



# STATE OF CUSTOMER SERVICE IN NIGERIA

2024 REPORT

# FOREWORD

As the Chairperson of the West African Association for Customer Service Professionals (WAACSP), it is with great pride that I present the 2024 Nigerian Customer Service Index Report. This report serves as a vital benchmark for evaluating the state of customer service across various sectors in Nigeria, reflecting the collective efforts of businesses and organizations committed to enhancing customer experiences.

In an increasingly competitive global marketplace, the importance of exceptional customer service cannot be overstated. It is the cornerstone of customer loyalty, brand reputation, and sustainable business growth. The findings in this report illustrate the strides made by numerous sectors in Nigeria, showcasing both improvements and areas that require further attention.

The 2024 Index reveals notable advancements in customer service performance, particularly in sectors such as real estate, telecommunications, and hospitality. These improvements are indicative of a growing recognition among businesses of the need to prioritize customer satisfaction and adapt to evolving consumer expectations. However, we must also acknowledge the challenges faced by certain sectors, such as insurance and power, where customer satisfaction remains a pressing concern.

The 2024 report not only highlights achievements but also serves as a call to action for all stakeholders in the Nigerian business landscape. It is essential that we continue to foster a culture of service excellence, invest in employee training, leverage technology, and actively seek customer feedback. By doing so, we can ensure that our customer service practices align with global standards and meet the diverse needs of our clientele.


As we move forward, let us embrace the insights and recommendations presented in this report as a roadmap to elevate customer service in Nigeria. Together, we can build a customer-centric culture that not only enhances satisfaction but also drives economic growth and positions Nigeria as a leader in customer service excellence within the West African region. Due to the diverse

# FOREWORD

economic landscape in Nigeria, its survey groupings seek to distinguish organizations to account for fair rating, like-for-like comparison, and not to unfairly rate or judge a fintech and a bank despite both being in the same financial services sector. Sub-sectors in the NCSI provide better insight and understanding of specific areas. I encourage organizations and their leaders to not only look at their sector performances but also narrow down to sub-sectors; having the detailed report for an organization's sub-sector will give a fulcrum for growth and majorly focus on what customers want and are saying.

I would like to extend my gratitude to all the organizations and individuals who contributed to this report. Your commitment to improving customer service is commendable and vital for our collective success.

Thank you for your dedication to excellence in customer service.

A handwritten signature in black ink, reading "Yvonne O. MacCarthy". The signature is fluid and cursive, with a long horizontal stroke at the end.

Yvonne Ohui MacCarthy

Board Chair, WAACSP

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# EXECUTIVE SUMMARY

The 2024 Nigerian Customer Service Index (NCSI) survey serves as a crucial tool for assessing customer experiences and offering valuable feedback on the quality of goods and services provided across various sectors of the economy.

This year's report is structured around eight key indicators of customer experience, forming a robust framework for measuring and articulating the genuine interactions customers have with businesses. By analyzing these elements, the assessment aims to identify the factors that drive customer satisfaction, loyalty, and the link between positive experiences and brand advocacy.

The ultimate goal is to gain deeper insights into the customer journey across different industries, enabling organizations to refine their service delivery. The findings from this report provide businesses with actionable intelligence to better align their offerings with customer needs and expectations, fostering long-term engagement and satisfaction.



## OUR APPROACH

This year, the Nigeria Customer Service Index gathered data from a broad range of respondents through a web-based questionnaire. Participants were asked to evaluate their customer service experiences across multiple sectors of the economy. By utilizing quantitative research methods and random sampling techniques, the survey ensures a representative dataset, providing an accurate assessment of customer service performance across these sectors.





PART I

# Introduction and Methodology

# Introduction

The Nigeria Customer Service Index (NCSI) serves as a national benchmark for evaluating customer perceptions of the quality of products and services across the country. This index captures insights from both Nigerian citizens and non-Nigerians residing in Nigeria, offering a comprehensive view of customer satisfaction and service delivery. In its latest edition, NCSI 2024 assesses customer experiences, the factors influencing satisfaction, and their broader impact across key economic sectors.

Compiled by the West African Association of Customer Service Professionals (WAACSP) in collaboration with an independent research and consulting firm, this report provides a cross-sectoral analysis of customer experiences. By establishing a standardized framework for evaluating service quality, the NCSI continues to serve as a valuable tool for measuring and improving customer satisfaction across various industries.

## Overview of the NCSI Methodology

The NCSI model is built on a cause-and-effect framework, where customer experience metrics serve as the driving factors, and the resulting levels of satisfaction and loyalty form the outcomes. Utilizing a quantitative research design and a randomized sampling approach, data collection was conducted throughout the year via both online and offline channels. A significant number of responses were gathered, with rigorous data validation ensuring the accuracy of the findings.

To analyze the data, scripts were developed for cleaning and modeling, with visualizations generated using Microsoft Power BI. Customer experience scores were converted into percentiles, with weighted adjustments to reflect the importance of each metric as indicated by respondents.

Additionally, the NCSI incorporates measures of customer effort and includes the Net Promoter Score (NPS) to evaluate customer advocacy. Respondents rated their experiences using a structured scale, with a separate recommendation question assessing the likelihood of endorsing an organization to others. These insights provide organizations with actionable data to refine their service strategies and improve overall customer satisfaction.

# Objectives of the Survey

The survey set out to:

1. Gain a deep understanding of customer motivations, changing needs, and the importance of customer experience metrics to customers.
2. Identify the factors that impact customer satisfaction in various industries and how they affect loyalty.
3. Provide businesses with a clear and intuitive understanding of how to improve customer experience in various industries.
4. Determine the channels through which customer experience occurs and offer improvement strategies to enhance the customer experience across sectors.
5. To determine Nigeria's overall progress in customer service as time goes on



# The Survey

## Scope of the Survey

The survey covered a broad spectrum of businesses across all major economic sectors in Nigeria, ensuring representation from companies operating nationwide, including all states. To enhance coverage, the questionnaire featured a curated list of notable organizations within each sector. However, respondents were also given the flexibility to nominate any other businesses they considered significant, even if those were not pre-listed.

This open-ended approach allowed participants to share insights on businesses most relevant to their experiences, contributing to a well-rounded evaluation of customer service across industries. By embracing inclusivity in data collection, the survey aimed to present a comprehensive reflection of customer sentiment and engagement across Nigeria's economic landscape.

## Limitations of the Survey

Despite its broad reach, the survey encountered a few challenges, including:

1. Variations in response volumes across businesses, necessitating the use of weighting techniques to maintain balanced

representation in the final analysis.

2. A higher concentration of respondents from Lagos and Abuja, which may have led to limited representation of customer experiences from other regions.

3. The inability to meet target quotas for some sectors, meaning certain industries may not be fully represented in the overall findings.

## Quality Control Measures

To maintain data integrity, a multi-layered quality control system was implemented to prevent duplicate submissions from the same respondent. Individuals who completed a questionnaire for one sector were given the choice to either take another survey for a different sector or exit the survey after completing the demographic section.

If they opted to take another survey, they were redirected to the beginning to select a new sector, ensuring that responses remained structured and relevant. These measures helped safeguard the credibility of the data while allowing respondents to contribute meaningfully across multiple sectors..



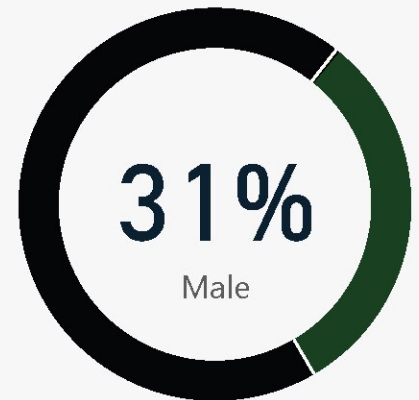
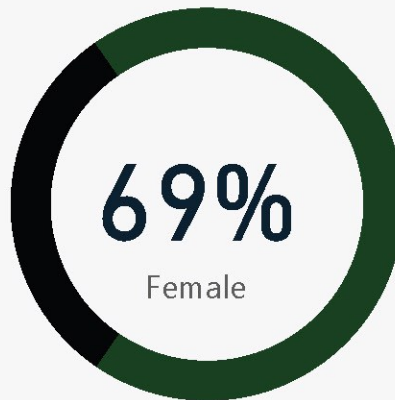
# The Survey

To uphold data accuracy and prevent duplicate submissions, strict verification measures were implemented throughout the survey process. Each respondent was limited to a single recorded entry per sector unless they deliberately opted to participate in another sector's survey.

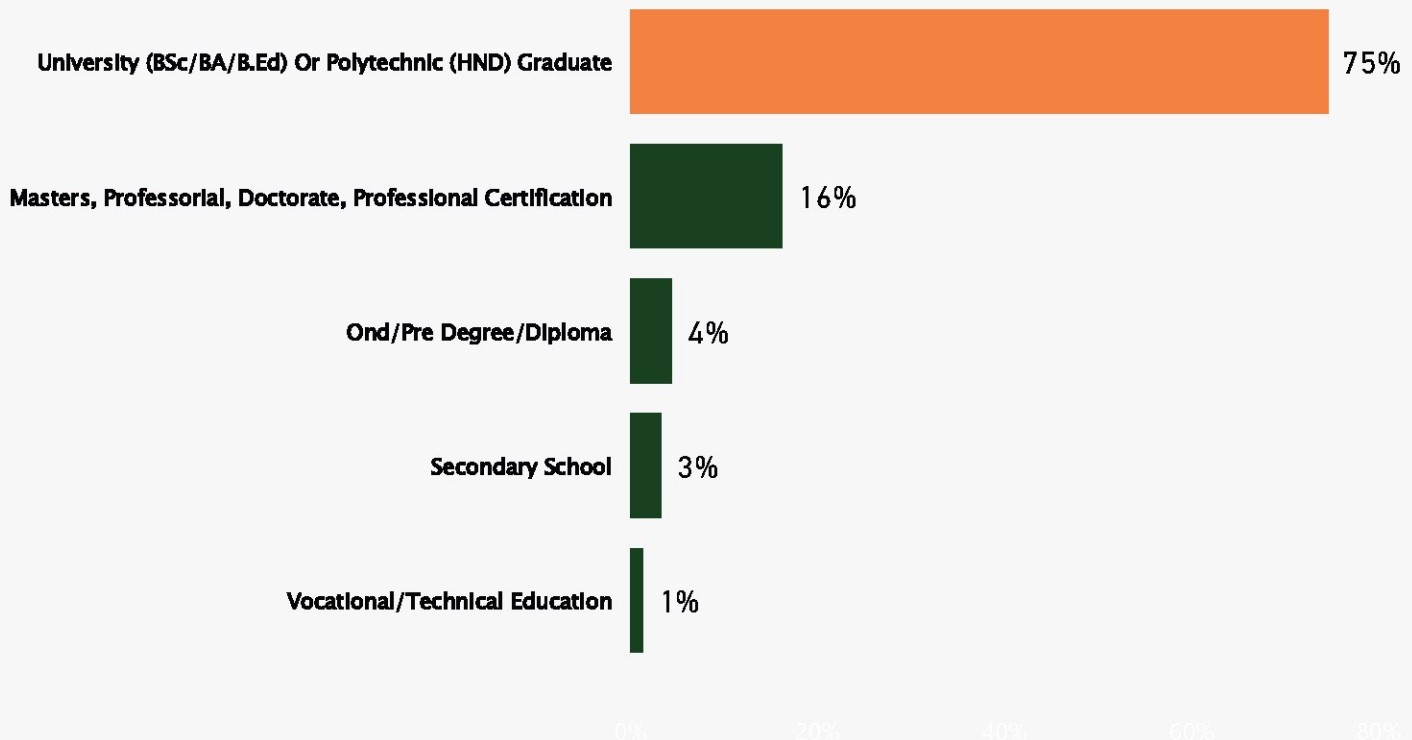
To further reinforce data integrity, advanced tracking mechanisms were used to identify and eliminate duplicate responses. Additionally, an electronic log of devices used to complete the survey was maintained, ensuring that no individual could submit multiple entries within a single day. These safeguards helped preserve the credibility and reliability of the survey results.



### DEMOGRAPHICS

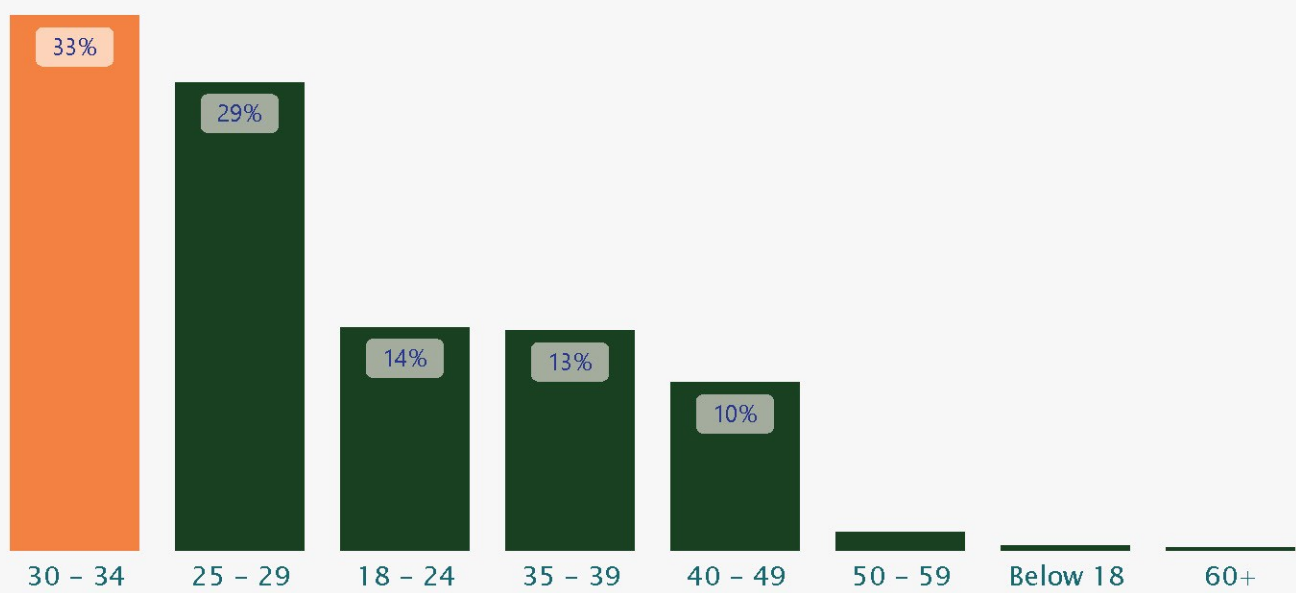


### EDUCATION



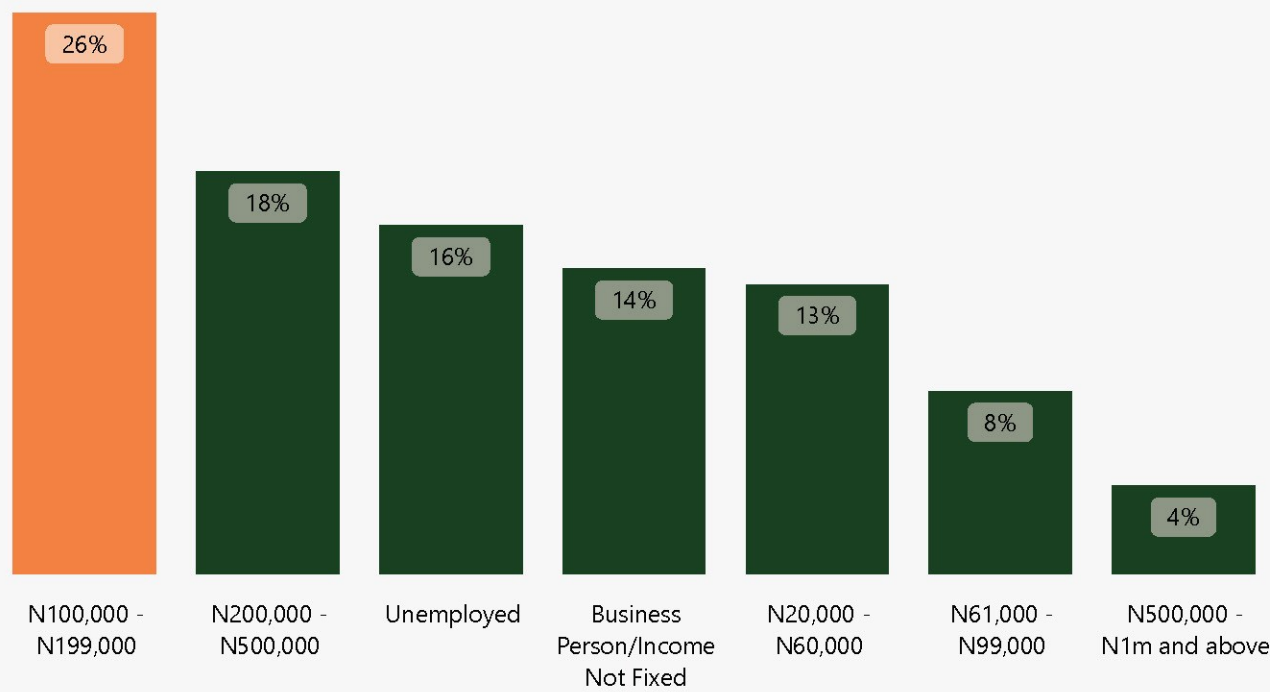
DEMOGRAPHICS

Age Range of Respondents



INCOME DISTRIBUTION

Distribution of Income Groups





## COMPARISON WITH LAST YEAR – SECTOR SCORES

| SECTOR<br>▲          | 2023 COUNT | 2024 COUNT |
|----------------------|------------|------------|
| E-COMMERCE           | 613        | 1065 ▲     |
| EDUCATION            | 0          | 1116 ▲     |
| FINANCE              | 2005       | 3205 ▲     |
| HEALTHCARE           | 729        | 1405 ▲     |
| HOSPITALITY          | 413        | 1368 ▲     |
| INSURANCE            | 348        | 431 ▲      |
| POWER                | 696        | 1377 ▲     |
| PUBLIC SECTOR        | 770        | 1104 ▲     |
| REAL ESTATE          | 0          | 471 ▲      |
| SPORTS/ENTERTAINMENT | 0          | 743 ▲      |
| TELECOMMUNICATIONS   | 613        | 2317 ▲     |
| TRANSPORTATION       | 1023       | 1610 ▲     |

COMPARISON WITH LAST YEAR – SECTOR SCORES

| SECTOR               | 2023 SECTOR SCORE | 2024 SECTOR SCORE |
|----------------------|-------------------|-------------------|
| ▲                    |                   |                   |
| E-COMMERCE           | 68%               | 60% ↓             |
| EDUCATION            | 0%                | 69% ↑             |
| FINANCE              | 66%               | 72% ↑             |
| HEALTHCARE           | 62%               | 70% ↑             |
| HOSPITALITY          | 73%               | 72% ↓             |
| INSURANCE            | 69%               | 71% ↑             |
| POWER                | 55%               | 61% ↑             |
| PUBLIC SECTOR        | 47%               | 63% ↑             |
| REAL ESTATE          | 0%                | 62% ↑             |
| SPORTS/ENTERTAINMENT | 0%                | 69% ↑             |
| TELECOMMUNICATIONS   | 58%               | 63% ↑             |
| TRANSPORTATION       | 61%               | 73% ↑             |

# The Survey

## How the Nigeria Customer Service Index (NCSI) is calculated

The NCSI is derived from eight key customer experience metrics: Trust, Branch Availability, Branding and Appearance, Competence, Complaint Resolution, Ease of Doing Business, Processes and Procedures, Professionalism, and Customer-Centered Innovations. Respondents evaluate their experiences with organizations based on these criteria.

For each sector, the satisfaction index is determined by calculating the average score across all customer experience metrics, converting it into percentiles, and applying a weighting system that reflects the perceived importance of each factor. These weightings are based on what respondents consider most essential for a positive customer service experience. The final sector score is obtained by averaging the scores of all businesses within that sector. The overall NCSI score is then computed as the percentile mean of all sector scores.

The organizations highlighted in the following section are the highest-rated businesses, each of which received feedback from more than 50 respondents. However, the overall sector scores take into account all organizations assessed in the survey, regardless of the number of responses they received.





## PART II

# The NCSI Model



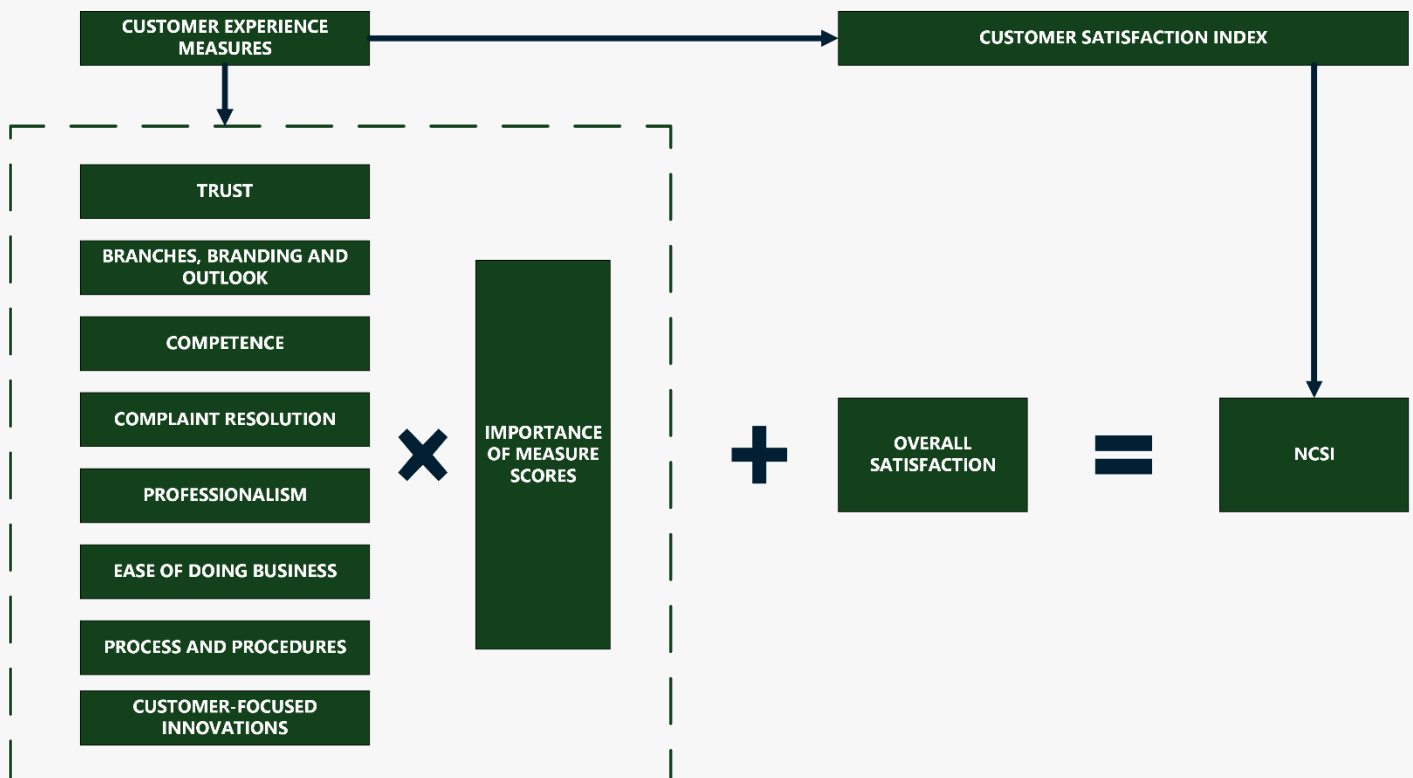
# The Model

The Nigeria Customer Service Index (NCSI) is a comprehensive framework designed to measure customer satisfaction across various sectors. It incorporates multiple key indicators, including Trust, Branch Availability, Branding and Appearance, Complaint Resolution, Competence, Ease of Doing Business, Processes and Procedures, Professionalism, and Customer-Centered Innovations.

satisfaction and outcome-based metrics on the other, reflecting the results of customer experiences.

Each metric is assessed on a scale of 1 to 7, with the average scores converted into percentiles. Additionally, a weighting system is applied to account for the relative importance of each factor in shaping overall customer satisfaction.

At the core of this model is the Customer Satisfaction Index, with contributing factors on one side representing the drivers of



# The Customer Service Metrics

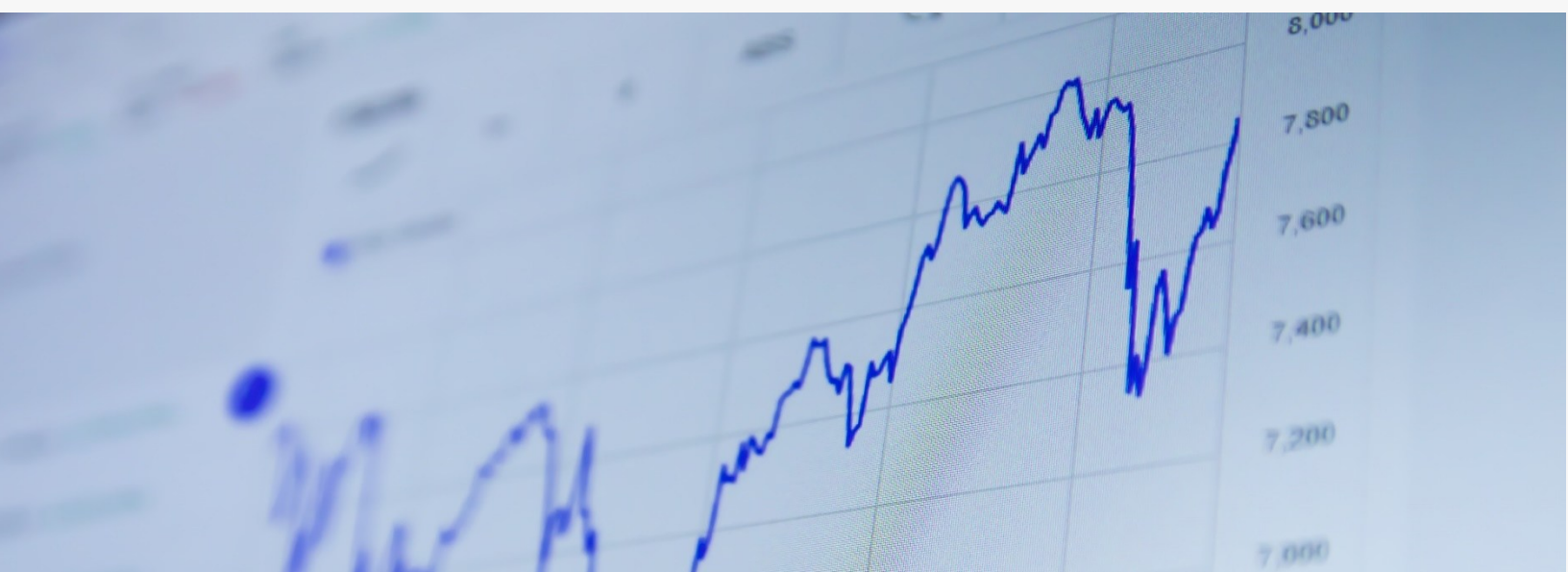
**Branches, Branding, and Outlook** – This metric evaluates the physical environment of an organization, including the appearance of its premises (both interior and exterior), branding consistency, ventilation, and overall ambiance. It also considers the grooming, approachability, and professionalism of employees, including third-party staff such as security personnel and janitorial workers.

**Trust** – Customer trust is built on a company's ability to create meaningful connections through transparency, reliability, honesty, and sensitivity to customer needs. A trustworthy organization fosters confidence by consistently demonstrating ethical behavior and dependability in its interactions.

**Professionalism** – This refers to the quality of service delivered by employees, encompassing courteous behavior, a helpful and patient attitude, respect for customers, and a willingness to actively listen and address concerns in a constructive manner.

**Competence** – A company's ability to provide effective service is dependent on its employees' knowledge and expertise. This includes a solid understanding of the company's products and services, as well as the capability to resolve customer issues efficiently and accurately.

**Customer-Focused Innovations** – This measures an organization's commitment to innovation with the customer in mind. It includes improvements in products, services, or processes that enhance customer experiences, aiming to meet evolving needs faster and more effectively than before.



# The Customer Service Metrics

**Staff Engagement** – This assesses the level of commitment and enthusiasm employees bring to their roles, particularly in customer interactions. It reflects the strength of the emotional and mental connection employees have with their work, their teams, and the customers they serve.

**Complaint Resolution** – The effectiveness of a company's approach to handling customer complaints is crucial in determining service quality. This metric examines how promptly and efficiently customer grievances are addressed, ensuring issues are resolved in a way that improves overall satisfaction and fosters long-term trust.

**Ease of Doing Business** – This measures the accessibility and convenience of engaging with an organization, whether through in-person interactions, digital platforms, or other communication channels. It reflects how seamless and hassle-free the customer experience is.

**Processes and Procedures** – This metric evaluates the efficiency and clarity of an organization's internal workflows. It considers how well-defined and structured the company's policies and guidelines are, ensuring that service delivery is smooth, consistent, and customer-friendly.





PART III

# NCSI Results





67%

Nigerian Customer Service Index

12

Sectors

20

Subsectors

1.17K

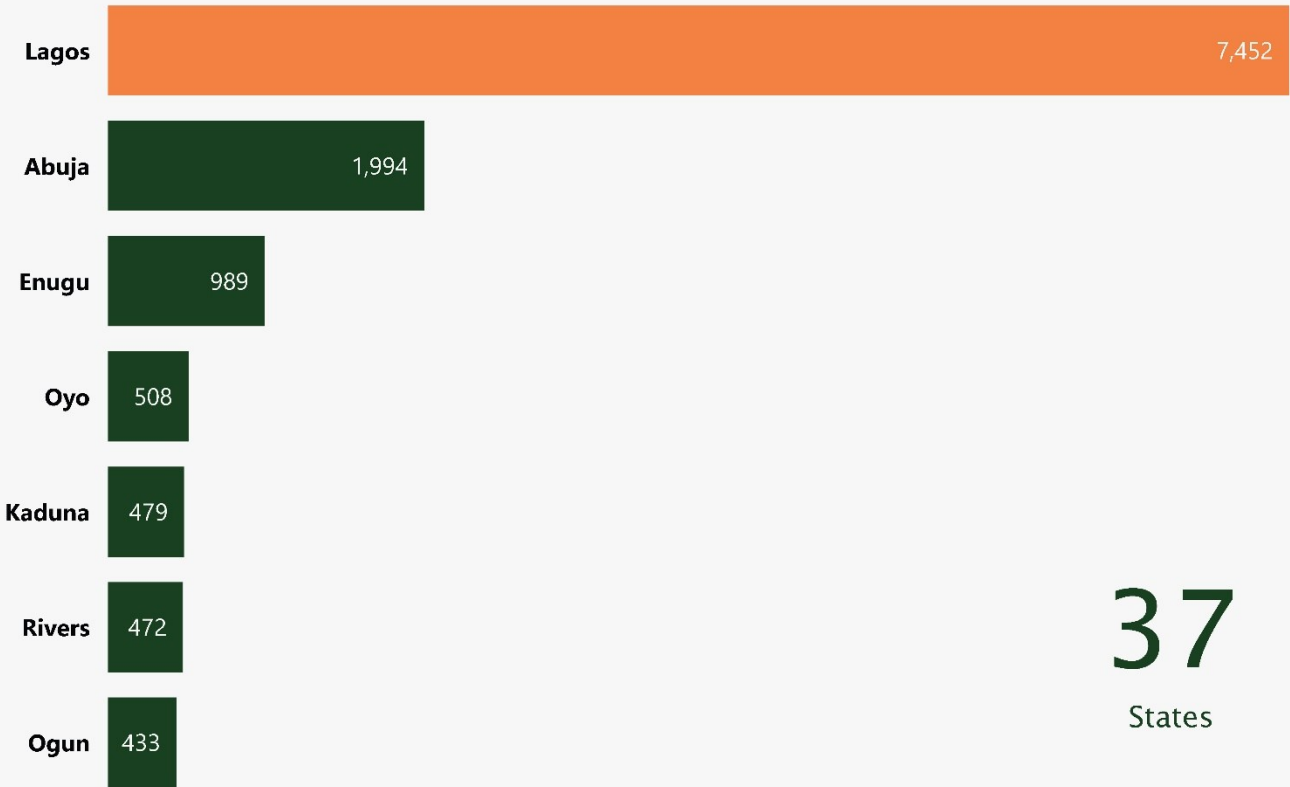
Organizations

16.21K

Valid Responses

GEOGRAPHIC COVERAGE

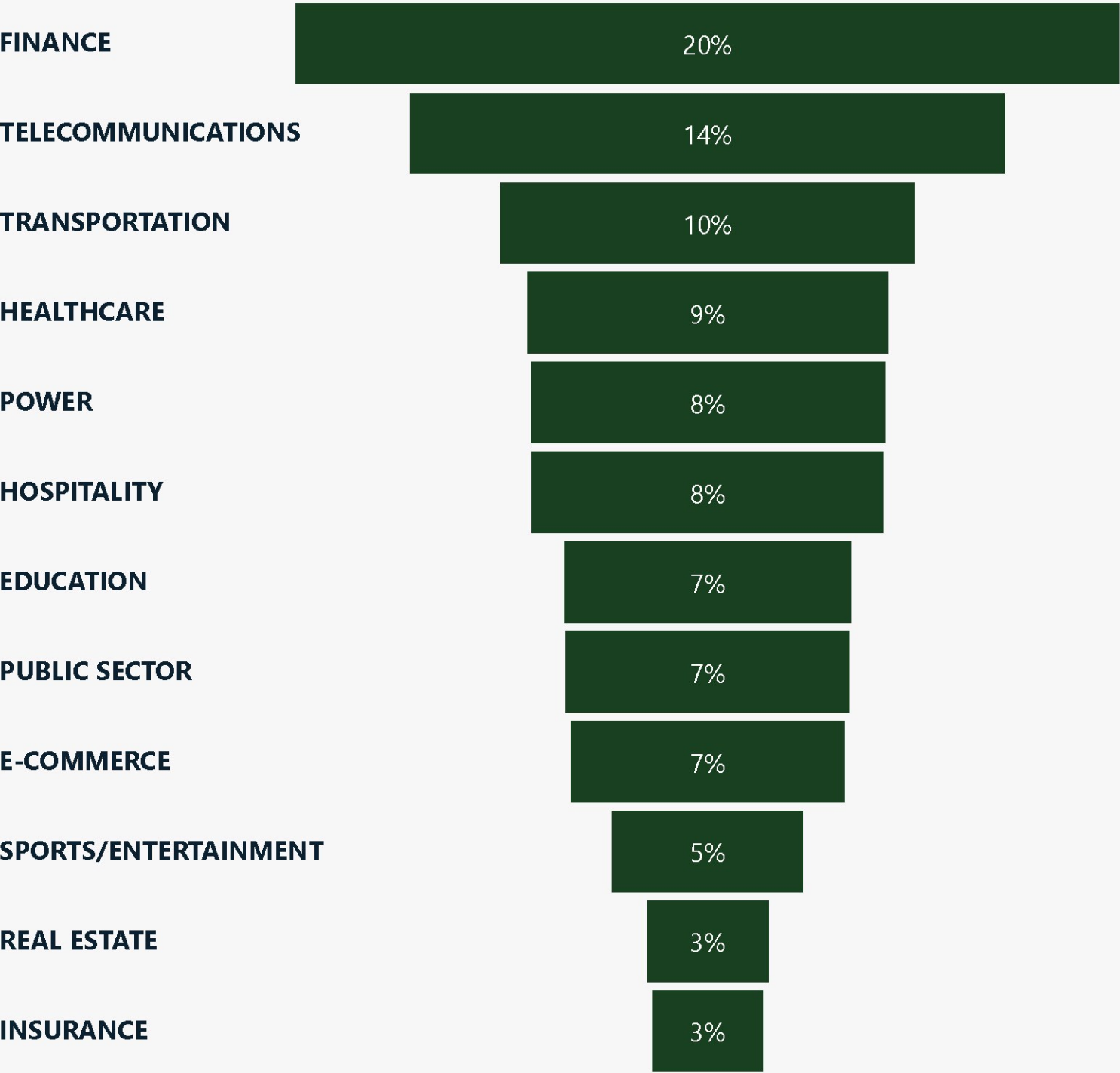
Locations With The Most Responses



37

States

PERCENTAGE DISTRIBUTION BY SCORE



# E-Commerce Sector

Nigeria's e-commerce sector is experiencing significant growth in 2024, driven by a large digital audience and widespread mobile internet usage. Internet penetration in the country stands at approximately 46%, with projections for further growth. Mobile devices account for over 84% of internet access and even higher percentages of online marketplace visits, reflecting the increasing reliance on smartphones for e-commerce activities. Despite the limited penetration of credit cards, with only 1.7% of men and 1.6% of women owning one, e-commerce continues to expand. Popular purchases include electronics and fashion items such as clothing, shoes, bags, and accessories, with online marketplace visits exceeding 242 million [1].

One of the most notable trends is the substantial growth of Nigeria's fashion e-

commerce market, which is expected to reach \$423 million in 2024. This sector alone constitutes 19% of the total e-commerce market and is projected to continue growing at a compound annual growth rate (CAGR) of 8.2%, reaching \$579.9 million by 2028 [2].

However, the sector faces several challenges that threaten its growth. These include cybercrime, unreliable logistics infrastructure, inadequate payment systems, and low consumer trust. Additionally, inconsistent regulatory policies, poor broadband coverage in rural areas, and the lack of proper internet access equipment further hinder the sector's development. The continued success of Nigeria's e-commerce market will depend on overcoming these barriers and enhancing consumer confidence [3].



E-COMMERCE

-8.3%  
↓

60%

Sector Score

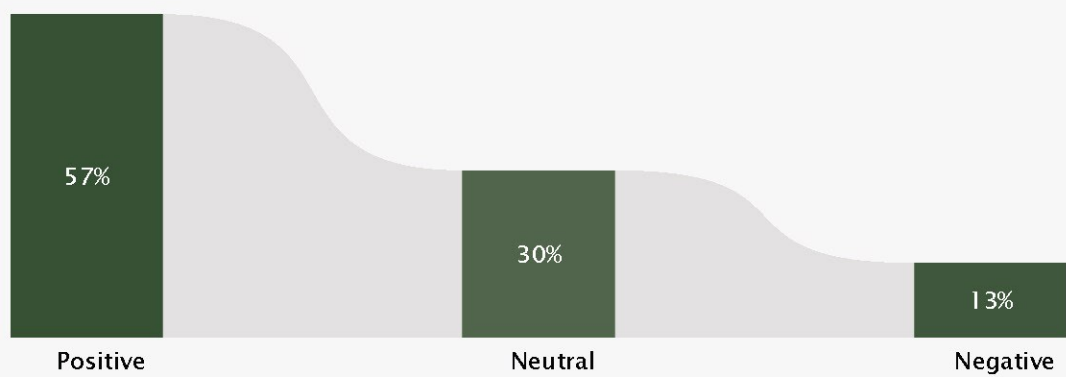
45

Organizations

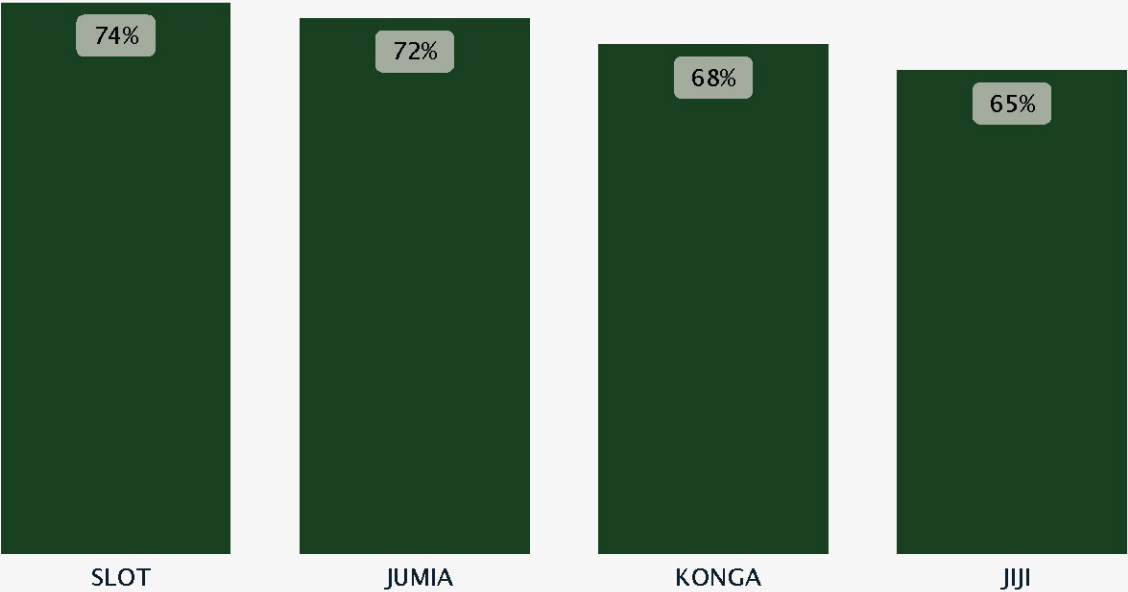
1.06K

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



# Telecommunication Sector

Nigeria's telecommunications sector in 2024 is characterized by significant growth and expansion, although challenges persist. The sector's GDP growth rate is projected at 14%, driven by increased demand for data services and the mobile sector's contribution to the digital economy [4]. With a rapid shift from voice to data services, the market is expected to continue its growth trajectory, supported by increasing internet penetration and mobile data adoption.

Despite its growth potential, the telecommunications industry faces several challenges, including high operating costs, multiple taxes, and regulatory burdens, which stifle profitability and infrastructure development [5].

Additionally, inconsistent power supply and limited broadband coverage in rural areas hinder effective service delivery, impacting the sector's ability to reach all Nigerians. The regulatory landscape remains complex, with dominant operators required to adhere to various compliance measures, which sometimes hinder competition and innovation [6].

However, the sector also presents significant opportunities. The rise of mobile broadband services, advancements in 5G technology, and the expansion of internet connectivity to underserved areas offer prospects for future growth. The government's ongoing efforts to address regulatory concerns, such as the National Broadband Plan 2020-2025, are expected to alleviate some of the current challenges and enable more inclusive development [7].





TELECOMMUNICATIONS

4.6%

↑

63%

Sector Score

12

Organizations

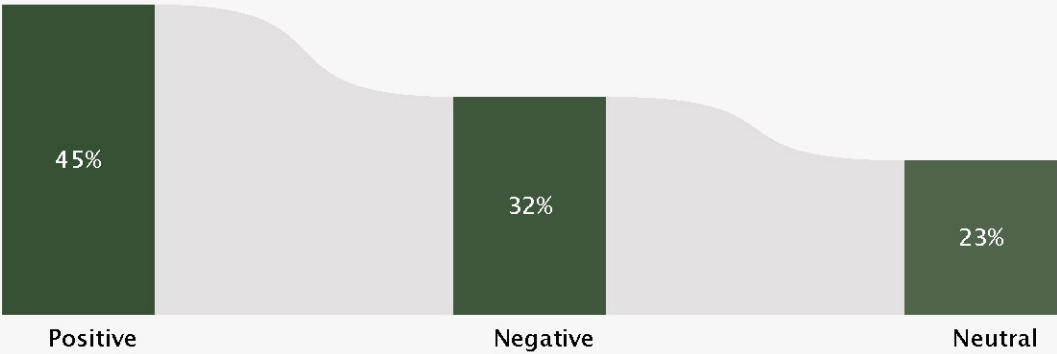
2

Subsectors

2.32K

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector | Sub Sector Score |
|------------|------------------|
| GSM        | 61%              |
| ISP        | 71%              |

GSM

4.2%

↑

61%

4

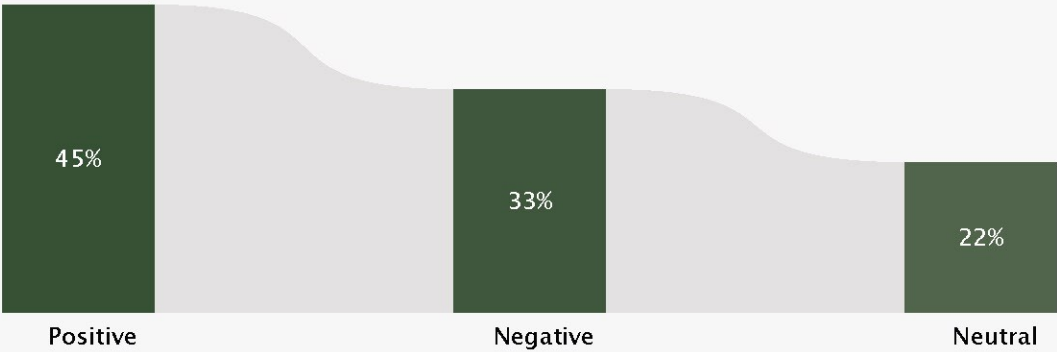
2.18K

Sub Sector Score

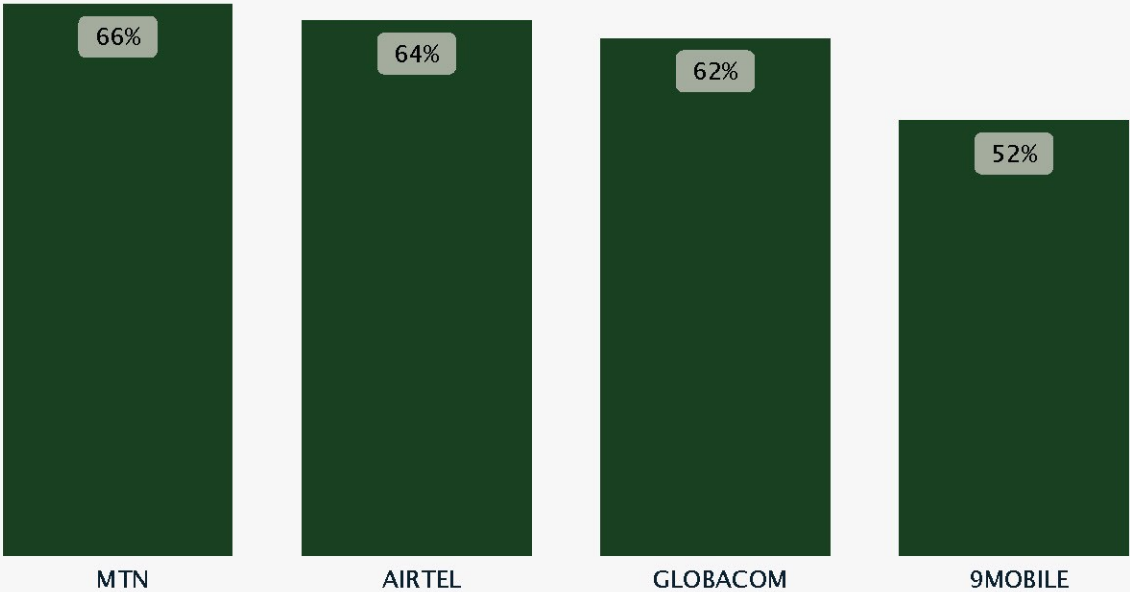
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



ISP

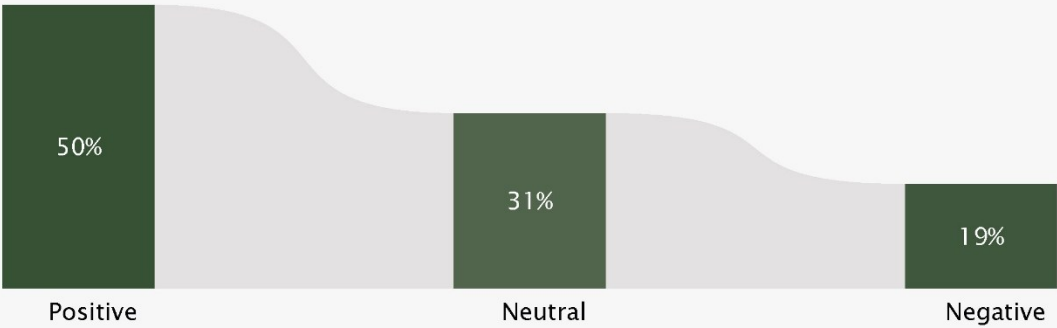
16.6%  
Sub Sector Score

↑  
71%  
Organizations

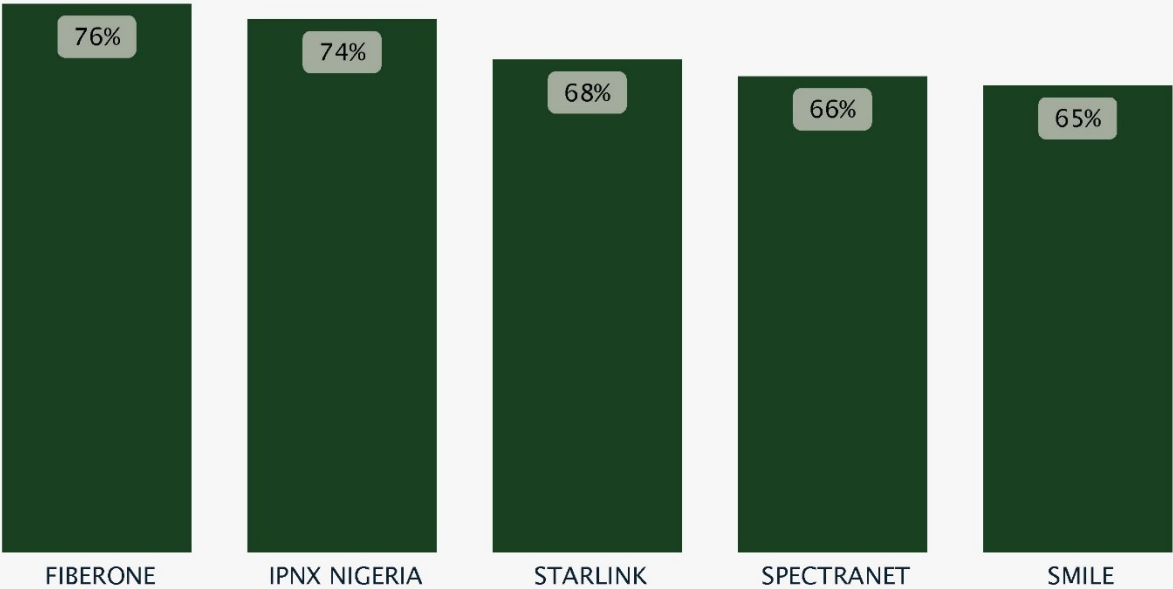
8  
Responses

0.14K

Public Sentiments of Customer Service



TOP ORGANISATIONS





# Healthcare Sector

In 2024, Nigeria's healthcare sector saw significant reforms, with a strong emphasis on improving access to quality care. President Tinubu's administration prioritized healthcare, unveiling plans for substantial investments to address longstanding challenges, including inadequate infrastructure, workforce shortages, and insufficient facilities [8]. The 2024 federal budget allocated considerable resources to healthcare, signaling the government's commitment to these issues [9]. Furthermore, the World Bank approved new financing aimed at improving health outcomes, particularly in rural areas, and enhancing the safety of dams and irrigation systems, both crucial for public health [10].

However, significant challenges persisted. The healthcare system continued to face underfunding, a lack of adequate infrastructure, and workforce shortages, particularly in rural areas. The healthcare workforce also struggled with low morale and a lack of confidence in the system, which contributed to the ongoing brain drain of healthcare professionals. Despite these challenges, the outlook for Nigeria's healthcare sector in 2024 remained optimistic. The government's focus on both immediate improvements and long-term reforms was seen as a step in the right direction. If the planned investments and reforms were effectively implemented, Nigeria's healthcare system was poised for meaningful progress in addressing the needs of its population. [11].



HEALTHCARE

7.8%

↑

70%

330

2

1.41K

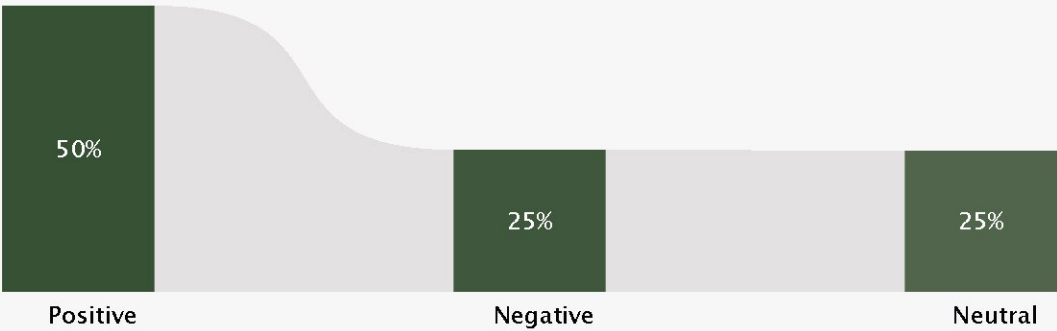
Sector Score

Organizations

Subsectors

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector                 | Sub Sector Score |
|----------------------------|------------------|
| PRIVATE HEALTH INSTITUTION | 70%              |
| PUBLIC HEALTH INSTITUTION  | 57%              |

PUBLIC HEALTH INSTITUTION

3.2%

↑

57%

134

0.75K

Sub Sector Score

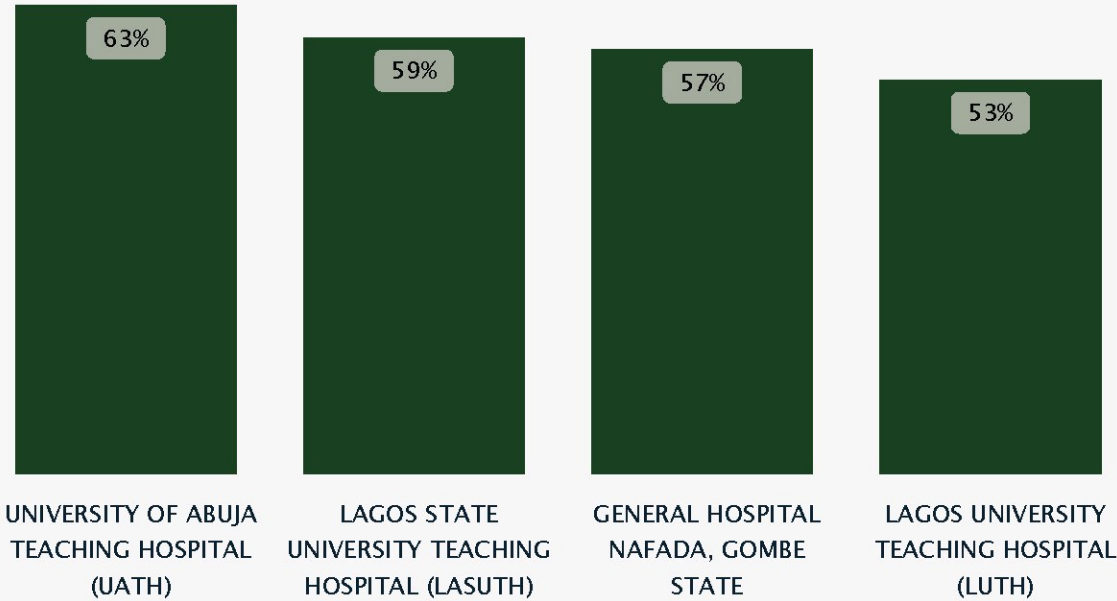
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



PRIVATE HEALTH INSTITUTION

-1.6%  
↓

70%

196

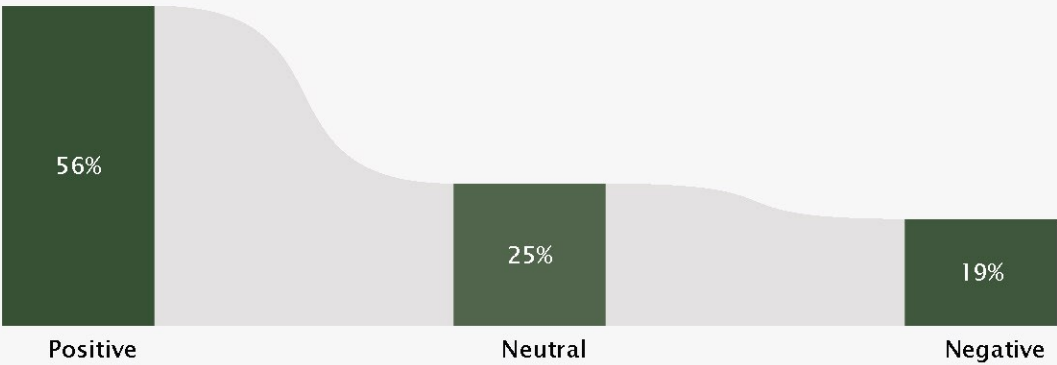
0.66K

Sub Sector Score

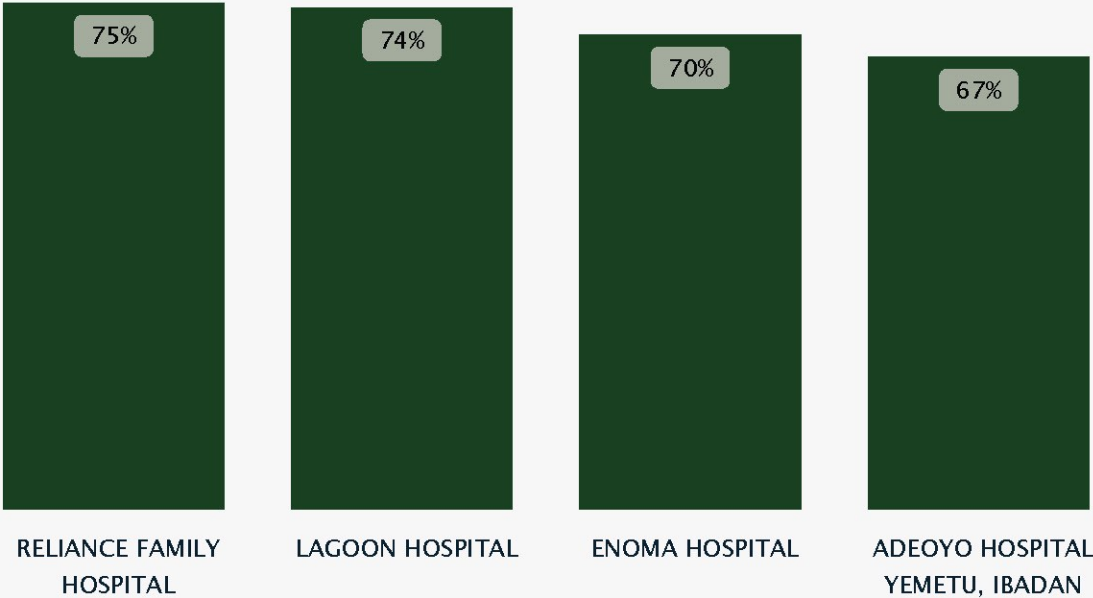
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



# Financial Sector

In 2024, Nigeria's financial sector continued to evolve, reflecting both improvements and persistent challenges. The sector showed resilience, driven by innovations in fintech, an expanding banking landscape, and stronger regulatory frameworks. The Central Bank of Nigeria (CBN) played a pivotal role in implementing policies aimed at stabilizing the sector, despite challenges such as inflation and external economic pressures [12].

One of the significant improvements in the financial sector was the continued growth of digital banking and mobile money services. Financial inclusion efforts, especially through fintech platforms, were supported by new regulations aimed at simplifying digital payments and promoting innovation. In 2024, the sector saw an increase in mobile banking users, with fintech startups attracting more investments [13].

However, several challenges remained. The banking sector still faced regulatory complexities, with concerns over money laundering and fraud, despite improvements in anti-money laundering frameworks. Additionally, the financial sector struggled with high-interest rates, which adversely impacted businesses and consumers alike. Many banks also dealt with a lack of trust from the public due to previous economic instability, leading to low confidence in banking services [14]. While the government made strides in improving access to banking services in rural areas, widespread internet connectivity issues and low financial literacy hindered broader adoption [15].



FINANCE

6.2%

↑

72%

Sector Score

57

Organizations

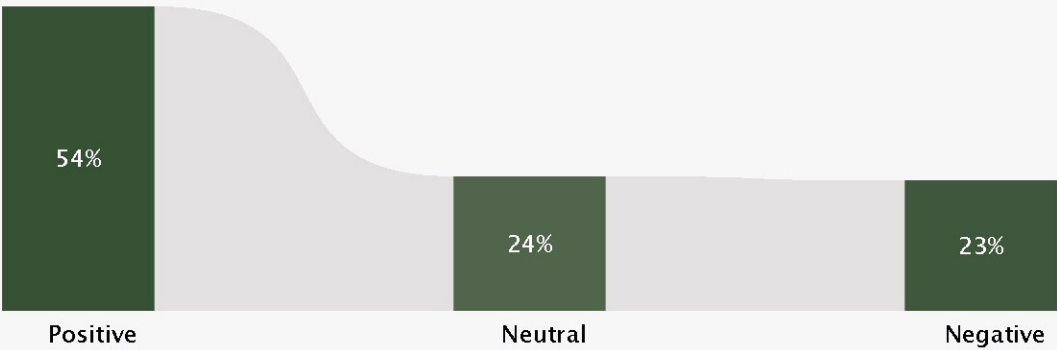
2

Subsectors

3.18K

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector | Sub Sector Score |
|------------|------------------|
| BANKING    | 68%              |
| FINTECH    | 69%              |

BANKING

1.1%

↑

68%

24

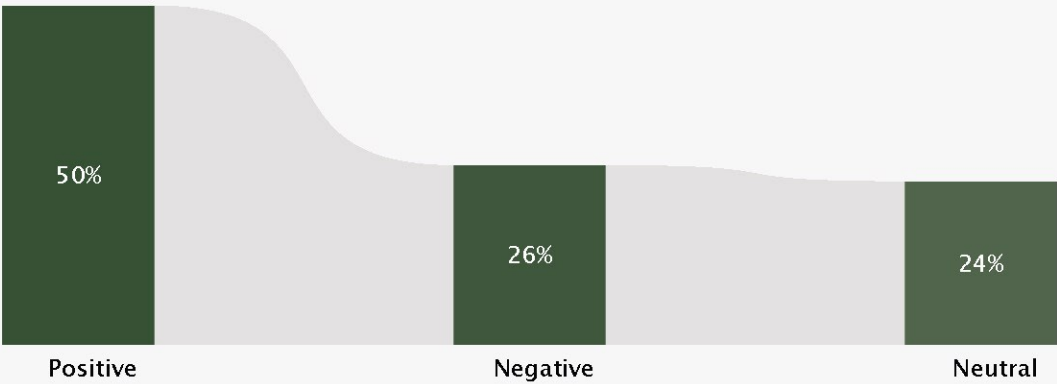
2.31K

Sub Sector Score

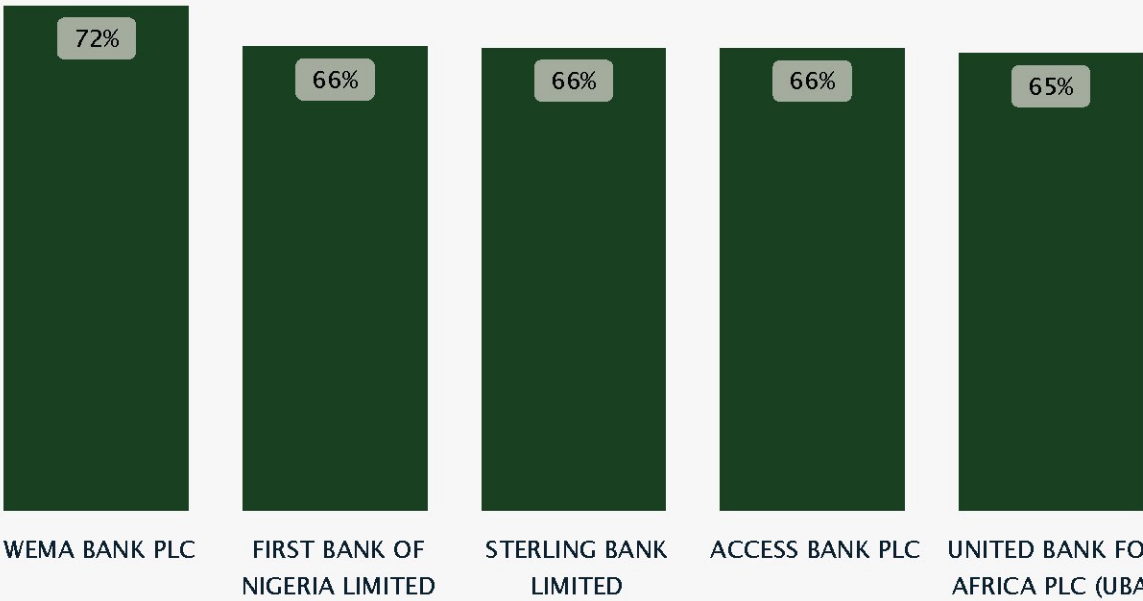
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS





FINTECH

3.1%

↑

69%

33

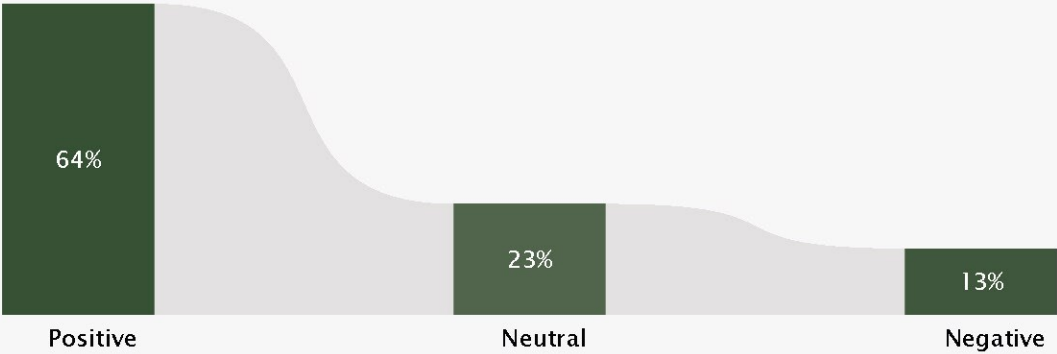
0.86K

Sub Sector Score

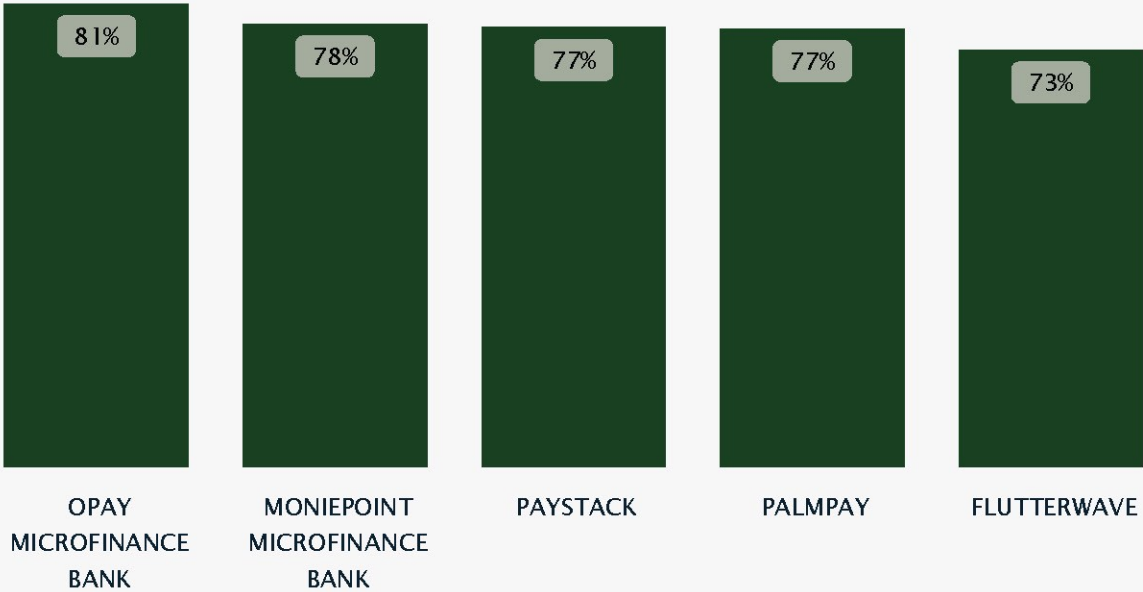
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS





# Power Sector

In 2024, Nigeria's power sector showed some signs of progress, particularly through efforts to stabilize electricity supply and enhance regulatory frameworks. The National Electricity Regulatory Commission (NERC) made notable strides in implementing policies aimed at improving market transparency and addressing tariff issues [16]. Despite this, the sector continued to face immense challenges, with persistent electricity supply instability and outdated infrastructure.

The National Integrated Power Projects (NIPP) and other initiatives attempted to improve power generation, but these efforts remained insufficient to meet the growing demand. Generating companies (GenCos)

still faced difficulties related to underfunding, gas supply shortages, and poor infrastructure [17].

The challenges also extended to the financial health of power companies. The sector remained heavily dependent on government subsidies, and high debts in the value chain compounded its financial instability [18]. In addition, issues related to poor governance, regulatory inconsistencies, and the lack of an effective billing system continued to affect customer satisfaction and revenue generation.



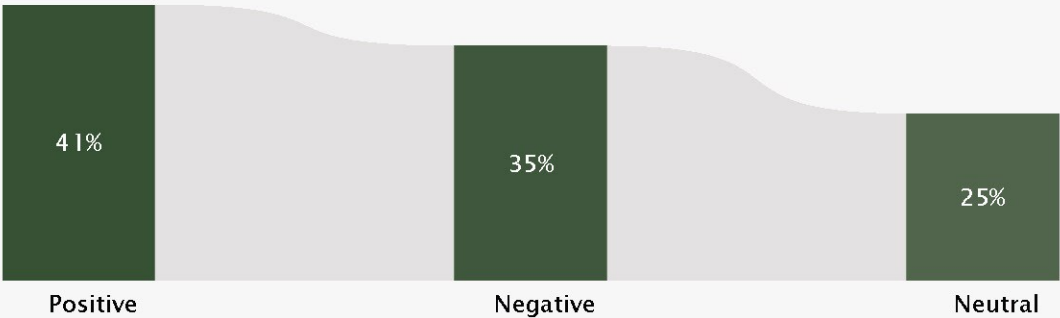
POWER

6.5%  
Sector Score

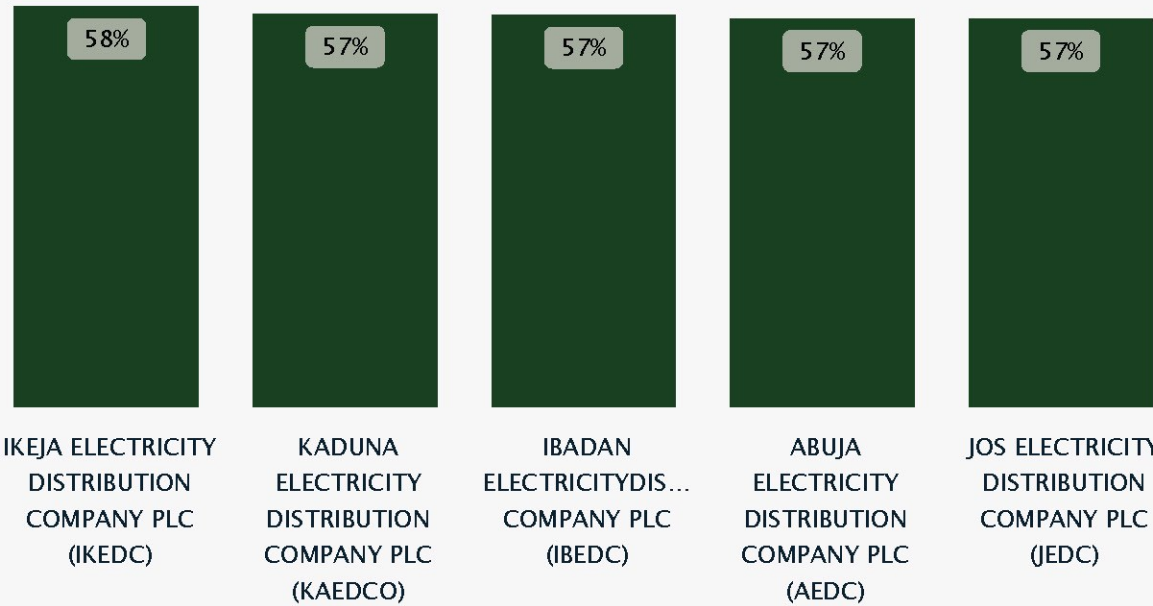
↑ 61%  
Organizations

1.38K  
Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



# Insurance Sector

In 2024, Nigeria's insurance sector faced a year of turbulence, reflecting both challenges and opportunities. The sector struggled with growth stagnation, driven by rising operational costs and a challenging macroeconomic environment. However, there were some positive developments, particularly in regulatory frameworks and industry compliance. The National Insurance Commission (NAICOM) made strides in strengthening market oversight and improving the sector's governance [19].

Despite these efforts, the insurance market experienced a decline in performance, with a significant drop in the uptake of policies. Many insurers faced financial pressure due to high inflation, foreign exchange instability, and weak purchasing power among consumers.

This resulted in reduced premiums and a contraction in the overall market size, with insurers finding it increasingly difficult to meet claims due to mounting operational costs [20].

The sector's challenges were compounded by a low penetration rate, with many Nigerians still not fully aware of the benefits of insurance. Furthermore, the regulatory environment remained inconsistent, with insurers continuing to grapple with high taxes and compliance costs [21]. Although there was growth in the health insurance sub-sector, this was overshadowed by the overall downturn in the industry.

However, the insurance sector showed resilience in the face of these difficulties. Efforts to increase digitalization and expand access to micro-insurance products indicated a path forward for broader financial inclusion [22].



INSURANCE

2.3%

↑

71%

36

2

0.41K

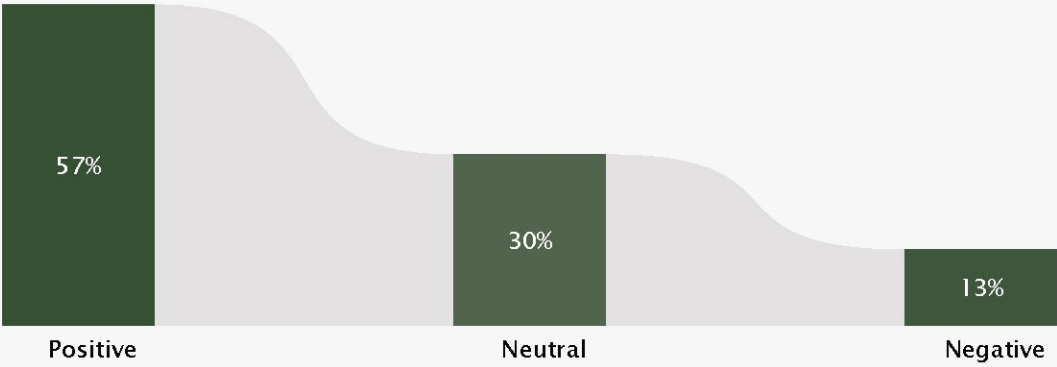
Sector Score

Organizations

Subsectors

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector                     | Sub Sector Score |
|--------------------------------|------------------|
| GENERAL INSURANCE              | 67%              |
| HEALTH MANAGEMENT ORGANIZATION | 60%              |

GENERAL INSURANCE

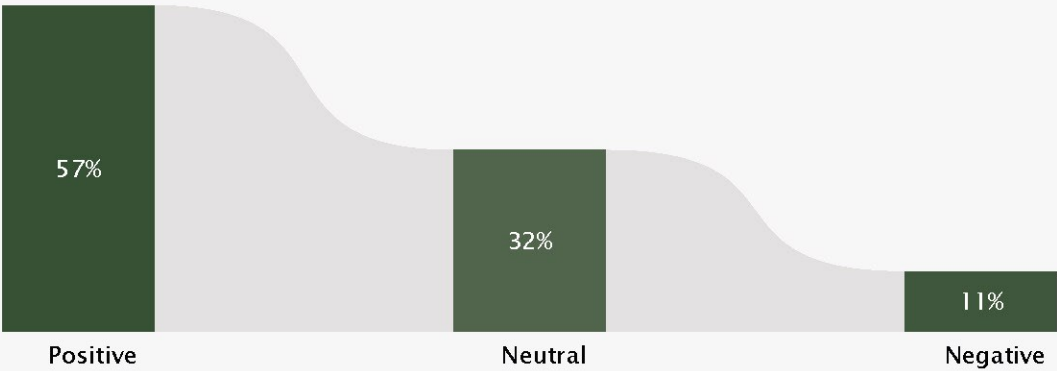
-1.1%  
Sub Sector Score

↓ 67%  
Organizations

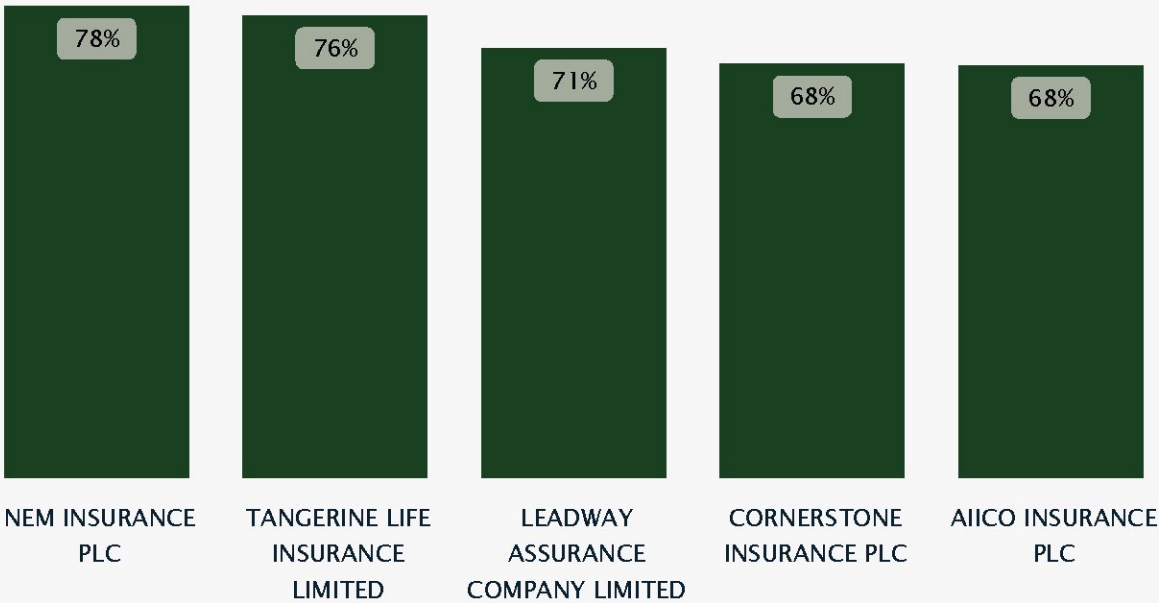
19  
Responses

0.34K

Public Sentiments of Customer Service



TOP ORGANISATIONS



HEALTH MANAGEMENT ORGANIZATION

-8.6%  
↓

60%

17

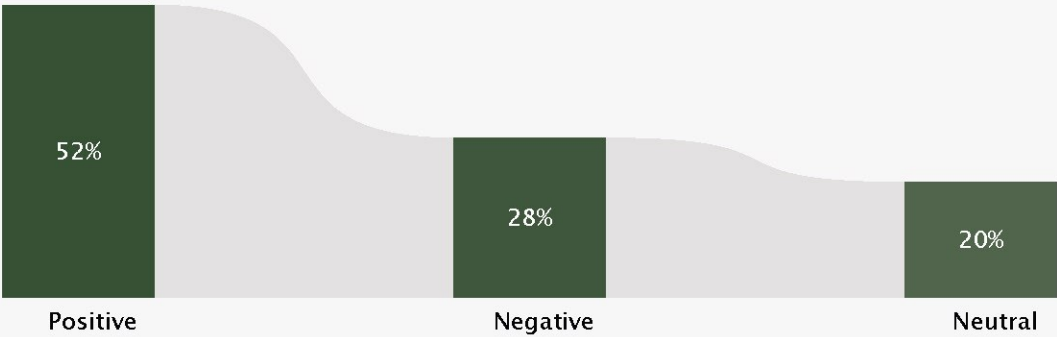
0.06K

Sub Sector Score

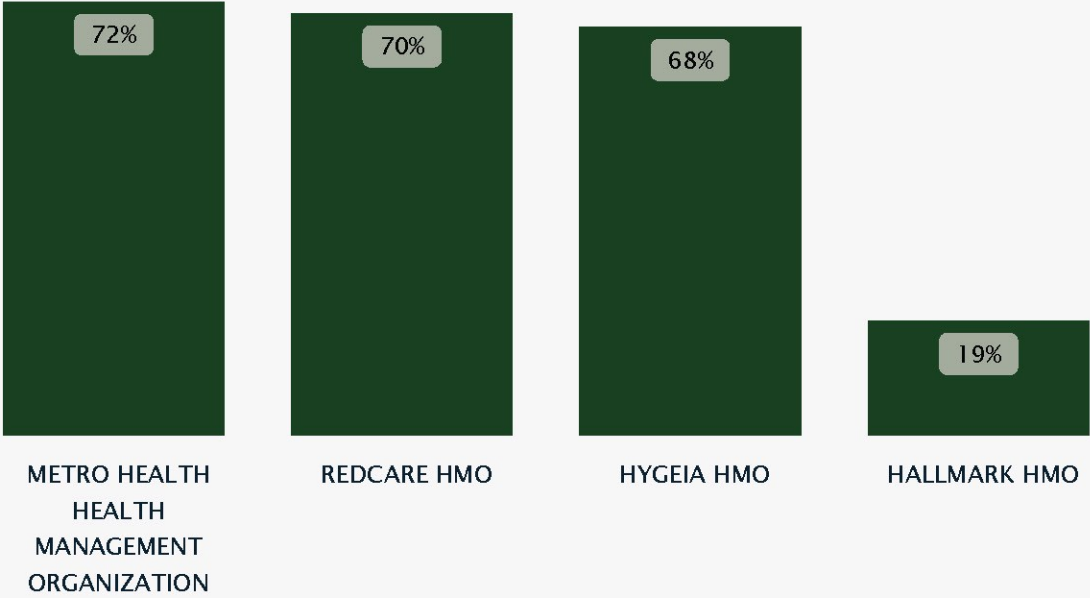
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS





# Public Sector

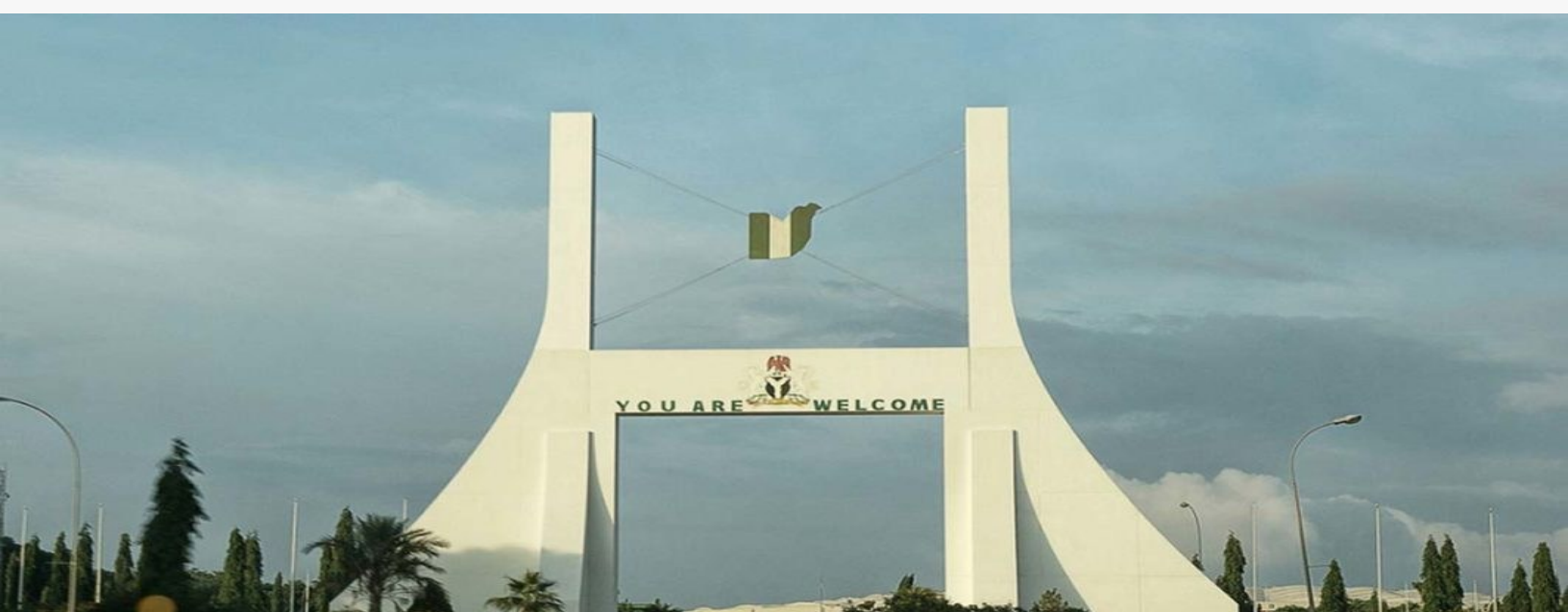
Nigeria's public sector faced a year marked by economic challenges, budgetary constraints, and governance issues. As the second-largest economy in Africa, Nigeria continued to struggle with a widening fiscal deficit, projecting substantial budgetary shortfalls [23].

The government's inability to generate sufficient revenue while facing high debt servicing costs further strained public finances. Consequently, there were growing concerns about the sustainability of the national budget and its impact on critical public services.

Despite these fiscal challenges, the Nigerian government pursued key reforms aimed at stabilizing the economy and attracting foreign investment.

The country's commitment to improving governance, combating corruption, and creating a more conducive business environment was underscored by various initiatives to enhance transparency and accountability [24].

The public sector also faced ongoing issues of inefficiency, with bureaucratic delays and the misallocation of resources hindering service delivery. The World Bank pointed to the need for structural reforms in areas such as public financial management, which could improve the effectiveness of government spending [25].



PUBLIC SECTOR

16.4%

↑

63%

Sector Score

31

Organizations

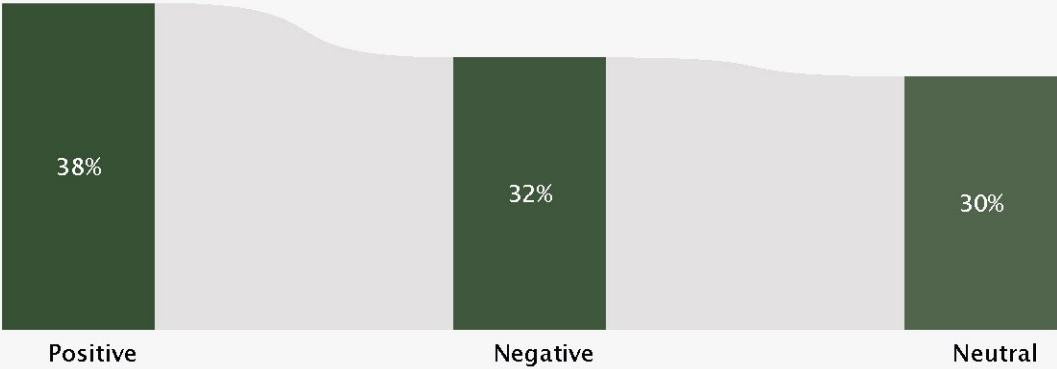
2

Subsectors

1.08K

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector                       | Sub Sector Score |
|----------------------------------|------------------|
| EMBASSIES & MISSIONS ABROAD      | 69%              |
| GOVERNMENT MINISTRIES & AGENCIES | 58%              |

GOVERNMENT MINISTRIES & AGENCIES

19.7%

↑

58%

25

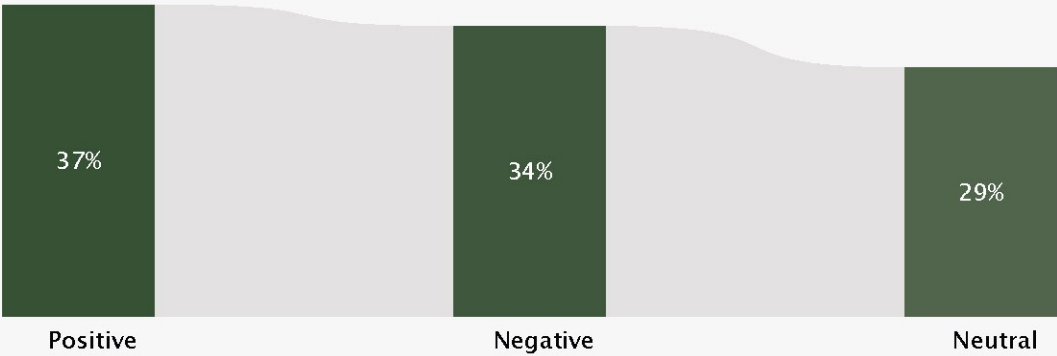
0.98K

Sub Sector Score

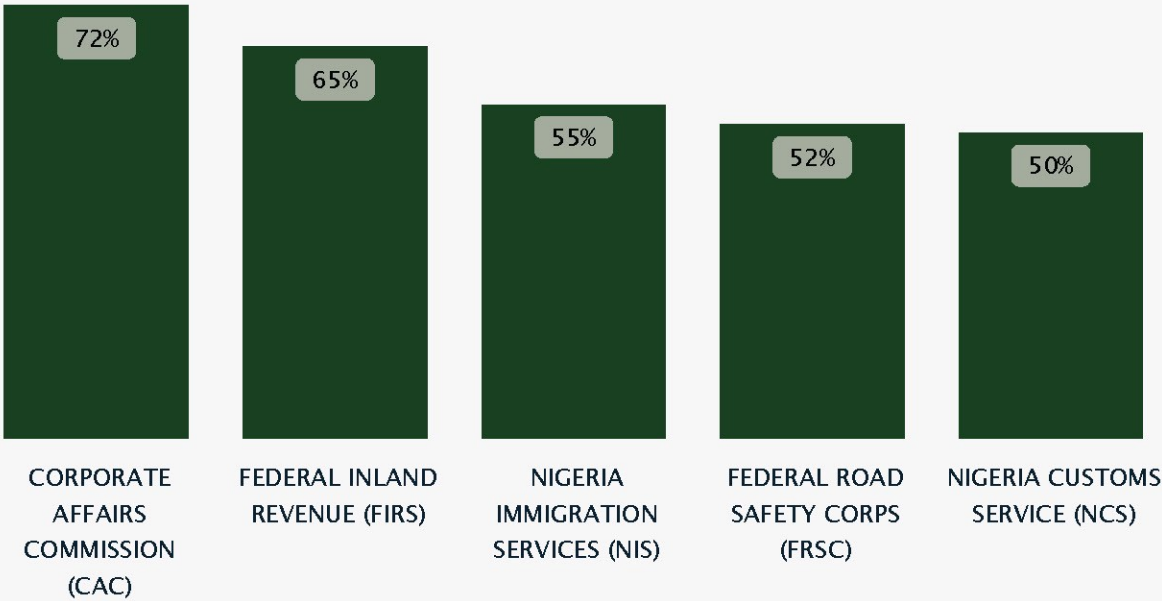
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



EMBASSIES & MISSIONS ABROAD

8.6%

↑

69%

6

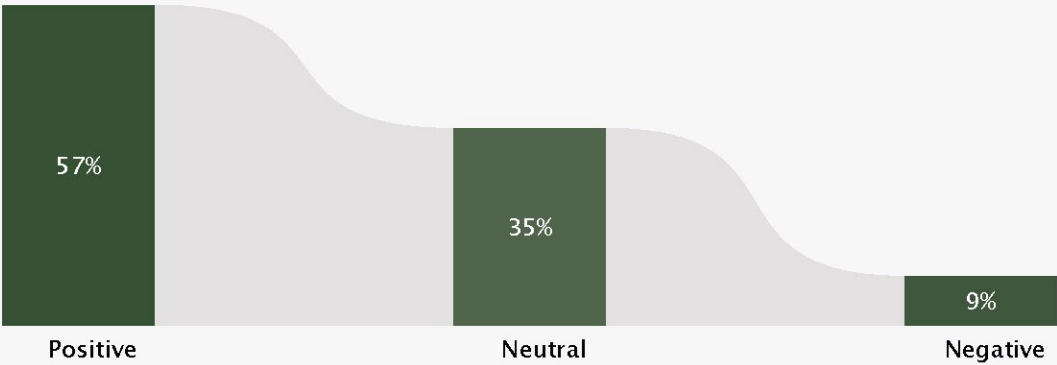
0.09K

Sub Sector Score

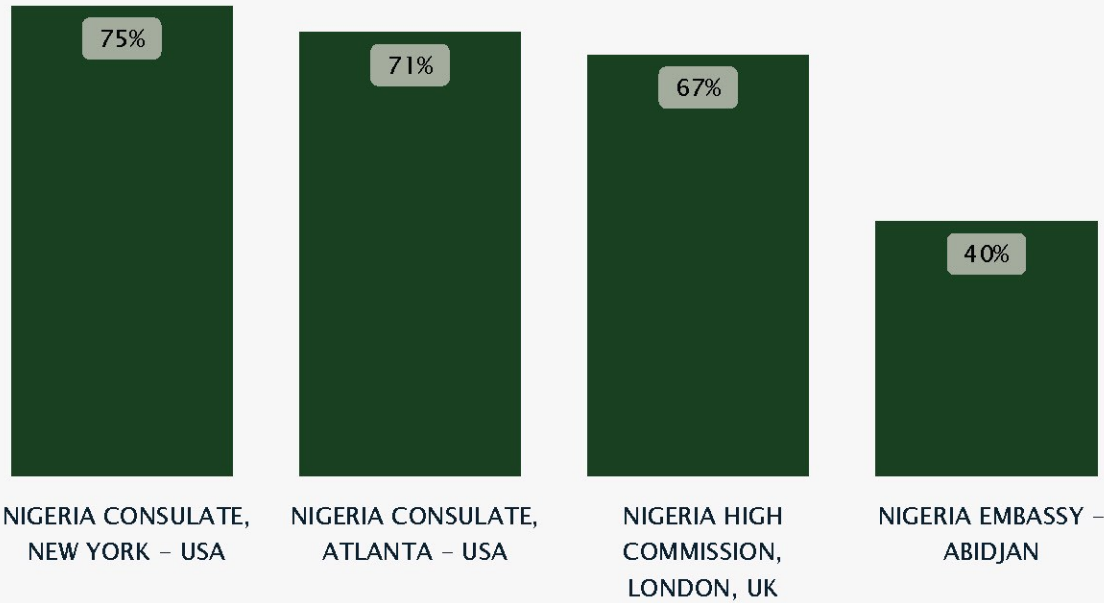
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



# Transportation Sector

In 2024, Nigeria's transportation sector made notable strides, with a focus on transitioning to sustainable mass transit systems and the growing adoption of clean energy vehicles. The Nigerian government worked on modernizing its public transportation network, aiming to develop a sustainable and efficient system for urban areas [27].

Efforts to support electric vehicles (EVs) were also prioritized, with initiatives aimed at making EVs more affordable and accessible to the general public, supporting the country's transition to a greener future [28].

However, challenges persisted in the sector. Despite the positive developments, poor infrastructure, traffic congestion, and insufficient investment in public transit remained significant obstacles.

Nigeria's road network was still plagued by dilapidated roads, affecting the overall efficiency of transport systems [29]. Moreover, the rising cost of vehicle ownership, alongside limited charging infrastructure for electric vehicles, posed barriers to widespread adoption of clean energy options.





# Transportation Sector

Ride-hailing services continued to be an essential component of Nigeria's transportation landscape in 2024. According to Statista, the Nigerian ride-hailing market generated approximately USD 1.3 billion in 2024, with projections estimating continued growth, potentially reaching USD 2.1 billion by 2028 [30].

Looking ahead, Nigeria's transportation sector aims to address these infrastructure and regulatory challenges, with plans to enhance urban mobility and integrate sustainable practices. Investments in clean transport options and infrastructure development will play a critical role in the sector's long-term growth and success.





TRANSPORTATION

11.7%

↑

73%

Sector Score

61

Organizations

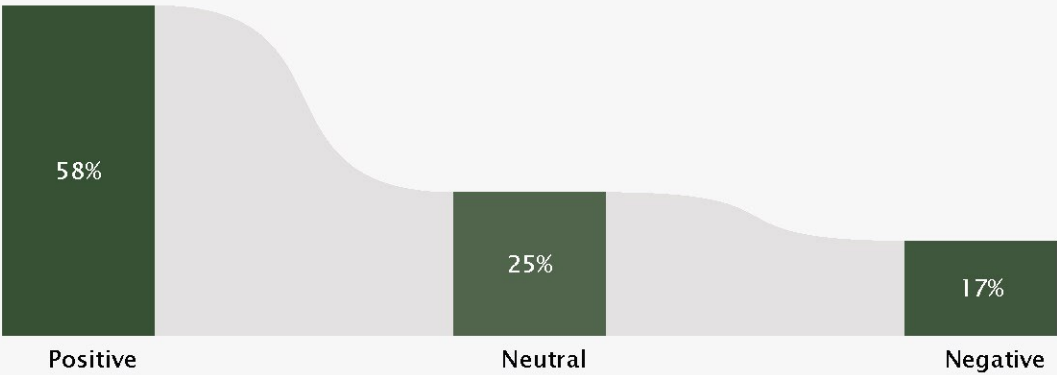
3

Subsectors

1.60K

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector  | Sub Sector Score |
|-------------|------------------|
| AVIATION    | 75%              |
| INTER-STATE | 66%              |
| INTRA-CITY  | 61%              |

AVIATION

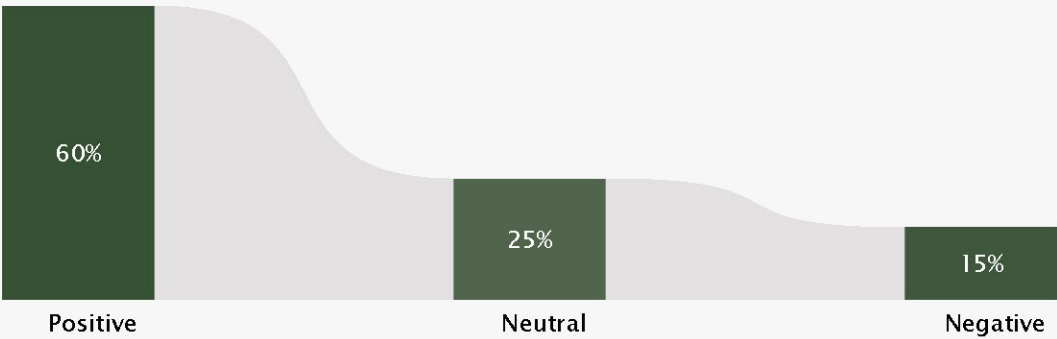
-1.8%  
Sub Sector Score

75%  
Organizations

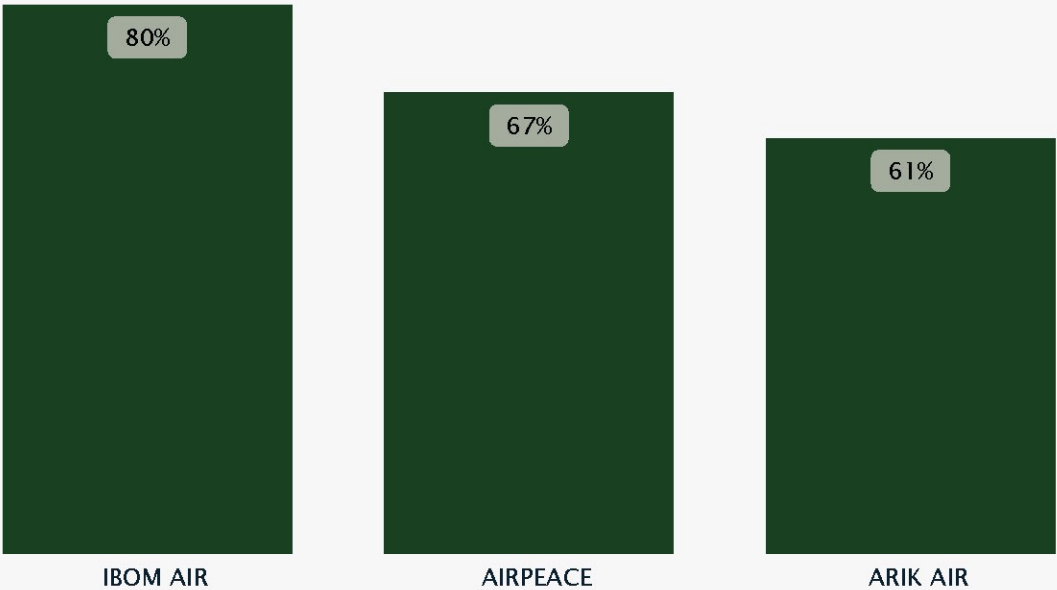
10  
Responses

0.29K

Public Sentiments of Customer Service



TOP ORGANISATIONS



INTER-STATE

6.2%

↑

66%

38

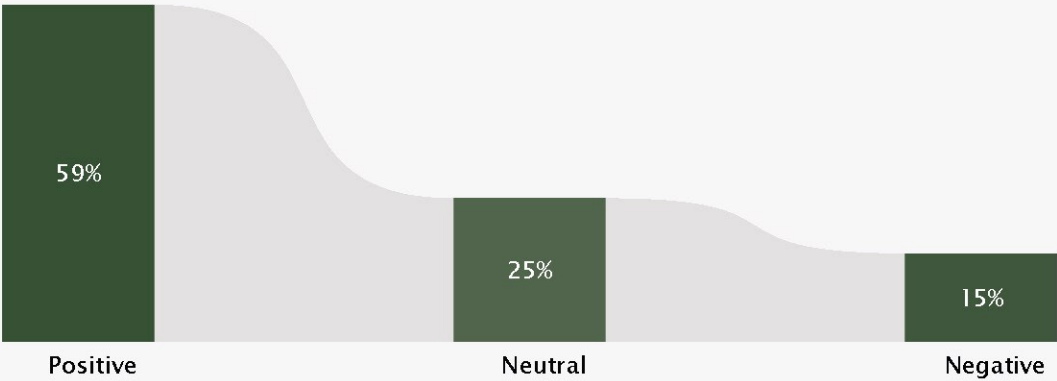
0.63K

Sub Sector Score

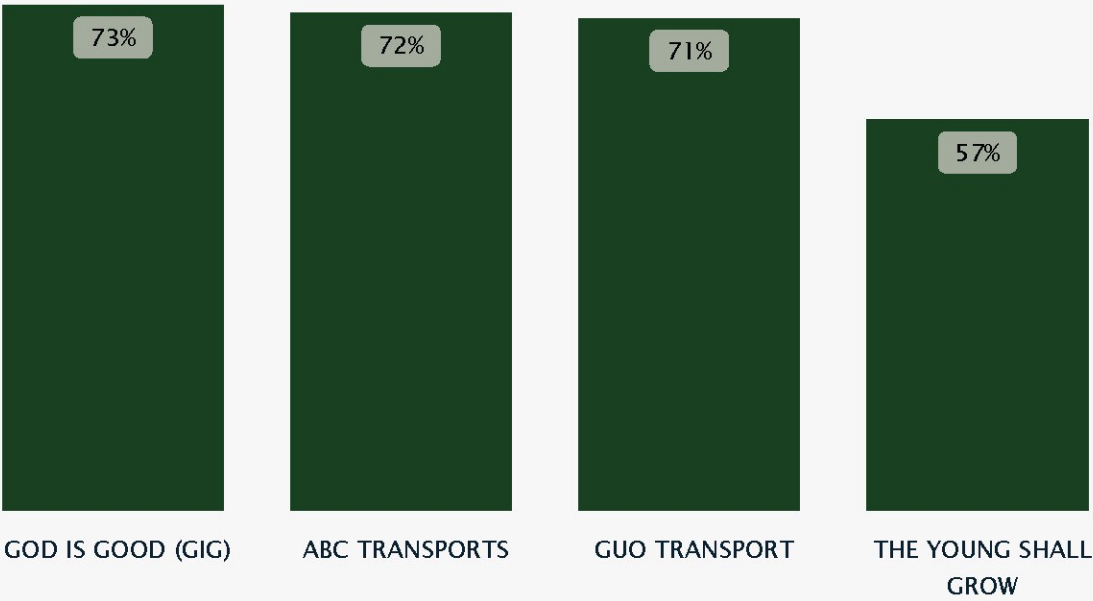
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



INTRA-CITY

7.6%

↑

61%

13

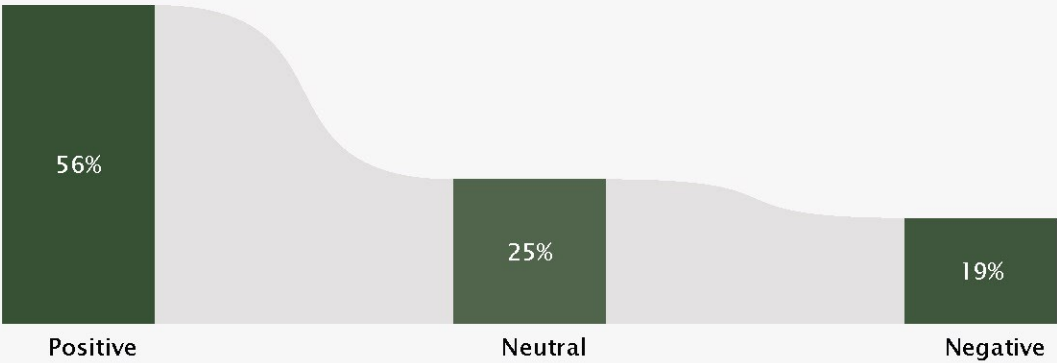
0.67K

Sub Sector Score

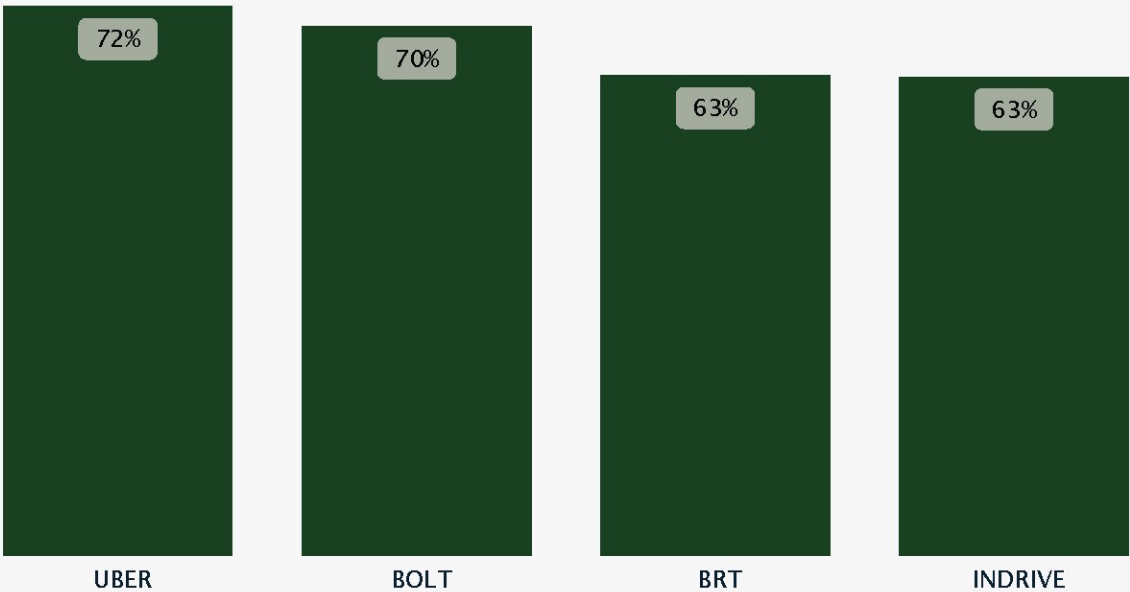
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



# Hospitality Sector

In 2024, Nigeria's hospitality sector saw significant growth, with the country rising to second place in Africa for hotel development by room numbers, reflecting the expanding demand for accommodations and hospitality services. This growth was fueled by both domestic and international investments, with the addition of new hotels and resorts throughout the country. Major cities like Lagos, Abuja, and Port Harcourt benefited from this boom, while new hotel deals continue to emerge as the sector attracts more stakeholders [31].

The Nigerian hospitality sector also experienced growth in the tourism market, bolstered by improved infrastructure, such as transportation and energy, alongside government support for the sector.

The Nigerian Tourism Development Corporation (NTDC) contributed to fostering this development through marketing and promotional efforts aimed at increasing international visitors [32].

However, challenges persist. Regulatory compliance remained a significant hurdle, particularly for small-scale hospitality operators, with varying regulations across states causing confusion and inefficiencies. Despite improvements, the sector still faced challenges with infrastructure, such as inconsistent power supply, and security concerns, which impacted both domestic and international tourists. Moreover, competition from informal operators, who often do not adhere to the same regulations, posed further challenges for formal businesses in the industry. [33].



HOSPITALITY

-1.0%  
↓

72%

Sector Score

346

Organizations

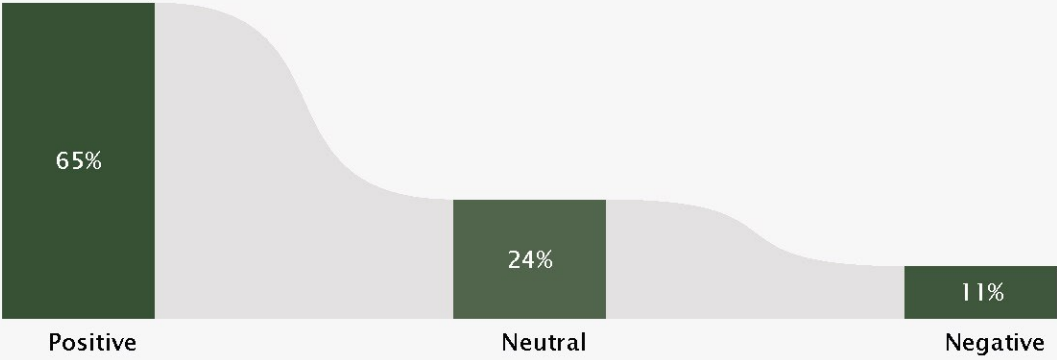
2

Subsectors

1.37K

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector             | Sub Sector Score |
|------------------------|------------------|
| HOTELS, PARKS, RESORTS | 75%              |
| LOUNGES AND EATERIES   | 73%              |



HOTELS, PARKS, RESORTS

2.3%

↑

75%

216

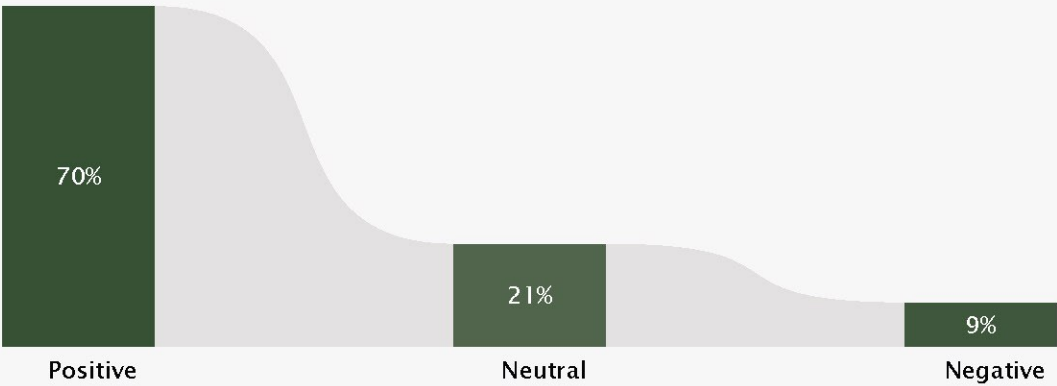
0.68K

Sub Sector Score

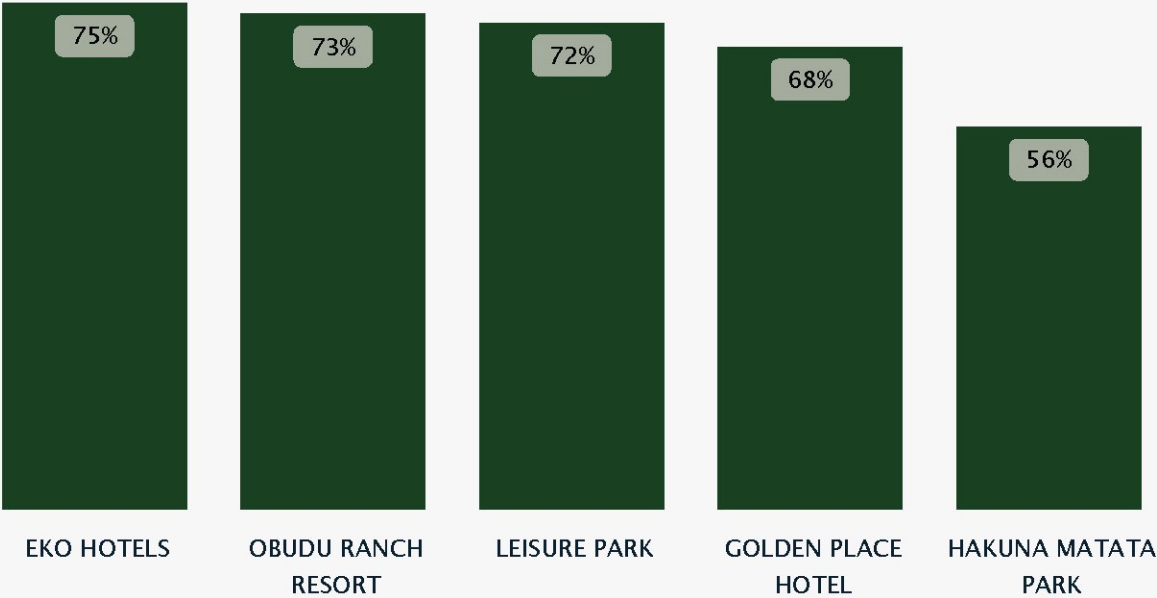
Organizations

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



LOUNGES AND EATERIES

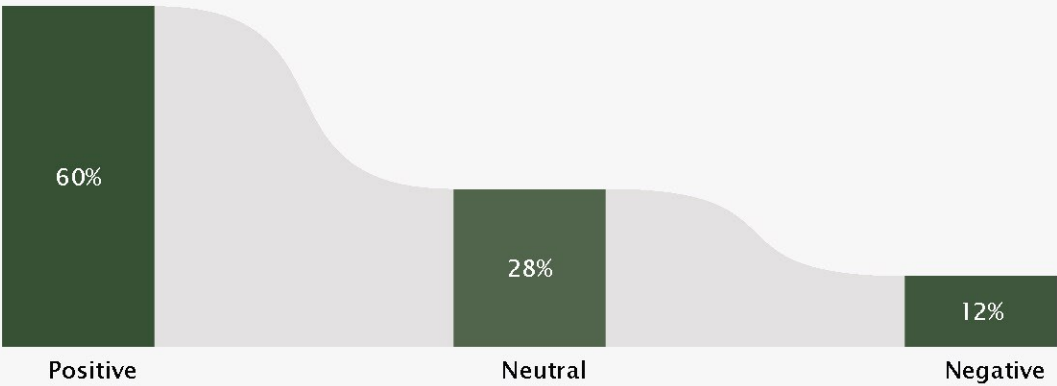
-4.8%  
↓

73%  
Sub Sector Score

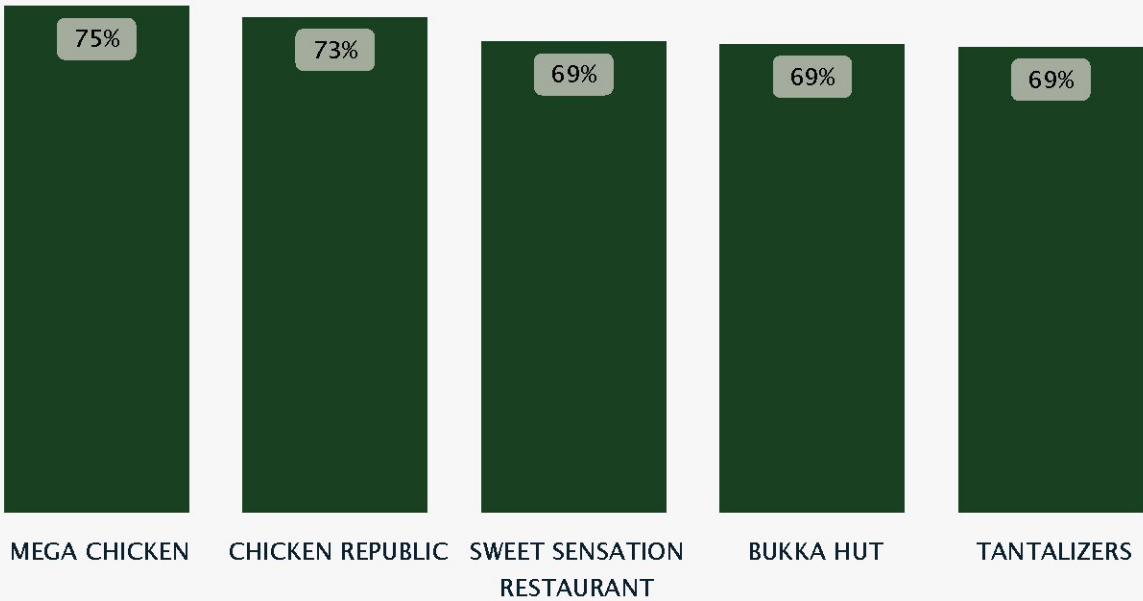
130  
Organizations

0.69K  
Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



# Education Sector (Public Universities)

In 2024, Nigeria's public university sector saw both expansion and challenges. The government approved the establishment of new public universities, increasing access to higher education. This growth aimed to address the rising demand for tertiary education, with enrollment numbers reaching new highs across various institutions [34]. Additionally, investments in digital learning and research facilities improved academic standards, while partnerships with international organizations provided funding and opportunities for faculty development [35].

However, the sector faced major concerns over the rapid proliferation of public universities without corresponding improvements in funding and infrastructure.

Many newly established institutions struggled with inadequate resources, staffing shortages, and poor facilities, raising concerns about declining educational quality [34]. Moreover, industrial actions by university staff, driven by grievances over unpaid salaries and poor working conditions, disrupted academic activities in several institutions [36].

Despite these issues, the government and the National Universities Commission (NUC) took steps to implement regulatory measures aimed at ensuring that new universities met minimum academic and infrastructural requirements before operation.



# Education Sector (Private Universities)

Nigeria's private university sector continued its steady expansion, with new institutions receiving provisional licenses from the National Universities Commission (NUC) to operate. By the end of the year, the country had a total of 149 private universities, playing a crucial role in complementing the overstretched public higher education system [37]. These institutions accounted for about 10% of Nigeria's student population, highlighting their growing importance in providing alternative pathways for higher education [38].

Additionally, concerns arose over the regulatory oversight of these institutions. Reports indicated that some private universities operated without proper accreditation,[39].

Nevertheless, private universities continued to lead in infrastructure development and academic innovation. Many institutions invested heavily in research facilities, digital learning technologies, and international collaborations to enhance academic standards. The NUC also strengthened regulatory measures, granting licenses to only those institutions that met its operational requirements [40]. Going forward, the sector's success will depend on improved access to financial aid for students and stricter enforcement of quality assurance policies.



EDUCATION



69%

Sector Score

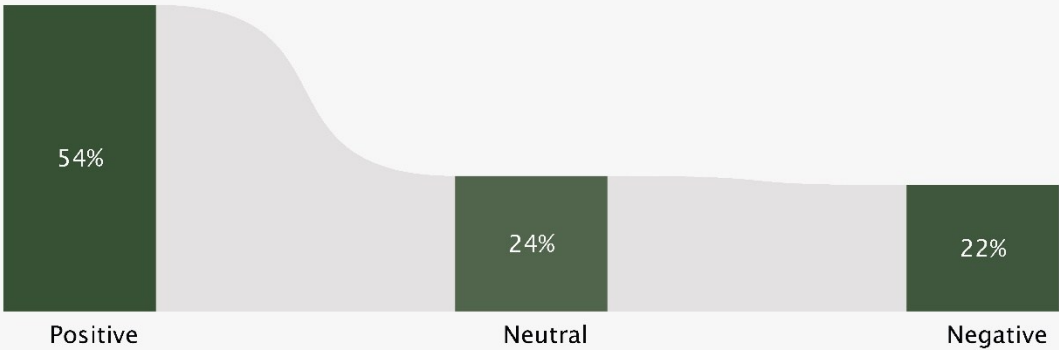
122

Organizations

1.10K

Responses

Public Sentiments of Customer Service



SUB SECTORS

| Sub Sector           | Sub Sector Score |
|----------------------|------------------|
| PRIVATE UNIVERSITIES | 70%              |
| PUBLIC UNIVERSITIES  | 61%              |



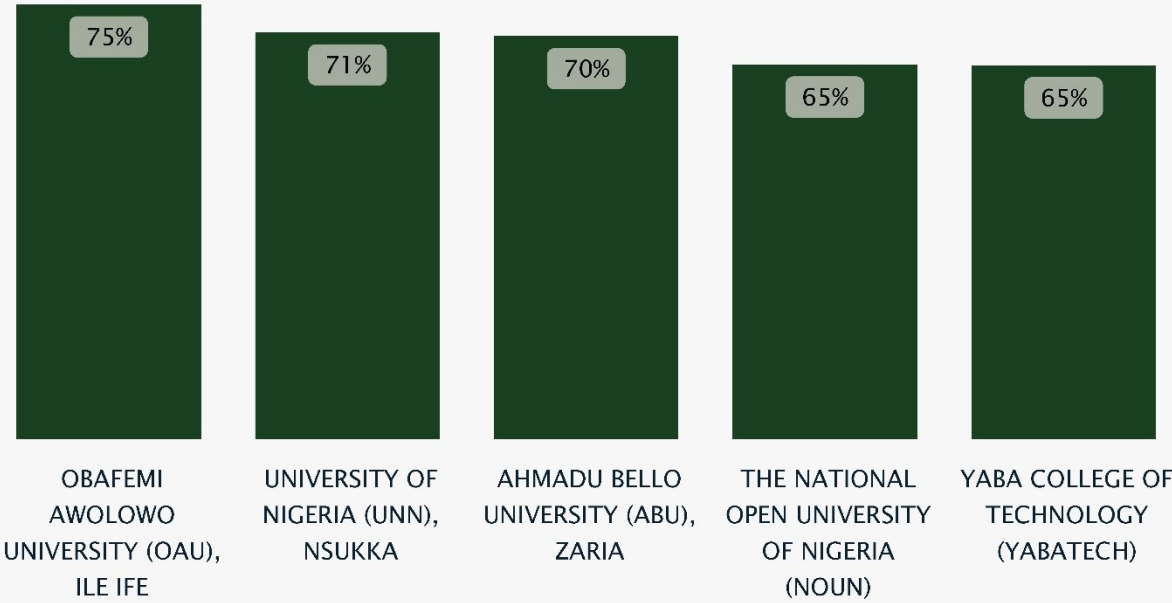
PUBLIC UNIVERSITIES



Public Sentiments of Customer Service



TOP ORGANISATIONS





PRIVATE UNIVERSITIES



70%

Sub Sector Score

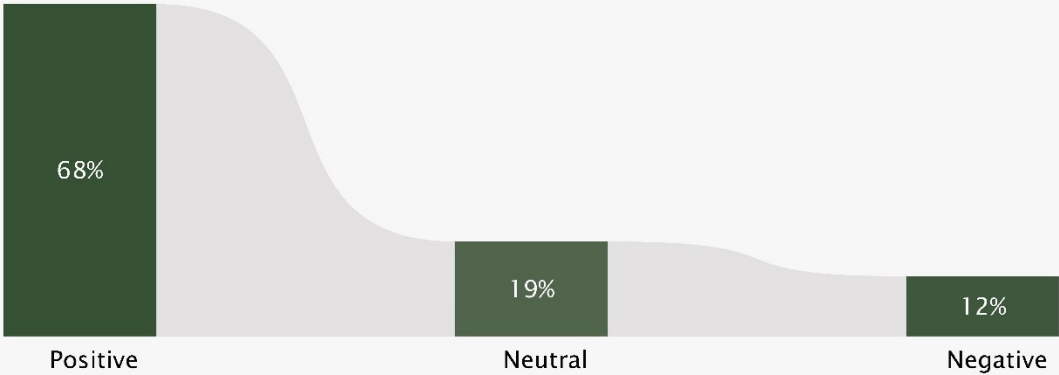
31

Organizations

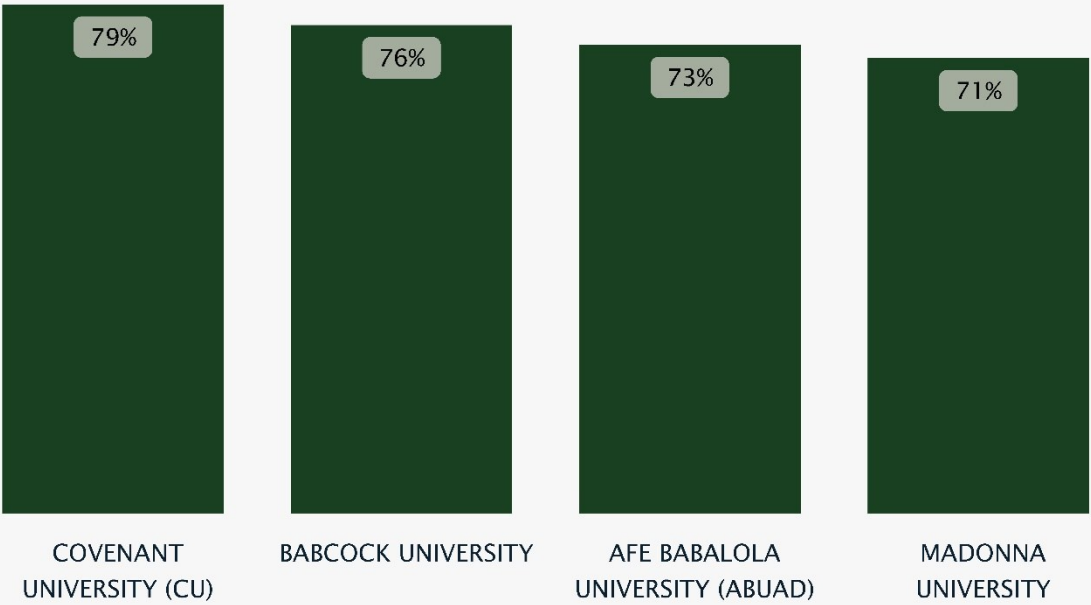
0.29K

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



# Sports/Gaming Sector

Nigeria's sports sector saw notable developments, particularly in infrastructure and policy planning. The Federal Ministry of Sports Development introduced a new strategic plan aimed at improving sports governance, grassroots development, and elite athlete performance [41]. Investments were directed toward upgrading stadiums, with particular focus on facilities in Lagos and Abuja. Private sector involvement also grew, with increased sponsorships for domestic leagues and expanded partnerships with international sports organizations [42].

Despite these efforts, challenges persisted. Reports highlighted the continued decay of sports infrastructure, with many stadiums suffering from poor maintenance and underutilization [43].

Additionally, issues such as inadequate

funding, lack of structured athlete development programs, and governance inefficiencies hindered Nigeria's potential on the global sports stage [44]. While the country remained a force in athletics and football, concerns grew over the lack of institutional support for emerging sports.

In the gaming industry, sports betting continued its rapid expansion. The sector remained highly lucrative, attracting both local and international operators. However, the regulatory framework remained complex, as licensing was issued on a state-by-state basis, leading to inconsistencies in enforcement [45]. The industry also faced growing concerns over responsible gambling, with calls for stronger consumer protection measures and oversight.



SPORTS/ENTERTAINMENT



69%

Sector Score

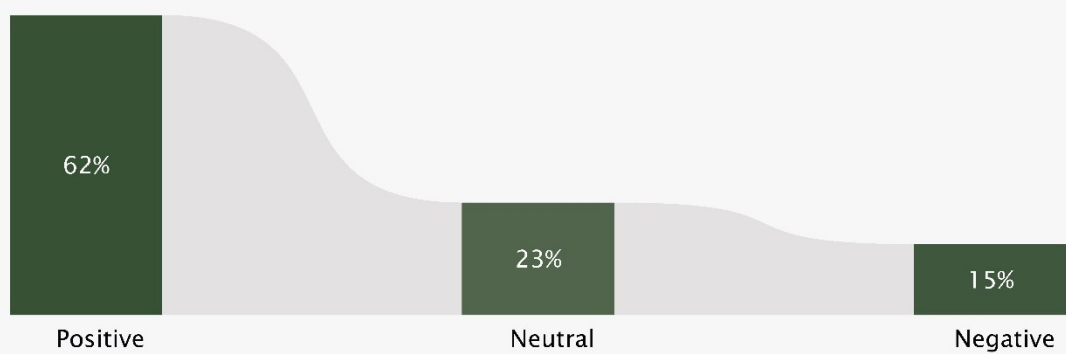
11

Organizations

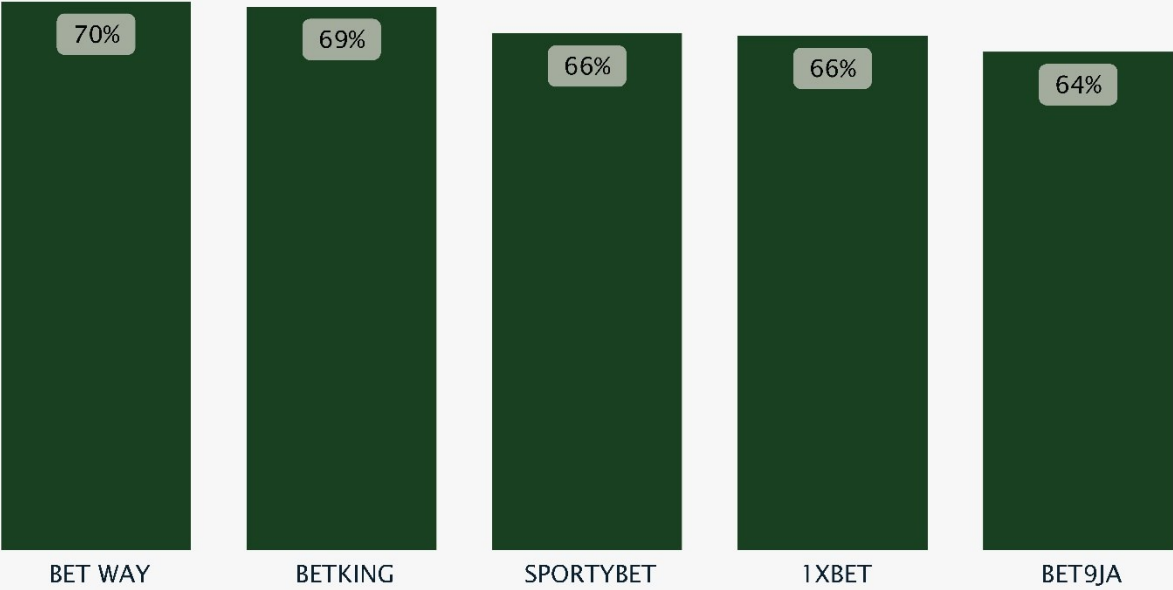
0.74K

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS





# Real Estate Sector

The Nigerian real estate sector in 2024 experienced both growth and setbacks. Valued at approximately ₦225 trillion, it remained a key contributor to the economy [46]. Investment opportunities emerged in commercial real estate, luxury housing, and industrial developments, particularly in Lagos and Abuja [47]. Government efforts to improve housing policies and mortgage financing also aimed to support the sector.

However, challenges persisted. The sector's GDP declined in Q1 due to rising construction costs, currency depreciation, and limited access to financing [48]. The affordability crisis worsened as property prices outpaced income growth. Developers struggled with material costs, while regulatory bottlenecks—such as complex land registration and legal disputes—

slowed transactions [49].

Despite these difficulties, the future outlook remains cautiously optimistic. Government initiatives to digitize property transactions and streamline regulations could improve transparency and attract further investment. If inflation stabilizes and interest rates become more favorable, real estate demand is expected to recover, particularly in residential and commercial segments [50].

Addressing affordability and regulatory inefficiencies will be crucial for long-term stability. With strategic reforms, the sector could regain momentum, contributing more effectively to Nigeria's economic growth.



REAL ESTATE



62%

Sector Score

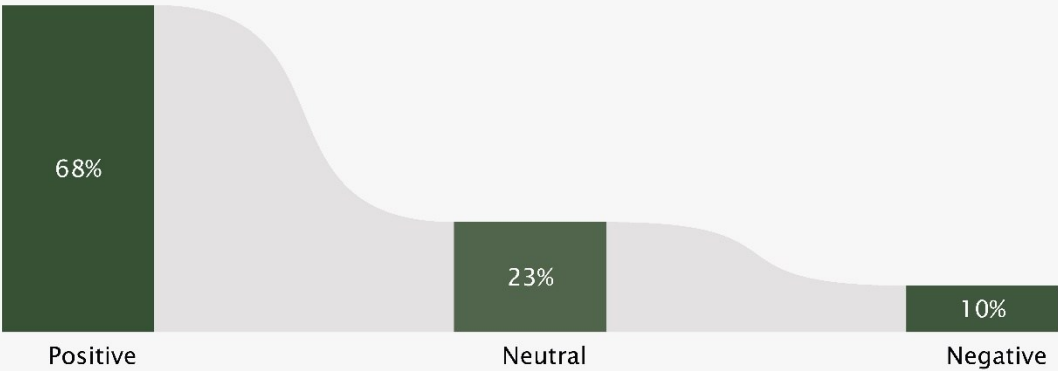
55

Organizations

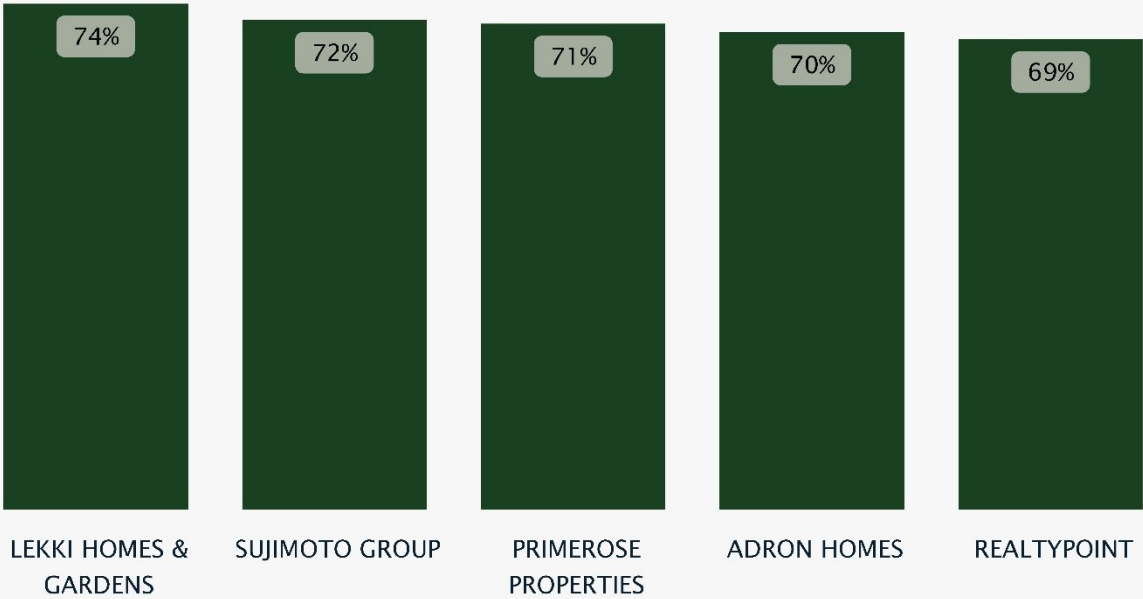
0.44K

Responses

Public Sentiments of Customer Service



TOP ORGANISATIONS



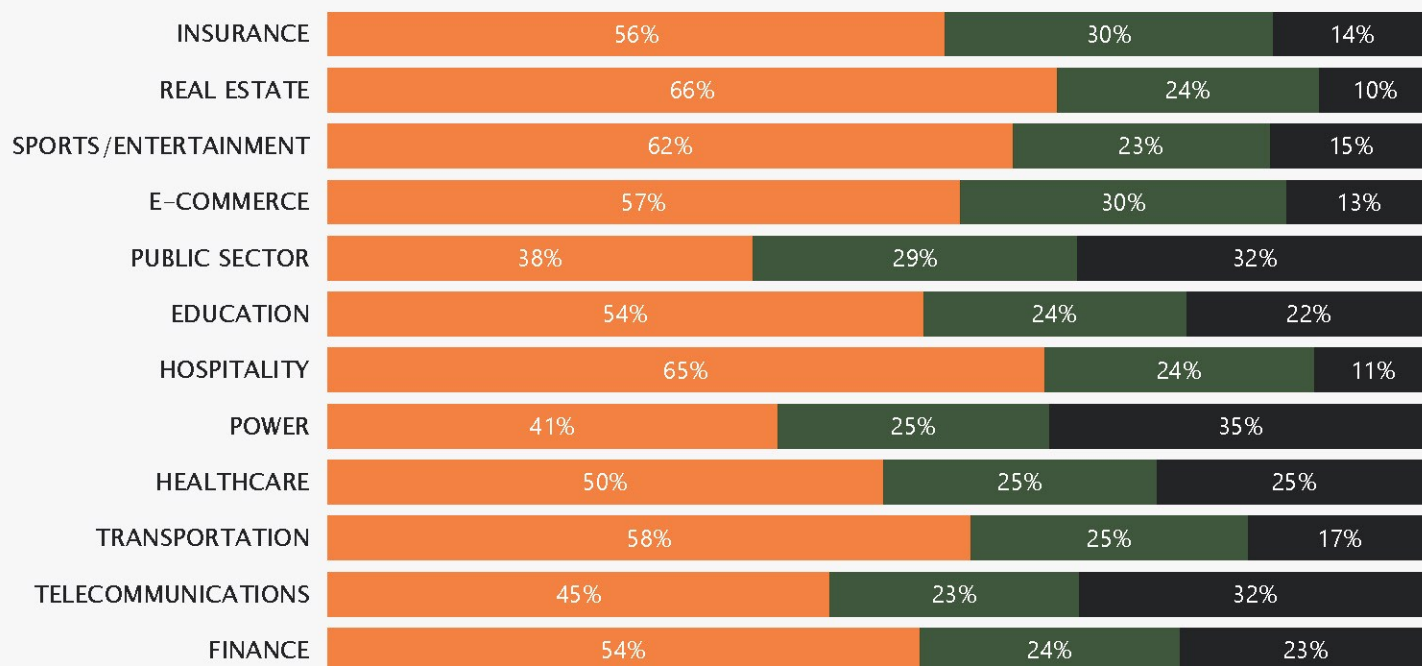
## CROSS SECTOR COMPARISON

Sector Scores



## IMPRESSION ON CUSTOMER SERVICE

Positive Neutral Negative





# Overall Cross Sector Comparisons

The 2024 Nigerian Customer Service Index (NCSI) provides a comprehensive evaluation of customer service performance across key sectors, offering insights into both sector-wide benchmarks and customer perceptions. This report highlights critical disparities in service delivery, underscoring opportunities for improvement and excellence.

**Top Performers:** Real Estate (75%) and Hospitality (74%) lead in overall sector scores, reflecting robust service frameworks. However, customer impressions reveal nuanced perceptions—Hospitality records 65% positive sentiment, slightly outpacing Real Estate (66% positive).

**Mid-Tier Sectors:** Banking (69%) and Telecommunications (68%) demonstrate moderate performance, though customer dissatisfaction is notable in Telecommunications (32% negative impressions). E-Commerce (72%) excels in sector score but trails in positive sentiment (57%), indicating gaps between operational metrics and customer experiences.

**Areas Needing Attention:** Public Sector (60%)

and Power (54%) rank lowest in sector scores, compounded by high negative impressions (32% and 35%, respectively). These sectors face urgent challenges in service quality and trust-building.

**Perception Complexities:** While Education and Healthcare share identical sector scores (64%), their positive sentiment diverges (54% vs. 50%), emphasizing that structural performance does not always align with customer satisfaction.

## Implications

The data underscores the multifaceted nature of customer service, where sector scores and direct feedback may diverge. Stakeholders must prioritize not only operational efficiency but also proactive engagement to address negative perceptions. Sectors with lagging performance, particularly Public Services and Power, require targeted interventions to restore confidence.

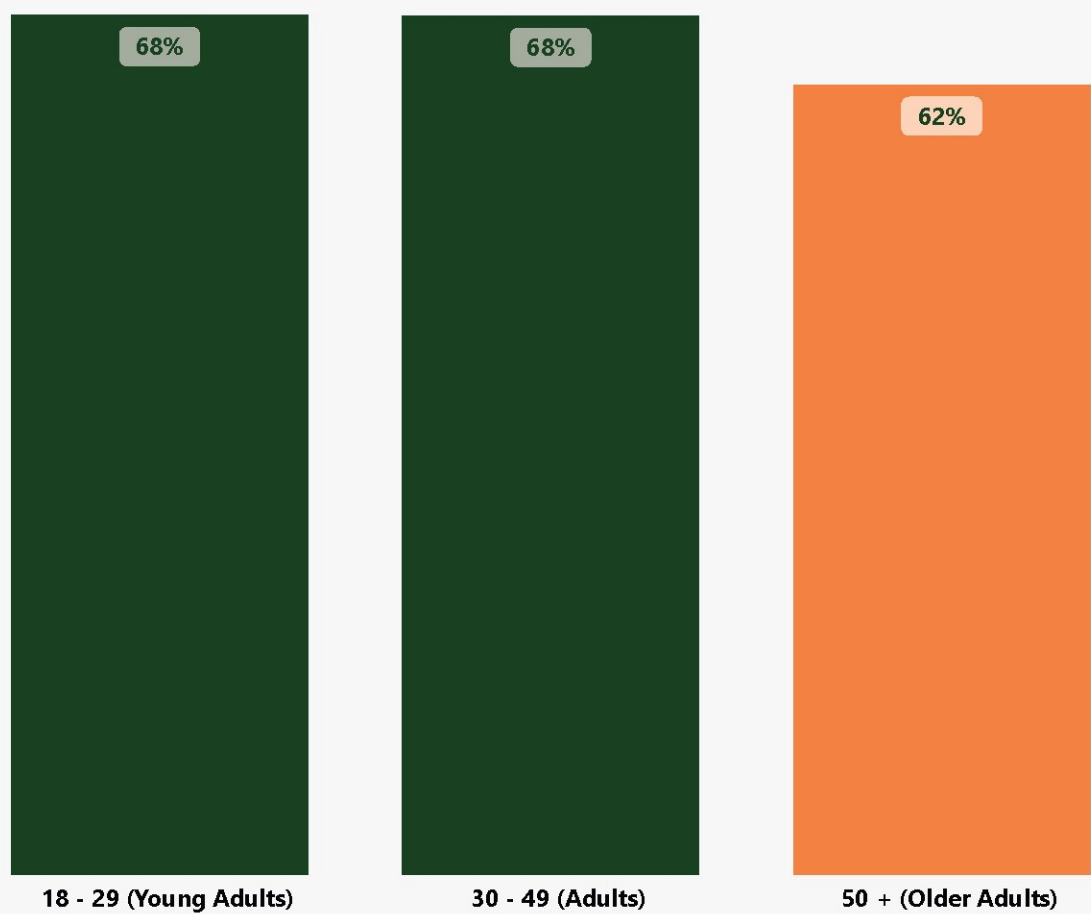


PART IV

# Customer Satisfaction Across Age Brackets

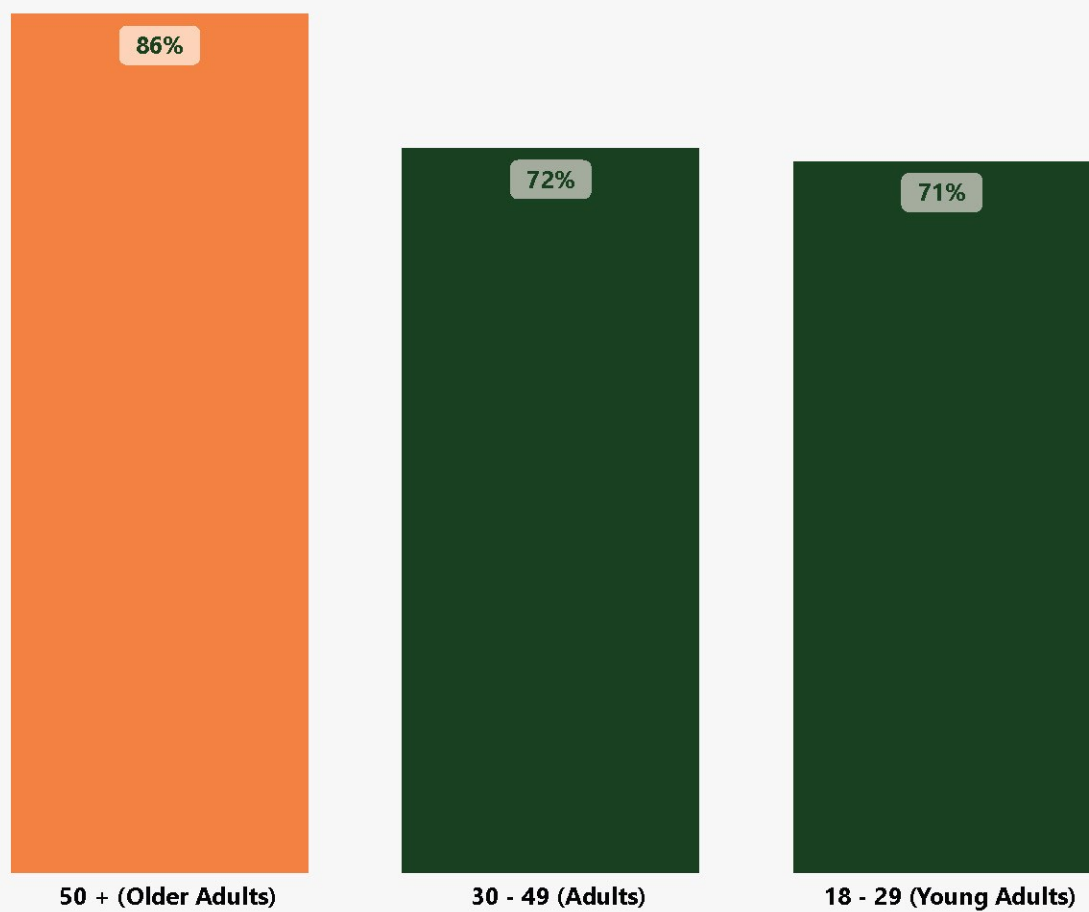
FINANCE

Customer Satisfaction By Age Bracket



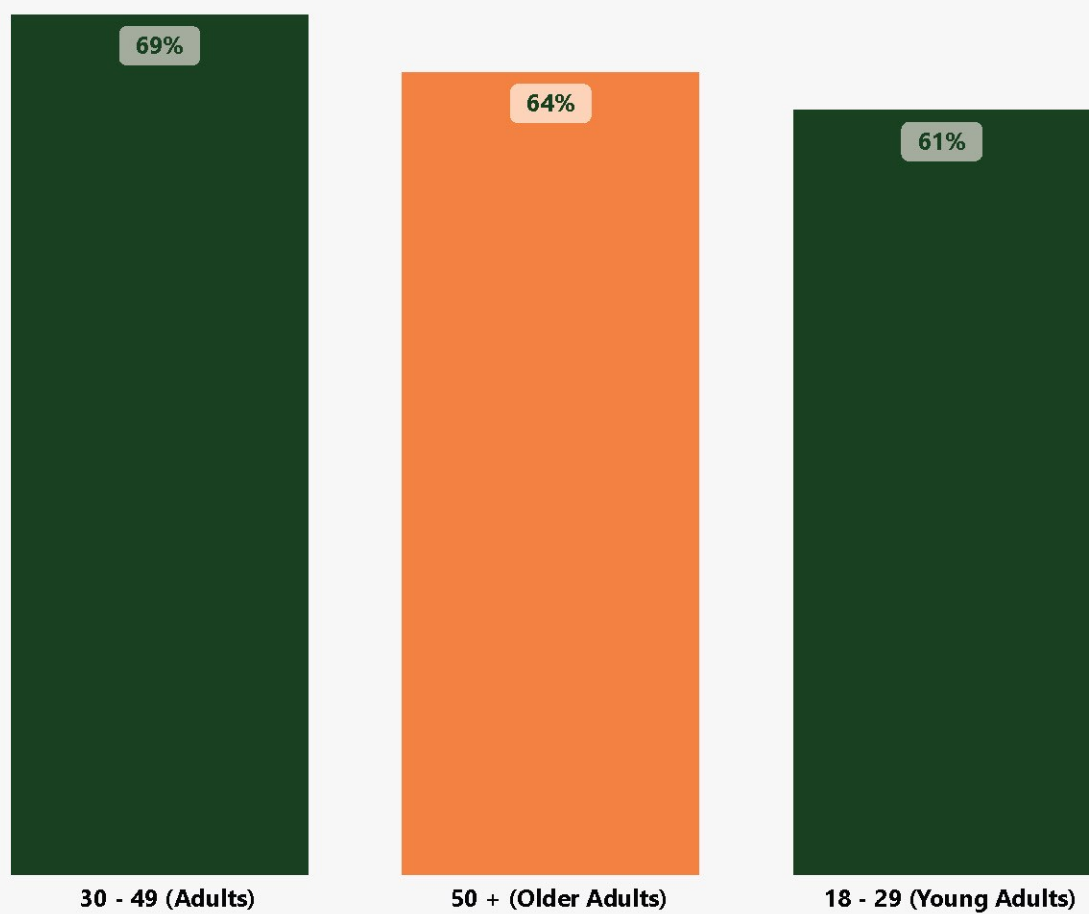
E-COMMERCE

Customer Satisfaction By Age Bracket



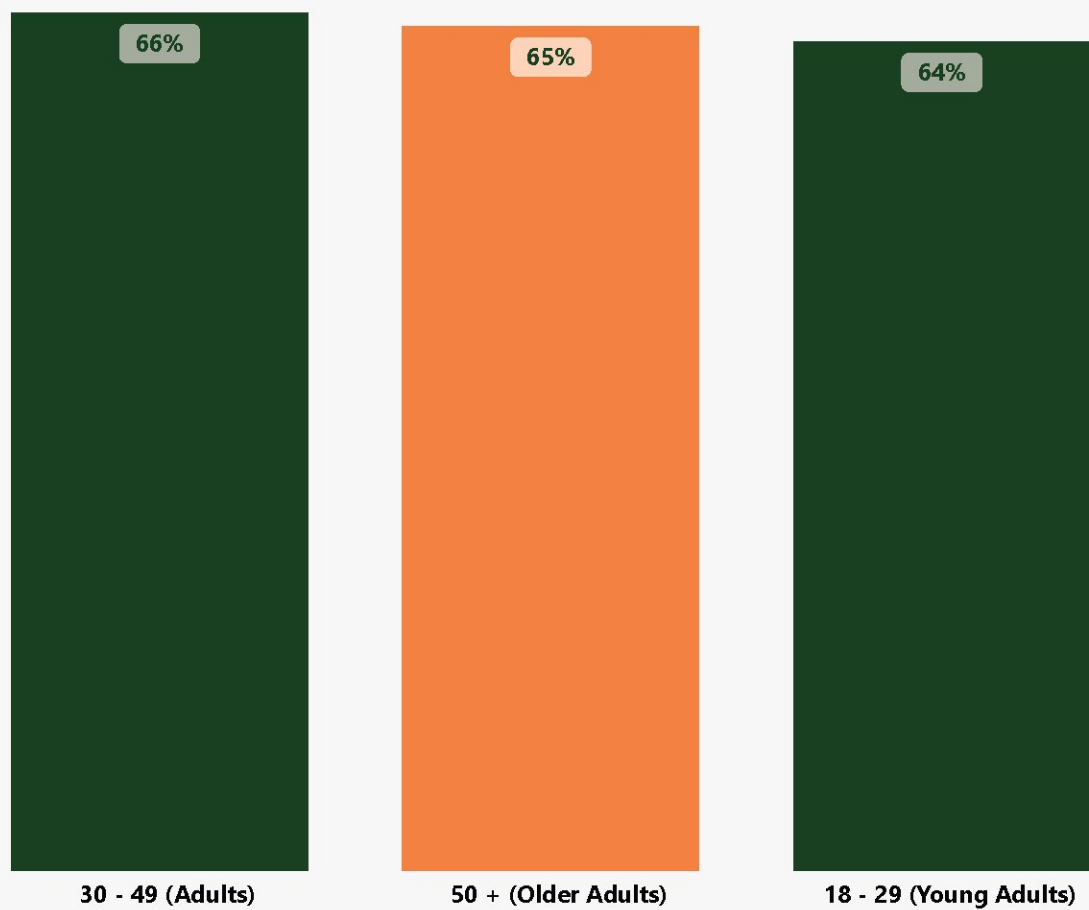
EDUCATION

Customer Satisfaction By Age Bracket



HEALTHCARE

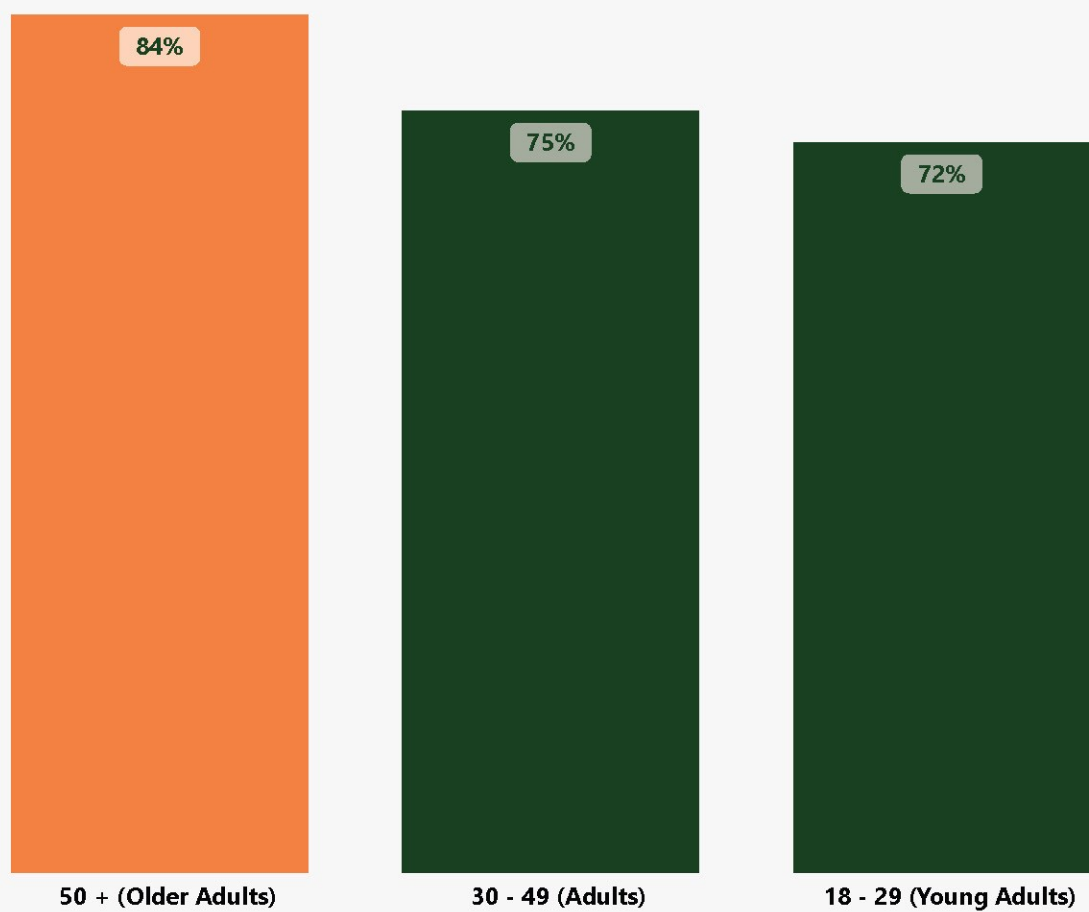
Customer Satisfaction By Age Bracket





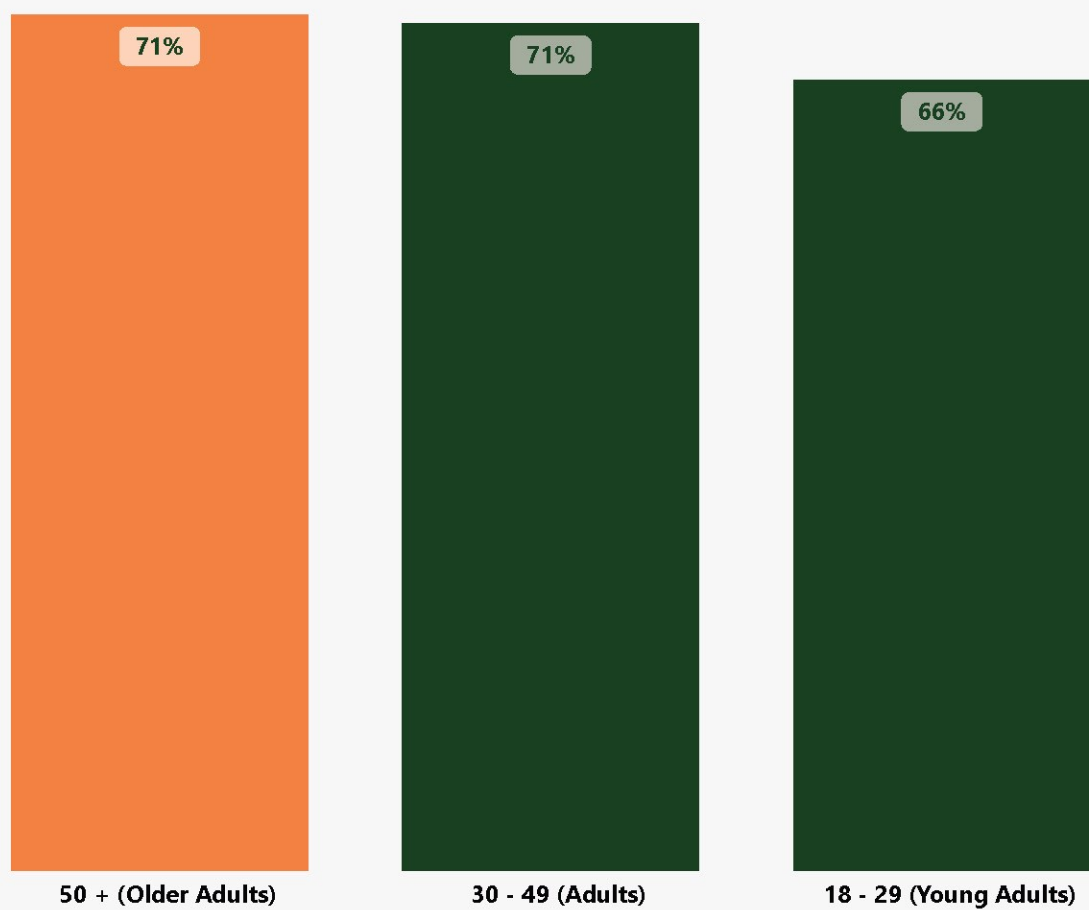
HOSPITALITY

Customer Satisfaction By Age Bracket



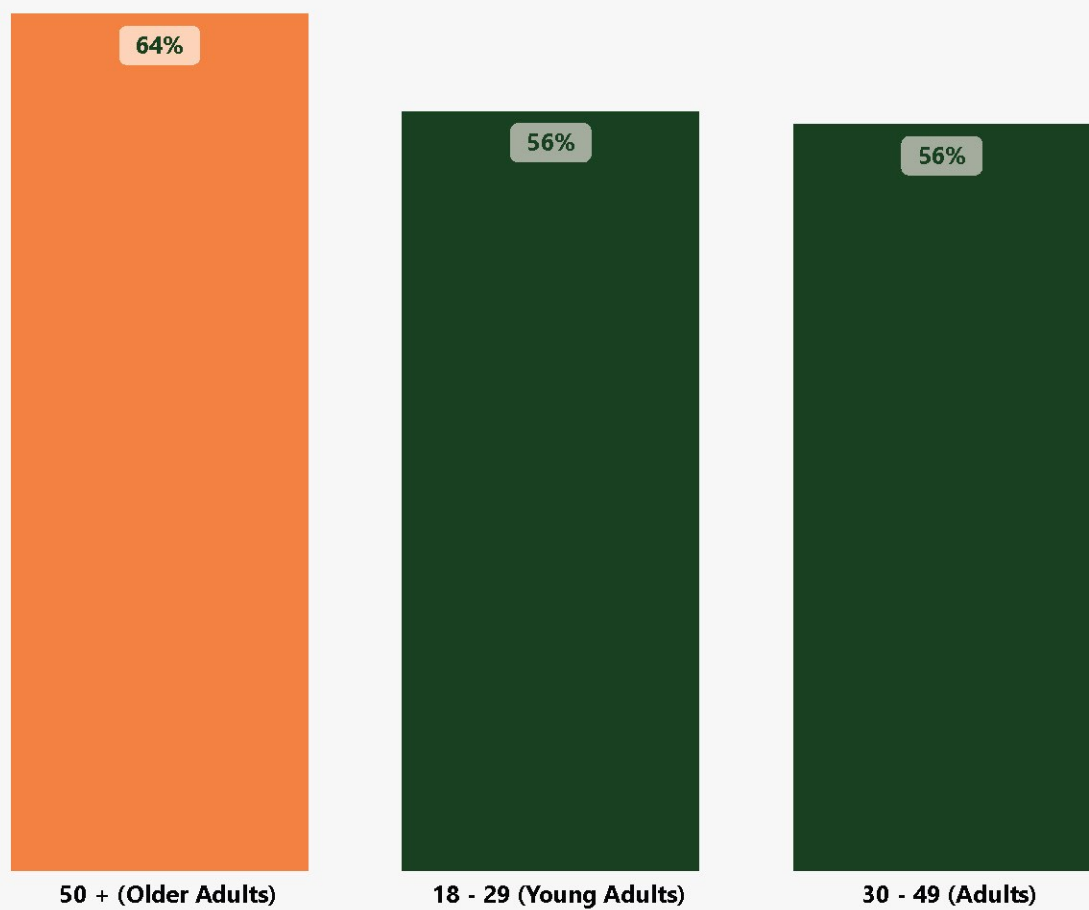
INSURANCE

Customer Satisfaction By Age Bracket



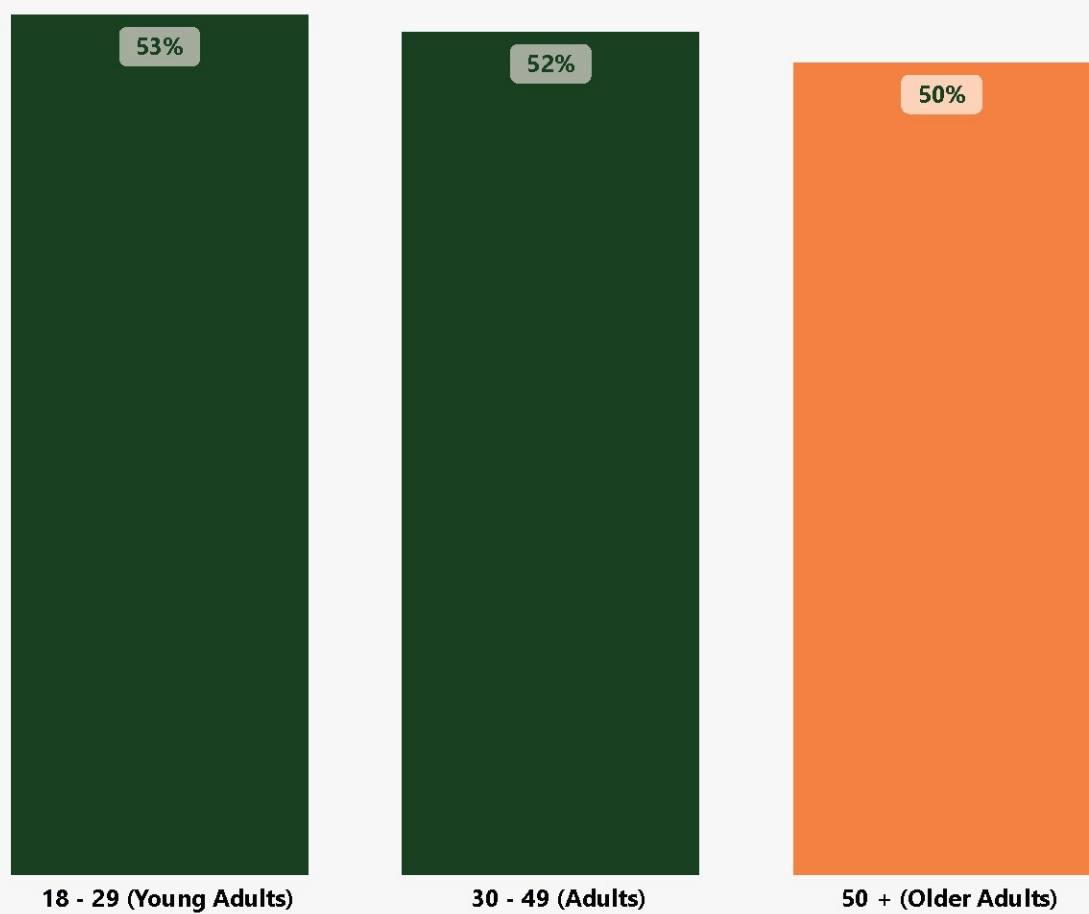
POWER

Customer Satisfaction By Age Bracket



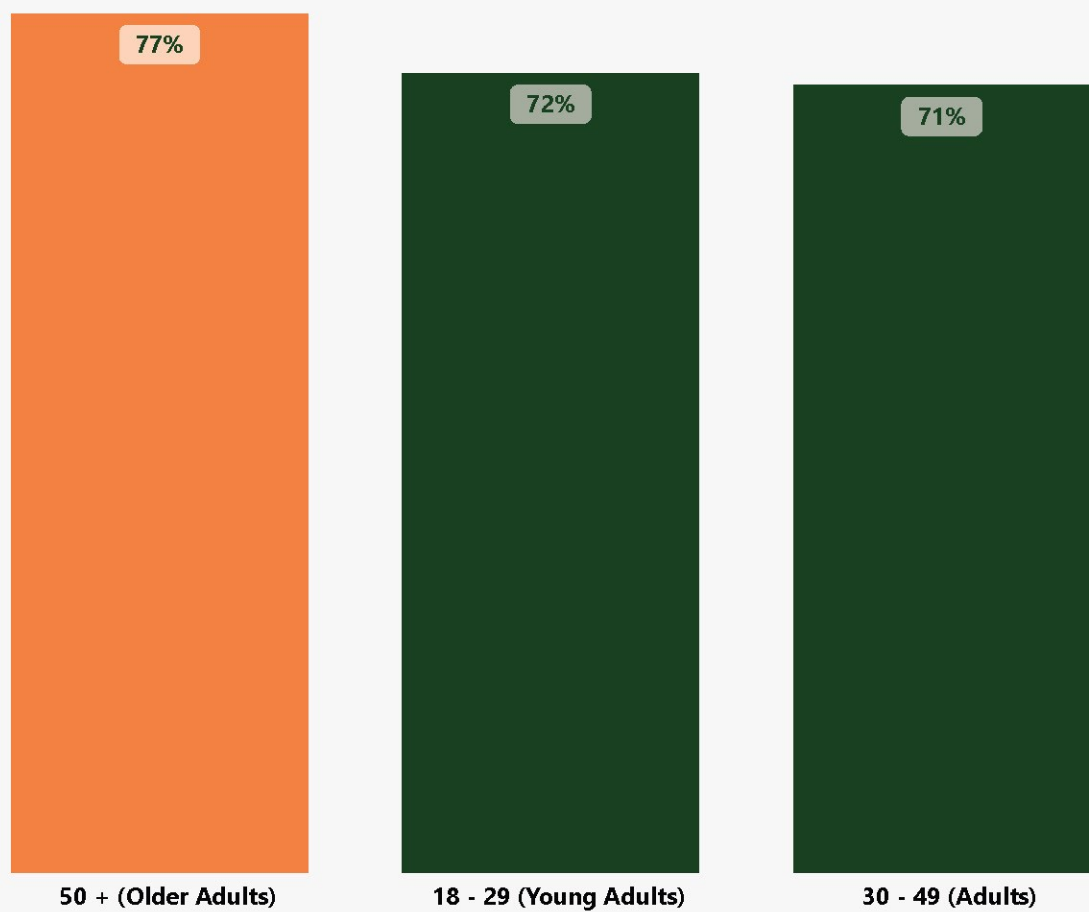
PUBLIC SECTOR

Customer Satisfaction By Age Bracket



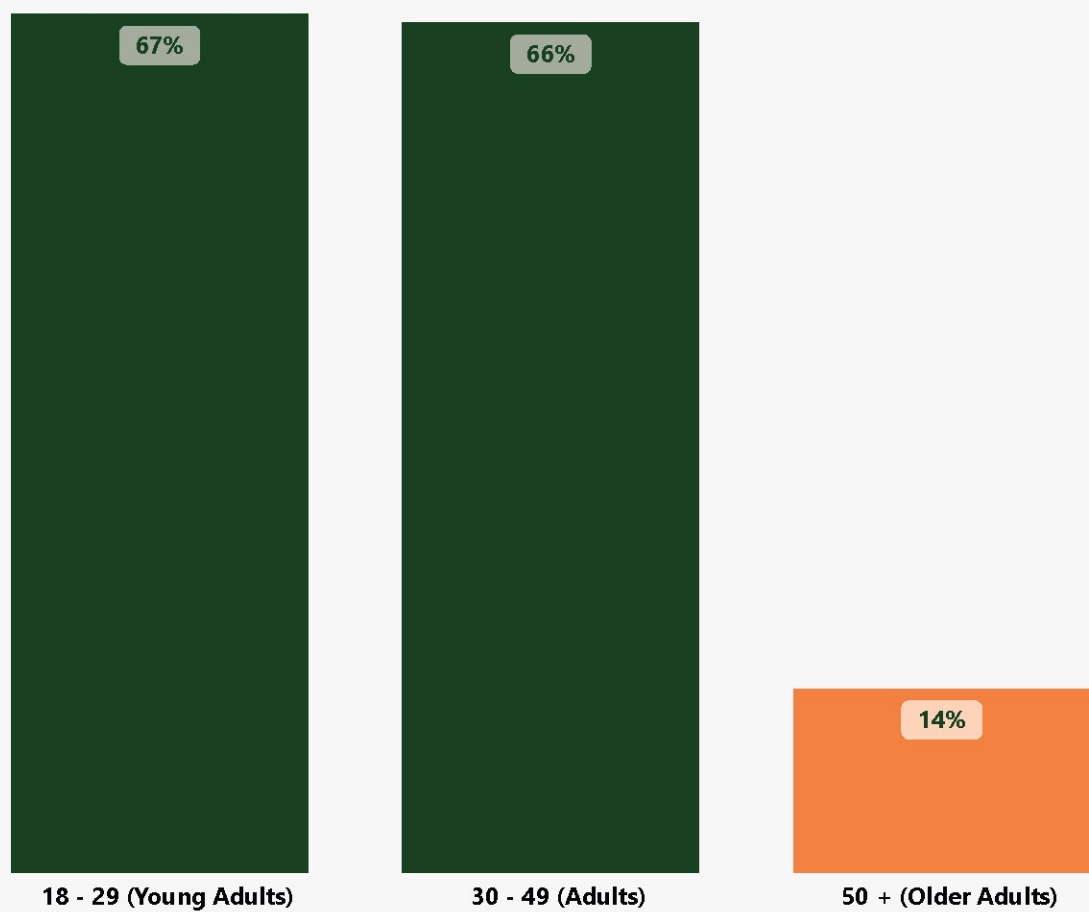
REAL ESTATE

Customer Satisfaction By Age Bracket



SPORTS/ENTERTAINMENT

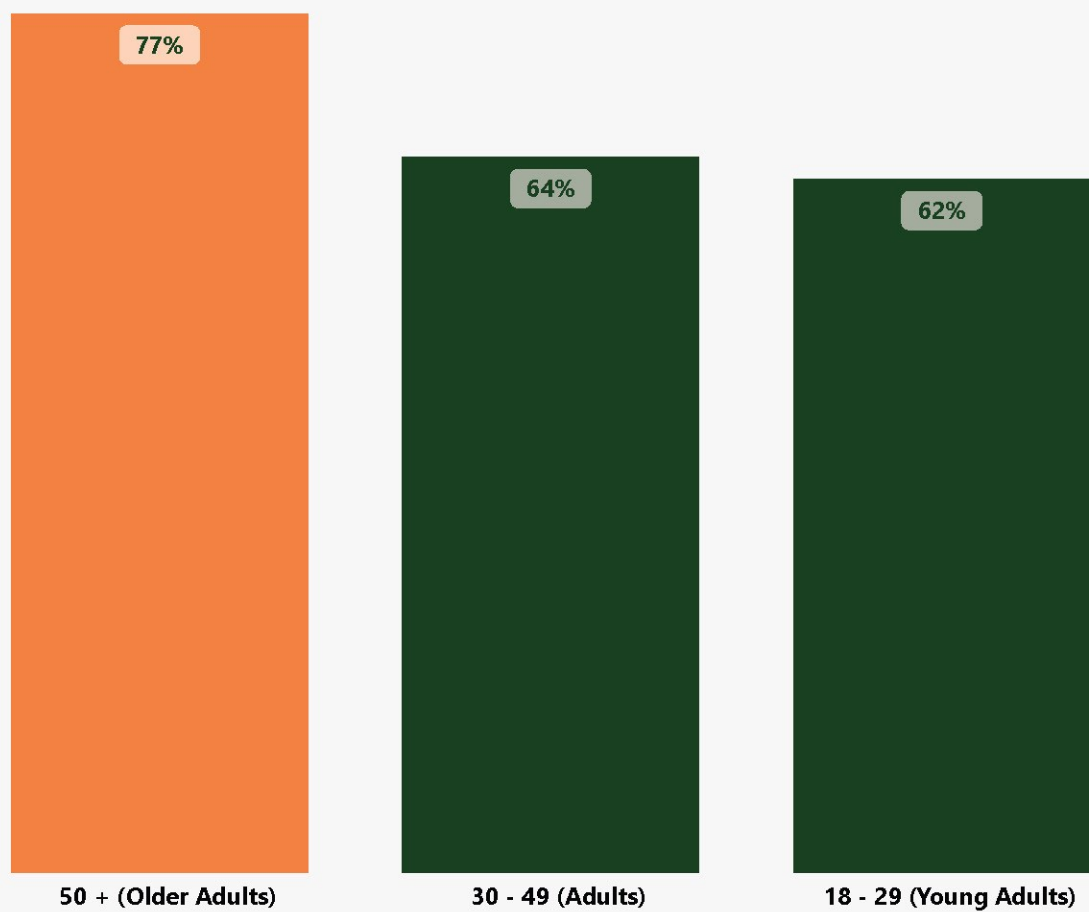
Customer Satisfaction By Age Bracket





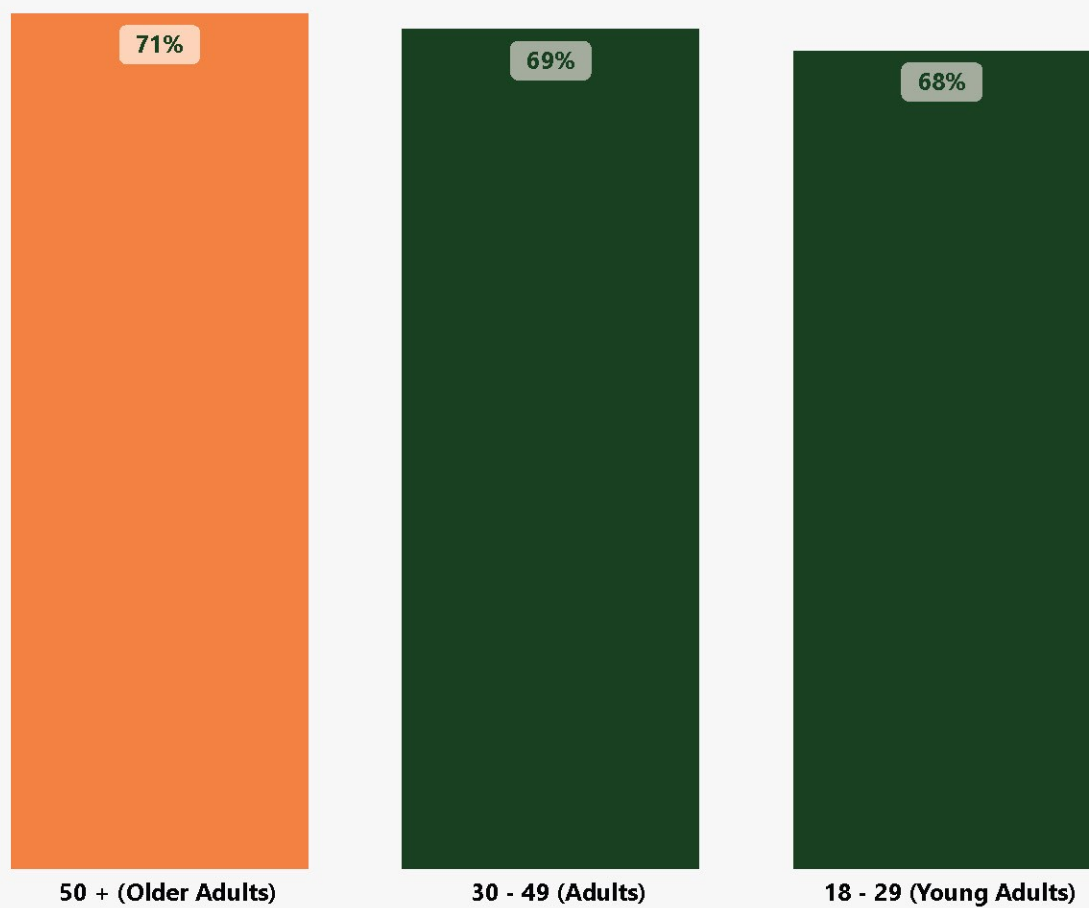
TELECOMMUNICATIONS

Customer Satisfaction By Age Bracket



TRANSPORTATION

Customer Satisfaction By Age Bracket



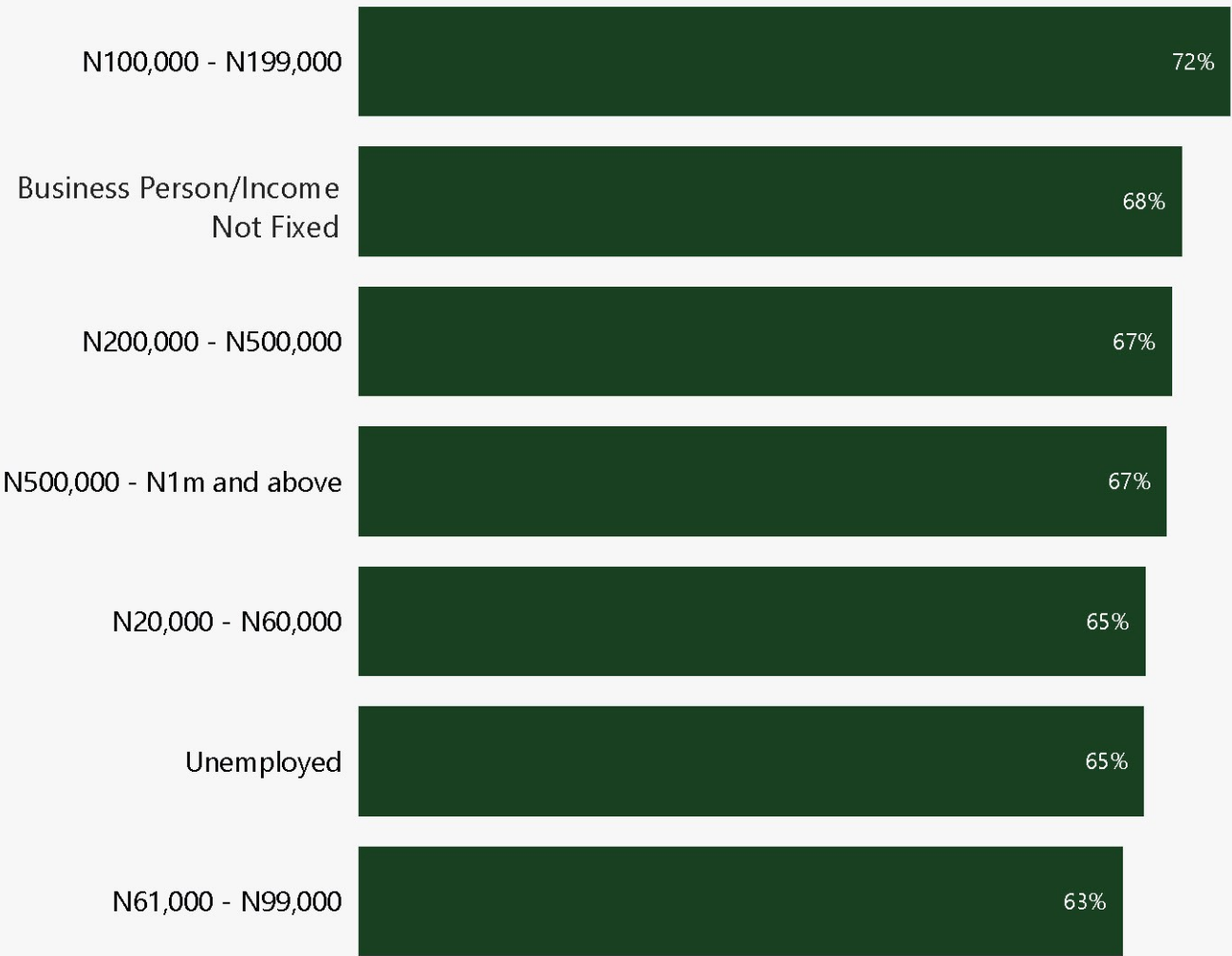


PART V

# Customer Satisfaction Across Income Levels

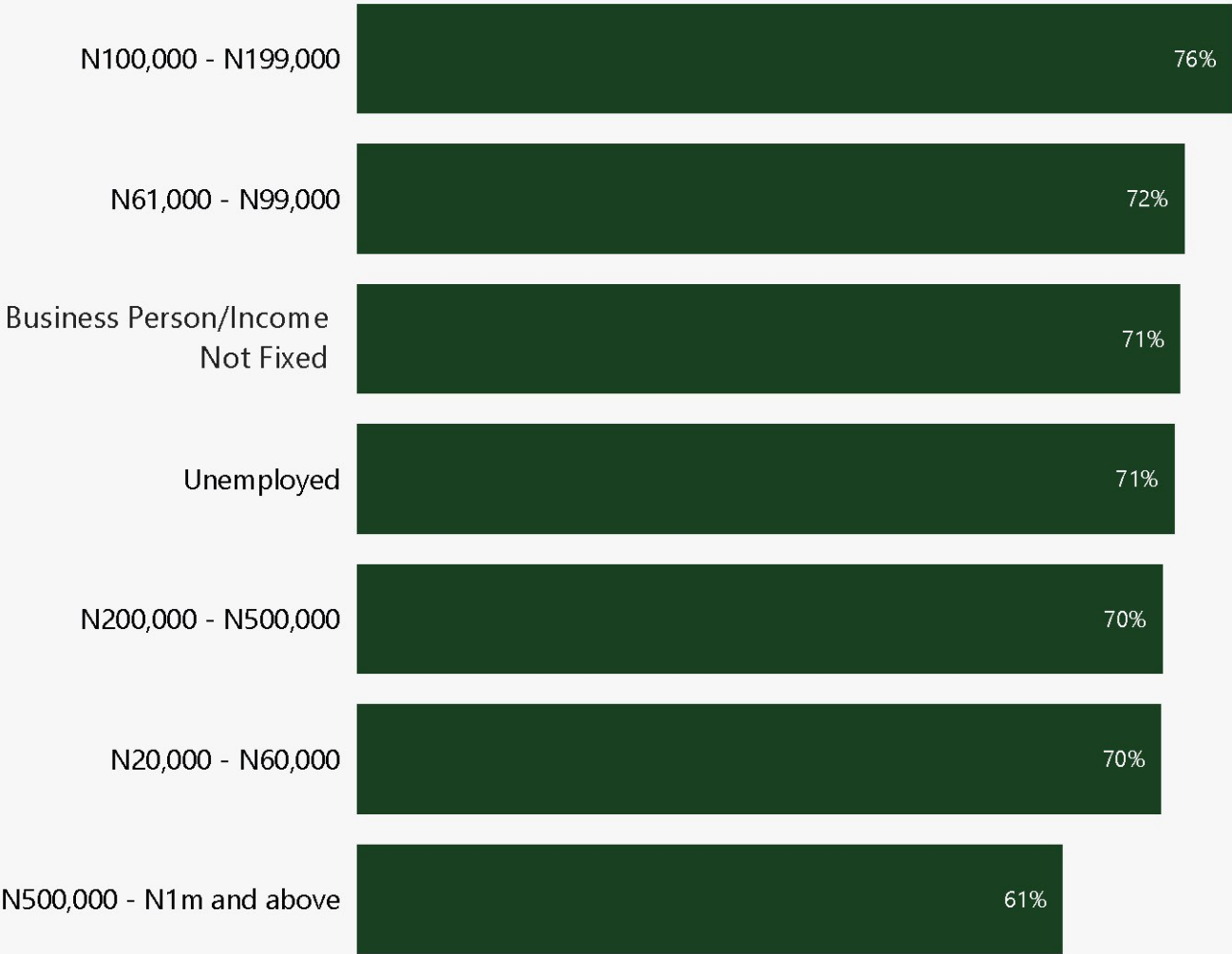
FINANCE

Customer Satisfaction By Income



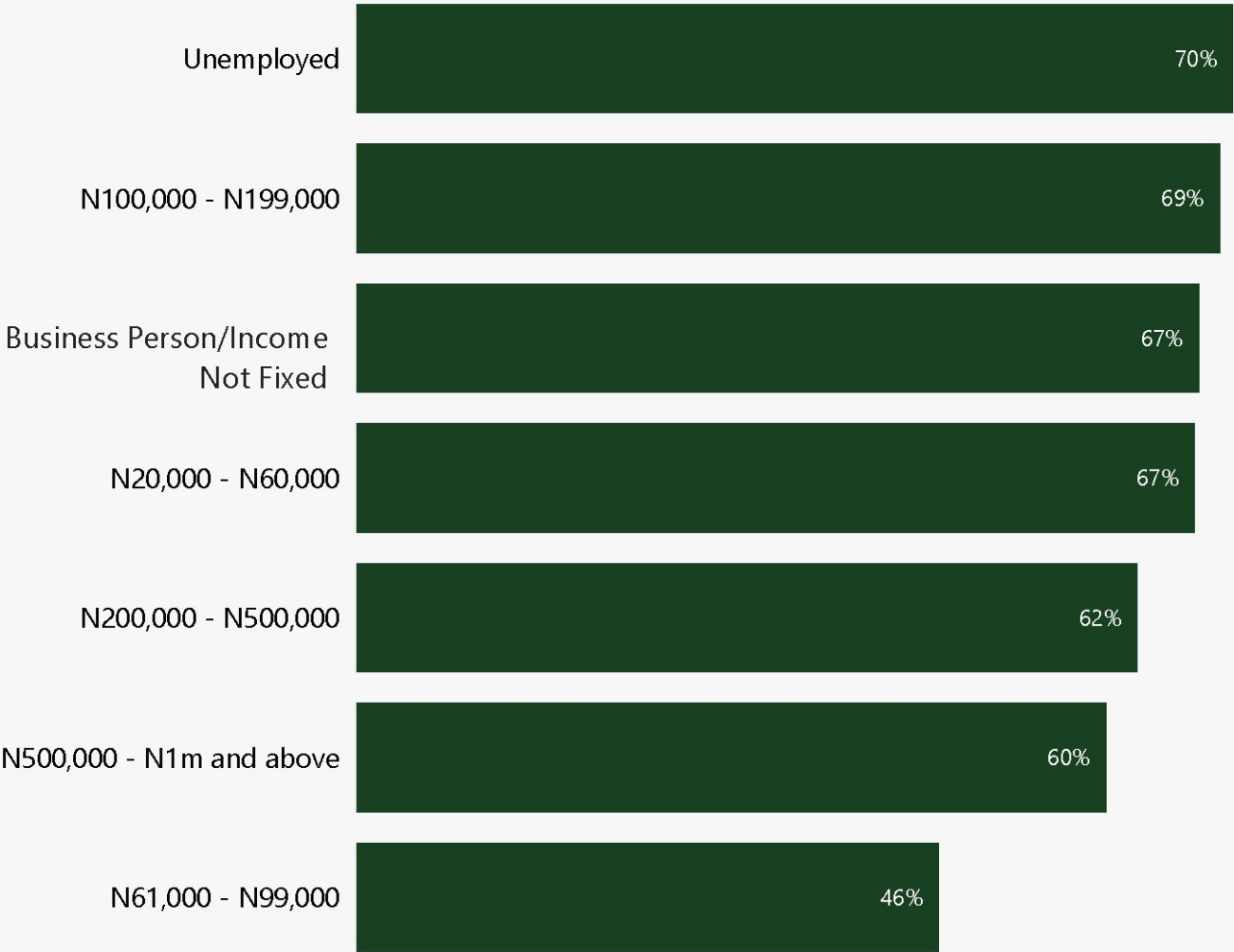
E-COMMERCE

Customer Satisfaction By Income



EDUCATION

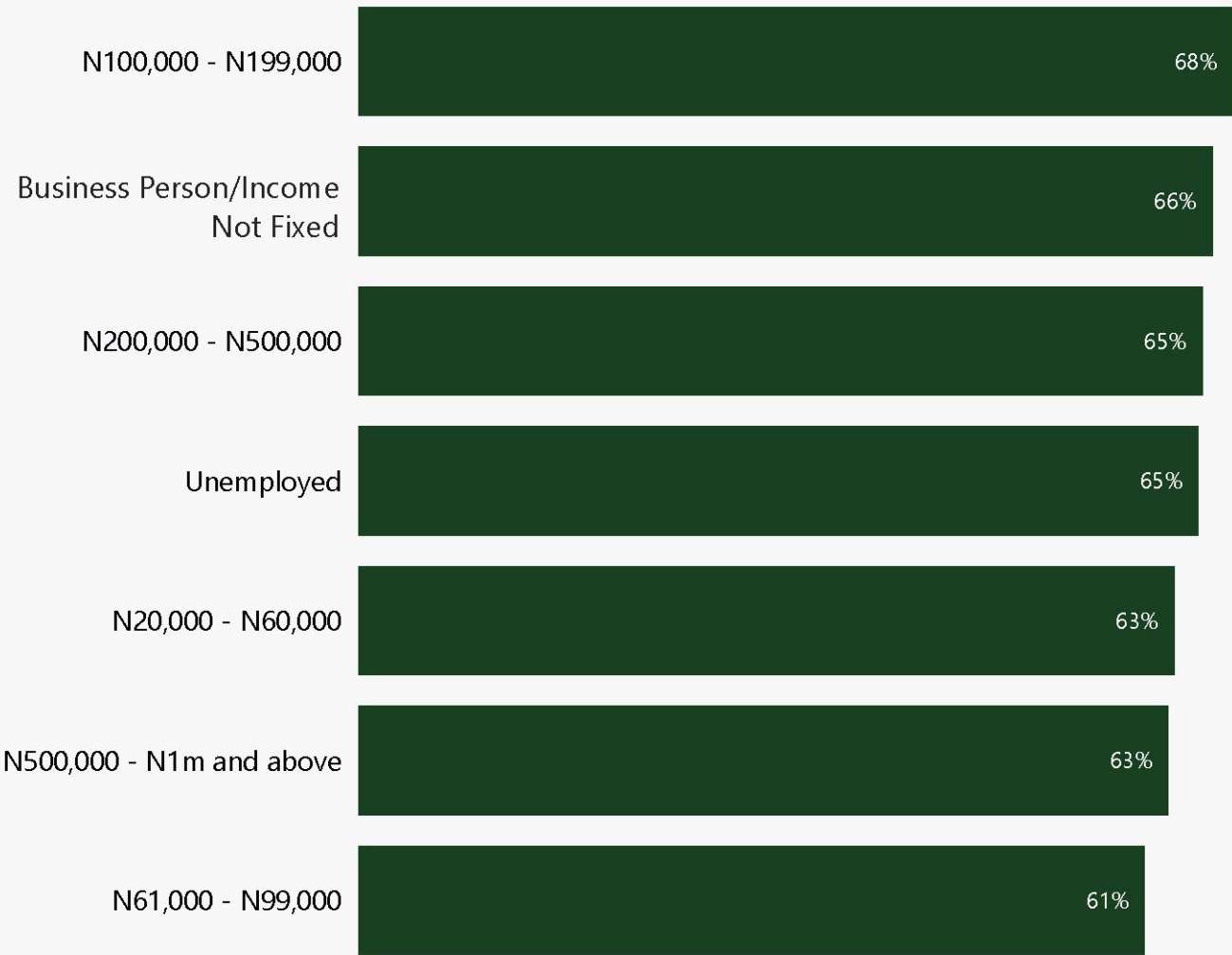
Customer Satisfaction By Income





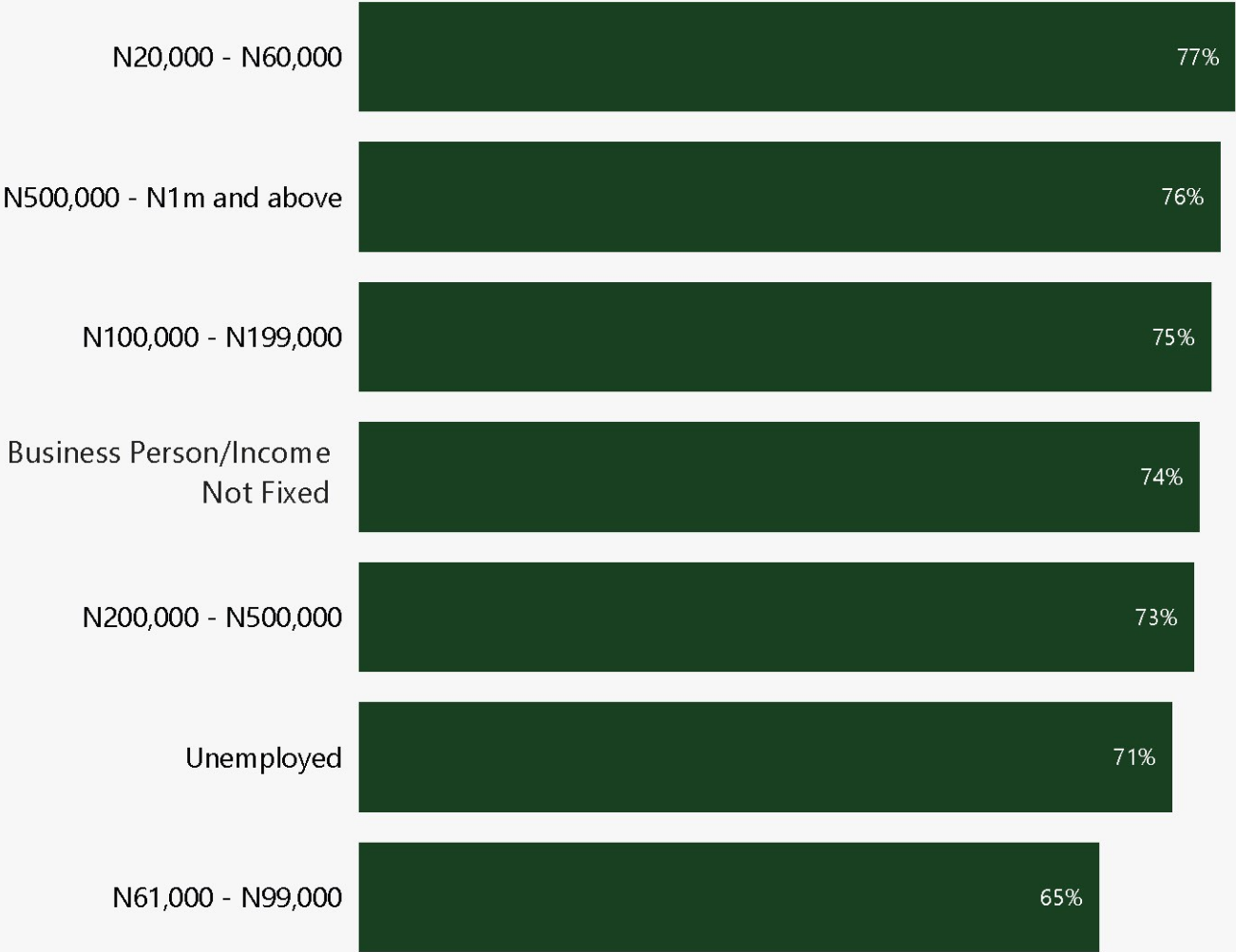
HEALTHCARE

Customer Satisfaction By Income



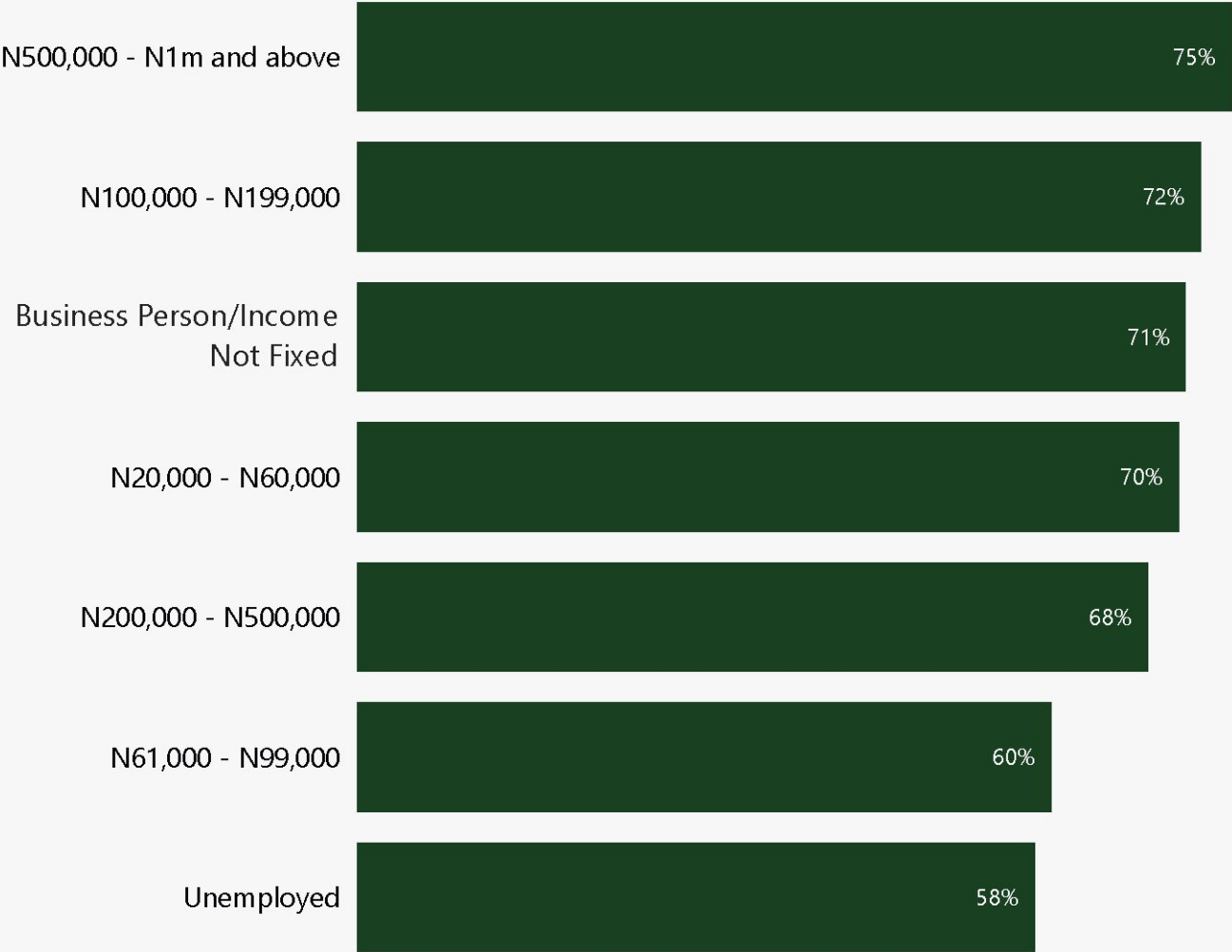
HOSPITALITY

Customer Satisfaction By Income



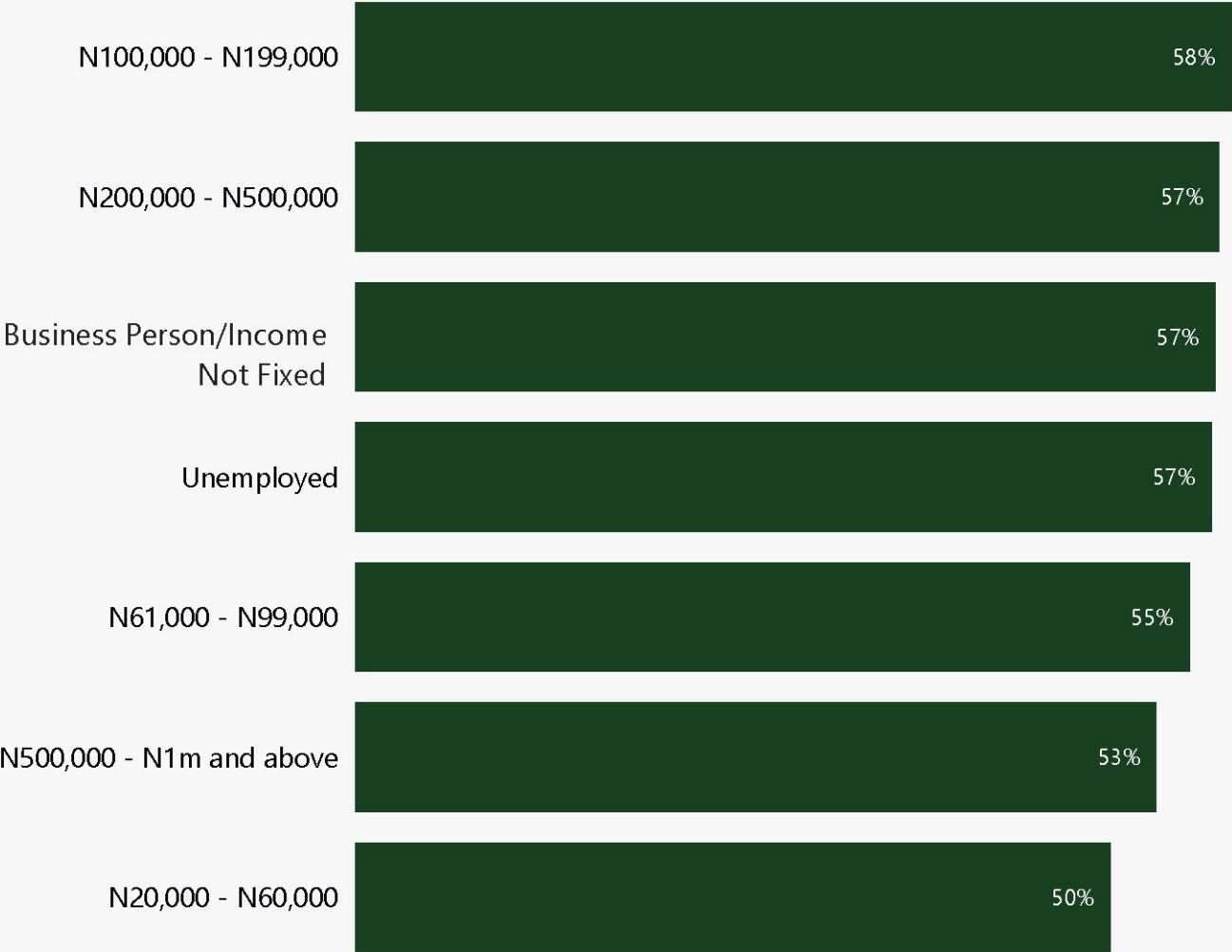
INSURANCE

Customer Satisfaction By Income



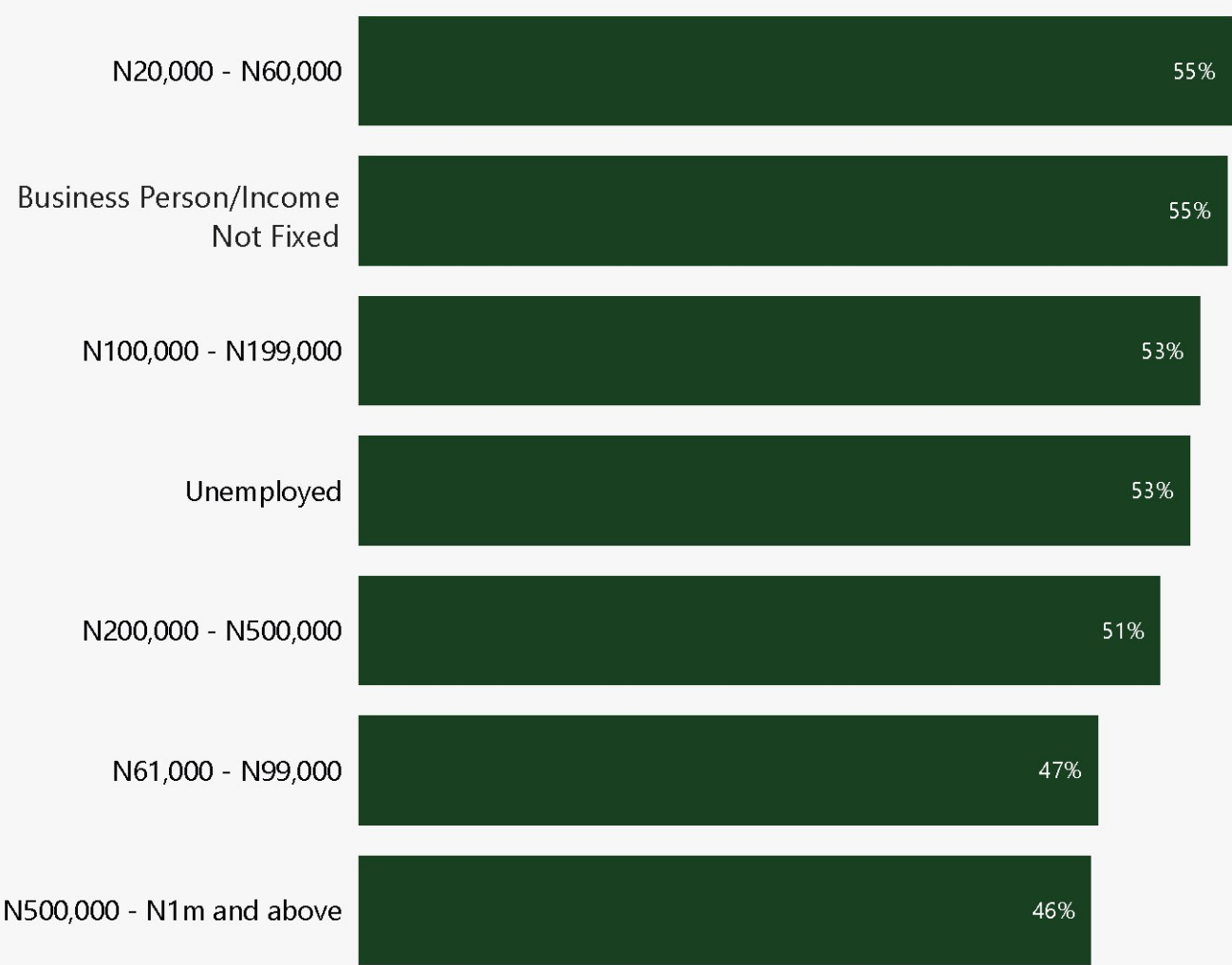
POWER

Customer Satisfaction By Income



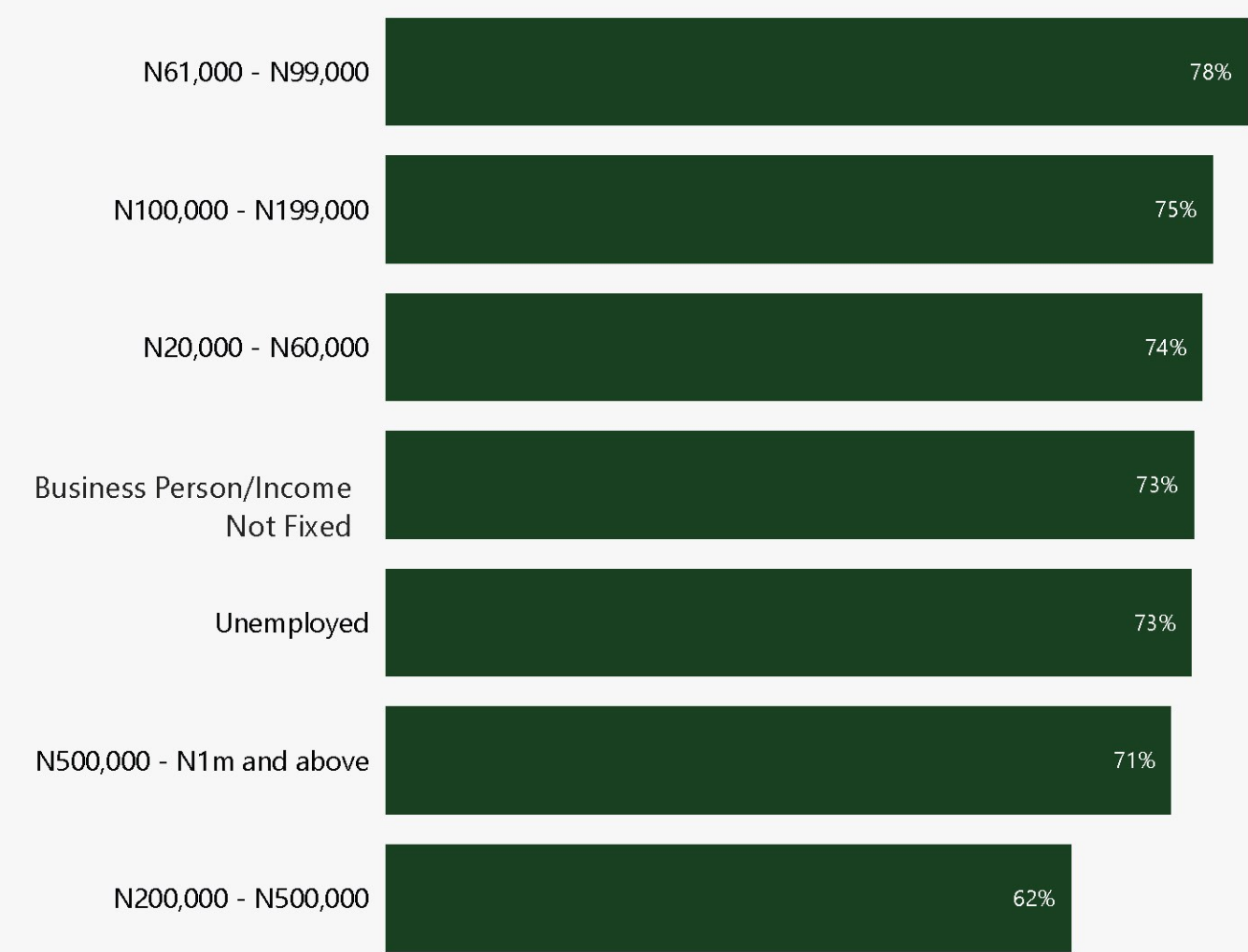
PUBLIC SECTOR

Customer Satisfaction By Income



REAL ESTATE

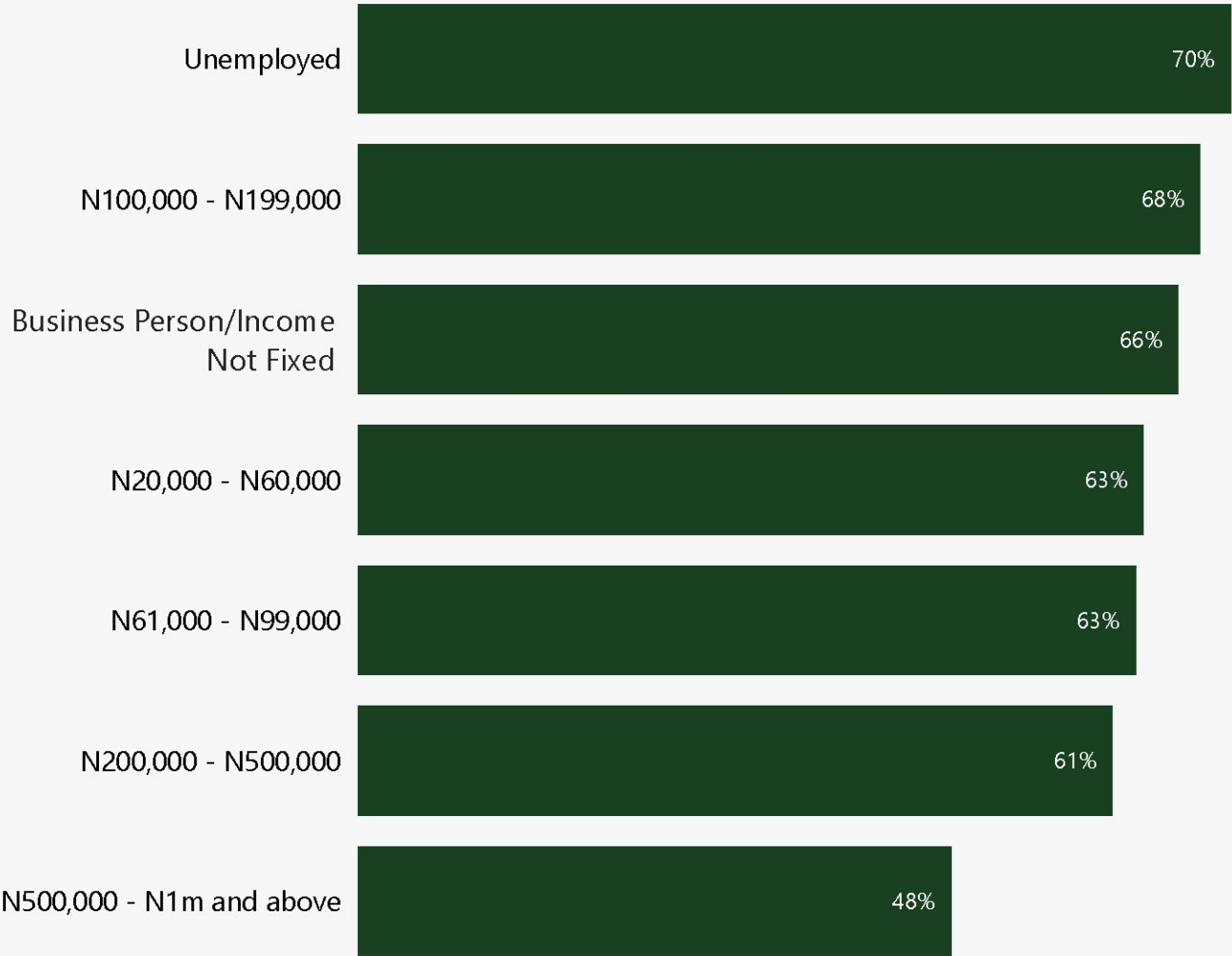
Customer Satisfaction By Income





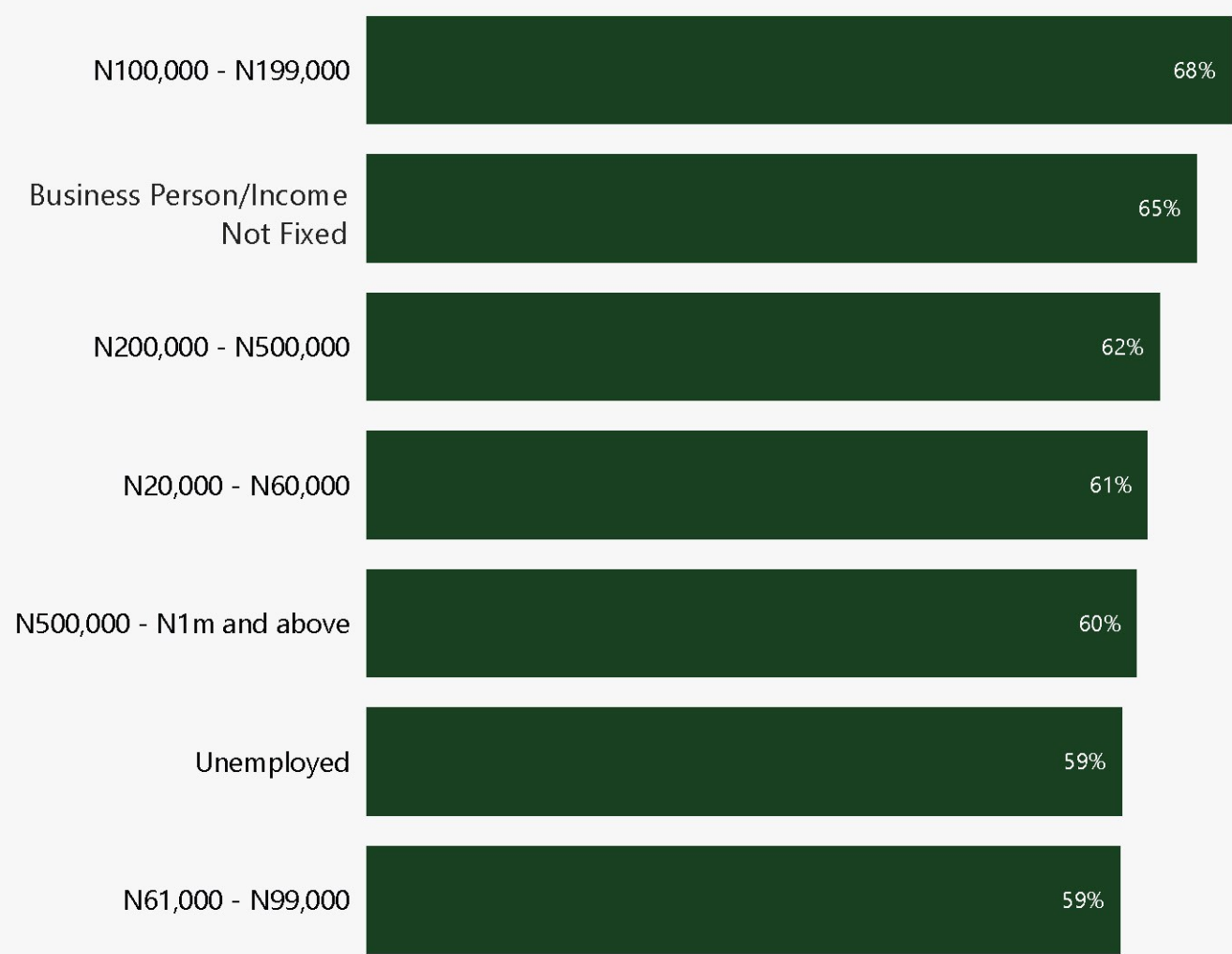
SPORTS/ENTERTAINMENT

Customer Satisfaction By Income



TELECOMMUNICATIONS

Customer Satisfaction By Income



TRANSPORTATION

Customer Satisfaction By Income



# Customer Advocacy

Customer advocacy and outstanding service are crucial in fostering long-term business success and building a loyal customer base. Advocacy occurs when satisfied customers go beyond simply using a brand's products or services—they actively promote and recommend them to others. This organic form of marketing is invaluable, as word-of-mouth endorsements tend to carry more trust and influence than traditional advertising methods. Additionally, businesses that cultivate strong customer advocacy often experience higher retention rates, increased brand loyalty, and greater lifetime value from their customers.

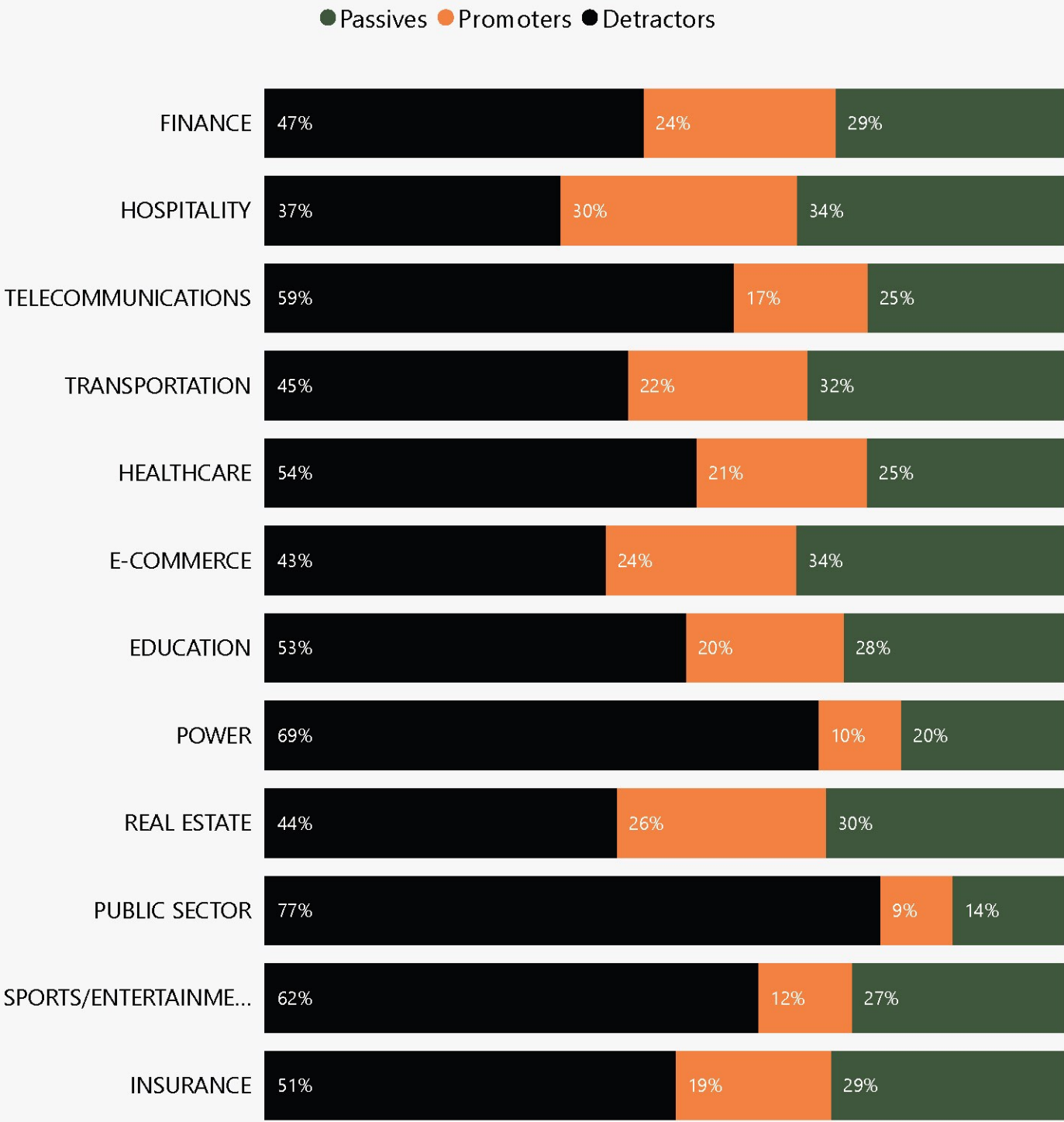
Providing exceptional customer service is a fundamental driver of advocacy. When companies prioritize superior service delivery, they show their dedication to exceeding customer expectations. Whether through quick issue resolution, personalized interactions, or proactive communication, a customer-centric approach fosters trust and deepens the relationship between brands and their customers. Positive service experiences leave a lasting impression, encouraging customers to share their experiences with friends, family, and colleagues.

Beyond fostering loyalty, exceptional service enhances a brand's reputation—an essential factor in attracting and retaining customers in today's highly competitive market.

A strong reputation, built on customer satisfaction and advocacy, serves as a unique differentiator, helping businesses stand out from competitors. Furthermore, as consumers increasingly rely on online reviews and social proof in their purchasing decisions, positive experiences and customer endorsements can significantly shape brand perceptions and influence potential customers.

Ultimately, prioritizing customer advocacy and delivering exceptional service not only boosts satisfaction but also drives sustainable business growth. Companies that recognize the power of advocacy and invest in customer-centric strategies will be better positioned for long-term success. The following graph illustrates the percentage breakdown of promoters, detractors, and passives across various sectors included in the survey.

CUSTOMER ADVOCACY BY SECTOR



# Means of Interaction

Organizations employ various channels to facilitate communication and engagement with customers, ensuring seamless interactions that enhance the overall service experience. In today's rapidly evolving digital landscape, businesses leverage both traditional and modern methods to connect with their customers, providing multiple touchpoints for support and assistance.

Face-to-face interactions remain a crucial component of customer service, offering direct, personalized engagement that fosters trust and stronger relationships. Phone support also plays a vital role, allowing customers to receive real-time assistance through direct verbal communication with service representatives, ensuring immediate resolution of concerns.

The advent of digital technology has transformed customer service interactions, introducing more convenient and efficient communication channels. Live chat functionalities on websites and mobile applications enable customers to receive instant responses from support agents, improving response times and overall service

efficiency. Email correspondence remains a valuable tool, providing a flexible communication option where customers can reach out at their convenience while maintaining a documented record of their inquiries.

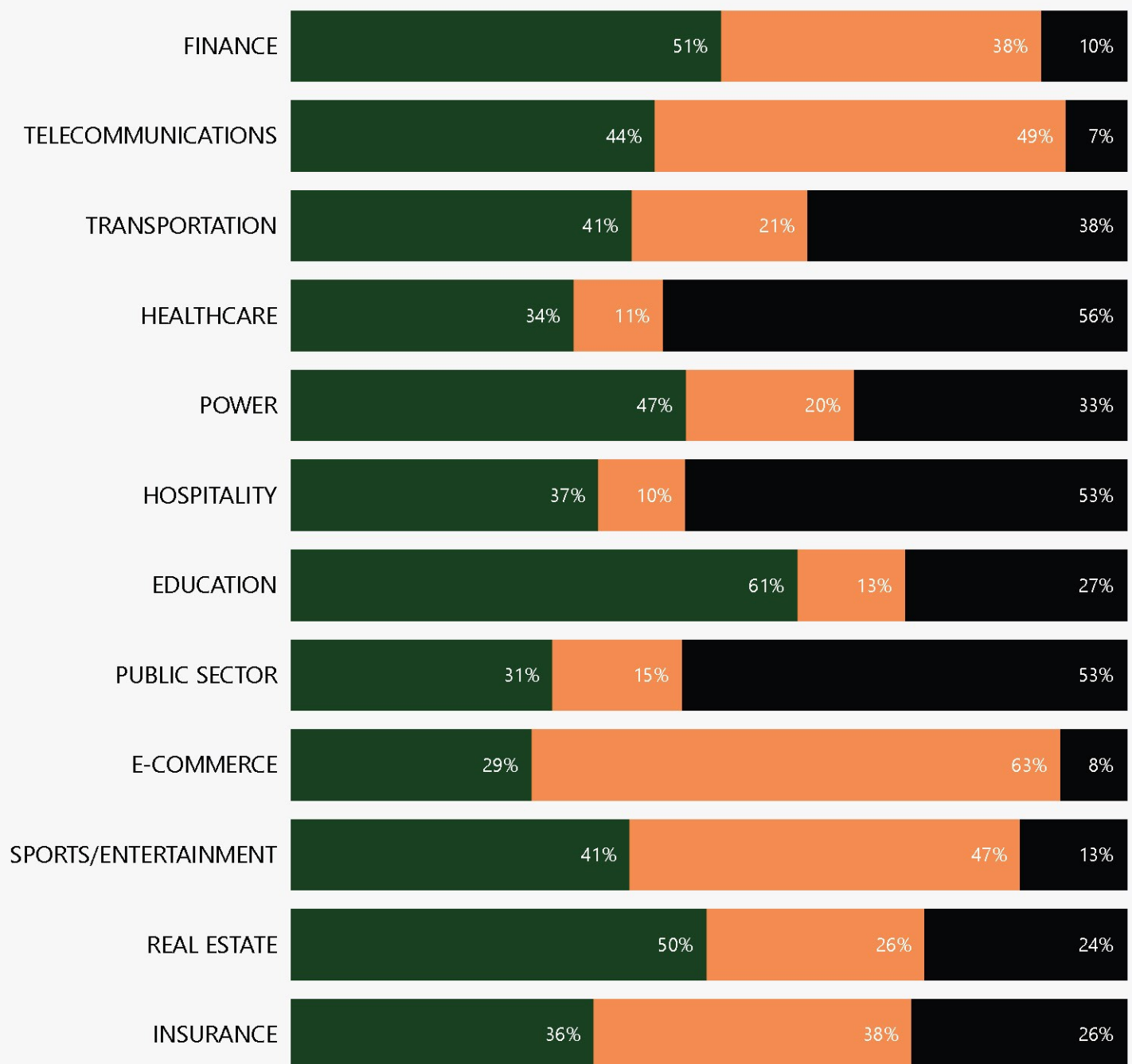
Social media platforms have also emerged as influential customer service channels, allowing businesses to engage publicly with their audience, address concerns, and provide timely responses to customer inquiries.

These platforms enhance brand visibility and create opportunities for businesses to demonstrate their commitment to customer satisfaction in a highly accessible manner.

In the following section, we will examine how Nigerian customers engage with businesses through these various interaction channels in the Nigerian Customer Service Index (NCSI).

## MEANS OF INTERACTION BY SECTOR

● Both Digital and Traditional Channels ● Digital Channels ● Traditional Channels





# Customer Service Expectations: Key Priority Factors

As previously outlined, the Nigerian Customer Service Index (NCSI) systematically evaluates customer satisfaction using eight critical metrics: Trust, Branches, Branding and Outlook, Competence, Complaint Resolution, Ease of Doing Business, Processes and Procedures, Professionalism, and Customer-Focused Innovations. These key measures collectively shape the overall customer experience across various sectors of the Nigerian economy.

Beyond measuring satisfaction levels, the NCSI also examines the relative importance customers place on each metric in shaping their overall experience. This dual-layered approach offers a more in-depth understanding of the factors that drive customer satisfaction and the weight each measure holds in influencing consumer perceptions.

The following graphs illustrate customer priorities regarding these key metrics as assessed in the NCSI survey. Each graph presents a percentage score that reflects the significance respondents attribute to a

particular measure across different sectors. By analyzing these insights, businesses, industry leaders, and policymakers can better understand customer expectations and tailor strategies to improve service quality.

Recognizing which aspects of customer service matter most allows organizations to allocate resources effectively and enhance the factors that have the greatest impact on overall satisfaction and brand loyalty.

To conclude this section, the report presents a final comprehensive graph ranking the key customer service measures by order of importance.

This holistic overview highlights the overarching trends shaping customer satisfaction across various sectors, enabling stakeholders to prioritize efforts that improve service quality. By leveraging these insights, businesses can refine their operations, build stronger customer relationships, and drive long-term success in Nigeria's evolving market.

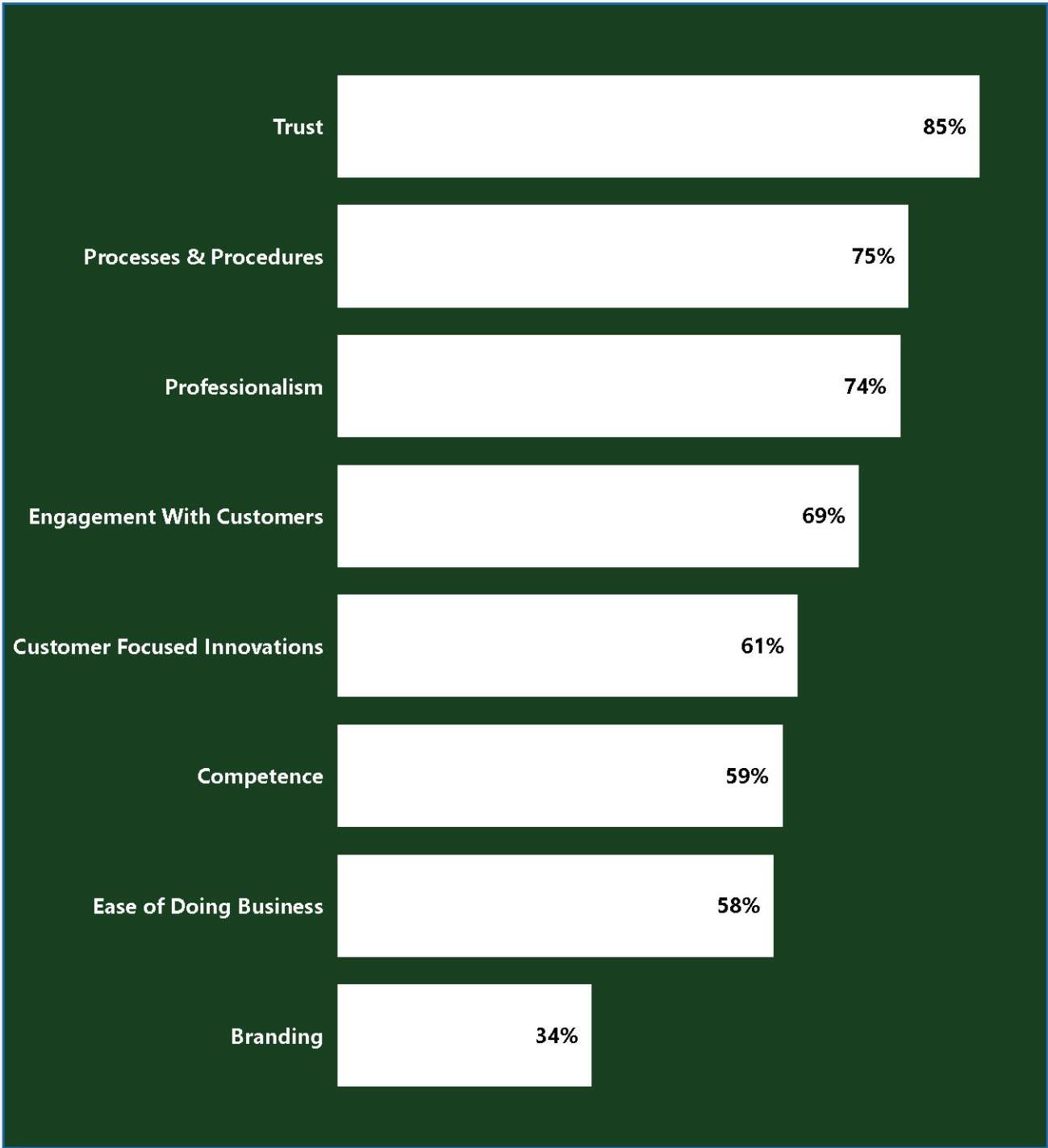


PART VI

# Customer Priority

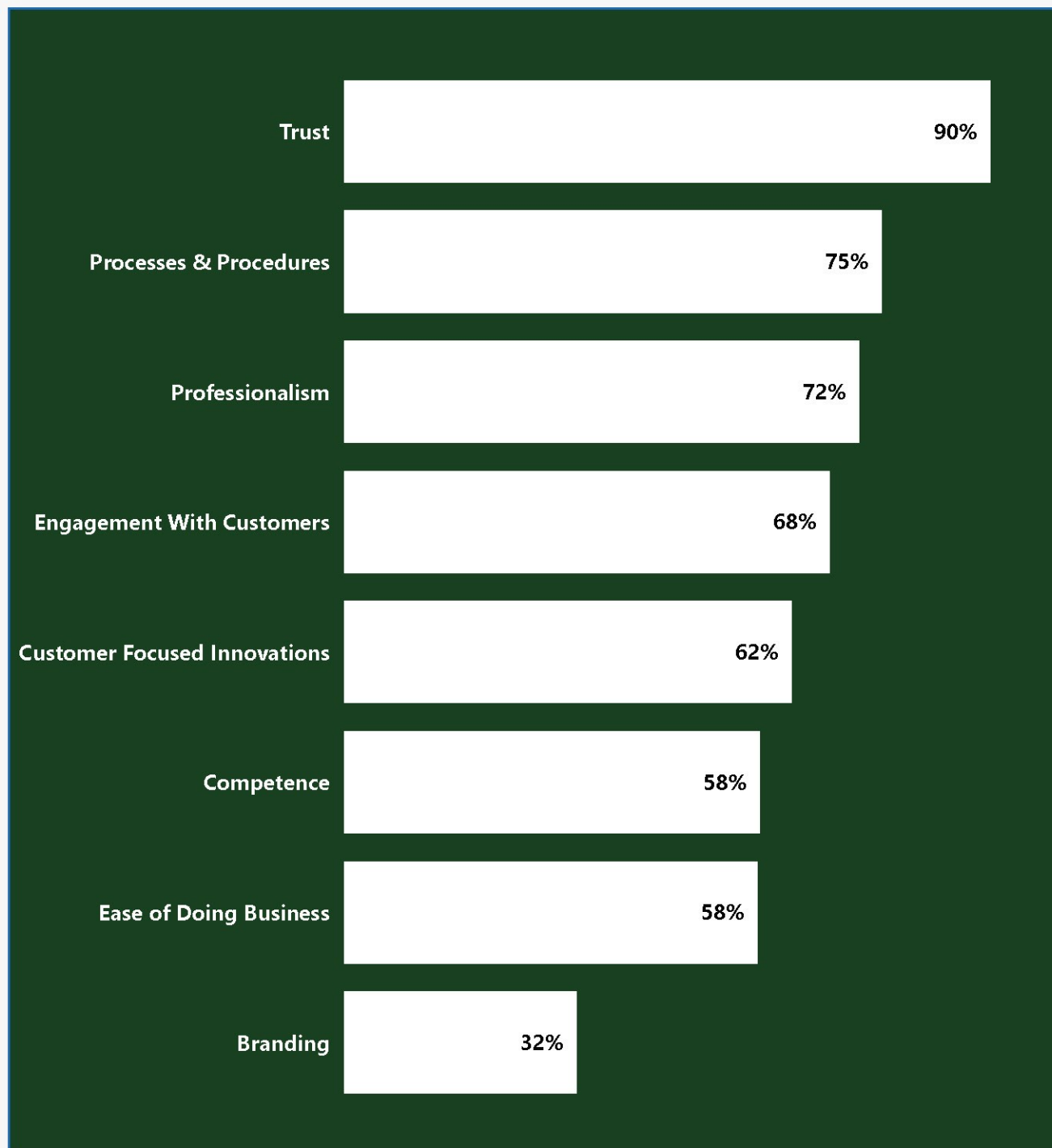
FINANCE

CUSTOMER'S PRIORITY



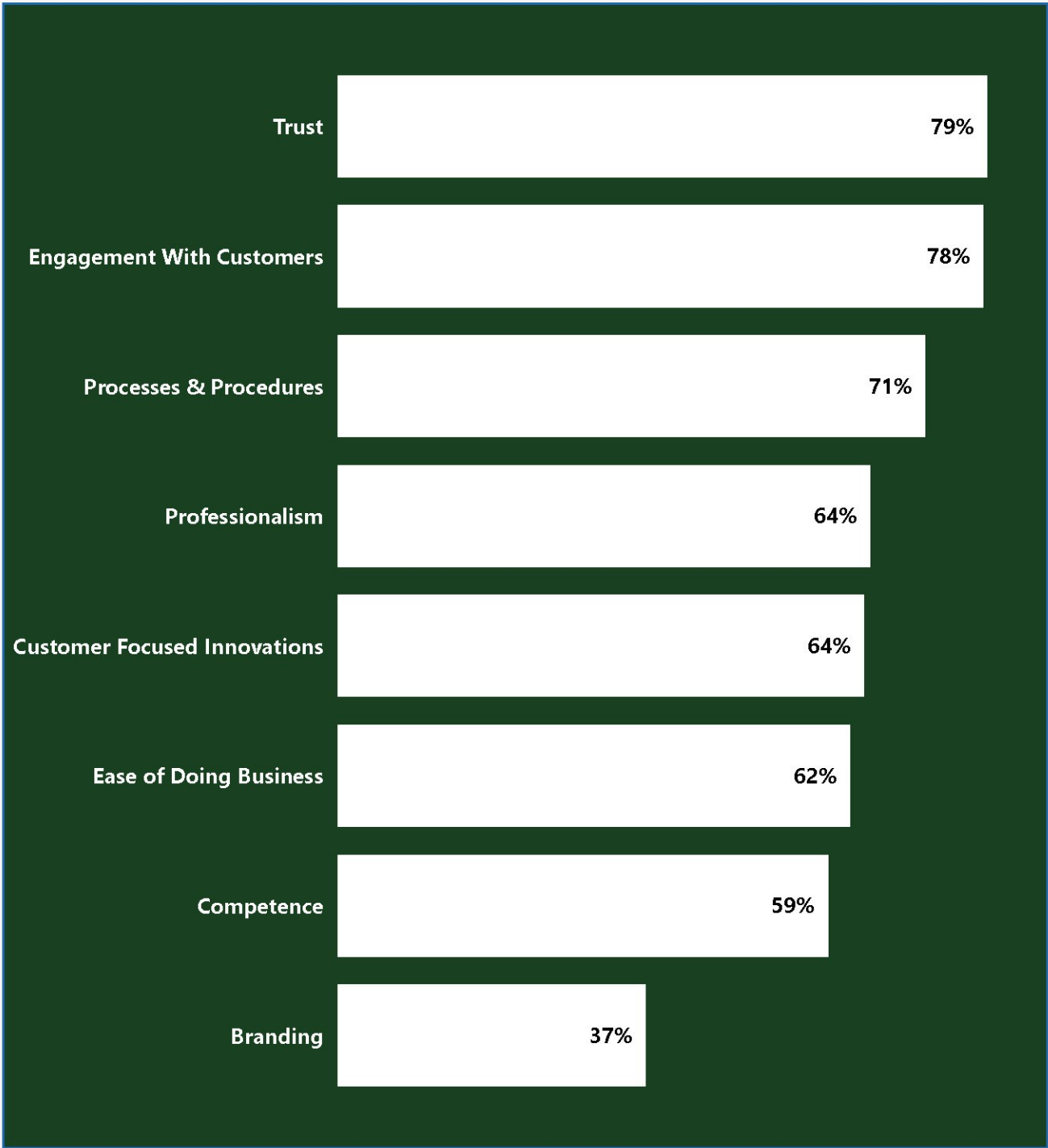
## E-COMMERCE

## CUSTOMER'S PRIORITY



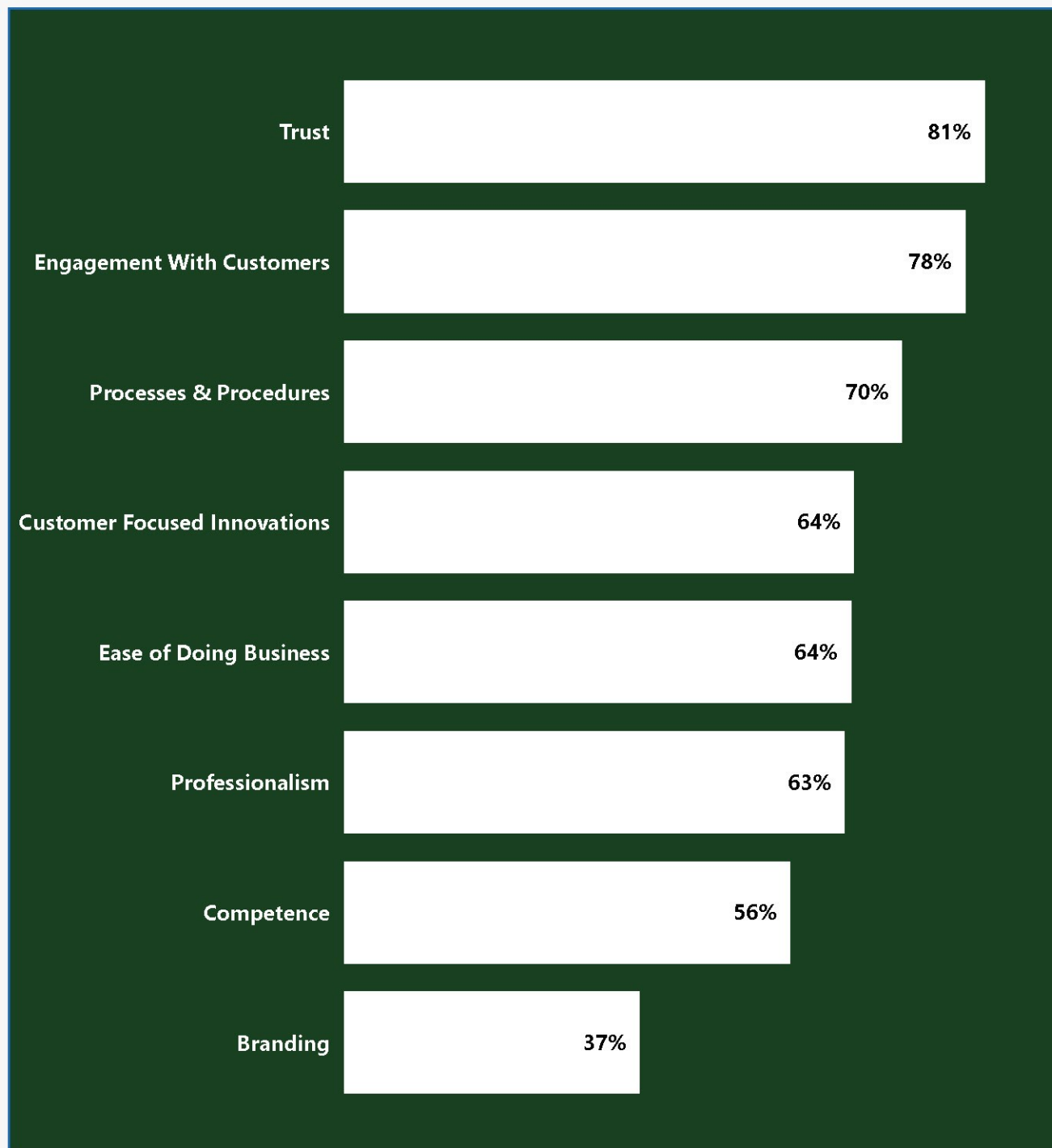
UNIVERSITIES

CUSTOMER'S PRIORITY



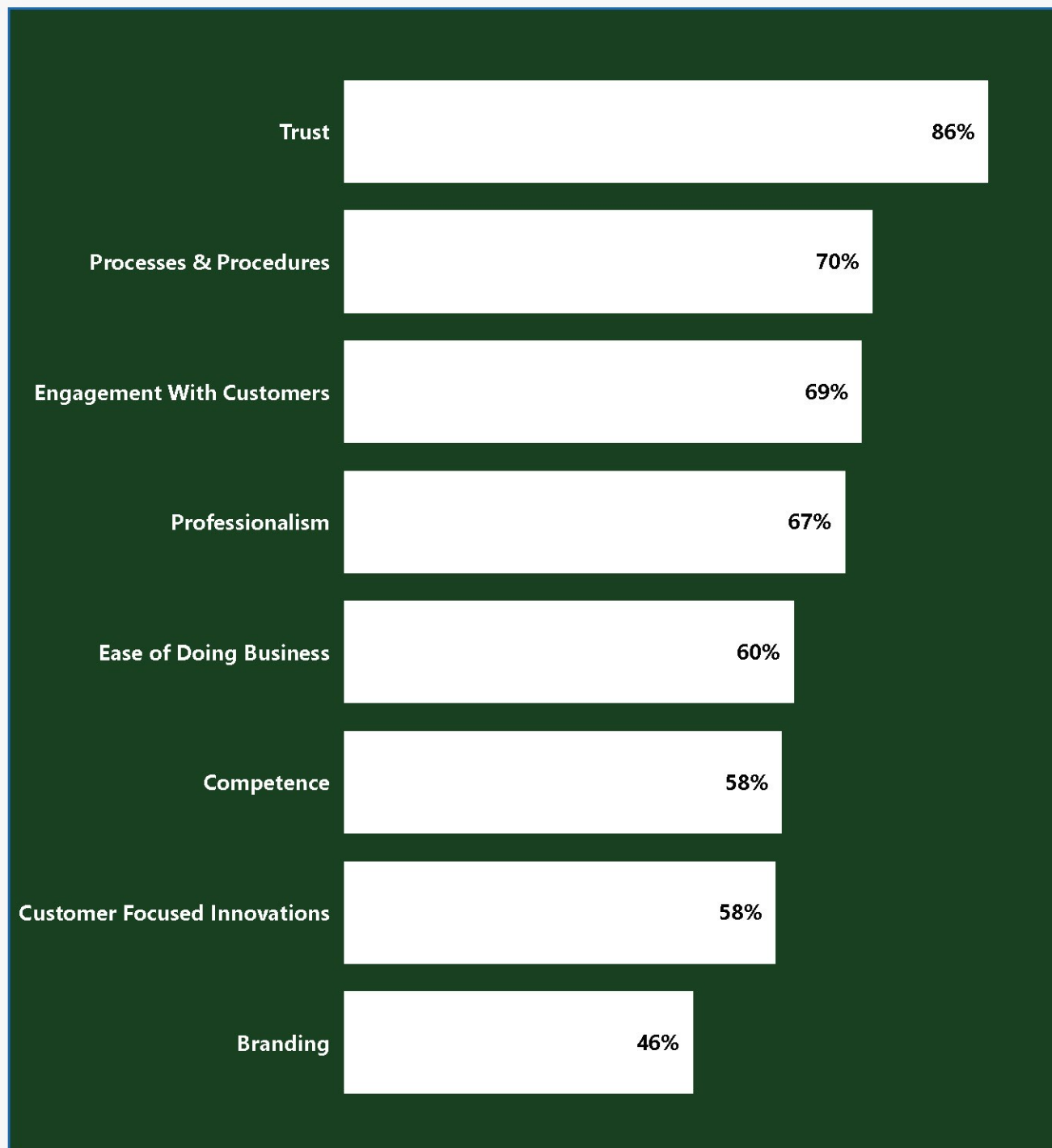
## HEALTHCARE

## CUSTOMER'S PRIORITY



## HOSPITALITY

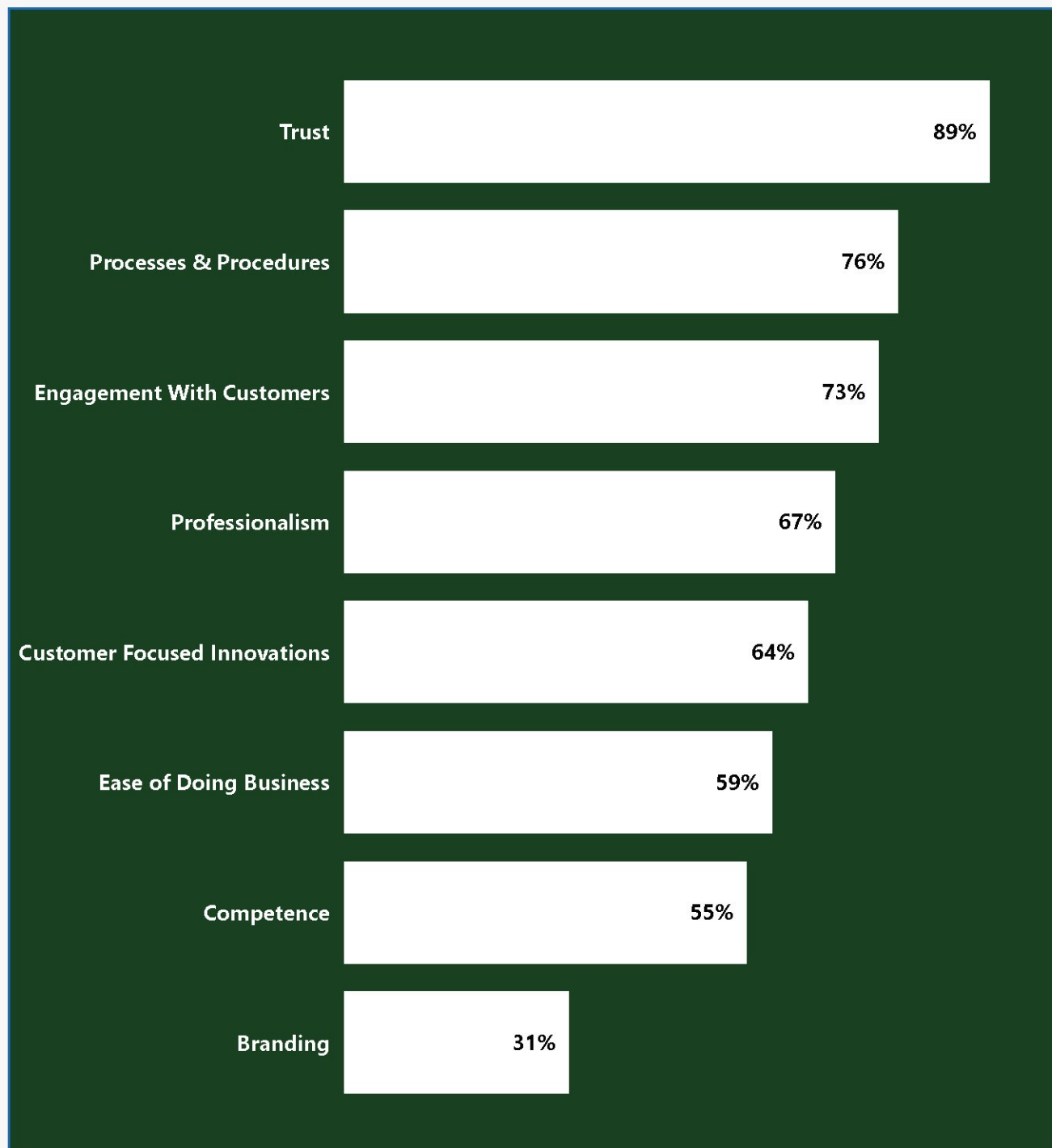
## CUSTOMER'S PRIORITY





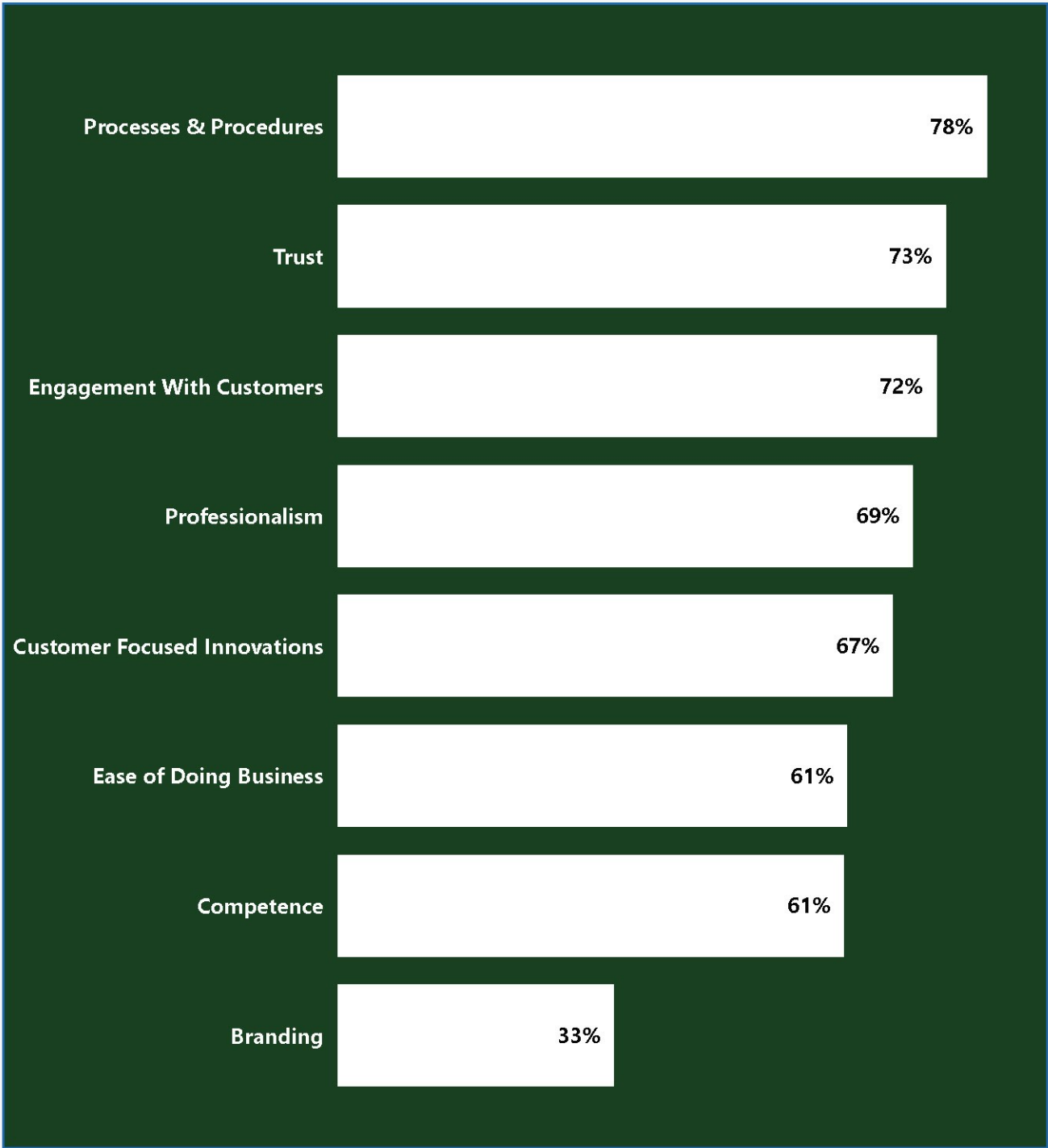
## INSURANCE

## CUSTOMER'S PRIORITY



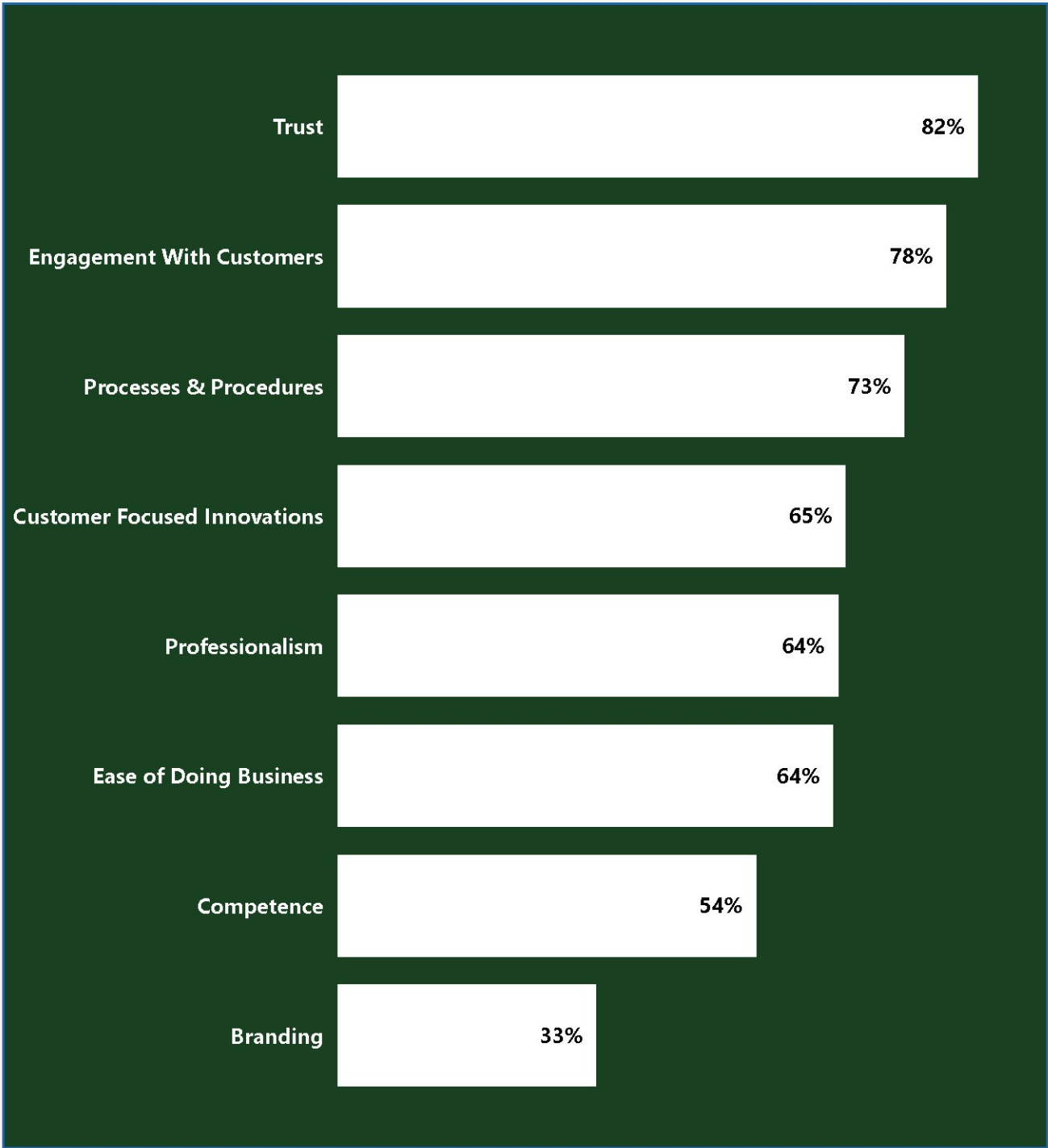
POWER

CUSTOMER'S PRIORITY



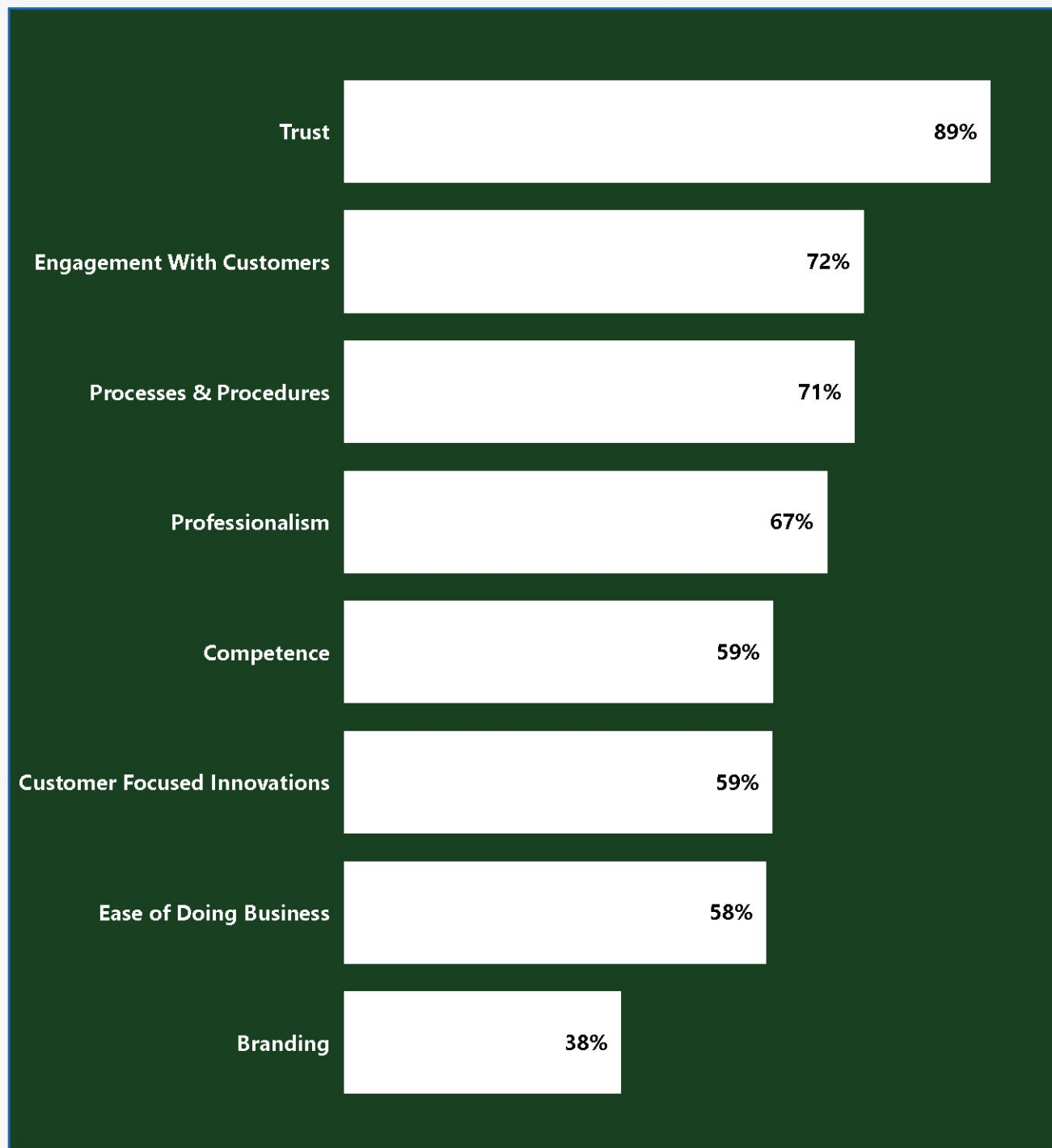
PUBLIC SECTOR

CUSTOMER'S PRIORITY



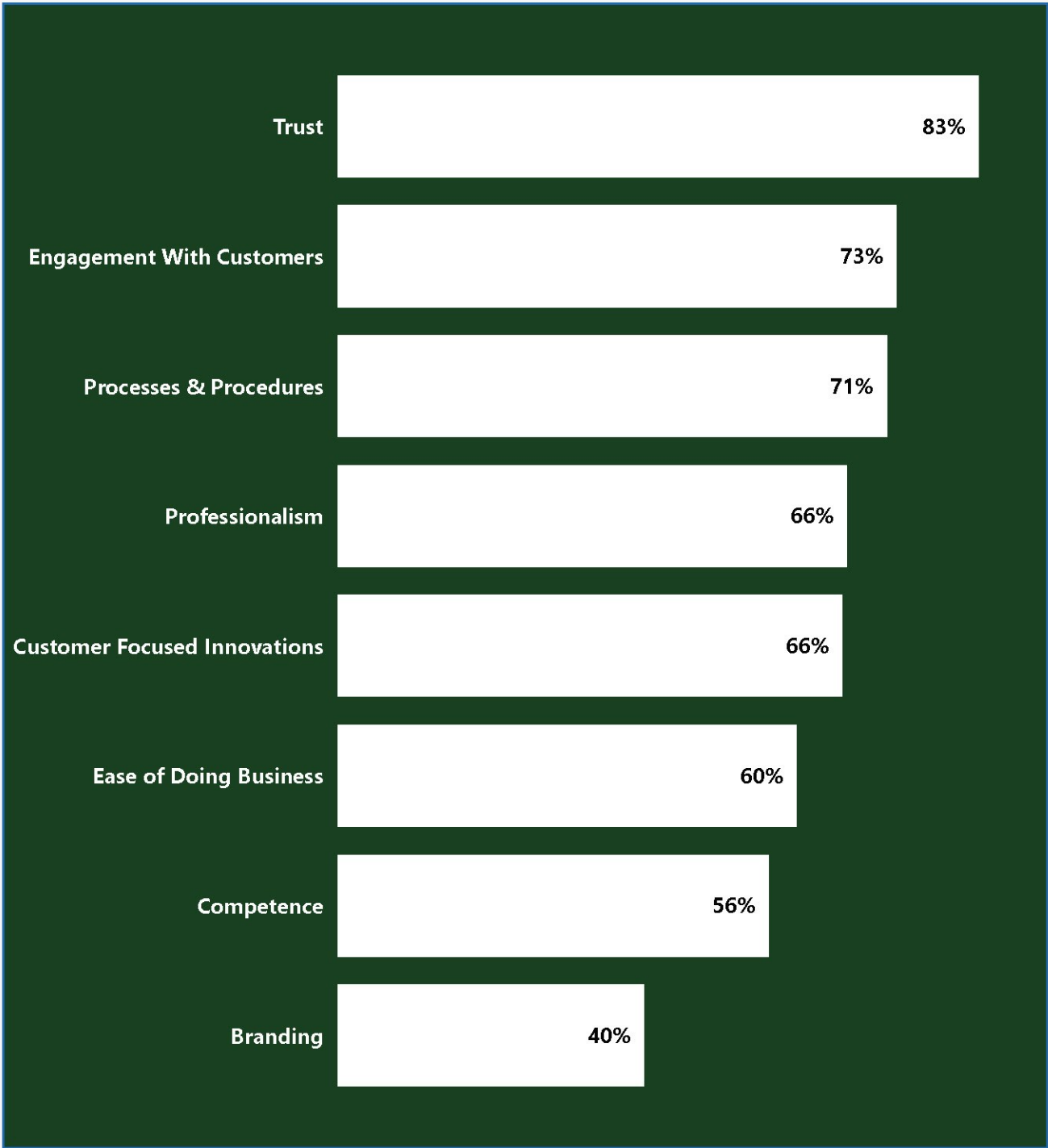
## REAL ESTATE

## CUSTOMER'S PRIORITY



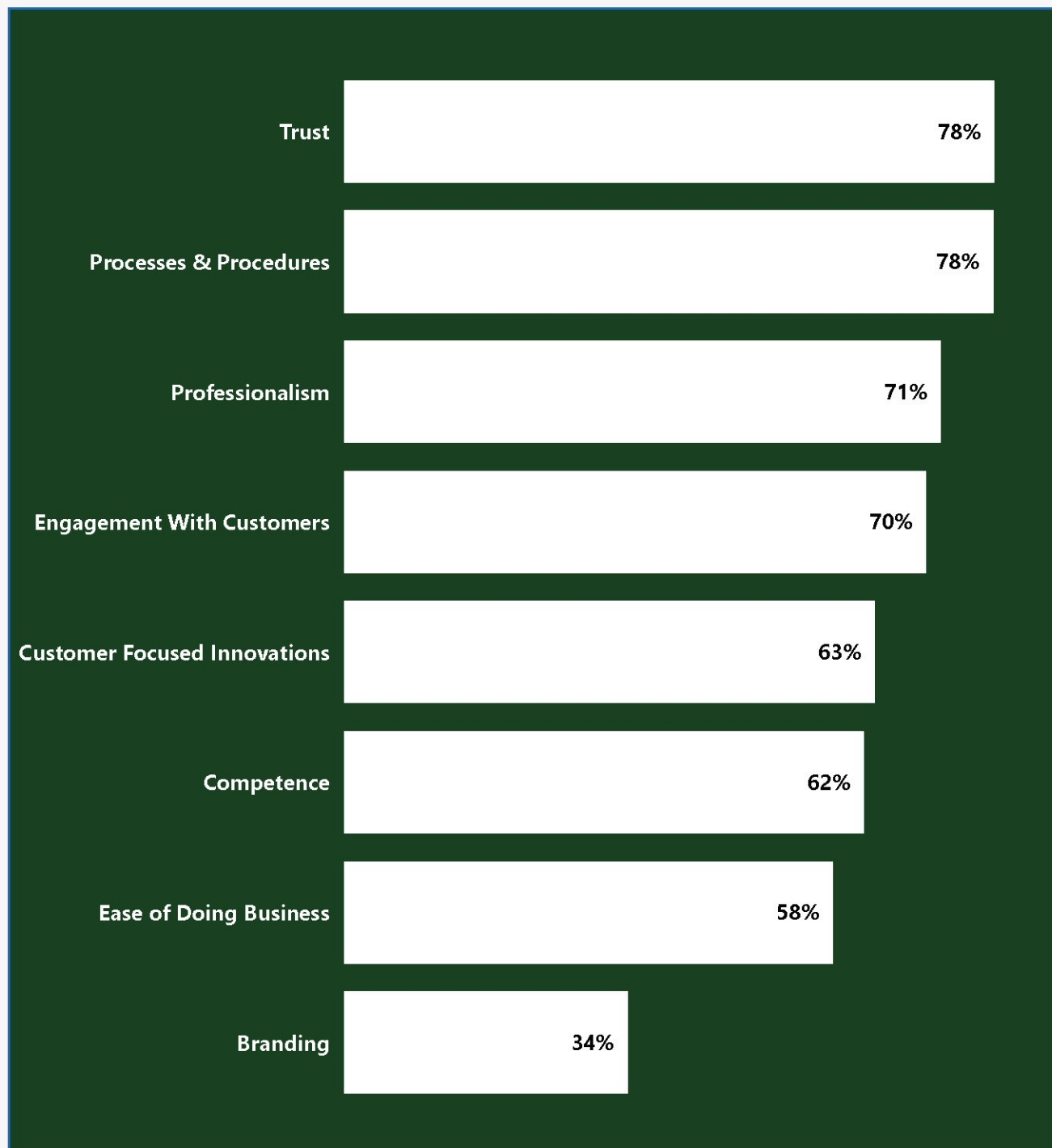
SPORTS/GAMING

CUSTOMER'S PRIORITY



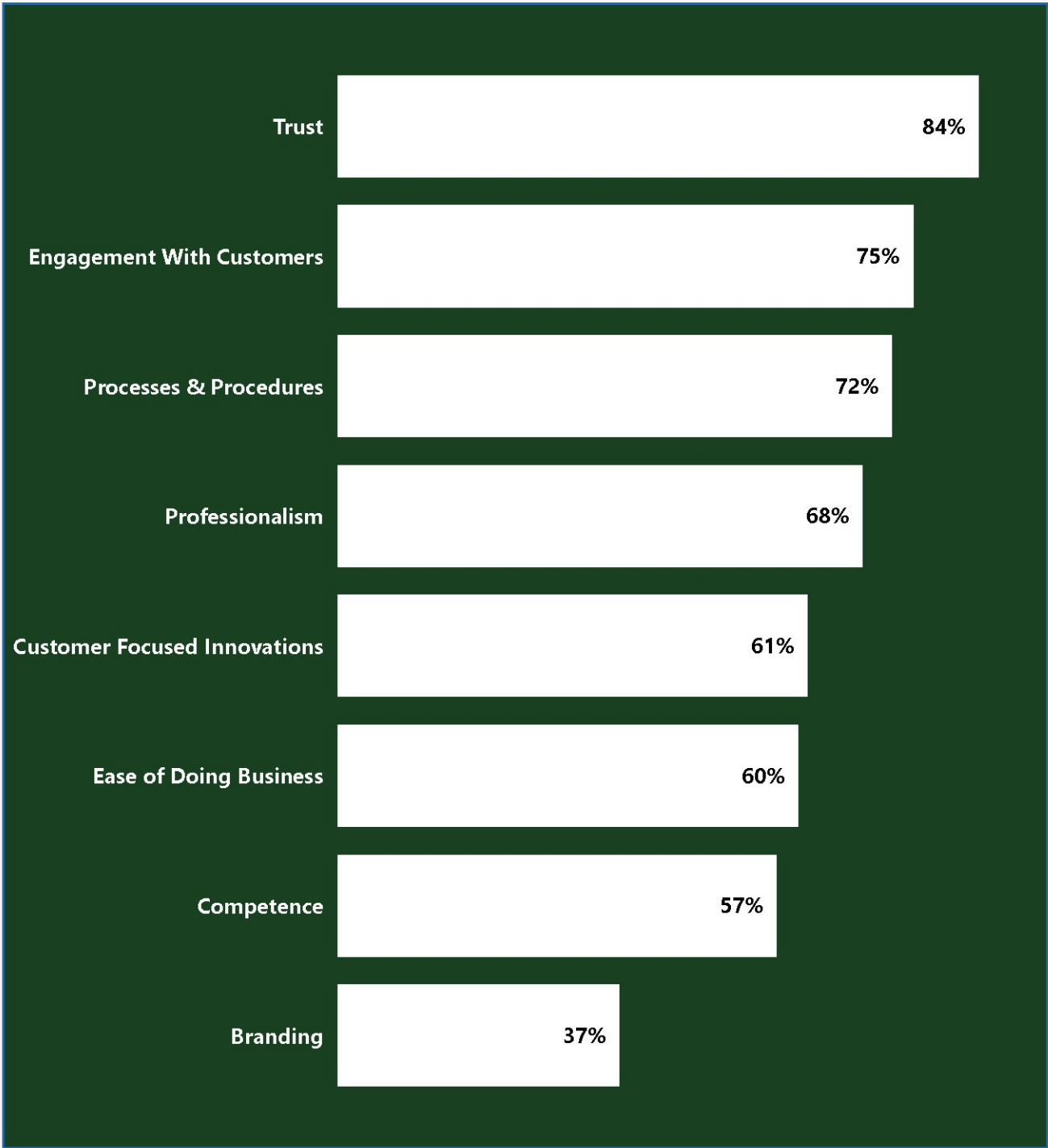
## TELECOMMUNICATIONS

## CUSTOMER'S PRIORITY



TRANSPORTATION

CUSTOMER'S PRIORITY







PART VII

# Findings, Implications & Opportunities

# Key Findings

## Comparison of the 2024 and 2023 Nigerian Customer Service Index

### Sector Performance Overview

#### 1. Transportation

2024 Score: 73% (Ranked 1st)

Key Finding: Leads all sectors with the highest score, supported by a strong 58% positive impression from customers.

#### 2. Finance

2024 Score: 72% (Ranked 2nd)

Key Finding: Secures second place with balanced performance, though 23% negative feedback highlights room for improvement.

#### 3. Hospitality

2024 Score: 72% (Ranked 2nd)

Key Finding: Ties with Finance, bolstered by the highest positive impression (65%) among all sectors.

#### 4. Insurance

2024 Score: 71% (Ranked 4th)

Key Finding: Moderate score despite a relatively high 56% positive sentiment, but 14% negative feedback suggests inconsistencies.

#### 5. Healthcare

2024 Score: 70% (Ranked 5th)

Key Finding: Neutral and negative impressions (25% each) indicate a need for more consistent service delivery.

#### 6. Education

2024 Score: 69% (Ranked 6th)

Key Finding: Mid-tier performance with 54% positive sentiment, but 22% negativity reflects unmet expectations.

#### 7. Sports/Entertainment

2024 Score: 69% (Ranked 6th)

Key Finding: Matches Education's score, yet 15% negative feedback underscores challenges in service reliability.

#### 8. Public Sector

2024 Score: 63% (Ranked 8th)

Key Finding: Lowest positive impression (38%) and high negativity (32%) highlight critical service gaps.

# Key Findings

## 9. Telecommunications

2024 Score: 63% (Ranked 8th)

Key Finding: Ties with Public Sector; 32% negative feedback signals urgent need for customer experience reforms.

## 10. Real Estate

2024 Score: 62% (Ranked 10th)

Key Finding: Despite a strong 66% positive impression, operational inefficiencies likely drag down its overall score.

## 11. Power

2024 Score: 61% (Ranked 11th)

Key Finding: Highest negative sentiment (35%) reflects systemic issues in service delivery.

## 12. E-commerce

2024 Score: 60% (Ranked 12th)

Key Finding: Struggles with the lowest score and 13% negativity, emphasizing challenges in digital customer engagement.

## Notable Trends

Top Performers: Transportation, Finance, and Hospitality dominate, driven by high customer satisfaction.

## Critical Gaps

Public Sector, Power, and E-commerce lag significantly, with negativity exceeding 30% in some cases.

## Customer Sentiment

Hospitality (65% positive) and Real Estate (66% positive) excel in customer perception, yet operational metrics drag their rankings.

# Key Findings

## 1. Mixed Sector Performance Trends

While sectors like Finance (66% to 72%) and Telecommunications (58% to 63%) show steady improvement, others like E-Commerce (68% to 60%) and Insurance (69% to 71%) reveal inconsistent progress. Notably, Transportation surged to lead at 73%, up from 61% in 2023. These trends highlight varied prioritization of customer service across industries.

## 2. Emergence of New Sectors

Education (69%) and Sports/Entertainment (69%) debut in the rankings, signaling expanded focus on customer experience in previously overlooked sectors. Real Estate (62%) also enters the index, though its operational challenges temper its strong 66% positive customer sentiment.

## 3. Public Sector Progress

The Public Sector leaped from 47% to 63%, reflecting tangible efforts to enhance service delivery. Despite this, it remains in the bottom tier, with 32% negative feedback underscoring persistent gaps in reliability and efficiency.

## 4. Power Sector Gains

Power improved from 55% to 61% and yet retains the second-highest negative sentiment (35%). This suggests operational upgrades are underway, but systemic issues like inconsistent service and communication.

## 5. Hospitality & Healthcare Consistency

Hospitality maintains dominance (72%, up from 73% in 2023) with the highest positive sentiment (65%). Healthcare rose modestly (62% to 70%), but neutral and negative impressions (25% each) indicate uneven service quality.

## Critical Areas for 2025

E-Commerce must address its 13% negativity and last-place ranking to align with digital growth trends.

Insurance needs to convert its 56% positive sentiment into stronger operational performance.

Telecommunications and Public Sector require urgent reforms to reduce 32% negative feedback.



## PART VIII

# Summary & Recommendations

# Recommendations

**1. Focus on Customer Feedback:** It is essential for all sectors to implement regular customer feedback mechanisms, such as surveys and focus groups. By actively seeking input from customers, businesses can identify specific pain points and areas for improvement. This feedback loop will enable organizations to make informed decisions that enhance the overall customer experience.

**2. Training and Development:** Continuous training programs for customer service representatives are crucial for maintaining high service standards. Investing in employee training not only equips staff with the necessary skills to handle customer inquiries and complaints effectively but also fosters a culture of excellence within the organization. Well-trained employees are more likely to engage positively with customers, leading to improved satisfaction.

**3. Technology Utilisation:** Leveraging technology can significantly enhance customer service efficiency. For instance, implementing customer relationship management (CRM) systems and chatbots can streamline service processes, reduce response times, and provide

customers with quick access to information. This is particularly relevant for sectors like telecommunications and e-commerce, where customers expect prompt and efficient service.

**4. Benchmarking Against Global Standards:** Organizations should consider benchmarking their customer service practices against global best practices. This involves researching successful customer service strategies employed by leading companies worldwide and adapting them to local contexts. By learning from global leaders, businesses can identify innovative approaches that can enhance their service delivery.

**5. Customer-Centric Culture:** Fostering a customer-centric culture is vital for long-term success. This involves ensuring that all employees, regardless of their role, understand the importance of customer service and are empowered to make decisions that benefit the customer. Organizations can achieve this by incorporating customer service excellence into their core values and performance metrics.

**6. Address Declines Promptly:** For sectors experiencing declines, such as insurance, it is

# Recommendations

crucial to take immediate action to identify and rectify the root causes of customer dissatisfaction. This may involve conducting internal audits, engaging with dissatisfied customers, and implementing changes based on their feedback. Proactive measures can help restore confidence and improve service quality.

**7. Promote Transparency and Communication:** In sectors such as public services and utilities, transparent communication is essential for building trust with customers. Organizations should provide clear information regarding service processes, updates, and any potential disruptions. By keeping customers informed, businesses can enhance customer satisfaction and mitigate frustration during service interruptions.

By implementing these recommendations, organizations across various sectors in Nigeria can continue to improve their customer service performance. This will not only enhance customer satisfaction but also foster loyalty and drive business growth in an increasingly competitive landscape.



# How Can the NCSI Help?

While the general report offers a broad overview of customer service performance, organizations can derive even greater value by requesting a customized sector or sub-sector report. These bespoke reports provide targeted insights tailored to a specific industry niche, allowing businesses to better understand their unique service landscape and make data-driven improvements.

A customized report facilitates benchmarking against industry peers, offering a clear comparison of an organization's performance relative to competitors. This comparative analysis highlights areas of strength and pinpoint weaknesses, equipping businesses with the knowledge to enhance service delivery, expand market share, and establish themselves as industry leaders.

Unlike generic reports, a sector-specific analysis delves deeply into industry intricacies, presenting actionable recommendations that align with an organization's market segment. By focusing on trends and challenges unique to the sector, businesses can make more informed decisions and allocate resources effectively to improve customer experience.

Additionally, a customized report incorporates detailed customer feedback from respondents within the organization's sector. This direct insight into customer perceptions, expectations, and pain points enables businesses to refine their services and improve overall satisfaction.

Lastly, these reports provide strategic recommendations tailored to address sector-specific challenges and opportunities. Whether it's closing gaps in service delivery, leveraging emerging trends, or mitigating industry risks, a customized report serves as a roadmap for sustainable growth and success.

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PART IX

# Appendices



→ The NCSI has run for 2 years

→ The NCSI covers 12 sectors

→ The number of valid responses were 16,212

→ The average number of responses per sector was 1,351

→ Over 1000 organisations received ratings by NCSI

# Grading System For NCSI 2024

| Score      | GPA | Grade |
|------------|-----|-------|
| 95% – 100% | 5.0 | A     |
| 90% – 94%  | 4.5 | B+    |
| 85% – 89%  | 4.0 | B     |
| 80% – 84%  | 3.5 | C+    |
| 75% – 79%  | 3.0 | C     |
| 70% – 74%  | 2.5 | D+    |
| 60% – 69%  | 2.0 | D     |
| 55% – 59%  | 1.5 | E+    |
| Below 55%  | 1.0 | E     |

| Grade | Interpretation |
|-------|----------------|
| A     | Exceptional    |
| B+    | Excellent      |
| B     | Very Good      |
| C+    | Good           |
| C     | Fair           |
| D     | Poor           |
| E+    | Very Poor      |
| E     | Dismal         |

# Featured Organizations

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## FINANCIAL SECTOR

ACCESS BANK PLC  
CENTRAL BANK OF NIGERIA  
ECOBANK NIGERIA PLC  
FIDELITY BANK PLC  
FIRST BANK OF NIGERIA LIMITED  
FIRST CITY MONUMENT BANK (FCMB)  
GLOBUS BANK  
PREMIUM TRUST BANK  
PROVIDUS BANK PLC  
STANBIC IBTC BANK  
STANDARD CHARTERED BANK  
STERLING BANK LIMITED  
TAJ BANK  
UNION BANK OF NIGERIA PLC  
UNITED BANK FOR AFRICA PLC (UBA)  
UNITY BANK  
WEMA BANK PLC

## E-COMMERCE

3C HUB  
ABEGI  
AFRIMASH  
ALI EXPRESS  
ALIBABA  
BOKKU  
BUCHYMIX APPLIANCES  
BUYBETTER  
CHOWDECK  
DEALDAY

FIRSTMONIE  
FOOTBALL.COM  
GOID IS GOOD (GIG)  
H-MEDIX ABUJA  
HYPERCITY  
JANNY'S SCENT'S AND CLOTHING ENTERPRISE  
JIJI  
JUMIA  
JUST WOVEN LABELS  
KARA  
KAYMU  
KONGA  
MOMOPSB  
MULTICHOICE LTD  
NGAWIN  
OBIWEEZI

## EDUCATION

ABIA STATE POLYTECHNIC (ABIAPOLY)  
ABIA STATE UNIVERSITY (ABSU)  
ADEKUNLE AJASIN UNIVERSITY, AKOKO (AAUA)  
AFE BABALOLA BUSINESS SCHOOL  
AFE BABALOLA UNIVERSITY (ABUAD)  
AHMADU BELLO UNIVERSITY (ABU), ZARIA  
AJAYI CROWTHER UNIVERSITY  
AKWA IBOM STATE POLYTECHNIC (AKWAPOLY)  
AKWA IBOM STATE UNIVERSITY (AKSU)  
AMBROSE ALLI UNIVERSITY (AAU)  
AMERICAN UNIVERSITY OF NIGERIA (AUN)  
ANCHOR UNIVERSITY  
BABCOCK UNIVERSITY

# Featured Organizations

## HEALTHCARE

LIFE WORTH HOSPITAL  
 NIDUS AQUILAE HOSPITAL  
 ACADEMY HOSPITAL AND MATERNITY CENTRE,  
 IBADAN  
 ADEMOLA HOSPITAL AND MATERNITY  
 ADENLE HOSPITAL ILESHA  
 ADEOYO HOSPITAL YEMETU, IBADAN  
 AIYETORO MEDICAL CENTRE  
 AMINA HOSPITAL  
 ANGEL HOSPITAL, ABUJA  
 BARI PHARMACY  
 BEACHLAND SPECIALIST HOSPITAL  
 BEACON HEALTH DIAGNOSTICS  
 BEACON HILL DENTAL CLINIC  
 BENUE STATE UNIVERSITY TEACHING HOSPITAL –  
 BSUTH  
 BERNICE HOSPITAL  
 BIBA HOSPITAL KADUNA

## HOSPITALITY

BUMIE'S KITCHEN  
 ITEM7 RESTAURANT  
 11:45 RESTAURANT  
 ABE LGI RESTAURANT  
 ABSTRACT RESTAURANT IKOYI  
 AMAZONIA RESTAURANT  
 ANNABREEZE RESTAURANT AND BAR  
 ASABANA BAR  
 WOKS & KOI RESTAURANT  
 YAKOYO ABULA JOINT, ABUJA  
 ZARA'S KITCHEN  
 ZERO RESTAURANT

## INSURANCE

AIICO INSURANCE PLC  
 ALLIANZ NIGERIA INSURANCE PLC  
 ARM LIFE INSURANCE PLC  
 AXA MANSARD INSURANCE PLC  
 CONSOLIDATED HALLMARK INSURANCE PLC  
 CORNERSTONE INSURANCE PLC  
 CORONATION INSURANCE  
 CUSTODIAN AND ALLIED INSURANCE LIMITED  
 HEIRS INSURANCE GROUP  
 LASACO ASSURANCE  
 LEAD WAY ASSURANCE COMPANY LIMITED  
 LIBERTY MUTUAL INSURANCE  
 MUTUAL BENEFIT ASSURANCE PLC

## POWER SECTOR

ABAPOWEE ELECTRIC COMPANY  
 ABUJA ELECTRICITY DISTRIBUTION COMPANY PLC  
 (AEDC)  
 BENIN ELECTRICITY DISTRIBUTION COMPANY PLC  
 (BEDC)  
 BUYPPOWER  
 CIE POWER DISTRIBUTION  
 EKO ELECTRICITY DISTRIBUTION COMPANY PLC  
 (EKEDC)  
 ENUGU ELECTRICITY DISTRIBUTION COMPANY PLC  
 (EEDC)  
 IBADAN ELECTRICITYDISTRIBUTION COMPANY PLC  
 (IBEDC)  
 IKEJA ELECTRICITY DISTRIBUTION COMPANY PLC  
 (IKEDC)  
 JOS ELECTRICITY DISTRIBUTION COMPANY PLC

# Featured Organizations

## PUBLIC SECTOR

ENVIRONMENTAL HEALTH SERVICES, LAGOS STATE  
 KADUNA STATE INDEPENDENT ELECTORAL COMMISSION  
 THE FEDERAL JUDICIAL SERVICE COMMISSION  
 CAMEROONIAN HIGH COMMISSION, ABUJA  
 NIGERIA SECURITY AND CIVIL DEFENCE CORPS  
 ECONOMIC AND FINANCIAL CRIMES COMMISSION, NIGERIA  
 NATIONAL YOUTH SERVICE CORPS (NYSC)  
 NIGER DELTA DEVELOPMENT COMMISSION (NDDC)  
 NIGERIA CUSTOMS SERVICE (NCS)  
 NIGERIA FIRE EXTINGUISHER CONTROL (NFEC)  
 NIGERIA IMMIGRATION SERVICES (NIS)  
 NIGERIA POLICE FORCE (NPF)  
 NIGERIA PORTS AUTHORITY (NPA)  
 NIGERIA RAILWAY COMMISSION (NRC)  
 NIGERIAN ARMY  
 NIGERIAN NATIONAL PETROLEUM COMPANY LIMITED (NNPC)  
 OFFICE OF THE PRESIDENT  
 SMALL AND MEDIUM ENTERPRISES DEVELOPMENT AGENCY OF NIGERIA (SMEDAN)  
 VEHICLE INSPECTION OFFICE (VIO)  
 WEST AFRICAN ASSOCIATION OF CUSTOMER SERVICE PROFESSIONALS  
 CAMEROONIAN HIGH COMMISSION, ABUJA  
 NIGERIA CONSULATE, ATLANTA - USA  
 NIGERIA CONSULATE, NEW YORK - USA  
 NIGERIA EMBASSY - ABIDJAN  
 NIGERIA EMBASSY, BEIJING CHINA  
 NIGERIA EMBASSY, GERMANY  
 NIGERIA HIGH COMMISSION, LONDON, UK

## REAL ESTATE SECTOR

ABUJA PROPERTY AGENTS  
 247 APARTMENTS  
 ACE REAL ESTATE  
 AD DYNAMO  
 ADAELU ESTATE  
 ADBOND HOMES  
 ADRON HOMES  
 ALPHA NOBIS REAL ESTATE LIMITED  
 BAKER HOME  
 BLUEMOOL LIMITED  
 BRILL REALTY LIMITED  
 BUY AND MOVE IN LIMITED  
 CITEC INTERNATIONAL ESTATES LTD  
 DANDATEC HOUSING COOPERATIVE  
 DUENO PROPERTY LTD  
 DUKIYA INVESTMENTS  
 EDIN AND PEOPLE LIMITED  
 FREELANCE AGENTS  
 GRACIAS PROPERTIES  
 GTEX HOMES  
 HAVEN SQUARE  
 HILLSIDE CONSTRUCTION LIMITED  
 HOMLAND GROUP  
 HOUSING AGAENT  
 INFINIDAD LOGISTICS  
 INTERCONTINENTAL REAL ESTATE CORPORATION  
 ISREAL PROPERTIES LTD  
 J REIGNS PROPERTIES  
 KIGRA RESIDENTS' ASSOCIATION  
 KOLAPO ISHOLA GRA

# Featured Organizations

## SPORTS/GAMING SECTOR

1XBET  
BET BONANZA  
BET WAY  
BET88U  
BET9JA  
BETKING  
ILOT BET  
MERRYBET  
NAIRABET  
SPORTYBET  
WINNERS GOLDEN BET (WGB)

## TELECOMMUNICATIONS

9MOBILE  
AIRTEL  
GLOBALCOM  
MTN  
ESTREAM NETWORKS  
FIBERONE  
NTEL  
SMILE  
SPECTRANET  
STARLINK  
TIZETI  
IPNX NIGERIA

## TRANSPORTATION

AERO AIR  
AIRPEACE  
ARIK AIR  
AZMAN AIR  
DANA AIR  
GREEN AFRICA

IBOM AIR  
MAX AIR  
NG EAGLE AIRLINE  
OVERLAND(AIRLINE)  
RANO AIRLINE  
SPIRIT AIRLINES  
UNITED NIGERIA  
A J DANPULLO TRANSPORT SERVICES  
ABC TRANSPORTS  
ADAMAWA SUNSHINE  
AKWA IBOM TRANSPORT (AKTC)  
AMEOSA MOTORS  
AUTO STAR TRANSPORT  
BENUE LINKS  
BIG JOE VENTURES  
BORNO EXPRESS  
CHUKWUBUIKEM MOTORS  
DELKINGS TRANSPORT  
DELTA EXPRESS TRANSPORT  
DELTA LINE  
EASTERN MASS TRANSIT  
EDDYSON TRANSPORT  
EFEX EXECUTIVE TRANSPORT  
EKESON TRANSPORT  
GLOBIS MOTORS  
GOD BLESS EZENWATA TRANSPORT  
GOD IS GOOD (GIG)  
GOD'S TIME TRANSPORT  
GOMBE LINE  
GOMBE MOTORS  
GOODNESS AND MERCY TRANSPORT COMPANY  
GUO TRANSPORT  
IFESINACHI TRANSPORT  
IN GOD WE TRUST MOTORS (IGWT)



# Contact Us

Request for sector and subsector reports which includes peer to peer comparison, trends, customer feedbacks, recommendations and other relevant information can be done using the contact channels below:



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