



Chartered  
Insurance  
Institute

# IF9

## Certificate in Insurance

### Unit 9 – Customer service in insurance

Based on the 2023 syllabus  
examined from 1 January 2023 until 31 December 2023

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## Unit 9 – Customer service in insurance

Based on the 2023 syllabus examined from 1 January 2023 until 30 December 2023

### Introduction

This examination guide has been produced by the Qualifications and Assessment Department at the Chartered Insurance Institute to assist students in their preparation for the IF9 examination. It contains a specimen examination with answer key.

Ideally, students should have completed the majority of their studies before attempting the specimen examination. Students should allow themselves 90 minutes to complete the examination. They should then review their performance to identify areas of weakness on which to concentrate the remainder of their study time.

Although the specimen examination in this guide is typical of an IF9 examination, it should be noted that it is not possible to test every single aspect of the syllabus in any one particular examination. To prepare properly for the examination, candidates should make full use of the tuition options available and read as widely as possible to ensure that the whole syllabus has been covered. They should also endeavour to keep as up-to-date as possible with developments in the industry by reading the periodicals listed in the IF9 reading list, which is located on the syllabus in this examination guide and on the CII website at [www.cii.co.uk](http://www.cii.co.uk).

### Background Information

CII examination questions undergo a rigorous writing and editing process before reaching an examination. The questions are written to strict guidelines by practitioners with relevant technical knowledge and experience. Questions are very carefully worded to ensure that all the information required to answer the question is provided in a clear and concise manner. They are then edited by an independent panel of experienced practitioners who have been specifically trained to ensure that questions are technically correct, clear and unambiguous. As a final check, each examination is scrutinised by the Senior Examiner and a CII assessment expert.

Occasionally a question will require amendment after the examination guide is first published. In such an event, the revised question will be published on the CII website:

- 1) Visit [www.cii.co.uk/learning/qualifications/unit-customer-service-in-insurance-if9/](http://www.cii.co.uk/learning/qualifications/unit-customer-service-in-insurance-if9/)
- 2) Select 'exam guide update' on the right hand side of the page

Candidates should also refer here for the latest information on changes to law and practice and when they will be examined.

## Syllabus

The IF9 syllabus is published on the CII website at [www.cii.co.uk](http://www.cii.co.uk). **Candidates should note that the examination is based on the syllabus, rather than on any particular tuition material.** Of course, the tuition material will provide the vast majority of the information required to perform well in the examination, but the CII recommends that students consult other reference materials to supplement their studies.

Supporting information for the syllabus which contains a detailed overview of the areas covered can be found on the unit page. Select Supporting information for the 2023 syllabus on the right-hand side of the page

## Skill Specification

The skill level tested in each examination question is determined by the syllabus. Each learning outcome specifies the level of skill required of candidates and thus the level at which candidates may be tested. Learning outcomes for IF9 begin with *know* or *understand*. Different skill levels lead to different types of question, examples of which follow.

*Know* Knowledge-based questions require the candidate to recall factual information. Typically questions may ask 'What', 'When' or 'Who'. Questions set on a *know* learning outcome can only test knowledge.

*Understand* To answer questions based on understanding, the candidate must be able to link pieces of information together in cause-and-effect relationships. Typically questions may ask 'Why'. Questions set on an *understand* learning outcome can test either knowledge or understanding or both.

## Examination Information

The method of assessment for the IF9 examination is 50 multiple choice questions (MCQs) written to 10 case studies. 90 minutes are allowed for this examination.

The IF9 syllabus provided in this examination guide will be examined from 1 January 2023 until 30 December 2023.

Candidates will be examined on the basis of English law and practice unless otherwise stated.

The general rule is that legislative and industry changes will not be examined earlier than 3 months after they come into effect.

A multiple choice question consists of a problem followed by **four** options, labelled A, B, C and D, from which the candidate is asked to choose the correct response. Each question will contain only one correct or best response to the problem posed. One mark is awarded for each correct response identified by the candidate. No mark is awarded if the candidate either chooses an incorrect response, chooses more than one response or fails to choose any response. No marks are deducted for candidates choosing an incorrect response.

While no questions involve complex calculations, candidates are permitted to use calculators during the examination. If you bring a calculator into the examination room, it must be a silent battery or solar-powered non-programmable calculator. The use of electronic equipment capable of being programmed to hold alphabetic or numerical data and/or formulae is prohibited. You may use a financial or scientific calculator, provided it meets these requirements.

Candidates are permitted to make rough notes. Candidates are **not** permitted, under any circumstances, to remove any papers relating to the examination from the examination room.

## Examination Technique: Multiple Choice Questions

The best approach to multiple choice examinations is to work methodically through the questions.

The questions are worded very carefully to ensure that all the information required is presented in a concise and clear manner. It cannot be emphasised too strongly that understanding the precise meaning of the question is vital. If candidates miss a crucial point when reading the question it could result in choosing the wrong option. Candidates should read carefully through the question and all the options before attempting to answer.

Candidates should pay particular attention to any words in the question which are emphasised in bold type, for example, **maximum**, **minimum**, **main**, **most**, **normally** and **usually**. Negative wording is further emphasised by the use of capital letters, for example **NOT**, **CANNOT**.

Candidates should not spend too much time on any one question. If they cannot make up their mind, they should leave the question and come back to it later.

When all of the questions have been answered, it is prudent to use any remaining time to go through each question again, carefully, to double-check that nothing has been missed. Altering just one incorrect response to a correct response could make the difference between passing and failing.

## After the Examination

Rigorous checks are made to ensure the correctness of the results issued. A pre-defined quota of passes to be awarded does not exist. If all candidates achieve a score of at least the pass mark, then all candidates will be awarded a pass grade. Individual feedback on the candidate's examination performance is automatically provided and will indicate the result achieved and, for each syllabus learning outcome, the percentage of questions in the examination that were answered correctly.

# Customer service in insurance

## Objective

To provide knowledge and understanding of the customer service within the context of an insurance environment.

Summary of learning outcomes	Number of questions in the examination*
1. Know how to fulfil customer requirements in the insurance sector.	9
2. Understand the importance of customer feedback to improve service in the insurance sector.	4
3. Understand the importance of good communication to maintain and build client relationships in the insurance industry.	7
4. Know how to deal with conflict within an insurance environment.	4
5. Understand the importance of keeping accurate and confidential records when dealing with customers.	3
6. Know how to manage own workload and time to meet business requirements and timescales.	2
7. Know how to work with others to achieve team and organisational objectives.	7
8. Understand the sales process.	7
9. Know how to increase sales activities.	4
10. Know the main regulatory and legal requirements applicable to the application of insurance business.	3

\* The test specification has an in-built element of flexibility. It is designed to be used as a guide for study and is not a statement of actual number of questions that will appear in every exam. However, the number of questions testing each learning outcome will generally be within the range plus or minus 2 of the number indicated.

## Important notes

- Method of assessment: 50 multiple choice questions (MCQs) written to 10 case studies. 90 minutes are allowed for this examination.
- This syllabus will be examined from 1 January 2023 until 31 December 2023.
- Candidates will be examined on the basis of English law and practice unless otherwise stated.
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- Candidates should refer to the CII website for the latest information on changes to law and practice and when they will be examined:
  1. Visit [www.cii.co.uk/qualifications](http://www.cii.co.uk/qualifications)
  2. Select the appropriate qualification
  3. Select your unit from the list provided
  4. Select qualification update on the right hand side of the page

## **1. Know how to fulfil customer requirements in the insurance sector.**

- 1.1 Outline the structure and operation of the insurance market.
- 1.2 Describe the features of good faith and the methods used to obtain material information.
- 1.3 Explain the various types of customer in the insurance sector including their demands and needs.
- 1.4 Explain the importance of customers' experiences in developing good relationships.
- 1.5 Explain why it is important to observe legal, organisational and ethical rules when providing information to customers.
- 1.6 Explain the possible consequences of not giving customers current and accurate information.
- 1.7 Explain the importance of effective complaints handling.
- 1.8 Explain the factors affecting the attraction and retention of customers.
- 1.9 Explain ways in which relationships with customers can be improved.
- 1.10 Describe the issues and concerns which may affect both internal and external customers.
- 1.11 Explain the importance of keeping customers updated.

## **2. Understand the importance of customer feedback to improve service in the insurance sector.**

- 2.1 Explain the importance of customer feedback.
- 2.2 Describe different methods of collecting formal and informal feedback.
- 2.3 Explain various ways that feedback can be depicted (charts, graphs, pictograms).
- 2.4 Describe data protection legislation and its implications for collecting, storing and using customer feedback.

## **3. Understand the importance of good communication to maintain and build client relationships in the insurance industry.**

- 3.1 Explain the stages in the communication process.
- 3.2 Describe barriers to communication and how these can be overcome.
- 3.3 Explain the advantages and disadvantages of the various methods of communication.
- 3.4 Explain how non-verbal communication can influence relationships in the insurance industry.
- 3.5 Explain why it is important to use feedback to check the effectiveness of the communication process.
- 3.6 Explain the importance of accurate and clear written communication.
- 3.7 Describe the steps of the ideal call structure and the skills needed at each stage.
- 3.8 List common forms of challenging calls and describe ways to deal with them.

## **4. Know how to deal with conflict within an insurance environment.**

- 4.1 Describe factors that can trigger a negative response in customers.
- 4.2 Explain the stages in the escalation of conflict.
- 4.3 Explain the importance of following organisational policies and guidelines when dealing with conflict situations.
- 4.4 Describe ways in which conflict can be diffused.

## **5. Understand the importance of keeping accurate and confidential records when dealing with customers.**

- 5.1 Explain the importance of keeping accurate records of communication with customers.
- 5.2 Explain the importance of keeping customers' information confidential.
- 5.3 Explain the possible consequences of not maintaining client confidentiality.

## **6. Know how to manage own workload and time to meet business requirements and timescales.**

- 6.1 Describe factors that may impact on personal workload and time availability.
- 6.2 Explain techniques for managing workload and time more effectively.

## **7. Know how to work with others to achieve team and organisational objectives.**

- 7.1 Explain what makes teams effective.
- 7.2 Explain how relevant information can be shared to enhance team effectiveness and lead to a positive customer experience.
- 7.3 Explain how individual behaviour can have a positive or negative effect on the team and how this may impact the customer.
- 7.4 Explain how individuals can contribute towards the achievement of team and organisational goals.
- 7.5 Explain what situations should be referred to someone with higher authority.

## **8. Understand the sales process.**

- 8.1 Explain the difference between processing orders and selling.
- 8.2 Describe the stages that lead to a sale.
- 8.3 Explain the difference between advised and non-advised sales.
- 8.4 Describe the key characteristics in successful selling.

## **9. Know how to increase sales activities.**

- 9.1 Explain how to obtain sufficient information from customers to support sales.
- 9.2 Describe how to make links between information provided by customers and products to create sales opportunities.
- 9.3 Describe how to communicate the features and benefits of products to customers.
- 9.4 Explain how to identify cross-selling and up-selling opportunities.



- 9.5 Explain how to develop customer loyalty and retention.
- 10. Know the main regulatory and legal requirements applicable to the application of insurance business.**
- 10.1 Explain the role of the Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA) in the authorisation, supervision and regulation of insurers.
- 10.2 Explain the importance of the fair treatment of customers and achieving positive customer outcomes.
- 10.3 Describe the FCA's requirements in relation to handling complaints.
- 10.4 Describe the services provided by the Financial Ombudsman Service.

## Reading list

The following list provides details of further reading which may assist you with your studies.

**Note: The examination will test the syllabus alone.**

The reading list is provided for guidance only and is not in itself the subject of the examination.

The resources listed here will help you keep up-to-date with developments and provide a wider coverage of syllabus topics.

### CII study texts

Customer service in insurance. London: CII. Study text IF9.

### eBooks

The following eBooks are available via [www.cii.co.uk/elibrary](http://www.cii.co.uk/elibrary) (CII/PFS members only):

Complaint management and channel choice: an analysis of customer perceptions. Stefan Garding. Cham: Springer, 2015.

Complaint management excellence: creating customer loyalty through service recovery. Sarah Cook. London: Kogan Page, 2012.

The customer service survival kit: what to say to defuse even the worst customer situations. Richard S. Gallagher. New York: AMACOM, 2013.

### Periodicals

The Journal. London: CII. Six issues a year.

Post magazine. London: Incisive Financial Publishing. Monthly. Contents searchable online at [www.postonline.co.uk](http://www.postonline.co.uk).

### Reference materials

Concise encyclopedia of insurance terms. Laurence S. Silver, et al. New York: Routledge, 2010. \*

Dictionary of insurance. C Bennett. 2nd ed. London: Pearson Education, 2004.

## Examination guide

If you have a current study text enrolment, the current examination guide is included and is accessible via Revisionmate ([ciigroup.org/login](http://ciigroup.org/login)). Details of how to access Revisionmate are on the first page of your study text. It is recommended that you only study from the most recent version of the examination guide.

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\* Also available as an eBook through eLibrary via [www.cii.co.uk/elibrary](http://www.cii.co.uk/elibrary) (CII/PFS members only).

## **Exam technique/study skills**

There are many modestly priced guides available in bookshops. You should choose one which suits your requirements.

**Questions begin on the next page**

Joe works for an insurer in a call centre. He handles many calls and, towards the end of a busy day, deals with Julie who is placing her insurance with the insurer. In an effort to speed up the call, Joe abbreviates the cover and does **NOT** highlight the exclusions before he completes the sale.

Julie calls the next day and asks to speak to Kerry, the team leader, as she is dissatisfied following her sales experience with Joe.

Kerry is managing this relatively new team and is spending a lot of time ensuring that they work more effectively together, while the team have a tendency to challenge her and each other. She is due to have an appraisal with Joe, who can be perceived as impulsive and requires a high degree of control. She is hoping the appraisal will go smoothly.

1. Which principle is Joe breaching in the way he deals with Julie's insurance needs?
  - A. Contract certainty.
  - B. Data protection.
  - C. Indemnity.
  - D. Insurable interest.
  
2. In accordance with Tuckman's five stages of team development, what stage **best** describes Kerry's team?
  - A. Forming.
  - B. Storming.
  - C. Norming.
  - D. Adjourning.
  
3. According to Belbin's team roles, how would Joe be defined?
  - A. An implementer.
  - B. A plant.
  - C. A shaper.
  - D. A specialist.
  
4. What action should Kerry take as a result of her conversation with Julie?
  - A. Ask Julie to send in a written version of the event within seven days.
  - B. Immediately refund Julie's premium.
  - C. Log the call and take no further action.
  - D. Treat the call as a complaint.

5. What did Joe fail to do which led to Julie's dissatisfaction?
- A. Build a rapport with Julie.
  - B. Empathise with Julie.
  - C. Explain the advantages of the policy.
  - D. Explain the features of the policy.

Eleni manages a team within a firm of insurance brokers whose role is to place commercial insurance for clients on a non-advised basis and to ensure that this is achieved within regulatory requirements. She is also required to produce half-yearly management information on key performance indicators and budgets. She frequently feels overwhelmed by the volume of emails that she receives each day and is often interrupted by team members seeking advice. She maintains a 'to do list', but this just seems to get longer.

She is a good team motivator and each team member is allocated tasks according to their skills. They know what they are supposed to achieve individually and the collective tasks that need to be completed within fixed timescales. Eleni is perceived by management as potentially becoming an exceptional team leader, when she has had more experience, because her team's results are now improving and she makes less referrals to senior management.

6. What **main** feature applies to the sales process used by Eleni's team?
  - A. Only one product provider is used.
  - B. A premium instalment facility is not available.
  - C. A reduced rate of Insurance Premium Tax applies.
  - D. The sales process is not regulated by the Financial Conduct Authority.
  
7. How can Eleni best manage interruptions by team members?
  - A. Defer all interruptions to a time that is most convenient to her.
  - B. Defer non-essential interruptions to a time that is most convenient to her.
  - C. Delegate the responsibility for dealing with all team queries to her deputy.
  - D. Impose a workflow management system.
  
8. How can Eleni manage interruptions by team members more efficiently?
  - A. All team members work together in one location and have good communication skills.
  - B. Each insurance placement only has one team member involved.
  - C. Each team member contributes their own skills towards a shared objective.
  - D. Every team member performs the same specialist tasks.
  
9. The management information that Eleni produces will be used for what type of planning?
  - A. Operational only.
  - B. Strategic only.
  - C. Tactical only.
  - D. Operational and strategic.

- 10.** When should Eleni always seek assistance from senior management?
- A.** When a business risk is outside her scope of knowledge.
  - B.** When a client requests insurance coverage that is an excluded risk.
  - C.** When considering her team's training requirements.
  - D.** When planning individual team members' appraisals.

Colin's motorcycle insurance is due for renewal and is currently placed via an insurance broker.

He has recently undergone an operation following a motorcycle accident and he has been advised **NOT** to ride for two months owing to the medication he is taking. He had a speeding conviction six years ago.

In search of a cheaper deal, Colin decides to go online for a quote and obtains cover direct from a different insurer which has no ongoing duty of disclosure.

Despite being asked specific questions, he chooses **NOT** to mention his recent accident and medication or his speeding conviction.

Colin goes on to complete a survey with questions requesting a graded answer from 1-10 dependent on satisfaction.

Colin decides to pay his premium in monthly instalments. Unfortunately, shortly after inception, he is convicted of speeding for a second time and given three penalty points.

11. With regard to his operation and treatment, Colin should
  - A. be prepared to submit a sickness certificate.
  - B. be reassured that he had fully answered all of the online questions.
  - C. have disclosed the information in case it was material.
  - D. notify the Driver and Vehicle Licensing Agency who will inform his insurer.
  
12. With regard to Colin's first speeding conviction, the insurer
  - A. can void the policy on discovery.
  - B. has no right to the information.
  - C. should be informed as a duty of disclosure applies.
  - D. will refuse the claim due to non-disclosure.
  
13. Colin's perception that online cover is cheaper does **NOT** take into account the fact that
  - A. an intermediary will be earning commission.
  - B. a higher than normal excess will apply.
  - C. the policy cover will be restricted.
  - D. significant advertising costs may be reflected in the premium.
  
14. The clearest method to present the survey information is by using
  - A. an area graph.
  - B. a bar chart.
  - C. a pie chart.
  - D. a spreadsheet.



15. With regard to the survey Colin has completed, the **main** disadvantage to the insurer is that
- A. it disregards geographical location.
  - B. it is based on product details rather than service.
  - C. it requires a greater degree of analysis.
  - D. there is no option for a free format response.
16. When **must** Colin disclose his latest speeding conviction to his insurer?
- A. At the date of conviction.
  - B. At the date of any claim.
  - C. When his next monthly premium is due.
  - D. When the policy is next due for renewal.

Alessio is an elderly man whose wife, Priya, has recently died. His house has been burgled and he contacts his insurer's contact centre where he speaks to Bryan, who has a strong regional accent.

Alessio has a hearing problem and is finding it hard to understand Bryan.

Initially Alessio is negative and upset, but Bryan is able to use his call management training and communication skills to obtain the necessary information through positive phrasing and effective listening skills.

17. Bryan's listening skills will enable him to
  - A. develop and maintain rapport.
  - B. focus only on the relevant information.
  - C. gather information without reacting to Alessio's attitude.
  - D. repeat and confirm what Alessio has said.
  
18. Bryan's use of positive phrasing will
  - A. encourage closed questions.
  - B. reinforce what cannot be done.
  - C. sound helpful and encouraging.
  - D. stop Alessio from talking too much.
  
19. In dealing with Alessio's call, Bryan should concentrate on
  - A. completing the call as calmly and quickly as possible.
  - B. giving the information required in small segments.
  - C. keeping his voice as calm and monotone as possible.
  - D. reducing the total amount of information given.
  
20. Given Alessio's **initial** negative attitude, what two skills should Bryan use **immediately**?
  - A. Empathising and summarising.
  - B. Questioning and signposting.
  - C. Questioning and voice control.
  - D. Rapport building and empathising.
  
21. Given Alessio's concern about Bryan's accent, Bryan should
  - A. attempt to speak louder.
  - B. offer to send the information in writing.
  - C. speak slowly and regularly check understanding.
  - D. transfer him to someone else.

22. When Alessio is negative, Bryan's training should help him to
- A. inform Alessio that he accepts responsibility for any misunderstandings.
  - B. mirror Alessio's attitude and behaviour.
  - C. remain positive whilst having a calm approach.
  - D. say nothing until Alessio has finished talking.

Javaid, a claims manager at an insurance company, is a little concerned about the efficiency of his contact centre's claims team. Several team members have complained about the lack of helpful information recorded on the system. Others are **NOT** providing support to the clients and there are also issues with the current workloads.

Sarah, for example, uses shorthand notes which only she understands, when recording calls. Midori is a very good member of the team but likes to discuss clients' personal situations. Stephanie is on secondment to the team and lacks confidence when speaking to potential customers. As a consequence, her calls are taking too long.

It is important for the future of the company that procedures are tightened up, but the challenge is how best to achieve this.

- 23.** When recording customer conversations, Javaid should ask his team to make sure that all notes
- A.** must be brief and only record relevant information.
  - B.** must be recorded before the end of the day.
  - C.** should be written in a professional and accurate manner.
  - D.** should mention customer attitude and work ethos.
- 24.** How should Javaid address the issue of inadequately-recorded information?
- A.** Check the notes of each team member after each call.
  - B.** Listen in on each work-related conversation.
  - C.** Phone clients to check the information is correct.
  - D.** Stress to his team the importance of accurate records.
- 25.** From Javaid's point of view, what is the **main** consequence of inadequately-recorded information?
- A.** An increase in the average cost of claims.
  - B.** Conflict as to who is to blame for unreliable data.
  - C.** Confusion over whether policies have been correctly arranged.
  - D.** Processes will be greatly impaired.
- 26.** It is important that notes are accurate because
- A.** customers can request a copy of the notes on their file.
  - B.** it enhances the reputation of staff and customers.
  - C.** the team's attitude towards customers might be a bad reflection on the company.
  - D.** the team would be liable to prosecution if the notes are incorrect.

27. The use of emails rather than telephone calls would make which team member more effective by saving time?
- A. Javaid.
  - B. Sarah.
  - C. Stephanie.
  - D. Midori.

Adam has recently become a line manager for a contact centre which cross-sells general insurance policies. He is keen to maintain the high volume of sales and enhance the reputation of his team.

Adam has identified certain issues within one of his teams and realises some members have developed bad habits. They also lack motivation and experience.

He has also noticed an increasing poor attitude of some employees towards other team members. He attributes this to Simon, who is a good worker when he puts his mind to the task in hand, but often wastes too much time complaining about irrelevant matters during working hours.

Adam has carried out some research and has decided to implement his own management ideas.

28. What action should Adam take to address the issue of staff interaction?
- A. Hold informal meetings with the team for their opinions.
  - B. Hold informal one-to-one meetings with individual team members to address any concerns.
  - C. Review the company's objectives and systems.
  - D. Review the workload capability of team members.
29. What should Adam **initially** do to implement his ideas?
- A. Answer as many calls as he can to lead by example.
  - B. Call a weekly meeting.
  - C. Design a plan.
  - D. Determine who will not need management training.
30. How does the SMART system help Adam with performance levels?
- A. It helps individual team members to agree certain objectives.
  - B. It helps the team reach potential objectives.
  - C. It is a good system of management.
  - D. It is an effective time management system.
31. In what method of selling would the team have been trained?
- A. Consultative.
  - B. Persuasive.
  - C. Pro-active.
  - D. Transactional.
32. To maintain sales targets, what would be the **most effective** approach for Adam's team?
- A. Arrange face-to-face meetings with clients.
  - B. Cold calling to policyholders.
  - C. Conducting only advised sales.
  - D. Pre-call activity work.

Kevin has arranged a policy for comprehensive motor insurance by telephone and has agreed to pay the premium by monthly instalments via direct debit.

He subsequently has a motor accident which is his own fault and a third party vehicle is damaged. Kevin informs his insurer but decides **NOT** to claim for the minor damage to his own vehicle as it is within the policy excess.

He unexpectedly receives a letter directly from the third party motorist's insurer and telephones his own insurer to express his dissatisfaction as he was informed they would handle the claim on his behalf.

Following settlement of the claim and the payment to the injured third party, Kevin advises his insurer that he wants to cancel his policy and is informed that he must pay the outstanding premium. Kevin explains that he was told at the point of sale that he would **NOT** need to pay the premium if he cancelled the policy and believes he was mis-advised.

33. Kevin's dissatisfaction regarding the claim process is **most likely** due to his insurer failing to
- A. inform him of the policy excess.
  - B. keep him updated.
  - C. reduce his monthly instalments.
  - D. repair his vehicle promptly.
34. Kevin's comments will be identified as a complaint once he
- A. has verbally expressed dissatisfaction.
  - B. requests compensation.
  - C. requests to speak to a supervisor.
  - D. writes to the insurer.
35. When Kevin makes the telephone call to express his dissatisfaction, he would feel less aggrieved if the claims handler demonstrated the skill of
- A. empathy.
  - B. paraphrasing.
  - C. signposting.
  - D. summarising.
36. To address Kevin's statement regarding mis-advice, the insurer's **initial** course of action would be to
- A. investigate the claims call to see if Kevin was advised correctly.
  - B. inform Kevin that the payment is required.
  - C. investigate the sales call to see if Kevin was advised correctly.
  - D. inform Kevin no further payment is necessary.

David has recently purchased a property and telephones an insurance contact centre to obtain a quotation for household insurance. He speaks to Becky and informs her that this is his first property and the carpets were very expensive. Becky advises David that the carpets could be covered for accidental damage if he paid an additional premium. David is satisfied with the quotation which includes accidental damage and proceeds to take out the policy.

He submits a claim two months later for damage to the carpets and is informed by Susan that the policy does **NOT** provide this cover.

David complains to Susan that he was informed that this type of damage was covered. Susan listens to the initial sales call and clarifies that David was informed that the quoted premium did include accidental damage although the wider cover had **NOT** been implemented.

The insurer uses David's complaint to make sure controls are in place to adhere to regulatory requirements and improve customer service.

37. The **most likely** outcome of David's claim for accidental damage is that the claim will be
- A. partially paid and the policy cancelled.
  - B. paid in full and the policy will remain in force.
  - C. declined and the policy cancelled.
  - D. declined and the policy will remain in force.
38. The use of the complaints data is deemed to be
- A. formal feedback.
  - B. informal feedback.
  - C. proactive feedback.
  - D. solicited feedback.
39. During the **initial** sales call, David's statement regarding the expensive carpets provided Becky with an opportunity to
- A. compare the policy against those of other insurers.
  - B. cross-sell a policy.
  - C. describe the benefits of the policy cover.
  - D. up-sell the policy.



40. Owing to Becky advising David that he was covered for accidental damage and then **NOT** providing this cover, Becky has failed to meet
- A. Association of British Insurers' requirements.
  - B. data protection legislation requirements.
  - C. the procedures under the Consumer Insurance Act.
  - D. the requirement for the fair treatment of customers.

Mia telephones an insurance broker for a personal travel insurance quotation and speaks to Clare. Clare is a relatively new employee dealing with transactional sales and she follows procedures stated in the operational guidelines.

Clare obtains an insurance quotation and advises Mia of the price. Mia objects to the premium quoted because it is considerably higher than last year and she questions whether her details have been entered correctly. There has been an error, which Clare apologises for and, after discussion, Mia asks that a new policy be arranged. Clare processes the order promptly.

41. Once Clare has apologised, what should be the next stage?
- A. Agree the next steps.
  - B. Allow Mia to express anger.
  - C. Explore the issue and review the quotation.
  - D. Take personal ownership of the case.
42. What is the purpose of Clare following operational policies and guidelines?
- A. To avoid complaints.
  - B. To deal with errors and omissions.
  - C. To ensure consistency of approach.
  - D. It is a legal requirement.
43. What skill should Claire **initially** use when Mia makes an objection to the premium quotation?
- A. Empathising.
  - B. Listening.
  - C. Questioning.
  - D. Rapport building.
44. When processing orders, the **main** requirements that Clare should follow are
- A. accuracy, service delivery and ongoing management.
  - B. delivery of demands and needs.
  - C. empathy and rapport building.
  - D. sales method, pricing and relationship with the buyer.
45. The process of selling which Clare uses means that
- A. bespoke solutions can be given.
  - B. the price will always be negotiable.
  - C. the relationship is likely to be long-term.
  - D. sales will be high volume and low value.

**Please turn the page for the next scenario**

Siva is a new product developer for an insurance broker. He has worked with two insurers to design a combined liability insurance package with enhanced coverage and now wants to market it to appropriate large organisations whom he believes would benefit from this cover.

He decides that the first stage of his marketing campaign will be to existing clients on a non-advised basis and is keen to proceed because the more expensive insurance premium would result in increased brokerage. He produces marketing information from four years' research data that has been used by the insurers to illustrate the advantages of the enhanced insurance product.

The second stage in his marketing campaign is to target non-client organisations but, before he does this, he wants the quotation requests from the initial campaign analysed to see if it is working as expected or requires amendments.

Siva's skill set means that he is excellent at new business origination and research but he finds it hard to accept criticism. In addition he lacks the attention to detail that is required to conclude and document an insurance placement and to ensure that it meets the principles for the fair treatment of customers.

46. What is the **most appropriate** method of recording and analysing the initial marketing feedback?
- A. Qualitative analysis.
  - B. Quantitative analysis.
  - C. Reviewing focus group responses.
  - D. Reviewing interactive voice system survey responses.
47. Siva's marketing material will **most clearly** show clients the benefits of purchasing enhanced insurance coverage if data is presented as
- A. bullet points.
  - B. a column chart.
  - C. a pie chart.
  - D. a spreadsheet.
48. According to Belbin's team roles, what type of person would be best to review the data from the initial marketing campaign?
- A. A co-ordinator.
  - B. An evaluator.
  - C. A resource investigator.
  - D. A shaper.
49. According to Belbin's team roles, what role does Siva perform within the team?
- A. Completer.
  - B. Implementer.
  - C. Plant.
  - D. Specialist.

50. Siva's initial marketing process is known as
- A. cross-selling.
  - B. customer focus.
  - C. lead generation.
  - D. upselling.

## Specimen Examination Answers and Learning Outcomes Covered

Question	Answer	Learning Outcome	Question	Answer	Learning Outcome	Question	Answer	Learning Outcome
1	A	1.5	23	C	5.1	41	C	4.4
2	B	7.1	24	D	5.1	42	C	4.3
3	C	7.1	25	D	5.1	43	B	8.4
4	D	10.3	26	A	5.1	44	A	8.1
5	A	8.4	27	C	6.1	45	D	8.1
6	A	8.3	28	B	7.1	46	B	2.2
7	B	6.2	29	C	6.2	47	B	2.3
8	C	7.1	30	A	7.4	48	B	7.1
9	C	7.4	31	D	8.1	49	C	7.1
10	A	7.5	32	D	8.2	50	D	9.4
11	C	1.2	33	B	1.11			
12	B	1.2	34	A	1.7			
13	D	1.1	35	A	3.7			
14	B	2.3	36	C	10.2			
15	D	2.2						
16	D	1.2	37	B	1.7			
			38	B	2.2			
17	A	3.7	39	D	9.4			
18	C	3.2	40	D	10.2			
19	B	3.2						
20	D	3.7						
21	C	3.2						
22	C	3.8						