



**The Institute of
Customer Service**



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Trust in the Insurance sector

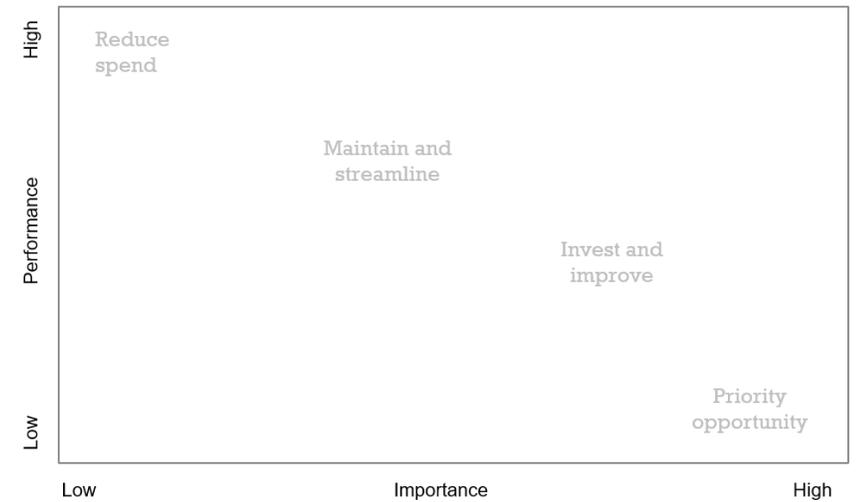
Consumer & SME survey analysis

March 2020



Background and methodology

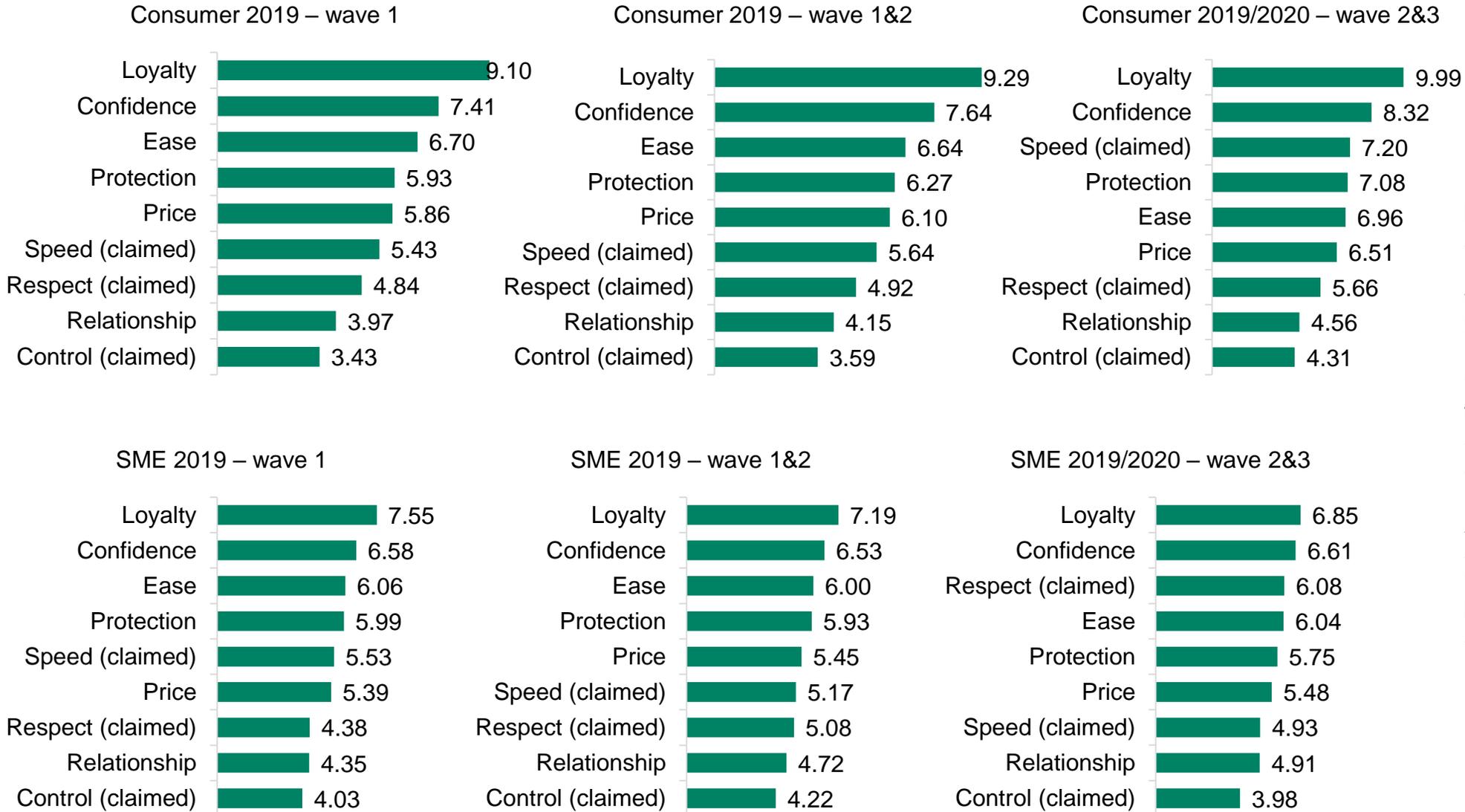
- As part of the Institute of Customer Service/CII Trust in Insurance tracker, 1,000 consumers and 1,007 SME employees, who are involved in the insurance buying decisions, were surveyed.
- For this report we have analysed the combined data sets from September 2019 and January/ February 2020 waves.
- Consumer participants who hold at least a Motor, Travel or Buildings/ Contents policy.
- SME participants who hold at least a Motor, Employers' liability or Buildings/ Contents policy.
- Importance of outcome statements to policy holders were measured and how well insurance providers deliver against these metrics.
- Mapping highlights where opportunities exist to do more of what customers care about – thus boosting trust – but also to do less of what doesn't add true value.
- Importance/ Performance scores can take values from -10 to +10, while Opportunity scores from -30 to +30. The higher the opportunity score, the greater the opportunity to deliver improved service.



Key findings

- Opportunity scores are highest for the Loyalty and Confidence themes for both the consumer and SME markets consistently across the waves.
- Consumers wish to be rewarded for staying with the same provider. Unfortunately, policy holders feel that their loyalty is not being acknowledged and hence big opportunities for insurers lie in this area. Avoiding dual pricing (new vs existing customers) is important in order to feel that their loyalty is being acknowledged. Policy holders would like to receive extra benefits if they are to renew with their insurer, while matching a competitors price is also key.
- When looking at demographic breakdown, the opportunity is relatively higher when looking at females, older demographic and white ethnic groups.
- Within the SME survey, Loyalty and Confidence have remained key themes. Respect when it comes to claiming on a policy as well as Ease rank 3rd and 4th respectively.
- Loyalty is key to SMEs as they are looking for rewards to remain with the same insurance company, by either keeping premiums at the same level or even discounting. This presents an opportunity to insurance providers.
- Within Respect, SMEs are looking for insurers who are not trying to avoid paying out when needed, people who show compassion and not having to prove that they are telling the truth with lots of receipts and pictures.
- As the number of employees increases, the more likely it is for employees to express higher opportunity scores on average.

YoY comparison – Opportunity scores: Loyalty and Confidence are the top themes for both the consumer and SME markets consistently across the waves.

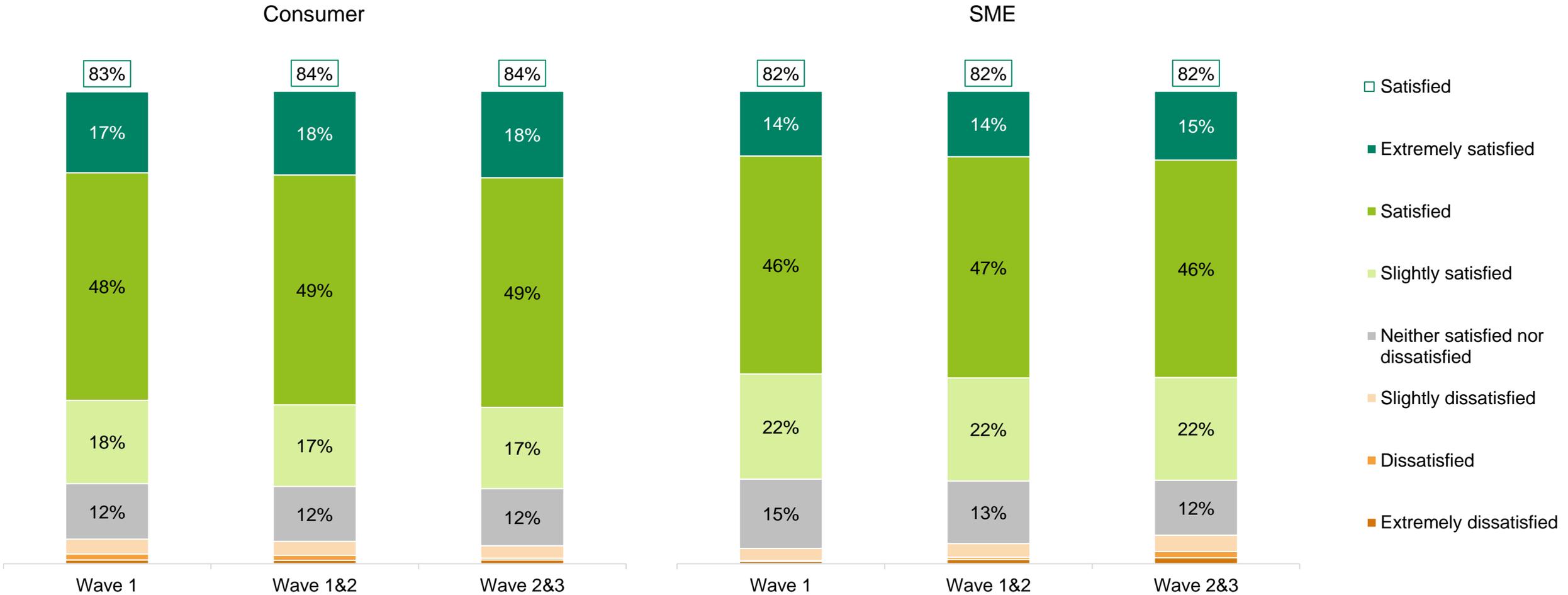


In wave 2&3 combined, opportunity scores for Loyalty and Confidence have increased in consumers whereas Loyalty has decreased for SMEs.

Speed and Respect when it comes to claiming are now among the top 3 opportunities for the consumer and SME market respectively.

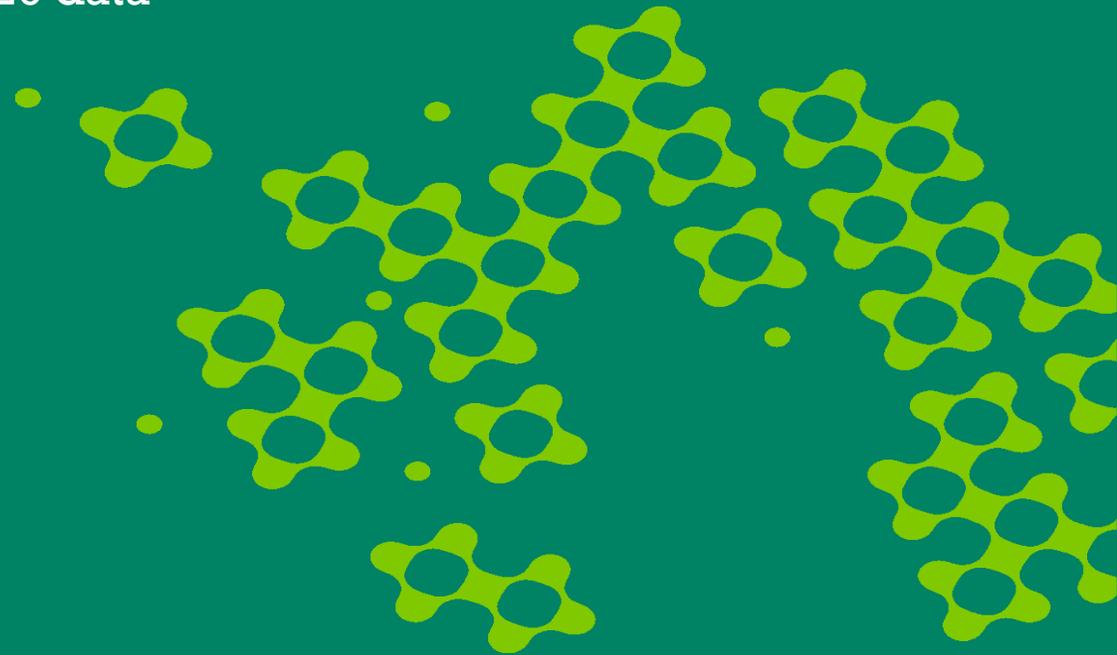
All consumer theme opportunity scores increase over time, while for SMEs Confidence, Ease, Price, Relationship and Respect have seen a growth since wave 1.

YoY comparison – Overall satisfaction with the policy held: Consumers are slightly more likely to be satisfied with the insurance policy they hold compared to SMEs, while satisfaction gradually improves over time for both markets.



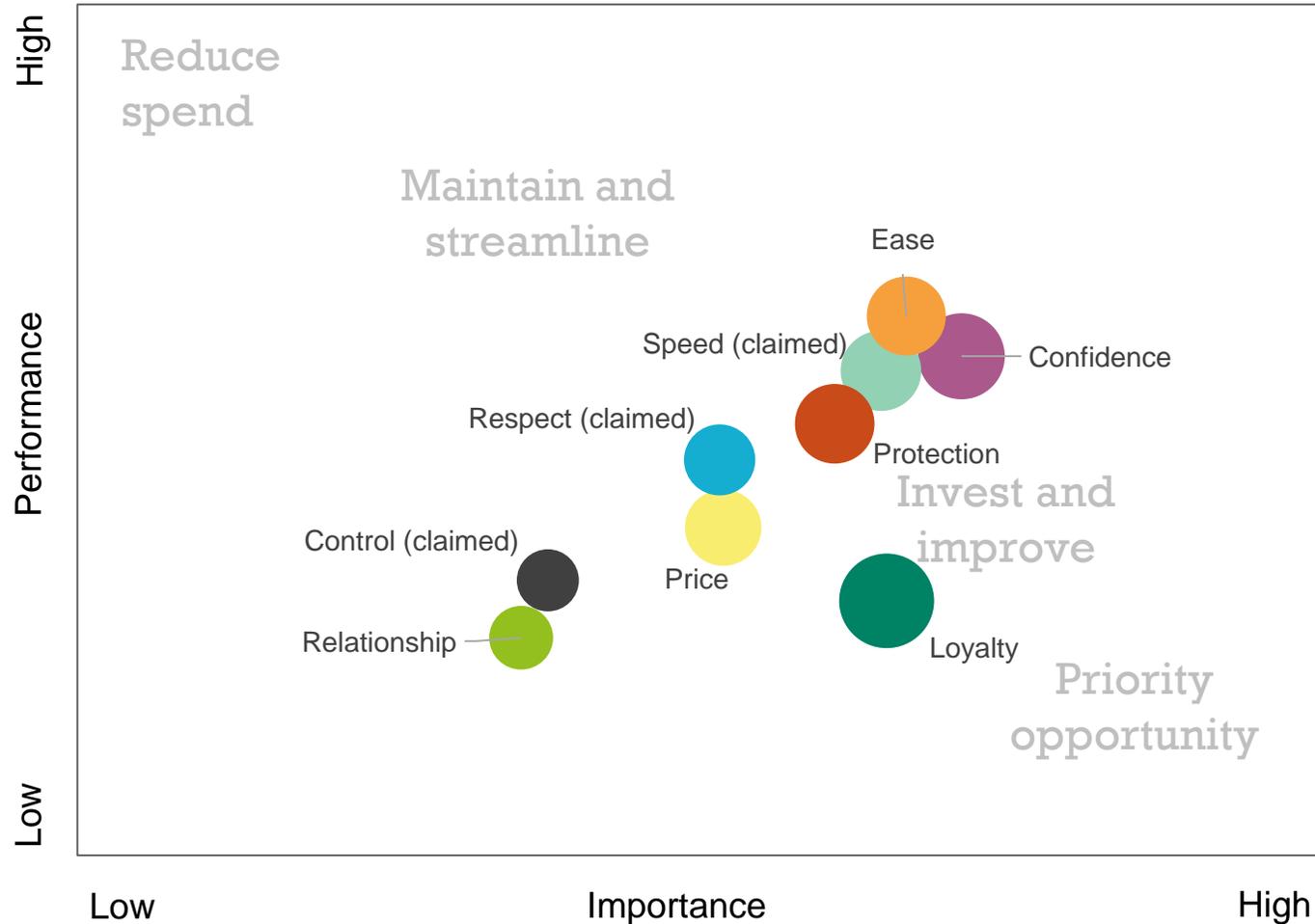
Consumer survey

September 2019 and January/ February 2020 data



Overall Consumer themes - wave 2&3

Loyalty remains the number one consumer opportunity for the insurance industry, followed by Confidence and Speed themes.



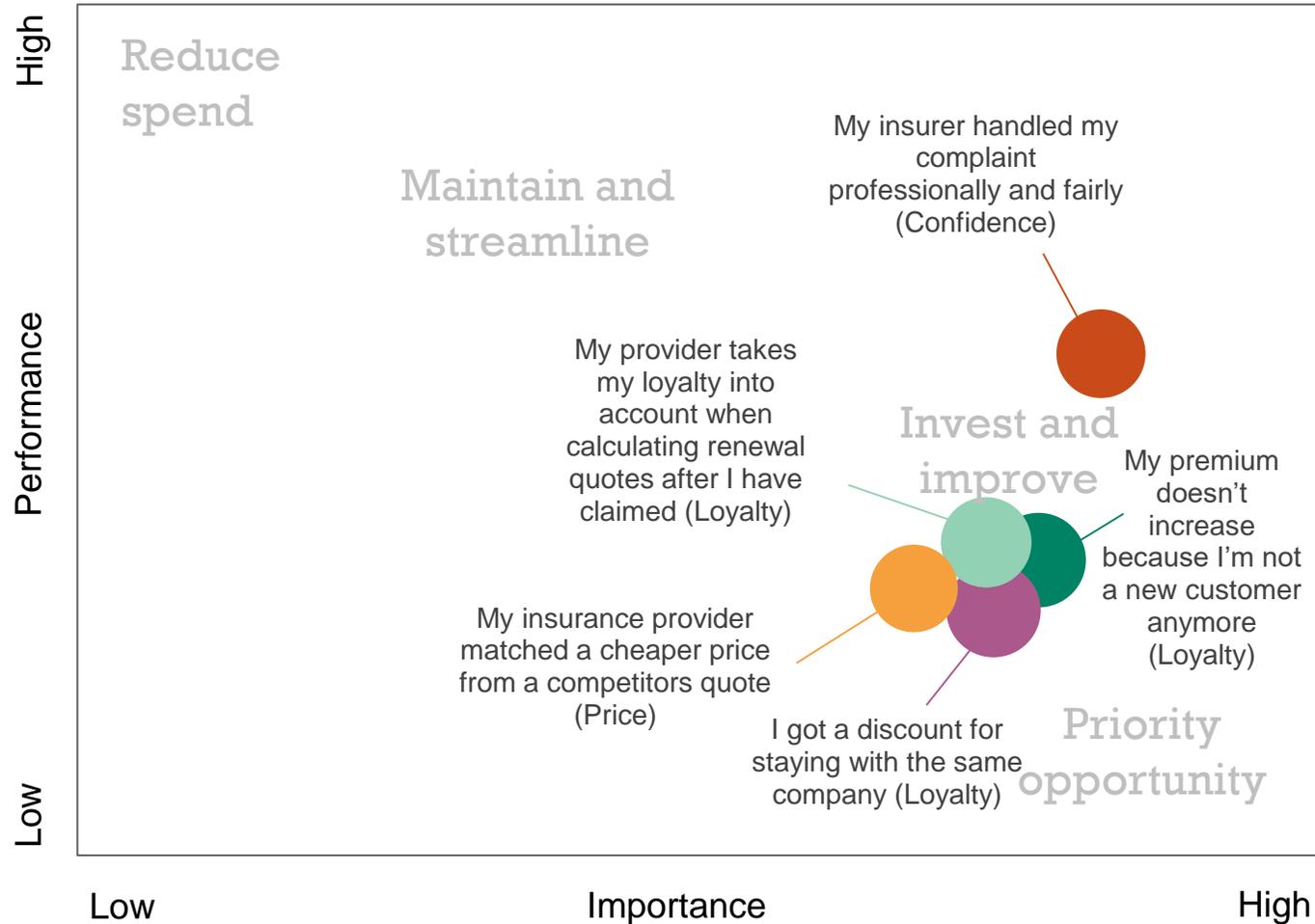
Switching insurance supplier is not among the top consumers' priorities and therefore they wish to be rewarded for staying with the same provider. Unfortunately, policy holders feel that their loyalty is not being acknowledged and hence big opportunities for insurers lie in this area.

Opportunity scores for all themes increase over time and this is driven by consumers' growing expectations (i.e. higher importance scores with the exception of Control) paired with the lower performance for all, apart from Ease where there is a slight improvement.

*The size of each theme bubble denotes the relative opportunity score in each case. The bigger the bubble the greater the opportunity to deliver improved service.

Top 5 opportunity statements for Consumers - wave 2&3

Loyalty remains the number one consumer opportunity for the insurance industry, followed by Confidence and Speed themes.



Avoiding dual pricing (new vs existing customers) is key in order to feel that customers' loyalty is being acknowledged.

Rewarding customer loyalty by offering discounts or take into consideration when calculating renewal quotes after a claim are also important.

Matching a competitor's price as well as handling complaints in a professional and fair manner are areas that require improvement.

Importance and Opportunity scores have increased compared to wave 1&2 data, while performance has dropped for all the top 5 opportunity statements apart from taking loyalty into account at renewal after there has been a claim.

*The size of each theme bubble denotes the relative opportunity score in each case. The bigger the bubble the greater the opportunity to deliver improved service.



Top 10 opportunities for Consumers - wave 2&3

Rewarding customers' loyalty, matching a cheaper quote as well as professional and fair complaint handling are key.

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My premium doesn't increase because I'm not a new customer anymore	7.71	3.47	11.95
2	Loyalty	I got a discount for staying with the same company	7.35	2.88	11.82
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.29	3.68	10.90
4	Confidence	My insurer handled my complaint professionally and fairly	8.21	5.90	10.52
5	Price	My insurance provider matched a cheaper price from a competitors quote	6.71	3.14	10.28
6	Speed (claimed)	My claim was settled quickly	7.69	5.12	10.25
7	Loyalty	My insurer provides additional benefits for renewing (e.g. enhanced cover)	6.43	2.84	10.02
8	Confidence	My insurer assessed my risk individually, rather than using generic assumptions	7.25	4.92	9.58
9	Loyalty	My insurer told me what I would have paid if I wasn't a new customer	5.33	1.08	9.58
10	Confidence	The policy was explained clearly	8.42	7.46	9.38

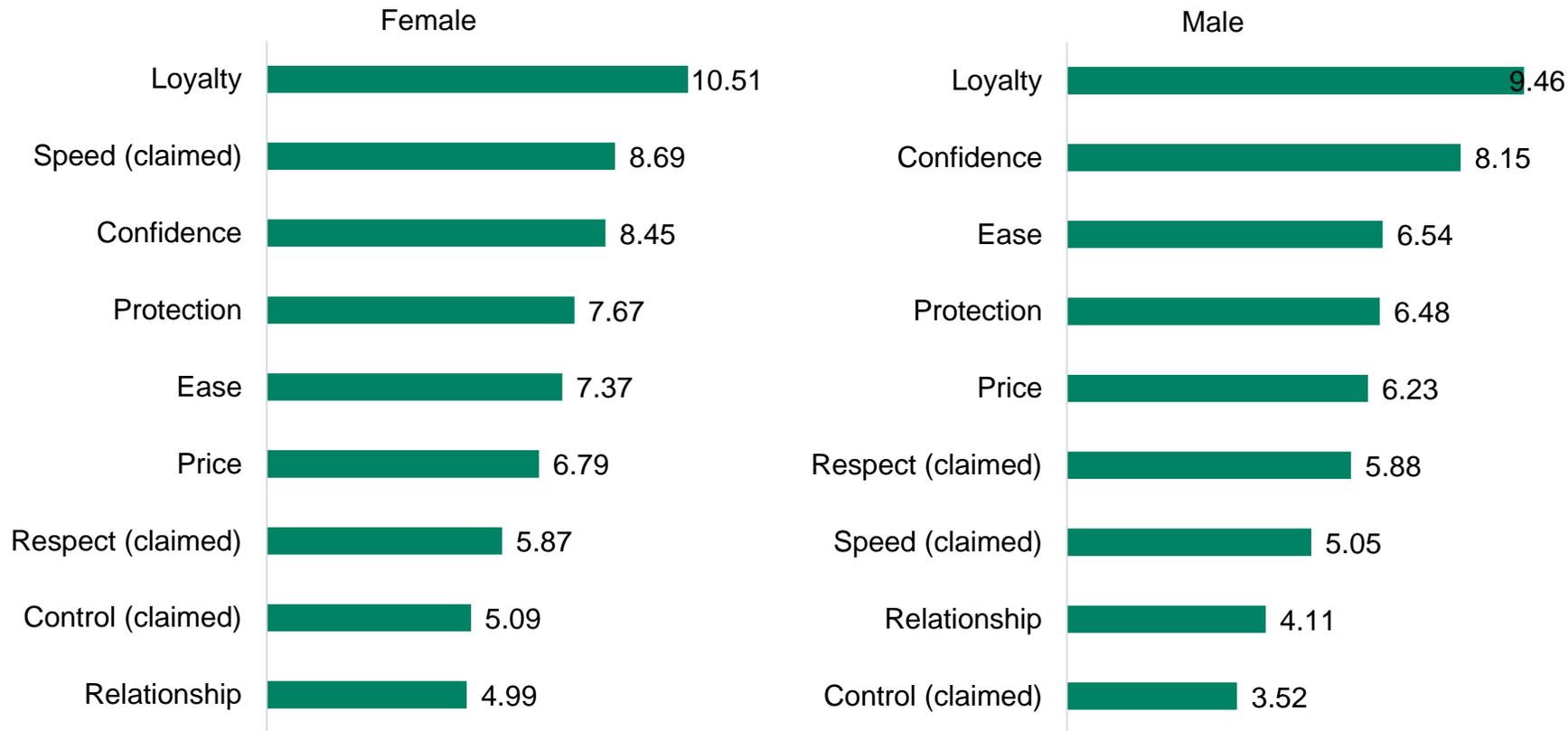
In addition, a claim that is being settled quickly becomes much more important, while performance is not improving.

Providing benefits for renewing, assessing people's risk individually, telling what the price would be for existing customers and explain the policy clearly are further areas that insurance holders feel underserved.

All the top 10 statements have become even more important when looking at waves 1&2 combined. Performance for the 3rd and 10th statement has slightly increased, while for the rest has gone down.

Overall themes by gender - wave 2&3

Loyalty is key for both females and males, while opportunity scores are higher for women than men on all themes, with the exception of Respect when claiming that is slightly higher for men.



For both male and female loyalty is important and presents an opportunity to the industry around provision of discounts, renewal quotes, flat premiums and other benefits. The Loyalty opportunity has increased since the previous wave's data for both genders.

Women's expectations around Speed of claims have increased, while at the same time performance is poorer, moving the theme to the second position. Opportunity scores are greater in wave 2&3 combined.

The order of the themes for men have remained in most cases consistent. Opportunity scores are higher apart from Speed and Relationship.

Overall themes by ethnicity - wave 2&3

On average, white policy holders are likely to be more demanding and less satisfied with their insurers than non white people.



Loyalty is the number one opportunity theme across both white and non-white consumers, however it is much more important for white policy holders.

There is a bigger gap between importance attributed to themes and performance of insurance providers when looking at white consumers – this segment presents a stronger opportunity to insurers than non-white consumers, in terms of possible improvement.

From a ranking point of view, especially speedy handling of claims is key to white consumers whilst a lot less so to non-white consumers. Both groups are closer together with regards to expectations around relationships however.

Overall themes by age - wave 2&3

Younger consumers are more likely to express lower opportunity scores than the average, except from the Relationship theme, which is consistent since wave 1&2.

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	9.99	7.29	10.56	11.66
Confidence	8.32	6.92	8.71	9.08
Speed (claimed)	7.20	5.89		
Protection	7.08	6.03	7.84	7.25
Ease	6.96	6.54	7.42	6.88
Price	6.51	6.52	6.68	6.40
Respect (claimed)	5.66	4.04		
Relationship	4.56	5.21	5.02	3.70
Control (claimed)	4.31	2.39		

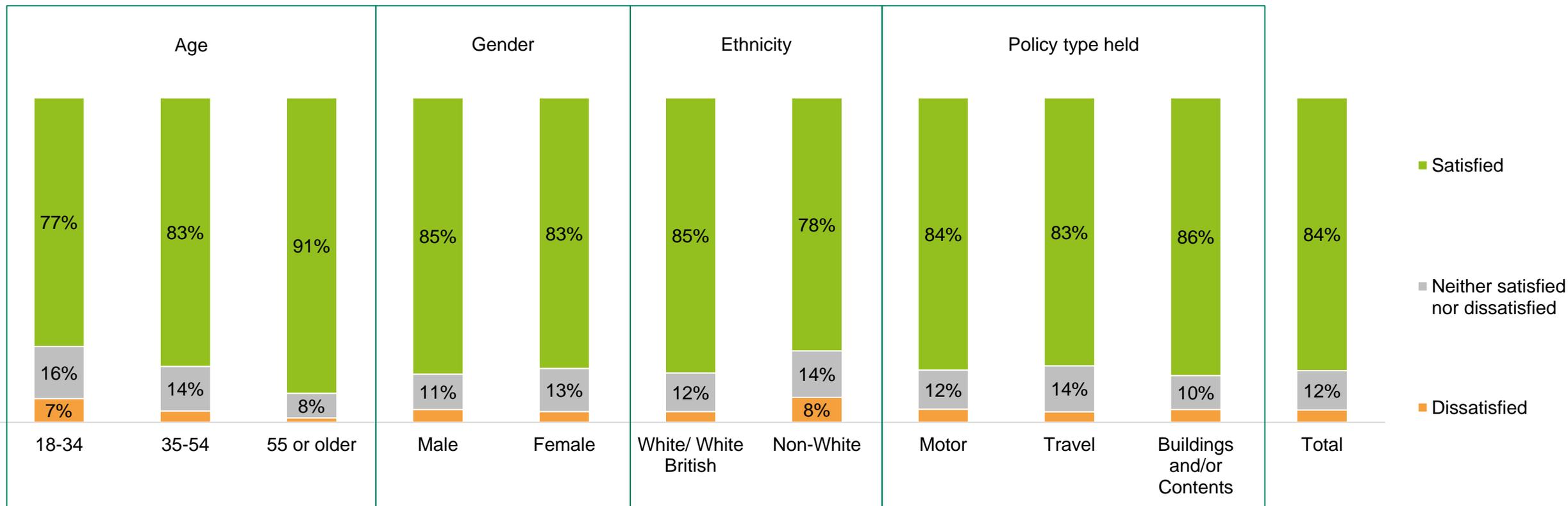
The 35-54 year-old group demonstrates the highest opportunity scores; these consumers tend to have greater expectations from their insurers while they are also more likely to feel that the suppliers are not delivering to the extend they would like.

Loyalty and Confidence are key regardless the age of consumers, followed by Ease for the 18-34 year-olds and Protection for the older.

Table is showing opportunity scores by age range, relative to all respondents' average scores

Overall satisfaction with the policy held – wave 2&3

More than 5 in 6 consumers state that they are satisfied with their policy, however older, male, white and those who hold Buildings and/or Contents insurance are likely to be more satisfied overall compared to the other segments.



Base: September 2019 and January/February 2020 data. All consumers who hold at least one (motor, travel, buildings and/or contents) insurance policy: 18-34 n=287, 34-54 n=343, 55 or older n=370, Male n=486, Female n=512, White/ White British n=906, Non-White n=91, Motor n=447, Travel n=247, Buildings and/or Contents n=306, Total n=1,000. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

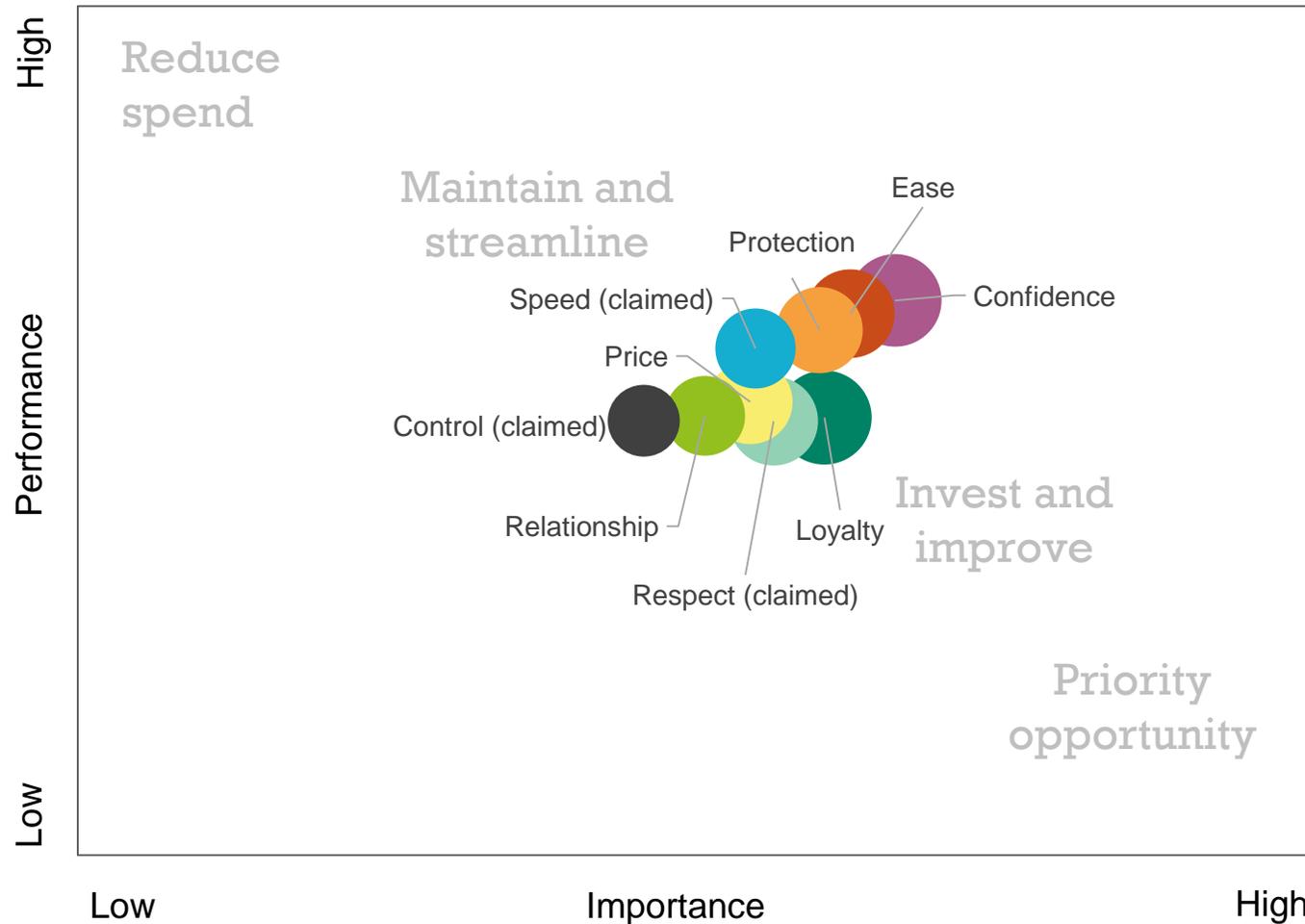
SME survey

September 2019 and January/ February 2020 data



Overall SME themes - wave 2&3

As seen in the consumer market, Loyalty and Confidence are also top themes for SMEs, however Loyalty has seen a slight decrease in opportunity compared to wave 1&2.



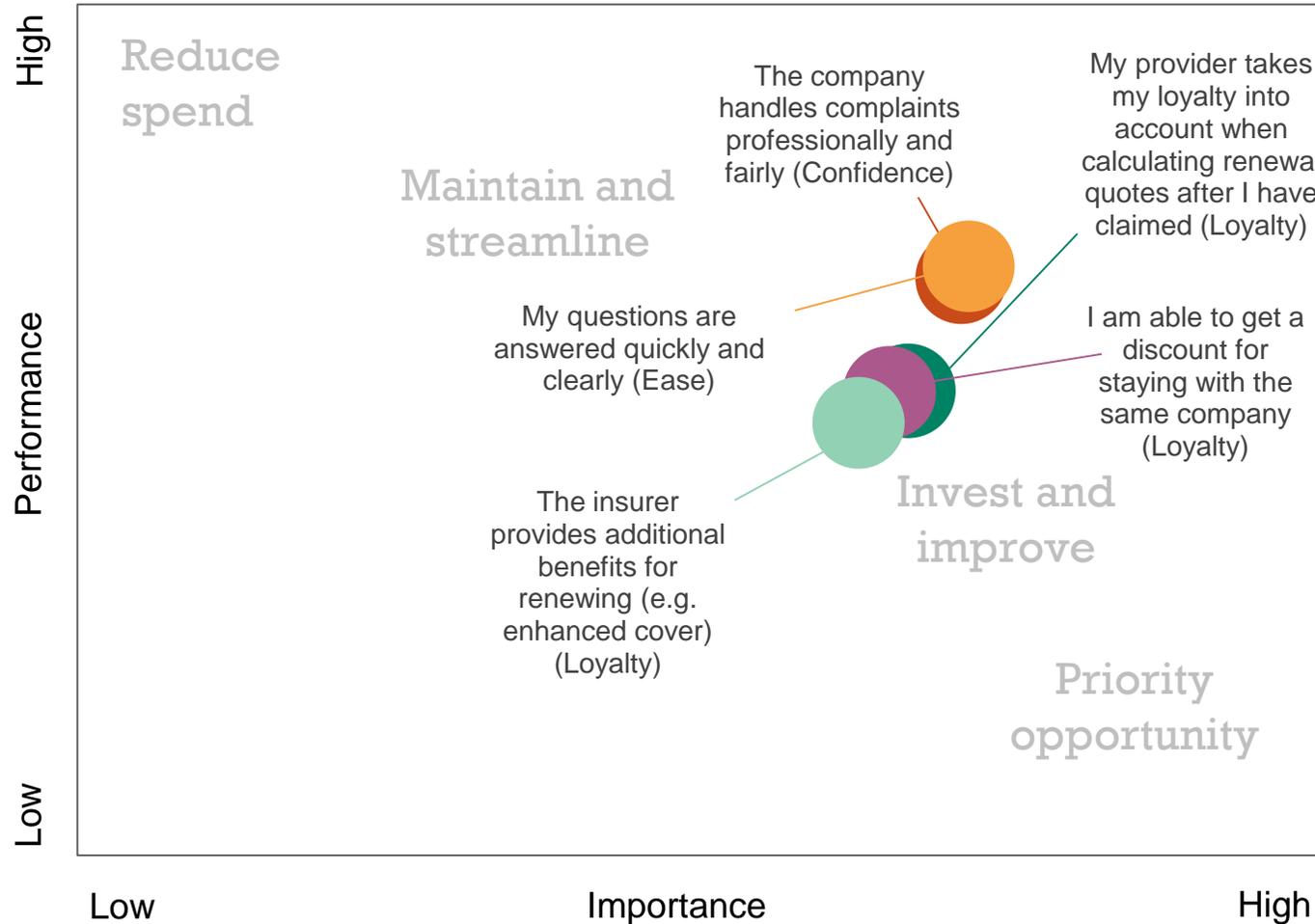
Despite the slight improvement in performance, customers' expectations grow and hence Loyalty remains key to SMEs. Employees are looking for rewards to remain with the same insurance company, by either keeping premiums at the same level or even discounting. This presents an opportunity to insurance providers.

SMEs also want the confidence that they know what their insurance policies cover exactly, professional and quick complaint handling and individual risk assessment.

*The size of each theme bubble denotes the relative opportunity score in each case. The bigger the bubble the greater the opportunity to deliver improved service.

Top 5 opportunity statements for SMEs – wave 2&3

As seen in the consumer market, Loyalty and Confidence are also top themes for SMEs, however Loyalty has seen a slight decrease in opportunity compared to wave 1&2.



Moving away from dual pricing (new vs existing customers) is key for businesses.

Similar to consumers, SMEs would like to be rewarded for their loyalty either via discounts, benefits or during renewal after they have claimed on a policy.

Professional and fair complaint handling as well as quick and clear answers to questions are additional opportunities for the insurance industry.

All the top 4 statements have seen an increase in performance which led to a decrease in opportunity scores.

*The size of each theme bubble denotes the relative opportunity score in each case.
The bigger the bubble the greater the opportunity to deliver improved service.

Top 10 opportunities for SMEs – wave 2&3

Rewarding loyalty, professional and fair complaint handling and answering quickly and clearly to any questions are key priorities to deliver better service to SMEs.

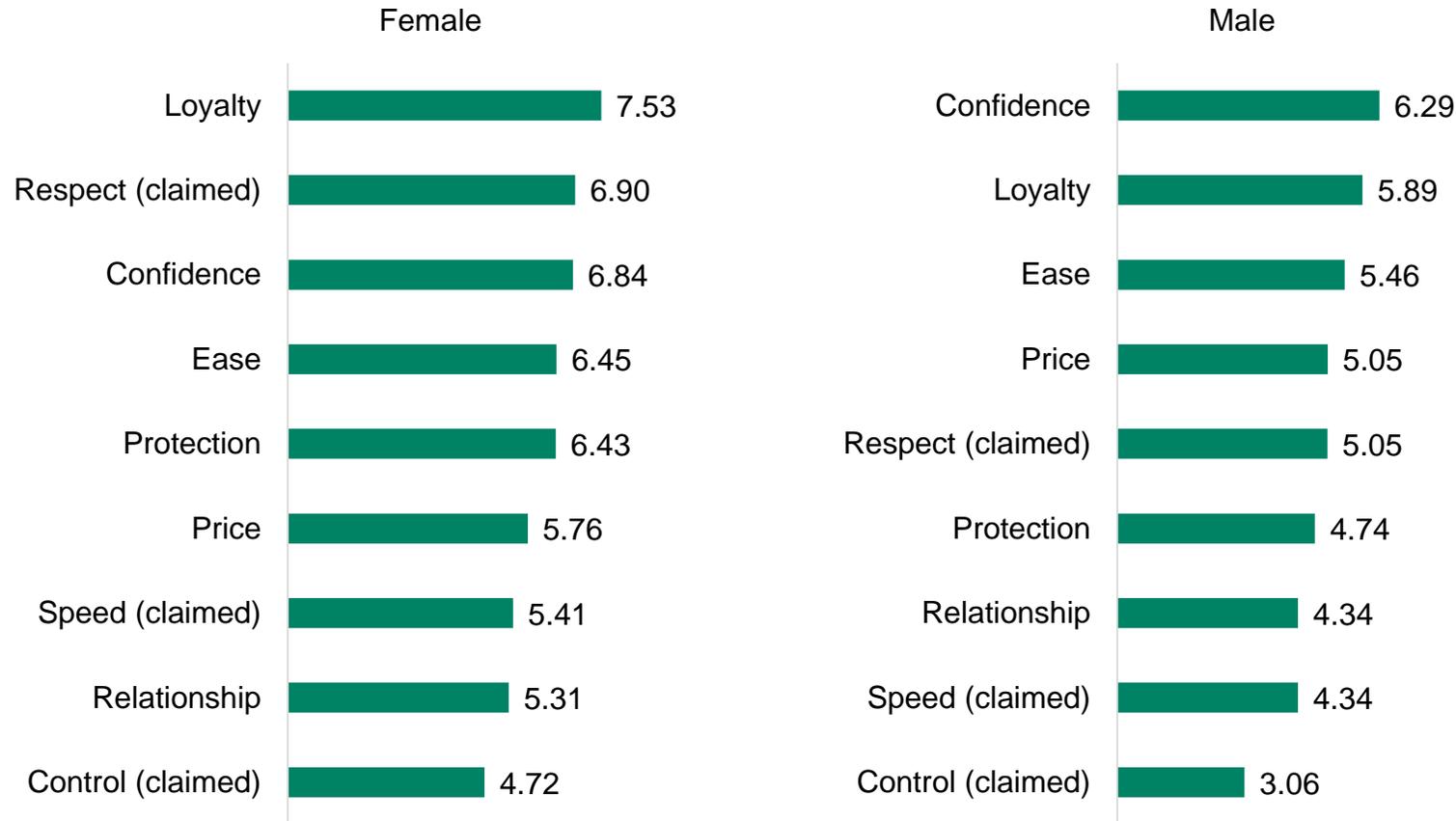
	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.66	5.46	7.87
2	Loyalty	I am able to get a discount for staying with the same company	6.51	5.44	7.59
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.27	5.08	7.45
4	Confidence	The company handles complaints professionally and fairly	7.09	6.78	7.40
5	Ease	My questions are answered quickly and clearly	7.15	6.92	7.38
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.93	6.53	7.33
7	Confidence	I know what the policy covers and excludes	7.27	7.35	7.18
8	Confidence	The policy is explained clearly	7.10	7.13	7.07
9	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.28	5.63	6.92
10	Price	The insurance provider matches a cheaper price from a competitors quote	5.98	5.05	6.91

Personalised risk assessment, a clear insurance policy, a premium that doesn't increase for existing customers as well as matching a cheaper competitor's price are also important factors to the SME policy decision makers.

Opportunity scores have declined for all the majority of the top 10 statements when looking at wave 1&2 combined in 2019, apart from the 5th, 6th and 8th, which saw an increase.

Overall opportunity scores by gender – wave 2&3

Similar to Consumer market, female employees are more likely to demonstrate higher opportunity scores than male.



For both male and female loyalty and confidence sit within the top 3 opportunities.

Respect when it comes to claiming becomes much more of an opportunity for both genders in wave 2&3, however more so for female SME employees.

Confidence is all about fair complaint handling and knowing what the policy includes and excludes, while the opportunity score has grown for the male population.

Overall themes by age – wave 2&3

Younger consumers are more likely to express lower opportunity scores than the average.

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	6.85	6.09	7.76	7.44
Confidence	6.61	6.07	7.16	7.47
Respect (claimed)	6.08	5.91	6.54	
Ease	6.04	5.54	6.41	7.67
Protection	5.75	5.17	6.32	6.74
Price	5.48	5.03	5.92	6.42
Speed (claimed)	4.93	4.93	4.77	
Relationship	4.91	4.43	5.62	4.53
Control (claimed)	3.98	3.57	4.91	

As people age, they tend to have higher expectations from their insurers while they are also more likely to feel that the suppliers are not delivering to the extent they wish.

As seen previously, the 35-54 year-old group would like to get rewarded for staying with the same provider, by getting discounts, benefits or flat premiums.

Whereas for 18-34 year-old employees, the main opportunities lie around loyalty - to be taken into account when calculating renewal quotes after they have claimed, ease – quick and clear answer to questions, confidence – a clear explained policy.

Table is showing opportunity scores by age range, relative to all respondents' average scores

Overall themes by ethnicity – wave 2&3

Loyalty and Respect are among the top 3 opportunities for both white and non-white SME insurance policy decision makers.



Loyalty and Confidence are key themes for white respondents, followed by Respect and Ease, while Ease because much more important for non-white SME employees.

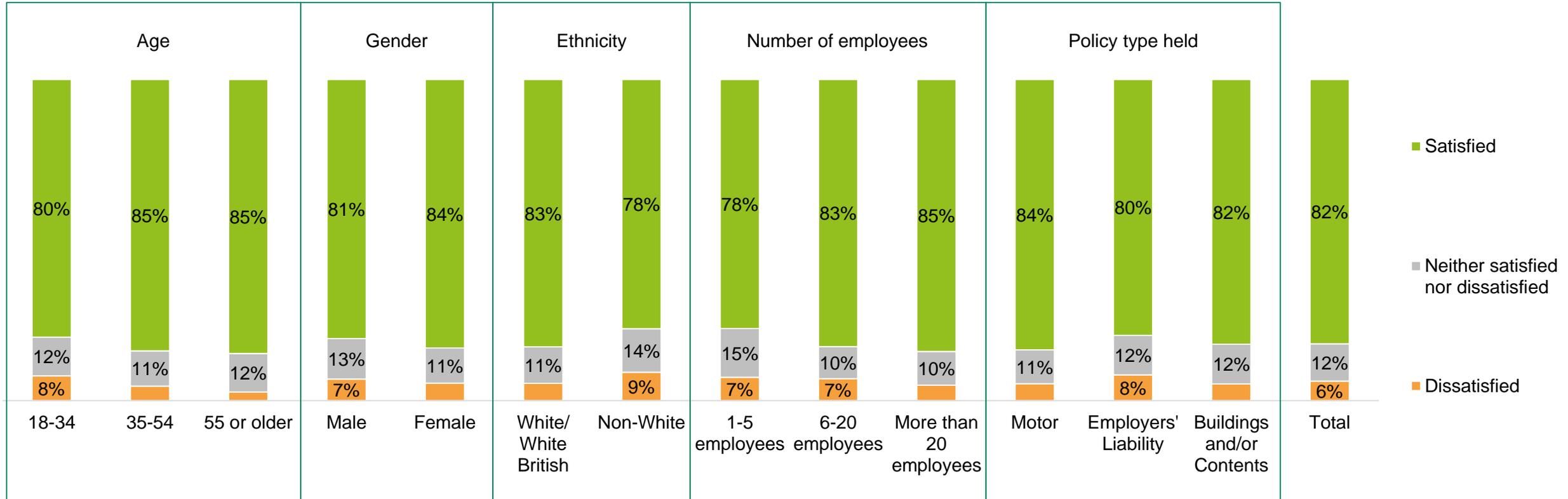
Overall themes by number of employees – wave 2&3



Loyalty is a key theme and ranks among the top 2 priority opportunities regardless of the size of the business. For smaller businesses with up to 5 employees Loyalty, Confidence and Ease are the top 3 themes, while for organisations with 6 or more employees is more about Confidence, Loyalty and Respect when claiming on a policy. As the size of the business increase, SME policy decision makers become more demanding.

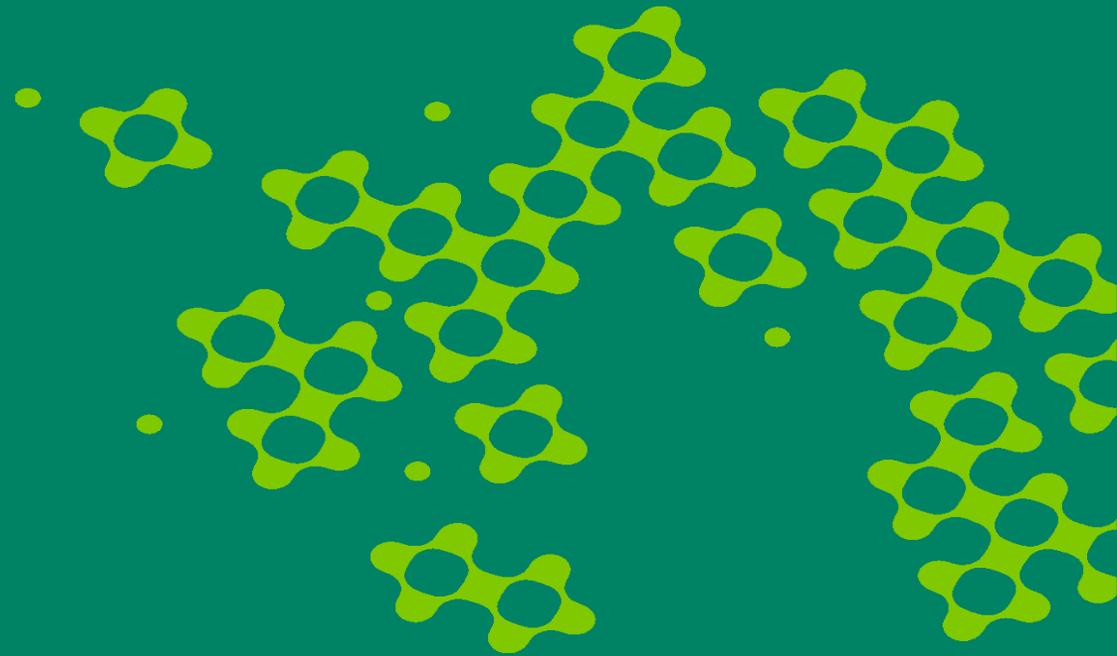
Overall satisfaction with the policy held – wave 2&3:

More than 4 in 5 SME employees indicate that they are satisfied with the insurance policy their business is holding, with older, female, white, larger businesses and those who hold motor policies being more likely to be more satisfied overall compared to the other segments.



Base: September 2019 and January/February 2020 data. All SMEs that hold at least one (motor, travel, buildings and/or contents) insurance policy: 18-34 n=532, 34-54 n=400, 55 or older n=75, Male n=419, Female n=587, White/ White British n=832, Non-White n=170, 1-5 employees n=276, 6-20 employees n=292, More than 20 employees n=439, Motor n=399, Employers' Liability n=300, Buildings and/or Contents n=308, Total n=1,007. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

Appendix



Sample characteristics for both surveys - waves 2&3

Consumer n=1,000

Insurance policies held
 Motor 78%
 Travel 45%
 Buildings/ Contents 80%

12% have claimed on at least one of the below:
 Motor 45%
 Travel 39%
 Buildings/ Contents 44%

Ethnicity

- White/ White British 91%
- Asian/ Asian British 6%
- Black/ Black British 2%
- Mixed/ multiple ethnic groups 1%
- Other ethnic background 1%

Age

- 18-24 11%
- 25-34 18%
- 35-44 16%
- 45-54 18%
- 55-64 15%
- 65 or older 22%

Gender

- Females 51%
- Males 49%

SME n=1,007

Insurance policies held
 Motor 67%
 Employers' liability 53%
 Buildings/ Contents 78%

23% have claimed on at least one of the below:
 Motor 46%
 Employers' liability 34%
 Buildings/ Contents 56%

Ethnicity

- White/ White British 83%
- Asian/ Asian British 8%
- Black/ Black British 5%
- Mixed/ multiple ethnic groups 3%

Age

- 18-24 12%
- 25-34 40%
- 35-44 26%
- 45-54 14%
- 55-64 6%
- 65 or older 1%

Gender

- Females 58%
- Males 42%

Insurance buying decisions

- Sole decision maker 51%
- Joint decision maker 31%
- Influencer, but I do not make the final decision 19%

Number of employees

- 1-5 27%
- 6-20 29%
- 20 or more 44%

Top 5 sectors

- Construction 15%
- Wholesale or retail trade 11%
- Healthcare 10%
- Professional, scientific or technical services 6%
- Manufacturing 6%

Theme scores for Consumers – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.77	3.04	10.51
2	Speed (claimed)	6.98	5.27	8.69
3	Confidence	7.19	5.92	8.45
4	Protection	6.47	5.27	7.67
5	Ease	6.95	6.53	7.37
6	Price	5.37	3.95	6.79
7	Respect (claimed)	5.14	4.42	5.87
8	Control (claimed)	3.76	2.43	5.09
9	Relationship	3.78	2.57	4.99

Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.23	3.00	9.46
2	Confidence	7.00	5.86	8.15
3	Ease	6.36	6.19	6.54
4	Protection	5.69	4.90	6.48
5	Price	5.01	3.79	6.23
6	Respect (claimed)	5.47	5.05	5.88
7	Speed (claimed)	5.83	6.61	5.05
8	Relationship	3.34	2.57	4.11
9	Control (claimed)	4.07	4.61	3.52

Top 10 opportunities for Consumers – Females

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claimed)	My claim is settled quickly	8.29	4.00	12.57
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.83	3.44	12.23
3	Loyalty	I am able to get a discount for staying with the same company	7.52	2.92	12.12
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.62	3.76	11.48
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	7.01	3.18	10.84
6	Confidence	The company handles complaints professionally and fairly	8.34	6.07	10.61
7	Speed (claimed)	I am offered immediate assistance and advice	7.43	4.35	10.51
8	Price	The insurance provider matches a cheaper price from a competitors quote	6.88	3.36	10.39
9	Loyalty	I am told what the price would be if I wasn't a new customer	5.35	0.75	9.95
10	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.42	5.05	9.79

Top 10 opportunities for Consumers – Males

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.61	3.54	11.69
2	Loyalty	I am able to get a discount for staying with the same company	7.20	2.90	11.51
3	Confidence	The company handles complaints professionally and fairly	8.09	5.82	10.35
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.00	3.66	10.33
5	Price	The insurance provider matches a cheaper price from a competitors quote	6.56	2.95	10.18
6	Confidence	I know what the policy covers and excludes	8.72	7.90	9.55
7	Confidence	I am able to understand if there are any discounts or no claims bonus	8.11	6.74	9.48
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.12	4.79	9.45
9	Confidence	The policy is explained clearly	8.37	7.31	9.44
10	Loyalty	I am told what the price would be if I wasn't a new customer	5.33	1.48	9.18

Theme scores for Consumers – age

18-34

35-54

55 or older

	Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score
1	Loyalty	5.89	4.50	7.29	1	Loyalty	6.91	3.27	10.56	1	Loyalty	6.56	1.47	11.66
2	Confidence	6.47	6.02	6.92	2	Confidence	7.44	6.17	8.71	2	Speed (claimed)*	9.44	7.45	11.44
3	Ease	6.40	6.26	6.54	3	Speed (claimed)*	7.53	7.15	7.90	3	Control (claimed)*	5.93	2.29	9.57
4	Price	5.69	4.87	6.52	4	Protection	6.79	5.74	7.84	4	Confidence	7.25	5.42	9.08
5	Protection	5.64	5.24	6.03	5	Respect (claimed)*	7.01	6.42	7.60	5	Respect (claimed)*	7.59	6.16	9.03
6	Speed (claimed)	5.29	4.70	5.89	6	Ease	7.08	6.74	7.42	6	Protection	5.76	4.26	7.25
7	Relationship	4.74	4.27	5.21	7	Price	5.34	4.01	6.68	7	Ease	6.44	6.00	6.88
8	Respect (claimed)	3.83	3.61	4.04	8	Control (claimed)*	5.40	4.74	6.06	8	Price	4.63	2.86	6.40
9	Control (claimed)	2.61	2.84	2.39	9	Relationship	3.86	2.69	5.02	9	Relationship	2.37	1.04	3.70

Top 10 opportunities for Consumers – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claimed)	My claim is settled quickly	6.76	4.32	9.19
2	Price	The insurance provider matches a cheaper price from a competitors quote	6.59	4.32	8.85
3	Confidence	The company handles complaints professionally and fairly	6.97	5.79	8.15
4	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.31	4.61	8.01
5	Price	The cost of the policy is reasonable for the level of cover that I get	7.35	6.81	7.90
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.24	4.59	7.89
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.06	4.25	7.87
8	Confidence	I know what the policy covers and excludes	7.14	6.56	7.73
9	Loyalty	I am able to get a discount for staying with the same company	6.06	4.46	7.67
10	Ease	The policy documents are easy to read, with little or no small print	6.79	5.98	7.61

Top 10 opportunities for Consumers – 35-54 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.76	3.21	12.3
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.96	3.78	12.13
3	Speed (claimed)	My claim is settled quickly*	8.97	6.21	11.72
4	Respect (claimed)	The people you deal with show compassion*	8.97	6.9	11.03
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.61	4.2	11.02
6	Confidence	The company handles complaints professionally and fairly	8.66	6.36	10.96
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.82	3.3	10.34
8	Loyalty	I am told what the price would be if I wasn't a new customer	5.77	1.21	10.34
9	Price	The insurance provider matches a cheaper price from a competitors quote	7.03	3.73	10.33
10	Confidence	I know the company pays out quickly and worries about paperwork later	7.84	5.42	10.26

Top 10 opportunities for Consumers – 55 or older

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	8.57	2.27	14.86
2	Loyalty	I am able to get a discount for staying with the same company	7.97	1.3	14.65
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.81	2.38	13.24
4	Speed (claimed)	My claim is settled quickly*	9.44	6.67	12.22
5	Confidence	The company handles complaints professionally and fairly	8.76	5.45	12.06
6	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)*	6.67	1.43	11.90
7	Speed (claimed)	I am offered immediate assistance and advice*	9.44	7.06	11.83
8	Speed (claimed)	I am not asked needless questions about my claim*	9.44	7.22	11.67
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.51	1.53	11.50
10	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.35	1.24	11.46

Theme scores for Consumers – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.58	2.82	10.34
2	Speed (claimed)	7.06	5.47	8.65
3	Confidence	7.19	5.83	8.55
4	Protection	6.16	5.07	7.24
5	Ease	6.71	6.39	7.04
6	Price	5.14	3.72	6.56
7	Respect (claimed)	5.69	5.00	6.37
8	Control (claimed)	4.31	2.93	5.69
9	Relationship	3.49	2.34	4.63

Non White

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.57	4.73	6.42
2	Ease	6.04	5.91	6.17
3	Price	5.51	5.15	5.88
4	Confidence	6.13	6.38	5.88
5	Protection	5.22	5.15	5.29
6	Relationship	4.31	4.59	4.03
7	Respect (claimed)	3.89	3.82	3.96
8	Speed (claimed)	5.00	6.23	3.77
9	Control (claimed)	2.50	3.89	1.11

Top 10 opportunities for Consumers – White/ White British

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.98	3.29	12.67
2	Loyalty	I am able to get a discount for staying with the same company	7.43	2.68	12.18
3	Speed (claimed)	My claim is settled quickly	8.35	4.94	11.76
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.52	3.65	11.38
5	Confidence	The company handles complaints professionally and fairly	8.41	5.88	10.94
6	Price	The insurance provider matches a cheaper price from a competitors quote	6.71	2.92	10.50
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.47	4.71	10.24
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.47	2.75	10.18
9	Speed (claimed)	I am offered immediate assistance and advice	7.53	5.00	10.06
10	Loyalty	I am told what the price would be if I wasn't a new customer	5.30	0.73	9.86

Top 10 opportunities for Consumers – Non White

	Theme	Statement	Importance	Performance	Opportunity score
1	Price	The price of the policy is the cheapest I can find	7.25	6.11	8.39
2	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.93	3.71	8.16
3	Price	The insurance provider matches a cheaper price from a competitors quote	6.59	5.17	8.01
4	Ease	The policy documents are easy to read, with little or no small print	7.14	6.29	7.99
5	Ease	The provider makes it easy to compare to policies from other providers	6.81	5.67	7.96
6	Loyalty	I am able to get a discount for staying with the same company	6.48	5.06	7.91
7	Confidence	The policy is explained clearly	7.14	7.00	7.29
8	Ease	My questions are answered quickly and clearly	6.81	6.67	6.96
9	Loyalty	I am told what the price would be if I wasn't a new customer	5.71	4.61	6.82
10	Loyalty	The provider thanking me for staying with the company	5.93	5.11	6.75

Theme scores for Consumers – policy type held

Motor

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.33	3.11	9.55
2	Confidence	7.06	5.82	8.30
3	Ease	6.50	6.27	6.74
4	Protection	5.82	4.92	6.72
5	Price	5.14	3.73	6.55
6	Relationship	3.64	2.53	4.76

Travel

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.80	3.15	10.45
2	Confidence	7.11	5.84	8.39
3	Protection	6.51	5.15	7.86
4	Ease	6.78	6.28	7.29
5	Price	5.58	4.09	7.07
6	Relationship	3.94	3.09	4.78

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.48	2.68	10.27
2	Confidence	7.12	5.95	8.29
3	Ease	6.76	6.49	7.02
4	Protection	6.09	5.22	6.96
5	Price	4.91	3.83	5.99
6	Relationship	3.14	2.18	4.10

Top 10 opportunities for Consumers – policy type held motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.49	3.52	11.47
2	Loyalty	I am able to get a discount for staying with the same company	7.07	3.09	11.05
3	Price	The insurance provider matches a cheaper price from a competitors quote	6.76	3.13	10.38
4	Confidence	The company handles complaints professionally and fairly	7.96	5.76	10.17
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.98	3.98	9.98
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.38	4.94	9.82
7	Confidence	The policy is explained clearly	8.43	7.37	9.50
8	Confidence	I know what the policy covers and excludes	8.61	7.81	9.41
9	Loyalty	I am told what the price would be if I wasn't a new customer	5.35	1.43	9.26
10	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.15	3.07	9.24

Top 10 opportunities for Consumers – policy type held travel

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.94	3.20	12.67
2	Loyalty	I am able to get a discount for staying with the same company	7.57	3.30	11.84
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.65	3.62	11.68
4	Price	The insurance provider matches a cheaper price from a competitors quote	7.25	2.95	11.55
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	7.09	3.07	11.10
6	Confidence	The company handles complaints professionally and fairly	8.50	6.36	10.65
7	Confidence	I am able to understand if there are any discounts or no claims bonus	8.18	6.18	10.18
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.37	4.74	10.00
9	Ease	My questions are answered quickly and clearly	8.38	7.02	9.74
10	Loyalty	I am told what the price would be if I wasn't a new customer	5.55	1.43	9.66

Top 10 opportunities for Consumers – policy type held buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.58	2.23	12.93
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.84	3.61	12.07
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.45	3.28	11.62
4	Confidence	The company handles complaints professionally and fairly	8.33	5.70	10.97
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.31	2.30	10.31
6	Loyalty	I am told what the price would be if I wasn't a new customer	5.13	0.29	9.97
7	Confidence	The policy is explained clearly	8.69	7.72	9.67
8	Ease	My questions are answered quickly and clearly	8.43	7.30	9.57
9	Confidence	I am able to understand if there are any discounts or no claims bonus	8.14	7.05	9.22
10	Confidence	I know the company pays out quickly and worries about paperwork later	6.93	4.68	9.18

Theme scores for Consumers – policy type claimed

Motor

	Theme	Importance	Performance	Opportunity score
1	Speed (claimed)	8.87	7.00	10.73
2	Respect (claimed)	7.80	5.85	9.75
3	Control (claimed)	6.10	4.44	7.76

Travel

	Theme	Importance	Performance	Opportunity score
1	Speed (claimed)	4.77	4.61	4.93
2	Respect (claimed)	3.61	3.30	3.92
3	Control (claimed)	2.41	2.73	2.09

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Speed (claimed)*	5.04	5.10	4.99
2	Respect (claimed)*	3.33	4.41	2.25
3	Control (claimed)*	2.19	2.21	2.17

Opportunities for Consumers – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claimed)	My claim is settled quickly	9.36	6.17	12.55
2	Speed (claimed)	I can get through to the insurance company quickly at any time	8.94	6.38	11.49
3	Respect (claimed)	The insurance company does not try to avoid paying out	8.72	6.52	10.93
4	Speed (claimed)	I am offered immediate assistance and advice	8.94	7.17	10.70
5	Speed (claimed)	My insurer provides effective assistance/ advice	9.15	7.83	10.47
6	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	7.23	4.35	10.12
7	Speed (claimed)	It is clear what I need to do to claim	8.51	7.23	9.79
8	Respect (claimed)	I do not have to prove that I am telling the truth with lots of receipts or pictures	6.81	4.22	9.39
9	Speed (claimed)	I am not asked needless questions about my claim	8.30	7.23	9.36
10	Respect (claimed)	The people you deal with show compassion	7.87	6.81	8.94
11	Control (claimed)	Repairs or replacement items are completed/ delivered at a time to suit me	6.81	6.52	7.10
12	Control (claimed)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.26	2.44	6.07

Opportunities for Consumers – claimed on travel

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claimed)	I am offered immediate assistance and advice	6.67	4.00	9.33
2	Speed (claimed)	My claim is settled quickly	6.11	4.72	7.50
3	Respect (claimed)	The people you deal with show compassion	5.28	3.43	7.13
4	Speed (claimed)	My insurer provides effective assistance/ advice	4.17	4.00	4.33
5	Speed (claimed)	It is clear what I need to do to claim	5.28	6.47	4.08
6	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	2.50	1.82	3.18
7	Respect (claimed)	The insurance company does not try to avoid paying out	3.06	3.14	2.97
8	Speed (claimed)	I am not asked needless questions about my claim	3.33	4.29	2.38
9	Speed (claimed)	I can get through to the insurance company quickly at any time	3.06	4.17	1.94
10	Control (claimed)	Repairs or replacement items are completed/ delivered at a time to suit me	2.78	3.64	1.92
11	Respect (claimed)	I do not have to prove that I am telling the truth with lots of receipts or pictures	2.50	3.33	1.67
12	Control (claimed)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	1.94	2.73	1.16

Base: September 2019 and January/February 2020 data. All consumers who have claimed on at least one (motor, travel, buildings and/or contents) insurance policy: Travel n=39.

Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

Opportunities for Consumers – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claimed)	My claim is settled quickly*	7.11	4.21	10.00
2	Speed (claimed)	I am not asked needless questions about my claim*	6.32	5.00	7.63
3	Speed (claimed)	I am offered immediate assistance and advice*	5.00	4.74	5.26
4	Respect (claimed)	The people you deal with show compassion*	4.47	5.14	3.81
5	Control (claimed)	Repairs or replacement items are completed/ delivered at a time to suit me*	2.89	2.11	3.68
6	Speed (claimed)	I can get through to the insurance company quickly at any time*	4.21	4.74	3.68
7	Respect (claimed)	I do not have to prove that I am telling the truth with lots of receipts or pictures*	3.42	3.51	3.33
8	Speed (claimed)	My insurer provides effective assistance/ advice*	4.21	5.68	2.75
9	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)*	2.37	2.37	2.37
10	Speed (claimed)	It is clear what I need to do to claim*	3.42	6.22	0.63
11	Control (claimed)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)*	1.32	2.16	0.47
12	Respect (claimed)	The insurance company does not try to avoid paying out*	2.11	4.59	-0.38

Base: September 2019 and January/February 2020 data. All consumers who have claimed on at least one (motor, travel, buildings and/or contents) insurance policy: Buildings/Contents n=29*. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only. * Small base, indicative only.

Theme scores for SMEs – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.24	4.94	7.53
2	Respect (claimed)	6.02	5.13	6.90
3	Confidence	6.79	6.73	6.84
4	Ease	6.48	6.51	6.45
5	Protection	6.45	6.47	6.43
6	Price	5.64	5.53	5.76
7	Speed (claimed)	5.89	6.36	5.41
8	Relationship	5.23	5.15	5.31
9	Control (claimed)	5.00	5.28	4.72

Males

	Theme	Importance	Performance	Opportunity score
1	Confidence	6.28	6.27	6.29
2	Loyalty	5.67	5.44	5.89
3	Ease	5.82	6.18	5.46
4	Price	5.06	5.07	5.05
5	Respect (claimed)	5.07	5.08	5.05
6	Protection	5.27	5.81	4.74
7	Relationship	4.77	5.19	4.34
8	Speed (claimed)	4.90	5.47	4.34
9	Control (claimed)	3.99	4.92	3.06

Top 10 opportunities for SMEs – Females

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.14	5.35	8.93
2	Loyalty	I am able to get a discount for staying with the same company	6.88	5.22	8.55
3	Confidence	The company handles complaints professionally and fairly	7.48	6.90	8.05
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.41	4.90	7.92
5	Ease	My questions are answered quickly and clearly	7.46	7.21	7.72
6	Confidence	The policy is explained clearly	7.50	7.51	7.48
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.29	5.30	7.28
8	Confidence	I am able to understand if there are any discounts or no claims bonus	7.09	6.90	7.27
9	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.00	6.77	7.24
10	Confidence	I know what the policy covers and excludes	7.39	7.60	7.19

Top 10 opportunities for SMEs – Males

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.85	6.22	7.48
2	Confidence	I know what the policy covers and excludes	7.14	7.02	7.25
3	Ease	My questions are answered quickly and clearly	6.71	6.51	6.90
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.06	5.33	6.79
5	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.11	5.61	6.61
6	Confidence	The policy is explained clearly	6.59	6.59	6.58
7	Ease	The policy documents are easy to read, with little or no small print	6.30	6.10	6.50
8	Confidence	The insurer informs me about their claims process before I buy	6.23	5.99	6.47
9	Confidence	The company handles complaints professionally and fairly	6.54	6.63	6.45
10	Price	The insurance provider matches a cheaper price from a competitors quote	5.54	4.68	6.39

Theme scores for SMEs – age

18-34

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.61	5.14	6.09
2	Confidence	6.21	6.36	6.07
3	Respect (claimed)	5.39	4.88	5.91
4	Ease	5.81	6.08	5.54
5	Protection	5.58	5.99	5.17
6	Price	5.30	5.58	5.03
7	Speed (claimed)	5.32	5.72	4.93
8	Relationship	4.83	5.24	4.43
9	Control (claimed)	4.22	4.88	3.57

35-54

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.48	5.19	7.76
2	Confidence	6.91	6.67	7.16
3	Respect (claimed)	6.08	5.61	6.54
4	Ease	6.52	6.63	6.41
5	Protection	6.34	6.36	6.32
6	Price	5.55	5.19	5.92
7	Relationship	5.38	5.13	5.62
8	Control (claimed)	5.32	5.73	4.91
9	Speed (claimed)	5.65	6.52	4.77

55 or older

	Theme	Importance	Performance	Opportunity score
1	Ease	7.39	7.11	7.67
2	Confidence	7.27	7.08	7.47
3	Loyalty	6.23	5.02	7.44
4	Protection	6.67	6.59	6.74
5	Price	5.36	4.29	6.42
6	Relationship	4.77	5.00	4.53

Top 10 opportunities for SMEs – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.30	5.34	7.26
2	Ease	My questions are answered quickly and clearly	6.62	6.32	6.91
3	Confidence	The policy is explained clearly	6.79	6.81	6.77
4	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.58	6.44	6.72
5	Confidence	The company handles complaints professionally and fairly	6.54	6.37	6.72
6	Confidence	I know what the policy covers and excludes	6.75	6.86	6.63
7	Confidence	Confidence: I am able to understand if there are any discounts or no claims bonus	6.39	6.34	6.44
8	Respect (claimed)	The insurance company does not try to avoid paying out	5.70	4.97	6.42
9	Loyalty	I am able to get a discount for staying with the same company	5.81	5.28	6.34
10	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.71	5.16	6.26

Top 10 opportunities for SMEs – 35-54 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.35	5.60	9.10
2	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.95	5.03	8.87
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.08	5.62	8.53
4	Confidence	I know the company pays out quickly and worries about paperwork later	6.83	5.65	8.00
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.23	6.53	7.92
6	Confidence	The company handles complaints professionally and fairly	7.60	7.30	7.90
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.90	5.96	7.84
8	Confidence	The insurer informs me about their claims process before I buy	7.08	6.39	7.76
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.28	4.79	7.76
10	Price	The cost of the policy is reasonable for the level of cover that I get	7.45	7.18	7.72

Top 10 opportunities for SMEs – 55 or older years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Ease	I'm not asked lots of unnecessary questions about myself when applying for a quote	8.27	6.99	9.55
2	Confidence	I know what the policy covers and excludes	9.07	8.90	9.23
3	Confidence	The company handles complaints professionally and fairly	8.27	7.36	9.17
4	Confidence	I am able to understand if there are any discounts or no claims bonus	7.87	6.58	9.16
5	Confidence	The policy is explained clearly	8.53	7.92	9.15
6	Ease	The provider makes it easy to compare to policies from other providers	8.13	7.12	9.14
7	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	8.40	7.81	8.99
8	Ease	My questions are answered quickly and clearly	8.40	7.84	8.96
9	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.33	5.75	8.91
10	Confidence	The insurer informs me about their claims process before I buy	7.73	6.71	8.75

Theme scores for SMEs – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.02	5.10	6.93
2	Confidence	6.66	6.56	6.75
3	Respect (claimed)	5.54	5.16	5.91
4	Ease	6.18	6.45	5.90
5	Protection	6.02	6.24	5.79
6	Price	5.45	5.27	5.64
7	Speed (claimed)	5.40	5.76	5.05
8	Relationship	4.94	5.08	4.80
9	Control (claimed)	4.38	4.65	4.12

Non White

	Theme	Importance	Performance	Opportunity score
1	Ease	6.39	6.08	6.69
2	Respect (claimed)	5.74	4.97	6.51
3	Loyalty	6.01	5.54	6.48
4	Confidence	6.22	6.46	5.98
5	Protection	5.78	5.92	5.63
6	Relationship	5.57	5.52	5.62
7	Price	5.33	5.75	4.92
8	Speed (claimed)	5.56	6.50	4.63
9	Control (claimed)	4.97	6.30	3.64

Top 10 opportunities for SMEs – White/ White British

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.73	5.51	7.95
2	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.48	5.07	7.89
3	Confidence	The company handles complaints professionally and fairly	7.24	6.75	7.72
4	Loyalty	I am able to get a discount for staying with the same company	6.50	5.43	7.58
5	Confidence	I know what the policy covers and excludes	7.43	7.38	7.48
6	Confidence	I am able to understand if there are any discounts or no claims bonus	7.06	6.65	7.46
7	Ease	My questions are answered quickly and clearly	7.25	7.07	7.42
8	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.37	5.51	7.23
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.07	4.92	7.22
10	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.90	6.70	7.10

Top 10 opportunities for SMEs – Non White

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.12	5.90	8.33
2	Loyalty	I am able to get a discount for staying with the same company	6.71	5.55	7.86
3	Confidence	The policy is explained clearly	7.06	6.33	7.79
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.35	5.24	7.46
5	Ease	The policy documents are easy to read, with little or no small print	6.88	6.33	7.44
6	Loyalty	I am told what the price would be if I wasn't a new customer	6.35	5.30	7.40
7	Ease	I'm not asked lots of unnecessary questions about myself when applying for a quote	6.24	5.27	7.20
8	Ease	My questions are answered quickly and clearly	6.71	6.25	7.16
9	Respect (claimed)	The people you deal with show compassion	6.46	5.87	7.05
10	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.35	5.71	6.99

Theme scores for SMEs – number of employees

1-5

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.44	3.70	7.18
2	Confidence	6.27	5.91	6.62
3	Ease	5.78	5.93	5.63
4	Protection	5.38	5.36	5.41
5	Price	4.87	4.47	5.26
6	Relationship	4.08	3.62	4.53
7	Respect (claimed)	4.65	5.20	4.10
8	Speed (claimed)	3.49	4.72	2.25
9	Control (claimed)	3.10	4.11	2.10

6-20

	Theme	Importance	Performance	Opportunity score
1	Confidence	6.47	6.54	6.40
2	Loyalty	5.89	5.52	6.25
3	Respect (claimed)	5.37	4.77	5.96
4	Protection	5.87	6.02	5.72
5	Ease	5.89	6.27	5.50
6	Speed (claimed)	5.68	5.88	5.49
7	Price	5.55	5.62	5.48
8	Relationship	5.15	5.25	5.06
9	Control (claimed)	4.43	4.81	4.05

More than 20

	Theme	Importance	Performance	Opportunity score
1	Respect (claimed)	6.32	5.47	7.17
2	Loyalty	6.43	5.81	7.06
3	Confidence	6.83	6.92	6.74
4	Ease	6.69	6.72	6.67
5	Protection	6.39	6.80	5.98
6	Price	5.65	5.68	5.63
7	Speed (claimed)	6.15	6.68	5.62
8	Relationship	5.58	6.10	5.05
9	Control (claimed)	5.40	5.95	4.85

Top 10 opportunities for SMEs – 1-5 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.63	4.21	9.05
2	Loyalty	I am able to get a discount for staying with the same company	6.34	3.84	8.84
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.96	5.63	8.28
4	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	5.12	2.20	8.04
5	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.94	4.11	7.77
6	Confidence	I know what the policy covers and excludes	7.46	7.34	7.59
7	Confidence	The policy is explained clearly	7.14	6.72	7.56
8	Confidence	The company handles complaints professionally and fairly	6.88	6.34	7.42
9	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.72	4.03	7.42
10	Ease	My questions are answered quickly and clearly	6.99	6.79	7.19

Top 10 opportunities for SMEs – 6-20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Price	The insurance provider matches a cheaper price from a competitors quote	6.61	5.33	7.89
2	Respect (claimed)	The insurance company does not try to avoid paying out	6.10	4.90	7.30
3	Speed (claimed)	It is clear what I need to do to claim	6.60	5.92	7.28
4	Confidence	Confidence: The insurer informs me about their claims process before I buy	6.92	6.61	7.23
5	Confidence	Confidence: The insurer advertises what percentage of claims they pay out on	6.58	6.01	7.14
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.85	6.58	7.12
7	Confidence	The company handles complaints professionally and fairly	6.78	6.54	7.02
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.10	5.18	7.02
9	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.16	5.41	6.92
10	Confidence	I know the company pays out quickly and worries about paperwork later	6.37	6.00	6.74

Top 10 opportunities for SMEs – More than 20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Ease	My questions are answered quickly and clearly	7.47	6.95	8.00
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.02	6.26	7.77
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.72	5.68	7.76
4	Confidence	I know what the policy covers and excludes	7.68	7.65	7.70
5	Loyalty	I am able to get a discount for staying with the same company	7.02	6.36	7.67
6	Confidence	The company handles complaints professionally and fairly	7.43	7.19	7.66
7	Respect (claimed)	The people you deal with show compassion	6.78	6.12	7.45
8	Ease	I'm not asked lots of unnecessary questions about myself when applying for a quote	6.67	5.94	7.41
9	Respect (claimed)	The insurance company does not try to avoid paying out	6.32	5.35	7.29
10	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.70	6.26	7.13

Theme scores for SMEs – policy type held

Motor					Employers' liability					Buildings/ Contents				
	Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score
1	Loyalty	6.01	5.30	6.72	1	Loyalty	5.98	4.96	7.00	1	Loyalty	6.01	5.15	6.87
2	Confidence	6.55	6.64	6.46	2	Confidence	6.72	6.54	6.90	2	Confidence	6.45	6.39	6.51
3	Ease	6.38	6.55	6.22	3	Protection	6.07	6.35	5.78	3	Ease	6.16	6.13	6.20
4	Price	5.65	5.41	5.89	4	Ease	6.02	6.40	5.65	4	Protection	6.06	5.98	6.15
5	Protection	5.81	6.22	5.40	5	Relationship	5.34	5.11	5.57	5	Price	5.27	5.51	5.02
6	Relationship	4.84	5.15	4.52	6	Price	5.23	5.05	5.40	6	Relationship	5.02	5.27	4.76

Base: September 2019 and January/February 2020 data. All SMEs that hold at least one (motor, travel, buildings and/or contents) insurance policy: Motor n=399, Employers' Liability n=300, Buildings and/or Contents n=308. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

Top 10 opportunities for SMEs – policy type held motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Price	The insurance provider matches a cheaper price from a competitors quote	6.57	5.28	7.85
2	Confidence	The company handles complaints professionally and fairly	7.24	6.68	7.81
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.52	5.45	7.58
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.52	5.63	7.40
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.89	6.50	7.28
6	Loyalty	I am able to get a discount for staying with the same company	6.39	5.59	7.19
7	Ease	The policy documents are easy to read, with little or no small print	6.82	6.51	7.12
8	Ease	The provider makes it easy to compare to policies from other providers	6.64	6.27	7.01
9	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.94	7.04	6.84
10	Ease	I'm not asked lots of unnecessary questions about myself when applying for a quote	6.47	6.15	6.78

Top 10 opportunities for SMEs – policy type held employers' liability

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.01	5.27	8.76
2	Ease	My questions are answered quickly and clearly	7.44	6.39	8.48
3	Confidence	I know what the policy covers and excludes	7.37	6.82	7.92
4	Loyalty	I am able to get a discount for staying with the same company	6.79	5.68	7.89
5	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.40	5.26	7.53
6	Confidence	The policy is explained clearly	7.01	6.78	7.25
7	Ease	I'm not asked lots of unnecessary questions about myself when applying for a quote	6.14	5.21	7.06
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.66	6.30	7.01
9	Confidence	I know the company pays out quickly and worries about paperwork later	6.23	5.52	6.95
10	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.94	5.03	6.85

Top 10 opportunities for SMEs – policy type held buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The policy is explained clearly	7.67	7.13	8.20
2	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.27	4.64	7.89
3	Loyalty	I am able to get a discount for staying with the same company	6.40	5.00	7.80
4	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.27	6.82	7.72
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.50	5.43	7.57
6	Confidence	The insurer informs me about their claims process before I buy	6.83	6.15	7.52
7	Confidence	The company handles complaints professionally and fairly	7.27	7.05	7.49
8	Confidence	I am able to understand if there are any discounts or no claims bonus	6.93	6.43	7.44
9	Ease	My questions are answered quickly and clearly	7.17	7.05	7.28
10	Loyalty	I get rewarded for having multiple products or policies with the same company	6.10	5.00	7.20

Theme scores for SMEs – policy type claimed

Motor

	Theme	Importance	Performance	Opportunity score
1	Respect (claimed)	6.42	5.31	7.53
2	Speed (claimed)	5.72	6.44	5.00
3	Control (claimed)	5.19	5.44	4.93

Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Respect (claimed)	5.76	5.84	5.68
2	Speed (claimed)	5.36	6.32	4.41
3	Control (claimed)	4.91	5.58	4.24

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Speed (claimed)	5.37	5.63	5.11
2	Respect (claimed)	4.89	4.87	4.91
3	Control (claimed)	3.85	4.74	2.96

Opportunities for SMEs – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Respect (claimed)	I do not have to prove that I am telling the truth with lots of receipts or pictures	6.17	4.56	7.79
2	Respect (claimed)	The people you deal with show compassion	6.54	5.38	7.71
3	Respect (claimed)	The insurance company does not try to avoid paying out	6.54	6.00	7.09
4	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	5.68	4.88	6.48
5	Speed (claimed)	I am offered immediate assistance and advice	6.67	7.00	6.33
6	Speed (claimed)	My insurer provides effective assistance/ advice	5.93	6.25	5.60
7	Speed (claimed)	I am not asked needless questions about my claim	5.43	5.31	5.56
8	Speed (claimed)	It is clear what I need to do to claim	6.42	7.47	5.37
9	Control (claimed)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.94	5.43	4.44
10	Speed (claimed)	I can get through to the insurance company quickly at any time	5.19	6.25	4.12
11	Control (claimed)	Repairs or replacement items are completed/ delivered at a time to suit me	4.94	6.03	3.85
12	Speed (claimed)	My claim is settled quickly	4.69	6.38	3.01

Opportunities for SMEs – claimed on employers' liability

	Theme	Statement	Importance	Performance	Opportunity score
1	Respect (claimed)	The people you deal with show compassion	7.09	6.60	7.58
2	Respect (claimed)	The insurance company does not try to avoid paying out	5.82	4.73	6.91
3	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	5.45	4.63	6.28
4	Speed (claimed)	I am not asked needless questions about my claim	6.18	6.55	5.82
5	Speed (claimed)	My insurer provides effective assistance/ advice	5.82	6.11	5.53
6	Speed (claimed)	It is clear what I need to do to claim	5.45	6.23	4.68
7	Speed (claimed)	I am offered immediate assistance and advice	5.45	6.85	4.06
8	Control (claimed)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.91	6.11	3.71
9	Speed (claimed)	My claim is settled quickly	4.73	6.18	3.27
10	Speed (claimed)	I can get through to the insurance company quickly at any time	4.55	6.00	3.09
11	Control (claimed)	Repairs or replacement items are completed/ delivered at a time to suit me	4.36	6.00	2.73
12	Respect (claimed)	I do not have to prove that I am telling the truth with lots of receipts or pictures	4.36	6.18	2.55

Opportunities for SMEs – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claimed)	I can get through to the insurance company quickly at any time	5.33	4.89	5.78
2	Speed (claimed)	It is clear what I need to do to claim	6.00	6.29	5.71
3	Respect (claimed)	The insurance company does not try to avoid paying out	5.22	5.00	5.44
4	Speed (claimed)	I am offered immediate assistance and advice	5.67	5.96	5.38
5	Respect (claimed)	I do not have to prove that I am telling the truth with lots of receipts or pictures	4.78	4.27	5.29
6	Speed (claimed)	I am not asked needless questions about my claim	5.22	5.22	5.22
7	Speed (claimed)	My claim is settled quickly	5.00	5.28	4.72
8	Control (claimed)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.78	5.06	4.50
9	Respect (claimed)	The people you deal with show compassion	4.67	5.34	3.99
10	Speed (claimed)	My insurer provides effective assistance/ advice	5.00	6.14	3.86
11	Control (claimed)	Repairs or replacement items are completed/ delivered at a time to suit me	3.67	4.49	2.84
12	Control (claimed)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	3.11	4.67	1.56