



Scaling up knowledge on the frontline day-by-day

Danske Bank

How Danske Bank are fulfilling
their strategic vision for **market-
leading customer satisfaction**
with Clever Nelly



We're measured monthly for customer satisfaction, as pitched against other similar local banks, coming first at the end of last year across that peer group. The nature of our world is that we'll see fluctuations but it's our goal to be the best.

I have no doubt that Clever Nelly has played a role in how we're performing. Our people on the ground are telling us that as well.

In the past we delivered computer-based training about current account products, for instance, once a year. You learn it to pass and, if asked the same question in a month, you can't remember the answer. Whereas Nelly is the complete opposite of that, plus our colleagues love it!

Angela Rowan
Training and Coaching Manager



Everyone in the industry needs Clever Nelly

Clever Nelly informs leaders on how to locally support their specific areas, it has meant stepping away from old practices of testing employees annually to genuinely investing in their training and development every day at Danske Bank.

Considered one of the leading financial institutions in Northern Ireland, Danske Bank have a strong local presence with the strength and technology of an international parent. It is this winning combination and an unwavering focus on their customer satisfaction scores that have led to Danske Bank's continued success in the market.

As they recognised that great service stems from having knowledgeable and competent people on the frontline, it was critical for Danske Bank to overhaul current default training practices in favour of a continual assessment model.

Danske Bank turned to Clever Nelly of Elephants Don't Forget to embed regulatory and workplace learning, resulting in competency improvements of more than 15% for 18 out of 26 teams in the first year.

Engagement has been a critical driving force behind Danske Bank's implementation of Nelly. The recommended rate for optimal performance is 80%, which was achieved by 98% of users, with 78% surpassing the optimal performance threshold and maintaining a perfect 100% engagement score in 2023.

Interventions or questions were initially authored by the team at Elephants Don't

Forget to assess and repair individual gaps in knowledge. A collaborative effort across different departments in Danske Bank has meant that these are consistently reviewed to maximise their value.

Over 150,585 knowledge interventions have taken place in the last year to scale up product knowledge across Danske Bank's personal and branch banking divisions. This includes topics like the Consumer Duty and vulnerability, where keeping that content front of mind for advisors is business-critical.

Danske Bank have adopted a responsive approach to employee training with Clever Nelly. New questions are circulated to embed changes in the organisation or procedure updates, as well as regulatory changes to meet their compliance objectives.

Training activities prior to Nelly were time-

consuming and manually-intensive, conducted entirely in a classroom-based setting with paper-based tests to mark on completion. Now, it takes less than two minutes per day for an employee to interact with the AI and determine whether recent training has been retained.

Clever Nelly has had a transformative impact at Danske Bank and allowed them to move away from annual testing, as the Management Information supplied by the AI more than validates the competency of their people.

As a result of Nelly's support for new entrants, speed-to-competency is improving. A cohort of 21 advisors, starting in December 2022, increased in competency by 44% in six months.

By treating training as the progressive building of knowledge, with small gains every day, Danske Bank have found that Clever Nelly has sparked conversations between colleagues.



We would never have achieved the results we've seen with the previous system, it just wasn't possible. Clever Nelly really has been the most successful implementation. It's incredibly reassuring to see that our colleagues are building their knowledge, which is reflected in their confidence and conversations with customers.

David James Robert Logue, Skills Coach



Looking more closely at the measurable benefits achieved through Clever Nelly.

112%

Competency has improved by between 25% and 112% across six knowledge categories since launching.

15%

Competency has increased by more than 15% for 18 out of 26 teams within Danske Bank.

98%

Average employee engagement in 2023, including 78% of users with engagement scores of 100%.^[1]

44%

Competency improvement for a cohort of 21 new entrants, in an assessment period from December 2022 to June 2023.

¹ Excluding non-engager outliers



Danske Bank's relationship with Elephants Don't Forget

1

Incredible implementation driven by a team of experts

"The implementation support that we received has been incredible. There were times where we had questions or suggestions, and our Account Director – Mal Kragh – was always quick to explain the rationale behind what we were doing. Mal was driving the implementation in absolutely the right way and actually, for us, it's changed how we approach other projects. It's completely changed our thinking around the product knowledge piece as well. We couldn't have asked for better support in terms of the implementation, from such fabulous experts."

2

A seamless relationship with Elephants Don't Forget

"Everything has been seamless. The first year of anything can feel very uncomfortable, and I have not felt uncomfortable at any point with the implementation of Clever Nelly, we've been so absolutely supported."

Elephants Don't Forget have been totally committed to helping us and proving that this works. Mal has been really personable delivering messages, we couldn't have asked for more from her."

3

Clever Nelly impacts our business in ways we hadn't anticipated

"Clever Nelly is hugely empowering for our people. It's encouraging as a user, to see your scores go up and you start believing it too. For new starters, Nelly is just how we do business, it's back to that culture piece; this is how we support you as a new entrant to Danske Bank to make sure you can be the best advisor in your career with us."

They're so pleased when they are completing induction training and they've seen their Nelly scores improving. It's an impact we didn't expect, for the people we onboard, but we're seeing their confidence increase."



Elephants Don't Forget NPS = **100**

*Angela Rowan and David James Robert Logue



Elephants Don't Forget
+44 (0)845 6060454
nelly.support@elephantsdontforget.com

www.elephantsdontforget.com

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