



EMBRACING INNOVATION

We understand the scale of disruption that is currently sweeping through the financial services industry. We recognise that banks need to work hard to maintain their relevance in an increasingly digital world.

We believe in rising to the challenge, by actively embracing disruption and innovation, by working with innovation partners to deliver better value for customers and clients, and by adopting a commitment to continuous engagement, experimentation, innovation and improvement. For us, the purpose of innovation is to find ways to make financial services more cost-effective, convenient, and relevant, to tailor solutions to meet diverse needs and preferences, and to make life easier and better for Africa's people.



NEW WAYS OF WORKING

INNOVATION helps us to be the **trusted first choice for our customers and clients, able to service the full range of their financial services requirements in a holistic manner.**

We recognise that our customers' needs and expectations are evolving as rapidly as new technologies are developed. The evolution and spread of internet and mobile technologies has created an "always on" mindset – customers and clients expect to be able to transact and engage with their financial services providers whenever and wherever it is convenient and necessary for them to do so. We need to meet these expectations across all our areas of business, efficiently and cost-effectively.

TECHNOLOGY, no matter how sophisticated, will never fully replace the need to be able to sit with a customer, face-to-face, and talk through an issue when required. We don't expect our branches to disappear altogether, but we do recognise that there will be fewer of them, and that they'll undergo fundamental changes in the coming few years.

Our customers want to deal with people who are able to take accountability for solving problems and achieving outcomes, at the initial point of contact. Our branch and call centre employees must be able to listen, understand and be empathetic. And they need to be capable and empowered to make decisions and assist the customer, there and then.

As part of the lessons learnt and the restructuring of our Personal & Business Banking (PBB) offering, we're in the process of devolving more decision-making power to the frontline, supported by automated data processing capabilities. Frontline employees will have quick and convenient access to a customer's transactional history with the bank, enabling them to assist customers at the initial point of contact.



FOR EXAMPLE, when a customer requests a loan, an automated programme will run an immediate analysis of the customer's credit-worthiness based on income, spending patterns and past credit history, will assess this within the framework of the bank's risk appetite and lending criteria, and provide an objective recommendation. On this basis, the employee will be able to make an almost instant decision on whether to grant a loan, and will communicate this directly to the customer.