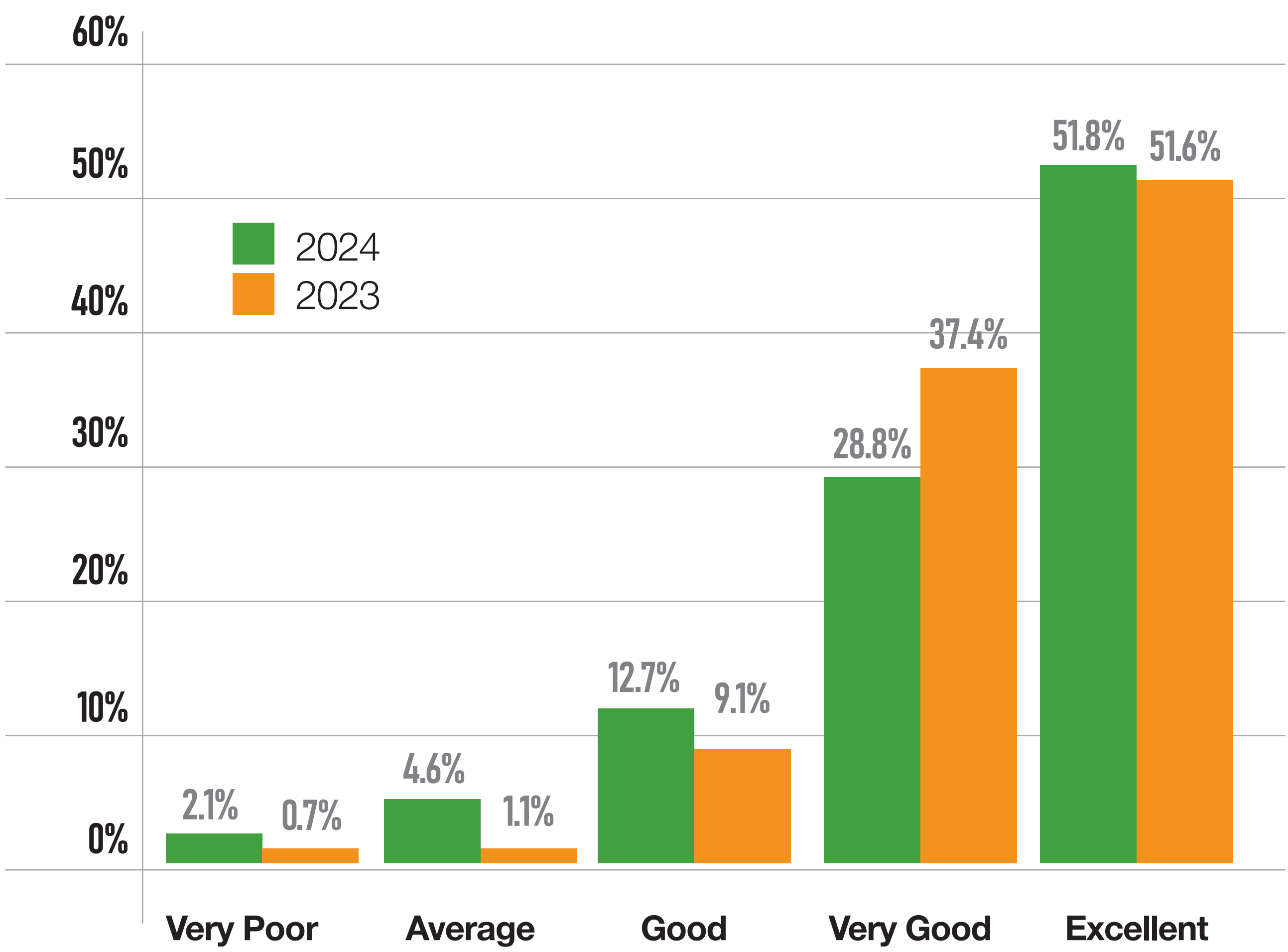
Kenya's banking sector enjoys strong customer satisfaction, yet room remains to turn good experiences into exceptional ones. Chart (5), the findings of the 2024 survey reaffirm high levels of customer satisfaction within Kenya's banking sector, with: -

51.82% of respondents rating their overall experience as "Excellent" and 28.79% as "Very Good," collectively accounting for over 80% of positive ratings. This trend aligns closely with the 2023 survey, where 96.9% of respondents rated their banking experience above three on a five-point scale, including 49.7% awarding the highest score of five and 37.2% giving a four.

However, the presence of moderate satisfaction levels—12.65% in 2024 rating their experience as "Good" and 10% in 2023 providing a neutral score of three—highlights areas for improvement.

In both years, minimal dissatisfaction was observed, with only 6.75% of 2024 respondents rating their experience as "Average" or "Very Poor" and 10% of 2023 respondents scoring their experience at three. These findings underscore a consistent positive perception of banking services, reflecting that most banks are meeting or exceeding customer expectations.

***Chart (5)* Banking Through the Eyes of Customers: Experience Ratings**



Source: KBA Customer Satisfaction Survey (2024)

As the banking sector continues to evolve with increasing digitalization, understanding customer preferences is essential for financial institutions striving to meet the diverse needs of their customers. **The survey insights as illustrated in Table 1 reveal that:**

Mobile App Functionality:
42.86% of respondents prioritize mobile app functionality, highlighting the demand for seamless and accessible digital banking solutions.

Customer Service:
14.29% emphasize the importance of good customer service, suggesting that responsive and personalized interactions remain vital, even in an increasingly digital banking environment.

Internet Banking:
14.29% of respondents value internet banking, indicating a preference for convenient, self-service online platforms.

Access to Money:
14.29% of respondents consider easy access to their funds a top priority, reflecting the need for quick and flexible access to financial resources.

Account Opening:
14.29% of customers emphasize the importance of an easy account opening process, signalling that simplicity and efficiency in onboarding are crucial to customer satisfaction.

Table 1 Proportions of Importance for Key Banking Features in 2024

BANKING FEATURE	PROPORTION OF IMPORTANCE (%)
Mobile App	42.86%
Customer Service	14.29%
Internet Banking	14.29%
Access to Money	14.29%
Account Opening	14.29%

Source: KBA Customer Satisfaction Survey (2024)

Customer Banking Channel Preference

Digital Banking Dominates as Mobile and Online Channels Lead, with Shifting Trends in Traditional Touchpoints. Chart (6) shows the 2024 survey trends which reveal: -

Mobile Banking: A continued shift toward digital banking, with mobile banking (USSD/App) and internet/online banking maintaining their top positions, each scoring 6 out of 6. This mirrors 2023, where mobile banking was the most preferred channel at 69.9%, followed by internet banking at 24.6%.

Bank branches continue to be important, ranked third in 2024, reflecting sustained demand for in-person services, similar to 2023 where branches were also highly preferred but showed a slight decline.

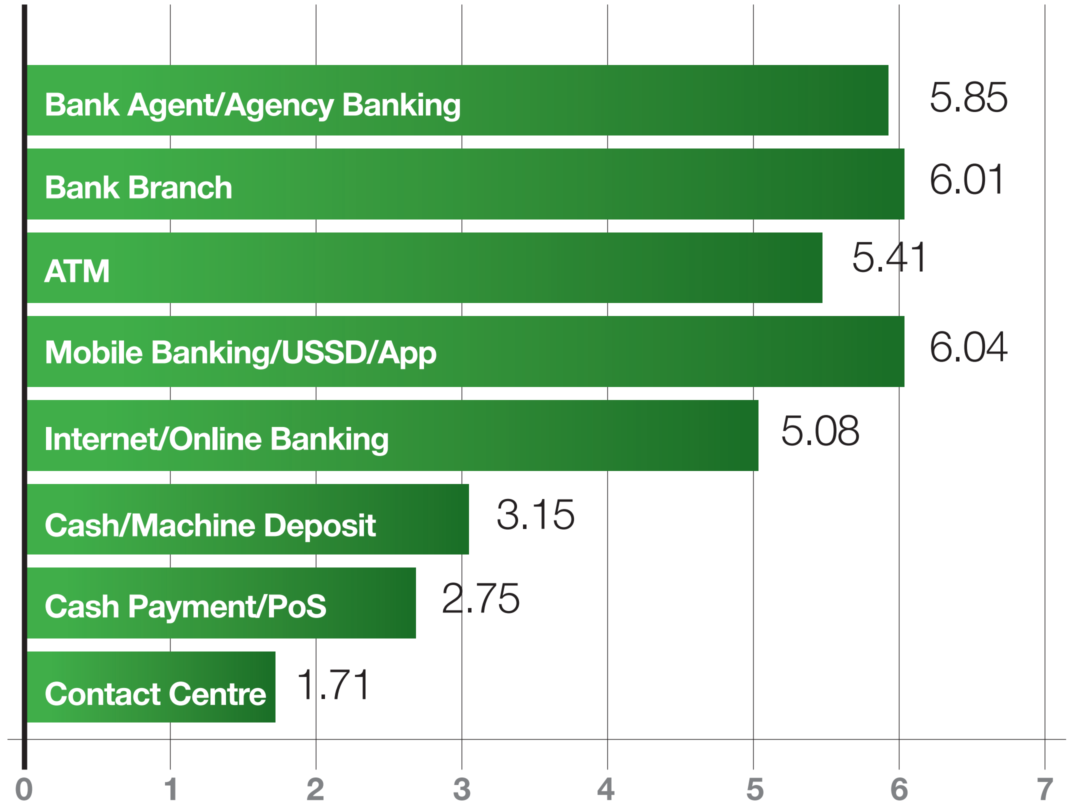
One key change in 2024 is the **diminishing importance of ATMs,** which scored 5 in the 2024 survey, while in 2023, they were ranked fourth, at 17.7% preference.

Card payments (online/point-of-sale) and cash deposit machines, both ranked at 3 in 2024, show relatively stable but lower usage compared to digital channels. These channels saw moderate preference in 2023, with card payments at 7.1% and cash deposit machines at 2.77%, indicating some continued usage but less frequent engagement than mobile and online platforms.

Contact centers scored the lowest in 2024, reflecting a continued decline in preference for call-based support, consistent with 2023, where contact centers were also not a preferred choice. This signals that customers increasingly favour self-service and direct in-person interactions over phone support.

Source: KBA Customer Satisfaction Survey (2024)

Chart (6) Customer Ranking of Preferred Banking Channels



Source: KBA Customer Satisfaction Survey (2024)

Implication: These preferences imply a growing demand for integrated digital solutions while maintaining the relevance of physical branches. Banks should continue investing in mobile and online banking platforms to enhance customer convenience and user experience. Simultaneously, the moderate ranking of cash deposit machines and card payments suggests an opportunity to promote these channels as alternatives to traditional methods. The low preference for contact centers may indicate a need to improve call center efficiency or transition more services to digital channels. Overall, the data underscores the need for a balanced omni-channel approach that aligns with customer behaviour and expectations.

Preferred Mode of Interaction When Accessing Banking Services

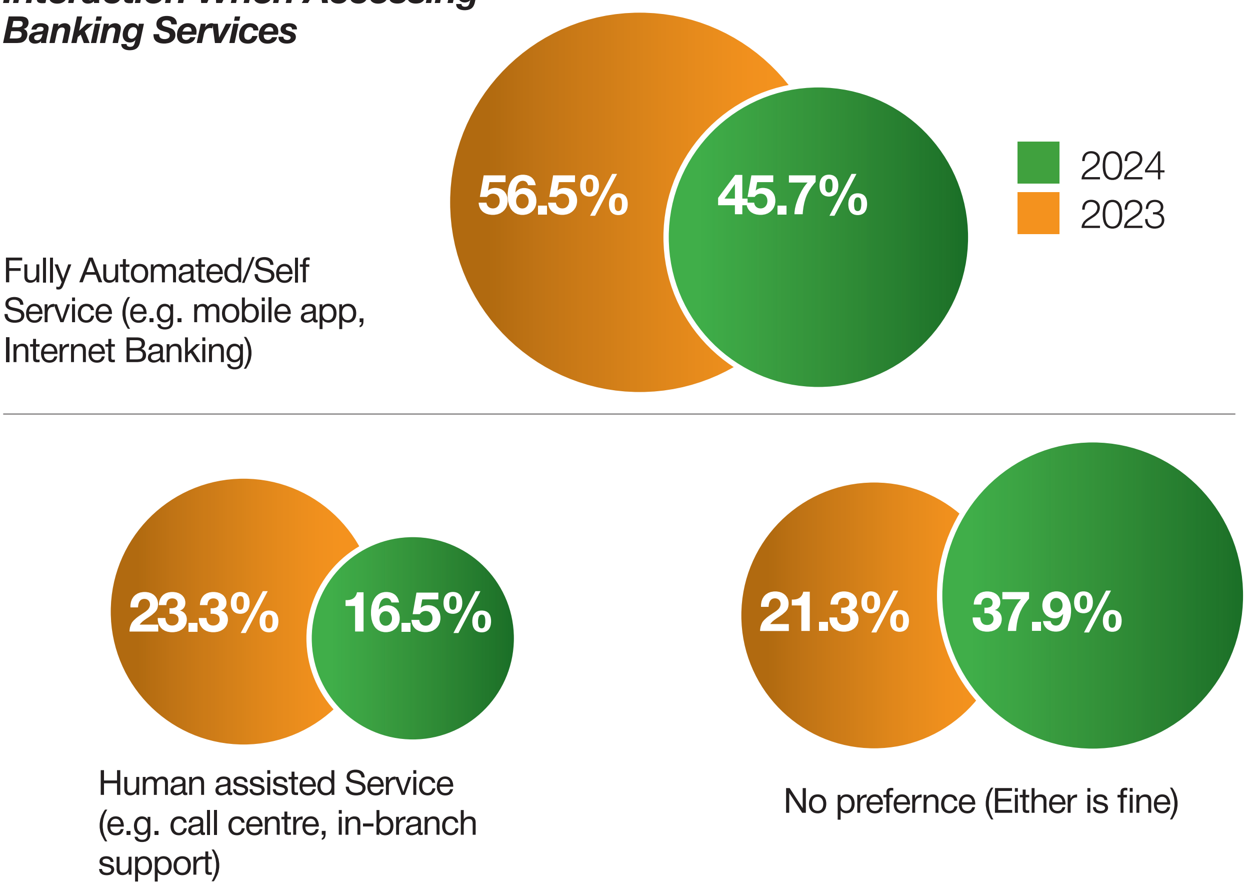
Over the years, preference for self-service channels has been on the rise. Chart (7) highlights customers' preferred methods of interaction with their primary bank.

A clear preference for fully automated or self-service channels, such as mobile apps and internet banking, emerges as it accounts for 56.49% of respondents compared to 2023's 45.7%. This preference reflects a growing demand for convenience, efficiency, and 24/7 access to banking services, driven by advancements in digital technology and customer expectations for seamless experiences.

Human-assisted services, including call centers and in-branch support, are preferred by 22.26% of respondents in 2024 compared to 16.5% in 2023, demonstrating that while digital channels dominate, there is still a significant segment of customers who value personalized, face-to-face, or real-time support for complex or high-touch services.

Meanwhile, 21.25% of respondents indicated no strong preference for either fully automated or human assisted compared to 37.9% in 2023, suggesting that a reduction in the portion of customers who are indifferent as they shift as suggested by the shifts in the preferences of the other channels.

Chart (7) Preferred Mode of Interaction When Accessing Banking Services



Source: KBA Customer Satisfaction Survey (2024)

Implications: The results imply that banks must prioritize investments in enhancing digital platforms while ensuring their reliability, user-friendliness, and security to cater to the majority preference for self-service. However, maintaining and improving the quality of human-assisted services is equally important to support customers who require personalized interactions. An omni-channel strategy that seamlessly integrates digital and human touchpoints will be key to meeting diverse customer expectations and driving overall satisfaction.

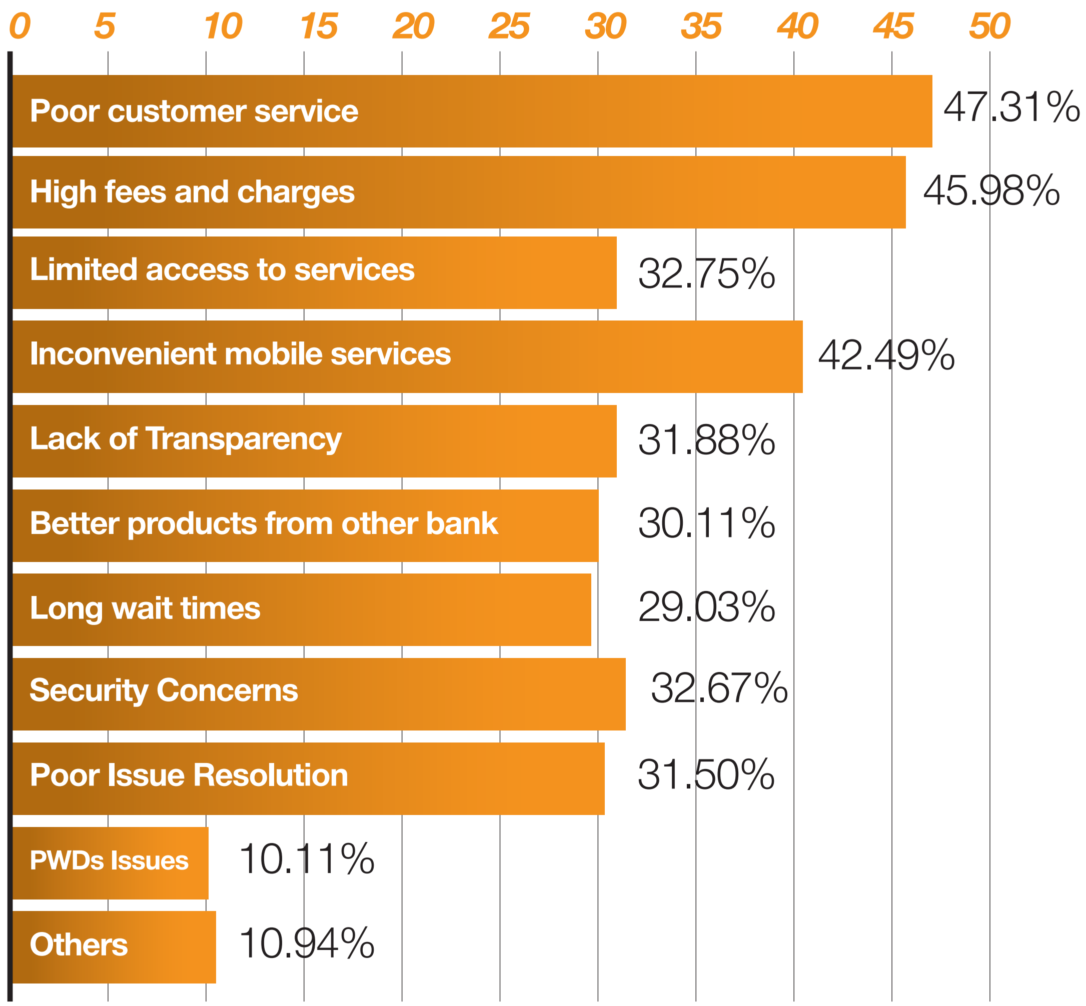
Customer Switching Behaviour

Customer switching behavior in the banking sector is a critical indicator of satisfaction, loyalty, and market competition. As customers increasingly demand better services, more competitive pricing, and seamless digital experiences, banks must understand the factors that drive customers to seek alternatives. Chart (8) the chart reveals the key drivers behind customer dissatisfaction and potential bank switching and the following can be inferred: -

- **Poor customer service** leading the charge, cited by 47.3% of respondents.
- **High fees and charges** follow closely at 46.0%, underscoring the financial pressure that cost-conscious customers feel.
    - **Implication:** Together, these two factors — poor customer service and high fees and charges — signal that service quality and pricing remain central to customer loyalty and retention.
- **Limited access to banking services** and inconvenient digital or mobile banking are also significant, with 42.5% and 32.8% of respondents, respectively, highlighting the growing importance of accessibility and seamless digital experiences in an increasingly mobile-first world.
    - **Implication:** Together, these two factors —limited access to banking services and inconvenient digital or mobile banking—underscore the importance of accessibility, both physical and digital.
- **Lack of transparency** (31.9%) emerges as another key concern, pointing to customer desires for greater clarity in their banking relationships.
- Service-related issues such as **long wait times** (30.1%), **security concerns** (29.0%), and poor issue resolution (32.7%) further emphasize the need for banks to improve operational efficiency and strengthen customer trust.
    - **Implication:** These factors reflect the need for banks to improve operational efficiency, security, and customer service.

- While lack of **accessibility for persons with disabilities** and better offers at competing banks are less frequently mentioned (10.1% and 10.9%, respectively), they signal areas for niche improvements in inclusivity and competitive differentiation.
  - **Implication:** These factors — lack of accessibility for persons with disabilities and better offers at competing banks— while of lesser importance highlight the continued need for banks to be both inclusive and competitive.

Chart (8) Factors Driving Customer Switching Propensity in the Banking Sector



Source: KBA Customer Satisfaction Survey (2024)

Implications: These findings stress the need for banks to prioritize excellent customer service, maintain competitive pricing, and invest in seamless digital banking solutions. Operational efficiency, transparency, and robust issue resolution mechanisms are essential to retain customer trust. Additionally, banks must continually innovate and tailor their products to remain competitive, while also addressing inclusivity to serve all customer segments effectively. By addressing these concerns, banks can mitigate customer churn and foster stronger loyalty in a competitive market.

Access to Bank Services for Persons with Special Needs

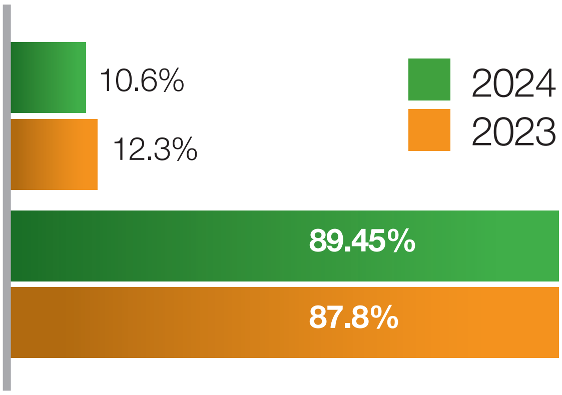
Independent access to banking services has become a cornerstone of modern banking, offering significant benefits to both customers and financial institutions. Chart (9) presents two key insights into accessibility in banking services:

Requirement for Special Accommodation: In 2024, 10.63% of respondents require any special accommodations, such as braille, ramps, or screen readers, to access banking services.

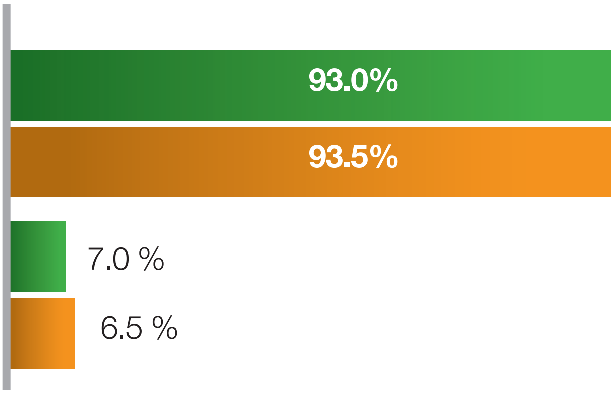
Independence in Using Banking Services: Further, the insights reveal that of those requiring special accommodations in 2024, the vast majority (93.04%) can independently use digital banking services, such as mobile or online banking, without assistance.

Chart (9) Customer Independence & Special Accommodation Needs in Banking Services

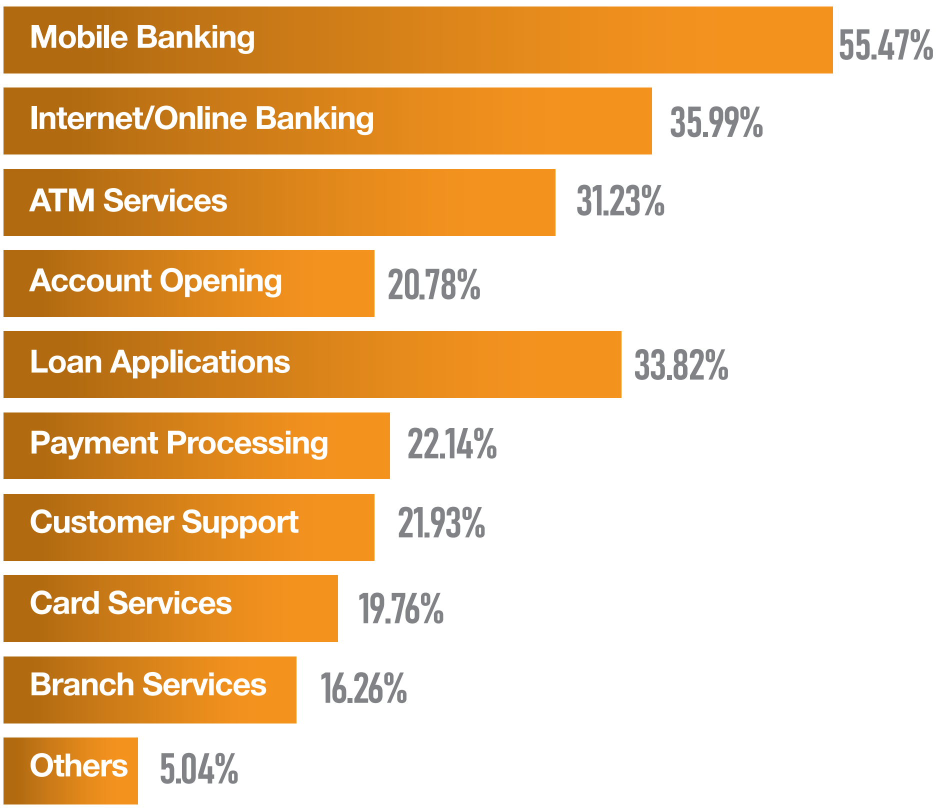
(a) Do you require any special accommodation (e.g. braille, ramps, screen readers) to access banking services?



(b) If you require special accommodation, can you use banking services (e.g. mobile banking, online banking) independently without assistance?



(c) Which banking services do you feel needs better accessibility for independent use (select all that apply)



Source: KBA Customer Satisfaction Survey (2024)

Services that require more independent access: Chart (9) further illustrates that banking services that customers feel require better accessibility for independent use, reflecting a clear demand for more inclusive and user-friendly platforms. Specifically, the trends reveal that: -

- **Mobile banking (55.47%)** emerges as the top priority for improved accessibility, highlighting the central role mobile platforms play in customers' financial management. As mobile banking continues to grow in popularity, ensuring it is accessible to all, including individuals with disabilities, is crucial for broadening digital banking adoption.
- **Internet/Online banking** follows closely at 35.99%, indicating a need to further optimize web-based platforms to ensure that all customers, including those requiring accommodations, can independently use them. This is consistent with the overall shift toward digital banking, where ensuring seamless access across all digital channels is a priority for banks.
- **Other services like ATM services** (31.23%) and payment processing (33.82%) also appear in the list, showing that customers are looking for improvements in both physical infrastructure and digital transaction processes. Account opening (20.78%), loan applications (22.14%), and customer support (21.93%) indicate areas where there is demand for easier, self-service access, which could further enhance the customer experience.
- Interestingly, **branch services** (16.26%) and card services (19.76%) show relatively lower levels of concern, indicating that physical banking interactions are perhaps less of a barrier compared to digital and automated services.
- Lastly, the **other category** (5.04%) represents a small but important portion of customers with unique needs or requirements not captured in the other categories.

Implications: The presence of customers requiring special accommodation highlights the importance of creating inclusive banking environments. More importantly, the trend towards independent access underscores the importance of continuing to innovate and improve digital banking platforms, ensuring they remain intuitive, accessible, and efficient to meet the needs of an increasingly tech-savvy customer base. Moreover, these findings highlight that, as banks continue their digital transformation, there is an increasing need to focus on improving accessibility across both digital and physical services to ensure all customers can engage with their financial services independently and efficiently.

Complaint Resolution Efficiency: Speed Matters

Customer complaint resolution is a crucial aspect of customer service that directly impacts satisfaction, loyalty, and a bank's reputation. The 2024 survey as illustrated by Chart (10) shows a significant improvement in customer satisfaction regarding complaint resolution, with **75.44%** of respondents reporting that their bank "Always" resolves complaints within two days.

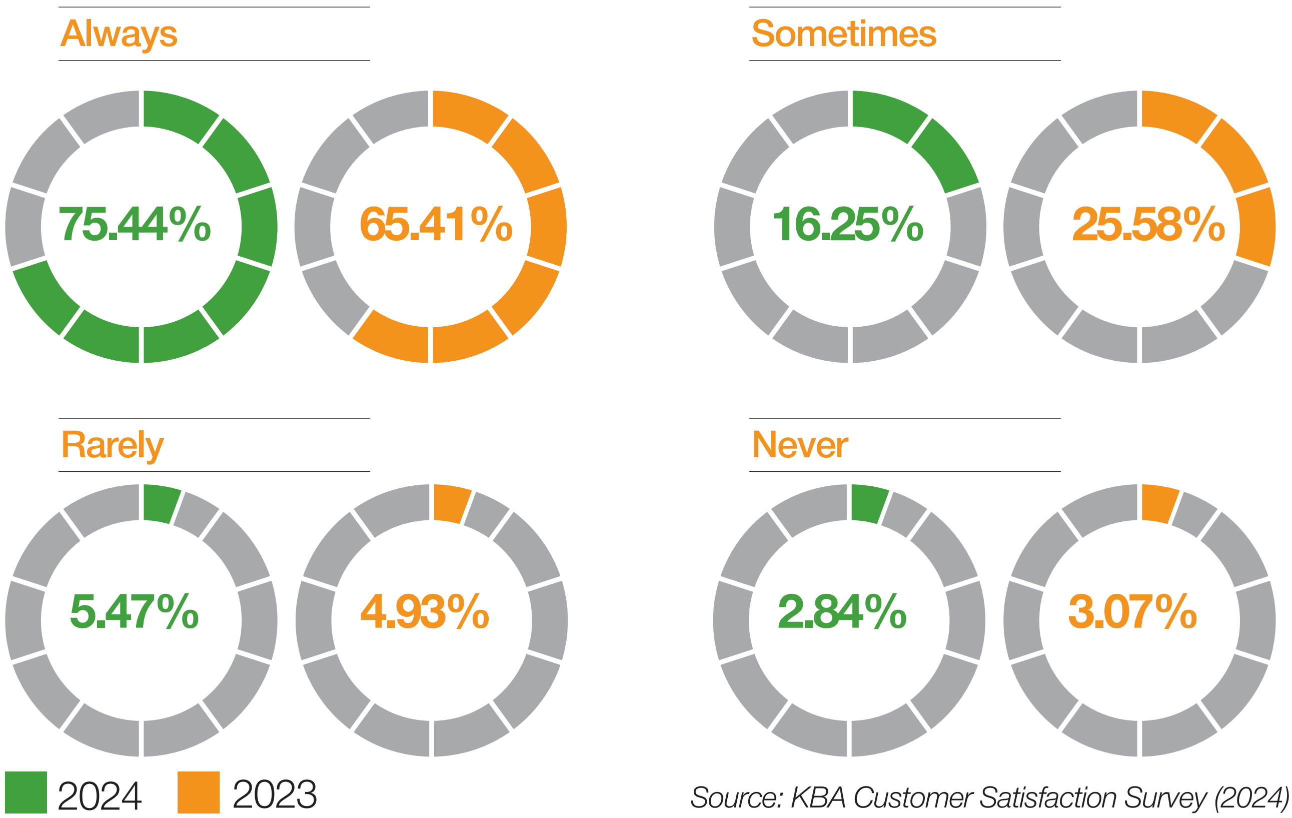
The sector's ability to resolve **75.44%** of complaints within two days is a bright spot, and this represents a noticeable increase from the **66.4%** reported in 2023 and 68.9% in 2022, highlighting ongoing improvements in operational efficiency and customer service responsiveness.

However, **16.25%** of customers indicated that their complaints are resolved "Sometimes," a slight increase from 25.6% in 2023.

Smaller proportions of respondents—**5.47%** and **2.84%** —reported that issues are resolved "Rarely" or "Never," reflecting minor dissatisfaction, though these figures show a decline from the **4.9%** in 2023 and **3.1%** in 2022.

Implications: These trends suggest that while banks are making significant strides in addressing complaints promptly, there remains room for further improvement in ensuring consistent and timely resolutions across the customer base

Chart (10) Customer Complaint Resolution By Banks



Source: KBA Customer Satisfaction Survey (2024)

Customer Loyalty and Advocacy: The Rise of Promoters

Customer loyalty and advocacy are critical drivers of long-term success in the banking sector. In an increasingly competitive market, banks must not only satisfy customers but also convert them into loyal advocates who actively promote the brand. **Chart (11) illustrates** the growing trust and satisfaction of the banking industry products and services as the industry's NPS score is on the rise and hereunder the disaggregated insights are also highlighted: -

- **Promoters** (those who score the bank highly and are likely to recommend it)[1] saw an increase from **54.8% in 2023 to 58.1% in 2024.** This indicates a positive shift in customer satisfaction and loyalty, with more customers willing to endorse their bank. The rise in promoters suggests improvements in customer experience or value, helping to build a stronger, more loyal customer base.
- **Passives** (customers who are satisfied but not enthusiastic enough to actively recommend the bank)[2] decreased slightly from **28.1% in 2023 to 27.7% in 2024.** While this change is marginal, it signals that banks may be losing some neutral customers who could potentially be converted into promoters with further improvements in service quality.
- **Detractors** (those who are dissatisfied and unlikely to recommend the bank)[3] decreased significantly from **17.1%** in 2023 to **14.2%** in 2024, indicating that fewer customers are unhappy with their banking experience. This reduction suggests that banks are effectively addressing pain points and mitigating customer dissatisfaction.
- **The Net Promoter Score (NPS)**,[4,5] which measures the overall customer sentiment by subtracting the percentage of detractors from promoters, rose from **37.7%** in 2023 to **44.0%** in 2024, highlighting a clear improvement in overall customer satisfaction and loyalty.

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[1]Promoters are respondents who answer with a 9 or 10 and are the most loyal of customers whose enthusiasm for the bank translates into actual recommendations to family and friends.

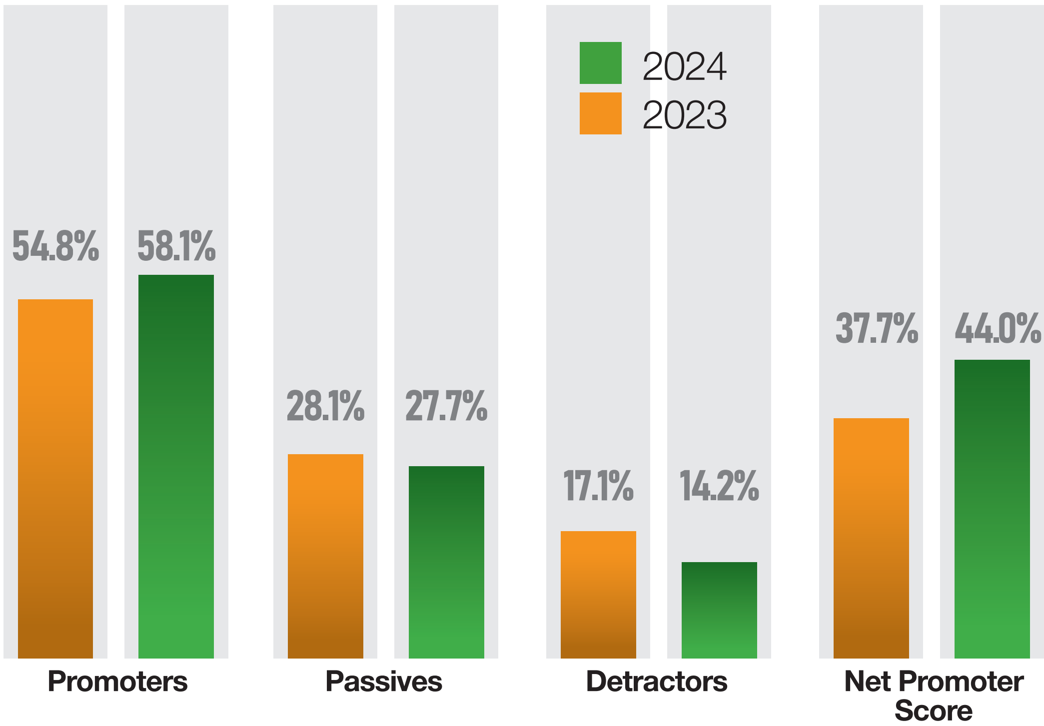
[2]Passives are respondents who answer with a 7 or 8, are largely indifferent, and therefore are disinclined to share either negative or positive reviews with others.

[3]Detractors are those respondents who answer the question with a 6 or lower; these respondents are unsatisfied customers who could actively harm the bank's brand by making their complaints public.

[4]Since its 2003 debut, NPS has been used by companies of all sizes in various industries, and its effectiveness comes from its ability to measure the overall satisfaction of a customer base.

[5]The NPS score is calculated in the following ways. First, the responses are divided into three categories: promoter, passive, and detractors. Second, obtain a count of the number of promoters and detractors in the total responses. Third, obtain the proportion of promoters and detractors to the total responses and subtract the percentage of detractors from the percentage of promoters. The resulting number, whether positive or negative, is your NPS score. Notably, the passives are included in the NPS calculation because they are unlikely to be recommended or not recommended.

Net Promoter Score of the banking industry



Source: KBA Customer Satisfaction Survey (2024)

Implications: The increase in promoters and reduction in detractors highlight progress in customer satisfaction efforts, such as improved service delivery, responsiveness, and product offerings. The high proportion of promoters suggests banks are succeeding in building strong customer relationships, which can translate into positive word-of-mouth marketing and customer retention. However, the presence of passives and detractors suggests room for further improvement, especially in addressing specific pain points or unmet needs. Sustaining the upward NPS trajectory will require continued investment in customer-centric strategies and innovation.

Conclusion

The Kenyan banking sector is a success story in progress. The **2024 Customer Satisfaction Survey** insights reveals a sector that is adapting, innovating, and striving to meet the needs of its customers. The sector's strengths are evident in quick **complaint resolution**, reliable **digital platforms**, and rising loyalty metrics. These bright spots demonstrate that the sector is moving in the right direction.

The rising **Net Promoter Score (NPS)**, driven by an increase in **promoters**, highlights growing customer loyalty and advocacy, reflecting banks' success in enhancing service delivery and operational efficiency. At the same time, the continued preference for digital channels, such as **mobile and internet banking**, signals a shift towards more convenient, self-service options that customers increasingly value.

However, sustaining momentum will require banks to double down on their successes while addressing areas of dissatisfaction, particularly **high fees, poor customer service,** and long wait times. By continuing to innovate and focus on customer-centric solutions, banks can maintain their competitive edge and build deeper, more loyal relationships with their customer base. In addition, the increasing demand for better **accessibility,** particularly for those requiring special accommodation, remains a critical area for banks to address, as inclusivity continues to play a pivotal role in customer satisfaction.

By addressing gaps and building on strengths, banks can ensure a future defined by trust, innovation, and inclusivity—delivering value not just for today's customers, but for generations to come.

Acknowledgement

The Kenya Bankers Association (KBA) wishes to express its sincere gratitude to the KBA Customer Service Working Group for playing an important role in conceptualizing the research upon which this Survey is based. We extend gratitude to the KBA member banks for sharing the survey across platforms. We gratefully acknowledge the thousands of bank customers across the country who continue to provide feedback since the Survey's inception in 2018. Data review, analysis and compilation of the report was led by Palm Consulting Services, supported by KBA's Nyagaka Nyakundi Hesborn, Hillary Mulindi, and Christine Onyango. It has been designed by PhotoMagic Studio.

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