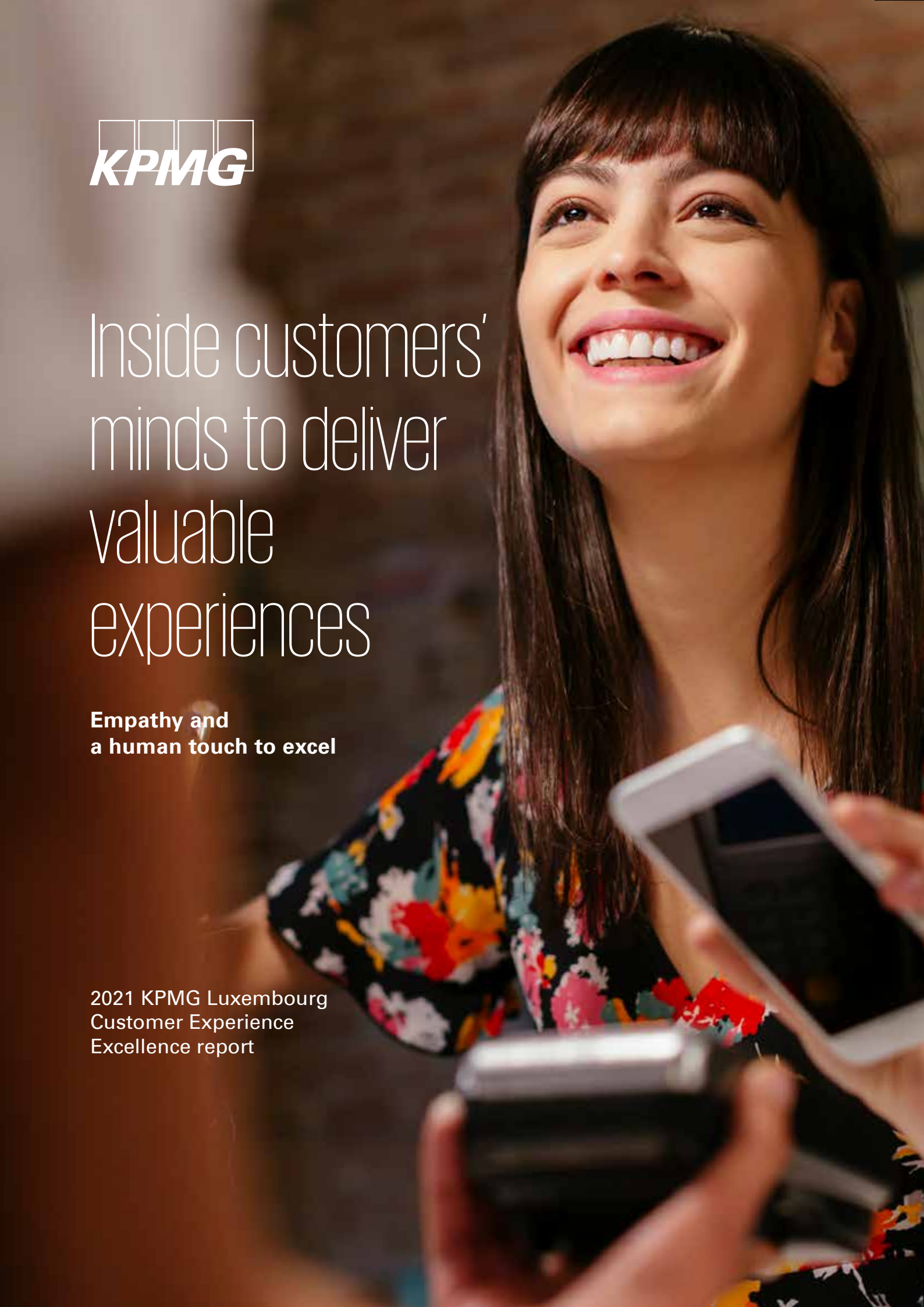# Inside customers' minds to deliver valuable experiences

**Empathy and
a human touch to excel**

2021 KPMG Luxembourg
Customer Experience
Excellence report

> More than ever, whatever the sector, whatever the brand, our best experiences as customers become our references. While this makes it remarkably challenging for brands to keep up, it also makes it remarkably exciting for the customers we all are!

Jean-Pascal Nepper
Partner,
KPMG Luxembourg

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Foreword

For the 2020 edition of our Customer Experience Excellence (CEE) Report last September, I remember writing these words: "We have transitioned in and out of three seasons since the beginning of what can only be described as the most turbulent year in recent history. Life in Luxembourg transformed overnight. We left our offices, our restaurants and parks and we took shelter in our homes."

Twelve months on and it's as if nothing has changed. Nothing? Really? Quite the opposite actually…Today, we, as customers, have learned to live in what is called the "New Normal", and we, as customers, expect the brands we know and love to carry on as "before" and provide us with the same level of service as before, or even better. We, as customers, want to enjoy this famous "customer experience" (CX), this reason for brand advocacy and loyalty.

This, of course, has put tremendous pressure on brands across all sectors that now face boundless and fierce competition in a difficult economic situation. Indeed, as our best experiences often become our reference points, brands constantly need to reinvent themselves to create many opportunities to delight and so-called "moments of truth."

Despite this challenging environment, I'm very happy to welcome you to the fourth edition of our Luxembourg CEE survey. As in previous years, the survey has been conducted using a long-established and proven methodology developed with KPMG Nunwood, a leader in the CEE field. More than 1,000 Luxembourg residents were invited to share their opinions on nearly 80 brands

across nine different sectors, allowing us to draw a holistic picture of the Luxembourg CX landscape.

In addition, as in the past, KPMG also carried out research in more than 20 countries around the globe, making it not only a great tool to gain insight into the Luxembourg market, but a key component of a broader, internationally-focused KPMG CEE analysis.

I hope you enjoy our 2021 edition!

Jean-Pascal Nepper
Partner

About this research

KPMG's Customer Experience Excellence Center is an international think tank dedicated to achieving outstanding business results from CX best practices.

1. Research

In May and June 2021, research for this survey was conducted in collaboration with local research company TNS ILRES. A nationally representative sample of 1,020 respondents was asked to complete an online survey. The survey included 80 brands with a large customer base and local presence across nine different sectors.

Respondents who had interacted with a brand in the previous six months were given the option to answer questions about that specific brand. A threshold of at least 100 respondents per brand needed to be reached for the brand to be included in the final results.

For further CX insight, KPMG Luxembourg conducted detailed interviews in summer 2021 with selected companies from different sectors.

2. Analyze

The CEE methodology - made up of The Six Pillars - is the DNA of every outstanding CX and the fuel that powers fast business growth. The Six Pillars represent the core of this research as they make up the fundamental components of an ideal CX.

Customers were asked to respond to pillar-related questions for each brand they had interacted with. Brands were given a score out of 10 for each of The Six Pillars. The scores were then combined into an overall CX rating with a CX evaluation delivered by each brand. Additionally, customers were asked to indicate their likelihood of recommending a brand (advocacy) and of repurchasing (loyalty) from them.

The analysis - based on quantitative research data, written customer feedback and various interviews with brands - offers a detailed snapshot of Luxembourg's CX performance. The Luxembourg market was then compared against the global market and incorporated into KPMG's international, large-scale CX study.

3. Apply

The research results assessed CEE levels in Luxembourg and were used to prepare a state of the nation performance evaluation. The results include a ranking of Luxembourg brands by CEE score awarded by customers, comprising a benchmarking analysis in relation to last year's results.

The Top 10 CX brands are presented in this report together with a spotlight on the customer champions in two of the nine sectors: financial services, and travel and hotels.

Nine different sectors

- Financial services
- Travel and hotels
- Public sector
- Grocery retail
- Restaurants and fast food
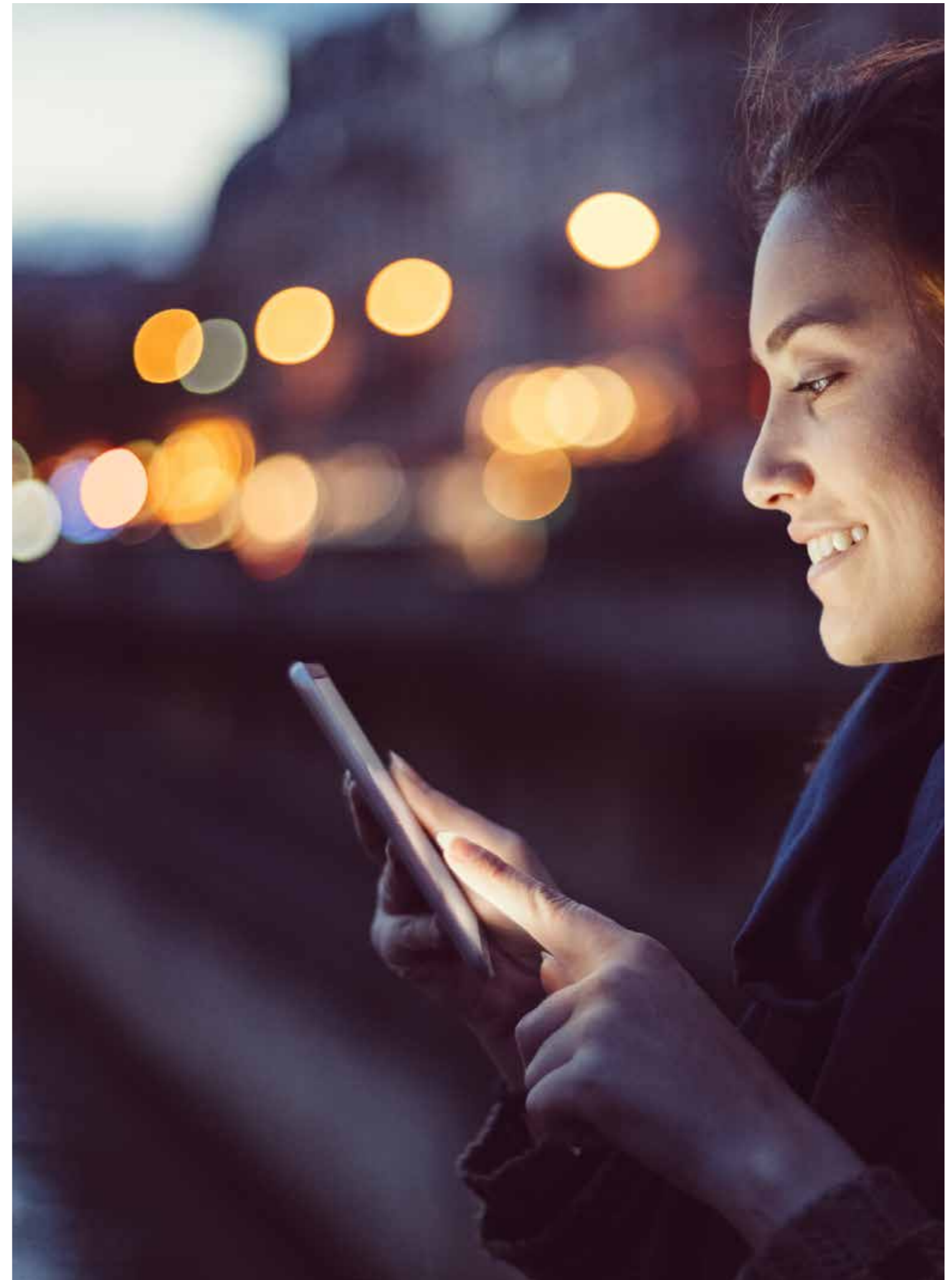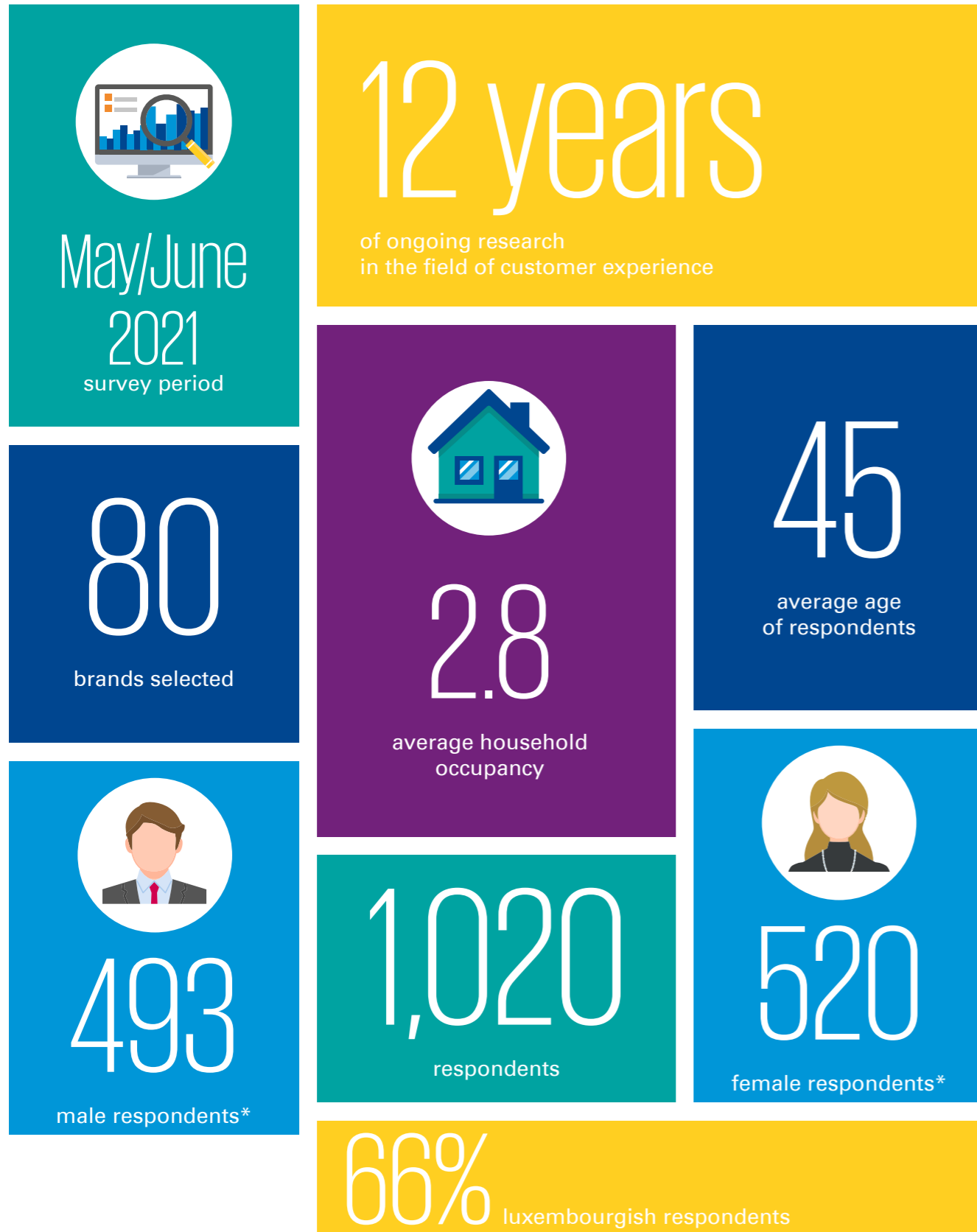- Non-grocery retail
- Entertainment and leisure
- Telecoms
- Logistics

Study Statistics

May/June 2021
survey period

12 years
of ongoing research
in the field of customer experience

80
brands selected

2.8
average household occupancy

45
average age
of respondents

493
male respondents*

1,020
respondents

520
female respondents*

66% luxembourgish respondents

*4 respondents "prefer not to say"/ 3 respondents "Other"

The Six Pillars of Customer Experience Excellence

The Six Pillars of Experience have been consistently shown to be the essential characteristics of world class experiences. The presence of these six factors is essential if the customer experience is to stimulate commercially beneficial behaviors.

Whether that is increased share of wallet, loyalty, or advocacy, these six factors are the prerequisites for commercial growth. However, as they are all interconnected, it is essential to be good at all six.

Interestingly, over the past 12 months, there has seen a rapid rise in holistic thinking, the realization that a competitively superior experience is multi-dimensional and often multi-sensorial. Our survey's leading organizations are masters at managing the Six Pillars as a set.

Integrity

Corporate integrity and its outcome trust continue to be a focus for the leading companies. Re-engaging with purpose, validation of values and moving CSR to the forefront of the brand have been key areas for organizations.

The rapid uptake in ecommerce across all age groups has also brought data security, privacy, and cybercrime front of mind for both organizations and their customers. Firms are having to take a forensic view as to how they capture, manage, protect, and update the data that is increasingly used to fuel customer engagement programs.

ESG has become a preoccupation as firms seek to address the rapidly growing desire amongst consumers to know the provenance of what they buy, the way in which the supply chain is managed for sustainability and how employees are treated, when making purchasing decisions.

The 'brand' is now firmly based on corporate behavior: it is what customers say it is – not what marketing teams seek to communicate.

Expectations

We have historically observed a trend of expectations transfer as customers expect their best experience with a company to be replicated elsewhere; this has become even more evident this past year, as customers embrace a raft of new technologies. Firms are having to rapidly increase the pace of innovation and development to keep up and this is driving an improvement across all aspects of business. New technologies such as AI and machine learning are pushing the boundaries of what is possible every day, which in turn is leading to an escalation in customer expectations.

The first stage in meeting or exceeding customer expectation is to know what they are and monitor how they are changing over time. Customer feedback has become an essential barometer both of customer perceptions of how experiences are meeting their expectations but also how those expectations are changing based on experiences with competitors.

More than ever consumers now expect connected journeys, seamless transitions across channels, and end to end experiences that are tailored to their circumstances.

Resolution

Customer problem solving has moved beyond just fixing problems that a firm may cause for its customers into a focus on customer lifetime problems, both as a source of innovation, but also a mechanism for extending a trusted relationship.

Companies are looking at pain points in life as well as pain points in their processes and how both impact the resulting customer journeys. Apps and digital solutions are rapidly being rolled out that address the totality of customer problem solving needs. For example, for Mecca in Australia it is not just about sales of makeup, but how to apply it: education, support and real-time interactions held virtually with consultants are now a way of life for them.

In a world of social media and review driven purchases "heroic" customer recovery is no longer a nice to have, reputationally it is essential.

Time and effort

Effort and loyalty are inextricably connected, the easier an experience is, the less physical, emotional, and cognitive effort it takes, the more likely a customer is to continue purchasing. This year purchasing from home has become even easier and we have seen a significant rise in the usage and popularity of delivery services. Ecommerce has become a way of life and next day or even same day delivery more widespread. Loyalty schemes have become more sophisticated not just enabling points redemption, but also providing education and assistance on how to maximize the benefit that can be obtained from the products and services being purchased.

However, fastest isn't always best, it is how time and effort are expended that is important. The increasing fusion of online and offline experiences are taking account of the fact that sometimes consumers want to browse, to evaluate and to be inspired and stimulated. Several leading companies have found ways of making this happen. Reconceiving the nature of physical spaces to become places of education, showrooms, or centers of excellence in utilizing a particular product, coupled with exciting digital experiences that promise rapid delivery in a "have it now" world.

Personalization

Advances in technology, data, and analytics are enabling companies to create much more personal and "human" experiences across moments, channels, and buying stages. However, personalization is so much more than just technology. Whilst tech is undoubtedly an enabler, true personalization is how the customer is left feeling about themselves after an interaction. Do they feel better equipped to tackle whatever comes next, more in control, more able to be successful?

Many of our leaders define their business in contributing to the success of their customers, not just selling products or even solutions, but improving the quality of their customers lives.

This requires a deep and profound understanding of the customer, being able to track patterns and be able to infer when an intervention can make the most positive difference.

Empathy

Organizations are beginning to operationalize empathy; it is becoming a core competence when it comes to user experience design and improvement. More widely, anthropology and ethnography techniques are informing experience designers. Only by really standing in your customers shoes experiencing their lives as they experience it can organizations really hope to engage successfully with the rapidly changing consumer.

Customers want to deal with companies that show they care, that tangibly demonstrate that their customers are important to them, that they understand their lives and challenges, and have sensitive solutions to their problems.

Customers seek not just simplicity of transactions, physical ease, but also the psychological satisfaction of a human connection. Knowing when a customer needs human to human interaction and making it immediately available is the difference between an anodyne (but potentially effective) experience and one that connects emotionally and drives future behavior.

Drivers of customer loyalty and advocacy

The Six Pillars, being measurable, offer a powerful complement to other metrics like the net promoter score (NPS), customer satisfaction or customer effort.

They enable an accurate analysis of customer journeys to be compared against best practice journeys elsewhere.

The Six Pillars aim not only to delineate customer experience excellence but also to envision commercial success since a strong performance across The Six Pillars is linked to enhanced customer loyalty and advocacy, resulting in improved financial outcomes. Higher revenues and lower average cost to serve stem from better customer retention, proving the strong relationship between CX quality and financial performance.
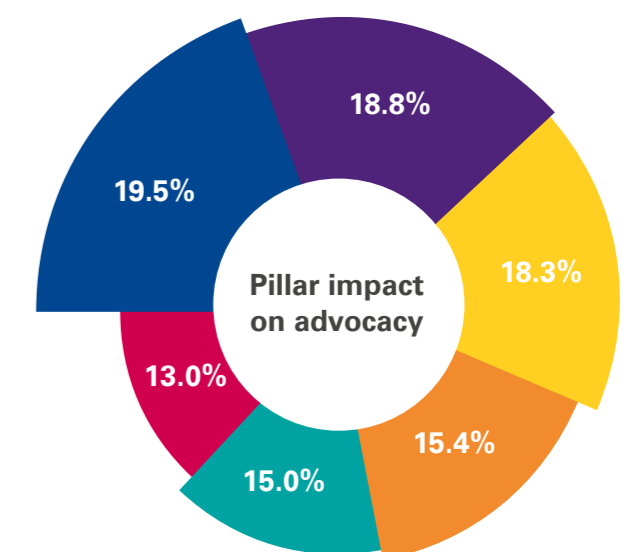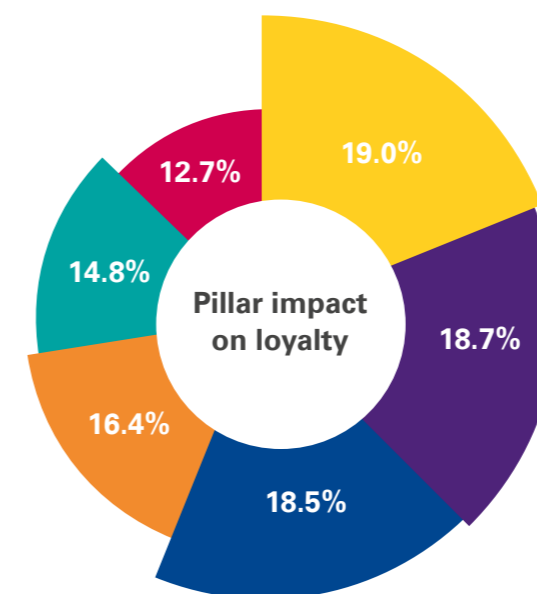
A customer's tendency to shy away from one brand and lean towards another occurs mainly when it comes to companies that deliver captivating experiences – a key tool for financial success.

The results of our analysis show that, in Luxembourg, loyalty and advocacy are mainly driven by the pillars of Personalization and Integrity. Following the results of the previous years, Personalization drives loyalty the most since customers feel a brand acknowledges, understands and meets their individual needs and circumstances.

On the other hand, Integrity remains the driving pillar of advocacy. When a brand is believed to be trustworthy by delivering on its promises, it most likely becomes the object of recommendations to friends or colleagues.

Demonstrating real care towards the customer and their needs in the form of authentic interest significantly boosts the confidence perceived with respect to the brand.

Compared to 2020, the importance of Expectations has increased for both loyalty and advocacy by 1.2% and 1.4% respectively, reducing the gap with the two historically driving pillars. This could be an indication of the inevitable need to try and better grasp customers' thoughts and ideas and transform them into what they will experience with your brand.

Integrity **Personalization**
Empathy **Expectations**
Resolution **Time and Effort**

Pillar impact on loyalty

19.0%
18.7%
18.5%
16.4%
14.8%
12.7%

Pillar impact on advocacy

18.8%
18.3%
15.4%
15.0%
13.0%
19.5%

Research results

State of the nation

The customer journey is increasingly taking the direction of the new and challenging phygital world where the presence of new technologies is indispensable, if not taken for granted. The analysis of the multiculturally diverse Luxembourg market shows that customer expectations keep rising. This should be taken as a sign for top organizations to continue on their paths of exceeding expectations to stay ahead of the curve.

Organizations in Luxembourg have faced a challenging year in which they strived to maintain and make progress in improving CX. Whilst last year's race involved finding solutions to reinvent and reconfigure their businesses, this year's goal was to maintain that pace and go one step further to ensure that ever-evolving customer needs and expectations were met, and possibly exceeded.

Luxembourg is intrinsically a very cosmopolitan and multicultural society. With such a high number of different nationalities living, working and consuming in Luxembourg, not to mention the simultaneous use of up to four languages, a strong set of intercultural skills is required from brands, as well as their sales and marketing staff, to achieve great customer satisfaction. Indeed, a Luxembourg resident of German origin will probably expect a different kind of CX to a resident of UK or US origin. This requires great agility and constant attention from brands and their employees to be shown in multiple ways - e.g. the ability to serve their clients in the right language.

Similarly, due to customer experiences abroad with sometimes larger or more mature brands, Luxembourg customers who are new to the country (and let's not forget that new people are welcomed every single day, significantly increasing the resident population) might have globally higher CX expectations. Many of them remain connected to their brands abroad which indirectly puts additional pressure on local brands.

It is interesting to note that almost seven brands in the Top 10 are local. This can be explained in part by the small size of the country where, despite the high revenue per inhabitant, some global brands do not always see the purpose of having a physical presence in Luxembourg as opportunities to increase the amount of business will remain rather limited. This sometimes leads Luxembourg customers to physically shop abroad or shop virtually online.

Among the eighty targeted brands this year, sixty-three featured in this survey, five of which are new to the ranking.

Overall, the Luxembourg CEE metric score average declined by 2.9% due to negative score trends which range from a negligible -0.3% up to more significant drops of 15.9%. This proves that the challenges are multiple and that customers are always asking for more. However, even with the general CEE metric decrease, 30 brands performed above the CEE market average score. Some brands, while not featuring in the top 10 customer champions list, achieved higher CEE scores across the board.

Remarkably, for the first time we have two number one ex aequo, Banque Raiffeisen and Spuerkeess, both demonstrating strong trustworthiness and the recurring capacity to maintain proximity to their clients, even remotely.

The family-owned book retailer Ernster (number one in 2018 and 2019), secured third place for the second year in a row, demonstrating once again great consistency in the high quality of CX it provides. What's more, in a time when large online retail brands seem to occupy the field, it is interesting to see that Ernster has been awarded the highest score for Time and Effort (8.14) in this year's survey.
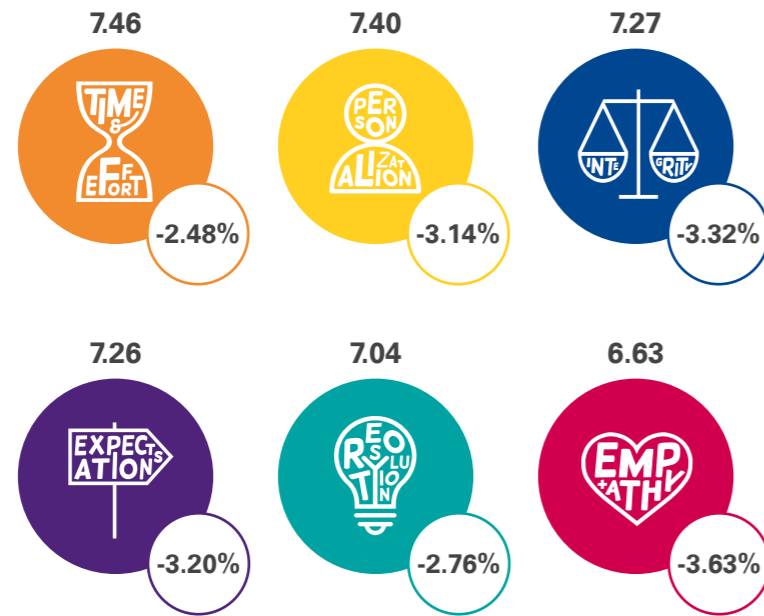
Among the new brands, two popped up in the Top 10: Nespresso and Lineheart, ranking fourth and ninth respectively. Both part of the non-grocery retail sector, the results are evidence of the popularity of the products they respectively sell.

As mentioned, despite the very good results obtained by the top brands, the overall CEE score has slightly declined this year compared to last year. While last year was an unusual year that forced both brands and customers to radically change their ways of interacting, part of the explanation might lie in the fact that customers are being less lenient this year.

Indeed, 2020 was a shock for everyone, meaning brands needed to quickly reorganize themselves and urgently adapt their commercial and operating models. Customers understood this very well at the time. However, as the Covid-19 situation has dragged on in 2021 in what we now call the "new normal", some customers have clearly reverted to their initial high expectations and, regardless of the persisting difficulties, raised the bar back where it was, or even higher.

Six Pillars performance (2020 vs 2021)

7.46

TIME & EFFORT

-2.48%

7.40

PERSONALIZATION

-3.14%

7.27

INTEGRITY

-3.32%

7.26

EXPECTATION

-3.20%

7.04

RESOLUTION

-2.76%

6.63

EMPATHY

-3.63%

Time and Effort shows the smallest decrease (-2.48%) as - and this will come as no surprise - the introduction and development of new technologies have been significantly accelerated by the Covid-19 crisis. The downside of this tech surge, however, is reflected in Empathy that shows a higher decrease (-3.63%). Why? The shift towards a more digitalized world (fostered by forced closures and distance measures put in place for everyone's safety) means customers have had to endure a significant lack of human interaction. As an example, being in a store where both employee and customer are wearing masks certainly does not help build an empathetic interaction.

CEE trend of ranked brands from 2018 to 2021
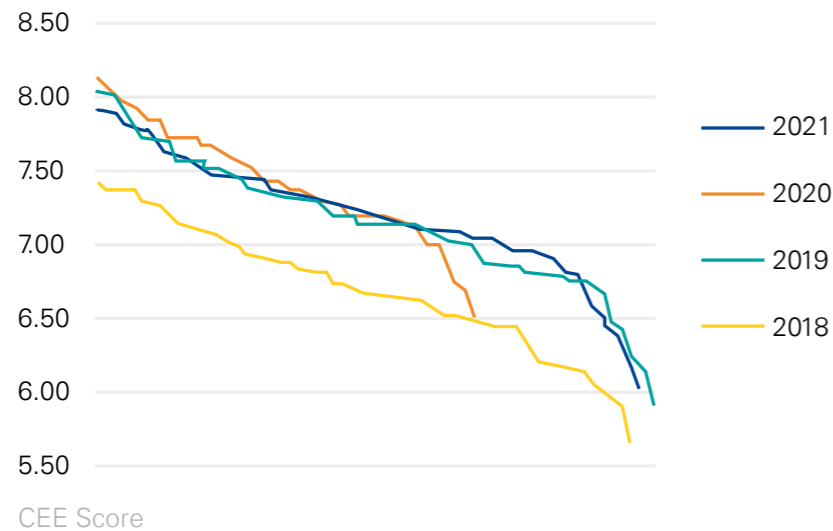
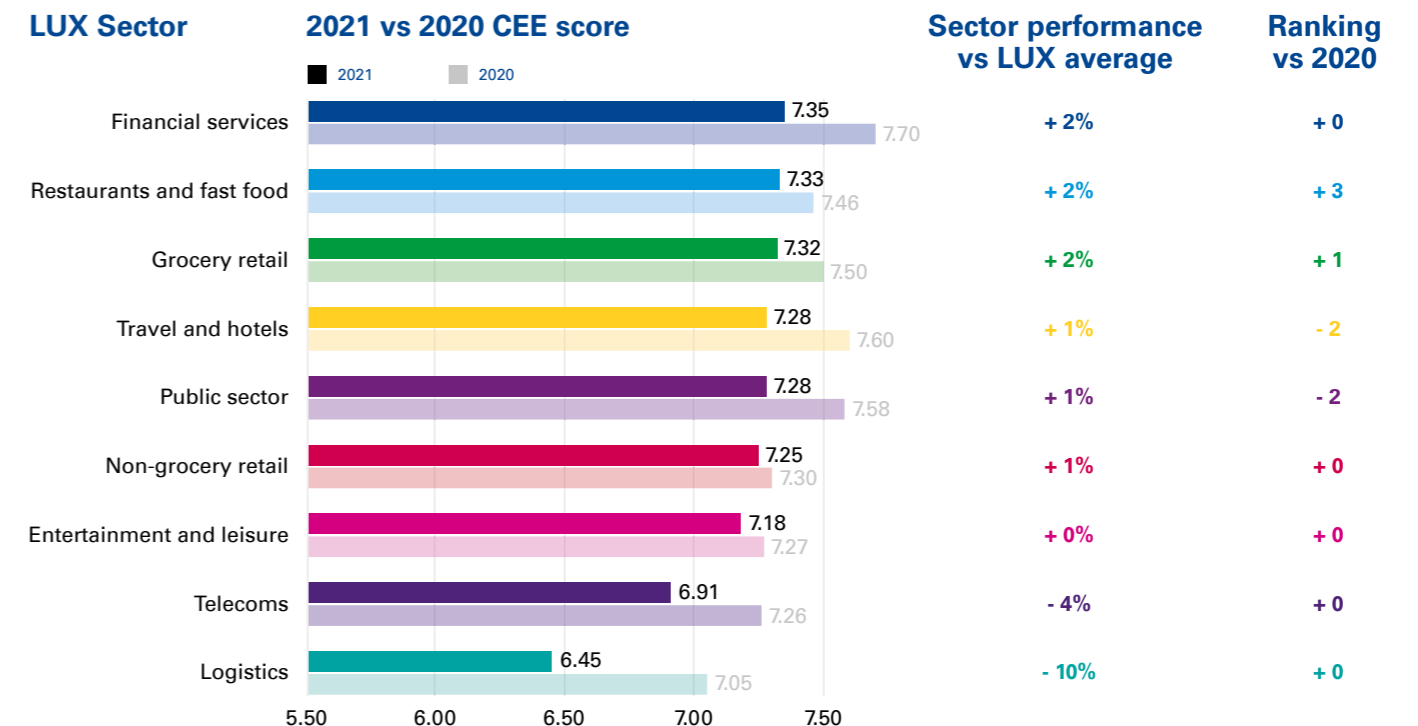As the graph shows, the decline of the overall CEE score is consistent across all of The Six Pillars.

LUX sector performance

In terms of overall CEE performance, all sectors faced a slight decrease in 2021. The financial services sector (that includes both retail banks and insurance companies) proudly defends its position as a CX leader for the fourth year in a row.

Exceeding the national average by 2%, the restaurants and fast food sector jumps up three positions to second place, followed closely by the grocery retail sector. Overall, the progress seen in these two sectors is a clear indicator of how food and conviviality have an essential role to play in consumers' lives by bringing people together and making them feel closer to each other after the mandatory social distancing that has prevailed in recent months. This is just human nature calling for more contact, more interaction and, essentially, more humanity.

Moving down the chart, the travel and hotels sector remains above the average, which is quite an achievement given the current context where business has been massively hit by the crisis and the restrictions imposed by the government. Interestingly, the public sector continues to lose ground: from second place in 2019 and third place in 2020, it is now in fifth position.

Once again, the telecoms and logistics sectors feature at the bottom of the ranking (as they have since we first launched the survey four years ago). As we know, these two sectors have been highly commoditized over the last few years and "opportunities to delight" (i.e. the chances you have as a brand to really make an exceptional impression on your client) have de facto become rarer.

LUX Sector	2021 vs 2020 CEE score	Sector performance vs LUX average	Ranking vs 2020
Financial services	7.35 / 7.70	+ 2%	+ 0
Restaurants and fast food	7.33 / 7.46	+ 2%	+ 3
Grocery retail	7.32 / 7.50	+ 2%	+ 1
Travel and hotels	7.28 / 7.60	+ 1%	- 2
Public sector	7.28 / 7.58	+ 1%	- 2
Non-grocery retail	7.25 / 7.30	+ 1%	+ 0
Entertainment and leisure	7.18 / 7.27	+ 0%	+ 0
Telecoms	6.91 / 7.26	- 4%	+ 0
Logistics	6.45 / 7.05	- 10%	+ 0

2021 / 2020

Experience Management: the key to customer satisfaction

Reasons to launch CX initiatives can be very diverse. From gaining loyalty to generating more revenues, or through increasing brand visibility to shaping tomorrow's behavior. Whatever the driver may be, we are all striving to enhance the experience delivered. So, what's the difference between a successful initiative and a failed one? The answer might be more obvious than you think…

Back to basics

Customer experience (CX), Employee experience (EX), User experience (UX). All these terms bring us to one question: What is an experience?

The word comes from the Latin – experientia - meaning to acquire knowledge (voluntarily or not) about things or situations we are currently in or have been in. The human brain is a fascinating place where what we experience instantaneously generates emotions and is stored in our memories so that we "know" how to react the next time we face similar circumstances.

Our past experiences shape our expectations and modify our behavior. When it comes to describing their strategy to achieve customer loyalty within customer service, most organizations try to provide a level of satisfaction that exceeds customer expectations. Simply put, companies believe customer satisfaction leads directly to loyalty. In reality, however, the level of satisfaction tends to stabilize when expectations are met.*

Should we therefore simplify the approach and say: "Bring solutions to customers' problems and you'll gain loyalty"? Well, not really. The Corporate Executive Board (CEB - acquired by Gartner in 2017) conducted several surveys on the topic and their findings are quite surprising.

The team could not find any statistical correlation between how a customer rates a company on a satisfaction survey and their future customer loyalty. In other words, a happy customer today could easily leave tomorrow.

What's more, multiplying the touchpoints (even if we think it is a good way to create intimacy) seems to drive disloyalty. This is because every touchpoint is an occasion to change customers' perceptions.

Let's take the example of a couple or parents looking for a new television for their family. Imagine they go into an electronics store. They arrive in with their own expectations: something affordable (around €500), a decent size (around 50 inches). Before they even have time to browse the aisles, a sales representative approaches them and asks: "May I help you?" While they may have the best of intentions, it could feel like an attack. The customers' mission is to go home with a device that matches their criterion. Nothing else. The couple might answer: "No, thank you" and the vendor would not have another chance to help when really necessary. Would you have behaved in the same way? Maybe. Maybe not. We all behave differently. We all have different expectations.

The birth of behavior

There are many factors that influence CX. In the CEE report, we explore them across six pillars (Personalization,

Integrity, Expectations, Resolution, Time and Effort, and Empathy). Each and every pillar contributes to building great experiences. There is one thing that never changes: we are humans.

In his book "Homo-Sapiens, 300,000 years of Customer Experience", Marc Van Rymenant explains that, for thousands of years, we have been guided by our brains. Understanding this incredible organ's way of working has enabled us to make huge progress in the design of meaningful CX.

The brain is divided into three main parts (as it evolved in three stages):

- The reptilian brain - the oldest of the three. It controls the body's vital functions such as heart rate, breathing, body temperature and balance.

- The limbic brain – located above the reptilian brain, it appeared with the first mammals. This part of the brain has many functions, mainly connected to behavior, emotions and memories from pleasant or unpleasant experiences.

- The neocortex - divided into four lobes, it is the biggest part of the brain and gives us - homo sapiens - logic and reasoning capacity.
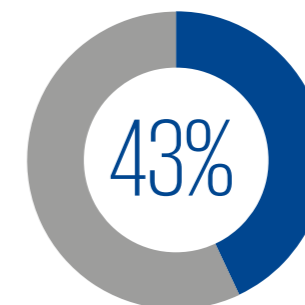
43% of our time is spent on autopilot - undertaking daily and routine behaviors that have been offloaded to the unconscious mind**.

Marc Van Rymenant specifies that, to understand customer behavior, we mustn't forget an important area: the cingulate gyrus. Located between the limbic brain and the cortex, this region acts as a kind of intersection where information from the emotional system and that from the rational system are evaluated through our past experiences. These memories could be emotional (did I really like that in the past?) or rational (what are the risks if I repeat that experience?).

With this in mind, and adding the fact that the limbic brain is much faster than the neocortex, we must face the facts: although we are proud to have incredible thinking capacity, we are emotional beings. Our behavior as customers is not led by conscious information processing. We don't necessarily know why we do things. And we don't clearly express our needs either.

* The Effortless Experience - Matt Dixon
** KPMG "Me, My Life, My Wallet" report

Organizations should ask themselves: How and where can we get our customers' attention without adding to anxiety and fatigue? How can we maintain a valuable dialogue once we have caught consumers' attention?

Past experiences lay the foundations of our expectations

The way forward

CX is about the way we address expectations taking into consideration every individual's singularity. Attempting to design one-size-fits-all experiences makes no sense. Moreover, designing incredible, innovative journeys without considering primitive customer behavior could be a big mistake.

Imagine you're doing renovations in your house to build an extension. To take advantage of the low rates, you extend your mortgage loan. A few weeks later, the renovations have started, and things are progressing well. You receive the first invoices from the construction company. Counting on the solid, long-term relationship you have built with your relationship manager, you pick up the phone to ask them for capital release. They confirm that you can send the invoices to the bank. So, you put everything in an email and enter all the amounts into a spreadsheet to facilitate their work. You expect them to do the necessary. Now, what if, instead of providing the service, they asked you to log in to their online banking platform, find the mortgage section, fill in the form and upload your invoices there.

Digital innovation might be the ticket for some customers, but not for others. Indeed, this experience could lead to negative perceptions such as:

• a loss of time

• the frustration of not being able to ask questions

• the feeling of being treated like a number

At the end of the day, this can all lead to a loss of trust and loyalty with the bank you have used for years.

If, on the other hand, the agent had taken the time to ensure they understood your real concerns, shown an authentic interest in your project and done the capital release request themselves, that would probably have strengthened your trust in the bank.

The trust level is the result of the sum of credibility, reliability and intimacy levels, divided by the level of authentic interest.*

Each parameter is evaluated on a scale of 1 to 5. In the upper part of the division, low credibility would be 1, and very high credibility would be 5. In the lower part of the division, it would be the other way round: authentic interest would score 1, whereas an absence of authentic interest would score 5.

This formula demonstrates that the key parameter is authentic interest. Do we really take the time to understand our customers' main motivation? Do we react accordingly?

Regrettably, we put aside this critical aspect of the experience as a lot of initiatives are still driven by the willingness to innovate and digitalize front-end processes to make them more efficient. CX leaders ensure that the initiatives create more credibility, reliability and intimacy, but sometimes forget authentic interest. Why don't we put more effort into this parameter? The answer is probably linked to the fact that, while the first three parameters can be managed by investments in solutions, the fourth one requires a culture change.

Did you say digital?

It is indisputable that organizations who do not adopt a strong and sustainable digital transformation strategy will be left by the wayside. Digital disruption is changing the world in which we live and work. New technologies have created new markets that, in turn, create new competitors. And those competitors are driving new expectations. To succeed in the digital world, businesses must not only provide superior experiences for consumers, customers, employees and citizens, but deliver on their promises in a faster, more agile way.

Real digital transformation is not a one-off affair: it's about continuous evolution. It can deal with uncertainty and respond quickly to change. It blurs the boundaries between functions and disciplines, and ensures your organization is ready to harness opportunities for innovation and disruption – wherever they may be.

While it is important to address digital challenges, we should not forget that we are dealing with human beings in most of our processes. An outstanding digital platform contributes significantly to building great experiences and meeting customer expectations. Still, the recent Covid-19 pandemic demonstrated that even if technology brought sustainability in the business, we are all more than happy to meet people in person again. Social interactions are key to our development and deeply rooted in our genes.

The possibility to engage with someone at any step of a process generates less stress and increases the chances of personalizing the experience and showing interest, ultimately resulting in reinforced trust.

I know what I'm talking about and I have the necessary experience.
Credibility

I have proven that I do what I say, I have credit.
Reliability

I care about everyone's welfare and best interests.
Authentic Interest

I nurture relationships, I'm close to people.
Intimacy

# The organizations that succeed are those that perfectly combine digital and human experiences

$$\text{Trust level} = \frac{\text{Credibility + Reliability + Intimacy}}{\text{Authentic Interest}}$$

* Homo Sapiens, 300,000 years of customer experience - Marc Van Rymenant

A touch of ethics

Ethics and sustainability are influencing behavior more and more. In its publication* early this year, Standard & Poor's (S&P) highlighted that sustainable approaches centered around strong environmental, social and governance (ESG) principles are more important than ever.

37%
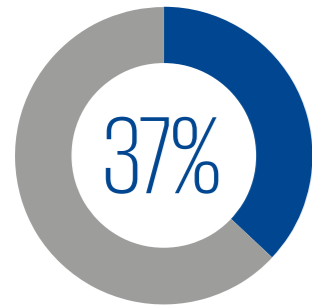
of respondents are now prioritizing sustainable products or services more than before Covid-19**

The growing global urgency around climate, threats to nature and biodiversity, CO_2 net-zero emissions or carbon neutrality, are topics that we just can't ignore anymore.

74% of the survey respondents declared that they were ready to pay more for products and services based on a company's ethics

Furthermore, recent global events with considerable press coverage have emphasized the need for more tolerance with diversity. In December 2020, Nasdaq proposed a rule that requires most of its more than 2,500 listed companies to have at least one director who identifies as diverse.

As in the relationship with our customers, authenticity is key when it comes to ESG topics. A bad buzz or proven lying could obliterate the trust your customers have in your organization.

Conclusion

Experience management initiatives must serve the organization's vision and must be aligned with customers' interest. This requires a deep understanding of their behavior, the origins of this behavior and the mechanisms that lead to decisions.

Leveraging on new technologies to provide great experiences should always be balanced by reinforcing human relationships and an authentic attentiveness to the customer's deepest needs.

Moreover, a good ESG strategy, not to mention transparency, will contribute to creating more trust in the brand.

It is up to each organization to define the perfect balance between these elements and to work tirelessly on building a human-centric culture.

(Over)personalization in customer experience

When you look up "personalization" in the dictionary, it is defined as the "design and production of things that meet people's individual requirements." Personalization plays a significant role in CX. It is one of the Six Pillars of this study where it is presented as the use of individual attention to drive emotional connection.

In Luxembourg, tailoring CX to specific circumstances has been proven to drive loyalty as customers feel valued and in control of their own experiences, and are therefore more willing to interact with a brand.

Emotional connection and psychological impact stem from an organization's capability to investigate and understand every individual's situation and to leverage this to address issues, solve problems and make them feel special through individual attention.

Brands approach this in a variety of ways such as providing customers with products or services that are relevant to them specifically, treating them as individuals and not as part of a group, and showing genuine interest in their personal stories and needs.

According to a KPMG study*, it is evident that consumers do want personalized experiences but that organizations should be wary of boundaries and limits to avoid unpleasant over-personalized experiences, or biased personalization which is over-reliant on technologies.

In fact, Luxembourg consumers who interact with brands online sometimes tend to be suspicious of over-personalized experiences as brands can, on occasion, go too far when trying to give customers the frictionless digital experience they long for.

Mass solutions don't work for personalization: a nuanced strategy is necessary to differentiate between customers who want nothing more than the purely transactional side of a relationship with a business and those whose expectations are constantly on the rise.

Personalizing experiences digitally

Delivering a personalized experience, that is perceived as such by the customers, is no easy task. The acceleration of the use of digital technologies caused by the current health crisis has come with new customer engagement opportunities. Organizations often think technology, systems and software are sufficient to solve personalization issues, but this is not the case as some customers might not see the solution to their problems in that.

For example, some websites use customers' previous order histories and consumption data analytics to suggest a customer reorders an item they might not have noticed is almost running out. Whilst this is certainly an example of advanced personalization, customers might not perceive it as such. Conversely, some customers might even find it disturbing and a violation of their privacy. It is essential, therefore, to investigate each customer's situation in depth to verify if this type of insight would be appreciated or not, depending on consumer segmentation.

To provide customers with such personalized suggestions, you need enough data to get a clear picture of them and their preferences. The communication approach with the brands varies according to the customer segment. Whilst a certain proportion of younger and wealthier customers appear to prefer AI and other online data sharing methods, others prefer communicating with a real person as human contact is a must for them.

Data collection methods and subsequent data handling are essential for creating a truly personalized experience especially considering that with digital interactions, brands rely solely on algorithms that are still based on assumptions of what customers might like depending on past behavior (such as previously visited pages or viewed products). Despite their increasing sophistication, algorithms do not answer the "why". Why was that particular article read? Why was that specific page visited? Why did they search for that item? Was it genuine interest or simple curiosity? Was the page visited unintentionally? In some cases, it could simply be the result of a recommendation made by another algorithm on another platform.

Often, when forced to go through intermediary steps to reach the final goal, most customers will try to bypass those steps as quickly as possible without checking if the content is relevant for them. As we can see in the Time and Effort pillar, nobody likes to feel like they're wasting their time.

When pop-up messages appear, for instance, how many of us actually review the content before clicking? It's a similar story in real life too: when someone at a store entrance hands out flyers, do customers first check what's on them before taking one (if they even take one in the first place)?

Human behavior is not rational and is infinitely more complex than an algorithm. People will always unconsciously try to get rid of useless steps to get what

they really want. If brands base their recommendations and segmentation on algorithms alone, there's a high chance they will be biased.

Optimal input on personalization comes from the customers themselves. Data held by brands is definitely a goldmine; it must, however, be handled with extreme care and contextualized. In short, it is not enough to simply observe how customers behave but to get insight into why they behave in such a way. It is essential, therefore, to balance AI recommendations based on smart segmentation of this data with the input explicitly provided by the consumer. This input helps reinforce brand trust which is strengthened when consumers receive what they asked for.

## Sensitive data and personalization: a matter of cybersecurity

To successfully deliver a personalized experience, conducting customer research is the bare minimum. Emerging technologies are extremely useful but can also be biased and hazardous when it comes to the amount of data and insights gathered.

Consumers are becoming increasingly prudent about data sharing, making it even harder for companies. Even if a large proportion of consumers claim not to be concerned about companies selling their data, it is critical to communicate the tangible benefits of a "data trade" - from suggestions on where to eat depending on your location, or discounts on your favorite and most-purchased products. First and foremost, however, it is about convincing customers of the benefits of sharing their data, their desires and their needs to get the most out of a service.

2021 LUX Top 10 results

∧ Up vs 2020

∨ Down vs 2020

− No change vs 2020

✕ N/A to 2020 analysis

👍 Local brand

💰 Financial services

✈ Travel and hotels

🏛 Public sector

🛒 Grocery retail

🍴 Restaurants and fast food

🏷 Non-grocery retail

🎭 Entertainment and leisure

📞 Telecoms

📦 Logistics

Banque Raiffeisen
1 💰 ∧ 👍

Spuerkeess
💰 ∧ 👍 1

Ernster
3 🏷 − 👍

Nespresso
🏷 ✕ 4

Luxair Tours
5 ✈ ✕ 👍

Foyer
💰 ∧ 👍 6

LALUX
7 💰 ∨ 👍

Colruyt
🛒 − 8

Lineheart
9 🏷 ✕

Leading online retailer
🏷 ∧ 10

Top 10 Leaders of 2021

1 Banque Raiffeisen

Demonstrating resilience and adaptiveness during the pandemic to ensure constant proximity to its customers, Banque Raiffeisen steps up three places to become the new ex aequo leader of this year's CEE survey ranking. With performance that is strongly driven by the Integrity pillar together with Time and Effort, and Personalization, the bank managed to digitalize whilst staying connected to customers' feelings.

+3 *"I received support from an advisor for a home loan application. He was very approachable, flexible and focused on my specific needs. A very pleasant and professional interaction."*

1 Spuerkeess

Always striving to deliver high-quality general banking services, Spuerkeess proudly reaches the leading position ex aequo. By committing to customer centrality and always making customers feel welcome, it also scores high in Integrity, Personalization, and Time and Effort thanks, in part, to newly implemented channels ensuring a continued relationship without disruption.

+1 *"I have been a customer of Spuerkeess since I was a child and I remember how much I loved the piggybank they gave me. They have never disappointed me."*

3 Ernster

Dating back almost 130 years, the popular, locally-owned book retailer Ernster keeps its position on the podium. Winner in Time and Effort, you can make efficient online purchases at competitive prices. Integrity and Personalization also score high thanks in part to personalized advice from employees and store assortment.

— *"Every time I go to Ernster, the salespeople are friendly. They are knowledgeable about books and give great advice to customers."*

4 Nespresso

A newcomer in this year's ranking, the world leader of portioned coffee achieves the best result in Personalization. Customers appreciate the store's exclusive and welcoming atmosphere which makes them feel pampered, efficient next-day delivery and the environmentally-friendly option to return used capsules.

"I ordered coffee pods online and received them the very next day!"

5 Luxair Tours

Scoring high in Time and Effort, Luxair Tours leads the travel and hotels sector. Customers value the all-inclusive packages and the friendly travel advice that makes the tour operator outclass its competitors. Despite hard times for the sector, the brand managed to meet and exceed the expectations of customers who are eager to start exploring the world again.

"I went to one of their brick-and-mortar agencies for some information on various destinations and it was a great experience."

6 Foyer

Insurance company Foyer reaches sixth position in this year's ranking, representing the biggest jump in the financial services sector. Foyer improved its scores across all the Six Pillars by meeting customer expectations and delivering a positive experience to customers who felt really looked after.

"The agents were attentive and responsive. They got things done quickly and provided me with the information I needed."

+5

7 LALUX

A Luxembourg CX leader since 2018, insurance provider LALUX continues to maintain "customer closeness." With the sector's highest score in Expectations, this insurance brand maintains its reputation of resolving customer claims quickly with the help of new technologies.

"I had a call with an agent from the central customer services department. They were very helpful and gave me the right advice with great empathy."

-6

8 Colruyt

Leading the grocery retail sector, Colruyt continues in eighth place. Respondents value Colruyt's convenient ordering and shopping platforms, its customer interaction channels and grocery pick-up service. The brand achieved a high "Value for Money" score and great results in Time and Effort compared to industry competitors.

"At Colruyt, it is very easy to find products. You can shop quickly and efficiently, and get whatever household products you need. Highly recommended."

–

9 Lineheart

New to the ranking, the Apple reseller for the Luxembourg market, Lineheart, joins CX leaders. This 30-year-old brand has now expanded its range of products and services to meet its new broader customer base requirements.

"Lineheart took care of fixing my iPhone. Good customer relations and fast, efficient service."

10 Leading online retailer

Still ranking highly in Personalization and Expectations, the most renowned e-tailer also gets great results in terms of "Value for Money." The self-declared "Earth's most customer-centric company" knows how to wow its customers without human interaction. It leverages on this for those who prefer to save time and be more independent.

"I buy 80% of what I need here. With a premium subscription, deliveries and returns are free. There is no need to queue in shops and it is very efficient timewise."

+3

LUX sectoral review

∧ Up vs 2020

∨ Down vs 2020

— No change vs 2020

1st **Financial services**
Banking
Insurance
— +0
page **34**

2nd **Restaurants and fast food**
∧ +3
page **56**

3rd **Grocery retail**
∧ +1
page **60**

4th **Travel and hotels**
∨ -2
page **64**

5th **Public sector**
∨ -2
page **72**

6th **Non-grocery retail**
— +0
page **76**

7th **Entertainment and leisure**
— +0
page **80**
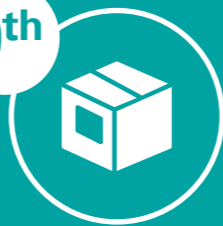
8th **Telecoms**
— +0
page **84**

9th **Logistics**
— +0
page **88**

2021 LUX CEE
Sector ranking   **1st**

The Six Pillars: how the sector measures up

Personalization
7.51
7.40

Integrity
7.52
7.27

Expectations
7.35
7.26

Resolution
7.29
7.04

Time and Effort
7.50
7.46

Empathy
6.78
6.63

● All sectors   ● Banking

Brands captured: retail banks

Overall result: among the 11 brands making up the financial services industry, six are banks and one is a payment institution. The banking sector remains the best-performing sector with a CEE score of 7.36.

The Six Pillars performance: the banking sector performance exceeds the survey's average across all of The Six Pillars.

1. Financial services : Banking

Once again, the financial services sector emerges as the number one sector in our CEE. This has been the case since the first report was launched four years ago, and what a remarkable achievement it is.

Indeed, in many countries the image of retail banks, payment institutions, direct banks and insurance companies is not often so positive and, more often than not, feedback from customers on the quality of their experience with financial institutions is rather ambivalent. Well, not only is the financial sector the leading sector, but our number one ex aequo are two of the major universal banks in Luxembourg: Banque Raiffeisen and Spuerkeess.

Three pillars really stand out: Integrity, Empathy and Resolution

What can explain this uniqueness of the Luxembourg market? We all know that the financial sector is a key component of the Luxembourg economy and that, when we talk about Luxembourg, the financial center comes up very quickly in conversation. But this explanation will quickly fall short as our analysis here touches on the relationship between resident retail customers and their banks (B2C), which is somehow disconnected to the wealth and asset management activities of the financial center.

When we examine the detailed results of the banking institutions broken down into The Six Pillars, we can see that three pillars really stand out: Integrity, Empathy and Resolution. And in here lies the answer to our question.

Overall, the Retail Banking sector has handled the pandemic well. Massive efforts were made to continue to service clients, despite many obstacles*

Integrity

The Integrity pillar can be summarized in a few simple questions: Can I trust this brand? Are its values aligned with mine? Is this a brand I want and am proud to be a customer of?

To rank high in this pillar, brands need to demonstrate trustworthiness through consistent organizational behaviors. They need to be seen to be doing the right things for their customers in general. In addition, they must contribute to their local communities and adopt a strong corporate social responsibility stance (especially to appeal to younger generations). Luxembourg banks have always scored highly in Integrity, demonstrating the high level of trust and value alignment they maintain with their customers. This is probably reinforced by the perceived high degree of stability of the country and its financial institutions.

*ABBL/CSSF Retail Banking Survey 2021

Empathy

The Empathy pillar is probably the most important one in terms of CX. It simply comes down to brands being able to put themselves in the customers' shoes. Brands also need to demonstrate how well they understand their customers by showing they care about their employees. Indeed, empathy towards customers starts with great employee experience as only a happy employee will be able to make a customer happy. This demonstration of empathy, accompanied by a touch of humanity, helps in establishing strong and long-lasting relationships with employees and customers. As with Integrity, the Empathy pillar results have been consistently very strong among the ranked banks over the past few years. This reassuringly shows that banks do place both employees and customers at the center of their concerns, their people management approach and their commercial strategies.

Empathy towards customers starts with great employee experience as only a happy employee will be able to make a customer happy

Resolution

The Resolution pillar is slightly different as it boils down to "turning a poor experience into a great one." In other words, when something goes wrong, when client expectations are not met, when mistakes are made, how successful and efficient are brands in doing the right thing and solving the problem? It is therefore slightly contradictory as it relies on the assumption that something went wrong and expectations were not met in the first place. It should be read in conjunction with the Personalization results that should naturally be lower as Resolution is needed to iron out any issues.

Strange as it might seem, brands sometimes have more opportunities to delight through Resolution than through Expectations as they have a chance to stand out in providing a unique CX and creating great memories for the client.

As with Integrity and Empathy, Luxembourg banks have consistently received high marks in Resolution over the past few years. This can somehow imply that banks' commercial and operating models sometimes failed to meet client expectations. If that was the case, banks and their employees acknowledged their mistakes, made amends and came up with better-than-expected solutions.

On a more general note, it is worth mentioning that the CEE results for Luxembourg banks remain excellent despite the Covid-19 crisis and all the challenges associated with it (employees working remotely, clients not able to physically visit bank branches, the potential impact on banks' loan exposure, uncertainty about the future, etc.). The high scores in Integrity and Empathy, for instance, demonstrate that banks have continued accompanying their clients the whole time, regardless of the challenges.

As written in the latest ABBL Retail Banking Cluster Survey published in July 2021: "Overall, the Retail Banking sector has handled the pandemic well. Massive efforts were made to continue to service clients, despite many obstacles', and the local retail banks provided special 'covid loans' and worked with the government to create special state-guaranteed loans to support businesses during the pandemic."

Case Study

Banque Raiffeisen

2021 LUX CEE
Brand ranking **1st**

The Six Pillars: scores vs industry average

+6%
+7%
+9%
+5%
+9%
+9%

Banque Raiffeisen moved up three places to become number one ex aequo in this year's CEE report. What do you think drives your organization's CX success?

We place our clients' individual needs at the heart of our priorities. The aim of our 360° commercial approach is to build long-lasting client relationships based on respect and mutual trust. We accompany our clients through their life journeys by offering personalized support whatever the topic: daily banking needs, investment wishes, loans, savings, or even insurance questions. So far, we have succeeded in maintaining and even strengthening our client relationships thanks to proximity achieved through our vast branch network and the support of all our advisors - be it from the retail, private banking or corporate departments.

In your opinion, what has been the biggest change in your client's behaviors and how have you responded to it?

Our clients are free to choose how they want to communicate with us. The challenge we face is twofold. On the one hand, we want to offer them new communication channels that are up to date and meet their expectations, and on the other, we need to continue developing existing ones.
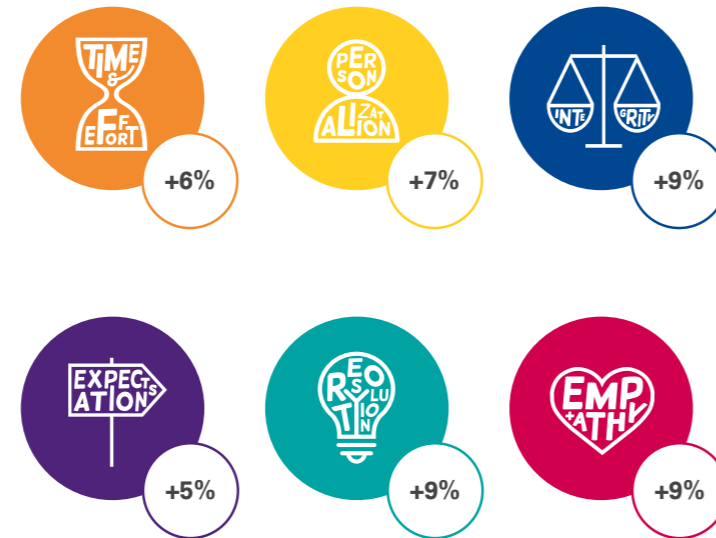
Today, in terms of customer behavior, we have been witnessing a rise in the use of digital and electronic solutions (e.g. our online banking app R-Net or the massive use of credit cards), which goes hand in hand with a decrease in cash withdrawals and manual transactions at counters. As our clients still ask to speak or meet with their advisor, we understand that digital interaction alone is not enough. We believe omnichannel is most beneficial to a customer-centric approach.

To what extent do you believe that your performance in the Integrity pillar was, in some measure, influenced by your active engagement in ESG initiatives? Do you feel your clients are increasingly interested in these issues?

We were among the first banks to offer a large range of sustainable investment services and we were able to mobilize our customers around the idea of a more sustainable and healthy future. Thanks to customer trust and loyalty as well as the great success of this approach, we saw our authenticity rewarded. Today, we plan to continue on this path by developing more sustainable products and services such as our recent sustainable Visa credit cards. However, besides our product offer, it is mainly our daily actions and commitments that allow us to be considered "sustainable."

> Banque Raiffeisen strives to create a sustainable future by providing outstanding products and services that fit clients' needs and benefit their ecological and social environment.

Yves Biewer
Chairman of the Management Board,
Banque Raiffeisen

> When it comes to CX, Banque Raiffeisen embraces digital banking but all the while we believe that personal interaction remains the crucial side of the equation.

Laurent Zahles
Member of the Management Board,
Banque Raiffeisen

Do you gather customer insights/feedback? If so, how do you act on the feedback collected?

We put a lot of effort into gathering feedback from both our customers and our employees. We regularly conduct surveys with an external audience to measure various elements such as our employer brand or to test new communication channels. In parallel, we collect the same information from our employees and pay close attention to job satisfaction insights. The collected feedback enables us to assess the consistency of our messages internally and externally, and is integrated into all our strategic and operational choices.

Studies show that organizations with superior CX are also better employers and have happier workplaces. Do you see the link between the employee experience and CX in your organization? If so, how do you leverage it?

We strongly believe that there is a close link between the internal perception of the bank by our employees and the external perception by our customers. Indeed, who could better convey the bank's messages and values if not satisfied and motivated employees? Our employees are literally the bank's ambassadors. It is important to foster a strong and shared corporate culture to be credible to our clients and stakeholders.

In what ways do you think the customer journey will change after the sanitary crisis?

There is no doubt the use of digital tools and technology will be more prominent in the future. Although it will be important to stay ahead of the game and continue developing digital alternatives (especially for daily banking operations), we think the need for real face-to-face advice will remain high as the personal factor in any client relationship remains an added value. Moreover, we see a growing interest in all ESG-related topics, so this will certainly also mark a turning point.

Looking back at recent months, what is the achievement you are the proudest of in terms of CX or employee experience?

Over the last few months and in the overall context of the pandemic, we did everything in our power to protect both our customers and employees. Judging by the feedback, we succeeded without reducing the quality of the services offered to our customers. On the contrary, in fact, since the pandemic has accelerated digitalization, we were even able to work on new concepts and developments to further improve our client interactions and advice given.

What are the key lessons you have learned from this crisis in terms of CX?

Seeing the growing importance of digital technology and its use was probably the most salient thing. However, we were happy to see that our clients appreciate our proximity and made use of all the communication channels offered. This tells us we are on the right path.

> I want my kids to grow up in environmentally friendly surroundings. Awareness is the first step towards a sustainable world. Being part of the sustainability team at Spuerkeess enables me to do my part in this field.

Romy Reding
Member of the Sustainability Team,
Spuerkeess

Case Study

Spuerkeess

2021 LUX CEE
Brand ranking **1st**

The Six Pillars: scores vs industry average

+7%	+7%	+9%
+7%	+8%	+7%
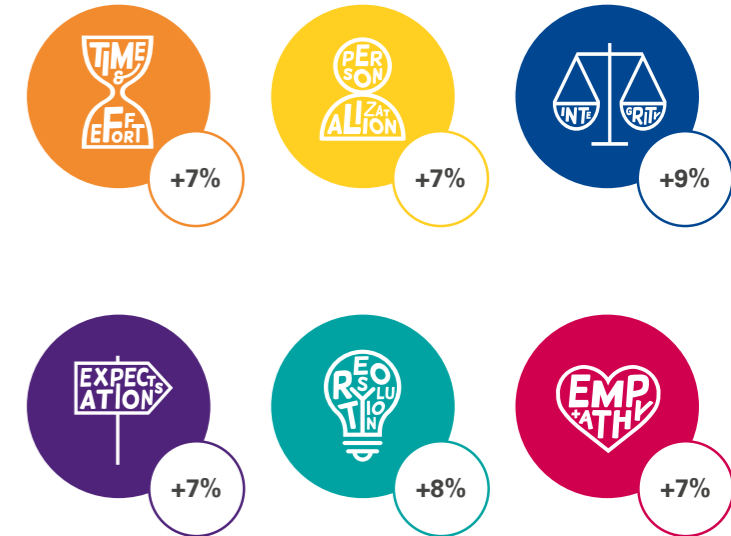
With these never-ending lockdowns and restrictions, we all felt that we missed social and human interaction. How have you managed to balance the need to continuously improve digital tools with the necessity to maintain human contact?

During the pandemic, we ensured that our financial services continued to be highly personalized without forgetting the human touch. With the launch of Spuerkeess Direct (a new remote communication channel), we continued to ensure a client-centered approach in which technology enhances the working experience while maintaining the fundamental ethics of the bank. In addition, to ensure close personal contact with our customers, we have expanded our physical advisory services with video conferencing, which has been very successful.

Looking back over the last few months, what are you proudest of in terms of Customer Experience or Employee Experience?

In line with our goal to act as a Transition Enabler, we recently launched a service that supports our professional and private customers in their environmental efforts. The aim of Aid & Financing Advice is to help our customers improve their energy efficiency projects. Our tools help us identify the various public and private aid opportunities that are available to our customers. Our goal is to guide them through the formalities and offer appropriate loans for their ecological, energy and sustainable projects.

Our new sustainability team is currently working on the implementation of our sustainability strategy throughout the entire bank.

Spuerkeess is heavily investing in innovation and digitalization. Have you seen a direct impact on customer loyalty? And on the bank's results?

Innovation and customer centricity have always been a priority for Spuerkeess. As a founding member of LuxTrust in 2005 and Luxhub in 2018, Spuerkeess is known to be a key player in Luxembourg's thriving digital ecosystem. While Covid-19 forced us to equip our employees in record time to be able to work from home using a secure collaborative platform, our customers' needs shifted rapidly, resulting in an increase in digital banking, contactless payments and the use of digital signatures. Ten years ago, by contrast, we only launched two or three new versions of S-Net per year. Today, thanks to our continuous efforts, we were able to release 17 new versions over the last 12 months.

The year's top achievements included Open-Banking account aggregation where we look at a five-digit customer base, the online product store and the digital onboarding of new customers. In addition, credit cards and personal loan applications can now be managed in real time. We are actively working to release our first blockchain-based service in the coming weeks. Our efforts are paying off: we are currently seeing more than 100,000 daily log-ins to S-Net and have over 250,000 unique users with access to our online facilities.

For a successful digital transformation, change management is critical. A program has been developed to support employees who have been reassigned to new jobs due to process optimization, all with an emphasis on internal mobility and upskilling.

Are there any new services or changes to customer service that you would like to maintain after the pandemic?

The pandemic has transformed our workforce management. Our employees work remotely and customer service has moved online. The digitalization of our bank has had a positive impact on the environment as we have, for example, reduced our paper consumption by 30%.

Our Spuerkeess 2025 Strategic Plan emphasizes the importance of sustainability in our strategy. A key dimension of this strategy is the integration of environmental, social and governance (ESG) risk analysis into all our processes and activities. To ensure sustainable operations, we have developed (in collaboration with external experts) a proprietary ESG assessment and analysis methodology for the different types of asset classes.

Spuerkeess wishes to go further in its incorporation of sustainability issues and wants to help its customers become more sustainable, while making them aware of the benefits of more environmentally friendly alternatives. The bank has therefore implemented Aid & Financing Advice which combines raising customers' awareness and the various public and private aids applicable for energy-efficient home renovations.

Spuerkeess recently received the Global Finance Sustainable Finance Awards for its efforts in this domain.

Investing in customer relationships in difficult times is often repaid by customer loyalty. As you are once again on the podium in 2021 for Loyalty, what are your key drivers for customer retention?

A priority of our new strategic plan "Spuerkeess 2025" is to remain a customer-oriented, empathetic and authentic bank. This commitment is rooted in our values and embedded in our business strategies.

We will pay particular attention to analyzing our customers' specific needs according to their life cycles in order to offer tailored, value-added banking and financial solutions that meet their needs at key personal and professional life stages.

> **Our focus is on meeting customers' expectations. To achieve this, the commitment of our employees is the most powerful driver.**
>
> **Romain Wehles**
> Member of the Executive Committee,
> Spuerkeess

> **In a fast-changing environment, offering our customers a valuable and sustainable experience is the ultimate objective we pursue at Spuerkeess. Positive customer feedback - especially in times of disruption - is a great incentive for our bank to enhance its efforts on customer centricity even further.**
>
> **Françoise Thoma**
> CEO and President of the Executive Committee,
> Spuerkeess

2021 LUX CEE
Sector ranking   **1st**

The Six Pillars: how the sector measures up

Personalization
7.36
7.40

Integrity
7.43
7.27

Expectations
7.34
7.26

Resolution
7.30
7.04

Time and Effort
7.55
7.46

Empathy
6.93
6.63

● All sectors   ● Insurance

Brands captured: insurance companies.

Overall result: with a CEE score of 7.34, the insurance sector's performance ranks second just behind banks with four brands present in the ranking.

The Six Pillars performance: the insurance sector's performance exceeds the average in half of The Six Pillars and it obtains the highest score of 7.30 in terms of Resolution.

1. Financial services : Insurance

How to provide great customer experience in times of great turmoil

In recent years we have experienced a remarkable increase in the frequency and severity of natural disasters, including fires, floods, hurricanes and typhoons. These events have become increasingly destructive, in part due to a greater concentration of people and property in and around disaster-prone areas. More critically, however, climate change is creating conditions where natural disasters tend to be more intense, more widespread and more damaging.

We are no longer spared from major catastrophes in Luxembourg

These events used to be far removed from reality in Luxembourg, but the violent tornado in 2019 (with estimated insured damages of €100 million) and the recent floods (with estimated insured damages of €120 million) showed us otherwise. These staggering figures demonstrate that we are no longer spared from major catastrophes in Luxembourg, and this is really just the beginning in terms of the global impact natural disasters are having on the insurance sector.

The consequence is that individuals, businesses and governments now realize that dealing with the effects of climate change cannot wait. Better solutions for coping with the new reality are needed today. Insurance companies in particular are facing pressure to rethink traditional models that were not devised for this new environment.

It is important for insurance companies to utilize efficient and accurate processes to tackle disasters that are occurring more frequently. Companies must ensure their clients receive support immediately after a disaster strikes

by responding to claims with speed and precision. If not, companies run the risk of putting their clients in dangerous and life-threatening positions, where they need urgent assistance but are forced to play a waiting game.

Mismanaging what are often highly emotional circumstances for customers during a disaster can cost insurers more than just the customers themselves. One bad experience can lead to negative brand perception, increased regulatory scrutiny, and an erosion of trust in the insurance market.

In a time of crisis, every second counts

Let's take a look at three ways insurers can prioritize customer relationships and be ready to offer a superior CX during a disaster.

1. Give your employees the authority to take action

In a time of crisis, every second counts. Empowering employees at every level to respond quickly and efficiently to customer needs is key. Eliminating redundant red tape and creating a process where more challenging requests are immediately routed to a manager or person with the right authorization to handle it is also crucial. By giving each employee the power to solve problems at their specific level, the focus remains on the customer and the issue at hand can be resolved more efficiently.

Good prioritization is essential to resolving the most urgent customer needs

2. Prioritize using CX data effectively

A stellar CX matters more than ever in times of crisis when insurers need to respond to major disaster situations and people feel at their most vulnerable.

With limited time and resources, good prioritization is essential to resolving the most urgent customer needs. Existing CX data can help insurers identify and prioritize the CX drivers where they matter most – whether that's waiting times, policy documentation, field support or other assistance. For instance, when call centers are overwhelmed during a natural disaster, CX data can help identify which groups are particularly sensitive to long waiting times and prioritize those calls to keep the CX high. If an insurance company knows what their clients value most during a time of crisis, they can address those pain points with in-depth knowledge of how to best meet their needs.

3. Start a two-way dialogue with your customers

Customers need access to their provider during an emergency, and providing as many contact channels as possible will ensure a better CX. This is especially important since there is a lot of friction surrounding communications during disasters — downed phone lines, decreased cell phone coverage and unreliable internet access can significantly disrupt and complicate the typical interactions between customers and their insurance providers.

A combined client-centric and a data-driven approach

Call center systems need to be streamlined and social media efficiently monitored to connect with customers as quickly as possible. Feedback surveys to collect CX information bring significant value. Reaching out to customers for feedback before their claim is settled gives insurers the opportunity to make things right before it's too late.

CX counts more than ever in times of crisis, and recent events show that it will not be the last time that Luxembourg insurers need to respond to major disasters. A combined client-centric and a data-driven approach can provide the tools to maintain critical services in high-pressure situations, and build customer relationships that will last a lifetime.

> In recent years, Foyer has carried out in-depth work to rethink its business model and its processes in the digital world, with the customer and their needs as a central point.

Gilbert Wolter
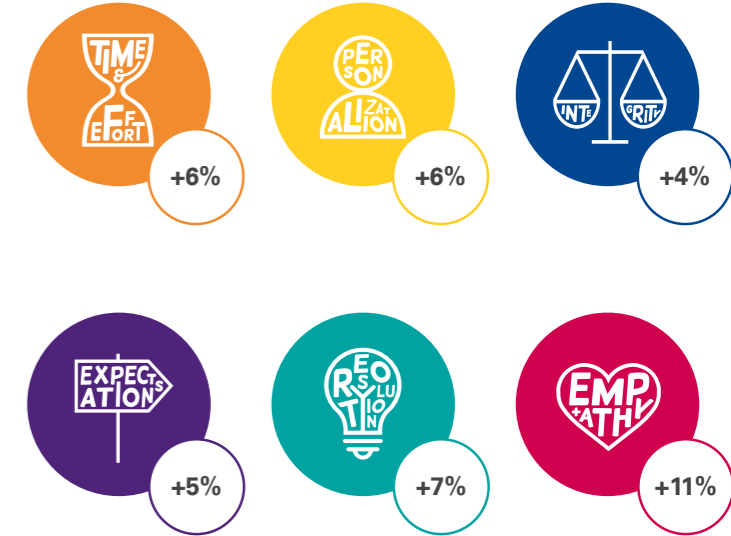Sales and Marketing Director,
Foyer

Case Study

Foyer

2021 LUX CEE
Brand ranking   **6th**

The Six Pillars: scores vs industry average

+6%   +6%   +4%

+5%   +7%   +11%

Foyer moved up five places to rank 6th in this year's CEE report. What do you think drives the organization's CX success?

This result is the consequence of a long-term strategy. In recent years, Foyer has carried out in-depth work to rethink its business model and its processes in the digital world, with the customer and their needs as a central point. The concept of customer centricity has become one of the pillars of Foyer's strategy, along with "intermediated multi-channel communication." Customers can reach Foyer 24/7 through several communication channels: mobile application, website, telephone, e-mail and, of course, our agents.

This duality in customer relations (sometimes digital via the mobile application, sometimes human thanks to the presence of our agents) is a real advantage. In fact, alongside their interest in digital autonomy, customers have shown that they greatly appreciate direct contact with their agents, whose help and advice are valuable (even essential) when taking out a policy or in the event of an incident.

What measures have you taken to stay close with and add value to your customers during the pandemic?

Like the Group's offices in Leudelange, all agencies had to close their doors on the first day of lockdown in March 2020. However, our agents quickly managed to work from home in order to maintain close contact with customers. Thanks to videoconferencing, they were able to continue providing advice from a distance and stay in touch with their clients on a regular basis.

In addition to communication between agents and clients, Foyer has also adopted a whole series of exceptional measures to reassure its private and professional customers about their insurance cover.

Foyer was awarded the 2021 study's highest score for Empathy across all brands and industries (+11% over the industry average). How did you manage to obtain this result despite the lack of human interaction during the pandemic?

As mentioned, a whole series of measures were taken from the start of the pandemic - not just to maintain close contact with customers, but, above all, to reassure and support them.

In addition to the pandemic, it is also worth remembering that, over the last two years, Luxembourg has not been spared from disastrous climatic phenomena: a tornado, torrential rains and floods. During these disasters, Foyer was present from the very start, accompanying and helping clients in a reactive and human way.

In this respect, the company's motto "Foyer a seng Agenten, Einfach fir Iech do" (Foyer and its agents, simply there for you) has never been more relevant.

Do you gather customer insights/feedback? If yes, how do you act on the feedback collected?

Foyer attaches great importance to customer feedback. To this end, the Group has developed a partnership with a startup specializing in opinion gathering. After each claim, a brief satisfaction survey is sent out, with the aim of turning the feedback into an opportunity for improvement. The satisfaction rates shown in these surveys (which regularly exceed 90%) are an additional source of motivation for Foyer's teams and agents in their mission to provide advice and assistance.

What role do your agents play in CX?

On the front line in the field, the main mission of the agents is to advise and insure customers, and sometimes even to reassure them. This is all the more important at certain key times in life – when it comes to protecting one's family, or when help is needed after an incident. Under these circumstances, no digital tool can compete with the empathy and professionalism of trained and caring counselors.

To help its agents in this advisory role, Foyer has developed a simple and intuitive tool called the "Bilan Client" (customer assessment), which allows them to assess customers' insurance needs and propose the most suitable protection.

Going forward, how do you think the insurance industry is going to be affected, especially in terms of building and sustaining meaningful customer relationships?

The Covid-19 crisis has highlighted new expectations and consumer habits, in an "Anytime, Anywhere, Any device" way. While Foyer has shown flexibility during this period, it will continue to listen to its customers, whose feedback is essential to the development of its services.

On a more global level, regulatory requirements and corporate social responsibility (CSR) are increasingly common topics. Having integrated CSR into its strategy, Foyer is ready to smoothly address future regulatory changes while meeting the new expectations of its customers, partners and suppliers.
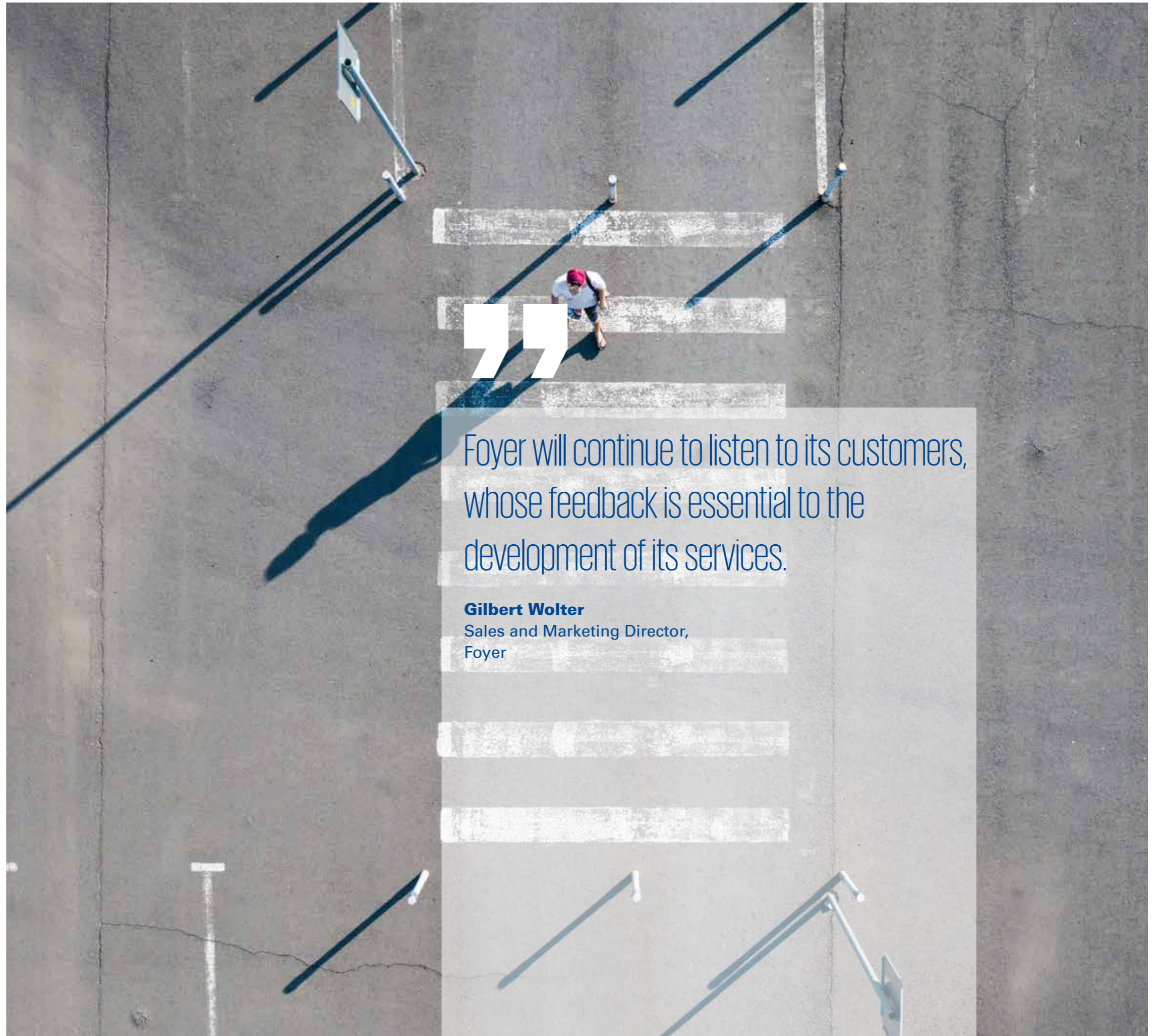
> **Foyer will continue to listen to its customers, whose feedback is essential to the development of its services.**
>
> **Gilbert Wolter**
> Sales and Marketing Director,
> Foyer

Case Study

LALUX

2021 LUX CEE Brand ranking **7th**

The Six Pillars: scores vs industry average

- TIME & EFFORT **+6%**
- PERSONALIZATION **+5%**
- INTEGRITY **+6%**
- EXPECTATIONS **+6%**
- RESOLUTION **+5%**
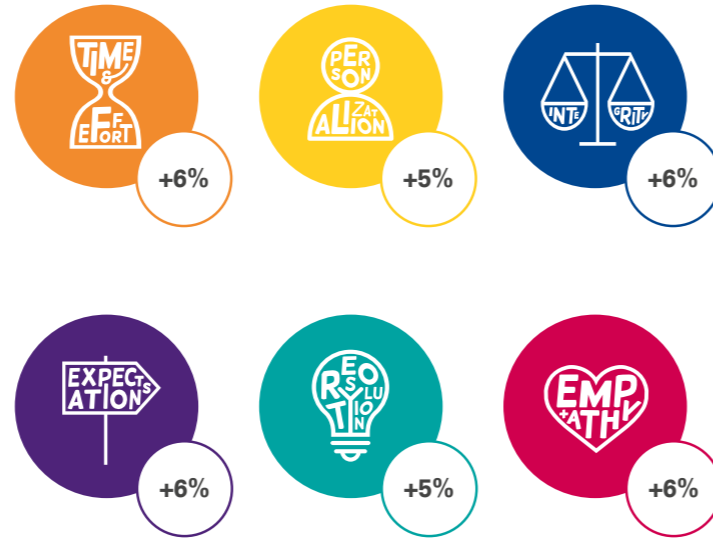- EMPATHY **+6%**

> Clearly, the aim was to simplify our customers' lives, to respond adequately to their changing needs, but also to keep the human element at the center of the relationship.

Christian Strasser
Managing Director,
LALUX Assurances

Since the launch of KPMG's CEE Survey in 2018, LALUX has been one of the top CX leaders in Luxembourg. What are the key CX factors that have led to this success?

Since its foundation more than 100 years ago, customers have always been central to LALUX's strategy. Being an insurance company, we naturally want to take care of customers, be there for them when they need us and offer tailored advice according to their personal situation.

In Luxembourg, more so than in other countries, an insurance agent plays a crucial role in building lasting relationships. They are not only the point of contact at the time of subscription, but also accompany clients when there is a claim. For many of our policyholders, they become a real partner they can rely on when a problem arises.

How do you address CX during the first couple of days following a major catastrophe (e.g. flooding or a tornado) as these are, of course, critical moments for your clients?

When the tornado hit in 2019, or during the recent floods, our agents were quick to take action for their clients. On those occasions, they got support from internal teams from the claims and commercial departments who helped to speed up the appraisal process so that our policyholders could receive the appropriate assistance.

Beyond this professional commitment, it is above all empathetic and reassuring human contact that really counts in situations like these.

Which channels have you developed to interact with and better serve clients since the start of the pandemic?

In 2020, LALUX launched easyAPP, an application that allows our policyholders to "keep their agent at hand" – in other words, to easily get in touch with them, get help thanks to 24/7 assistance services, report their claims in a few simple steps, or consult their insurance contracts, tax certificates as well as request other useful documents in just a few clicks.

The development of this new app centered around the user experience (UX): navigation is simplified to the maximum, with a clear and structured presentation of information, and taking into account the most recent UX standards.

Our network is fully involved in this digitalization process and remains the preferred point of contact for our customers.

> To guarantee excellent service to our policyholders, to manage their claims efficiently, to facilitate the tasks of our agents and to continue to improve, efficient and motivated employees are essential.

Marc Parage
Head of Human Resources,
LALUX Assurances

For instance, our agents are informed of any claims made by their customers on easyAPP and can take over if additional information is required.

Do you gather customer insights/feedback? If so, how do you act on the feedback collected?

Beyond market research results which are carefully monitored and taken into account in the development of our strategic plan, LALUX has been systematically collecting customer feedback since 2017.

Aware that this phase is fundamental in assessing the quality of an insurer, we have set up this permanent indicator which not only allows us to identify potential areas of improvement, but above all allows us to intervene at the slightest sign of dissatisfaction. The customers concerned are indeed called back by internal staff who are not part of the claims management department.

Studies show that organizations with superior CX are also better employers and have happier workplaces. Do you see the link between the employee experience and CX in your organization? If so, how do you leverage this?

"To guarantee excellent service to our policyholders, to manage their claims efficiently, to facilitate the tasks of our agents and to continue to improve, efficient and motivated employees are essential." Marc Parage, Head of Human Resources at LALUX Assurances

From the very beginning of our century-old company, the well-being of our employees has been at the heart of our organization. Today, a range of services are available to them, some of which have been quickly adapted to the context of the pandemic (online fitness courses, for example).

The organization of continuous training adapted to the profile and needs of each individual, along with career plan development for our talents and key people, are an integral part of the professional life offered by LALUX.

This dynamic and innovative environment, reinforced by the human values and collaborative spirit circulating within it, favors the balance between professional and family life for our teams, and encourages them to offer our clients an experience that matches the one they enjoy every day.

LUX sectoral review

2. Restaurants and fast food

2021 LUX CEE
Sector ranking
2nd

The Six Pillars: how the sector measures up

Personalization
7.49
7.40

Integrity
7.41
7.27

Expectations
7.30
7.26

Resolution
7.01
7.04

Time and Effort
7.76
7.46

Empathy
6.84
6.63

⬤ All sectors ⬤ Restaurants and fast food

Brands captured: retail bakeries and fast food restaurants / chains.

Overall result: moving up three places to rank second in this year's study, the performance of the restaurants and fast-food sector is 2% above the study's average.

The Six Pillars performance: Empathy, and Time and Effort score significantly above the study's average. Personalization, Integrity and Expectations are also above average, while Resolution is the only one of The Six Pillars to score slightly below the study's average.

By successfully overcoming the challenges that came with the pandemic, and properly addressing customers' concerns, the restaurants and fast-food sector rapidly escalated to second position in terms of best-performing sectors.

Forced closures and dining restrictions have been the cause for a considerable drop in sales for virtually every entity in the sector. Despite this, restaurants and fast-food establishments have proved to be resilient and willing to adopt new solutions to continue satisfying their customers.

People prefer ordering directly through restaurant websites rather than third parties

In certain periods of the year, the quick implementation of delivery methods was key to ensuring continuance of service, even to customers' homes. This meant using technology to streamline as well as enhance off-premise services without the need for physical contact. New technologies (including delivery apps) already enabled customers to order, pay for and track their food. New updates to these apps included pandemic-related safety functions, meaning customers could ask for their orders to be delivered outside their front door to avoid any physical contact with the delivery person.

In general, the proportion of customers willing to order take-out and home delivery has significantly increased. However, according to multiple studies, people prefer ordering directly through restaurant websites rather than third parties, as well as from actual places that can be visited rather than "dark kitchens" (delivery-only restaurants).

This might have been the key differentiator that has boosted the metrics of the brands we see in this year's ranking. Five out of seven ranked brands have implemented a delivery or pick-up/click-and-collect service to allow customers to save time and enjoy their meals at home. This has definitely had a positive influence on performance in Time and Effort.

Uncertainty and challenges

Among the numerous challenges faced by restaurants is the limited menu items that can be delivered. For practical reasons, customers have had to make a trade-off between choosing from a wide variety of dishes and not leaving the comfort of their homes. Indeed, as some food items "travel" better than others, many restaurants and fast-food establishments had to limit the amount of items that could be ordered to ensure that what they delivered would still look and taste good. This of course came at the cost of disappointing those who might have been craving something specific.

On the other hand, consumers are keen to return to restaurants and dine on the physical premises. Due to the waves of the pandemic, this has been possible at certain times. Consequently, restaurants and fast-food establishments had to be extremely flexible, ready to suddenly reopen within a short time frame. They made huge efforts to welcome customers back and offer them a fantastic experience whilst keeping everyone's safety in mind.

Consumers are keen to return to restaurants and dine on the physical premises

To achieve this, technology once again came to the rescue, with online reservations making it possible for restaurants to properly plan and manage logistics. Food collection scheduling meant each customer had a specific time slot so they could avoid crowds and queues.

"On-premise" dining has also turned digital with menus retrieved using QR codes on cellphones. Albeit convenient for the most tech-savvy of the population, it is true that

this has irked customers who enjoyed flipping through a good old-fashioned paper menu. To meet the needs of the less digitally inclined client base, some restaurants have decided to go a step back in time and bring back big chalkboard menus.

What's more, as visits to restaurants and fast-food establishments might not be as frequent as before, it is essential for restaurants to continue leveraging social media to keep customers updated about what is going on, new dishes, opening hours and current initiatives or events. With social media they can interact and directly communicate with customers, as a means to nurture relationships and stay connected with them beyond just the time they visit the restaurant.

Fresh and friendly always in fashion

Despite the transition the entire world is going through and changes in consumer behavior, certain things will never change. One of those is a customer's desire to feel welcomed and be served freshly prepared food.

Survey respondents value enormously the ambiance and the joy they feel when eating out. Being welcomed with a big smile in a pleasant environment will undoubtedly have an impact on the overall experience. Customers appreciate the attention they receive as well as information about the products (e.g. provenance of ingredients).

Consumers want something tasty but healthy and, often, local. The search for locally sourced ingredients is driven by the fact they are fresher (having not traveled much), and are therefore less contaminated and with a lower environmental impact. Moreover, consuming local food helps to maintain farmland in the area as well as supports the local economy.

Consumers want something tasty but healthy and, often, local
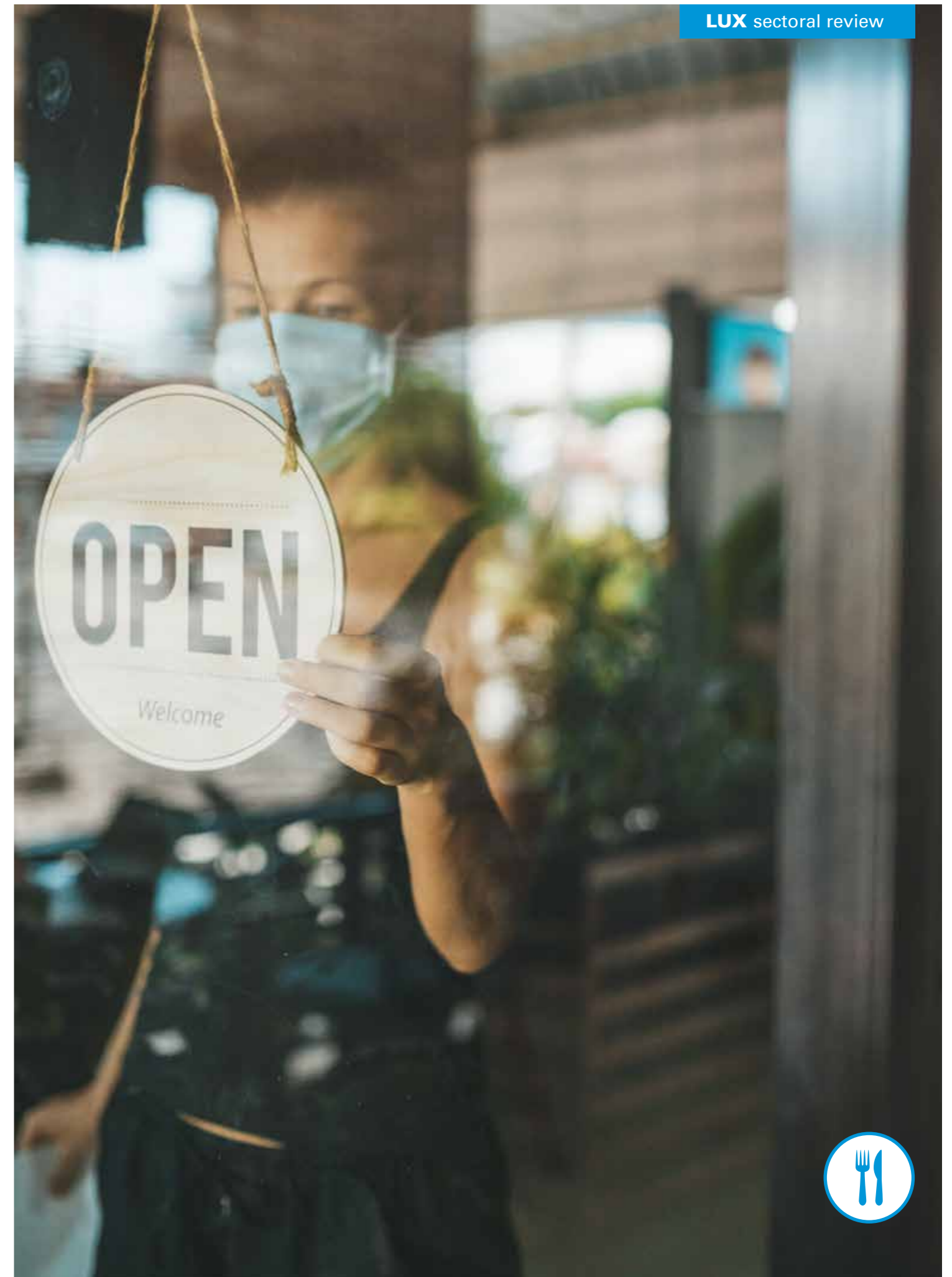
2021 LUX CEE
Sector ranking **3rd**

The Six Pillars: how the sector measures up

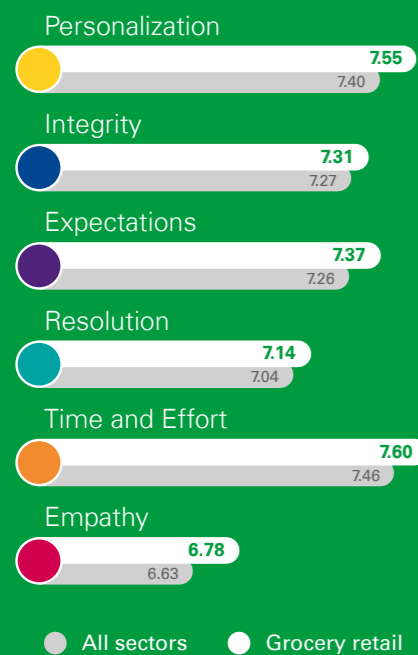Personalization
7.55
7.40

Integrity
7.31
7.27

Expectations
7.37
7.26

Resolution
7.14
7.04

Time and Effort
7.60
7.46

Empathy
6.78
6.63

○ All sectors   ○ Grocery retail

Brands captured: supermarket chains with brick-and-mortar stores in Luxembourg.

Overall result: performing 2% above the study's average, Luxembourg's grocery retail sector has moved up one position to reach third place in this year's CEE report.

The Six Pillars performance: The Six Pillars performance in the grocery retail sector is above average across all pillars, with the highest score awarded for Time and Effort.

3. Grocery retail

Jumping forward one position, the grocery retail sector is ranked as the third best performing sector in CX in the Luxembourg market. Performing above average in all of The Six Pillars, Luxembourg's residents awarded it the highest score in Personalization.

Luxembourg's grocery retail sector comprises hypermarkets and supermarkets (often located in large shopping malls) and, to a lesser extent, small neighborhood grocery stores. Many of these offer home delivery and drive-in services as well as Sunday shopping, which has played a crucial role over the last 18 months.

Grocery retailers are increasingly adopting new technologies to make the CX smoother and quicker

Faced with the explosive growth of e-commerce, the grocery sector has experienced changing consumer habits and preferences. This has resulted in opportunities to innovate in such a fast-developing market.

Food has brought people together during the pandemic as they are spending more time at home and dedicating more time to cooking and enjoying meals together.

As a result, consumers have been looking for a wider selection of products to experiment with as well as for fresh products to create meals from scratch. The procurement of these new products has been possible thanks to the cosmopolitan nature of Luxembourg where stores stock products from all around the globe. However, as paradoxical as it may seem, people are also becoming increasingly concerned with ethical and environmental issues and looking to consume more local products. Hyper-local food sourcing implies sustainable shopping as a priority, driving the choice towards brands based on their social and environmental impact.

LUX sectoral review
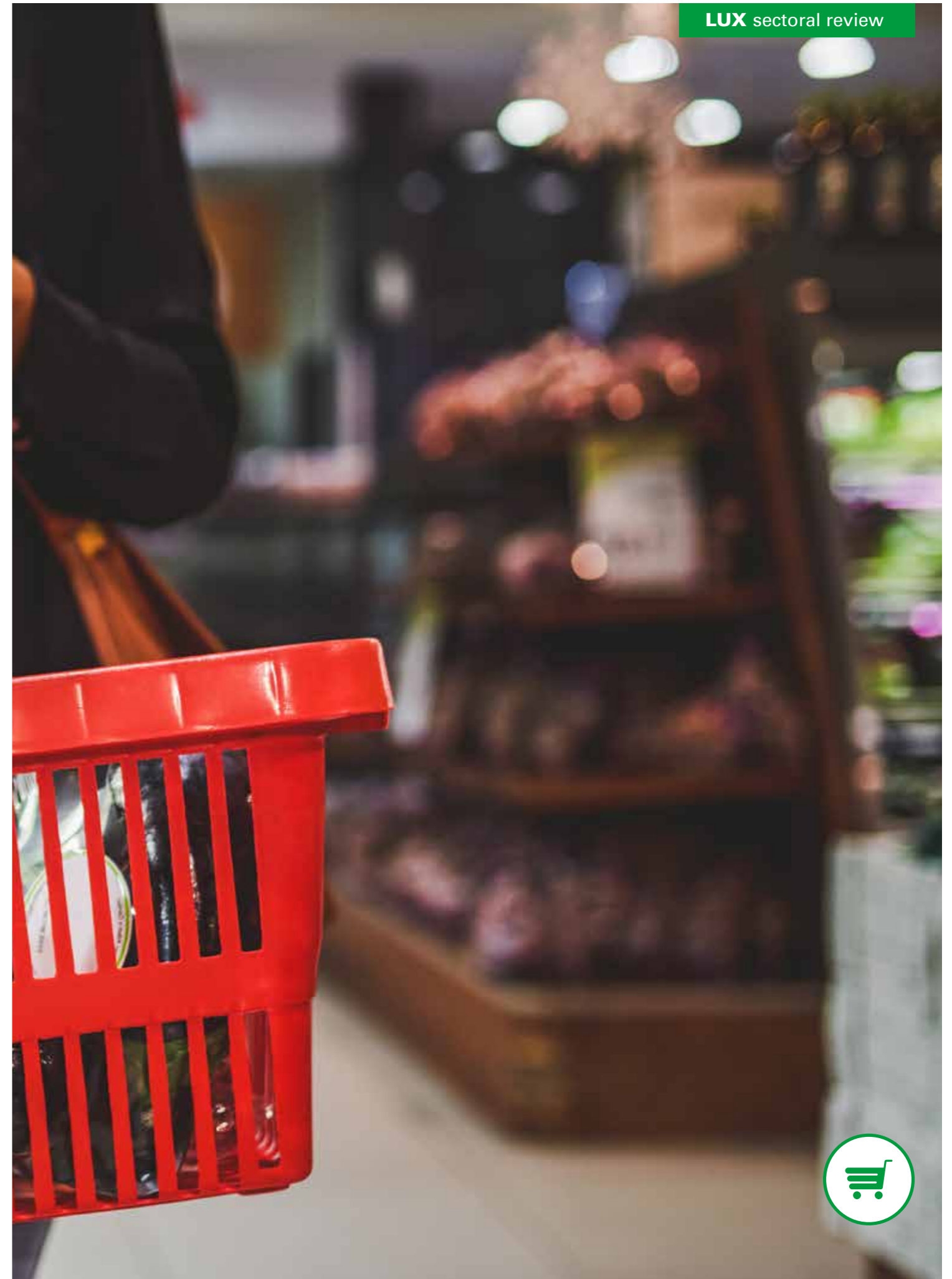
Tech innovation for a faster and more personalized shopping experience

Grocery retailers are increasingly adopting new technologies to make the CX smoother and quicker - from self-scan and self-checkout options to mobile apps with loyalty programs.

Whilst new technology aims at reducing queuing time (Time and Effort), loyalty programs boost trust and Personalization as they enable customers to receive tailored deals and promotions based on their favorite and most purchased products, or collect loyalty points to get free merchandise.

E-commerce, on the other hand, which involves home delivery or in-store pickup, has transformed the grocery industry into an omnichannel business that keeps pace with new consumer habits.

Going beyond customers' expectations means providing an experience that is more than just checking items off a grocery list

In order to keep up with order volumes and avoid disruptions along the supply chain, the sector is investing in micro-fulfillment centers (urban warehouses where online orders are prepared). They might be small in size, but they are still capable of meeting same-day delivery requirements. This means grocery store aisles are not overcrowded with staff preparing deliveries, and there is a reduced risk of out-of-stock items for those shopping in-store.

Technology also helps consumers healthwise, with an increasing number of machines that freshly juice oranges, dice pineapples or prepare salads, for instance, meaning everyone (even those with no time to cook) can take away healthy ready meals.

Feeding customers' hunger for knowledge

Today's customers are even more willing to try out new things. This increasing trend means the in-store experience needs to be smooth and easy to navigate, so customers can find what they are looking for and get educated about new products.
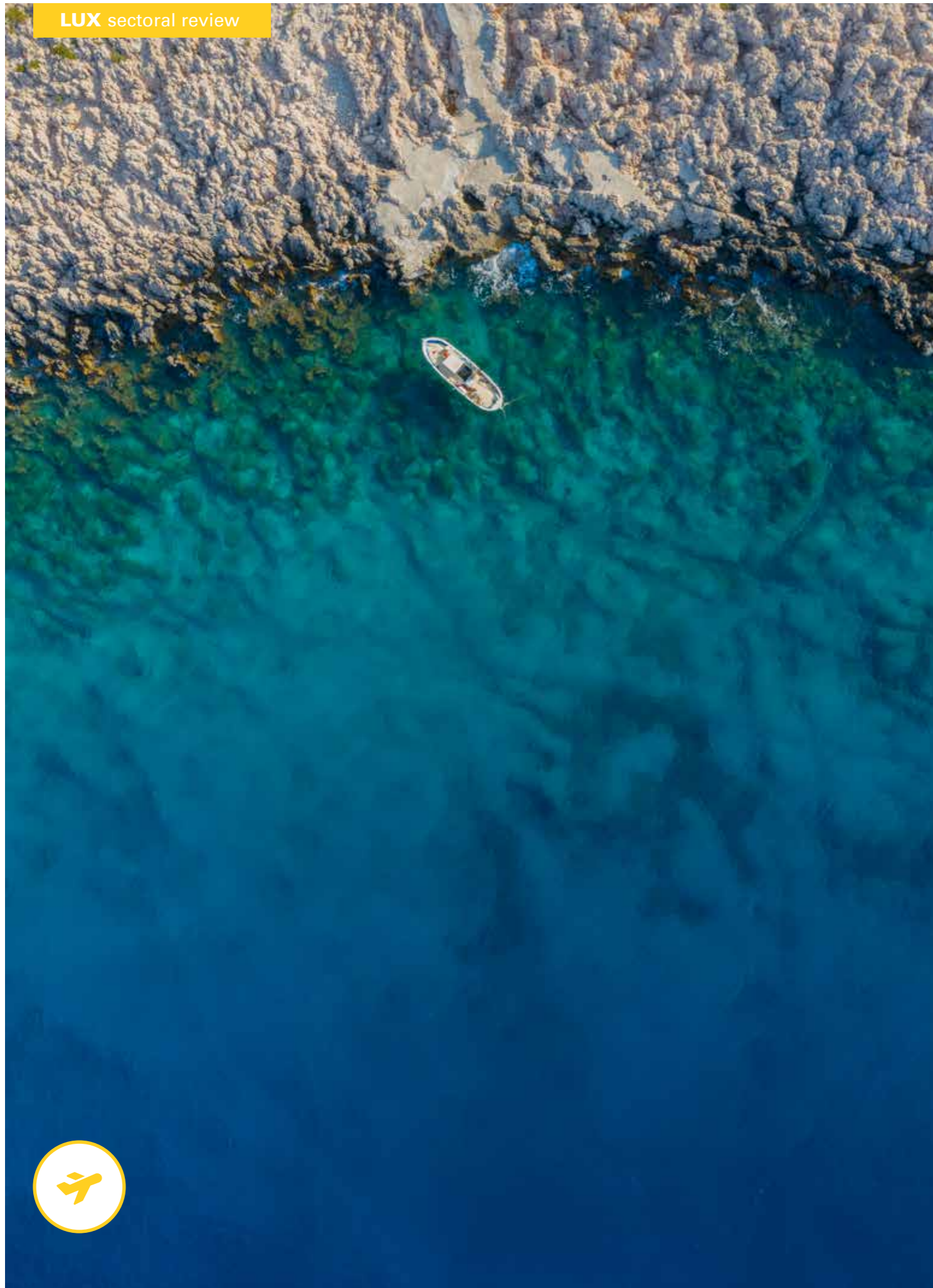
Customers are curious. They want to know about new products; whether it's a special drink from the other side of the world or a loaf of zero-kilometer bread with wheat from the field just next door. To guide them in this exploratory journey, it has become key to provide them with information and indications (e.g. in-store signage) to help them navigate the supermarket and the products.

Going beyond customers' expectations means providing an experience that is more than just checking items off a grocery list. It means investing in initiatives that resonate with the store and its customers so that they feel the urge to return and continue exploring the aisles where they will discover new food, household trends and niche products.

Through a wise use of various marketing tools (e.g. POS materials and signage), it is possible to offer two experiences: time-efficient grocery shopping for busy customers or a deep exploratory dive for those interested.
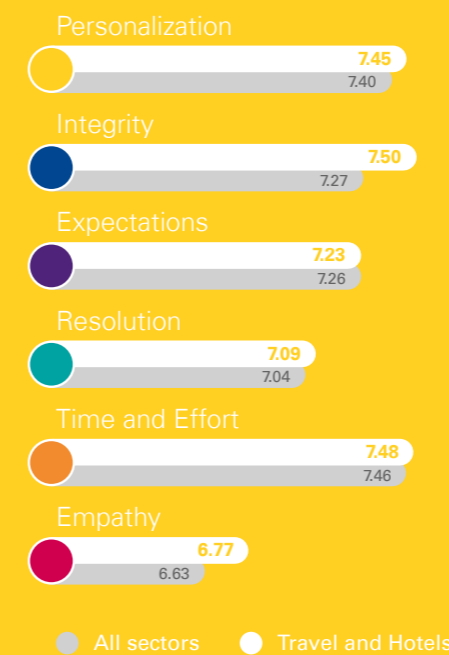
Either way, meeting and exceeding expectations starts with increasing loyalty and fueling a customer's desire to return to a specific store.

2021 LUX CEE
Sector ranking — **4th**

The Six Pillars: how the sector measures up

Personalization
7.45
7.40

Integrity
7.50
7.27

Expectations
7.23
7.26

Resolution
7.09
7.04

Time and Effort
7.48
7.46

Empathy
6.77
6.63

○ All sectors   ○ Travel and Hotels

Brands captured: the ranked brands include airlines, holiday companies, the national airport and rail operators.

Overall result: dropping two positions, the travel and hotels sector ranks 4th in this year's study.

The Six Pillars performance: almost all the Six Pillars are performing above average, demonstrating sector resilience despite the crisis. This sector achieved the second highest score in Integrity.

4. Travel and hotels

The global pandemic has had a devastating impact on the travel and hotels sector which has faced unprecedented challenges. The situation has certainly improved with the vaccination rollout offering a glimmer of hope that we will soon get back to "normal" in terms of traveling. Nevertheless, new virus strains remain a threat to the sector that might experience further disruptions. With support from governments trying to implement recovery strategies for the tourism industry, the sector must brace itself for future challenges.

Traveling patterns have seen a radical change, with the largest source of revenue shifting from business travel, to travel for pleasure. Forced closures of offices and the extensive use of online platforms have made business trips almost obsolete, while the future is looking brighter for tourism and traveling for pleasure. Consumers are indeed optimistic about traveling more and in a safer way, and seem to appreciate all the efforts made by the sector to accommodate them (e.g. ensuring reimbursement of canceled trips, issuing open tickets and explaining safety measures).

Changing habits: long staycations and slower pace

As uncertainty is often the main driver in consumer behavior, booking patterns have been the first to change. The fact that flights might suddenly be canceled, or that countries of destination might no longer be reachable, has significantly impacted reservation patterns. Booking windows are becoming shorter, and last-minute reservations the norm. Moreover, the choice of destinations has changed too, forcing booking platforms to adapt suggestions on their website to places that are reachable by car or train, for instance. Consumers are increasingly opting for "staycations", in an attempt to avoid restrictions and high-traffic areas. And thanks to remote working options, they can stay longer in their chosen destination.

Uncertainty is often the main driver in consumer behavior

A whole new customer journey… at the airport

Nowadays, hygiene and sanitation measures are essential to restore consumer confidence. To instill a feeling of trust in their customers, travel companies clearly communicate all precautions taken to make their vacations as safe as possible.

The Covid-19 pandemic has acted as an accelerator for contactless airport experiences. The customer journey is expected to be entirely contactless soon, from check-in procedures to using in-flight entertainment systems. Some airlines are even encouraging the bring-your-own-device approach by allowing customers to download content in advance.

The contactless experience has also extended to duty-free areas with Just Walk Out technology being implemented in US airports. Similarly, for a more personalized experience, some airlines provide passengers with the possibility to pre-order and pre-pay for food and beverages that are delivered directly on board via food delivery platforms.

Whilst this digitalization of the customer journey appears to be adapted to current times (as no physical contact is needed to carry out all the usual steps), the lack of human interaction could, once again, deter certain travelers who might feel lost when interacting with computers instead of people.

Reinventing the hotel business model

In the past, short duration business travel represented the largest source of hotel revenue. As this trend has now changed and hybrid working has become the "new normal", consumers are traveling more for pleasure and adding a few days of work onto their vacation plans. Serviced apartments, therefore, have suffered less compared to hotels that are now changing their business models by offering, for instance, subscriptions and membership programs that give access to alternative accommodation around the world. Many hotels have also decided to launch sustainability campaigns and become even more eco-friendly.

The pandemic has seen people becoming more open to helping others and supporting those in real need. A certain number of travelers are choosing regenerative travel which involves the active improvement of social and environmental conditions. This goes beyond simply sustainable traveling; it's about traveling with a purpose and leaving a place better than you found it.
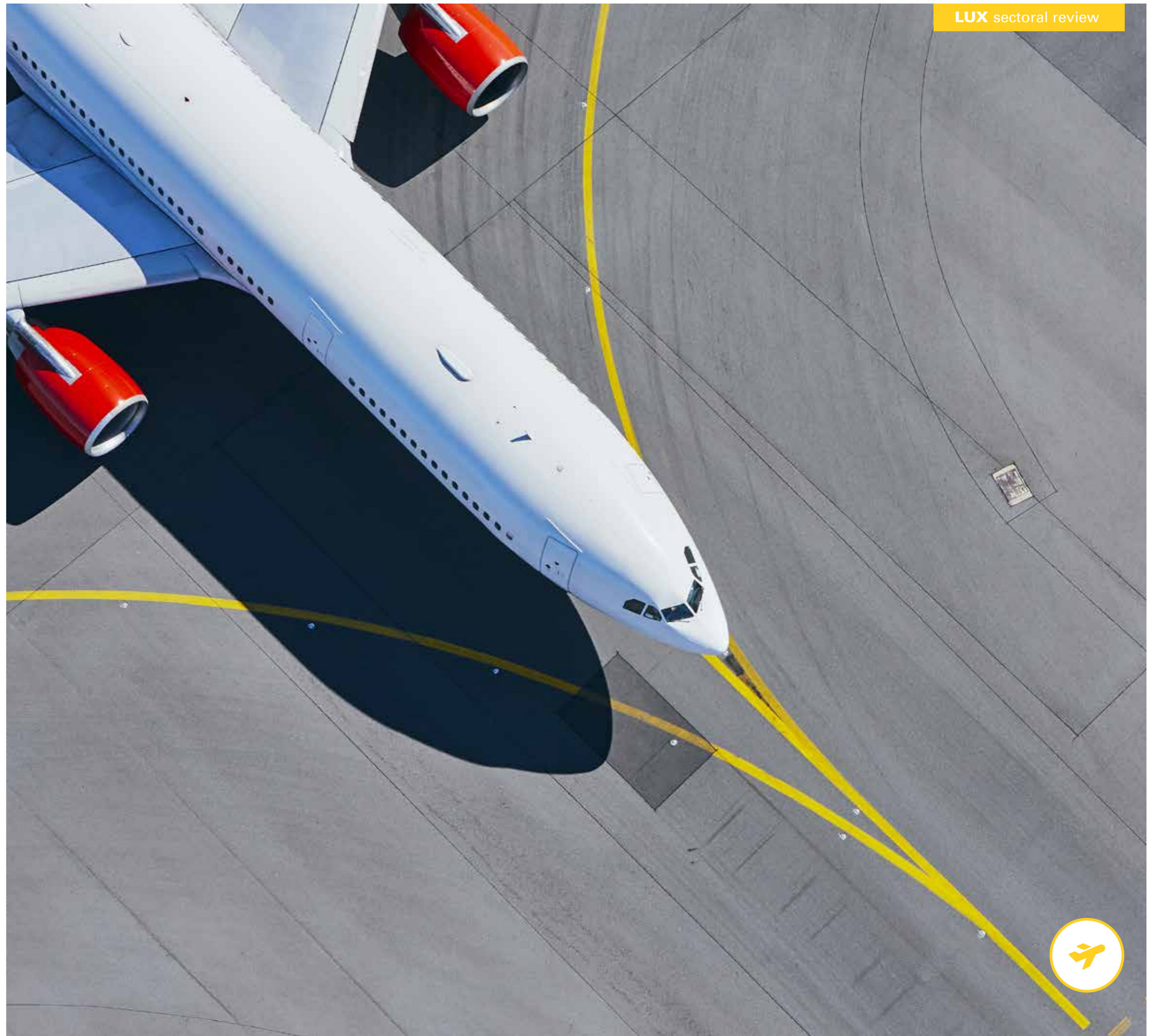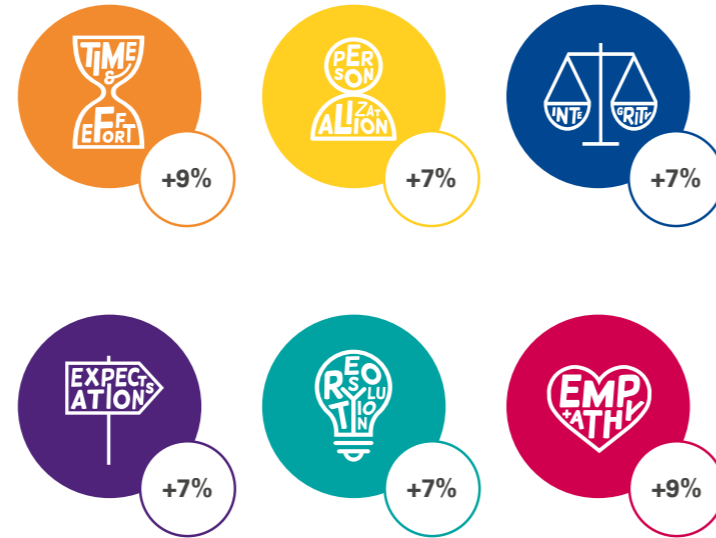
Case Study

Luxair

2021 LUX CEE
Brand ranking **5th**

The Six Pillars: scores vs industry average

+9%   +7%   +7%

+7%   +7%   +9%

Connecting people

Luxair believes there's value in connecting people and their emotions, in facilitating trades and making cultural exchanges easier. Luxair's contribution to Luxembourg and the Greater Region keeps customers satisfied as it always offers a remarkable CX.

In response to the unprecedented health crisis, Luxair decided to go beyond the boundaries of its industry, always keeping customers at the epicenter of its concerns.

No compromise on quality

Flexibility and "no compromise" perfectly embody Luxair. Flexibility in its capacity to reinvent itself as well as its deals and concepts, not to mention its ability to react rapidly to the market's inputs and the situation. "No compromise" in terms of quality and safety.

Especially in this unusual time, Luxair decided to accept no compromise on quality in terms of multiplicity of deals and quality of in-flight experience. This is why, for instance, the company decided to maintain and adapt (instead of cancel, as many airlines did) its on-board catering according to the EASA guidelines, or quickly digitalized its inflight magazine.

Flexibility and customer care

Since the start of the health crisis, Luxair Airlines and LuxairTours proved their flexibility towards their customers by adjusting their terms and conditions to counteract this situation.

Special commercial conditions were put in place to address the uncertainty of traveling in the peak of the pandemic, enabling customers to easily cancel or rebook their flights and give them the choice between a refund and/or voucher options, ensuring the best possible and least stressful service for customers.

Travel Safe & Clean

Luxair's primary and most important solution to the health crisis was open, clear and regular communication with customers and employees. From the very start, Luxair did the utmost possible to ensure the health, safety and comfort of its customers and employees.

Luxair's decision to be the first airline to resume flight operations from Luxembourg airport gave customers the opportunity to travel, meet up with their loved ones and escape, in strict compliance with the relevant health measures.

> Luxair's top priority has always been to offer a top of the notch customer experience to its passengers and clients. With the introduction of new solutions, concepts and innovative destinations to allow customers to keep flying all while strictly guaranteeing their comfort and well-being, Luxair proved once more that customers are at the heart of its concerns. And this is what Luxair will keep on doing…

Gilles Feith
CEO,
Luxair

Thanks to the trust shown by its customers, LuxairTours made sure to expand its holiday options as soon as it was possible. Both Luxair and LuxairTours put in place special measures to guarantee the highest level of safety to customers, deployed throughout the whole customer journey -on the ground and during the flight.

The Travel Safe & Clean concept was introduced. Through the company's website, customers have access to the most up-to-date information on travel restrictions. All passengers are provided with their own health kit, including a surgical mask, hand sanitizer and a disinfecting wipe.

Travel with peace of mind

Guaranteeing customers' comfort and well-being are among Luxair and LuxairTours' top priorities, which is why a set of measures has been defined to facilitate travel in strict compliance with the regulations in force: free cancelation and reimbursement in the event of lockdown or travel ban; free-of-charge modification up to 14 days before departure; a free antigen test is organized and covered at the destination for passengers requiring a test when flying back to Luxembourg; free insurance assistance included for package holidays to non-EU countries; and a large choice of hotels (compliant with "Travel Safe & Clean" requirements) to guarantee optimal hygiene during their stay.

Travel restrictions? New destinations!

Because the desire to travel was (and still is) strong, Luxair and LuxairTours made it a point of honor to meet market demand by offering the possibility of getting away from it all in complete serenity. By offering new destinations, Luxair and LuxairTours met the requirements imposed by the health crisis. Introducing new destinations, such as Dubai and Sälen, allowed customers to have a good time and feel summer vibes in the middle of winter and skiing lovers could do their favorite sport (which they were unable to in their usual destinations).

New context? New concepts!

Luxair has proven its ability to be resilient and responsive, notably through the introduction of new solutions for all types of travelers, covering a wide range of customer segments in the Greater Region and, as a result, improving CX even more and meeting customers' expectations.

"LuxairTours Active Holidays" combines relaxation and sport. "Luxair Holidays à la carte" offers unique accommodation (boutique hotels, apartments) that can be combined with all of the airline's flights. "Luxair Multicity" allows passengers to book return flights with two different arrival and departure airports. And finally, very last-minute deals for a weekend getaway.

Luxair and LuxairTours have, and always will, continue to put their customers at the core of their decisions. With good CX, a good vacation starts at the end of the previous one - from the moment you book your holiday to the moment to get home.

2021 LUX CEE
Sector ranking   **5th**

The Six Pillars: how the sector measures up

Personalization
7.39
7.40

Integrity
7.62
7.27

Expectations
7.33
7.26

Resolution
7.12
7.04

Time and Effort
7.30
7.46

Empathy
6.67
6.63

⬤ All sectors   ⬤ Public sector

Brands captured: government services and public agencies.

Overall result: Dropping two positions yet still performing above average, this sector ranks fifth in this year's study.

The Six Pillars performance: with an overall positive performance across all pillars, the sector was awarded the highest score in terms of Integrity.

5. Public sector

Governments around the world, including Luxembourg's, have been making progress with customer/citizen experience, trying to retrace the entire citizen journey. Why? To better understand how it unfolds, to build a holistic view of the citizen-consumer experience and identify both opportunities to delight as well as pain points.

The continuous comparison that citizens make with the experiences they have with private sector brands puts significant pressure on the public sector. The public sector needs to find a way to make its services as smooth as possible (and requiring minimal time and effort) whilst always inspiring trust.

Digitalization and e-government

Governments often underperform in customer satisfaction compared to the private sector. In Luxembourg, however, the efforts made so far are proving fruitful especially in terms of trust and integrity. Indeed, the sector was awarded the highest score in Integrity across all sectors and achieved +1% in performance compared to the total national average. This result could be explained by the fact that, in the last year (which has seen an increase in government-citizen interaction), the public sector has proved it can adapt and evolve rapidly by providing multiple new digital services to its citizens.

Making people's lives easier

For example, with the pandemic acting as an accelerator for the development of the e-government, the procedures made available on MyGuichet.lu included requests for financial aid, appointments for Covid-19 tests and vaccinations (which can now be made from cellphones thanks to the recent launch of new applications such as CovidCheck).

Collaborating to overcome the challenges

Collaboration between the private and public sectors has proved crucial to enhancing the citizen experience. Due to the sanitary crisis, the Ministry of Health has been facing enormous challenges, dealing with issues related
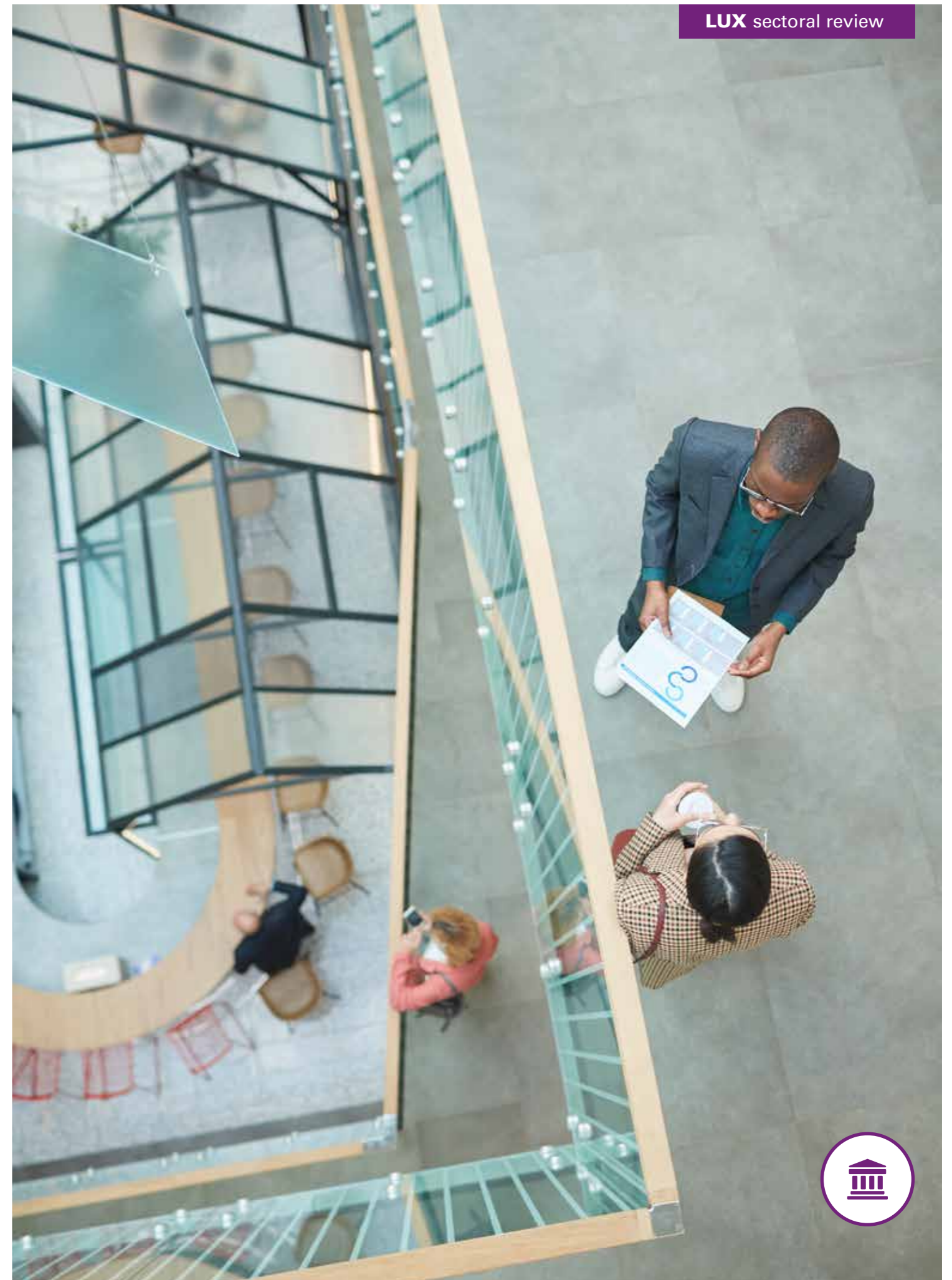
to Covid-19 whilst carrying out its standard day-to-day activities. This has been possible thanks to, for example, collaborations with private laboratories on the large-scale testing project, with pharmacies for rapid Covid-19 tests, and with pharmaceutical companies for vaccine supplies.

Another key success factor has been collaboration with the Ministry of Digitalization whose motto is "making people's lives easier." Tireless efforts to improve digital public services by delivering a streamlined citizen experience was proved by its appeal to the private sector to accelerate the digitalization of public services.

Luxembourg's citizens recognize the transparency, responsiveness and accessibility in new digital and interactive government services

For example, 2020 saw the launch of GovTech Lab whose mission is to promote citizen-centric innovation through public-private partnerships. Freelancers and startups were invited to come up with digital solutions to solve challenges related to citizen experience.

Completely digitalized administrative procedures make it possible for citizens to track data and know which government service or public agency is handling their information. Data sharing between ministries, or reliance on third parties such as LuxTrust, leverage on the "once-only" principle that encourages citizens to use these services even more as their data sharing requirements are reduced to the bare minimum.

In general, Luxembourg's citizens recognize the transparency, responsiveness and accessibility in new

digital and interactive government services. They feel they experience connected and seamless customer journeys similar to those provided by their favorite brands.

Setting priorities

One of the biggest challenges when dealing with government and public agency customer journeys is that you have to try to please everyone. It is not possible to leave certain categories of citizen-consumers on the side of the road, nor to pinpoint the average customer to shape the perfect experience just for them.

Whilst a certain, more tech-savvy portion of the population cares more about transparency, others will prefer simplicity. While some favor digital-only interactions for time-saving reasons, others need face-to-face human contact. Many citizens lie somewhere in the middle, demanding a mix of digital and face-to-face services, or multichannel options.

Alongside the development of online services and apps, the government has also drastically stepped up its communication game during the crisis by leveraging on social media as a major communications tool. Through social media, they can keep citizens updated and informed on important topics.
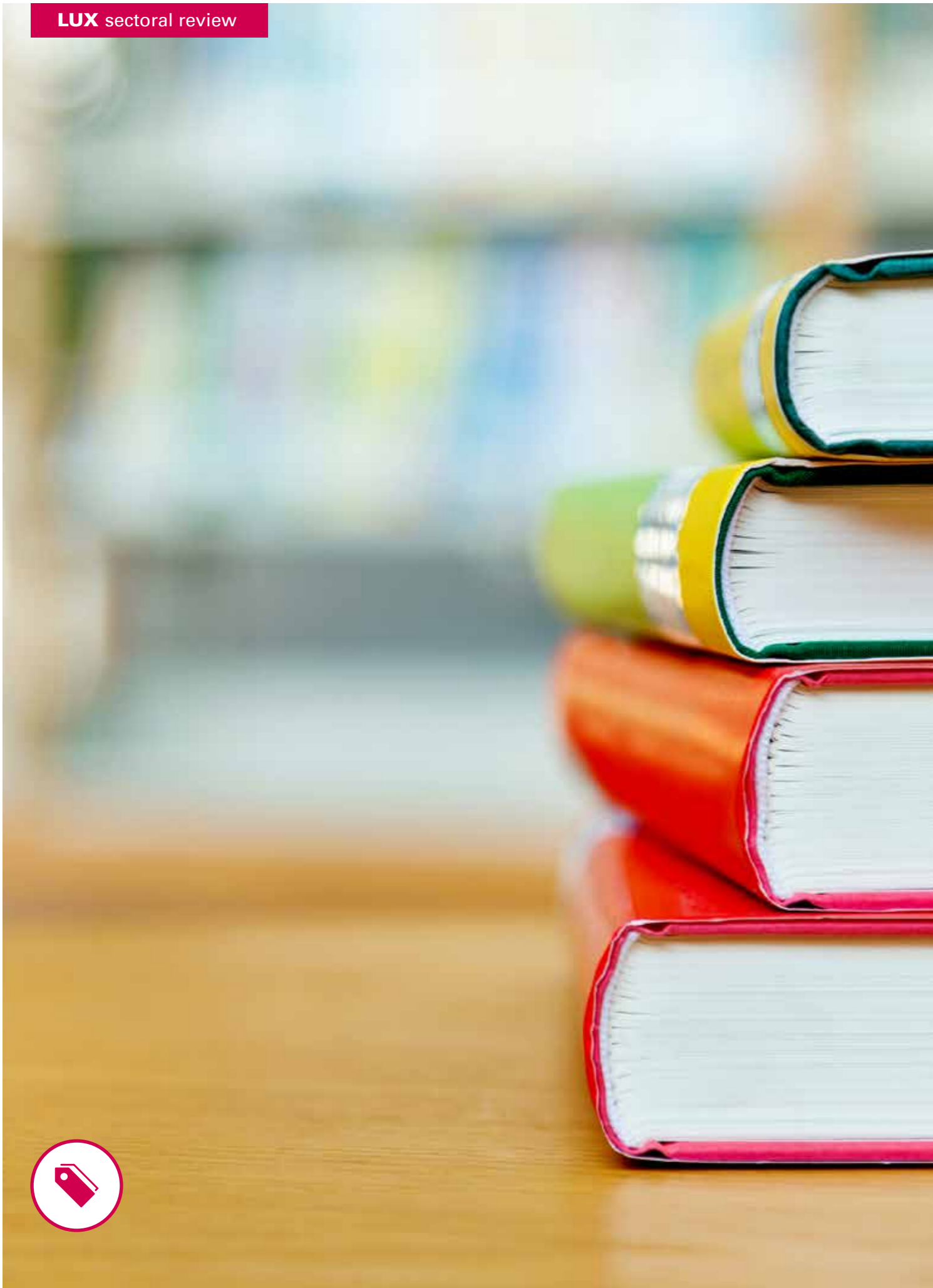
From the horse's mouth…

Instead of trying to guess what Luxembourg citizens might think or desire, the government has developed a simple, effective solution with Vosidees.lu ("your ideas" in French), a platform where citizens can share their comments, suggestions and ideas for improving and simplifying administrative tasks. Citizen-customers, therefore, can feel truly involved and heard without the need for intermediaries.

A mix of digital and face-to-face services

Time to digitize the paper trail

Most recently, the government has been working towards the enhancement of the reliability and interoperability of citizen data. The EBSILUX project, for instance, will help make digital certificates (e.g. diplomas) as reliable and trustworthy as paper documents through the use of blockchain technology. A good boost for Resolution as this would mean eliminating the long bureaucratic procedures needed nowadays to obtain such documents, not to mention simplifying the work of those who have to verify the information on those certificates.

LUX sectoral review

2021 LUX CEE
Sector ranking

6th

The Six Pillars: how the sector measures up

Personalization
7.47
7.40

Integrity
7.20
7.27

Expectations
7.35
7.26

Resolution
7.12
7.04

Time and Effort
7.57
7.46

Empathy
6.61
6.63

⬤ All sectors   ⬤ Non-grocery retail

Brands captured: bookstores, convenience stores, electronic goods stores, hardware stores, online retailers, sports goods retailers and clothing retailers.

Overall result: maintaining the same position as last year, the non-grocery retail sector ranks sixth.

The Six Pillars performance: apart from Empathy, all the other Six Pillars score above the market average.

6. Non-grocery retail

The non-grocery retail sector is well-represented in this year's survey, with four brands making it to the Top 10. The sector itself includes a variety of sub-sectors with both online and offline presence.

It has often been said that successful retailing comes down to obsessing about the CX and being able to source customers' desired products. Today, however, the "new normal" is a completely different story, pushing retailers to constantly experiment with new concepts and formats that will either succeed or fail.

The seamless combination of digital and physical touchpoints means a trade-off between human contact and communication with machines or robots. The result? Time saved and an opportunity for customers to personalize their experience. According to a recent KPMG study[*], future retail success comes when retailers try to differentiate themselves from competitors by becoming either platform ecosystems, true omnichannel players or niche-focused specialists.

Platform ecosystems, which are expected to gain an increase in market share, are a combination of existing platform businesses with multinational retailers.

Consumers want their retailers to offer more immersive and unique experiences, delivering something that goes beyond just basic transactions

They allow customers to maximize their life-time value by being able to access, for instance, retail products and banking services in the same place.

In parallel, authentic omnichannel organizations need to focus on customer-centric propositions applicable to every channel. In this category, it is possible to recognize the so-called value retailers that customers appreciate for the products and services they offer at lower prices. Niche players, as opposed to the more digital alternatives, leverage on the advantage of being local brands that customers appreciate as they offer a unique product assortment tailored specifically for them.

Consumption drivers shaping consumer purchasing decisions

81% of customers do online research before committing to purchase

89% of these customers begin their buying process with a search engine

75% of people don't think that quality goes hand in hand with high prices

KPMG (2021). Future of Retail. Transitioning from 'retail' to 'consumer commerce'

Future consumer behavior is expected to be influenced by the following drivers:

- **Value:** price-savvy consumers are constantly hunting for value and they won't stop until they manage to pay less and get more.

- **Convenience:** online ordering (with pick-up or home delivery) is the preferred shopping method for consumers who have less time and are therefore looking for a seamless experience.

- **Experience:** consumers want their retailers to offer more immersive and unique experiences, delivering something that goes beyond just basic transactions.

- **Choice**: with diversity of products becoming a critical differentiator, customers can go in one of two directions: preference for either a wider variety of different products or a limited selection at a lower price.

- **Privacy and security:** while still concerned about their data, a vast majority of consumers claim they are willing to share their data if it results in a better shopping experience.

- **Purpose:** retailers' purpose (the why of a brand) must be aligned with customers' values and expectations so they can show the positive impact they have on people's lives, the environment and society.

Meet them in the digital…

Physical stores constantly need to revamp their business models and adapt to new trends and the "new normal." 78% of retailers have announced their willingness to invest in e-commerce and sales platforms and 77% in customer-centric technologies. More specifically, the latter involves some types of AI (e.g. chatbots and smart speakers) that can be used either to help sell products or to provide assistance for queries and issues.
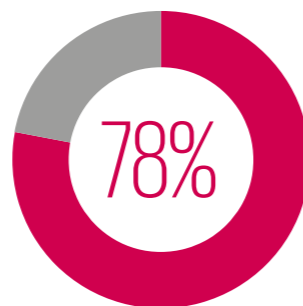
78% intend to invest in E-commerce or sales platforms
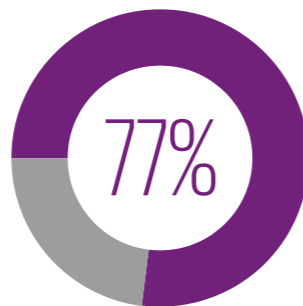
77% intend to invest in customer-centric technologies (e.g. chatbots)

KPMG (2021). Consumer & Retail CEO Outlook Pulse Survey

…yet convince them to visit you in the physical

Brick-and-mortar stores are still around and have to compete with the high penetration of online sales. How? By offering an experience that meets or exceeds customer expectations, by reacting to the digitalization of the sector and convincing consumers to step inside stores again. In fact, some retailers have tried to build a more digital journey into their physical stores. For example, new checkout systems where there's no need to scan barcodes will save people even more time. Customers simply position their carts in a specific area where all items will be recognized and the total amount to be paid will be displayed.

Meanwhile, to offer a more personalized shopping experience, "beacon technology" can be an interesting marketing tool if handled with care. The beacons contain transmitters that communicate with nearby smart devices (e.g. cellphones) and "follow" the customer around the store, tracking their behavior in order to send targeted discounts directly to their cellphones.

Payment methods are also being revolutionized with some major retailers now accepting a range of cryptocurrencies in their physical stores. By scanning a QR code, customers can instantly transfer payments in local currencies to the merchants.

Let them retailtain you

Another reason for customers to leave the comfort of their homes and physically venture out to stores for a real CX is "retailtainment."

Retailtainment enriches the CX by offering other activities besides shopping. The activities can be either temporary or seasonal - from indoor climbing, an ice-skating rink or dining experiences, to permanent installations like coffee corners or childcare services. It's an opportunity to get something extra by physically walking into a store, encourages engagement with shoppers and potentially strengthens brand loyalty. Stores need to rethink their business models and rebuild themselves to become magnets for customers.

2021 LUX CEE
Sector ranking **7th**

The Six Pillars: how the sector measures up

Personalization
7.49
7.40

Integrity
7.15
7.27

Expectations
7.43
7.26

Resolution
6.84
7.04

Time and Effort
7.47
7.46

Empathy
6.43
6.63

● All sectors   ● Entertainment and leisure

Brands captured: the ranked brands include cinema chains and online streaming services.

Overall result: the sector is in the same position as last year.

The Six Pillars performance: with above average results in half of the pillars, this sector was awarded the highest score for Expectations thanks to the extensive range of options in these difficult times.

7. Entertainment and leisure

Fast-growing technologies, internet access and 5G network expansion, together with increased cellphone use and forced lockdowns, have all contributed to an increase in streaming. Consumers of all ages can access and stream content, and this trend is escalating, with video streaming set to make up more than 80% of internet traffic over the next couple of years and a global average of in-home media consumption at around 50%. Having said that, the return to the "new normal" could slow down this trend as consumers might decide to go back to movie theaters for a more immersive experience.

XL streaming… XS screen
Gone are the days when what mattered the most was a widescreen TV and a good cable connection. Gaining ground over the last few years, OTT (over-the-top) media services (accessible directly via the Internet) are becoming progressively richer with new competitors hitting the market. Among them are social media platforms which give viewers the chance to interact during live broadcasts, transforming them from passive to active viewers.
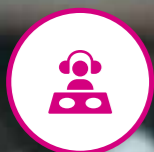
The preferred channel of today's consumers remains their cellphones

For their customers to have access to packages which are tailored to their needs in terms of both content and price and thereby overcome the competition and enhance customer retention, OTT media services are working more and more to find alternative ways to provide high-quality original content. A differentiating factor could also be the ability to combine simple video streaming with other services (e.g. online shopping, music streaming, etc.).

Moreover, even with smart TVs and the possibility to directly access and enjoy more content, the preferred channel of today's consumers remains their cellphones. This has urged mobile networks and media streaming companies to partner up and offer complimentary subscriptions or unlimited broadband.

Tuning in to your personal playlist

Similarly, music streaming is believed to have replaced radio for a growing number of consumers who tend to favor this type of media, deeming it more engaging and more flexible. In addition, powerful algorithms can really personalize the experience, focusing on the individual taste of every listener.

To provide customers with more choice, music streaming providers have expanded their service offering to feature podcasts - a mainstream medium that accompanies listeners on their commutes, on vacation, etc.

Content consumption behavior

Mass consumer data collection makes it possible for media and entertainment companies to suggest personalized content and share targeted ads. In many cases, this acts as a driver for loyalty as consumers truly feel the brand is thoughtful and considerate and wants to provide them with the right content. Furthermore, personalized advertisements can also be used in exchange for free content - for instance, Spotify's non-premium users can still listen to music without a subscription.

Back to the big screen

Since the rise of online streaming services, cinemas and theaters have seen a decrease in sales, and even more so over the past 12-18 months due to periods of forced closures. Nevertheless, as we all try to get back to our "normal" lives and habits, customers are expected to leave their sofas to enjoy a fully immersive experience in a movie theater or attend a concert. As we all know, watching a movie in a theater takes the experience to another level, generates different emotions, creates stronger memories and encourages us to repeat certain behaviors that transport us to positive moments and feelings. One of the key post-Covid-19 CX management tasks will be striking the right balance between digital and physical experiences.

Watch parties to stay (remotely) closer

Virtual watch parties (where you can watch movies or TV shows with friends in different locations and interact in real-time) definitely meet and go beyond customer expectations. Not only do they make people feel closer to each other when forced to be apart, but have plenty of features including the ability to send messages and GIFs as well as make video calls and voice calls.

LUX sectoral review
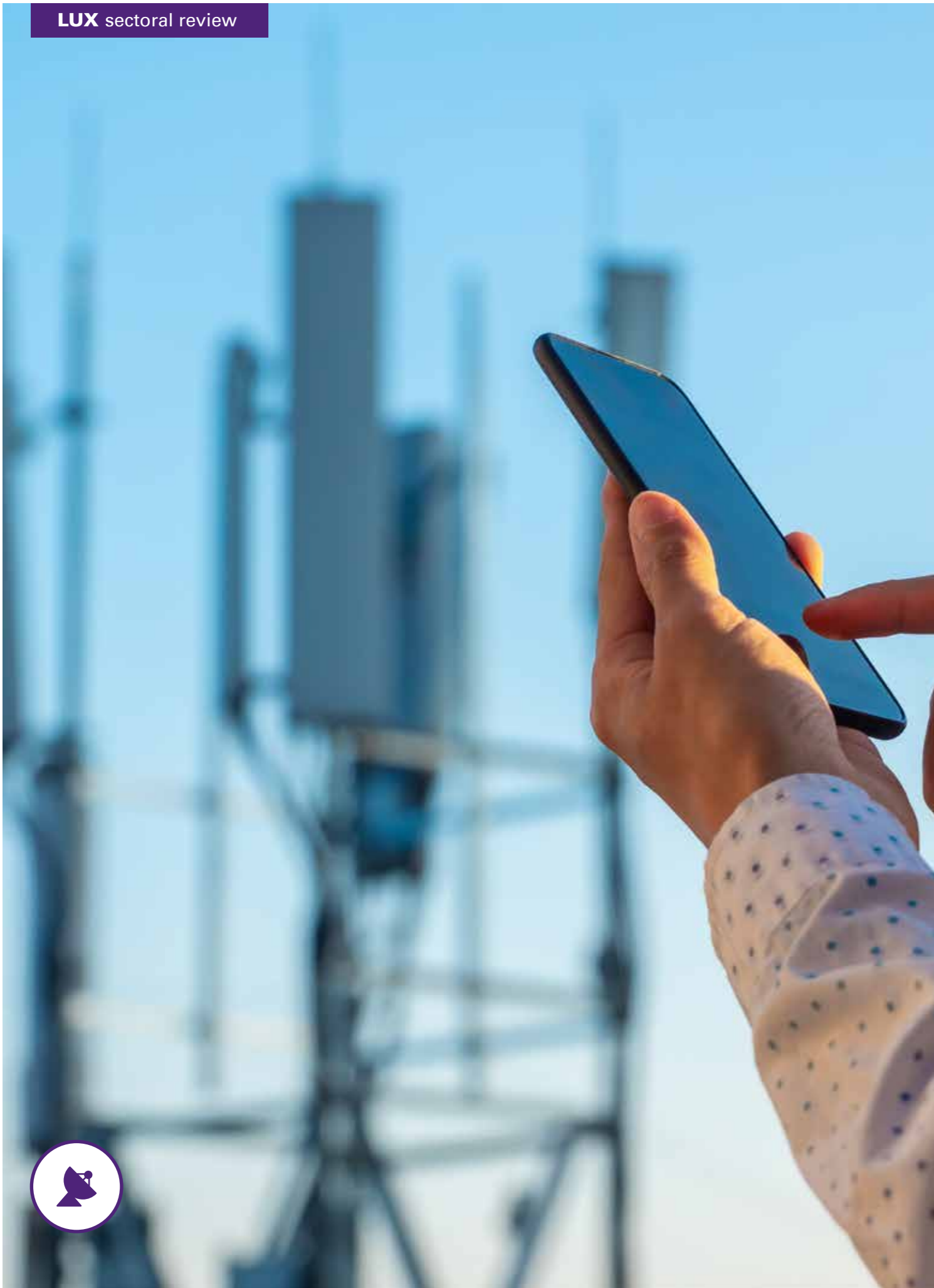
8. Telecoms

2021 LUX CEE
Sector ranking   **8th**

The Six Pillars: how the sector measures up

Personalization
7.19
7.40

Integrity
6.97
7.27

Expectations
6.93
7.26

Resolution
6.76
7.04

Time and Effort
7.12
7.46

Empathy
6.33
6.63

● All sectors   ○ Telecoms

Brands captured: telecommunications providers and operators.

Overall result: maintaining the same position as the previous year, the sector scores -4% compared to national average.

The Six Pillars performance: the telecoms sector performs below average across The Six Pillars, with its highest score in Personalization.

In recent years, global connectivity has been constantly on the rise with the upsurge in smart cities, smart homes, smart cars, etc. This has been further fueled by the Covid-19 pandemic that acted as an accelerator for digitalization in many other industries that now heavily rely on telecoms. The result? Numerous opportunities for telecom companies to acquire more subscribers, and to offer advanced products and services that ensure speed of service, high coverage, flexible contracts and freedom of choice between operators. Today's service offering is more comprehensive than ever as it is possible to subscribe to multiple services with the same company - from cellphone and television to internet with free access to streaming platforms for entertainment.

The optimization of customer engagement seems more often than not limited to the onboarding phase

Satisfying and retaining customers

As customers have clear expectations concerning the products they are paying for, it is crucial to know exactly what these expectations are and how best to meet them. Consumers are becoming used to broader packages which include unlimited free calls and better data plans. With so much competition in the market, telecoms must work harder to avoid customer churn. A key differentiator is to focus on the CX and make it the most efficient and effective ever to increase customer retention.

From the survey result, it is possible to see that the main reason for customer dissatisfaction is not actually linked to the products themselves, but rather to poor customer service. Committing to optimizing customer engagement and CX should be a lifelong process to accompany clients as long as they are with the operator. According to client feedback, however, this optimization of customer engagement seems more often than not limited to the onboarding phase.

The level of after-sales service is frequently the cause of lower customer satisfaction, not to mention lower advocacy, more complaints and higher churn rates. And it often comes down to very simple or trivial issues. For example, customers have mentioned that when they have issues that require assistance, it takes a long time for the helpline to respond. Disappointment also arises when they are redirected to impersonal contact forms and "do not reply" email addresses, highlighting the absence of human interaction and lack of customer attentiveness.

Implement an omnichannel approach that ensures the continuity of interaction with customers

It is worth remembering that, even though we are in the midst of a digital revolution, telecoms companies must not stop showing their human side and willingness to respond to customer needs.

Multiple digital touchpoints

By redesigning their journey, Big Data and AI have given telecom operators the opportunity to upgrade the way customers experience their products and services. This is where a successful digital strategy that considers all the right touchpoints enters the equation.

Today, mobile app development makes it possible for customers to fully and independently personalize what they want to purchase. They can add or remove features, start or end a contract quickly as well as ask for help using live chat. Nevertheless, as in all the other sectors, we mustn't forget the importance of striking the right balance between digital and physical experiences. To keep everyone happy, the ideal solution might be to implement an omnichannel approach that ensures the continuity of interaction so that customers can easily and seamlessly access both digital and physical services at any time.

5G technology: benefits and challenges

The disruptive rollout of 5G technology enables telecoms companies to provide customers with faster data speed and increased capacity to enhance their online experience.

In fact, improved mobile broadband is a double-edged sword. On the one hand, it attracts customers who enjoy high-performing networks and can easily access video streaming services, domotics systems or smart cars. On the other, it fosters a more extensive use of messaging apps which nowadays offer a broader range of services (including the possibility to make phonecalls for free).

As a consequence, telecom operators must review and rethink their packages in order to include more high-speed data instead of calls. 5G deployment, however, is not an easy task for telecom operators. Why? Firstly, the costly upfront investment in infrastructures. Then, they must strive to keep maintenance costs low, ensure low-latency requirements to avoid customer dissatisfaction, and deal with any cybersecurity issues that might arise.

5G deployment would also involve dealing with customer mistrust, fueled by environmental and health issues that are discussed extensively on social media. Telecom providers have a huge role to play in information about 5G. They have to deeply understand customer expectations and doubts, show empathy and address any concerns.

9. Logistics

2021 LUX CEE Sector ranking **9th**

The Six Pillars: how the sector measures up

Personalization
6.71
7.40

Integrity
6.50
7.27

Expectations
6.53
7.26

Resolution
6.31
7.04

Time and Effort
6.63
7.46

Empathy
5.85
6.63

● All sectors   ● Logistics

Brands captured: delivery services firms.

Overall result: the sector scored 10% below the national average.

The Six Pillars performance: tough times for this sector which scored below average in all pillars.

The uncertainty of the past 18 months was characterized by mandatory lockdowns forcing people to quickly shift from offline to online purchases for almost everything. In the past, consumers used e-commerce for specific goods but, more recently, they have turned to online shopping for essential items too. Consequently, the levels of expectation for carriers increased significantly as consumers wanted their items delivered as quickly as possible.

The logistics sector had to bear the burden of such adverse circumstances by adapting to changing demand and consumer expectations. Nonetheless, pandemic-related disruptions have made meeting these needs even harder, resulting in delayed or lost packages which have disappointed some customers who were used to buying most items with a simple click.

The levels of expectation for carriers increased significantly

Last-mile delivery and customer satisfaction

The scope of the logistics sector spans across the entire value chain, but the very last step –the transportation of goods from a warehouse or distribution center to the end-consumer – is the one directly related to customer satisfaction. This leg of the transportation journey often ends up being the least efficient due to problems related to situations beyond our control (e.g. traffic jams, government regulations, amount of deliveries, etc.).

New technologies involving proactive data analytics, automation, Internet of Things (IoT) and blockchain can help improve the CX. The convergence of such technologies into platforms (e.g. supply chain control towers) enables logistics companies, as well as retailers, to implement their own delivery systems to control and prevent disruptions in the process. This ensures better deliveries and, most importantly, customer satisfaction.
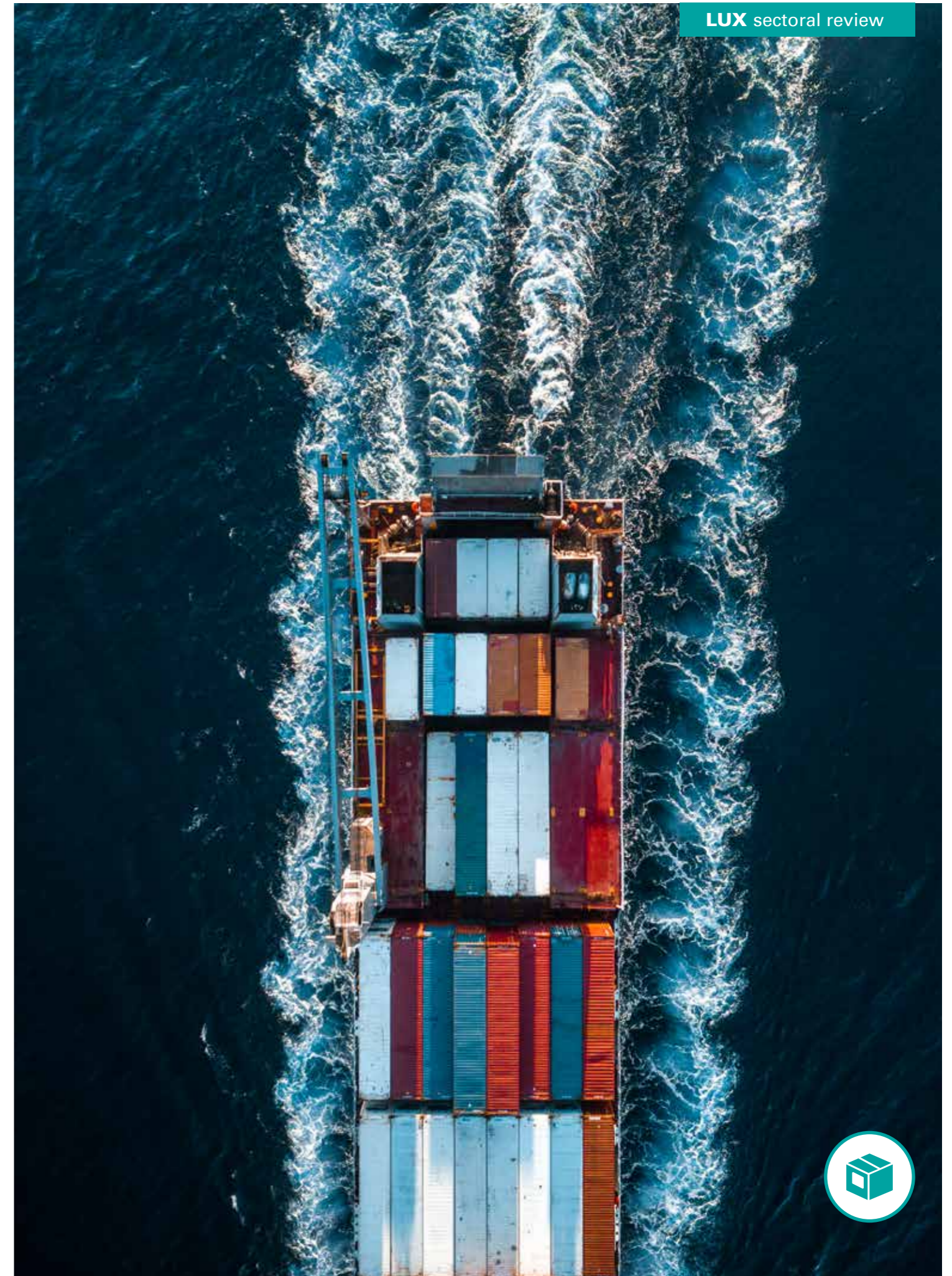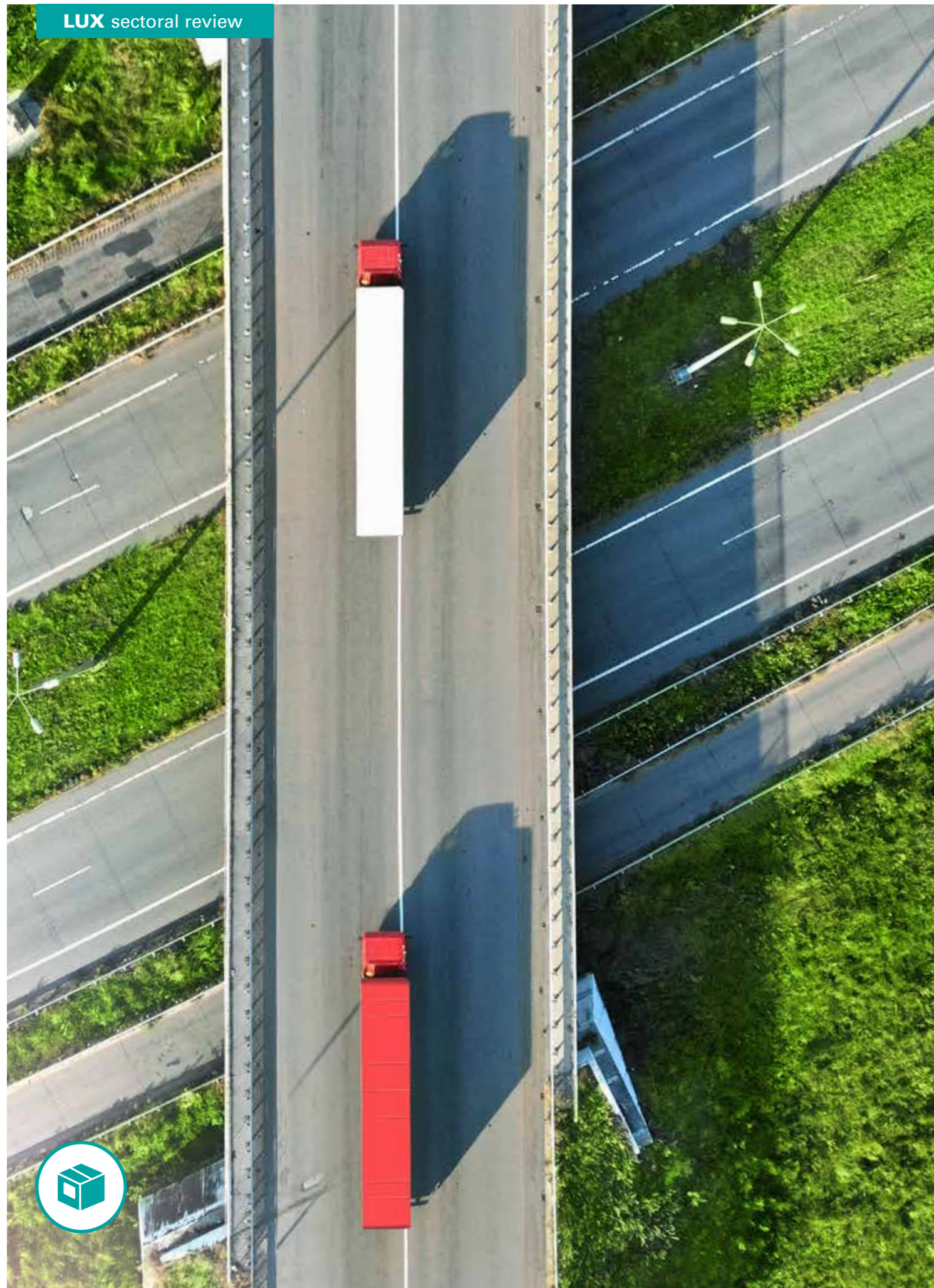
Control towers contain data dashboards, KPIs and events related to the entire supply chain that enable companies to track and proactively resolve critical issues in real time. Alternative solutions to avoid human error and deliver a better, faster service are also on the rise in the shape of automated vehicles or even drones which can help resolve traffic congestion issues and easily access very remote areas.

In addition, the logistics sector is trying to embrace customers' ESG concerns by investing in more eco-friendly fleets and using electric vehicles for last-mile operations. This proves the sector's interest in showing customers it cares about the environment, which in turn builds trust.

Rising expectations and changing habits

The services provided by e-commerce leaders have put incredible pressure on carriers as consumers are now used to quick and efficient deliveries. The norm means free shipping, next- or same-day delivery, real-time package tracking and a choice of delivery options to accommodate busy schedules. To meet these urgent needs as well as serve those who cannot be at home to receive their deliveries, the companies have offered alternative delivery and pick-up locations to ensure a tailored service for each customer.

Parcel lockers, package collection or drop-off points, not to mention post holding and redirection services, have been implemented to make customers' lives easier. These services provide customers with flexibility and reduce the challenges of last-mile delivery which sometimes result in returned packages.

Not all that glitters is gold

Once again, digital channels play a key role in letting customers choose their preferred delivery methods, reschedule a delivery or arrange a shipment by printing labels themselves and simply waiting for the carrier to turn up. This is key to making customers feel engaged and in control of the delivery schedule and pick-up or drop-off location.

Nevertheless, not all that glitters is gold... Not all consumers feel comfortable using websites or mobile apps to deal with such tasks, discriminating therefore those who are unable to use digital tools. It goes without saying that this significantly decreases their customer satisfaction.

The logistics sector is highly commoditized

Differentiating means personalization

The logistics sector is – and this will come as no surprise – highly commoditized with many operators offering the same types of services. This often means limited opportunities to delight and create moments of truth for customers.

Ask yourself this: the last time you had a parcel delivered, you probably remember which company you ordered it from, but do you remember the name of the delivery firm that brought it to your door? It is highly likely that you don't. What this tells us is that these companies need to find ways to differentiate themselves and stand out. And it is undoubtedly a challenge!

How KPMG can help

Today's customers are better informed, better connected and more demanding than ever before. Customer experience is overtaking price and product as the number one brand differentiator. Organizations are investing record amounts in customer-related initiatives, but not all are seeing a credible return on investment.

Customer strategy

Using innovative approaches to product development and new business models, KPMG helps clients focus on their customer strategy. KPMG's network of strategic alliance partners bring innovation and mastery of new digital technology to help build strategies that respond to digital disruption.

Customer experience

Using the KPMG Customer Experience Excellence Center that has led this research, we help to define winning CX strategies, help clients redesign customer journeys which improve customer loyalty and help maximize customer lifetime value.

Marketing, sales and service transformation

KPMG consultants can help you to digitally enable and transform the effectiveness of your marketing, sales and service functions to create a connected enterprise - integrating front, middle and back office operations to enable a more agile and responsive business.

Customer-centric organization

Helping clients to empower employees and improve the employee experience with engaging digital solutions.

Customer data, analytics and insights

KPMG customer analytics solutions and decision engines can help harness insights to power improvements in CX and customer lifetime value.

Digital transformation

KPMG digital specialists can help you to succeed in the digital world. From strategy to technology enablement to cultural change, our multi-disciplinary teams take a holistic view of how processes, platforms and behaviors across the front, middle and back offices need to evolve – and offer clear methodologies for executing that transformation.

2021 LUX Top 10 results

1 Banque Raiffeisen	Spuerkeess **1**
3 Ernster	Nespresso **4**
5 Luxair Tours	Foyer **6**
7 LALUX	Colruyt **8**
9 Lineheart	Leading online retailer **10**

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