



Are You ready for the New? Customer?

The Romanian 2020 Customer Experience Report



2020

KPMG in Romania



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

The KPMG name and logo are registered trademarks or trademarks of KPMG International Limited.

© 2020 KPMG Advisory SRL, a Romanian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

Welcome to our second edition of the Customer Experience Excellence Report, **a special one, considering the dramatic changes brought by the COVID-19 pandemic.** The latter's impact on customer behaviour was instant and has affected all industries, countries and demographics. **Our research performed this year in 27 countries and regions,** found out that, globally, consumers believe they will be living their lives very differently for the foreseeable future. They feel more vulnerable, less secure and less in control than ever before. They expect the brands they have to interact with - digitally or, as lockdown fades out, physically - to deliver better, safer, and more seamless interactions at a lower cost.

Consumer behaviours have fundamentally changed over the last few months across the globe, and Romania is no exception. **Customer expectations have heightened as priorities have shifted to health and safety first, which have in turn realigned core human values and beliefs.** As a result, what was previously considered to be a great customer experience has no longer been good enough or entirely relevant anymore.

These new types of customers look and behave differently. They have less to spend, are increasingly digital and display unfamiliar patterns of demand. They have specific physical needs, driven by social distancing. Most businesses are already hurrying to reconfigure to meet these immediate challenges. We are also witnessing a global psychological shift in values, beliefs and needs. Existing trends have been accelerated and new ones have emerged. Customers feel more vulnerable, insecure and less in control than ever before. They are financially constrained, look for touchless experiences and are more careful in their decision-making, giving preference to brands they trust.

Purchasing patterns are also changing as consumers shift from discretionary spending to essentials and it is likely to stay that way as finances come under pressure and they seek to rebuild their financial safety net. Values have evolved, with renewed demands that brands put integrity and purpose before profit. The basis for many customer decisions has shifted.

Almost all businesses have been thrust into re-evaluating their customer strategies and realigning their organizations to ensure they meet their New Reality customers' needs. Companies are currently being forced to re-think their business models altogether, as yesterday's assumptions

about customers' needs and wants may no longer hold true. This requires, on one hand, **a deep and thorough (re)assessment of the customer base (including customer research, segmentation, customer journeys, etc.) while relying on the working assumption that things will never be the same again.** On the other hand, to succeed (possibly even to survive) in this new reality, organizations **will need to be more connected, more digital and more customer-centric than ever before.**

A powerful insight coming from our research this year is that the large majority of the CX champions, globally and in Romania as well, were already adapted to the challenges of the new reality. These companies are agile and innovative, flexible and responsive, intimately close to their clients, as well as internally connected along a digital thread. As such, they were ready to successfully onboard their customers online, thus allowing a continuous customer interaction and ensuring business continuity. CX champions are already using this crisis as a means of reconceiving and reinventing their businesses to accelerate transformation programmes and embrace new ways of working permanently. In this complex context, **the KPMG Six Pillars of customer experience are more relevant than ever, as they define excellence in both customer and colleague experience excellence.** They show business leaders specifically what they need to create in order to compete for the New Customer. This year however, they have additional requirements attached.

We invite you to join us in discovering the very powerful insights of our research of the Customer Experience Excellence status on the Romanian market in a time of dramatic transformations.



Ramona Jurubiță

Country Managing Partner
KPMG in Romania
Email: rjurubita@kpmg.com



Richard Perrin

Partner,
Head of Advisory,
KPMG in Romania
Email: rperrin@kpmg.com



Victor Iancu

Director,
Management Consulting
Customer Advisory Lead
KPMG in Romania
Email: viancu@kpmg.com

Meet The New Reality Customer



136 brands

evaluated across
8 industries

77 brands in our final
ranking¹

+2500

customers
interviewed



58%

of surveyed companies
achieved a result of
8.0 CEE score or above
compared to only
27% from last year.

Integrity still

no. 1 pillar

followed by
Personalization

The logistics sector had

the highest
CEE score

increase compared
to last year's results

The utilities sector had

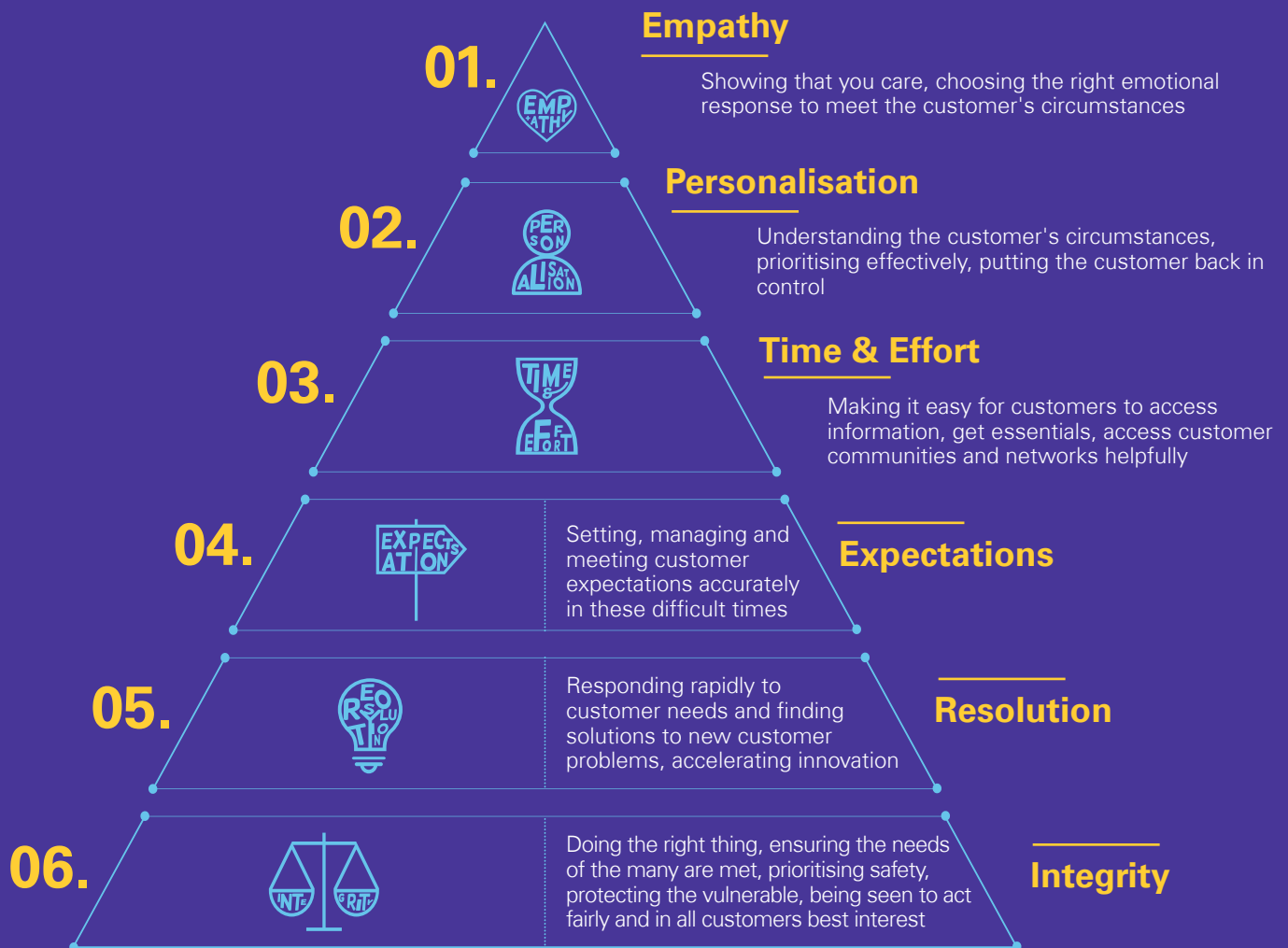
the highest
increase

in Loyalty compared
to last year's results

The 2020 Highlights

¹Please see page 33 for details on our methodology

The 6 Pillars of Customer Experience Excellence in the New Reality



Eleven years of research have shown that every outstanding customer relationship has a universal set of qualities – they are The Six Pillars of experience excellence. They are inextricably intertwined and, in combination, provide a powerful mechanism to help organizations understand how well their customer experience is delivered across channels, industries and company types.

Leading organizations demonstrate mastery of these pillars and are outstanding at all of them. In our research this year, all the top ranked brands exceeded the market average in each of the Six Pillars.

Indeed, the top-ranked brand in each market typically outperforms the respective market average score for each pillar by between 10 percent and 12 percent.

1st Pillar: Integrity

Integrity is all about **engendering** trust

Trust is an outcome of consistent organizational behaviour that demonstrates trustworthiness to customers. There are trust building events where companies have the need to publicly react to a difficult situation, and trust building moments where individual actions by staff add up to create trust in the company as a whole. The ability to build rapport at a basic human level is therefore critical in creating trust with customers.

COVID-19 STRATEGIES:



Put Safety First

Put safety and security of your customers and employees before profits and communicate clearly the steps you take to ensure it. Taking care of people should be a crucial focus at this time.



Build Trust

Invest in long-term customer relationships by building trust with your customers, not focusing on short-term sales quotas. All of us now seek reassurance and trustworthiness from the organizations we interact with.



Maintain your M.O

Don't take advantage of this already bad situation at the expense of your customers. Show that you will honor your commitments and protect the vulnerable in society. Don't add insult to injury.

Integrity Golden Rules:

Do the right thing for me personally

Be seen to be doing the right things for customers in general

Stand for something more than profit

Have not been associated with negative stories on the TV, internet or in the newspapers

Are recommended by my friends or family

Take corporate social responsibility seriously & Contribute to my local community

2nd Pillar: Resolution

Turning a poor experience into a great one



Historically when it comes to resolution, companies have focused solely on service recovery. However, COVID-19 has driven rapid innovation because customer problem solving has come to the forefront. This mindset in turn has accelerated a focus on solutions and service rather than products and driven engagement.

COVID-19 STRATEGIES:



Solve problems even faster

In these stressful times, people can't afford to wait for your response. Act with urgency when dealing with customers' issues.



Focus on Innovation

Your customers have emerging needs and are experiencing different pain points right now due to this situation. Seize this opportunity to develop new products/services to fuel your growth.



Adapt your Teams

Create agile teams by removing organizational red tape, so that you can respond to customer problems quickly and capture value from rapidly changing customer needs.

Resolution Golden Rules:

Own the resolution and fix with urgency

Keep me fully informed of issue resolution progress

Offer a warm and sincere apology

Go the extra mile if required

Provide a temporary solution while trying to resolve the problem

Assume my innocence

3rd Pillar: Expectations

Managing, meeting and exceeding customer expectations



All customers have needs and they also have expectations about how these needs will be met. Customer satisfaction is the difference between expectation and actual delivery provided. Understanding, delivering and, if possible, exceeding expectations is a key skill of great companies. Shaped by COVID-19, customer expectations have become more fluid and dynamic. Understanding these changing expectations is a vital component of designing the right solutions and experiences. Proactive expectation setting communications will now be expected as standard.

COVID-19 STRATEGIES:



Be Honest & Transparent

Do not make promises to your customers that you can't keep, given this pandemic. Communicate clearly to your customers, explain how your organization has been affected by this situation and be honest about how it has affected your ability to serve customers.



Exceed expectations where you can

Customers recognize how hard it is to deliver a service during the pandemic. They are expecting less than before, so use this opportunity to design moments of delight for them at a lower cost.



Reach out proactively

People feel like they have lost control of their lives, because of the virus. Reassure them, by communicating often with them and providing regular updates during their purchase process.

Golden Rules:

Do what they said they would

Provide a consistent service every time I use them

Use plain language – no jargon

Keep me informed as to what is happening when I have a query or place an order

Check whether I'm happy with their product /services

Set my expectations accurately

4th Pillar: Time & Effort

Minimising customer effort and creating frictionless processes.



Customers are busy and constrained for time and increasingly are looking for instant gratification and quick service. Removing unnecessary obstacles, impediments and bureaucracy to enable the customer to achieve their objectives quickly and easily have been shown to increase loyalty. This pandemic has amplified the need for easy access to products and services, convenience and relevant information. Home delivery has become a way of life.

COVID-19 STRATEGIES:

Offer Convenience

Now, more than ever, people don't want to or simply can't spend time and effort to contact you. Adapt your customer service channels, so your customers can contact you even during quarantine.

Be where the customer is

Customers might not want to, or are simply unable to interact with you via your traditional channels; offer them the choice and adapt to be available where your customers are.

Go Digital

Seize this opportunity to digitize your products and services to be able to reach your customers whenever and wherever, no matter the circumstances.

Golden Rules:

Provide information/ answers I need when I contact them

Minimise waiting times

Manage queues/call waiting effectively

Explain exactly what I need to do next at all points in my task or purchase

Make my time investment feel worth it

Offer alternative ways to complete my task or make my purchase

5th Pillar: Personalization

Using individualized attention to drive **emotional connection**



Demonstrating that you understand the customer's specific needs and circumstances and will adapt the experience accordingly is now the expected norm. Customers during this pandemic have described the feeling of being in an infinite present and unable to see beyond tomorrow. Our CX leaders have been focused on ensuring that, as far as possible, customers can take control over their lives by providing experiences that are more strongly tailored to their circumstances, that make them feel valued and important and put them back in control.

COVID-19 STRATEGIES:



Invest in Customer Research

Now is the perfect time to invest in painting a much deeper and richer picture of your customers. By knowing how their situations have changed, you will be able to serve them better.



Act on customer feedback

In these uncertain times, double your effort to gather, analyze and act on feedback you get from your customers. Feedback in times of crisis is a high form of loyalty



Individualize Interactions

Invest in the effort to individualize service to each customer. Now is the perfect time, because of lower demand, so you can spend more time with clients. Operationalize these interactions, so you can scale them up after the pandemic passes.

Golden Rules:

Offer products or services relevant for me

Understand my specific personal needs

Make me feel valued

Treat me as an individual

Know who I am from my customer history when I'm dealing with them

Make me feel in control & Show an interest in me

6th Pillar: Empathy

Achieving an understanding of the customer's circumstances **to drive deep rapport**



It is time for all companies to show that they care, that the safety and wellbeing of their employees and customers is their prime concern, that they want to treat customers as human beings. Corporate kindness are two words not usually put together, but they are now fundamental to how a company operates from within.

COVID-19 STRATEGIES:



Empower Frontline Staff

Allow your frontline staff to be more flexible and allow them to adapt the company customer service policies to the individual circumstances that people find themselves in.



Listen Carefully

Don't be transactional in these stressful times, listen and offer help, even if it might be outside of your core competency. Adjust your communication style to reflect empathy and simplicity.



Listen to Employees

We are all in it together. Gather feedback and experiences from your workforce to improve your company's response and adapt your customer experience strategy.

Golden Rules:

Understand my particular situation

Explain things in a way I can easily understand

Demonstrate they care

Acknowledge how I'm feeling and act appropriately

Invest time to understand me and my needs

Provide the right emotional responses for my situation & Are willing to bend the rules to help me out

In this year's customer survey we have found that 59 brands, out of a total of 136 surveyed, did not get enough responses to qualify for our methodological assessment, as they did not obtain a minimum of 100 customer evaluations, clearly showing how drastically the customer interaction has changed in the recent period². This situation is mainly the result of two combined causes, one related to the brands' digital readiness and the second linked to the significant change in behaviour by customers.



Firstly, many companies were simply not ready to serve their customers fully remotely, or did not provide a good alternative to traditional, physical channels such as in-store (many businesses have been closed, as their retail locations were in locations that didn't allow businesses to operate, such as shopping malls). Our results show that, generally, brands that were able to switch client interaction to online channels have managed not only to ensure business continuity and serve their customers, but also provide true digital experiences.

Second, during and after the lockdown period many customers have moved from discretionary spending to essentials. (For

instance, items such as groceries and toiletries have continued to be in demand). With physical retail facilities closed, diminished sources of income and the uncertainty surrounding the up-coming future, customers have, and still are, adapting their purchasing patterns, reconsidering what they really need in terms of products and services.

Like the rest of the world, Romania has had to deal with swathes of uncertainty brought about by COVID-19. That said, although it's been a deeply unsettling time for many people, there are signs that it has had a positive impact on the world of customer experience. In the previous year, many sectors saw low scores across The Six Pillars, but at the height of the pandemic (when this year's research was conducted) a number of sectors saw record scores, such as Logistics.

This is symptomatic of a wider global trend, with customers experiencing a heightened emotional response towards those companies that reflected their core values, such as safety and security. In concert with this, many sectors 'upped their game' to deliver better, more adapted and consistent customer experiences, and it's unsurprising that the pillar of Integrity leads in Romania for customer loyalty and advocacy.



The 2020 Romanian market key findings

Moreover, the Non-Grocery Retail sector has been at the forefront of this success, seeing some of the best Six Pillar scores in the country. This is partly because of how much data has been collected; Non-Grocery Retail brands tend to garner a lot of information about consumers, helping them innovate quickly and find solutions to meet their evolving needs.

At the same time, the sector is also very competitive in Romania. The increased pressure to win customers' hearts has incentivized many brands to invest more heavily in customer experience management. They recognize the power The Six Pillars have to help drive revenue growth, and secure long-term customer loyalty.

The brand that came at 1st place in this year's ranking in Romania is the Financial Services organization ING Bank. It achieves its highest pillar score in Time and Effort, and it offers a number of digital services which are designed to save time for the consumer. Its mobile app, for example, allows people to pay bills, and send money to individuals in the user's contact list.



There is also a feature called Round Up, which rounds people's shopping totals up to the nearest figure, and adds the difference to the

customer's savings account. It also operates a 24 hours a day, seven day a week phone line to handle customer enquiries.

Looking ahead, the biggest challenge for Romanian brands is staying present and relevant. With COVID-19 driving many consumers online, organizations need to be ready, and available. Those that have managed this transition to digital are the ones who have seen the best performance across The Six Pillars.



The onus now falls on the other brands to do the same, and offer a truly omnichannel experience which is ready to handle the uncertain world of 2021.

² Please check our Methodology section under page 33 for details.



Customer Experience **Champions**



1. ING Bank

CEE Score: 8.73 (+0.34*)

ING Bank has continued its strategy of focusing on digital leadership, prioritizing innovation and customer experience. During the pandemic, this has paid-off, as customers had easy and available anytime and anywhere banking. This has resulted in a great performance this year, winning the ranking and coming 1st in the Financial Services section.

"The best bank ever. It is there when you need it, it has everything a customer could want ... maybe even more. I especially like them for a personal loan in a second, savings account at hand, an impeccable online banking service."

Female, 46 years old, Iasi

3. Decathlon

CEE Score: 8.50 (+0.37*)

Decathlon has placed itself as a trusted provider of good quality and affordable products, mastering omnichannel customer interaction. This year, it is quite consistent across all the 6 pillars, with the biggest increase in Resolution since last year.

"Decathlon offers a wide range for all sports, I always chose to buy from them, because I know they have a clearly superior quality."

Female, 42 years old, Constanța

5. Netflix

CEE Score: 8.46 (+0.21*)

Netflix offers an exceptional customer experience, intuitively filling its customers' homepage with suggestions tailored especially for them and enabling them to watch their favourite shows seamlessly across multiple devices. Netflix's success has been built on an obsession with putting the consumer at the centre of everything it does. Whether it's refusing to show ads, making all episodes available at once, or making it easy to cancel subscriptions at any time, Netflix consistently puts the wishes of the consumer first and subsequently reaps the rewards of an outstanding experience.

"Netflix represents during the quarantine period an escape from the daily monotony. Everybody can find something to watch from their diverse selection of movies and series."

Female, 32 years old, Satu Mare

2. Carturesti

CEE Score: 8.69 (+0.34*)

The Romanian bookseller has been adapting during the pandemic, by refocusing their efforts on e-commerce sales. Even though most of their retail shops were forced to close due to the lockdown measures, their robust e-commerce operations ensured that people could still buy books; a perfect companion during lockdown.

"Carturesti offers a wide range of interesting products and the atmosphere they create in their stores is a pleasant one that urges you to look more closely at the things they have. They make you love books or at least try to love them."

Female, 22 years old, Prahova

4. Dedeman

CEE Score: 8.47 (+0.36*)

DYI stores have continued to be in demand during the pandemic, with people locked down or working from home more inclined to concentrate on house related projects. Additionally, a booming real estate development sector has sustained this demand.

Dedeman has built its customer excellence success during this period on a very good omnichannel architecture that allowed customers to continue their interaction. Time & Effort is the star pillar for this retailer, and this is visible both in relation to their in-store experience but also the online store.

"I am very satisfied with the services they provide! The store has competent staff who know how to guide you and advise you on the products that you need."

Male, 52 years old, Vâlcea

6. Revolut

CEE Score: 8.46 (-0.02*)

In early 2020, Revolut had reached 1 million customers in Romania in less than 2 years since launching. Its tremendous growth has been fueled by providing simple and transparent value propositions. However, despite the growth in customers, our survey shows that the quality of experience provided to customers has decreased. Customer growth was not matched in experience growth, decreasing in 4 out of the 6 pillars.

"Revolut provides very innovative services. congratulations for the option of crypto transactions and shares on the American stock exchange especially like that I can exchange currency at an advantageous exchange rate. I will continue to use Revolut and I will promote the company in my circle of friends and acquaintances!"

Male, 23 years old, Cluj

* Compared to the 2019 CEE Score

eMAG

CEE Score: 8.43 (+0.42*)

eMAG, the local Romanian e-commerce store, it has been well placed during the lockdown, as one of the pioneers of e-commerce in Romania. Their wide selection of products provided a perfect shopping destination for people during lockdown. Their 6 pillars results have increased steadily across the board, meaning that their holistic approach to customer experience has been recognized by customers.

"I remember that recently, I had to buy a gift for a pregnant friend, and thanks to the offers I found on the site, I managed to buy the perfect gift at a price almost half that of what I had found on other sites. It arrived quickly and was exactly what I wanted. My friend was very happy with the gift."

Male, 37 years old, Braşov

7

8

Zara

CEE Score: 8.39 (+0.29*)

Zara's recorded its biggest increase in the Empathy pillar, despite the fact that their stores were unable to operate during the lockdown period. However, the high score and high position in this year's ranking can be explained by the fact that customers had a positive experience in Zara's physical locations prior to the lockdown. Customers seemed to value the familiarity with the brand, and couldn't wait to go back to the retail locations.

"My favorite store. Clothes with a superb design, online shopping on their website is very easy. I really like the products and the quality of the materials used. A store that offers you everything you need about fashion."

Female, 23 years old, Mehedinţi

H&M

CEE Score: 8.38 (+0.49*)

This year, H&M has recorded a consistent improvement across all pillars with the highest increase in the Empathy and Personalisation pillars, resulting in a significant increase in the overall CEE score, which has propelled H&M to the top 10. Similarity to other clothes retailers, H&M was unable to operate fully during the lockdown. However their good residual brand equity and good value-for-money has remained in their customers' minds.

"Every time I enter an H&M I am delighted by the variety of products, models, acceptable prices. Beautiful first impression. The very friendly staff offered me information and helped me every time I could not find a certain product, accompanying me and helping me to search, not just giving me directions. The online store is also very easy to use, so I could find everything I wanted."

Female, 33 years old, Bihor

9

10

Banca Transilvania

CEE Score: 8.37 (+0.26*)

Banca Transilvania's drive to digital has resulted in their place in the top 10. They have adapted very well to the new reality, providing a seamless digital banking experience through their mobile app ecosystem. They had a high increase across all the 6 pillars, with Empathy and Expectations being the highest.

"My every interaction with Banca Transilvania is a success, because it is a very accessible bank that you can find at every step and it also has a mobile application that is very easy to use and handy to help you in any transaction, information verification, etc. you would like to do."

Male, 46 years old, Cluj

* Compared to the 2019 CEE Score

Biggest CEE score increases vs the previous 2019 ranking

Compared to last year, the most significant CEE score increases were recorded in the Logistics, Utilities and Non-grocery retail sectors. For logistics companies this sudden and sharp increase is not a surprise given the shift to the delivery economy during the pandemic. While customers moved their shopping to online channels, logistics and delivery services played a much more prominent role.

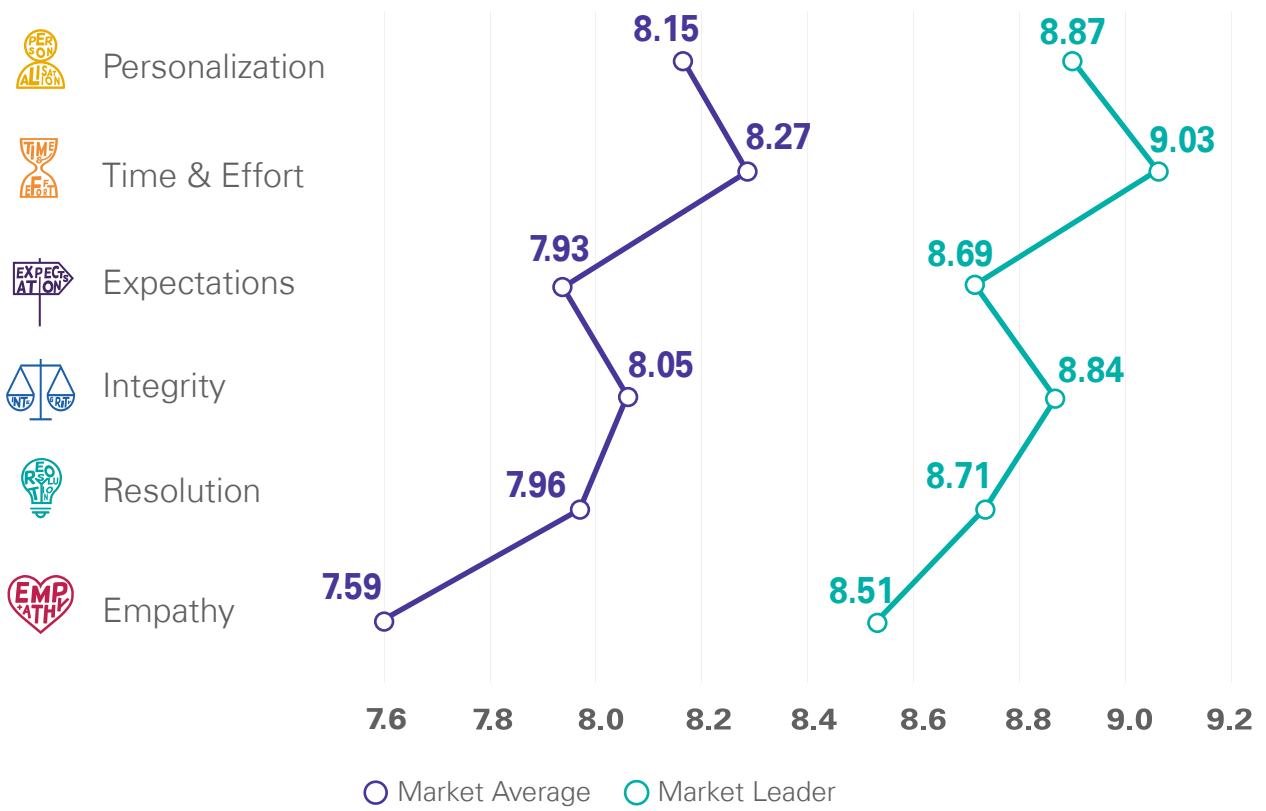
The utilities sector, even though it has remained in last place in this year's results, has seen a positive increase amongst its biggest players, thus paving the way for the whole sector to improve overall and move up from last place in the near future.



RANKING OF THE MOST SIGNIFICANT CEE SCORE CHANGES

BRAND	SECTOR	2019 CEE SCORE	2020 CEE SCORE	CEE SCORE CHANGE
Sameday	Logistics	6.66	7.84	+1.19
Deichmann	Non-Grocery Retail	7.63	8.26	+0.63
Electrica	Utilities	7.17	7.80	+0.63
ENGIE	Utilities	7.49	8.04	+0.55
E.ON	Utilities	7.21	7.72	+0.52
Banca Comercială Română	Financial Services	7.47	7.98	+0.51
DPD	Logistics	7.35	7.86	+0.51
DHL	Logistics	7.45	7.95	+0.50
H&M	Non-Grocery Retail	7.89	8.38	+0.49
Sensiblu	Non-Grocery Retail	7.82	8.31	+0.49
Orange	Telecoms	7.58	8.07	+0.49
Bershka	Non-Grocery Retail	7.86	8.34	+0.48

The Market Leader outperforms the Market Average by a significant margin across all 6 pillars



Sectors Snapshot

All sectors that we have surveyed in our 2020 analysis **have recorded CEE score increases**, which means that despite the challenging and uncertain times, brands have been making consistent investments in improving customer experience.

The Non-Grocery Retail sector has retained its leader position from last year. The Financial Services sector has replaced Grocery Retail taking 2nd place, which shows that customers found access to their finances during this pandemic to be extremely important and rewarded brands that allowed easy banking services.

The Logistics sector has replaced Telecoms at number 4, which is quite unsurprising given the very sharp increase in home delivery up 1 place. Utilities were again placed last in this year's ranking, despite recording the 2nd highest increase in CEE score and NPS score. This shows that this sector still has a plenty of catching up to do in order to meet the expectations of its customers.



Overall Sectors Ranking

SECTOR OVERVIEW - CEE SCORE

2020 (CHANGE VS 2019)	SECTOR	SECTOR CHAMPION	2019 SECTOR CEE SCORE	2020 SECTOR CEE SCORE	CEE SCORE CHANGE
1 (=0)	Non-Grocery Retail	Carturesti	7.92	8.21	+0.29
2 (+1)	Financial Services	ING Bank	7.70	8.12	+0.43
3 (-1)	Grocery Retail	Lidl	7.76	8.01	+0.25
4 (+1)	Logistics	DHL	7.33	7.90	+0.57
5 (-1)	Telecoms	Digi (RCS&RDS)	7.42	7.79	+0.37
6 (=0)	Utilities	ENGIE	7.17	7.63	+0.46

³ This year we have surveyed 10 sectors. However, due to an insufficient number of customer responses mainly explained by a decrease in customer interaction, the results have been considered not relevant, thus not being included in the final report.

1 Non-Grocery Retail



Sector Champion

Carturesti, CEE Score: 8.69

Highest CEE score increase compared to last year

Deichmann (+0.63)

Sub-sector champions

Online Retail: eMAG

Electronics Retail: Altex

Petrol Stations: OMV

Pharmacy Retail: Dona

This sector has performed better than the market average for the second year in a row. What is interesting is that non-grocery retail businesses were able to increase their Time & Effort pillar, which was crucial during the pandemic to attract and retain customers.

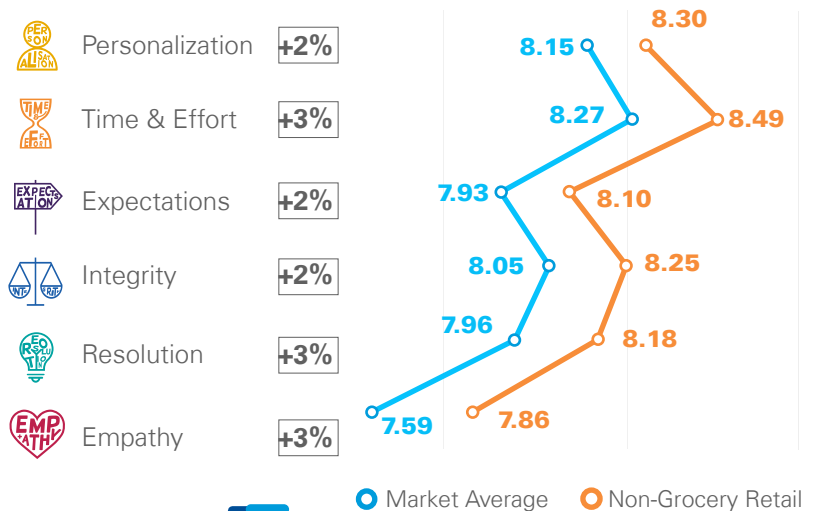
As we can see in the top 5, Carturesti, which was the General retail sub-sector champion from last year, has become the number one brand across the whole sector. Their highest position combined with the big rise for Dedeman and eMAG, shows that local Romanian companies are delivering consistent customer experience.

Interestingly, Non-Grocery retail had the lowest increase in NPS scores compared to the previous year amongst all other sectors, and no longer has the highest NPS sector average score. This might be a result of the fact that many brands in this sector are still not well-prepared for serving customers via digital channels.

Top 5 - Non- Grocery Retail

	BRAND	CEE BRAND RANKING 2020	CEE SCORE CHANGE
1	Carturesti	2	+0.34
2	Decathlon	3	+0.37
3	Dedeman	4	+0.36
4	eMAG	7	+0.42
5	Zara	8	+0.29

Industry Pillar Performance vs the Market Average



2 Financial Services



Sector Champion

ING Bank, CEE Score: 8.73

Highest CEE score increase compared to last year

Banca Comercială Română (BCR) (+0.51)

Sub industry Champions

Banking: ING Bank

Insurance: NN

Payments: Revolut

Compared to 2019, the Financial Services sector had a big increase in all 6 pillars, which now places the sector above the market average in terms of performance. Since last year, Personalization, Integrity and Empathy were the pillars that customers rated to have the biggest increase.

The Financial Services sector has also recorded the highest Net Promoter Score amongst all sectors. This shows that investment in digital, self-service and being closer to the customer has paid off, especially during lockdown, as customers still had full access to banking services and products.

In the insurance sub-sector, NN is the only brand that has made the threshold of minimum customer responses. This either proves that the insurance sector was unable to properly interact with customers during the lockdown, or that people did not see the services from insurance providers as essential.

However, what matters is that this sub-sector has to find new ways to attract customers and adapt their value proposition to face the new customer.

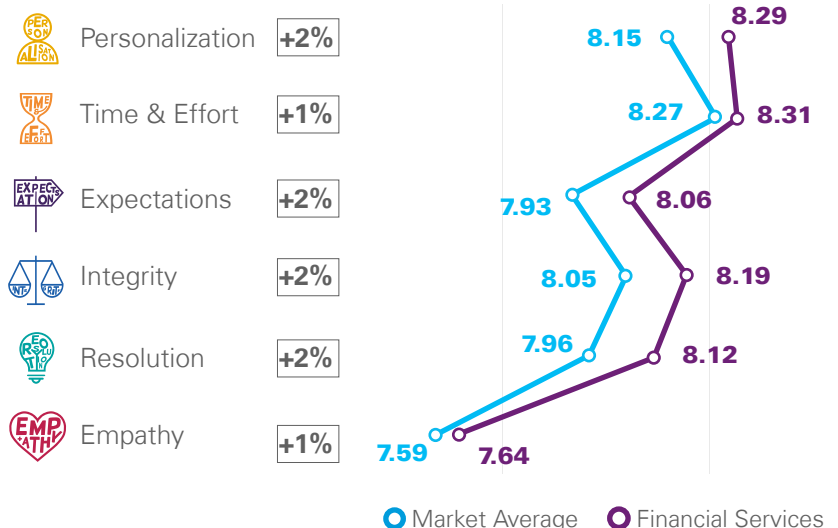
In total, 16 Financial Services companies did not obtain enough customer

responses in our survey in order to be qualified by our methodological assessment, highlighting the fact that many brands are still lagging behind and are not investing in creating meaningful and long-lasting relationships with their customers, combined with the lack of investment in digital channels, which results in customers being unable to have control of their finances during the lockdown.

Top 5 - Financial Services

	BRAND	CEE BRAND RANKING 2020	CEE SCORE CHANGE
1	ING Bank	1	+0.34
2	Revolut	6	-0.02
3	Banca Transilvania	10	+0.26
4	PayPal	12	+0.28
5	NN	32	+0.26

Industry Pillar Performance vs the Market Average



BCR

Spotlight

"Erste Group and BCR have understood and anticipated the profound transformation of the industry, accelerating the digitization process in recent years. Our strategy is to create technology-based financial advisory hubs, BCR being the only bank that has introduced digital flows even in its branches. We believe in what we call "human enabled technology."

The equation is very simple: we allocate more quality time to our customers, after the complete migration of current cash operations towards the George digital banking ecosystem and the self-service banking machines. In this way, we manage to build a much closer, more open financial dialogue, dedicated to each

client. We focus more on how to properly help them set their goals and make smart financial choices in their lives.

In very practical terms, the increase in quality for our customers' experience comes from three clear directions in which we have invested heavily: convenience in branches, innovative digital services and dedicated support in the moments that matter. The increase in customer experience indicators confirms that the business model is turning our aspirations into reality. We want to be a true Financial Health Advisor for our clients, enabled by technology, convenience, data and education.."

Dana Dima

Vice-President for Retail and Private Banking

BCR's 6 Pillars performance improvement from last year's results



Personalisation **+ 7.2%**



Integrity **+ 5.5%**



Time & Effort **+ 5.5%**



Resolution **+ 6.6%**



Expectations **+ 7.9%**



Empathy **+ 9.5%**

"BCR is a bank with top services and friendly and professional staff, because with a well-trained staff, nothing can go wrong. I also like the George app and the fact that it has many utility providers as customers and you can pay bills without commission and with direct debit."

Male, 51 years old, Prahova

3 Grocery Retail



Sector Champion

Lidl, CEE Score: 8.37

Highest CEE score increase compared to last year

Auchan (+0.40)

The Grocery Retail sector continues to be closely positioned along the market average, similar to the previous year. Compared to other sectors, the pandemic crisis has had a less negative impact on the demand side, while changes have impacted the typology of products being bought (value becoming a predominant consideration).

The CX performance of the relevant brands continues to be heterogenous, with organizations covering the entire spectrum of this year's ranking (none however in the Top 10).

In last year's report we mentioned that grocery retailers were lagging both operationally and strategically in terms of taking advantage of frequent customer interaction and capturing relevant customer data, by building digital interaction paths.

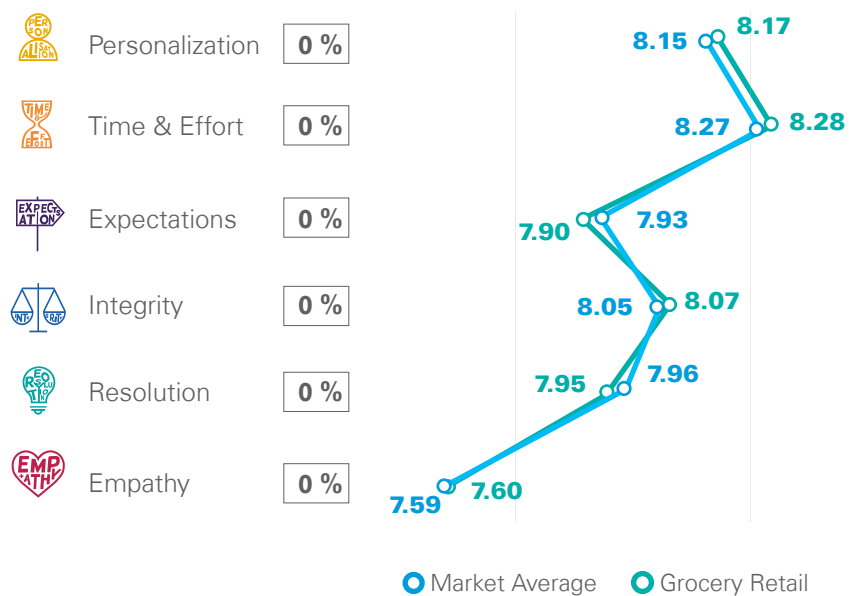
The New Reality has brought this imperative to a whole new level, in a context where physical contact and social distancing impose new buying behaviours.

The expertise of Non-Grocery retailers and the advent of Logistics companies in their value chain may prove to be good examples to follow.

Top 5 - Grocery Retail

	BRAND	CEE BRAND RANKING 2020	CEE SCORE CHANGE
1	Lidl	11	+0.25
2	Kaufland	16	+0.26
3	Selgros Cash & Carry	31	+0.38
4	Auchan	41	+0.40
5	Penny Market	46	+0.34

Industry Pillar Performance vs the Market Average



Kaufland

Spotlight

“Today, perhaps more than ever, adaptability and speed in responding to customer needs are the key elements in a business strategy. Kaufland Romania understood that it can offer the ultimate shopping experience to our customers only through constant investments in the upgrade of our stores, the transformation of the brand

image and communication, as well as by constantly expanding and innovating the range of products. We are grateful to our customers for every visit to the stores and we are committed to continuing our efforts to meet their requirements.”

Valer Hancas

Corporate Affairs and Communication Director

Kaufland's 6 Pillars performance improvement from last year's results



Personalisation **+ 4.1%**



Integrity **+ 3.1%**



Time & Effort **+ 2.2%**



Resolution **+ 2.9%**



Expectations **+ 3.4%**



Empathy **+ 3.9%**

“At Kaufland, I like the fact that I can find certain products that are not available in other supermarkets. Also they have a fresh and diversified range of products, and that's why I do my weekly shopping at Kuafland. It's a perfect store for me”

Female, 52 years old, Suceava

4 Logistics



Sector Champion

DHL, CEE Score: 7.95

Highest CEE score increase from last year

Sameday (+1.19)

The logistics sector has seen some of the biggest increases this year, as the pandemic has shifted buying behaviours from traditional bricks and mortar stores, to online channels.

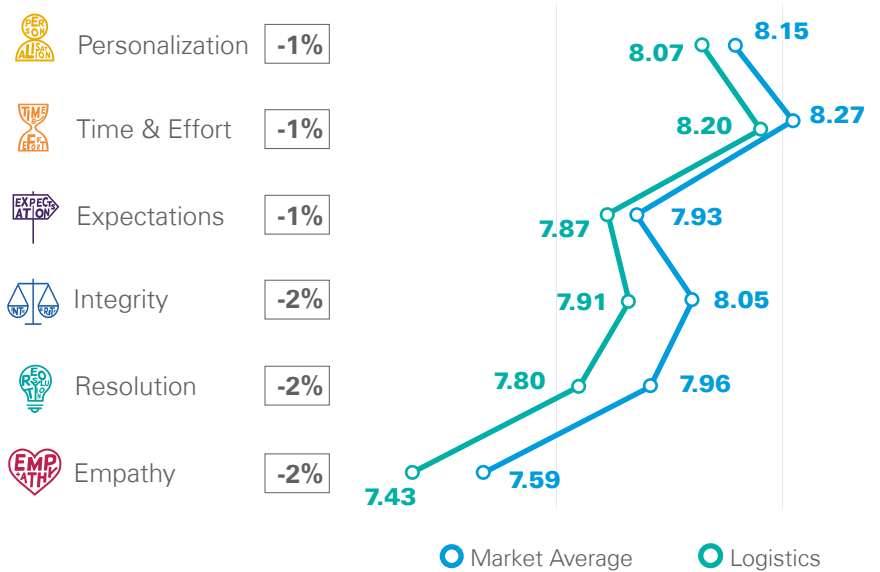
With this shift, logistics companies became invaluable players in the value chain and the customer buying experience. This shows that the retailers and their delivery partners are now interlinked in the customer's eyes and need to strive to deliver seamless customer experiences.

Sameday has had the highest CEE score improvement this year among all brands covered in our analysis. (However, their overall score was only enough to narrowly miss the 5th spot).

Top 5 Logistics companies

	BRAND	CEE BRAND RANKING 2020	CEE SCORE CHANGE
1	DHL	50	+0.50
2	GLS	51	+0.47
3	FAN Courier	52	+0.30
4	Cargus	55	+0.37
5	DPD	56	+0.51

Industry Pillar Performance vs the Market Average



5 Telecoms



Sector Champion

Digi (RCS&RDS),
CEE Score: 8.09

Highest CEE score increase
from last year

Orange (+0.49)

This year Telecoms have gone down one place compared to last year's sector ranking, being surpassed by Logistics, despite the fact that all brands have recorded some level of growth in terms of their CEE score. Still behind the market average in terms of the overall 6 Pillar positioning, the sector performs best on the Time & Effort coordinate, similarly to last year.

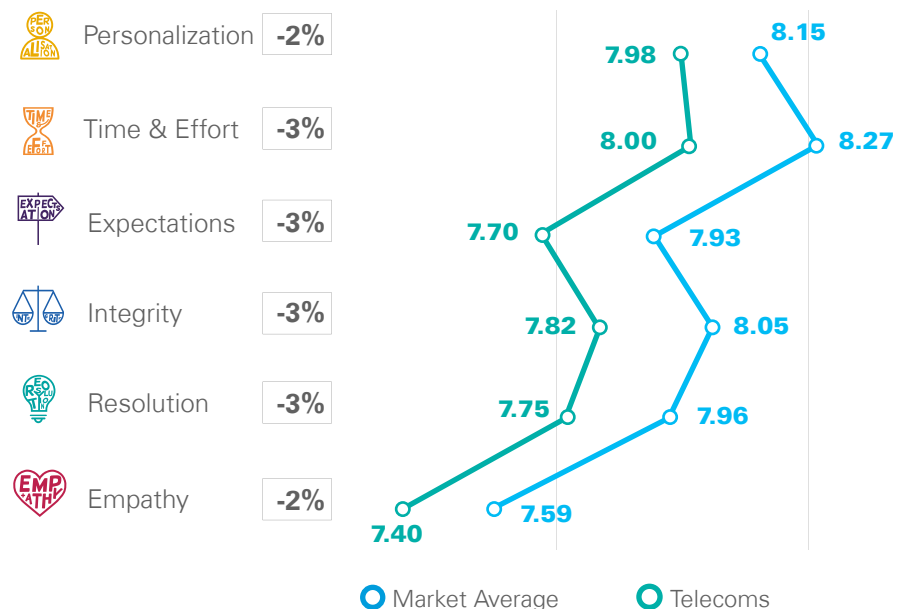
An interesting aspect, and a possible concern for the brands in this sector, is that although the recent changes in other sectors have brought customer shifts from physical to digital channels (for which Telecoms ensure a part or much of the infrastructure), companies in this sector have managed to capitalize very little in terms of customer excellence impact and recognition.

The New Reality is an important opportunity for Telecoms to get involved and support the digital transformation efforts of other sectors and reap the benefits of the relevant investments, expertise and infrastructure.

Top Telecoms companies

	BRAND	CEE BRAND RANKING 2020	CEE SCORE CHANGE
1	Digi (RCS&RDS)	38	+0.36
2	Orange	40	+0.49
3	Vodafone	61	+0.20
4	Telekom	72	+0.32

Industry Pillar Performance vs the Market Average



6 Utilities



Sector Champion

ENGIE, CEE Score: 8.04

Highest CEE score increase compared to last year

Electrica (+0.63)

While many brands have recorded significant jumps in their CX performance, the Utility sector overall ranks last in our survey, similarly to last year, significantly behind the market average. This shows that this sector still has a lot of catching up to do as customers seem to be demanding higher levels of experience excellence.

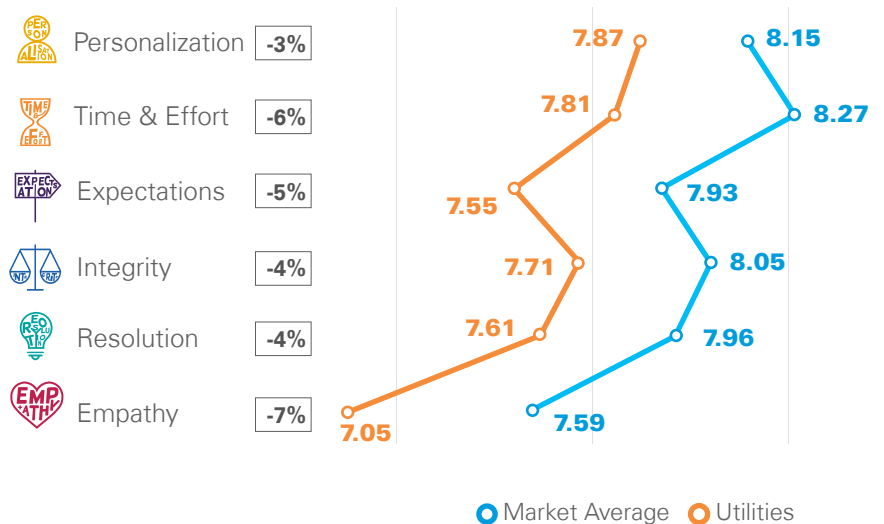
Personalization is still the dominant pillar, signalling that companies are continuing to put significant effort behind the process of understanding the customer and coming up with tailored solutions.

The recent liberalization of the gas market has brought new competitive pressures to the market with some new players, albeit small, already bringing new customer interaction solutions that are likely to raise the game for large incumbents

Top 5 Utilities

	BRAND	CEE BRAND RANKING 2020	CEE SCORE CHANGE
1	ENGIE	42	+0.55
2	Electrica	64	+0.63
3	E.ON	65	+0.52
4	Enel	71	+0.32
5	CEZ Romania	73	+0.28

Industry Pillar Performance vs the Market Average



Spotlight on Electrica



“Customers are among the most important ambassadors of the brand and we are glad to see that, from one year to the next, we have registered a positive evolution of loyalty indicators, as shown by the KPMG study.

This encourages us to continue the process of organizational transformation that we are carrying out, a process through which we have managed to position ourselves closer to our customers and to meet their needs. The transition to digital, the modernization of customer relations points, the systematization of

business processes and the implementation of services designed to simplify the daily experience of our customers are just some of the initiatives that have significantly contributed to increasing performance indicators.

We continue to aim to be an energy efficient supplier, which places customers' demands at the heart of its activities and offers them both a diversified portfolio of customized products and services and an extensive range of energy solutions.”

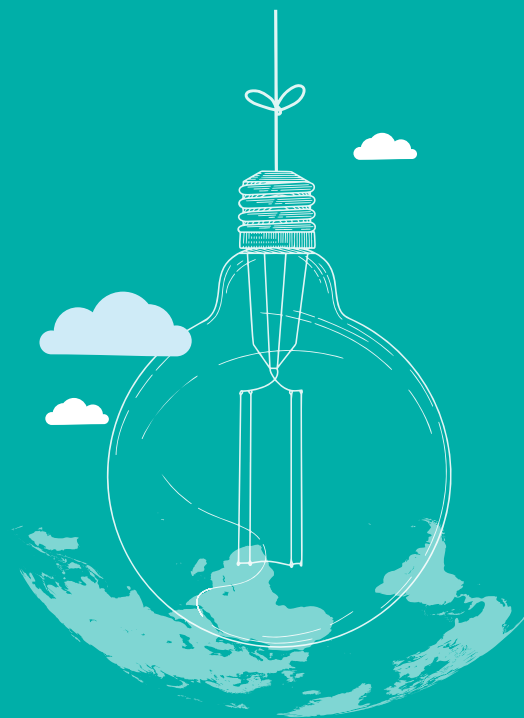
Electrica Furnizare

Electrica Furnizare's 6 Pillars performance improvement from last year's results

	Personalisation	+9.3%
	Time & Effort	+7.9%
	Expectations	+10.1%
	Integrity	+8.6%
	Resolution	+8.8%
	Empathy	+8.2%

“Affordable prices, easy online payments. In my opinion, Electrica offers great electricity services at a great price.”

Male, 32 years old, Buzău



The Omni-Channel Index 2020

KPMG has designed an Omnichannel Index for measuring the performance of brands in the delivery of an integrated and coherent experience using various channels. The index represents the average rating of customer satisfaction when interacting with the company on at least two channels: physical, digital and by phone.

The ranking is based on the consistency of engagement and interaction between the company and the customer, and considers the perceived ease by consumers to switch from one channel to another.

This year, given the fact that most customers were unable to use the traditional i.e physical channel, the omnichannel index is particularly important. What is interesting is that the top 3 places are all from the Financial Services sector. This shows that embedding digital pathways has paid off for the companies that invested and focused on delivering a truly omni-channel experience.

In addition, 5 new brands this year made the top 10. It is also important to note that a high omnichannel score corresponds to a high overall CEE ranking, as companies which are easy to contact are also rated highly.

Omnichannel Index 2020

PLACE	BRAND	OMNICHANNEL SCORE	CEE RANK 2020
1	Revolut	9.56	6
2	ING Bank	9.22	1
3	PayPal	8.96	12
4	Zara	8.93	8
5	Decathlon	8.87	3
6	Banca Transilvania	8.86	10
7	HBO GO	8.83	22
8	Bershka	8.77	15
9	IKEA	8.75	27
10	Netflix	8.75	5



Biggest jumps per Pillar (which brands made significant improvements?)

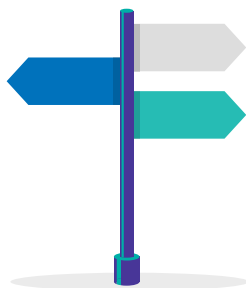
The 6 Pillars of Customer Experience constitute the bedrock for good and consistent customer experience.

This year, we have seen some significant increases in the pillars, especially from companies in the Logistics and Utilities sectors.

The trend of double-digit growth demonstrates that companies are taking investment in customer experience seriously.

Sameday has had tremendous growth across all 6 pillars, yet they are still lagging behind their competitors.

Another brand that has recorded an increase across the pillars is Electrica, with consistent increases across 5 pillars.



Personalisation 2020 vs 2019

Sameday		+17.7%
Electrica		+9.3%
Orange		+7.7%

Time & Effort 2020 vs 2019

Sameday		+19.6%
ENGIE		+8.0%
Electrica		+7.9%

Expectations 2020 vs 2019

Sameday		+19.9%
Electrica		+10.1%
DPD		+8.6%

Integrity 2020 vs 2019

Sameday		+18.8%
Deichmann		+9.1%
Electrica		+8.6%

Resolution 2020 vs 2019

Sameday		+14.6%
ENGIE		+10.0%
Electrica		+8.8%

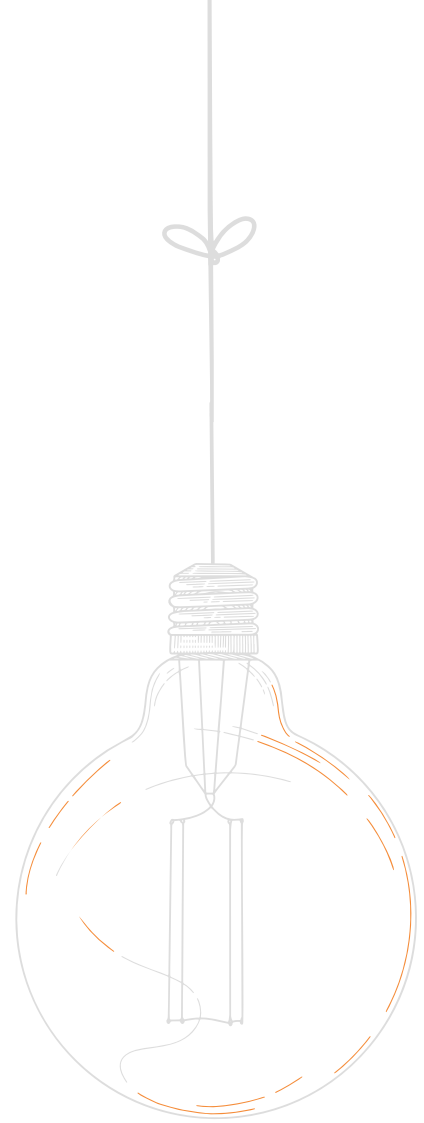
Empathy 2020 vs 2019

Sameday		+16.3%
Deichmann		+14.2%
Bershka		+11.8%

A connected enterprise for the **NEW REALITY**

Companies that were agile, responsive and digitally enabled were able to better navigate the effects of COVID-19 and lockdown.

These connected enterprises have high levels of synergy between eight core capabilities across the organization where each capability has a mutually beneficial, self re-enforcing effect. This is critical to compete in the new reality.



Insight

driven strategies and actions

Innovative

products and services

Experience

centricity by design

Seamless interactions

and commerce

2X impact

Responsive

operations and supply chain

Aligned

and empowered workforce

Digitally

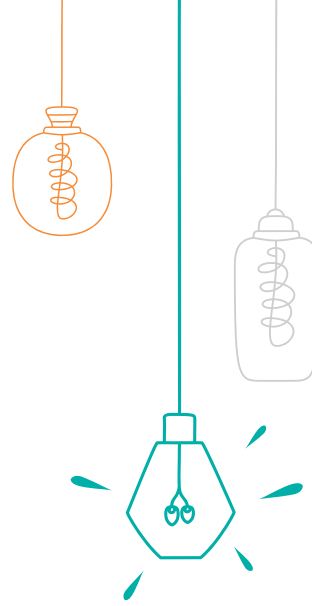
enabled technology architecture

Integrated

partner and alliance ecosystem

Source: KPMG International

Signals of success



A focus across the eight capabilities of Connected Enterprise delivers higher performance for customers, employees and the organization as a whole.

Capability	What good looks like for customers	What good looks like for employees	What good looks like for organizations
Insight-driven strategies & actions	Personalized, authentic and contextual experiences with a brand.	Evidence based mindset, openness to challenge and learn from failure.	Leverage real-time insights and data to optimize the enterprise.
Innovative products & services	Connection to the brand, relevance of product and experience.	Innovation is everyone's job: all employees contribute and there is a robust innovation harvesting process.	Products/services, pricing and promotions are differentiated and constantly optimized to meet demand.
Experience centricity by design	The experience is the brand promise and it is consistently delivered across all interactions.	Employee experience is of equal importance and is designed to support and mirror the desired customer experience.	Products/services, pricing and promotions are differentiated and constantly optimized to meet demand.
Seamless interactions & commerce	Seamless and secure interactions with a brand across all transactions.	Employees have the tools to enable them to freely operate, collaborate and interact across organization boundaries.	Preference-driven interactions and integrated payment mechanisms across the brand.
Responsive operations & supply chain	Receive and return products and services when, where and how it is most convenient.	Awareness of end-to-end value chain and individual's contribution to customer outcomes.	Leverage innovation- driven demand, inventory management and distribution.
Aligned & empowered workforce	Seamless and consistent experience received across all teams and departments.	Everyone a leader and everyone an innovator mindset throughout the workforce. Teams and individuals know how they contribute to the strategy and the customer & business outcomes.	Empowered employees, inspired leaders and a culture that embraces change with an organization truly aligned to the value it brings to customers and stakeholders.
Digitally-enabled technology architecture	Technology enables a frictionless, contextual and personalized experience.	Courage to experiment and act quickly. High levels of digital acumen, harnessing the power of emerging technology.	Culture of innovation and agility driving speedy, high quality tech implementation and adoption.
Integrated partner & alliance ecosystem	Are able to access a rich and diverse set of products / services from a single brand.	Seamless collaboration and interaction between all parties throughout the ecosystem.	Identify and leverage synergies with third parties to overcome enterprise barriers and execute on the desired experience.

Source: KPMG International

Research Methodology

For eleven years, the Customer Experience Excellence Centre of KPMG has been comprehensively researching customer experience best practice across the globe through the Customer Experience Excellence (CEE) programme.

In that time, over 385,000 consumers have been interviewed and approx. 3,500 brands have been measured – providing circa 4 million individual evaluations across 34 countries to support our expertise in customer experience best practice.

This year alone we have taken in the views of more than 100,000 consumers across 27 markets.

To participate in the research and to be able to respond to questions on a specific company, respondents must have interacted with that company in the last two months. An interaction is defined as making a purchase, using the company's products and services, contacting a company with a query, or even browsing their website or store – so not all respondents will have been existing customers of the brand they evaluated.

This has been updated from previous years where a six month period was given, in order to capture interactions and experiences specifically during the time of Covid-19, to truly understand and fairly compare the reaction and resilience of brands.

The 2020 Romania Customer Experience Excellence (CEE) research was conducted via an online survey methodology between 3 April – 28 April, exploring experiences with organizations within the previous two months (historically this has been six months).

A nationally representative consumer sample was targeted, to be representative in terms of age and gender, whilst also targeting regional representation. In order to be included in the final rankings for each country, each brand must have achieved a minimum number of 100 consumer responses.

This provides an assessment of the reaction and resilience of organisations since the initial spread of COVID-19 in Romania



2020 CEE research program coverage

27 countries, regions and jurisdictions

101,176 consumers

806,205 brand evaluations



Preparing for the New Customer

Key Questions that you should think about

To fully understand the impact on your organisation and exploit the opportunities that the post-COVID world will bring, you need to look at all aspects of your business holistically. In order to help you to start thinking about these challenges, here are a list of questions that you can think about or discuss within your team.

1st Pillar Integrity



- Have you focused on “trust building moments” since the start of this outbreak?
- Have you treated your employees in-line with your corporate values, mission and culture?
- How have you proven to your customers that your corporate values are important to you during the pandemic?

2nd Pillar Resolution



- What are some new problems that your customers would expect you to provide solutions to?
- Is your team empowered and agile enough to solve new customer issues?
- Are your processes and systems able to tackle the new kinds of problems customers are facing?

3rd Pillar Expectations



- Do your customers know whether or how your product/service is affected by this pandemic?
- Have you adapted your social media strategy?
- Are you still able to deliver on your pre-pandemic Value Proposition?

4th Pillar Time & Effort



- Can your customers reach out to you, your products/services without jeopardizing their safety?
- How can you adapt your in-person channels that you can't digitize?
- Do you provide consistent and effortless customer experience regardless of the channel your customer uses?

5th Pillar Personalization



- How have you been adapting your ways of treating customers since the start of the outbreak?
- Do you know what are the core needs/fears of your customers during this pandemic?
- Do you know how your customer segments have changed since the start of the pandemic?

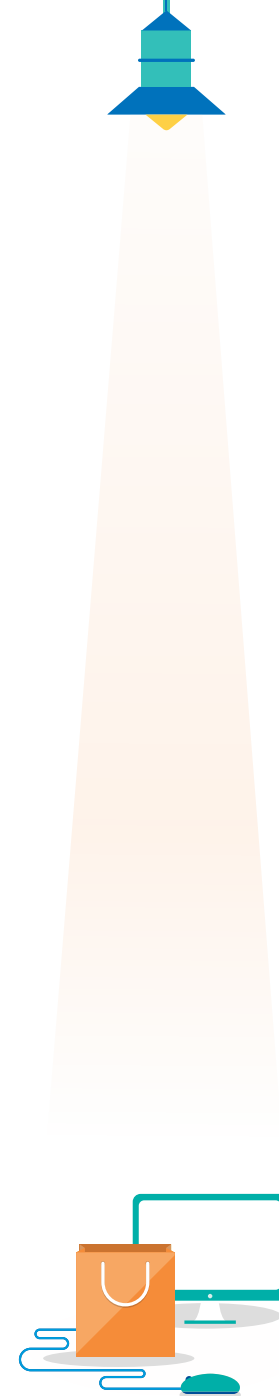
6th Pillar Empathy



- Are your employees empowered to solve new customer problems?
- What have your employees said are the main challenges your customers face right now?
- How have you changed as a customer? What are your new expectations as a customer?

Top 30 brands in Romania

No.	Brand Name	CEE Score	CEE change
1	ING Bank	8.73	+0.34
2	Carturesti	8.69	+0.34
3	Decathlon	8.50	+0.37
4	Dedeman	8.47	+0.36
5	Netflix	8.46	+0.21
6	Revolut	8.46	-0.02
7	eMAG	8.43	+0.42
8	Zara	8.39	+0.29
9	H&M	8.38	+0.49
10	Banca Transilvania	8.37	+0.26
11	Lidl	8.37	+0.25
12	PayPal	8.36	+0.28
13	LC Waikiki	8.36	+0.46
14	DM Drogerie Markt	8.35	+0.46
15	Bershka	8.34	+0.48
16	Kaufland	8.33	+0.26
17	PEPCO	8.32	+0.46
18	Dona	8.31	+0.46
19	Sensiblu	8.31	+0.49
20	Pizza Hut	8.29	NEW
21	JYSK	8.29	+0.43
22	HBO GO	8.28	+0.39
23	Starbucks	8.27	+0.24
24	Altex	8.27	+0.27
25	Deichmann	8.26	+0.63
26	Leroy Merlin	8.24	+0.16
27	IKEA	8.23	+0.08
28	Jumbo	8.21	+0.19
29	OMV	8.19	+0.25
30	C&A	8.18	+0.41



For detailed results on the brands above, as well other brands included in the 2020 Report please contact **Victor Iancu** (viancu@kpmg.com) or **Julian Lukaszewicz** (jlukaszewicz@kpmg.com).

Customer Experience @KPMG

CX Training Academy

We can help to train and upskill your team in methods and tools of customer experience management, that will allow your team to align behind a common CX framework.

Our training courses are based on experiential active learning, so you will be able to practise what you learn immediately. We will share with you our tools and secrets to help your team succeed.

CX Strategy Design

We can help you design and define your customer experience strategy that will meet or exceed your customer's expectations.

By working together, we will perform the corporate strategy analysis and reshuffle it around customer centricity principles and insights.

CX Governance

We can help you to set up an internal Customer Experience Team, so that you can plan and manage your customer experience efforts in more concentrated and agile ways, ensuring that your customer strategy is consistent and fully aligned to the broader corporate strategy.



CX Diagnostics

We can help you assess the current state of your customer experience.

By researching your customers and mapping their journey across your company, you will be able to understand and gain a holistic understanding of what you are doing well and what you still need to work on in order to deliver best-in-class customer experience.

CX Transformation Design

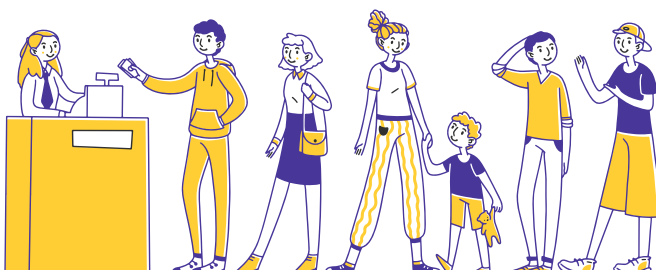
We can help you prepare, launch and deliver a full Customer Experience Transformation, where we will work together with you to reshape and redesign your organisation around your customer, aligning the processes, technology and mindsets.

We will use our design language (6 Pillars) to transform both your customer and employee experience.

Service/ Product Innovation

We can help you research, design and deploy new products or services, that will solve your customer's needs, ensuring that you stay competitive in this highly crowded and volatile market.

We will help you stay ahead of the curve, and by uncovering hidden customer needs, build a competitive advantage.



KPMG Customer Experience Team

If you would like to talk to us about your CX challenges, please do not hesitate to contact us



Victor Iancu

Director,
Management Consulting
Customer Advisory Lead
KPMG in Romania
Email: viancu@kpmg.com



Julian Lukaszewicz

Manager,
Management Consulting
Strategy & Experience Design
KPMG in Romania
Email: jlukaszewicz@kpmg.com



KPMG in Romania

DN1, Sos. Bucuresti - Ploiesti
No. 69 – 71,
P.O. Box 18 - 191
Bucharest, 013685

kpmg.com/socialmedia



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

The KPMG name and logo are registered trademarks or trademarks of KPMG International Limited.

© 2020 KPMG Advisory SRL, a Romanian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

Contact us

Ramona Jurubiță

Country Managing Partner
T: +40 (372) 377 800
E: rjurubita@kpmg.com

Richard Perrin

Partner,
Head of Advisory
T: +40 (372) 377 792
E: rperrin@kpmg.com

Aura Giurcăneanu

Partner
Head of Consumer Markets & Retail
T: +40 (372) 377 733
E: agiurcaneanu@kpmg.com

Tudor Grecu

Partner
Head of Financial Services
T: +40 (372) 377 733
E: tgrecu@kpmg.com

Adela Ciucioi

Partner
Head of Technology, Media & Telecom
T: +40 (372) 377 961
E: aciucioi@kpmg.com

Bogdan Văduva

Partner
Head of Energy & Natural Resources
T: +40 (372) 377 828
E: bvaduva@kpmg.com

Mădălina Racovițan

Partner
Head of People services
T: +40 (372) 377 782
E: mracovitan@kpmg.com

KPMG in Romania

Bucharest Office

Victoria Business Park,
Bucharest - Ploiești Road
no. 69-71, Sector 1, Bucharest
013685, Romania
P.O. Box 18-191
T: +40 (372) 377 800
F: +40 (372) 377 700
E: kpmgro@kpmg.ro
www.kpmg.ro

Cluj Napoca Office

Horațiu Mihali

Partner
E: hmihali@kpmg.com
Vivido Business Center
Alexandru Vaida Voievod street,
no 16, 400592, Cluj, Romania
T: +40 (372) 377 900
F: +40 (753) 333 800
E: kpmgro@kpmg.ro

Constanta Office

Mamaia blv. no 208,
4th floor, Constanta,
900540, Romania
T: +40 (756) 070 044
F: +40 (752) 710 044
E: kpmgro@kpmg.ro

Iasi Office

Ideo Business Center,
Păcurari Road no. 138,
Ground Floor
Iasi, 700521, Romania
T: +40 (756) 070 048
F: +40 (752) 710 048
E: kpmgro@kpmg.ro

Timisoara Office

Daniela Strusevici

Partner
E: dstrusevici@kpmg.com
ISHO Offices,
Take Ionescu blv. no. 50,
Building A, 7th floor, 300124
Timis, Romania
T: +40 372 377 999
F: +40 372 377 977
E: kpmgro@kpmg.ro

KPMG in Moldova

Chisinau Office

171/1 Stefan cel Mare blv.
8th floor, MD-2004, Chisinau
Republic of Moldova
T: + 373 (22) 580 580
F: + 373 (22) 540 499
E: kpmg@kpmg.md
www.kpmg.md

kpmg.com/socialmedia



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

The KPMG name and logo are registered trademarks or trademarks of KPMG International Limited.

© 2020 KPMG Advisory SRL, a Romanian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.