



## JOB DESCRIPTION

<b>Job Title:</b>	Manager, Customer Experience	<b>Reports to:</b>	Senior Manager Customer Experience
<b>Unit:</b>	Customer Experience	<b>Department:</b>	Customer Experience
<b>Grade:</b>		<b>Date:</b>	
<b>Job holder:</b>		<b>Supervisor:</b>	
<b>Signature:</b>		<b>Signature:</b>	

<b>Job Purpose Statement</b>
Responsible for managing the Customer Experience function across the Bank through providing oversight and leadership to drive quality and effectiveness at all the customer touch points.

<b>Key Accountabilities (Duties and Responsibilities)</b>		
<b>Perspective</b>	<b>% Weighing (To add up to 100%)</b>	<b>Output</b>
Customer Service and Customer Experience	60%	<ul style="list-style-type: none"> <li>Define, build and articulate the Bank's customer experience requirements and align to overall corporate strategic goals.</li> <li>Establish and manage key customer experience processes, including but not limited to customer contact facilities, customer interaction model, consultative selling, financial planning, complaint management, referral management, customer retention, voice of customer / complaint management, retention management, performance metrics, process improvement toolkit and change management.</li> <li>Identify mission critical customer experience management focus for the country's delivery channels, benchmark best service practices to support business performance and enhance customer satisfaction and loyalty scores.</li> <li>Manage key micro marketing activities, including, implementation guidelines for in-branch customer events and customer contact management.</li> <li>Oversee and ensure customer management, sales and service processes are at all times compliant to regulatory and risk-related requirements.</li> </ul>

		<ul style="list-style-type: none"> <li>• Ensure that NCBAU is a market leader in terms of clear communication to customers and compliance with any consumer protection legislation.</li> <li>• Manage and maintain exceptional service at all times and provide a benchmark of service delivery to be used by all other units within the Bank through coaching, training, development and sharing of best practice experience.</li> <li>• Develop customer incentive and retention programs to ensure customer loyalty by aiming to be the best in customer service, winning customers through quality, friendliness and efficiency of our service.</li> <li>• Develop strategies to increase the quality and efficiency of support to customers in line with emerging global standards in customer service.</li> </ul>
Operational Management (15%)	15%	<ul style="list-style-type: none"> <li>• Provide leadership in all aspects of service quality and operational excellence, thereby facilitating transformational change in the level and quality of service provided to customers (external and internal)</li> <li>• Lead and support business strategies that build awareness, employee engagement, and create an environment that recognises and reinforces appropriate behavior towards customers</li> <li>• Take ownership of complex account servicing and error resolution issues, including those escalated by other units</li> <li>• Manage root cause analysis of customer complaints and provide solutions to eliminate/minimize customer complaints proactively.</li> <li>• Build and enhance a means of benchmarking service quality against the competition and other service leaders</li> <li>• Manage aspects of the market research function to drive the strategic planning process within Business and to design and build the customer information reporting capability across the Bank's products</li> <li>• Oversee agreed process improvements and facilitate, teamwork across businesses to achieve end-to-end customer experience</li> <li>• Ensure robust implementation plans for key customer experience work streams (i.e. voice of customer, complaint management, retention management, metrics, process improvement toolkit, behaviour change) are in place with specific KPIs, establishment of key milestones and delivery dates in line with the Bank's customer experience requirements.</li> <li>• Create strategic alignment for Customer Experience KPIs and ownership throughout the organisation</li> <li>• Work with the functional "service champions" to establish peer reviews, adopt and implement best practices, develop internal and external benchmarking</li> </ul>

		<p>and continually improve the service and operational processes</p> <ul style="list-style-type: none"> <li>• Drive the culture change programme within the organisation so as to align behaviours with service excellence objectives</li> <li>• Design, implement and manage communication activity through the various channels to ensure all teams are kept fully aware of, and by implication engaged in, the progress of service and operational excellence program</li> <li>• Coordinate activities across the organisation as required to deliver "the WOW" end-to-end customer experience</li> <li>• Drive changes in process and mindset around how we organise work and deliver functionality for customers, maintaining "good" processes and eliminating inefficiencies</li> <li>• Design processes &amp; implement customer journeys to improve the customer experience based upon direct and indirect customer feedback, and market trends</li> <li>• Monitor business and process metrics to measure and manage customer service effectiveness</li> <li>• Value-add to the business by identifying new and developing risks through risk based process reviews on critical processes.</li> </ul>
Business Development	15%	<ul style="list-style-type: none"> <li>• Develop strategies to increase the quality and efficiency of support to customers</li> <li>• Develop challenging Productivity metrics and monitor the unit performance</li> <li>• Assist in management and implementation of new product launches via advertising to existing and potential clients by use of the key modes of communication at the disposal of the Customer Contact Centre</li> <li>• Contribute to product development and improvement through continuous feedback analysis collected through the customer service forms and feedback</li> <li>• Design effective customer engagement programs in liaison with Business Units to increase Customer Lifetime value and SOW.</li> </ul>
Leadership and People Development	10%	<ul style="list-style-type: none"> <li>• Build, develop and motivate a high performance team committed to success</li> <li>• Set challenging performance objectives and measures for the team and provide regular feedback and honest assessment on achievement</li> <li>• Train, guide and provide leadership, direction and pace to the team</li> <li>• Be a role model for the team, performing duties wholeheartedly</li> <li>• Invest in self-development</li> <li>• Evaluate performance of customer service officers / champions across the bank</li> </ul>

		<ul style="list-style-type: none"> <li>• Be the service change agent across the Bank and work with HR to implement internal staff engagement activities to boost culture around service excellence.</li> </ul>
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### Job Dimensions

Reporting Relationships: jobs that report to this position directly and indirectly	
Direct Reports	2
Indirect Reports	4

Stakeholder Management: key stakeholders that the position holder will need to liaise/work with to be successful in this role.	
<b>Internal</b> <ul style="list-style-type: none"> <li>▪ <b>All Departments</b> - for: <ul style="list-style-type: none"> <li>• Strategic guidance &amp; input on CVP, products, process &amp; services design; overall experience strategy design for each segment &amp; the Bank.</li> <li>• Guidance on tracking &amp; solutions to ensure all SLAs are in place and are implemented/met</li> <li>• Input into designing effective customer management strategies including customer engagement plans to boost CLV &amp; retention</li> </ul> </li> </ul>	<b>External</b> <ul style="list-style-type: none"> <li>• Bank Customers</li> <li>• Bank External Service Providers</li> <li>• BOU</li> </ul>

Decision Making Authority /Mandates/Constraints: the decisions the position holder is empowered to make (Indicate if it is Operational, Managerial or Strategic). Please also highlight any budgetary control responsibility if applicable for the role.
Strategic; Budget planning and control of the customer experience function

Work cycle and impact: time horizon and nature of impact (Planning) (e.g. Less than 1 week, 2 weeks, 2 weeks – 1 month, 1 month – 3 months, 3-6 months, 6-12 months, above 1 year)
Above 1 year

## Ideal Job Specifications

### **Academic Qualifications:**

- Bachelor's degree in a business related field. An MBA is an added advantage.

### **Professional Qualifications:**

- Professional qualification in Customer Experience Management or equivalent is an added advantage
- CIM qualification is an added advantage
- Coaching, Mentorship & Public Speaking certification is an added advantage

### **Work Experience:**

- At least Seven (7) years' working experience in marketing, Customer Service or Retail environment, with sound exposure to Bank Operations
- A track record of developing & implementing delivering continuous improvement in service delivery, and improved outcomes in Customer Services.

## Ideal Job competencies

### Technical Competencies

- Knowledge of Banking and Business Operations: Well round knowledge of ALL the Bank's operations and processes and excellent knowledge of Bank policies and procedures
- Risk Management: Ability to anticipate and mitigate risk by developing appropriate Risk Management Policies for the Bank
- Compliance and Regulatory Framework: Top-notch understanding of the regulatory issues, reporting and operational requirement as provided by BOU, URA, UBA, etc.
- Conceptual and Analytical Skills: Ability to quickly grasp and understand systems and keen to detail
- Technology Skills: Knowledge of Audit Techniques, Computerized accounting and financial systems, banking applications and spreadsheets

Behavioural Competencies	
	<ul style="list-style-type: none"> <li>• Results and Achievement Oriented: strives to achieve results, enjoys measuring others, being measured, and being judged on performance standards and those of others she leads</li> <li>• Personal Ethics: Must be honest, fair, just but firm with herself, and of high integrity</li> <li>• Negotiation Skills: Must be a good negotiator, particularly in changing behaviour and work practices but always Win/Win</li> <li>• Communication and Interpersonal Skills: well developed oral and report-writing skills, ability to work with, lead and build motivated teams</li> <li>• Human Resources Management Skills: Leadership Skills, Team Building and ability to train, develop and mentor staff</li> </ul>

*This JD is signed-off with reference having been made to the organisation's core values and aligned competencies against these values.*