



# Commercial Banking Industry in Kosovo

Customer Satisfaction 2014 Survey

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## EXECUTIVE SUMMARY

The banking system in recent years has been characterized by the expansion of infrastructure, the number of branches and sub-branches of the commercial banks.

Although most of current banking products enter in the group of classical banking services, in recent years banks have begun expansion of their services, with some innovations for market, such as: leasing, electronic banking services and other services.

In general products, products and services offered by Banks include:

- ⇒ Deposit,
- ⇒ Loans,
- ⇒ Service of payment /transfers internal and external,
- ⇒ Business documentary (Guarantees and letter of credit),
- ⇒ Electronic services,
- ⇒ Other products.

With the strengthening of the banking sector in Kosovo, the services/products offered to customers in this sector have also improved. Since the standards for services/products are constantly increasing, the banks in Kosovo have raised their quality in providing services/products proportionally with international standards and customers' requests.

As per this subject UBO Consulting conducted a customer satisfaction survey with banking clients throughout Kosovo, specifically a quantitative research with the purpose of gathering statistically reliable data and focused perceptions.

The overall objectives of this study were:

- ⇒ Identifying the customer satisfaction level with bank products and services
- ⇒ Identifying of client perceptions of weak and strong points of the banks
- ⇒ Identifying of key competitors, competitive advantages and disadvantages
- ⇒ Provision of recommendations regarding the improvement of products and services that banks offer

The survey was based on a quantitative survey of 900 respondents across seven regions of Kosovo, respectively face-to-face interviews were conducted with 900 adults. The sample population consisted of two sub-sets: 550 individual bank clients and 350 business clients.

## ▪ Key Findings

### Business Clients

- ⇒ "Reliability, trustworthiness", "interest rates", and "information confidentiality" are the top three most important attributes for business clients when choosing a bank.
- ⇒ Business clients showed low satisfaction levels with "interest rates", "fees", and "loan payment terms".
- ⇒ The majority of business clients were exposed the most to TV promotional campaigns (67%).
- ⇒ In regard to advertisements and promotional campaigns delivered by their banks, business clients showed average levels of satisfaction.
- ⇒ Business clients of "TEB Bank" were the most likely to recommend their bank to others (78%), followed by clients of "NLB Prishtina" (69%), and "ProCredit Bank" (67%). Around half of the interviewed business clients of "Banka Kombetare Tregtare" (53%) said they would not recommend their bank to others.
- ⇒ Business clients of "Banka per Biznes" were the most likely to continue to be customers of that bank for another year, whereas the clients of "NLB Prishtina" are the least likely to do so.

### Individual Clients

- ⇒ "Speed of loan approval and disbursement process", "branches and ATMs", and "information confidentiality" are the top three most important attributes for individual clients when choosing a bank.
- ⇒ Individual clients showed least satisfaction with "interest rates", "fees", and "loan payment terms".
- ⇒ More than half of interviewed individual clients have been exposed the most to TV promotional campaigns (56%).
- ⇒ When rating advertisements and promotional campaigns of their banks, individual clients showed average to high levels of satisfaction.
- ⇒ Individual clients of "TEB Bank" were most likely to recommend their bank to others (80%), followed by clients of "Banka Kombetare Tregtare" (77%), and "NLB Prishtina" (73%).
- ⇒ Individual clients of "NLB Prishtina" were the most likely to continue to be customers of that bank for another year, whereas the clients of "ProCredit Bank" are the least likely to do so.

## 1. INTRODUCTION

Kosovo's financial sector which is dominated by banks, has expanded rapidly ever since 2000. Financial system assets as a share of GDP more than doubled from 33 percent in 2003 to about 74 percent as of June 2012.

During these last 15 years, along with political and social improvements, of great importance were also the economic developments in various sectors, especially in the banking sector. This sector has been an engine of the overall economic growth of the country through support provided to private sector through different products such as loans, deposits, and mortgages, to various businesses in order to help them expand and realize their strategic plans. In 2013, there were 9 banks operating in Kosovo, with 310 branches and sub-branches spread across Kosovo. These figures are an indication of a positive development of the banking sector.

Commercial banks are focusing their activities on electronic payments, in order to increase the use, as much as possible, of the electronic instruments through banking cards, ATM, e-banking, direct debit etc. As the digitalization of bank services has reached Kosovar clients, both mobile and internet banking have become significant criteria to customer's bank choices.

Similarly, the methods of delivering quality traditional services such as Checking/Current accounts, Savings, ATM Cards, Check Books, Deposit Accounts, Loan and Credit Cards have become critical. Amongst regular bank clients, the maintenance costs, ability to use the card without limitations and other similar issues are yet to be tackled.



## 2. RESEARCH RATIONALE AND METHODOLOGY

Since the standards for services/products are constantly increasing, the banks in Kosovo have raised their quality in providing services/products proportionally with international standards and customers' requests. The best way to reflect the development of a bank's internal development regarding the provision of services and products for their clients is to constantly communicate with them (retail and corporate banking costumers) and obtain their perceptions towards the products and services that banks provide, and gain up-to-date requests on new products/services. Banks are required to monitor service quality and perceptions in an attempt to improve customer retention.

A bank's primary responsibility apart from profit is to serve to its customers. Through products and services a bank offers to its clients a choice, while on the other hand brand will decide whether clients will choose one bank or another. Brand is a valuable asset of a bank. It is the main visible element that affects people and enables possible interaction with them.

Furthermore, customers are considered to be the most valuable asset of one private entity and key foundation of a business success and fine services is the key to retaining those customers. As per this subject UBO Consulting conducted a customer satisfaction survey with banking clients throughout Kosovo, specifically a quantitative research with the purpose of gathering statistically reliable data and focused perceptions which would:

- Measure the level of satisfaction regarding the banks services and products;
- Identifying of client perceptions of weak and strong points of the banks
- Identify clients' awareness on and usage of banks' products and services,
- Identify potential concerns, needs and recommendations, in regard to banks products/services with the purpose of further improving/modifying/removing them

The process of measuring the perceptions of banking clients was conducted according to professional standards for quantitative survey methodologies, including questionnaire design and data collection, analysis and reporting. This survey makes it possible, among other things, to draw conclusions and recommendations for future actions and initiatives aimed at providing better services and more suitable products for clients.

Customer satisfaction levels reveal insightful information which will assist banks in making better decisions for developing new services or products.

## 2.1. Methodology

All facets of the study were completed by UBO Consulting senior staff and researchers. These aspects include: sample design, survey design, pre-test, computer programming, fielding, coding, editing, verification, validation and logic checks, statistical analysis, and report writing.

### 2.1.1. Sampling Method

The survey was based on a quantitative survey of 900 respondents across seven regions of Kosovo, respectively face-to-face interviews were conducted with 900 adults. The sample population consisted of two sub-sets: 550 individual bank clients and 350 business clients.

The distribution of the sampling frame was based on the allocation of 350 interviews with businesses and 550 interviews with private individuals in 7 regions of Kosovo. The sample was organized by allocating equal number of interview throughout 7 regions of Kosovo since the results will be analyzed in regard to businesses and private individuals, and for each bank separately.

Interviewing process with private individuals was executed of the sample corresponded to three stages: 1) household selection based on random walk process (every fourth house on the block/street), 2) pre-screen question, identifying the eligible interview candidate making sure that the person has a banking account, and 3) conducting face-to-face interviews.

### 2.2.2. Implementation Process

Survey design at UBO Consulting is a careful, deliberative process to ensure fair, objective and balanced surveys. Staff members, with years of survey design experience, edit out any bias.

#### **Phase 1- Preparatory phase**

*Questionnaire development:* Prior to commencement of fieldwork the questionnaire was developed by UBO Consulting. This was performed only after conducting a careful desk research and evaluation of the situation on the ground. In this regard the objectives of the research were adapted with the potential requirements for information of commercial banks. The interview duration was approximately 23 minutes.

*Recruitment of survey team:* The team was carefully selected with preference given to experienced interviewers. The selected field work team comprised 18 fieldworkers, two field supervisors, one coordinator. UBO Consulting used Tablet PC's for field quantitative interviews because it was a more efficient way of collecting information. Instead of using gathering data using paper and pen, and then double keying all the information, we use Tablet PCs as a collection device to compile data instantly and to send data back to a central server.

The fieldwork supervisors allowed for supervision in all the regions being surveyed.

*Training of survey team:* One-day training was conducted for the enumerators. The purpose of this training was to ensure that: i) enumerators fully understand the survey questions, ii) enumerators are familiar with the methodology of sampling and interviewing, and iii) enumerators are effective interviewers and can administer the interviews easily, accurately, consistently, and naturally.

## **Phase 2 - Data Collection**

*Quality Checks:* This was an integral part of fieldwork. Quality check comprised of:

- The field supervisors were responsible for carrying out the first quality control by screening each questionnaire submitted. The control was conducted for matching the proposed sample with the one interviewed by enumerators.
- The field supervisors have contacted businesses and private individuals interviewed for verification and to ensure authenticity of results and safeguard the fairness of the research. Thirty per cent of the questionnaires were back-checked.

## **Phase 3 - Data entry, tabulation, and analysis**

Data validation (cleaning) is an important part of any process that involves large volumes of data. Our experienced data validation professionals ensured that the data did not contain any unwanted codes, errors, inconsistencies, or missing data. The data entry was entered in a custom developed software application, and analysis was done in SPSS. Cross-tabulations were generated to reveal association between data based on a number of variables: age, gender, ethnicity, education level, employment status, income, region and settlement.

### 3. SURVEY RESULTS

To obtain a more thorough picture of customer satisfaction in commercial banking industry, the results have been split in two groups, representing two types of respondents:

- business clients
- individual clients

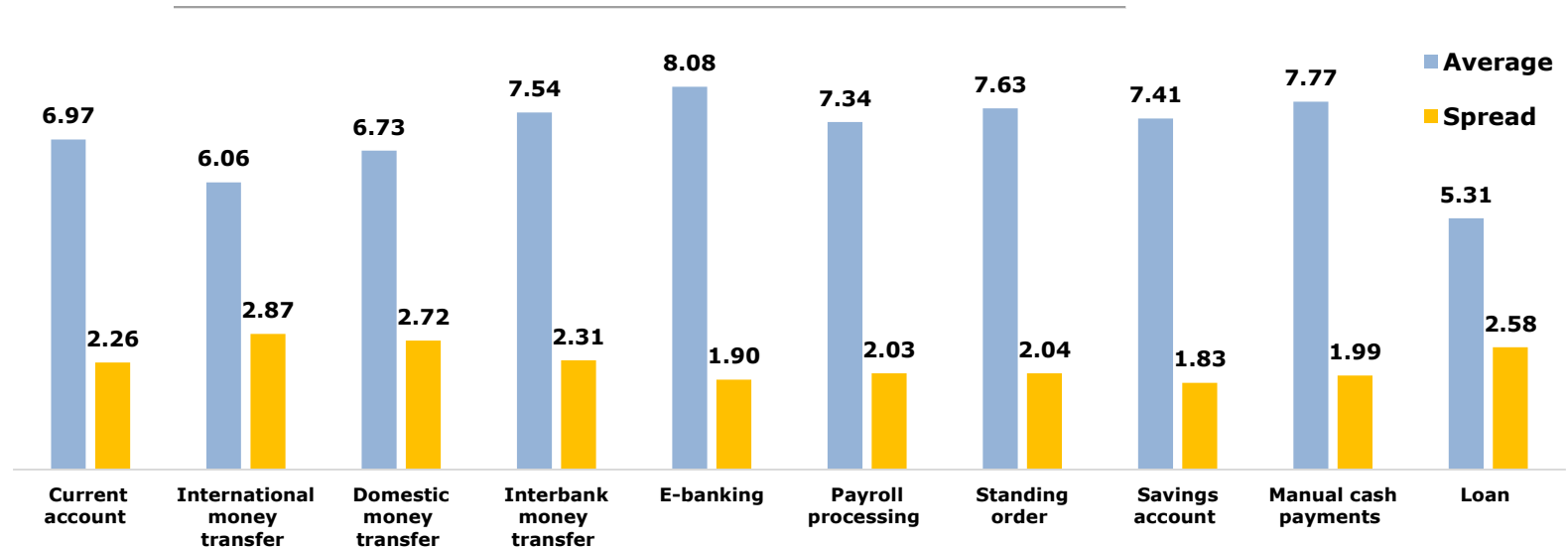
#### 3.1. Business Clients

The following results represent the views of respondents that stated they have a business account with one of the banks currently operating in Kosovo.

##### 3.1.1. Bank branches, products and services

When asked to rate some of the products and services banks offer, the respondents were most satisfied with “e-banking”, “standing orders”, and “manual cash payments”. They showed lower satisfaction with “domestic money transfers”, “international money transfers”, and “loans” in particular. The following figure shows the average scores respondents gave for each product/service, and how much their responses vary from the average explained by the spread bars (standard deviation).

**Figure 1: What is your level of satisfaction with the following products and services? (1 = Not satisfied at all, 10 = Very satisfied)**



As can be seen on the table below, there are no major differences in terms of satisfaction with bank products and services between business clients of different banks. While "Banka per Biznes" is the highest rated bank in five categories, "Raiffeisen Bank" is rated lowest in five categories.

**Figure 2: What is your level of satisfaction with the following products and services? (1 = Not satisfied at all, 10 = Very satisfied) – Disaggregated by bank**

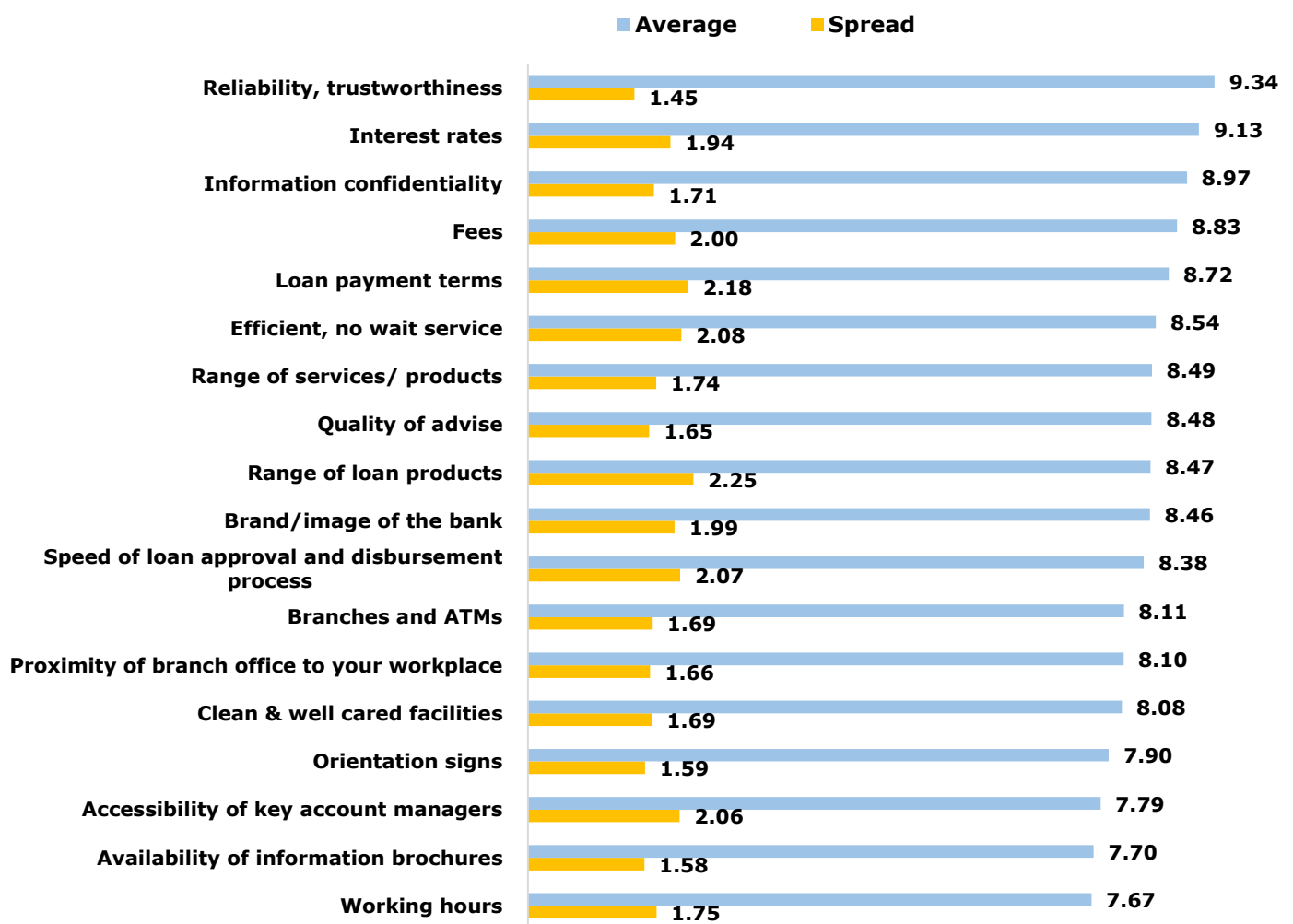
What is your level of satisfaction with the following products and services?	What bank do you mainly use?						
	Raiffeisen Bank	ProCredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Current account	6.52	6.98	6.80	7.21	7.94	6.82	6.75
International money transfer	5.43	6.48	6.29	6.37	6.36	5.14	6.19
Domestic money transfer	6.47	6.82	6.14	7.00	7.17	6.56	6.86
Interbank money transfer	7.05	7.88	7.26	7.72	7.72	7.18	7.95
E-banking	7.90	8.15	7.66	8.01	8.36	8.82	8.11
Payroll processing	7.00	7.64	7.00	7.57	7.16	7.00	7.75
Standing order	7.43	7.83	7.26	7.84	8.10	7.26	7.55
Savings account	7.07	7.69	7.27	7.60	7.65	7.13	7.45
Manual cash payments	7.30	7.91	7.65	8.03	8.21	7.50	7.98
Loan	5.16	5.52	4.90	5.35	6.44	5.46	4.34

 Highest score

 Lowest score

"Reliability, trustworthiness", "interest rates", and "information confidentiality" are the top three most important attributes for business clients when choosing a bank. "Loan payment terms", "range of loan products", and "fees" are also considerably important attributes. On the other hand, although the bottom three attributes in terms of importance are "working hours", "availability of information brochures" and "orientation signs", it should be noted that their average scores are still significantly high.

**Figure 3: How important are the following attributes when choosing your bank? (1 = Not important at all, 10 = Very important)**



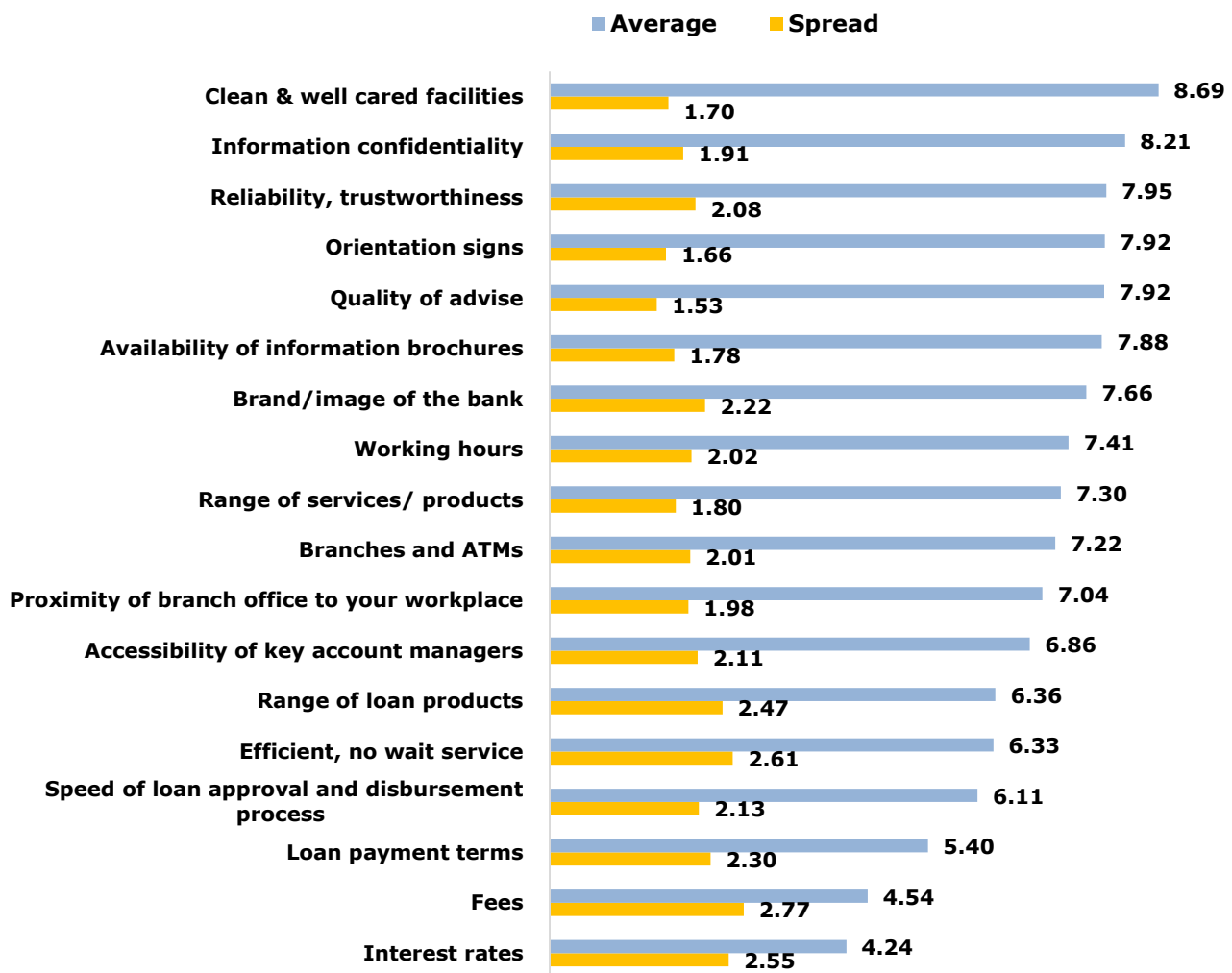
Disaggregated by bank, the scores show that similar attributes are important for business clients of different banks. The table was formatted using a color scheme where the lowest rated attributes within a bank are of red color, whereas the highest rated attributes are given the blue color.

**Figure 4: How important are the following attributes when choosing your bank? (1 = Not important at all, 10 = Very important) – Disaggregated by bank**

How important are the following attributes when choosing your bank?	What bank do you mainly use?						
	Raiffeisen Bank	ProCredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Brand/image of the bank	8.15	8.34	8.18	8.69	8.65	9.17	8.14
Reliability, trustworthiness	9.53	9.32	9.36	9.33	9.08	9.42	9.23
Interest rates	8.80	9.18	9.76	8.93	9.39	9.18	9.25
Fees	8.53	8.95	9.56	8.42	9.03	9.00	9.00
Working hours	7.64	7.55	7.64	7.74	7.44	8.11	7.57
Loan payment terms	8.45	8.25	9.25	8.67	8.98	9.23	9.02
Accessibility of key account managers	7.79	7.41	7.46	7.72	8.17	8.77	7.70
Range of services/ products	8.40	8.52	8.44	8.37	8.69	8.77	8.37
Range of loan products	8.47	8.36	8.74	8.11	8.59	9.13	8.41
Speed of loan approval and disbursement process	8.15	8.30	8.26	8.42	8.83	8.80	8.14
Proximity of branch office to your workplace	8.03	7.58	8.29	8.24	8.31	8.46	8.32
Branches and ATMs	8.13	7.97	7.75	8.34	8.06	8.41	8.00
Information confidentiality	8.82	9.02	9.33	9.05	9.18	9.09	8.36
Quality of advise	8.37	8.58	8.17	8.53	8.55	8.88	8.27
Clean & well cared facilities	8.00	7.77	7.69	8.19	8.45	8.41	8.23
Efficient, no wait service	8.38	8.04	8.50	8.73	9.06	8.73	8.86
Availability of information brochures	7.76	7.52	7.40	7.58	7.80	8.14	7.82
Orientation signs	7.93	7.66	7.63	7.99	7.87	8.23	8.08

When asked how satisfied they are with the aforementioned attributes, business clients showed highest satisfaction with “clean and well-cared facilities”, “reliability/trustworthiness”, “orientation signs”, and “quality of advice”. Meanwhile, they are least satisfied with “interest rates”, “fees”, and “loan payment terms”.

**Figure 5: What is your level of satisfaction with the following attributes of your bank? (1 = Not satisfied at all, 10 = Very satisfied)**



If we compare the average scores of each clients of each bank in terms of satisfaction with bank attributes, it can be observed that similar scores have been given to these attributes. A color scheme was used to visualize the higher rated attributes (blue) and the lower rated attributes (red).



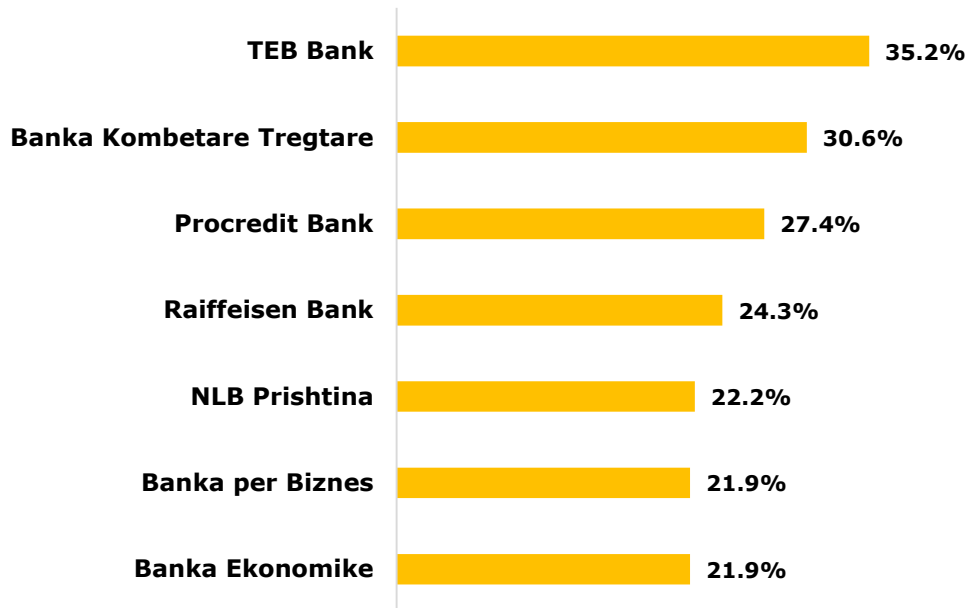
**Figure 6: What is your level of satisfaction with the following attributes of your bank? (1 = Not satisfied at all, 10 = Very satisfied) – Disaggregated by bank**

What is your level of satisfaction with the following attributes of your bank?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Brand/image of the bank	7.28	7.93	7.80	8.08	7.63	7.63	7.05
Reliability, trustworthiness	7.76	8.23	8.07	8.06	8.06	7.79	7.50
Interest rates	3.76	4.49	4.33	4.47	4.48	3.91	4.24
Fees	3.84	4.85	4.52	5.02	4.97	3.86	4.70
Working hours	7.18	7.38	7.52	7.64	7.55	7.30	7.33
Loan payment terms	5.26	5.64	5.63	5.56	5.39	4.82	5.34
Accessibility of key account managers	6.82	7.03	6.69	7.09	6.94	6.77	6.41
Range of services/ products	6.97	7.55	7.28	7.51	7.48	7.00	7.19
Range of loan products	5.79	6.83	6.34	6.49	7.20	5.78	6.10
Speed of loan approval and disbursement process	5.94	6.72	6.32	6.24	6.19	5.40	5.50
Proximity of branch office to your workplace	6.76	7.28	6.78	6.81	7.44	7.50	6.82
Branches and ATMs	7.18	7.54	6.67	7.21	7.53	7.35	6.77
Information confidentiality	7.67	8.42	8.44	8.50	8.69	8.05	7.87
Quality of advise	7.49	8.00	7.94	8.05	8.50	7.86	7.70
Clean & well cared facilities	8.42	8.47	8.72	8.58	9.05	9.07	8.95
Efficient, no wait service	6.12	6.18	6.63	6.39	6.76	6.34	6.23
Availability of information brochures	8.06	7.79	8.02	7.71	8.30	7.55	7.89
Orientation signs	8.03	7.78	8.04	7.64	8.24	8.10	7.92

In regard to communicating with bank officials, only 27 percent claimed they contacted the bank by phone. From those who contacted it, a majority of 87 percent said they call the bank 1-3 times a month.

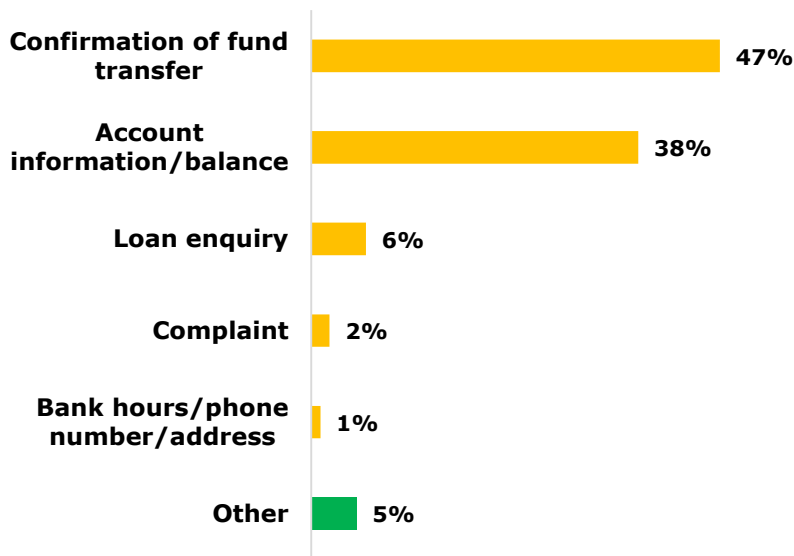
Looking at business clients of which bank contact their bank by phone most often, it can be observed that "TEB Bank" clients are most likely to call their bank (35.2%), followed by "Banka Kombetare Tregtare" (30%), and "ProCredit Bank" (27.4%). The least likely to contact their bank by phone are clients of "Banka per Biznes" and "Banka Ekonomike".

**Figure 7: Do you ever contact the bank by phone? – Disaggregated by bank**



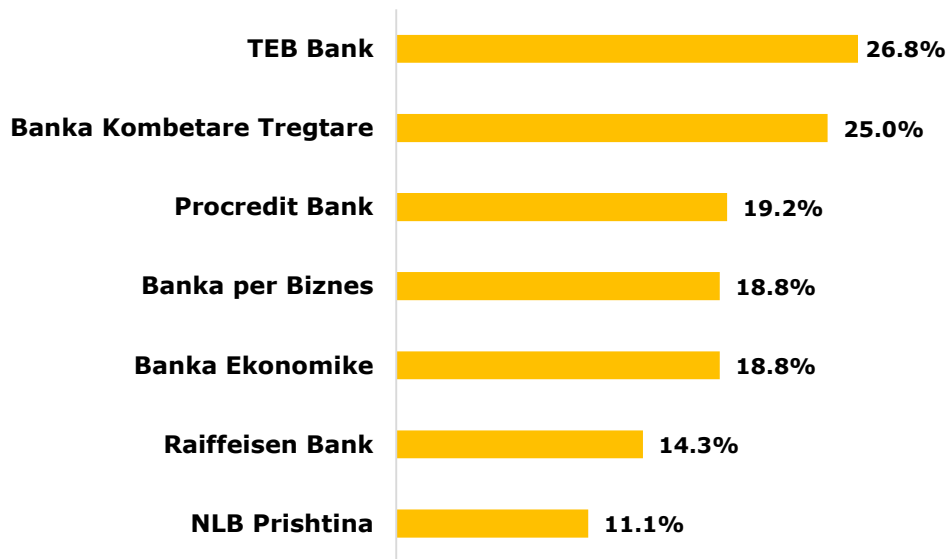
For the majority (49%) of those who call the bank, the reason for it was to confirm a fund transfer, 38 percent called to obtain information on account, whereas 6 percent of them enquired about loans.

**Figure 8: What was the reason for your most recent telephone contact with the bank? (% of 'Yes')**



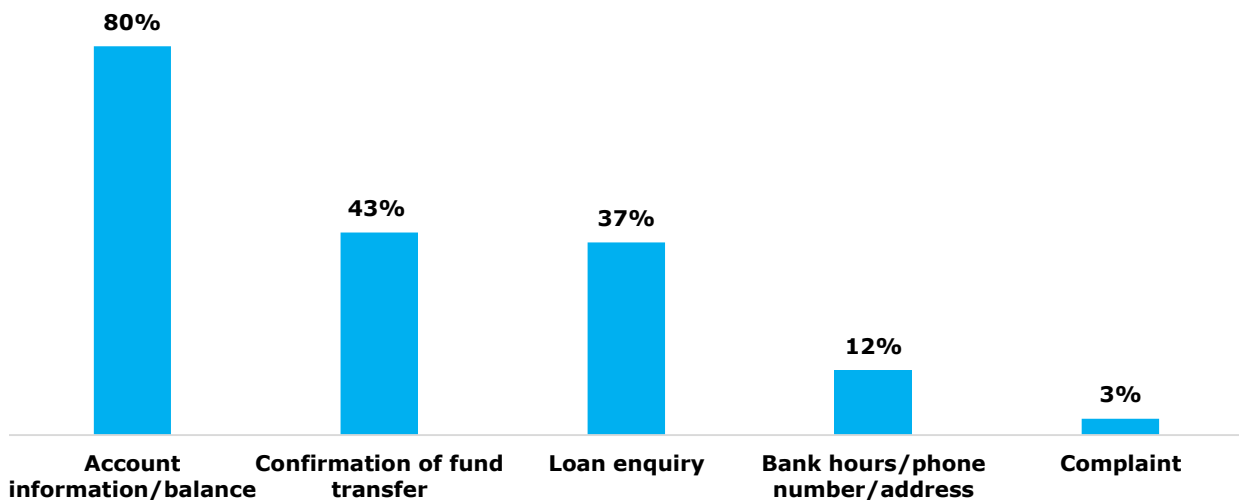
Only 19 percent of all business clients stated they use bank’s webpage for information they need. Clients of “TEB Bank” (26.8%) and those of “Banka Kombetare Tregtare” (25%) are most likely to use their bank’s website to find information they need.

**Figure 9: Do you ever use the bank webpage to find out any information you need? (% of ‘Yes’) – Disaggregated by bank**



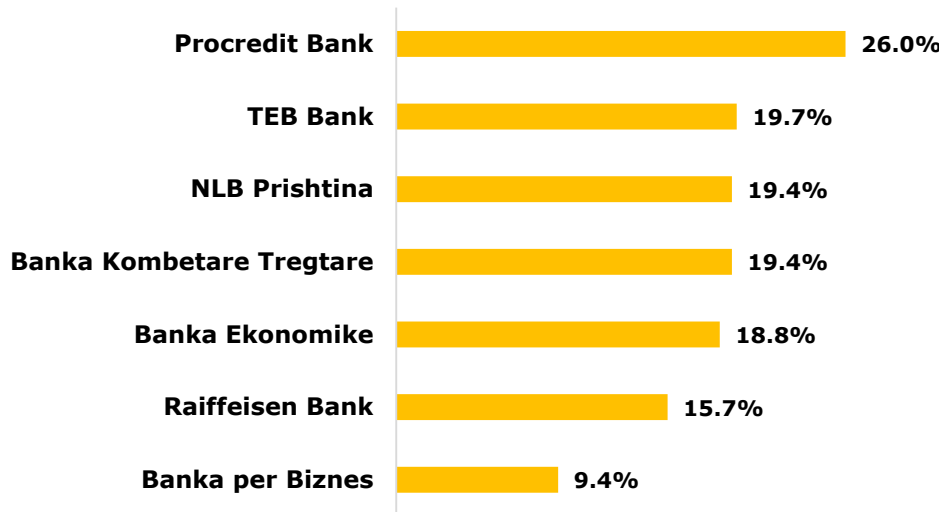
Of those who visit the webpage, the majority do it 1-3 times a week (32%), and 28 percent visit it once every two weeks. The most mentioned reasons by respondents for their most recent webpage visit were to acquire account information (80%), confirm a fund transfer (43%), enquire about a loan (37%).

**Figure 10: What were the reasons for your most recent webpage use?**



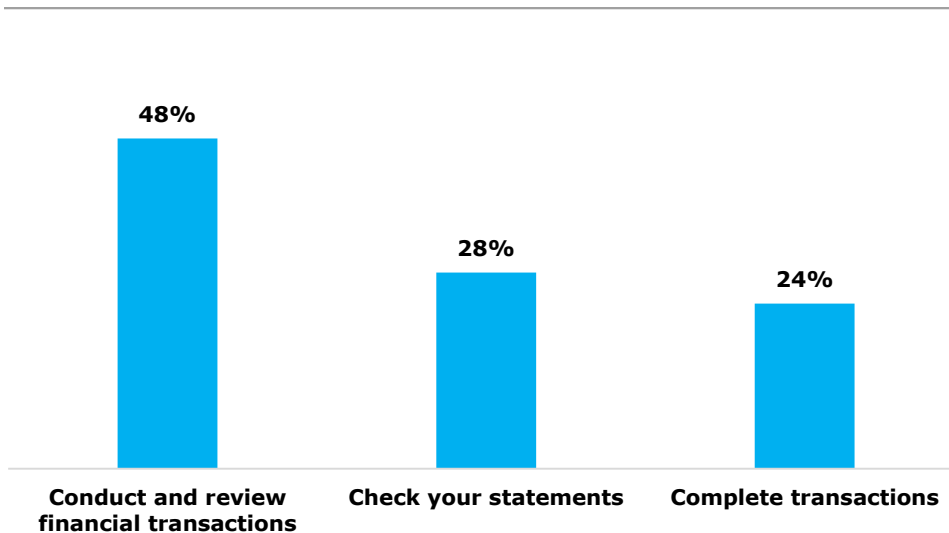
Nineteen percent of interviewed business clients declared they use e-banking services. Small differences have been found between clients of different banks in this regard, with "ProCredit Bank" clients the most likely to use e-banking services, and "Banka per Biznes" clients the least likely to do so.

**Figure 11: Do you ever use e-banking? (% of 'Yes') – Disaggregated by bank**



The majority of those that use e-banking, use it 1-3 times a week (43%), 18 percent use it at least once a day, while others use it rarer. Conducting and reviewing financial transactions is the feature used regularly by 48 percent of business clients that use e-banking services. Meanwhile, 28 percent use e-banking to check their statements, and the other 24 percent to complete transactions.

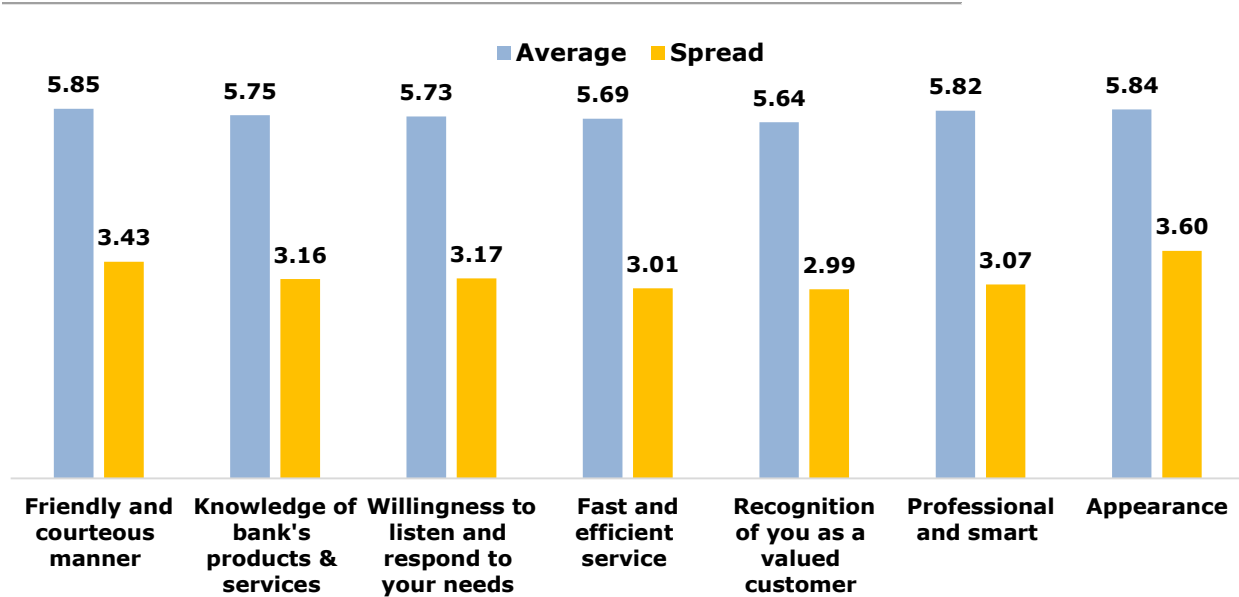
**Figure 12: Which e-banking features do you use regularly?**



### 3.1.2. Professionalism of Staff

In terms of service received from the bank staff, business clients showed average levels of satisfaction in general. Similar average ratings were given for all aspects of staff professionalism, with all scores slightly above the midpoint, as can be seen in the graph below.

**Figure 13: In terms of the service you received from the bank staff, how satisfied are you with the following? (1- Not satisfied at all, 10 – Very satisfied)**



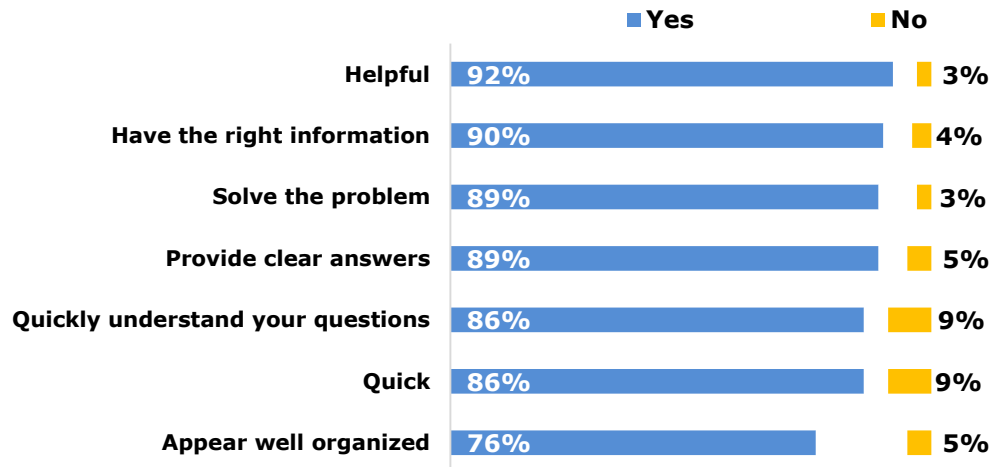
As shown on the table below, there are only minor variations in the average scores of business clients of each bank in regard to the satisfaction with the services they received from the staff. The blue color represents the highest scores, whereas the red represents the lowest scores.

**Figure 14: In terms of the service you received from the bank staff, how satisfied are you with the following? (1- Not satisfied at all, 10 – Very satisfied) – Disaggregated by bank**

In terms of the service you received from the bank staff, how satisfied are you with the following?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Friendly and courteous manner	5.63	5.81	5.66	6.43	5.16	6.46	5.36
Knowledge of bank's products & services	5.82	5.74	5.34	5.98	5.16	6.19	5.69
Willingness to listen and respond to your needs	5.85	5.55	5.44	6.28	5.02	6.03	5.50
Fast and efficient service	5.89	5.45	5.71	6.08	5.06	6.21	5.09
Recognition of you as a valued customer	5.67	5.77	5.38	6.05	5.20	5.55	5.31
Professional and smart	5.86	5.86	5.71	6.14	5.00	6.14	5.64
Appearance	5.76	6.02	5.61	5.97	4.85	6.73	5.64

Evaluating the customer service representatives at their bank, the majority of interviewed business clients stated that they were provided with the right information (93%), the customer service representatives were helpful (93%), solved the problem (89%), and provided clear answers (89%). The respondents were also satisfied with the quickness of service, whereas a lower percentage thought that the customer service representatives appeared well-organized (76%).

**Figure 15: In thinking about your customer service representatives, were they/did they:**



\*The white space represents the "Don't know/No opinion" answers

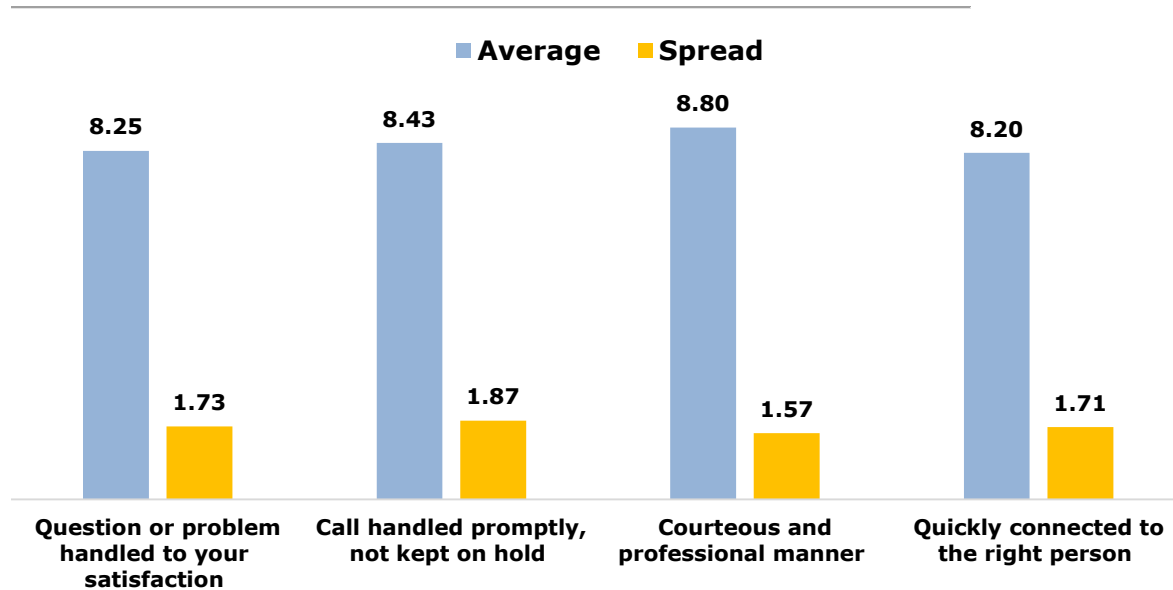
The scores on the table below show that business clients of all banks are generally satisfied with the customer service representatives they dealt with.

**Figure 16: In thinking about your customer service representatives, were they/did they: - Disaggregated by bank**

In thinking about your customer service representative, were they/did they:	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Helpful	90.0%	89.0%	87.5%	95.8%	90.6%	97.2%	91.7%
Have the right information	85.7%	90.4%	84.4%	94.4%	96.9%	94.4%	83.3%
Quickly understand your questions	85.7%	86.3%	81.3%	87.3%	84.4%	91.7%	80.6%
Provide clear answers	85.7%	80.8%	90.6%	93.0%	90.6%	97.2%	88.9%
Solve the problem	81.4%	89.0%	87.5%	94.4%	96.9%	94.4%	86.1%
Appear well-organized	67.1%	75.3%	75.0%	81.7%	81.3%	77.8%	77.8%
Quick	80.0%	84.9%	81.3%	93.0%	81.3%	91.7%	88.9%

Those who contacted the bank by phone, were in general satisfied with the service they received. The average ratings for the following criteria shown in the graph below were positive when rated from 1 to 10 on a satisfaction level.

**Figure 17: In terms of the service you expected from the telephone contact, please rate the following criteria (1- Not satisfied at all, 10 – Very satisfied)**



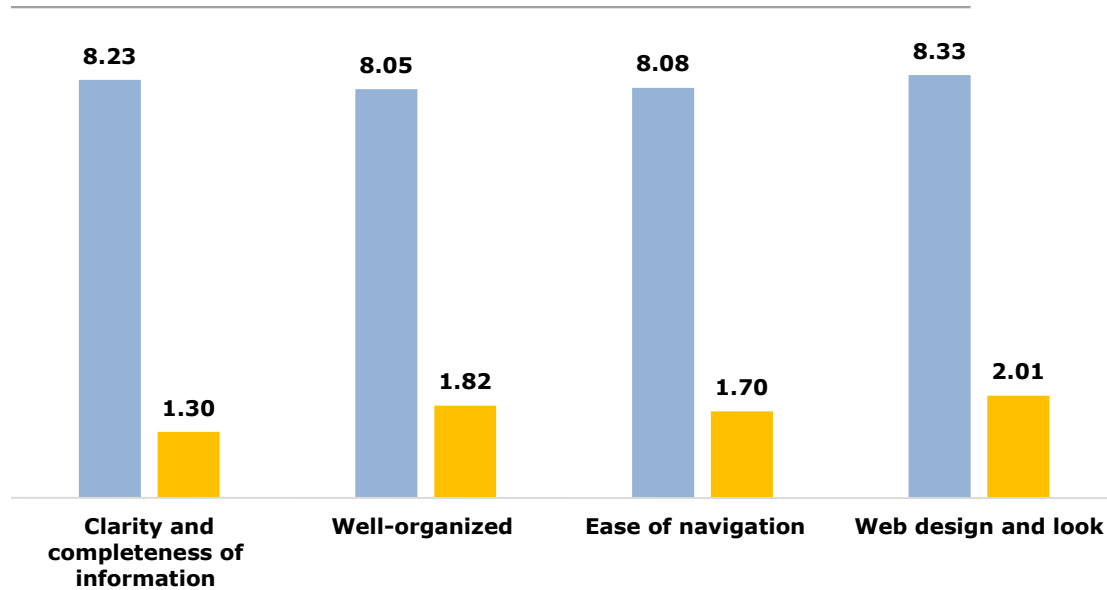
“Banka Kombetare Tregtare” received the highest average scores from its business clients in regard to telephone service, whereas “Banka Ekonomike” received the lowest scores overall.

**Figure 18: In terms of the service you expected from the telephone contact, please rate the following criteria (1- Not satisfied at all, 10 – Very satisfied) – Disaggregated by bank**

In terms of the service you expected from the telephone contact, please rate the following criteria:	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Question or problem handled to your satisfaction	7.28	8.43	7.64	8.43	8.50	9.05	8.50
Call handled promptly, not kept on hold	7.84	8.73	7.00	8.43	9.36	8.91	8.71
Courteous and professional manner	8.59	8.73	7.86	8.76	9.57	9.18	9.14
Quickly connected to the right person	8.13	8.13	7.21	8.14	8.93	8.50	8.50

As far as satisfaction with information on the bank webpage, average ratings show a high level of contentment with web design and look, clarity and completeness of information, organization and ease of navigation.

**Figure 19: Please rate how satisfied are you with using and find information on the bank webpage (1- Not satisfied at all, 10 – Very satisfied)**



Despite high general satisfaction levels with the websites of commercial banks, business clients of “Raiffeisen Bank” and “NLB Prishtina” were less satisfied with the “web design and look”. The detailed scores are presented in the table below.

**Figure 20: Please rate how satisfied are you with using and find information on the bank webpage (1- Not satisfied at all, 10 – Very satisfied) – Disaggregated by bank**

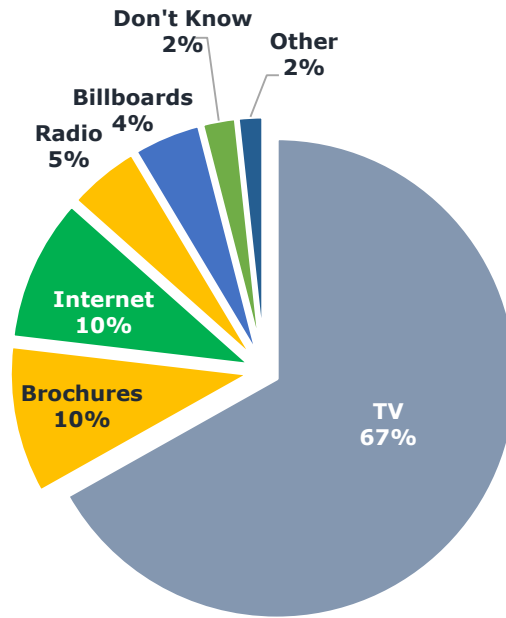
Please rate how satisfied are you with using and find information on the bank webpage:	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Clarity and completeness of information	8.50	8.71	8.50	7.56	8.50	8.67	6.50
Well-organized	7.00	7.86	8.75	7.28	9.75	9.17	7.00
Ease of navigation	7.00	8.18	8.50	7.47	9.25	9.17	6.50
Web design and look	5.75	8.71	9.00	7.75	9.75	9.67	6.50



### 3.1.3. Marketing and Promotion

The majority of business clients stated that they have been exposed the most to TV promotional campaigns (67%). Following TV promotional campaigns, brochures and the internet are the next most common sources of promotional campaigns that business clients have been exposed to, both with 10 percent.

**Figure 21: To what kind of promotion campaign have you been exposed the most?**



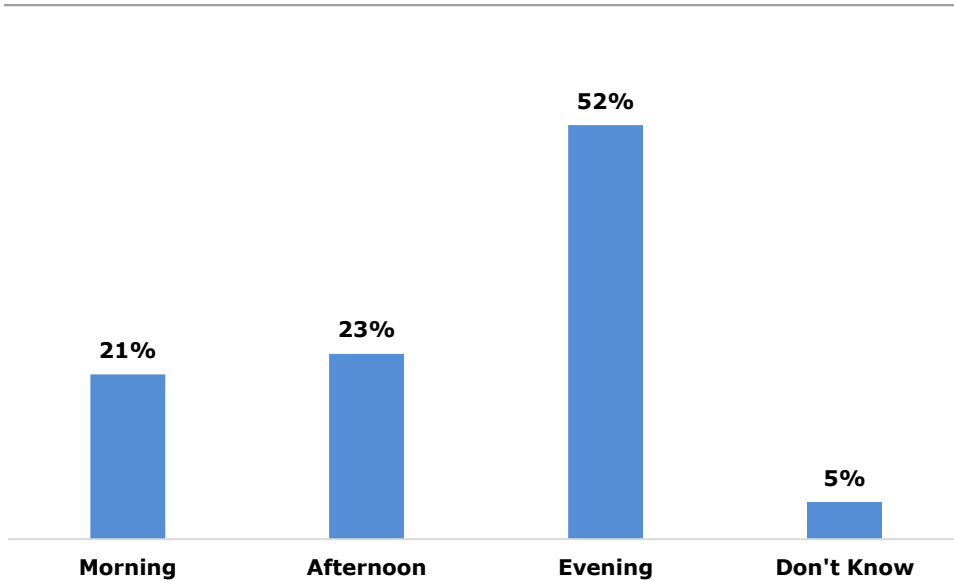
As shown on the table below, the majority of business clients of all banks are exposed to TV promotional campaigns.

**Figure 22: To what kind of promotion campaign have you been exposed the most? – Disaggregated by bank**

To what kind of promotion campaign have you been exposed the most?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
TV	70.0%	64.4%	59.4%	74.6%	71.9%	58.3%	61.1%
Radio	5.7%	4.1%	12.5%	1.4%	6.3%	8.3%	
Internet	4.3%	11.0%	9.4%	12.7%	9.4%	13.9%	8.3%
Billboards	4.3%	5.5%		4.2%	3.1%		13.9%
Brochures	12.9%	11.0%	12.5%	5.6%	6.3%	13.9%	8.3%
Other	2.9%		3.1%			2.8%	5.6%
Don't Know		4.1%	3.1%	1.4%	3.1%	2.8%	2.8%

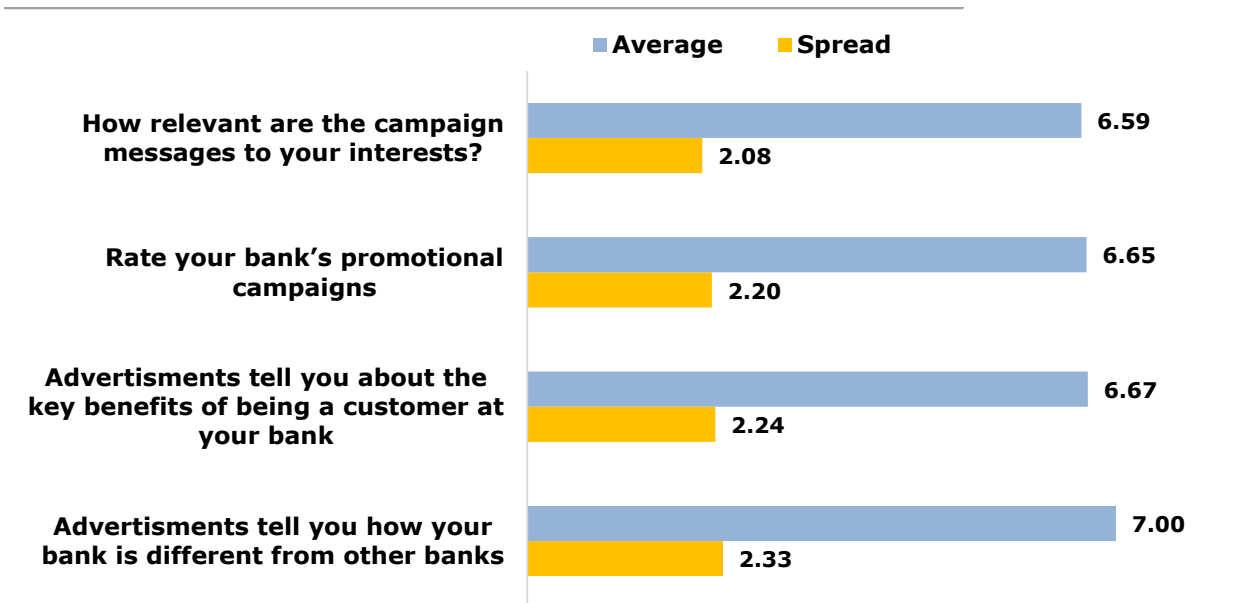
More than half of the respondents (52%) said they were exposed to these campaigns the most during the evening, 23 percent were exposed during afternoon, and 21 percent were exposed the most at mornings.

**Figure 23: In which part of the day you are exposed to these campaigns?**



In regard to advertisements and promotional campaigns delivered by their banks, business clients showed somewhat average levels of satisfaction, with the scores shown in the graph below.

**Figure 24: Rating bank’s advertisements and promotional campaigns (1 – lowest score, 10 – highest score)**



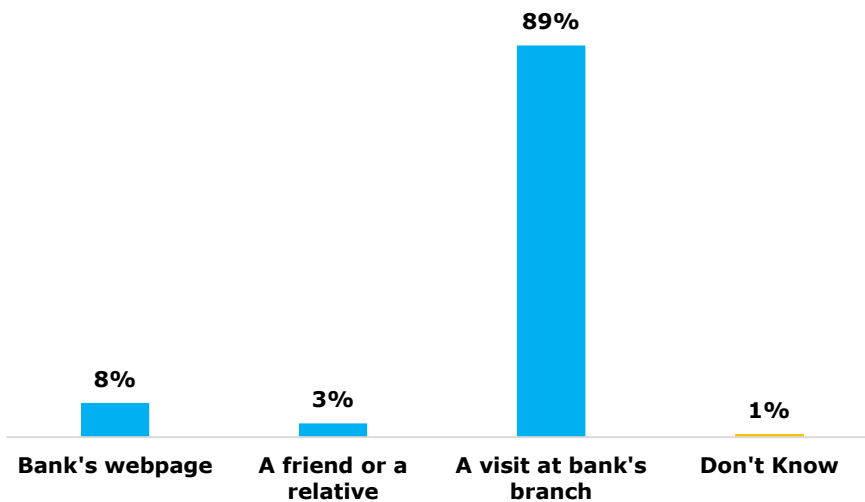
No major differences were observed in this regard between business clients of different banks. The table below provides the average scores for each bank.

**Figure 25: Rating bank’s advertisements and promotional campaigns (1 – lowest score, 10 – highest score) – Disaggregated by bank**

	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
To what extent do the advertisements tell you how your bank is different from other banks?	7.00	7.12	6.68	7.27	6.76	7.13	6.64
To what extent do the advertisements tell you about the key benefits of being a customer at your bank?	6.88	7.05	6.36	6.76	6.27	6.67	6.00
How would you rate your bank’s promotional campaigns?	6.73	7.10	6.14	7.07	6.27	6.50	5.82
How relevant are the campaign messages to your interests?	6.66	6.90	6.09	6.88	6.37	6.29	6.27

The vast majority of 89 percent of business respondents said that they visit one of the branches of the bank when they are interested in information regarding products and services of that bank.

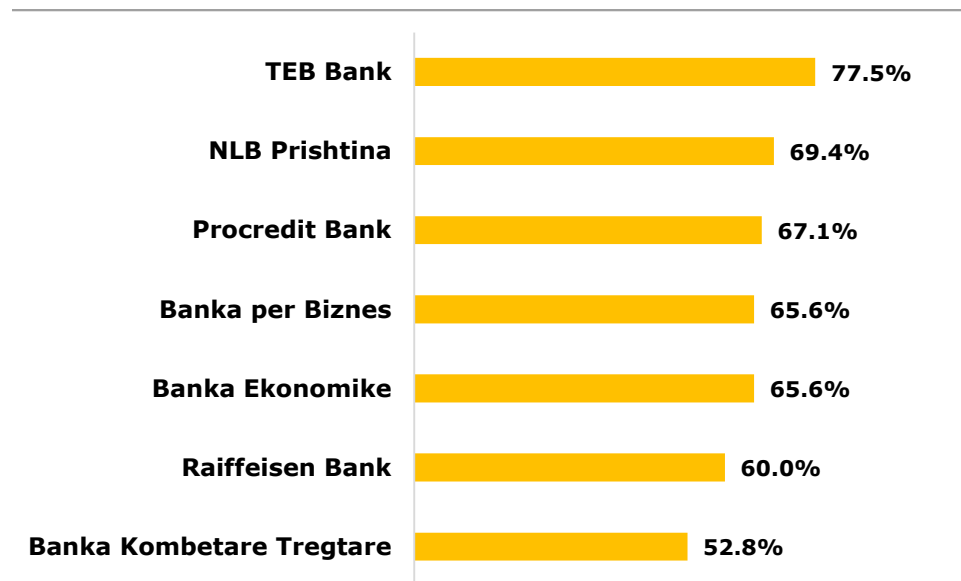
**Figure 26: What source of information have you used when looking for information regarding bank’s products and services?**



### 3.1.4. Customer Loyalty – Client Retention

When asked if they would recommend their bank to others, business clients of “TEB Bank” were most likely to do so (78%), followed by clients of “NLB Prishtina” (69%), and “ProCredit Bank” (67%). Around half of the interviewed business clients of “Banka Kombetare Tregtare” (53%) said they would not recommend their bank to others.

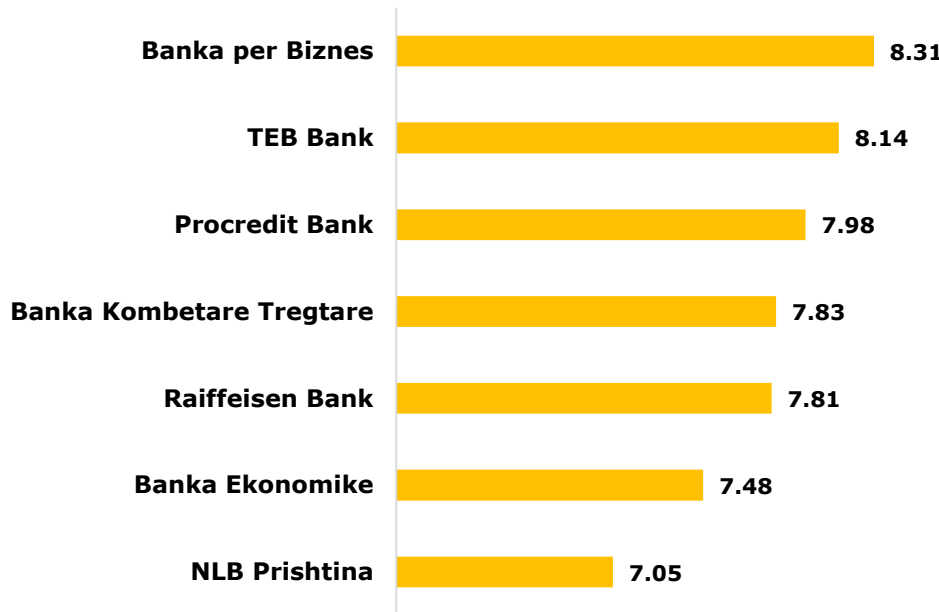
**Figure 27: Would you recommend your bank to others? (% of “Yes”)**



Ninety percent of all interviewed business clients said they will continue purchasing the same products/services from their bank. Asked if they ever offered constructive criticism or suggestions for product/service improvement to their bank, only 19 percent stated to have done so. Forty-four percent of them said that those suggestions have been taken into consideration and concrete improvements were noticed in that regard.

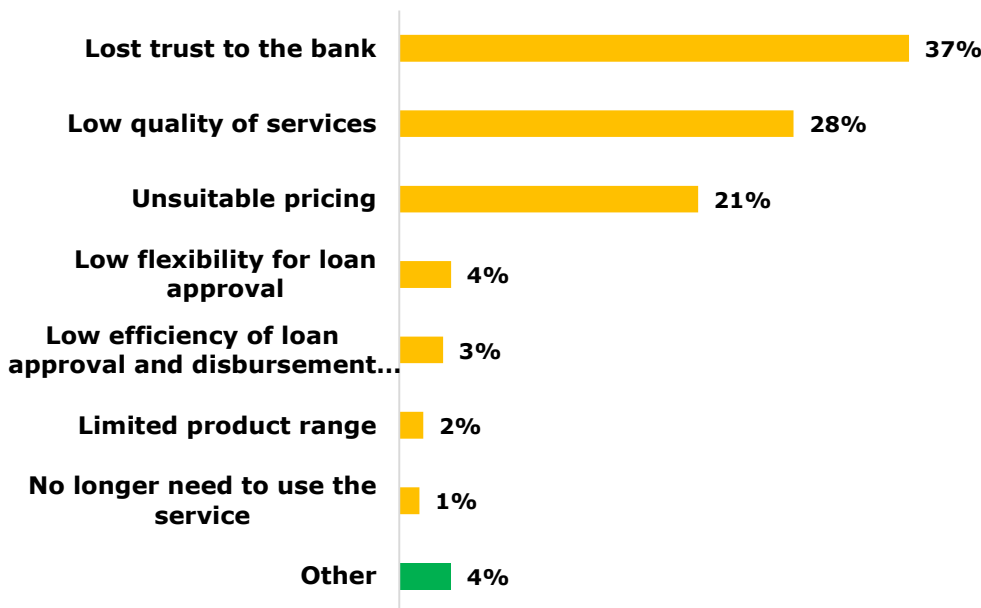
Business clients of “Banka per Biznes” were the most likely to continue to be customers of that bank for another year, whereas the clients of “NLB Prishtina” are the least likely to do so. The average scores for each bank regarding this question are presented in the chart below.

**Figure 28: How likely are you to continue to be a customer with your bank for another year? (Rate from 1 to 7, where 1 = Not likely at all, 10 = Very likely)**



Thirty-seven percent of the interviewed respondents said they would change the bank if they lost trust in their current one. Twenty-eight percent said that they would change the bank because of low quality of services, whereas 21 percent said they would change if because of unsuitable pricing.

**Figure 29: Can you please tell us what would make you go to another bank?**



The reasons that would make business clients of each bank to switch banks are provided on the table below. As can be seen, for clients of the majority of banks the main reason they would consider switching banks was losing trust in their bank, for clients of "Raiffeisen Bank" the main reason they would go to another bank was unsuitable pricing.

**Figure 30: Can you please tell us what would make you go to another bank? – Disaggregated by bank**

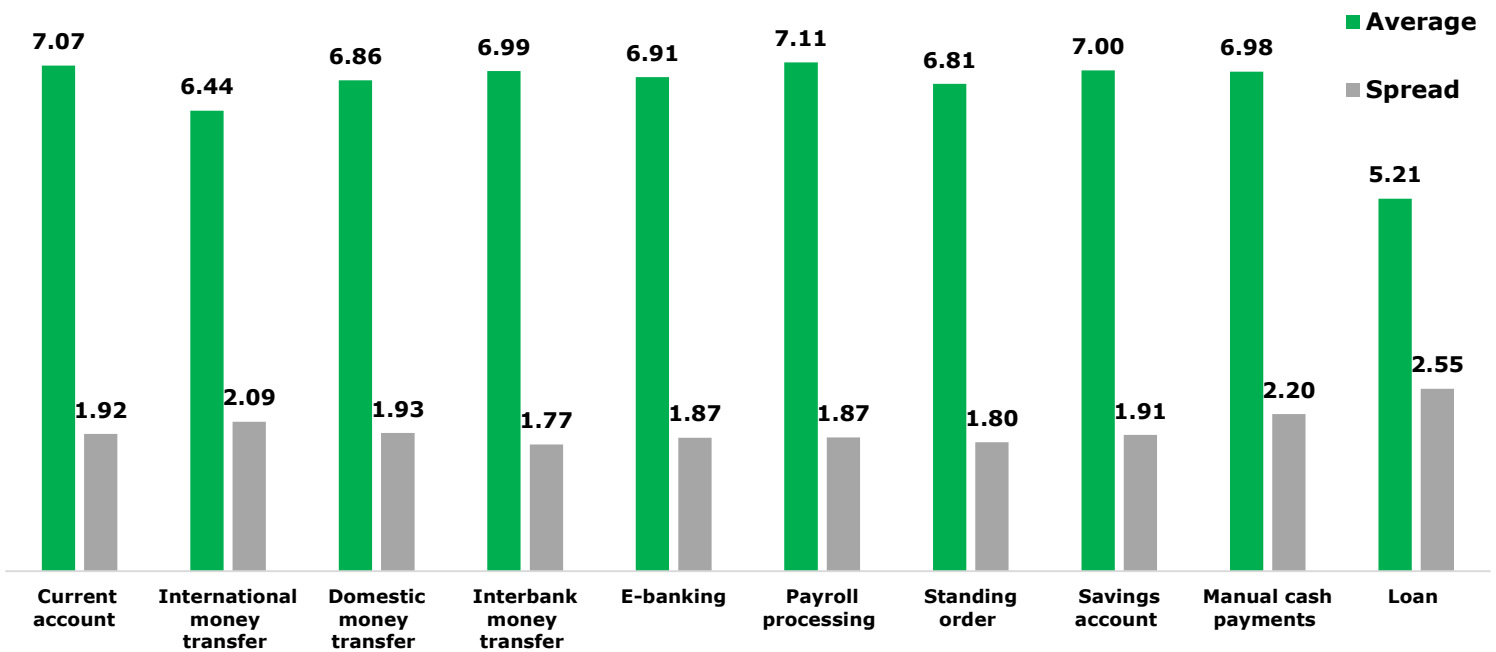
Can you please tell us what would make you go to another bank?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Low quality of services	25.7%	30.1%	31.3%	28.2%	37.5%	16.7%	30.6%
Lost trust to the bank	27.1%	37.0%	37.5%	35.2%	37.5%	52.8%	38.9%
Limited product range	1.4%		3.1%	4.2%		2.8%	
Unsuitable pricing	31.4%	23.3%	18.8%	18.3%	12.5%	16.7%	19.4%
Low flexibility for loan approval	1.4%	5.5%	6.3%	2.8%	3.1%	2.8%	5.6%
Low efficiency of loan approval and disbursement process	4.3%	1.4%	3.1%	4.2%	3.1%	2.8%	2.8%
No longer need to use the service	2.9%			2.8%	3.1%		
Other	5.7%	2.7%		4.2%	3.1%	5.6%	2.8%

### 3.2. Individual Clients

#### 3.2.1. Bank branches, products and services

Similarly to the case with business clients, when asked to rate products and services of the banks offer on a scale from 1 to 10, the average responses ranged between 5 and 8. The highest rated products/services were “payroll processing”, “current account”, and “savings account”, whereas the lowest rated product/service was “loan”.

**Figure 31: What is your level of satisfaction with the following products and services? (1 = Not satisfied at all, 10 = Very satisfied)**



The table below provides average scores in regard to satisfaction with bank products and services for individual clients of each bank.

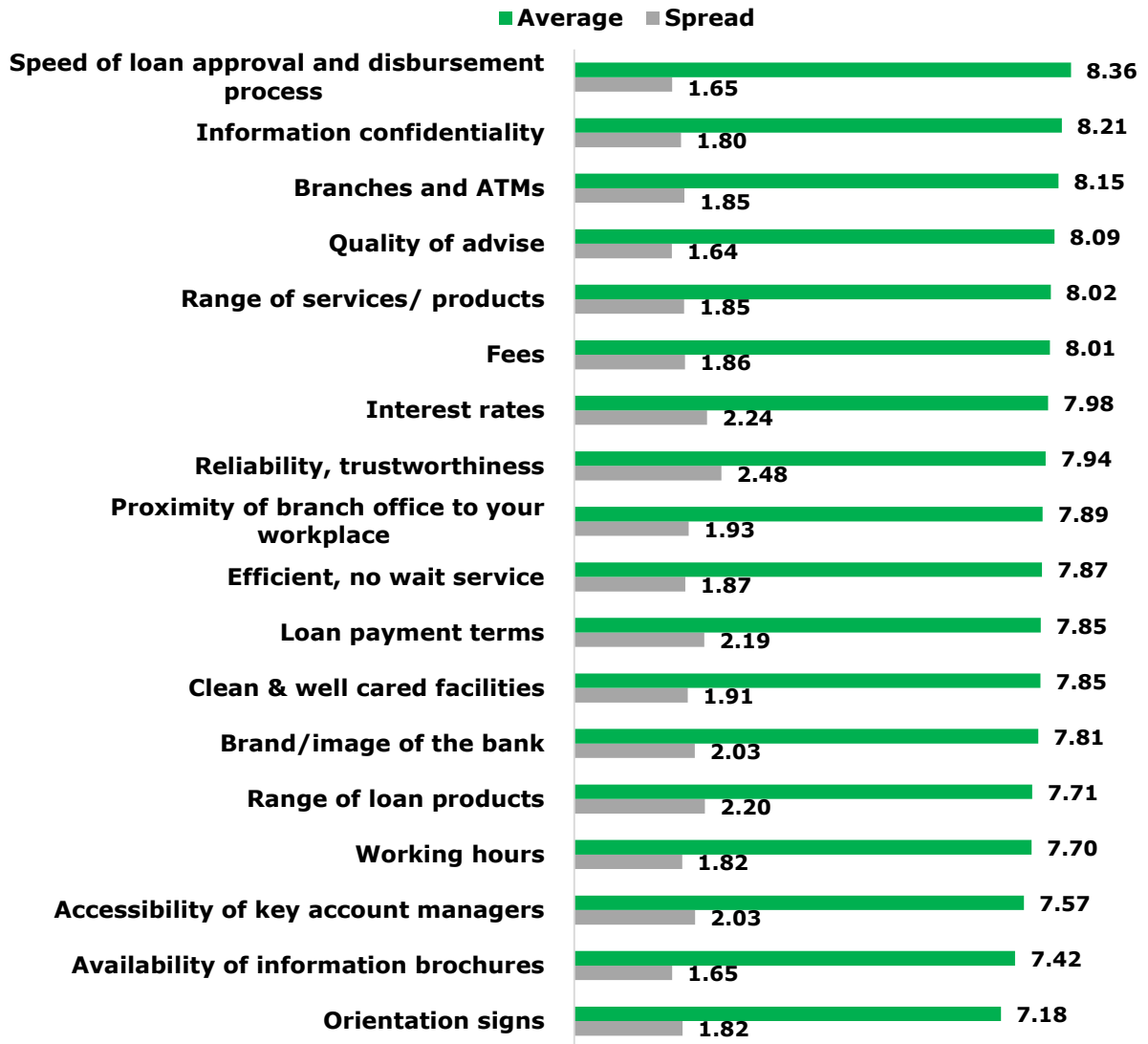
**Figure 31: What is your level of satisfaction with the following products and services? (1 = Not satisfied at all, 10 = Very satisfied) – Disaggregated by bank**

What is your level of satisfaction with the following products and services?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Current account	7.05	6.73	7.14	7.37	7.11	7.02	7.08
International money transfer	6.51	6.36	6.75	6.65	6.28	6.33	6.00
Domestic money transfer	6.77	6.92	6.49	7.15	6.79	6.87	6.88
Interbank money transfer	7.24	6.87	7.13	7.07	6.72	7.25	6.50
E-banking	6.83	6.83	7.04	7.07	7.17	6.51	6.85
Payroll processing	7.33	6.86	7.03	7.25	7.22	7.15	6.91
Standing order	6.63	6.66	6.89	7.18	6.72	6.63	6.94
Savings account	6.84	7.05	7.18	7.17	6.86	6.79	7.07
Manual cash payments	7.09	6.81	7.22	7.13	6.88	6.88	6.80
Loan	5.13	4.55	6.04	5.53	5.17	5.05	5.11

“Speed of loan approval and disbursement process”, “branches and ATMs”, and “information confidentiality” are the top three most important attributes for individual clients when choosing a bank. On the other hand, “orientation signs” and “availability of information brochures” were regarded as the least important attributes.



**Figure 32: How important are the following attributes when choosing your bank? (1 = Not important at all, 10 = Very important)**



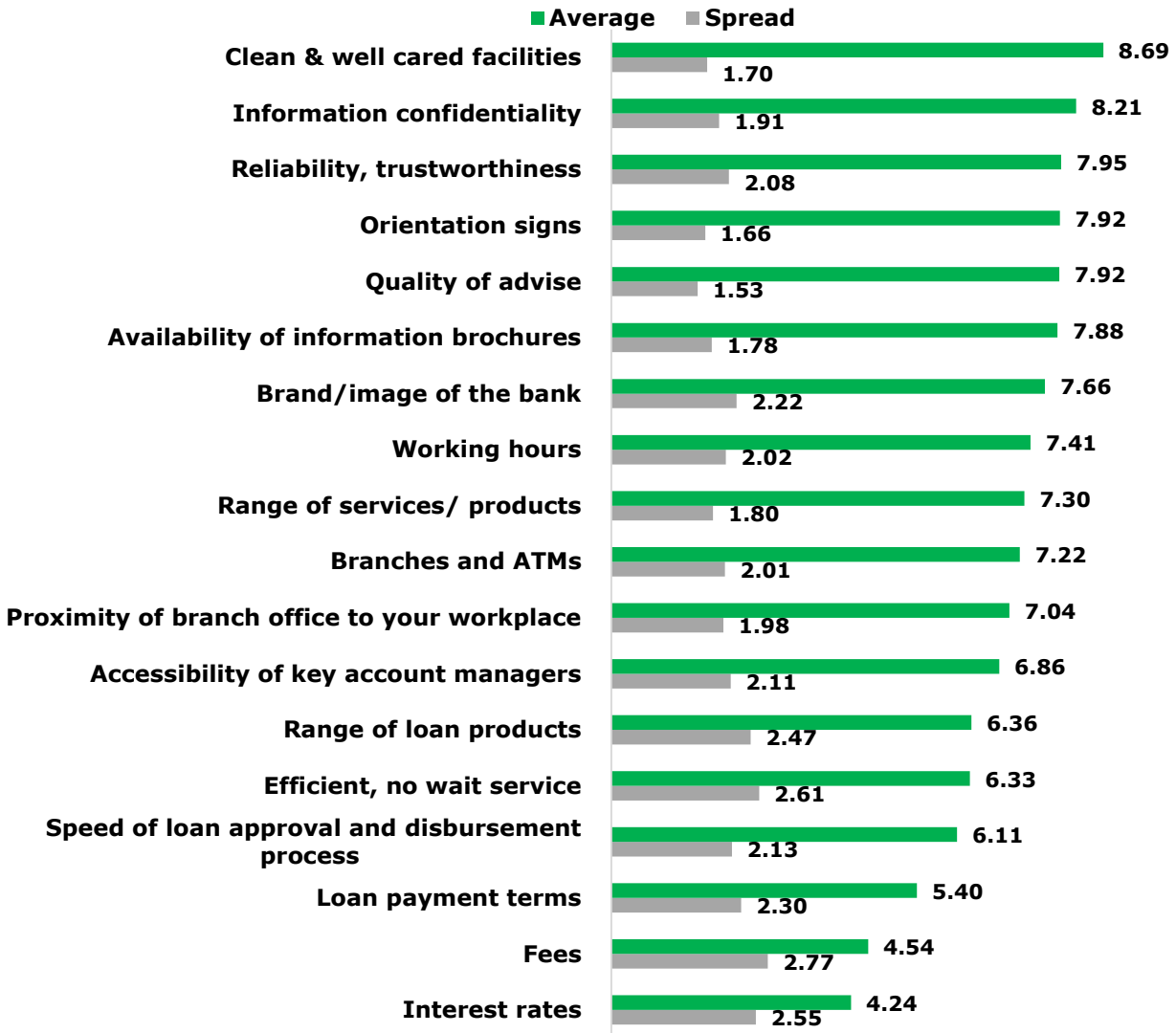
The table below provides the scores on these attributes disaggregated by bank.

**Figure 33: How important are the following attributes when choosing your bank? (1 = Not important at all, 10 = Very important) – Disaggregated by bank**

How important are the following attributes when choosing your bank?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Brand/image of the bank	7.86	7.05	8.64	7.46	7.76	8.28	8.23
Reliability, trustworthiness	7.83	7.56	8.58	7.61	8.18	8.40	7.85
Interest rates	7.93	7.57	8.74	7.73	7.67	8.55	7.98
Fees	7.90	7.62	8.55	7.99	8.03	8.38	7.86
Working hours	7.55	7.73	7.91	7.96	7.45	7.92	7.21
Loan payment terms	7.87	7.65	8.38	7.64	7.85	8.04	7.78
Accessibility of key account managers	7.72	7.28	8.00	7.58	7.82	7.25	7.44
Range of services/ products	7.91	7.78	8.33	7.99	7.97	8.14	8.23
Range of loan products	7.74	7.22	8.38	7.63	7.85	8.11	7.32
Speed of loan approval and disbursement process	8.45	7.82	8.55	8.42	8.56	8.47	8.56
Proximity of branch office to your workplace	7.83	7.80	8.28	7.83	7.74	7.98	7.81
Branches and ATMs	7.98	7.84	8.23	8.19	8.34	8.29	8.50
Information confidentiality	8.29	7.81	8.69	8.17	8.06	8.45	8.17
Quality of advise	8.19	7.63	8.50	8.13	7.94	8.27	8.11
Clean & well cared facilities	8.03	7.39	8.14	7.85	8.00	8.05	7.60
Efficient, no wait service	7.88	7.26	8.38	7.74	8.11	8.11	8.02
Availability of information brochures	7.42	7.13	7.68	7.41	7.45	7.38	7.70
Orientation signs	7.25	6.61	7.34	7.19	7.18	7.51	7.49

In terms of satisfaction with the abovementioned attributes of banks, individual clients in general showed highest satisfaction with “clean and well cared facilities”, “information confidentiality”, and “reliability, trustworthiness”. Meanwhile, attributes with which individual clients showed least satisfaction were “interest rates”, “fees”, and “loan payment terms”.

**Figure 34: What is your level of satisfaction with the following attributes of your bank? (1 = Not satisfied at all, 10 = Very satisfied)**



Disaggregated by bank, the scores showed similar levels of satisfaction with attributes among individual clients of different banks. The table was formatted using a color scheme where the lowest rated attributes within a bank are of red color, whereas the highest rated attributes are given the blue color.

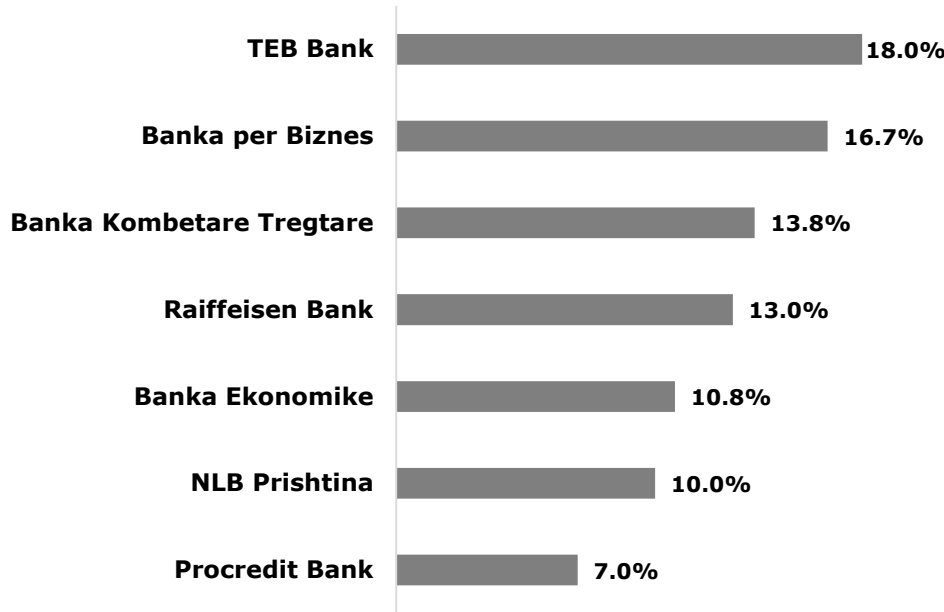
**Figure 35: What is your level of satisfaction with the following attributes of your bank? (1 = Not satisfied at all, 10 = Very satisfied) – Disaggregated by bank**

What is your level of satisfaction with the following attributes of your bank?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Brand/image of the bank	7.70	7.29	8.15	7.93	7.65	7.77	7.82
Reliability, trustworthiness	8.13	7.44	8.34	8.10	7.96	8.22	8.11
Interest rates	5.72	6.12	5.84	6.61	5.84	5.90	5.74
Fees	5.77	5.94	5.83	6.34	5.63	6.02	5.50
Working hours	7.67	7.31	7.51	7.67	7.05	7.76	7.32
Loan payment terms	6.08	5.88	6.17	6.52	5.88	5.94	5.77
Accessibility of key account managers	6.51	6.21	6.93	6.95	6.45	6.19	6.89
Range of services/ products	7.31	6.69	7.30	6.92	6.79	6.98	7.05
Range of loan products	6.20	5.93	6.29	6.23	5.92	6.33	5.61
Speed of loan approval and disbursement process	6.45	6.28	6.79	6.72	6.55	6.69	5.78
Proximity of branch office to your workplace	7.13	6.59	7.24	7.26	6.66	6.60	6.84
Branches and ATMs	7.41	6.75	7.44	7.08	6.39	7.28	6.75
Information confidentiality	7.72	7.41	7.81	7.66	7.54	7.94	7.83
Quality of advise	7.73	7.49	8.12	7.73	7.44	7.93	7.88
Clean & well cared facilities	7.11	6.47	7.69	7.38	7.91	7.47	7.67
Efficient, no wait service	6.39	6.11	7.09	6.79	6.66	6.52	6.33
Availability of information brochures	7.64	7.43	7.67	7.51	7.36	7.60	7.41
Orientation signs	6.55	6.52	7.35	6.74	6.90	6.67	7.03

In regard to making phone calls to acquire information from the bank, only 13 percent claimed to have done so. From those who contact the bank by phone, a majority of 88 percent said they call the bank 1-3 times a month.

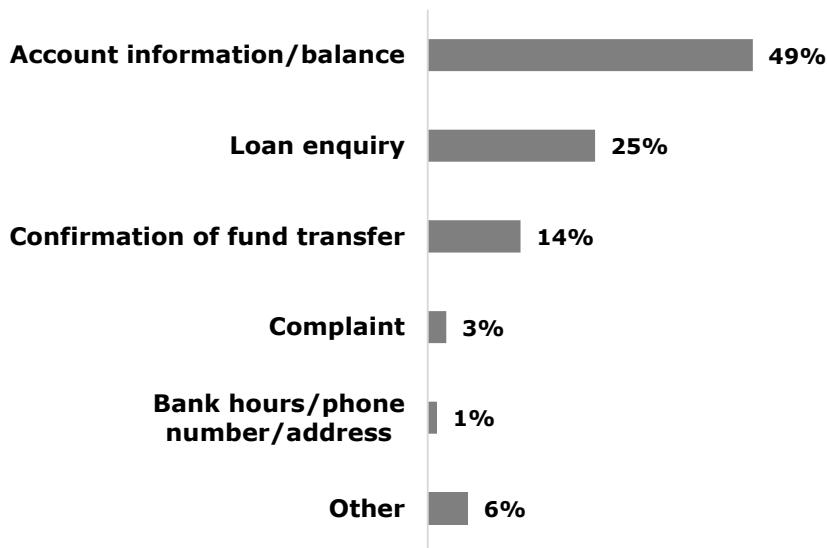
Looking at individual clients of which bank contact their bank by phone most often, it can be observed that "TEB Bank" clients are most likely to call their bank (18%), followed by "Banka per Biznes" (17%), and "Banka Kombetare Tregtare" (14%). The least likely to contact their bank by phone are clients of "ProCredit Bank" and "NLB Prishtina".

**Figure 36: Do you ever contact the bank by phone? – Disaggregated by bank**



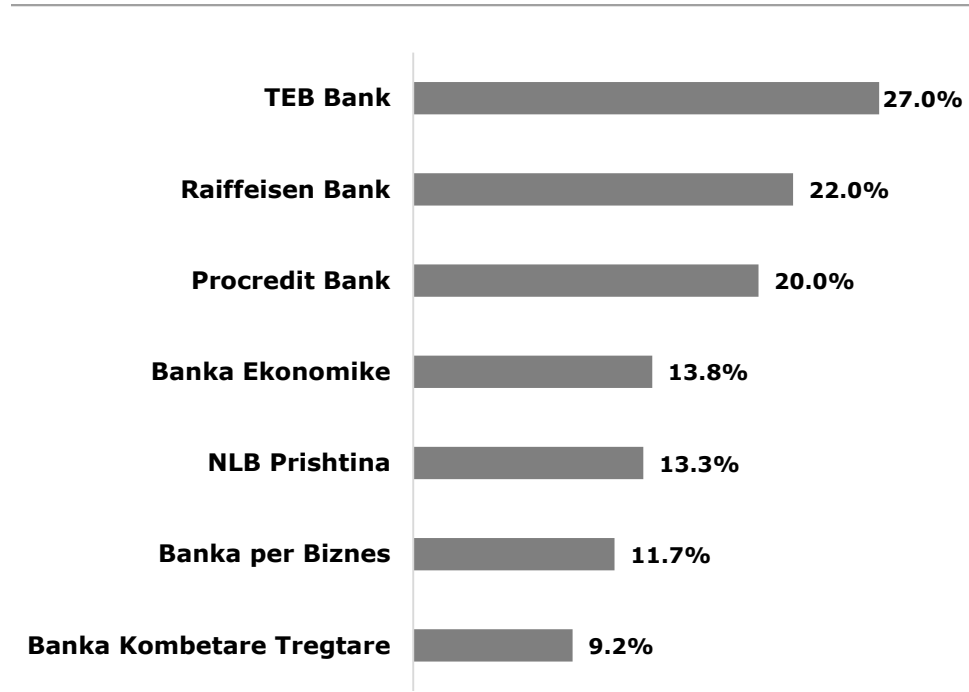
Around half of those who call the bank, do it to acquire information regarding their account(s). One in four of them call the bank to enquire about loans, and 14 percent call their bank to confirm a fund transfer.

**Figure 37: What was the reason for your most recent telephone contact with the bank? (% of 'Yes')**



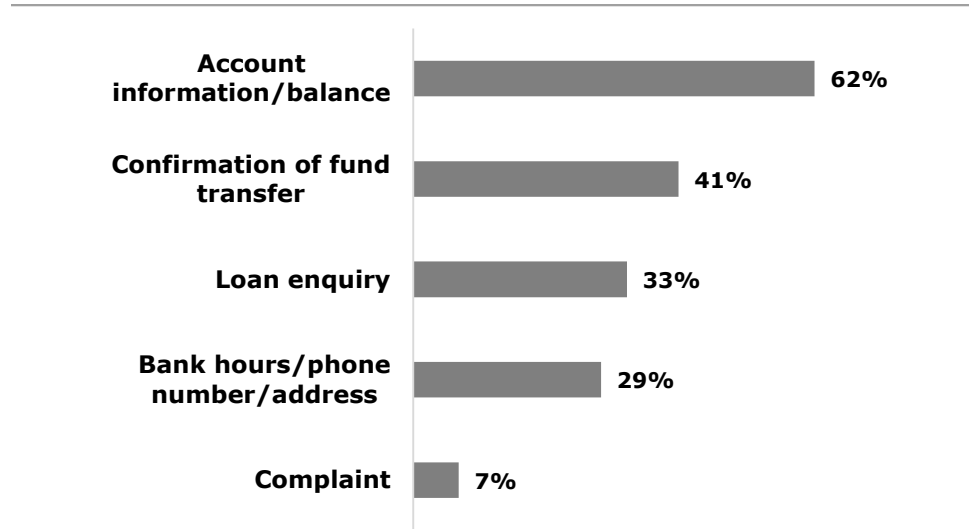
In regard to banks' websites, only 18 percent of the interviewed individual clients stated they visit them. Individual clients of "TEB Bank" (27%) and "Raiffeisen Bank" (22%) are the ones most likely to use the websites of their banks.

**Figure 38: Do you ever use the bank webpage to find out any information you need? (% of 'Yes') – Disaggregated by bank**



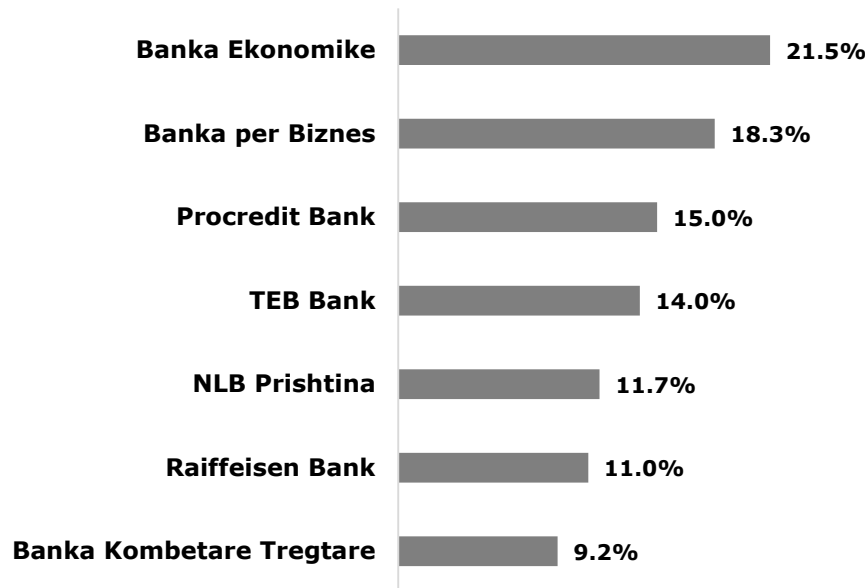
Sixty-two percent of those that stated they use the bank website to acquire information on their account, 41 percent use it to confirm a fund transfer, and 33 percent enquire about loans.

**Figure 39: What were the reasons for your most recent webpage use?**



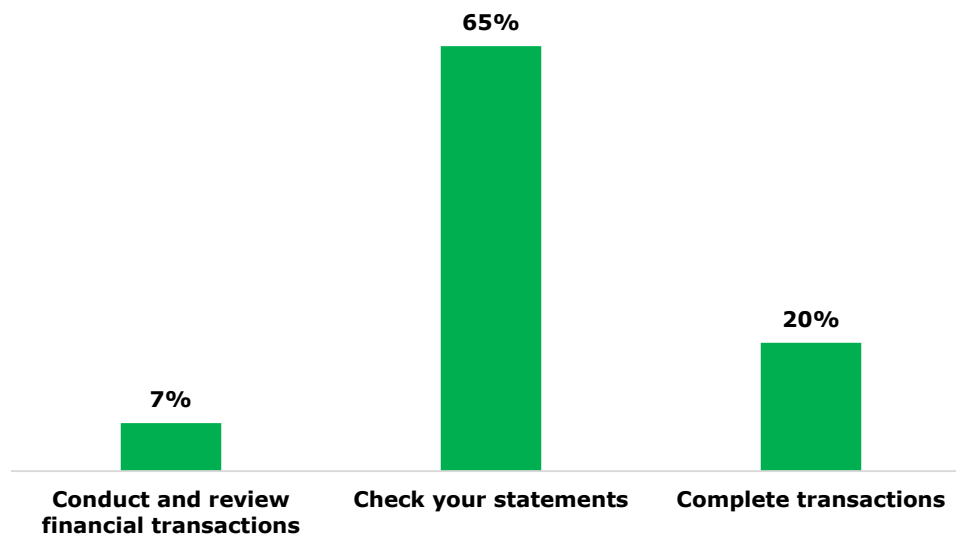
In regard to e-banking services, only 14 percent of interviewed individual bank customers said they use it. The survey findings show that clients of “Banka Ekonomike” are most likely to use e-banking services, whereas clients of “Banka Kombetare Tregtare” are the least likely to do so.

**Figure 40: Do you ever use e-banking? (% of 'Yes') – Disaggregated by bank**



The majority of those that use e-banking services access it once or twice a month (69%). Sixty-five percent use e-banking to check their statements, while others use it to complete and review transactions.

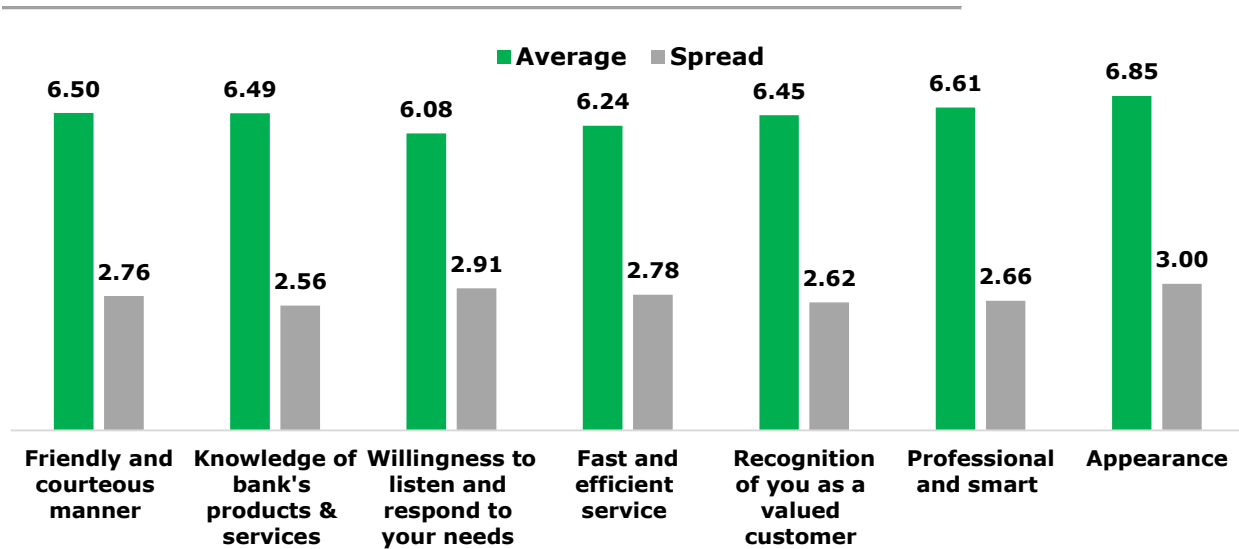
**Figure 41: Which e-banking features do you use regularly?**



### 3.2.2. Professionalism of Staff

Individual clients showed slightly higher than average levels of satisfaction with the service they received from the bank staff. As can be seen in the graph below, the satisfaction scores with different aspects of bank staff do not vary that much.

**Figure 42: In terms of the service you received from the bank staff, how satisfied are you with the following? (1- Not satisfied at all, 10 – Very satisfied)**



In regard to the bank staff, highest ratings were received from individual clients of "NLB Prishtina" and "Banka Ekonomike", whereas the lowest levels of satisfaction were shown among clients of "Banka Kombetare Tregtare".

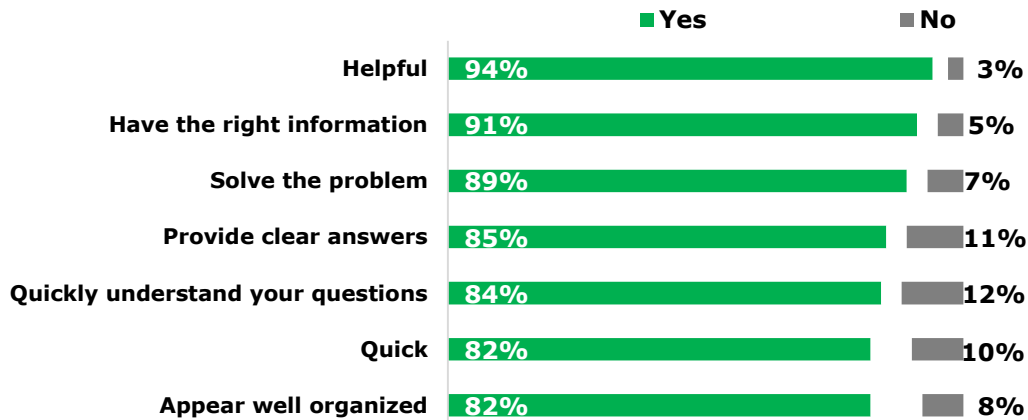
**Figure 43: In terms of the service you received from the bank staff, how satisfied are you with the following? (1- Not satisfied at all, 10 – Very satisfied) – Disaggregated by bank**

In terms of the service you received from the bank staff, how satisfied are you with the following?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Friendly and courteous manner	6.36	6.13	7.14	6.19	7.21	5.64	7.42
Knowledge of bank's products & services	6.31	6.27	7.18	6.14	6.92	5.96	7.13
Willingness to listen and respond to your needs	5.79	5.93	7.00	5.56	6.84	5.18	6.92
Fast and efficient service	6.11	5.92	6.93	5.94	6.74	5.52	7.05
Recognition of you as a valued customer	6.41	6.08	7.02	6.19	6.82	5.80	7.33
Professional and smart	6.74	6.45	7.12	6.00	6.87	6.01	7.60
Appearance	6.65	6.42	7.35	6.77	7.23	6.38	7.63



Evaluating the customer service representatives at their bank, the vast majority of individual clients said that the customer service representatives were helpful (94%), had the right information (91%), and solved their problem (89%). High levels of satisfaction were also shown with customer service representatives regarding provision of clear answers, quickly understanding of questions, and quick delivery.

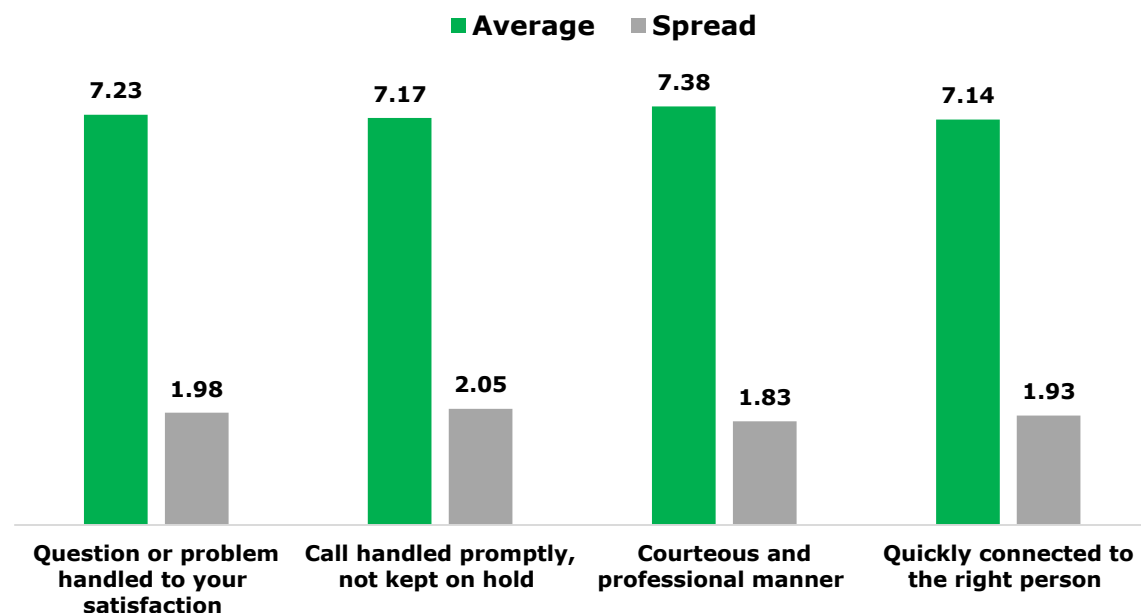
**Figure 44: In thinking about your customer service representatives, were they/did they:**



\*The white space represents the "Don't know/No opinion" answers

Individual clients that contacted the bank by phone showed average to high levels of satisfaction with the service they received. The chart below presents the average scores for different criteria, rated from 1 to 10 in terms of satisfaction level.

**Figure 45: In terms of the service you expected from the telephone contact, please rate the following criteria (1- Not satisfied at all, 10 – Very satisfied)**



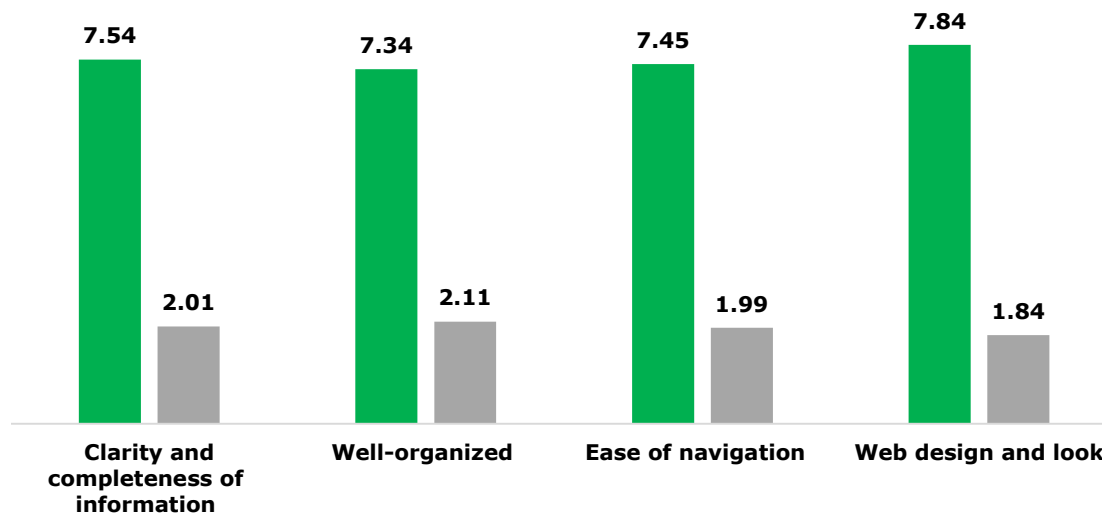
“Banka Kombetare Tregtare” received the highest average scores from its individual clients in regard to telephone service, whereas “TEB Bank” received the lowest scores overall.

**Figure 46: In terms of the service you expected from the telephone contact, please rate the following criteria (1- Not satisfied at all, 10 – Very satisfied) – Disaggregated by bank**

In terms of the service you expected from the telephone contact, please rate the following criteria:	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Question or problem handled to your satisfaction	7.82	7.75	7.00	6.50	6.70	8.29	7.00
Call handled promptly, not kept on hold	7.27	7.38	7.30	6.30	7.00	8.93	7.00
Courteous and professional manner	7.41	7.38	6.70	6.70	7.00	8.50	8.80
Quickly connected to the right person	7.27	8.13	7.00	6.40	6.40	8.50	7.30

In regard to the bank webpage, the levels of contentment with different aspects of the websites ranged on average between 7.34 and 7.84 when ranked on a scale from 1 to 10. The highest rated feature was “web design and look”, whereas the lowest rated was “well-organized”.

**Figure 47: Please rate how satisfied are you with using and find information on the bank webpage (1- Not satisfied at all, 10 – Very satisfied)**



Individual clients of “Raiffeisen” bank showed lowest levels of satisfaction with various features of bank’s website. On the other hand, highest levels of satisfaction can be found among clients of “Banka Ekonomike”.

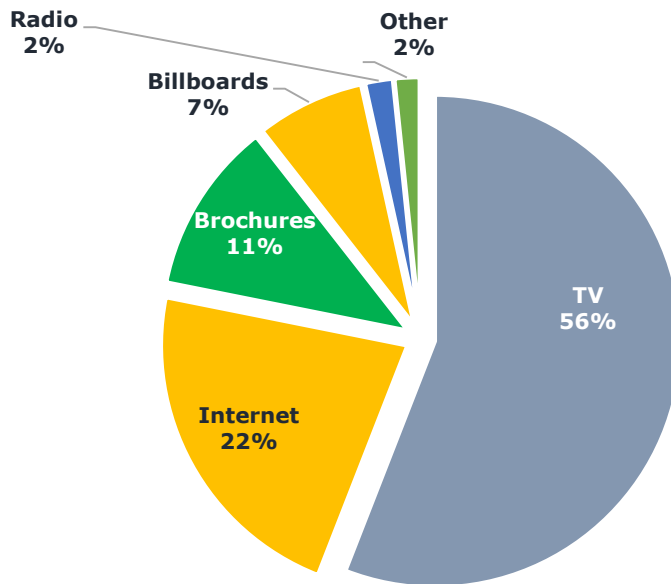
**Figure 48: Please rate how satisfied are you with using and find information on the bank webpage (1- Not satisfied at all, 10 – Very satisfied) – Disaggregated by bank**

Please rate how satisfied are you with using and find information on the bank webpage:	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Clarity and completeness of information	6.53	7.71	8.93	7.33	8.07	8.13	8.29
Well-organized	7.16	7.26	8.29	7.13	7.64	6.63	7.86
Ease of navigation	6.84	7.26	8.50	7.52	7.43	8.50	7.64
Web design and look	7.47	8.15	8.71	7.78	7.21	7.38	8.29

### 3.2.3. Marketing and Promotion

As was the case with business clients, more than half of interviewed individual clients have been exposed the most to TV promotional campaigns (56%). Twenty-two percent were most exposed to online promotional campaigns, and 11 percent were exposed to brochures the most.

**Figure 49: To what kind of promotion campaign have you been exposed the most?**



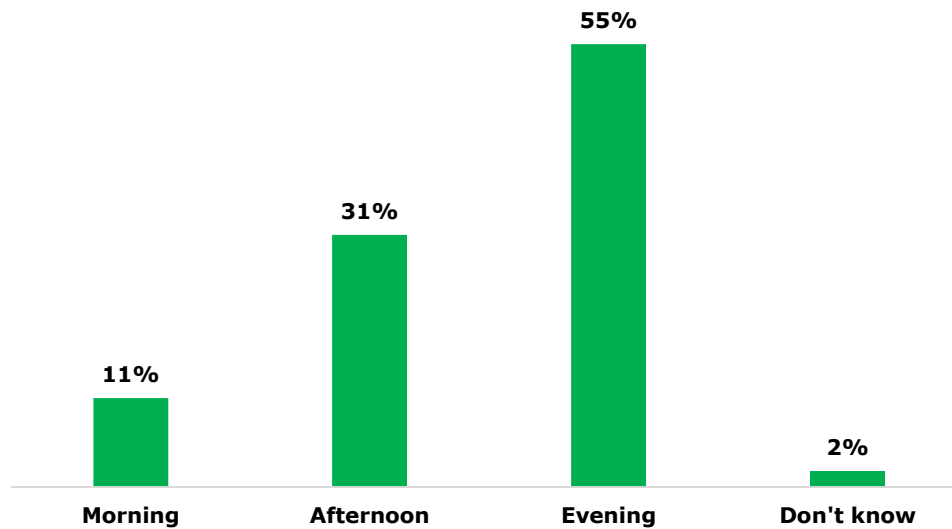
The table below presents the average scores for each bank in regard to exposure to promotional campaigns.

**Figure 50: To what kind of promotion campaign have you been exposed the most? – Disaggregated by bank**

To what kind of promotion campaign have you been exposed the most?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
TV	56.0%	53.0%	55.4%	54.0%	55.0%	58.5%	61.7%
Radio	1.0%	3.0%	1.5%	2.0%	1.7%	1.5%	1.7%
Internet	25.0%	22.0%	20.0%	25.0%	25.0%	20.0%	15.0%
Billboards	5.0%	9.0%	4.6%	5.0%	8.3%	10.8%	8.3%
Brochures	10.0%	11.0%	16.9%	12.0%	8.3%	9.2%	11.7%
Other	2.0%	2.0%	1.5%	2.0%	1.7%		1.7%

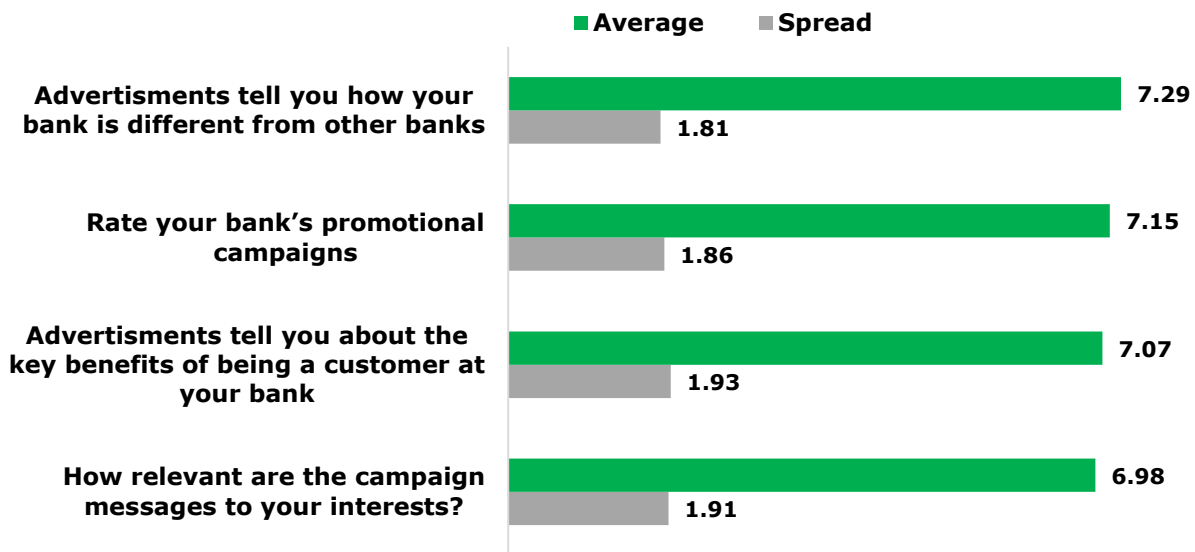
More than half of the respondents (55%) said they were exposed to these campaigns the most during the evening, 31 percent were exposed during afternoon, and 11 percent were exposed the most at mornings.

**Figure 51: In which part of the day you are exposed to these campaigns?**



When rating advertisements and promotional campaigns of their banks, individual clients showed average to high levels of satisfaction. The detailed scores are provided in the chart below.

**Figure 52: Rating bank’s advertisements and promotional campaigns (1 – lowest score, 10 – highest score)**



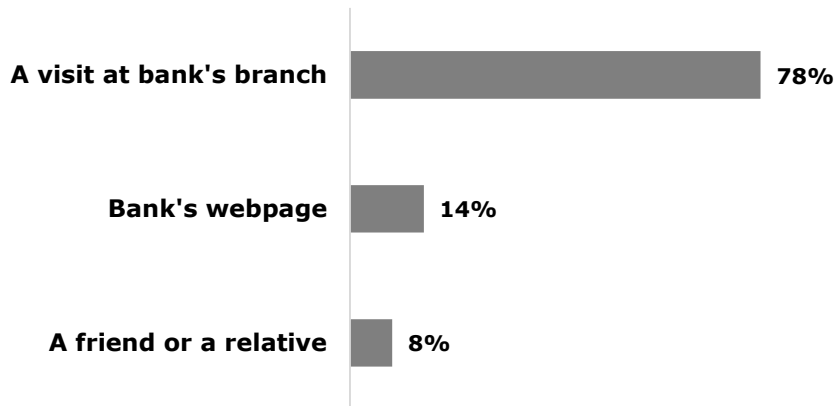
Although no major differences were found in this regard between individual clients of different banks, it can be seen that clients of “Banka per Biznes” are the least satisfied with their bank’s advertisements and promotional campaigns.

**Figure 53: Rating bank’s advertisements and promotional campaigns (1 – lowest score, 10 – highest score) – Disaggregated by bank**

	1. What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
To what extent do the advertisements tell you how your bank is different from other banks?	7.47	7.57	7.16	7.49	6.70	7.29	7.07
To what extent do the advertisements tell you about the key benefits of being a customer at your bank?	7.27	7.26	7.03	7.45	6.52	6.84	6.80
How would you rate your bank’s promotional campaigns?	7.33	7.41	6.92	7.60	6.79	6.79	6.93
How relevant are the campaign messages to your interests?	7.25	6.98	7.00	7.51	6.28	6.66	6.90

Similar to business clients, the majority individual clients also stated that they visit a bank’s branch (78%) when looking for information regarding bank’s products and services.

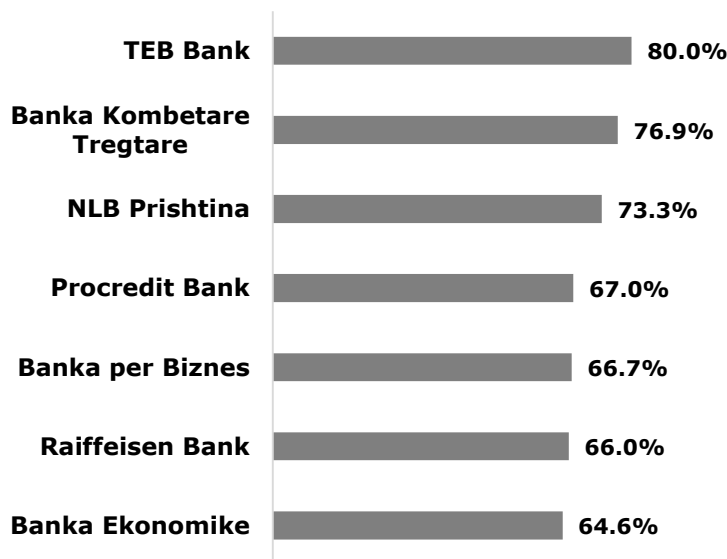
**Figure 54: What source of information have you used when looking for information regarding bank’s products and services?**



### 3.2.4. Customer Loyalty – Client Retention

When asked if they would recommend their bank to others, individual clients of “TEB Bank” were most likely to do so (80%), followed by clients of “Banka Kombetare Tregtare” (77%), and “NLB Prishtina” (73%). The percentages for each bank are shown in the graph below.

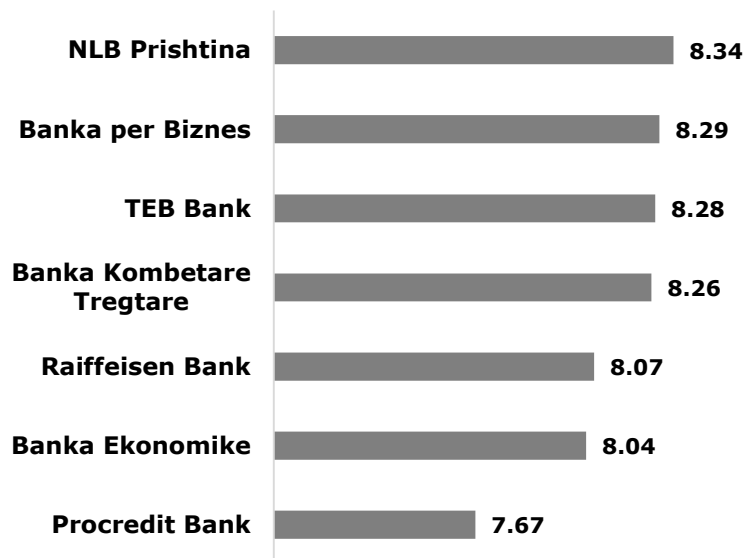
**Figure 55: Would you recommend your bank to others? (% of “Yes”)**



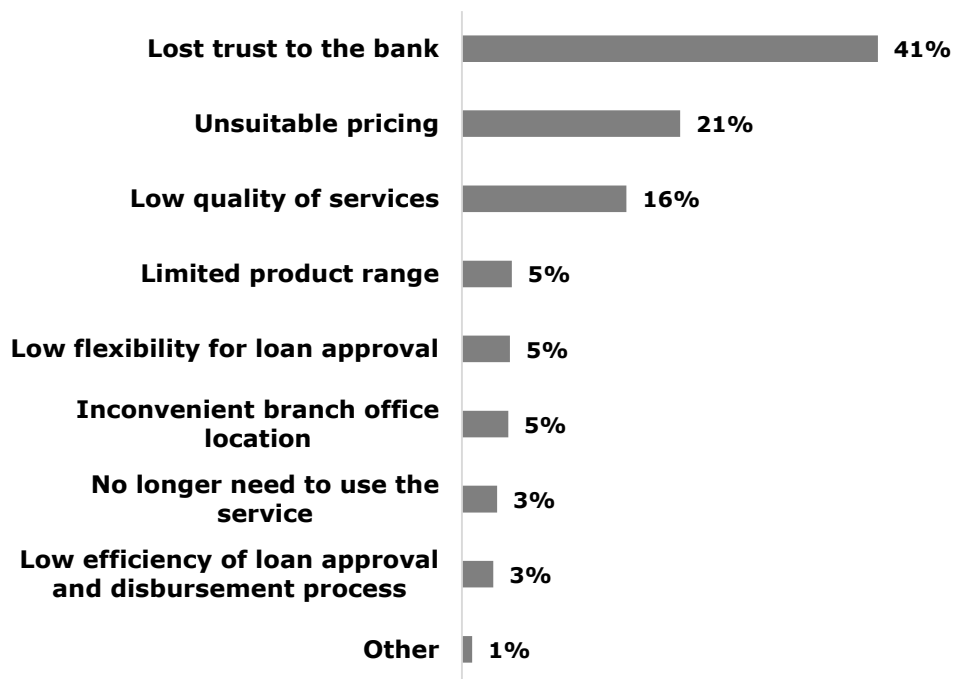
A vast majority of 93 percent of interviewed individual clients claimed that they will continue purchasing the same products/services from their bank. Only 17 percent of individual clients said they offered constructive criticism or suggestions to their bank for product/service improvement. More than half of them (56%) said that their suggestions have been taken into consideration and concrete improvements were noticed.

Individual clients of "NLB Prishtina" were the most likely to continue to be customers of that bank for another year, whereas the clients of "ProCredit Bank" are the least likely to do so. It should be noted however that the scores among banks vary very little, as can be seen in the chart below.

**Figure 56: How likely are you to continue to be a customer with your bank for another year? (Rate from 1 to 7, where 1 = Not likely at all, 10 = Very likely)**



In terms of reasons that would make them to switch banks, 41 percent said that losing trust in the bank would make them do so. Twenty-one percent said they would change their bank due to unsuitable pricing, whereas 16 percent said they would change it because of low quality of services.

**Figure 57: Can you please tell us what would make you go to another bank?**

As the table below shows, for individual clients of all banks the main reason they would consider switching banks was losing trust in their bank.

**Figure 58: Can you please tell us what would make you go to another bank? – Disaggregated by bank**

Can you please tell us what would make you go to another bank?	What bank do you mainly use?						
	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombetare Tregtare	NLB Prishtina
Low quality of services	15.0%	16.0%	18.5%	20.0%	15.0%	13.8%	13.3%
Lost trust to the bank	40.0%	42.0%	41.5%	34.0%	41.7%	47.7%	43.3%
Limited product range	2.0%	3.0%	3.1%	7.0%	10.0%	4.6%	6.7%
Unsuitable pricing	27.0%	18.0%	23.1%	16.0%	18.3%	26.2%	23.3%
Low flexibility for loan approval	7.0%	3.0%	9.2%	6.0%	3.3%	3.1%	
Low efficiency of loan approval and disbursement process	1.0%	5.0%	1.5%	5.0%	5.0%	1.5%	1.7%
Inconvenient branch office location	4.0%	8.0%	3.1%	5.0%	1.7%	1.5%	6.7%
No longer need to use the service	3.0%	5.0%		5.0%	5.0%	1.5%	3.3%



## APPENDICES

### Appendix I: Sample Distribution

#### Business Clients

	Raiffeisen Bank	ProCredit Bank	Banka Ekonomike	TEB Bank	Banka per Biznes	Banka Kombëtare Tregtare	NLB Prishtina	Total
Prishtina	12	11	8	10	8	4	11	<b>64</b>
	17.1%	15.1%	25.0%	14.1%	25.0%	11.1%	30.6%	<b>18.3%</b>
Mitrovica	8	9	3	12	3	5	7	<b>47</b>
	11.4%	12.3%	9.4%	16.9%	9.4%	13.9%	19.4%	<b>13.4%</b>
Prizreni	10	11	5	12	3	7	2	<b>50</b>
	14.3%	15.1%	15.6%	16.9%	9.4%	19.4%	5.6%	<b>14.3%</b>
Peja	10	10	4	10	3	4	3	<b>44</b>
	14.3%	13.7%	12.5%	14.1%	9.4%	11.1%	8.3%	<b>12.6%</b>
Ferizaj	10	10	3	8	4	6	4	<b>45</b>
	14.3%	13.7%	9.4%	11.3%	12.5%	16.7%	11.1%	<b>12.9%</b>
Gjakova	10	11	4	8	5	7	5	<b>50</b>
	14.3%	15.1%	12.5%	11.3%	15.6%	19.4%	13.9%	<b>14.3%</b>
Gjilan	10	11	5	11	6	3	4	<b>50</b>
	14.3%	15.1%	15.6%	15.5%	18.8%	8.3%	11.1%	<b>14.3%</b>
<b>Total</b>	<b>70</b>	<b>73</b>	<b>32</b>	<b>71</b>	<b>32</b>	<b>36</b>	<b>36</b>	<b>350</b>
	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Individual Clients

	Raiffeisen Bank	Procredit Bank	Banka Ekonomike	TEB Bank	Banka për Biznes	Banka Kombëtare Tregtare	NLB Prishtina	Total
Prishtina	25	26	10	23	10	14	10	<b>118</b>
	25.0%	26.0%	15.4%	23.0%	16.7%	21.5%	16.7%	<b>21.5%</b>
Mitrovica	12	11	9	13	9	6	9	<b>69</b>
	12.0%	11.0%	13.8%	13.0%	15.0%	9.2%	15.0%	<b>12.5%</b>
Prizreni	13	11	11	12	9	10	9	<b>75</b>
	13.0%	11.0%	16.9%	12.0%	15.0%	15.4%	15.0%	<b>13.6%</b>
Peja	12	14	8	12	10	10	9	<b>75</b>
	12.0%	14.0%	12.3%	12.0%	16.7%	15.4%	15.0%	<b>13.6%</b>
Ferizaj	13	11	10	12	8	10	9	<b>73</b>
	13.0%	11.0%	15.4%	12.0%	13.3%	15.4%	15.0%	<b>13.3%</b>
Gjakova	12	13	11	13	9	6	6	<b>70</b>
	12.0%	13.0%	16.9%	13.0%	15.0%	9.2%	10.0%	<b>12.7%</b>
Gjilan	13	14	6	15	5	9	8	<b>70</b>
	13.0%	14.0%	9.2%	15.0%	8.3%	13.8%	13.3%	<b>12.7%</b>
<b>Total</b>	<b>100</b>	<b>100</b>	<b>65</b>	<b>100</b>	<b>60</b>	<b>65</b>	<b>60</b>	<b>550</b>
	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>