



## Press Release

### Nikos Salakas at the Delphi Economic Forum 2025: *“We repositioned the Customer at the heart of Alpha Bank’s operation”*

*“The customer-centric culture is now the norm for our strategy. We proceed to strategic moves in order to better serve our Customers”, said Alpha Bank’s Chief of Corporate Center and General Counsel.*

In an era when trust in the banking relationship is being redefined, Nikos Salakas, Chief of Corporate Center and General Counsel of Alpha Bank, sent a clear message speaking at the Delphi Economic Forum X: **“Customer service is not just an item of our strategy – it is what we exist for.”**

Participating in the panel *“Customer Centricity as a Transformation Engine: Lessons from Banking and Beyond”*, Mr. Salakas presented the Bank’s multi-level transformation journey, in which **the Customer Experience (CX) served as the compass for repositioning the Customer at the heart of the Bank’s operation.**

Alpha Bank, as he noted, has emerged from a 15-year period of successive challenges – PSI, recapitalizations, NPLs, the Covid-19 pandemic. *“We returned to the **core values on the internal front, our people, the human capital of the Bank**, and, of course, on the external front, in the banking relationship with the Customer. So, we started with our people, we redefined the Purpose of the Bank’s operation and we also defined the Values that govern it, and we said that **the Bank’s sole purpose is to enable progress in life and business for a better tomorrow.** Thus, we defined a Purpose that is clearly customer-centric. At the same time, we redefined our Values, so that the Bank can operate properly and move closer to the Customer’s side,”* Mr. Salakas added.

He also stressed that **the banking relationship is one based on trust.** *“This is expressed either by the Bank granting credit to the Customer, saying to them ‘I give you money which you will invest in a productive or development objective and then you will return it a way that will be beneficial for both of us’ or vice versa, as now it is the Customer that provides credit to the Bank, trusts it with their savings and nowadays also with their personal data, expecting them to be safe,”* he said.

#### **Strategy with Metrics and Results**

So, the question that arises, said Mr. Salakas, is **how to maintain this essence of trust** in the banking relationship. *“The answer to this is by measuring Customer Satisfaction as a tool for understanding whether trust is maintained in the banking relationship and then using the findings to formulate the appropriate strategy,”* he pointed out.

Alpha Bank has systematically invested in the creation of an integrated **Net Promoter Score (NPS) system**, covering **all Customer profiles – from Retail to Wholesale Banking**. Next came **Operational CRM** and the enhancement of digital service channels, alongside the creation of an **IT Factory** and the use of **artificial intelligence**. *“Digital transition is not an end in itself. It is a tool for giving space to the human, meaningful relationship with the Customer,”* he noted, explaining how *“the results have been impressive: strengths as well as weaknesses were highlighted, difficult yet necessary investments were made, changes in mindsets were achieved and a culture that is now reflected throughout the organization was established,”* he added.



## CX as a criterion for acquisitions

The Bank's customer-centric philosophy is not limited to its internal environment. As Alpha Bank's Chief of Corporate Center and General Counsel pointed out, *"CX is now also a criterion for strategic acquisitions. We are not just buying expertise – we are strengthening our culture."* **The acquisitions of FlexFin, AstroBank and AXIA Ventures had one element in common – customer-centricity**, he said. *"There is a very specific strategy that has the Customer at its heart, such as enriching and improving the level of services that the Bank provides in key areas such as Investment Banking and banking products, as well as strengthening our teams with new teams that have the customer-centric culture in their DNA. Besides, the strategic partnership with UniCredit serves the same purpose. Through this partnership, we are providing our Customers with export activities with high-quality banking services in all countries where UniCredit is present,"* said Mr. Salakas.

Finally, asked about the future of CX in the Bank, Mr. Salakas stressed that the Bank's strategic decisions and internal operation are now determined by Customer service, as it is **an integral part of strategic decision-making**, is defined as a **primary Key Performance Indicator (KPI) for staff evaluation and reward** purposes, and is embedded in every aspect of daily operations. *"I cannot imagine any decision on the future of the Bank without CX at its heart. I cannot imagine how anyone can now talk about any turning point in a bank's business model without taking account of the NPS. I believe that after the crisis, aided by the NPS tools, we have slowly found our way and we have remembered the purpose for which we exist as banks. And this is one and only one: **Born to serve and protect our Customers,**"* concluded Mr. Salakas.