



**The Institute of
Customer Service**



**Chartered
Insurance
Institute**

Chartered Insurance Institute

Trust in the Insurance sector

**Consumer & SME survey analysis
June 2020**



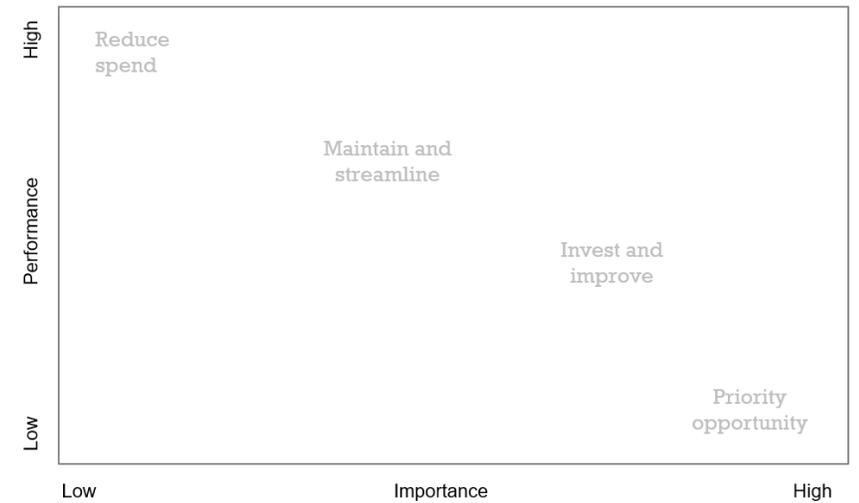
Contents

- Background & Methodology Slide 3
- Key Findings Slides 4 – 9
- Consumer survey Slides 10 -17
- SME survey Slides 18 – 26
- Impact of Covid-19 Slides 27 – 33
- Appendix data Slides 34 - 77



Background and methodology

- As part of the Institute of Customer Service/CII Trust in Insurance tracker, 1,000 consumers and 1,000 SME employees, who are involved in the insurance buying decisions, were surveyed.
- For this report we have analysed the combined data sets from January/ February 2020 and May 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 statements.
- Mapping highlights where opportunities exist to prioritise what customers care about – thus boosting trust.
- 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 - Consumers

- Opportunity scores are highest for the Loyalty and Confidence themes for the consumer markets consistently from wave 1 in early 2019 to this latest wave of data.
- Rewarding consumers for staying with the same provider is the highest opportunity. However, policy holders often feel that their loyalty is not being acknowledged hence the current low performance score.
- Consumers want to see a discount for staying with the same company at renewal. Avoiding dual pricing (new vs existing customers) is important to consumers in order to feel that their loyalty is being acknowledged. Consumers also would like claims to be settled quickly and their loyalty to be taken into account when calculating renewal quotes after they have made a claim.
- Although Loyalty and Confidence remain the top opportunities to improve, the claims-related themes of speed, respect and control have increased the most as opportunities the since the last wave. Respect is 2.18 points higher, Control 1.47 points and Speed 1.07 points.
- The Price theme is the only opportunity score to have slightly fallen since the last wave, down 0.17 points to 6.34. The other themes of Confidence, Ease, Loyalty, Protection and Relationship remain relatively stable with wave 2&3, all receiving a small increase between 0.12 – 0.36 points.
- Overall Consumer satisfaction with the policy held remains consistent with previous waves, 84% of consumers stating they are satisfied.
- In this wave an additional question was asked of consumers regarding the impact of the Covid-19 crisis on their personal financial situation. Loyalty remains a key theme for consumers' regardless of how their financial situations have been impacted by Covid-19. Further information is available in the Covid-19 section of this report.

Key findings – SME market

- The key themes remain consistent with the last wave. Loyalty and Confidence are the 2 highest opportunity scores, as they are for consumers.
- SMEs are looking for rewards to remain with the same insurance company and for the provider to take loyalty into account when calculating renewal quotes after a claim has been made.
- Further key opportunities are SMEs wanting the policy explained clearly to them and wanting to know what the policy covers and excludes.
- Speed in relation to claims is the only opportunity score to have increased, albeit only slightly, by 0.1 points
- Respect (claims) has fallen the most since the last wave, by 0.6 points and having increased in waves 2&3 by 1 full point compared to waves 1&2.
- Overall SME satisfaction with the policy held is the same as in previous waves: 82% are satisfied.
- In this wave an additional question was asked of SME employees regarding the impact of the Covid-19 crisis on the financial situation of their business.
- Further information is available in the Covid-19 section of this report but despite the key themes remaining consistent overall; there are some variations on themes depending on the impact on an organisation's financial situation; especially for those businesses who are significantly impacted; the opportunity scores for the themes of Protection and Respect (claims) are higher.

Impact of COVID-19 crisis on consumers' and SME organisations' financial situations

Key Findings

Consumer Market

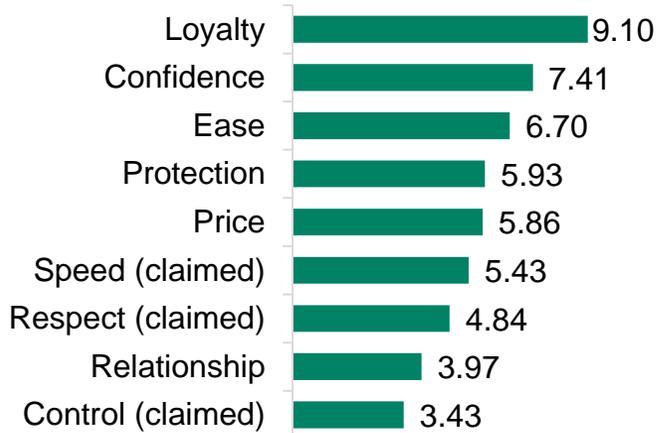
- 61.5% of consumers say that their personal financial situation has been somewhat or significantly impacted by the Covid-19 crisis
- 3 out of 4 18-34 year old consumers say it has somewhat or significantly impacted their personal financial situation compared to just under 2 out of every 4 over 55s
- Consumers who are significantly impacted have the highest opportunity score across every theme
- Loyalty is the highest opportunity score, regardless of whether a consumer has been somewhat impacted, significantly impacted or not impacted by Covid-19
- Assessing a consumer's risk individually is a key opportunity in relation to consumers with financial situations significantly impacted by the Covid-19 crisis.

SME Market

- 87.8% of SMEs say that the financial situation of their business has been somewhat or significantly impacted by the Covid-19 crisis
- Opportunity theme scores are on average higher amongst SMEs who report that the Covid-19 crisis has significantly impacted their financial situation
- The highest opportunity theme scores for this group are Respect (claims) and Protection. All claims related themes are higher if the business financial situation has been significantly impacted by Covid-19
- For those significantly impacted, the highest opportunities for insurers to improve is to offer immediate assistance and advice in relation to claims: ensuring the policy is the right level so the business can continue to trade; and making the policy documents easy to read with little small print

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

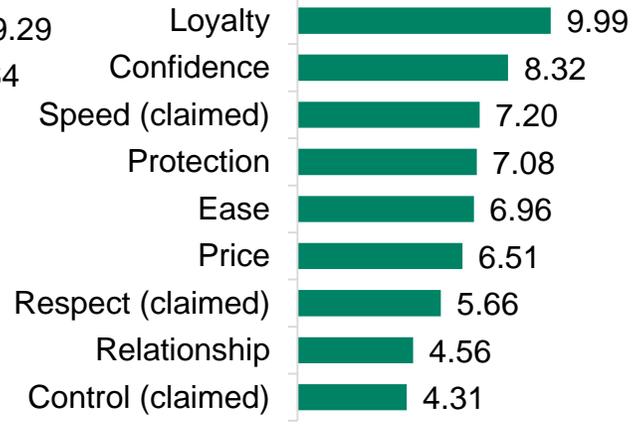
Consumer 2019 – wave 1



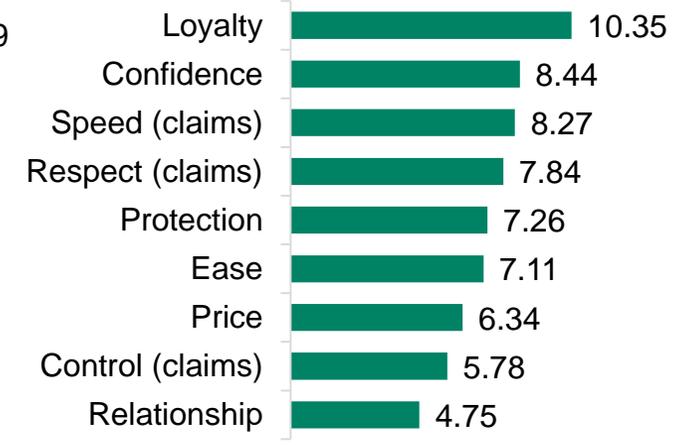
Consumer 2019 – wave 1&2



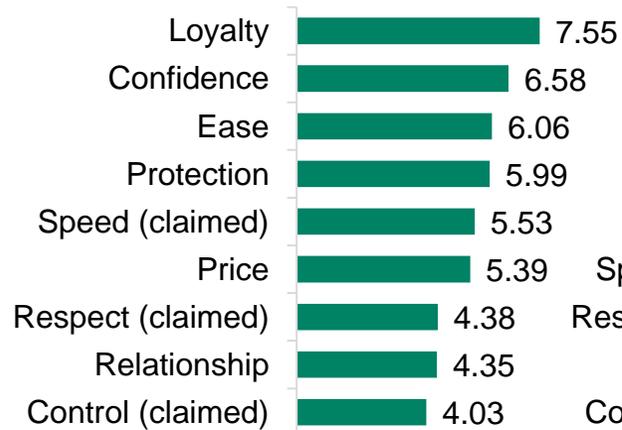
Consumer 2019/2020 – wave 2&3



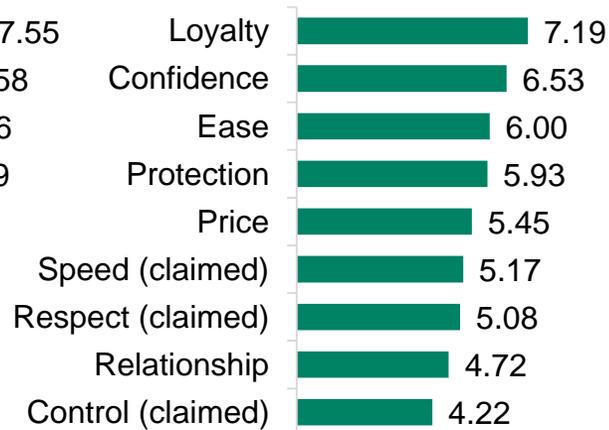
Consumer 2020 – wave 3&4



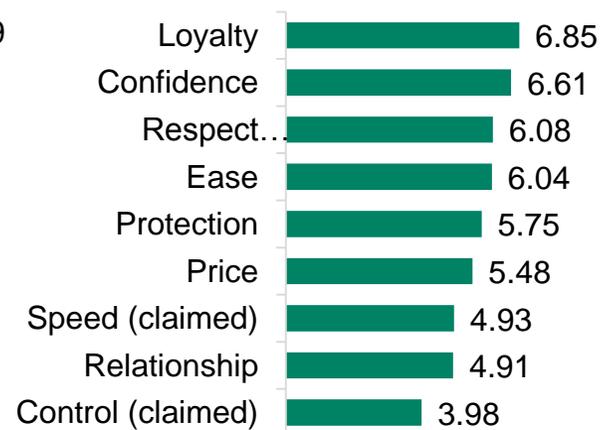
SME 2019 – wave 1



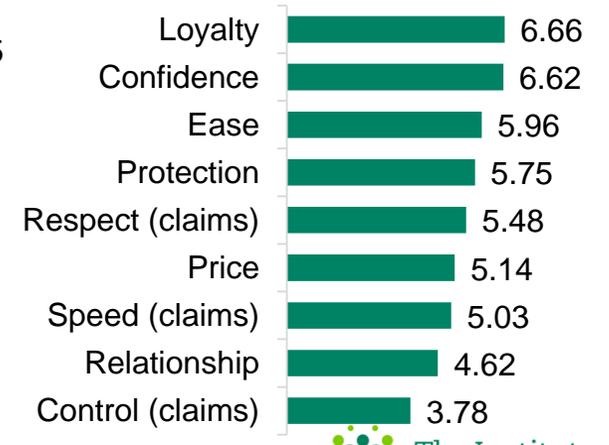
SME 2019 – wave 1&2



SME 2019/2020 – wave 2&3

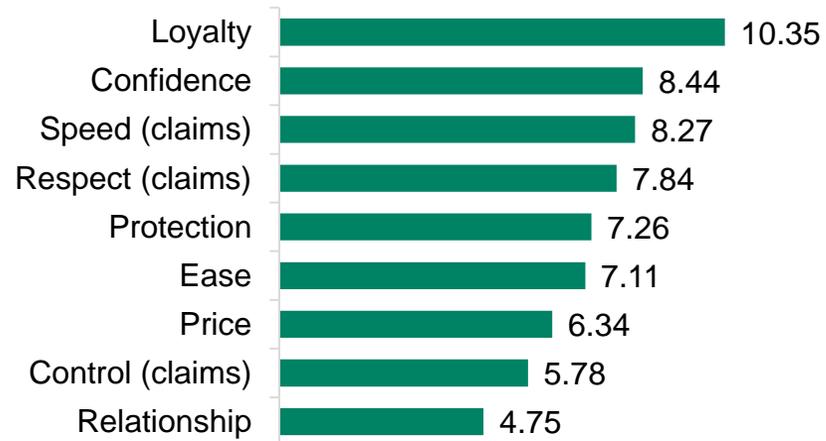


SME 2020 – wave 3&4

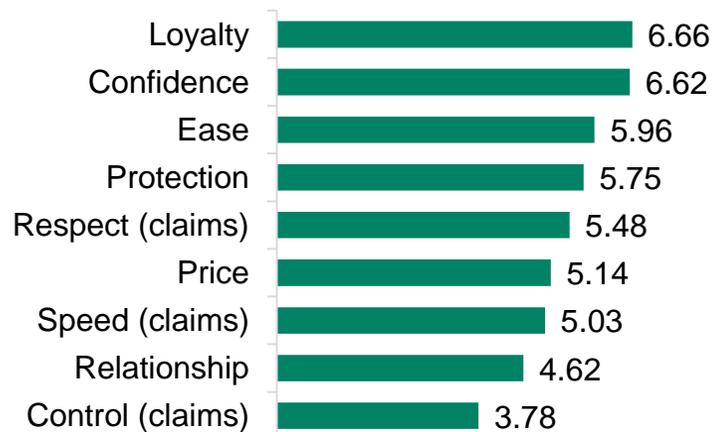


YoY comparison – Opportunity scores: Loyalty and Confidence are the top themes for both the consumer and SME markets consistently across the waves.

Consumer 2020 – wave 3&4



SME 2020 – wave 3&4

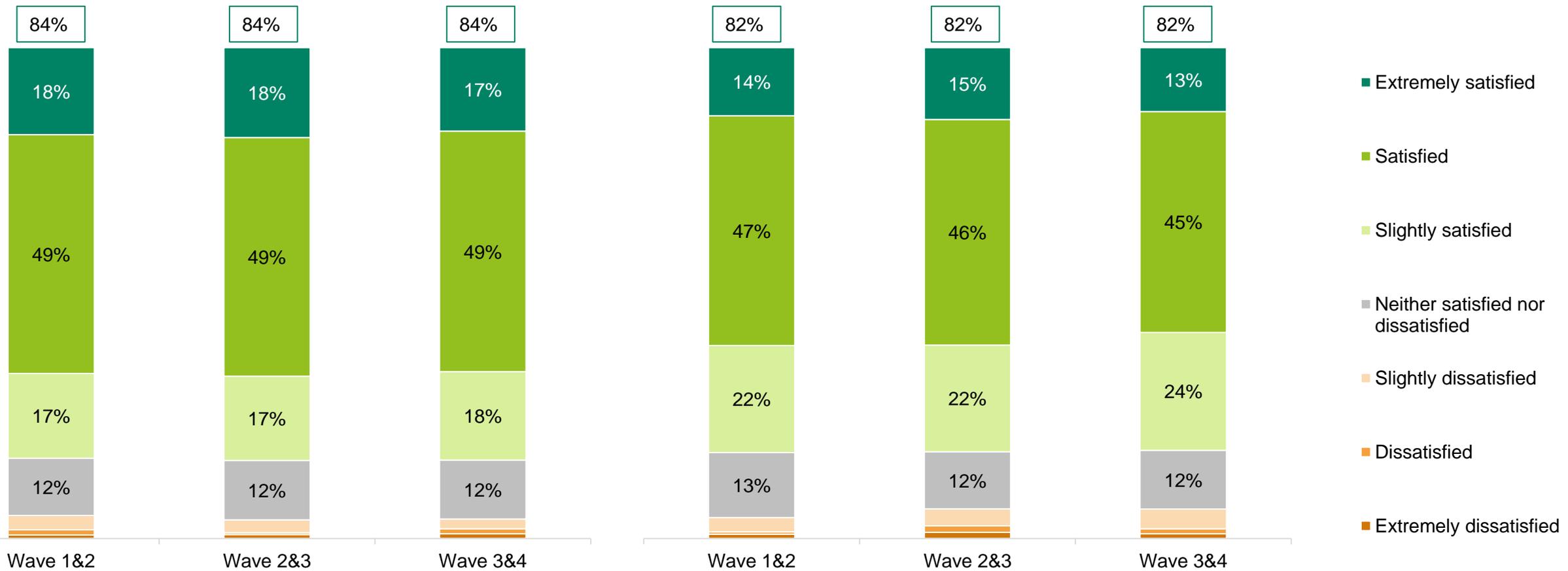


- In wave 3&4 combined, the top opportunity scores of Loyalty and Confidence have increased again in consumers whereas Loyalty has decreased across the waves for SMEs.
- Speed in relation to claims remains 3rd highest opportunity for the consumer market.
- The Price theme for consumers has decreased since wave 2&3, whereas all other themes continue to increase each wave.
- The only increases in opportunity scores for SMEs since the last wave is for Speed (claims) and a very slight increase for Confidence.

YoY comparison – Overall satisfaction with the policy held: satisfaction levels are stable across both consumer and SME markets

Consumer

SME



Base: All Consumers/ SMEs that hold at least one (motor, travel, buildings and/or contents, employers liability) insurance policy. Wave 1&2 (2019): Consumer n=1,503, SMEs n=1,523. Wave 2&3 (2019/2020): Consumer n=1,000, SMEs n=1,007.. Wave 3&4 (2020): Consumer n=1,000, SMEs 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.

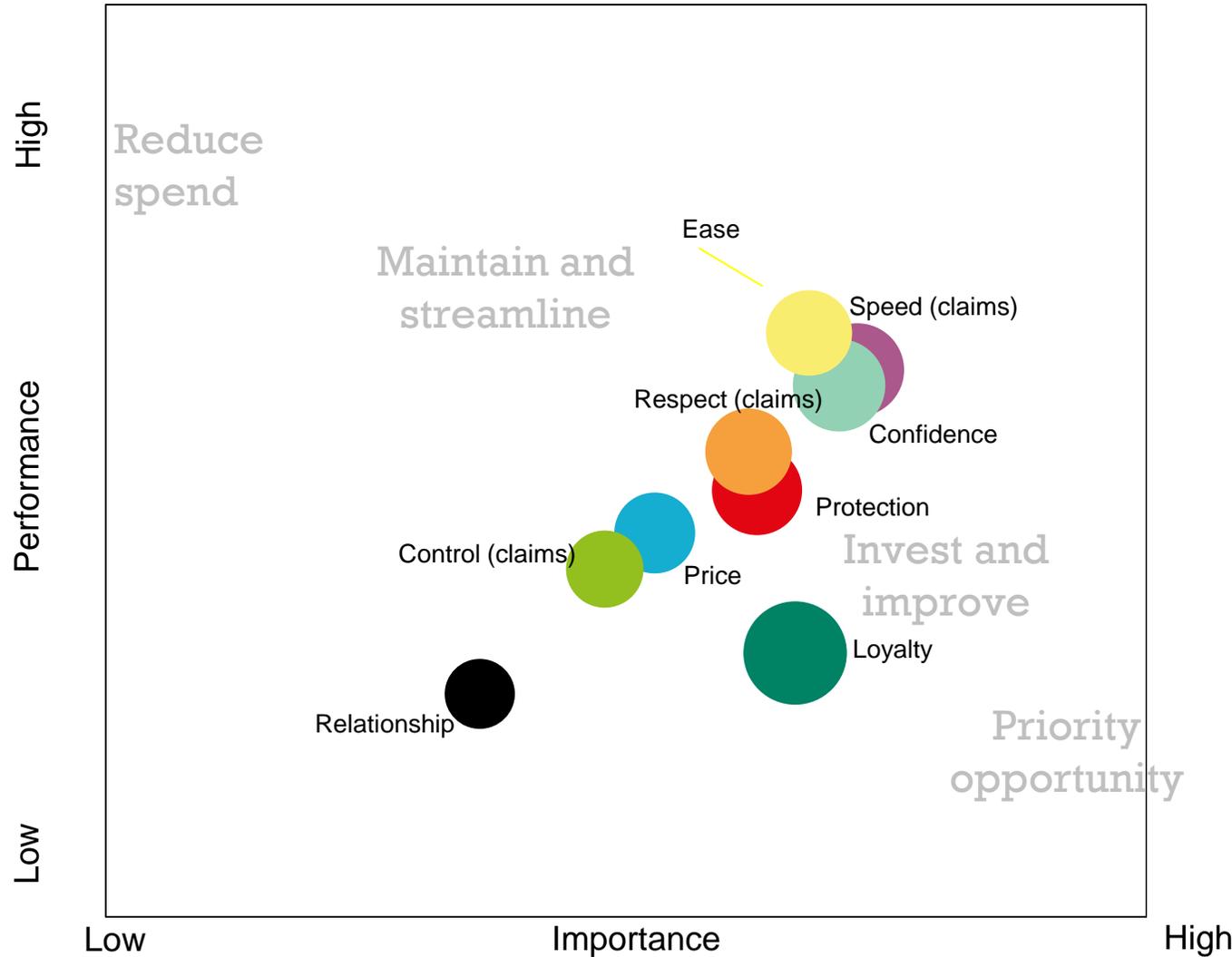
Consumer survey

January/ February 2020 and May 2020 data



Overall Consumer themes - wave 3&4

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 Loyalty and staying with the same provider.

Opportunity scores for claims related themes Speed, Respect and Control have increased the most since the last wave.

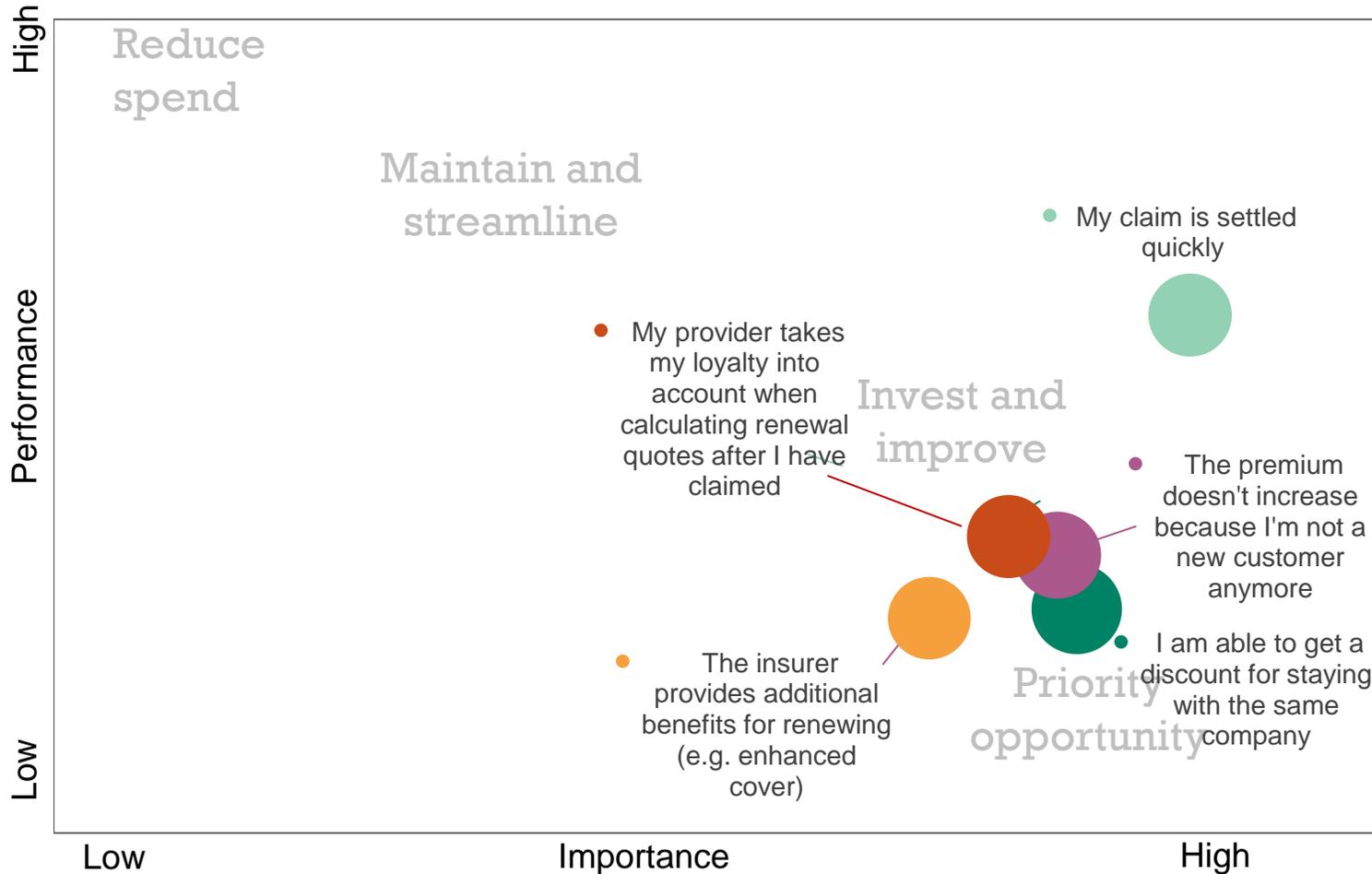
Importance scores given by consumers have significantly increased since the last wave for Control and Respect.

Specifically, consumers being given the choice of how the claim is settled i.e. financial settlement, repair or replacement (Control) and the people who the consumer deals with in relation to claim showing compassion (Respect).

*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 3&4

Loyalty themes dominate the opportunity statement scores, making up 4 of the top 5 however Speed of settling a claim has become more important and is the 3rd highest opportunity statement.



Getting a discount for staying with the same company is the highest opportunity statement.

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

Settling a claim quickly is the 3rd highest opportunity to improve

Further rewarding customer loyalty by offering discounts, additional benefits or enhanced cover for renewing their policy is the 4th highest opportunity statement.

The 5th highest opportunity statement is taking loyalty into consideration when calculating renewal quotes after a claim.

Importance and Opportunity scores have increased for each of these areas compared to wave 2&3 and performance has dropped for 3 out of the 5.

*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 3&4

Rewarding customers' loyalty, avoiding dual pricing for new vs existing customers as well as settling claims quickly are key.

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I got a discount for staying with the same company	7.70	2.59	12.81
2	Loyalty	My premium doesn't increase because I'm not a new customer anymore	7.75	3.37	12.13
3	Speed (claims)	My claim was settled quickly	8.60	5.18	12.01
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.45	3.71	11.19
5	Loyalty	My insurer provides additional benefits for renewing (e.g. enhanced cover)	6.55	2.70	10.40
6	Price	My insurance provider matched a cheaper price from a competitors quote	6.84	3.60	10.08
7	Confidence	My insurer assessed my risk individually, rather than using generic assumptions	7.53	5.06	10.00
8	Confidence	My insurer handled my complaint professionally and fairly	8.10	6.35	9.85
9	Confidence	The policy was explained clearly	8.60	7.53	9.67
10	Confidence	I understand if there are any discounts or no claims bonus	8.27	6.96	9.58

In addition, taking consumer loyalty into account when calculating a renewal quote following a claim remains important.

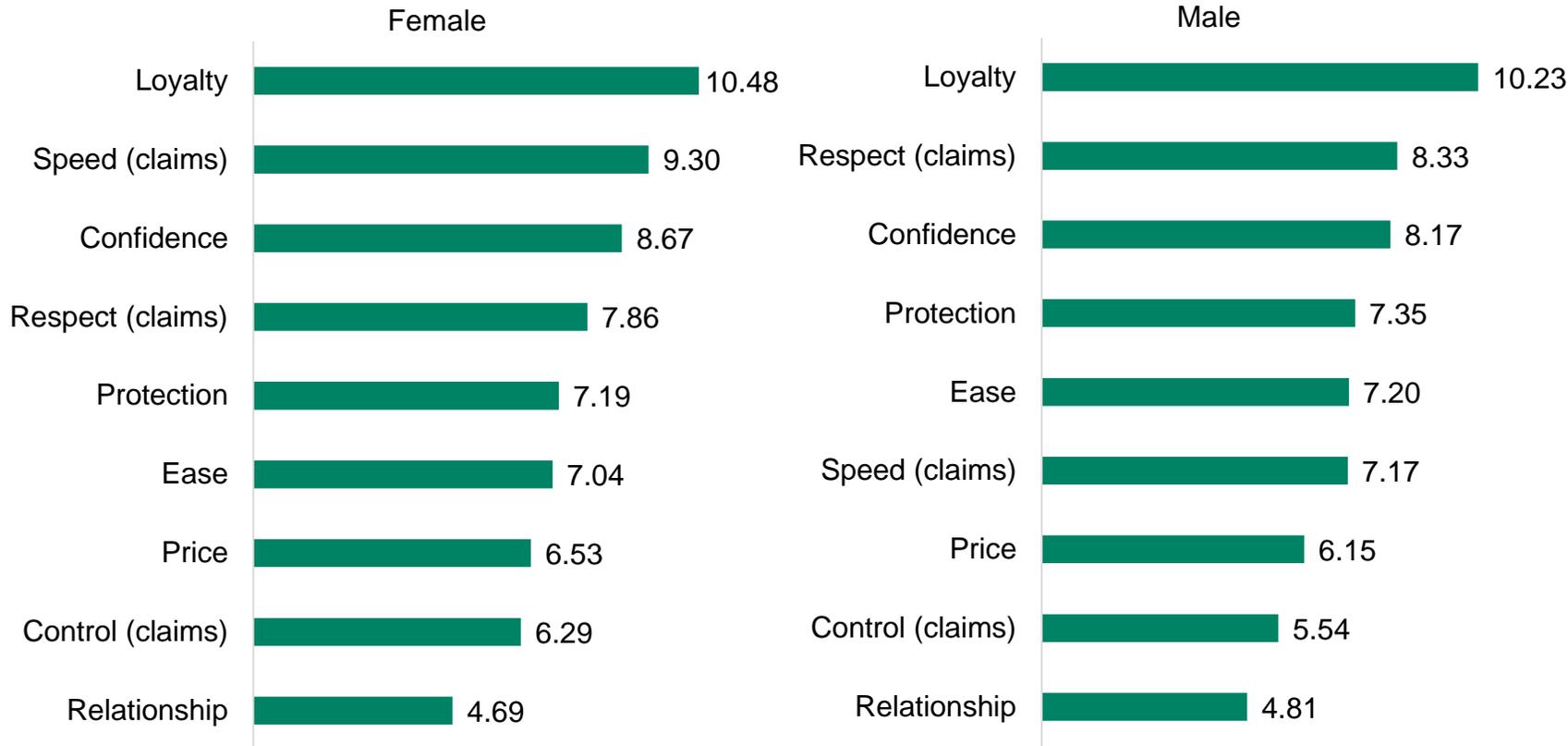
Providing benefits for renewing, matching competitors cheaper quotes, assessing an individual's risk individually, handling complaints professionally, explaining the policy clearly and making it clear if a discount is applied for not making a claim are further areas that insurance holders feel under-served.

9 of the top 10 statements have become even more important when compared with waves 2&3 only the 8th statement has decreased in importance.

Performance is mixed in terms of increases and decreases. The 6th and 8th statements have improved in performance the most.

Consumers Opportunity themes by gender - wave 3&4

Loyalty is key for both females and males, Respect when claiming has increased the most for both genders when compared to wave 2&3.



Loyalty is important to both genders and presents an opportunity around provision of discounts, renewal quotes, flat premiums and additional benefits for renewing.

Loyalty has increased most in men when compared with wave 2&3 data by 0.77 points compared to a change of 0.03 points in women.

The 3 claims themes of Speed, Respect and Control are the opportunities that have increased the most for women and men.

Aside from the increase in Respect the order of the themes for women have remained consistent.

This is despite the decreases in Opportunity scores across Ease, Price, Protection and Relationship for women.

Consumers Opportunity themes by ethnicity - wave 3&4

On average, white / white British policy holders are likely to be more demanding and less satisfied with their insurers than other ethnic groups combined.

White/ White British

Ethnic minorities



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

There is a bigger gap between importance attributed to themes and performance of insurance providers when looking at white consumers, thus creating a bigger opportunity for improvement for this group.

From a ranking point of view, Speed in the handling of claims is key to white / white British consumers but appears less important for ethnic minorities consumers.

Both groups are closer together with regards to expectations around Control in relation to claims and Relationships however.

Consumers Opportunity themes by age - wave 3&4

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	10.35	8.57	10.60	11.61
Confidence	8.44	7.29	9.04	8.82
Speed (claims)	8.27	7.39		
Respect (claims)	7.84	6.77		
Protection	7.26	6.47	7.86	7.35
Ease	7.11	6.95	7.44	6.97
Price	6.34	6.01	6.85	6.21
Control (claims)	5.78	4.25		
Relationship	4.75	4.93	5.38	4.08

Despite the lower opportunity scores for the younger age group the score given for Control (claims) has increased from 2.39 in the last wave to 4.25 for 18-34 year olds.

The 35-54 year-old group continues to demonstrate the highest opportunity scores; like it did in wave 2&3 of the data. These consumers tend to have greater expectations from their insurers while they are also more likely to feel that the provider is not delivering to the extent they would like.

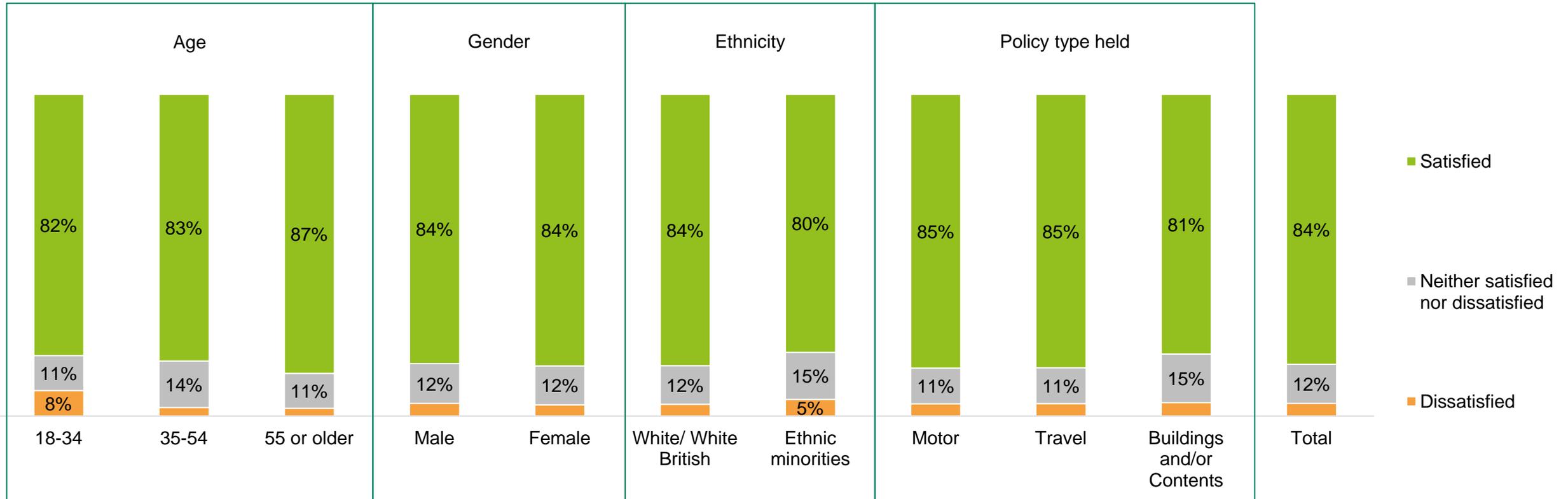
The key opportunities for improvement for over 55s are Loyalty, Confidence and Protection.

Loyalty and Confidence are key regardless the age of consumers.

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

Consumers Overall satisfaction with the policy held – wave 3&4

Just over 8 out of 10 of all consumers state that they are satisfied with their policy. Satisfaction is highest within the older age group, the white / white British group and those who hold a motor or travel policy when compared with other groups in that segment.



Base: January/February and May 2020 data. All consumers who hold at least one (motor, travel, buildings and/or contents) insurance policy: 18-34 n=285, 34-54 n=339, 55 or older n=376, Male n=486, Female n=512, White/ White British n=900, Ethnic minorities n=96, Motor n=450, Travel n=264, Buildings and/or Contents n=286, 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.

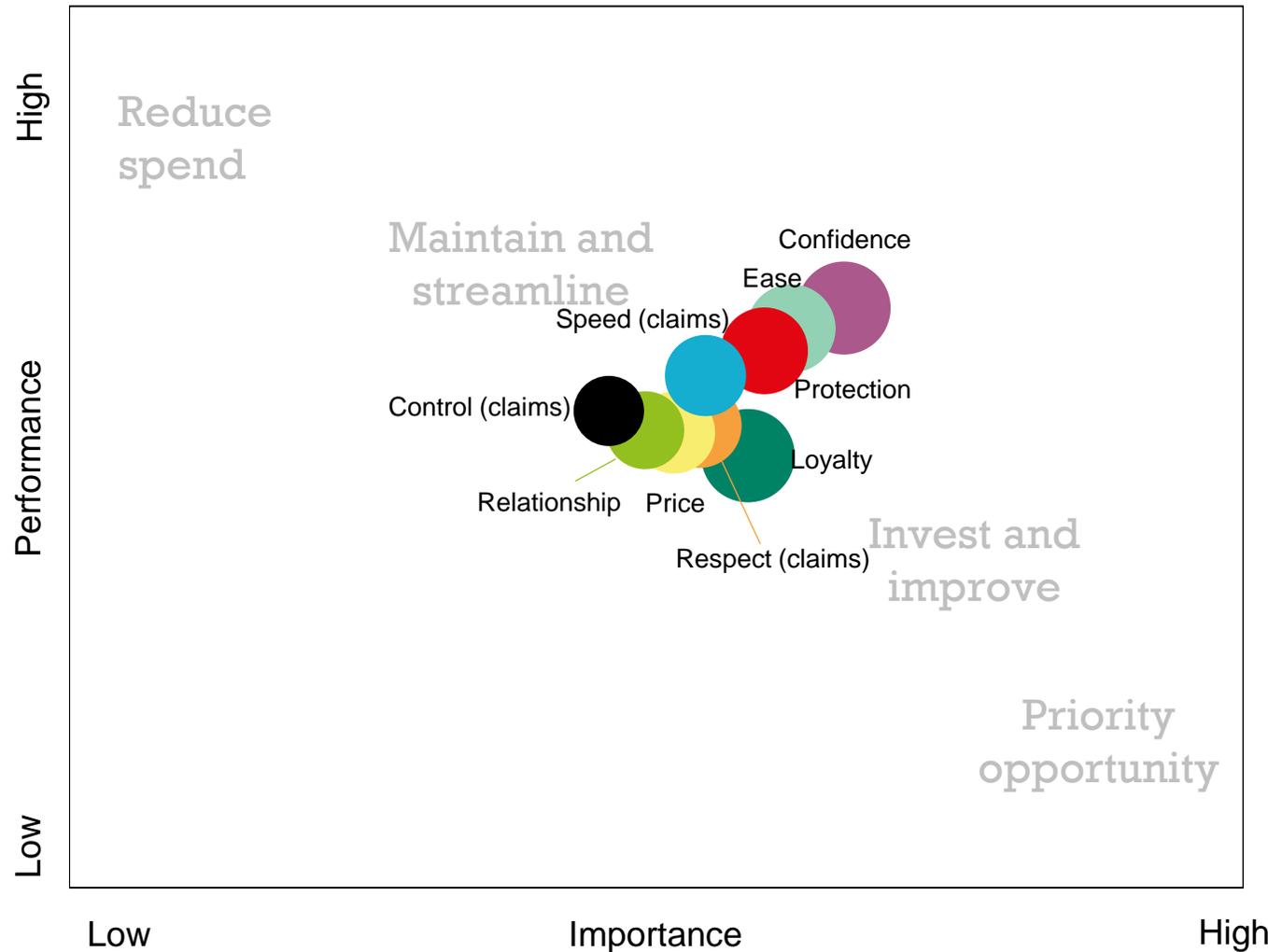
SME survey

January/ February and May 2020 data



Overall SME themes - wave 3&4

As seen in the consumer market, Loyalty is still the highest opportunity score for SME markets, but has slightly fallen since wave 2&3, this is continuing the downward trend from the 1st wave of data.



Confidence, Ease and Protection are the highest opportunity themes behind Loyalty.

Since wave 2&3 Speed (claims) is the only opportunity score to increase.

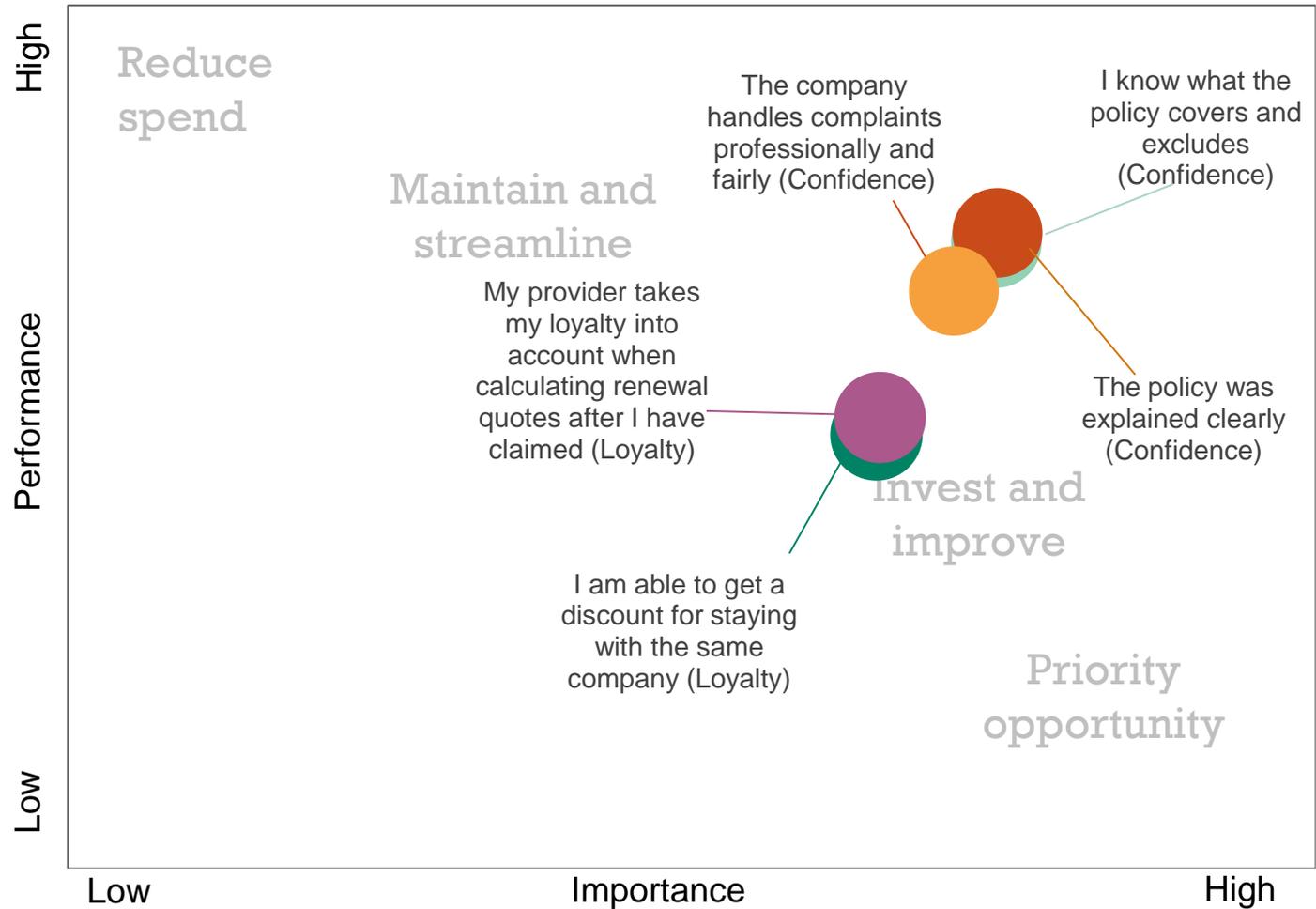
The other scores for the SME market are either stable or slightly lower than the last wave.

The Respect (claims) opportunity score has fallen the most since the last wave due to both a decrease in importance scores given by employees of SMEs and slight improvement in the performance of insurance providers.

*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 3&4

As seen in the consumer market, Loyalty and Confidence are also top themes for SMEs



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

Professional and fair complaint handling as well explaining the policy clearly and explaining what it does or does not include are also now key to SMEs.

Performance has fallen in all of these statements apart from the policy being explained clearly.

The opportunity score has increased for 4 out of 5 of these statements with the exception of taking loyalty into account when calculating a renewal after a claim, although this is only a slight fall in the opportunity score.

*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 3&4

Rewarding loyalty, taking the time to explain the policy clearly ensuring that what is covered and what is excluded is understood are key priorities to deliver better service to SMEs.

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I got a discount for staying with the same company	6.48	5.03	7.93
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.51	5.22	7.80
3	Confidence	I know what the policy covers and excludes	7.44	7.25	7.63
4	Confidence	The policy was explained clearly	7.45	7.36	7.54
5	Confidence	My insurer handled my complaint professionally and fairly	7.10	6.69	7.51
6	Confidence	I understand if there are any discounts or no claims bonus	7.09	6.80	7.38
7	Ease	My questions are answered quickly and clearly	7.13	7.24	7.02
8	Ease	The policy documents were easy to read with little or no small print	6.67	6.51	6.83
9	Loyalty	My insurer provides additional benefits for renewing (e.g. enhanced cover)	5.92	5.06	6.78
10	Confidence	My insurer informed me about their claims process before I bought	6.72	6.67	6.77

In addition the key opportunity statements are:

Handling complaints professionally and fairly

Explaining if a discount or no claims bonus applies

Answering questions quickly and clearly

Making the policy documents easy to read

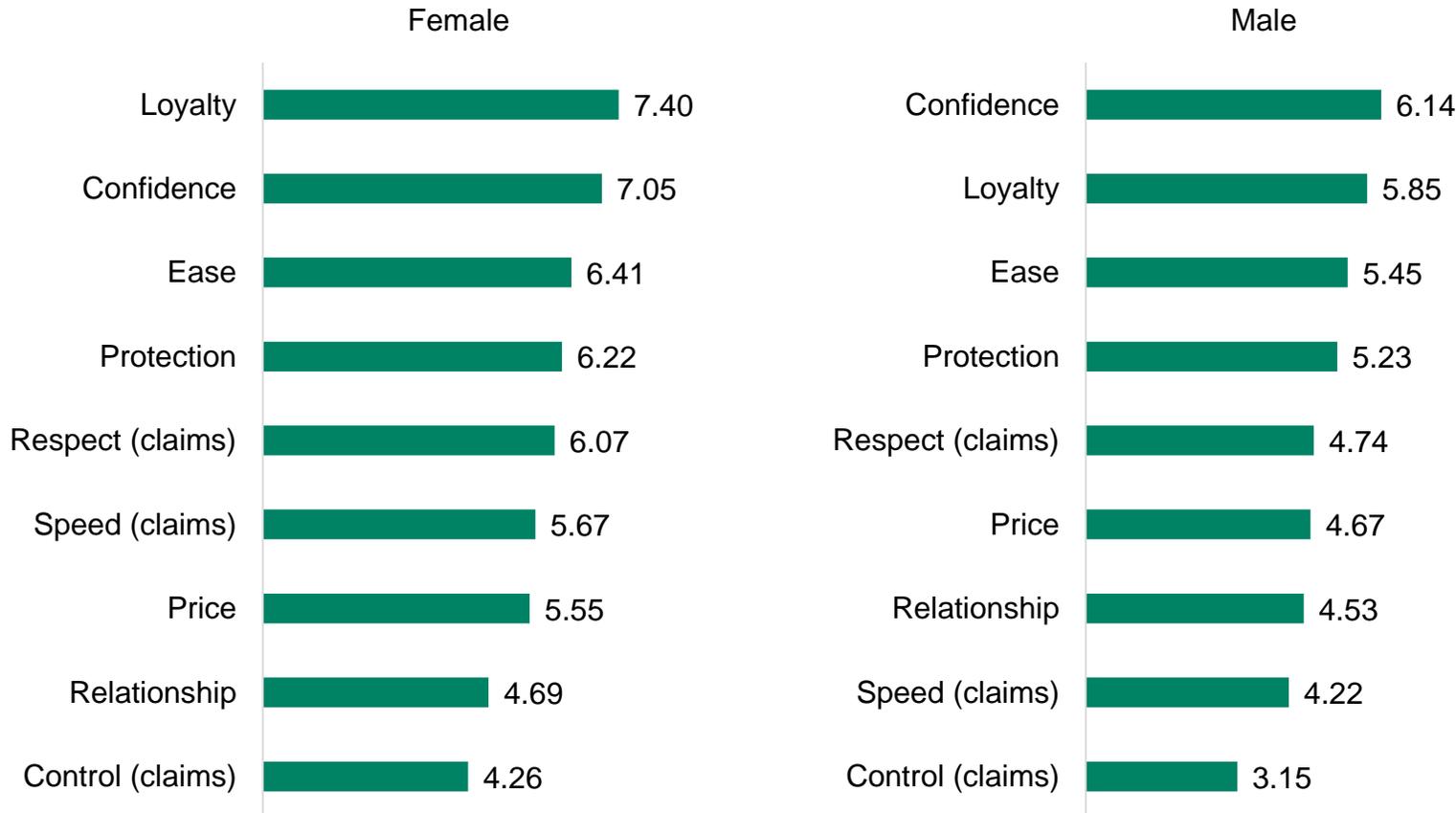
Providing additional benefits for those renewing

Providing information about the claims process prior to a policy being bought

There are now more Confidence statements making up the top 10 opportunities than Loyalty ones.

SMEs Overall opportunity scores by gender – wave 3&4

Confidence is the biggest opportunity for Male employees in SMEs whereas for Females it is Loyalty, mirroring both women and men in the Consumer market.



On average, higher opportunity scores are recorded for female customers, compared to males

For both women and men Loyalty, Confidence, Ease, Protection and Respect make up the top 5 opportunities.

Protection has become more of an opportunity for males i.e. being able to add additional cover to suit their needs and that the insurance cover is the right level to allow their business to be able to continue to trade

SMEs Opportunity themes by age – wave 3&4

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

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	6.66	5.16	8.08	7.57
Confidence	6.62	5.33	7.65	7.94
Ease	5.96	5.07	6.62	7.03
Protection	5.75	4.57	6.76	6.78
Respect (claims)	5.48	5.09	6.16	
Price	5.14	4.34	5.79	5.96
Speed (claims)	5.03	4.49	6.36	
Relationship	4.62	4.12	4.98	5.27
Control (claims)	3.78	3.53	4.35	

Employees in older age groups 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, enhanced cover and loyalty playing a part in calculating renewal quotes after a claim.

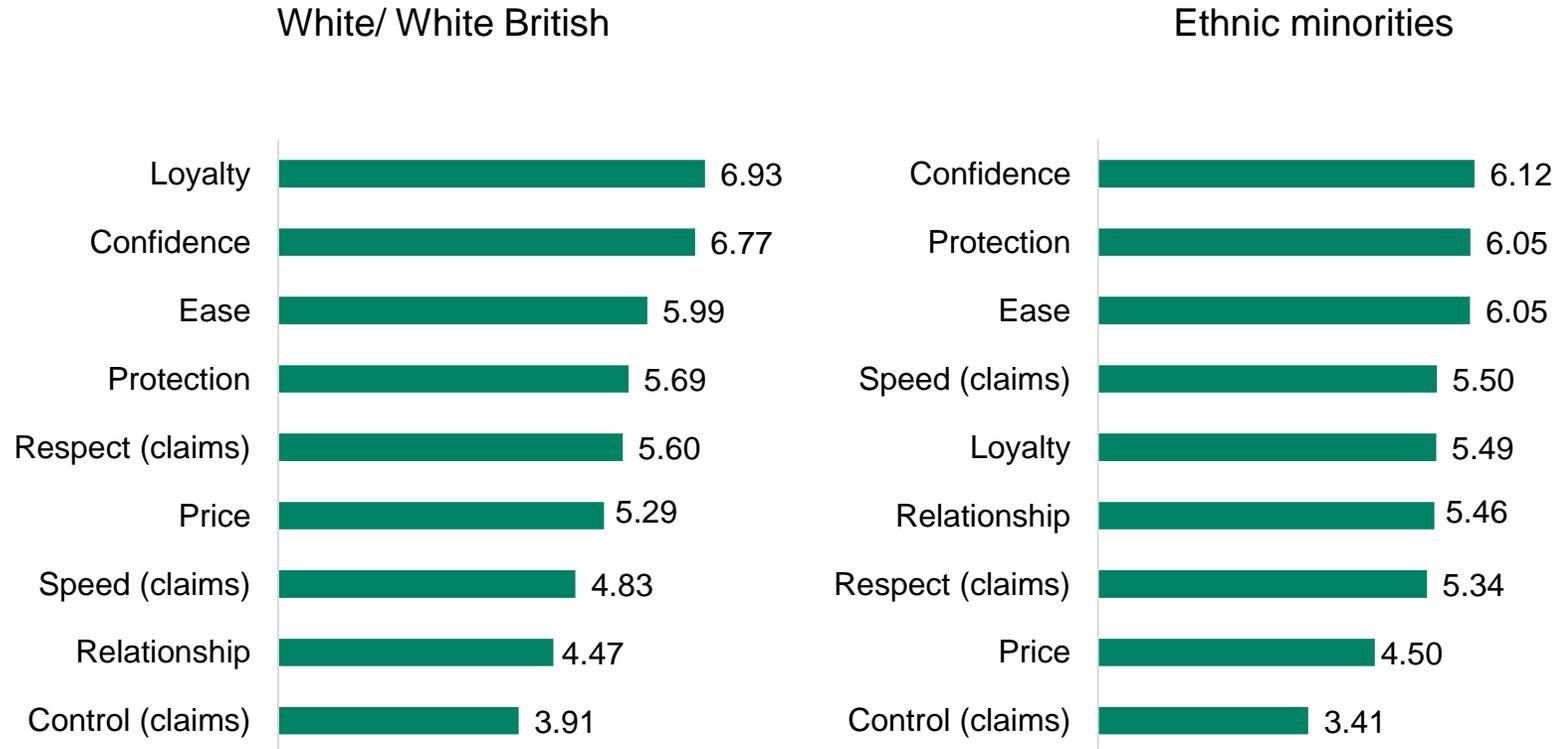
18-34 year-old employees want to know what the policy covers and excludes alongside having the policy explained to them in a clear manner and understanding if there are discounts or a no claims bonus.

Over 55s want the insurance provider to handle complaints professionally and fairly, to understand if there are discounts or a no claims bonus and to know what the policy covers and excludes.

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

SMEs Opportunity themes by ethnicity – wave 3&4

The themes remain relatively consistent with the last wave for the white / white British group whereas for ethnic minorities both Confidence and Protection have increased as opportunities, becoming key as themes for insurers to improve on service level provided.



Loyalty remains the highest opportunity theme for white / white British.

Confidence, Ease and Protection are key themes for all employees of all ethnicities

Speed in relation to claims and the Relationship themes are bigger opportunities for improvement with Ethnic minorities than they are for white / white British.

SMEs Opportunity themes by number of employees – wave 3&4

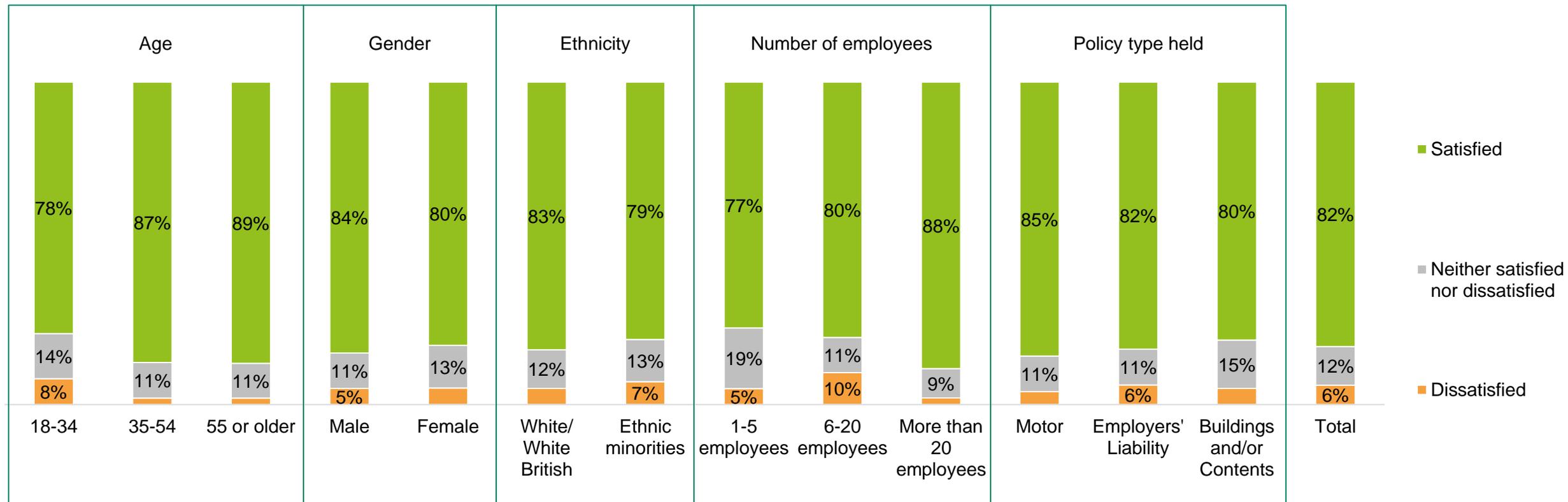


The Confidence theme is a consistent opportunity across all sizes of business, with all employees wanting the policy explained clearly and to understand what it covers and excludes.

Loyalty is still a key opportunity, sitting in the top 3 for all sizes of business. As the size of the business increases, SME policy decision makers become more demanding as stated importance scores grow.

SMEs Overall satisfaction with the policy held – wave 3&4:

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



Covid-19

Impact on Financial Situations

May 2020 data



Impact of COVID-19 crisis on consumers' and SME organisations' financial situations

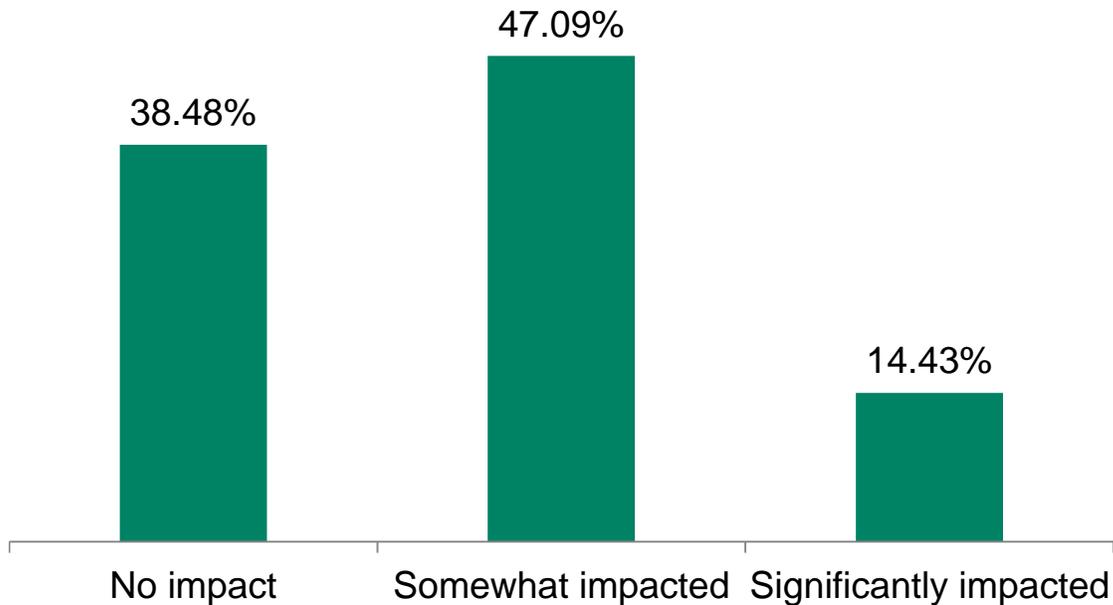
- In the May 2020 wave data collection Consumers and SME organisations were asked about how their financial situation has been impacted by the Covid-19 crisis, to assess if this may have had any influence on the other scores they gave
- Wave 4 data collection started on May 7th and completed on May 14th
- Consumers were asked “To what extent has your personal financial situation been impacted by the COVID-19 crisis?” and selected from the following options: No impact / Somewhat impacted / Significantly impacted
- SMEs were asked “To what extent has the financial situation of your business been impacted by the COVID-19 crisis?” and selected from the following options: No impact / Somewhat impacted / Significantly impacted
- Overall both the consumer group and the SME group are impacted financially in the majority of cases, however double the amount of SME respondents report being significantly impacted compared to consumers.
- The UK's lockdown was introduced on March 24th as a measure to try and stop the spread of coronavirus.
- The UK Government made an announcement on March 20th to help workers on temporary leave through the Furlough scheme. The scheme went live on April 20th
- Also on March 20th a business interruption loan scheme was announced, however an organisation's turnover was required to be a minimum of £45 million so will not have applied to the vast majority of SME respondents if any.
- On April 27th, the Chancellor announced the launch of a "micro loan" scheme. These loans would cover 25 per cent of a business' turnover, up to the £50,000, with the Government guaranteeing 100% of the loan and paying the interest for the first 12 months. The scheme went live on May 4th.

Overall impact of COVID-19 crisis

The majority of people say that the COVID-19 crisis has had an impact on their personal financial situation or that of their business

Consumer market

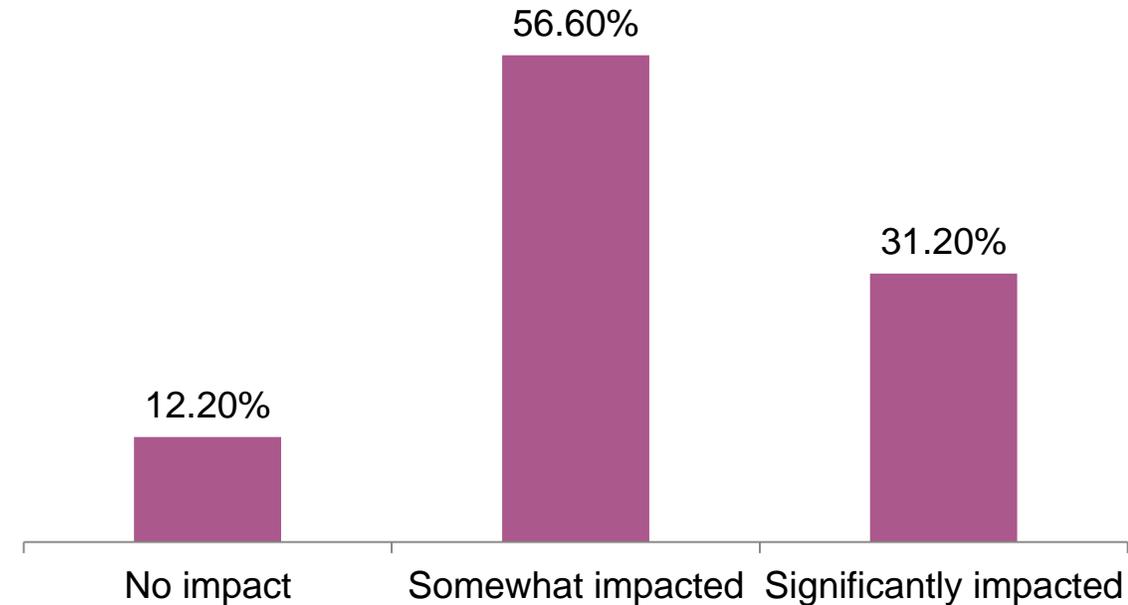
To what extent has your personal financial situation been impacted by the COVID-19 crisis?



3 out of 4 18-34 year old consumers say it has somewhat or significantly impacted their personal financial situation compared to just under 2 out of every 4 over 55s

SME market

To what extent has the financial situation of your business been impacted by the COVID-19 crisis?



Only 1 in 10 SME businesses say it has not had an impact on the financial situation of the business and this is consistent across all of the employee segments/business sizes

Overall impact of COVID-19 crisis - Consumers

Opportunity theme scores are on average higher amongst **consumers who report that the Covid-19 crisis has somewhat or significantly impacted their personal financial situation**. Loyalty is the highest opportunity score for all groups

Consumers who are significantly impacted have the highest opportunity score across every theme.

	All respondents	No Impact	Somewhat Impacted	Significantly Impacted
Loyalty	10.35	10.52	10.05	11.46
Confidence	8.44	7.82	8.25	10.34
Speed (claims)	8.27	Low base	Low base	Low base
Respect (claims)	7.84	Low base	Low base	Low base
Protection	7.26	6.88	7.22	8.80
Ease	7.11	6.23	6.95	8.31
Price	6.34	5.78	6.50	6.78
Control (claims)	5.78	Low base	Low base	Low base
Relationship	4.75	3.93	5.25	6.11
Base	Wave 3&4 = 1,000	192	235	72
Average	7.35	6.86	7.37	8.63

Consumers highest opportunity statements by impact of Covid-19 on financial situation:

Getting a discount for staying with the same company features for all 3 groups.

Assessing a consumer's risk individually is a key opportunity for consumers with financial situations significantly impacted by the Covid-19 crisis.

	Theme	Statement	Importance	Performance	Opportunity score
No Impact	Loyalty	I am able to get a discount for staying with the same company	7.97	1.38	14.56
	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.97	3.02	12.92
	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.76	3.05	12.47

	Theme	Statement	Importance	Performance	Opportunity score
Somewhat impacted	Loyalty	I am able to get a discount for staying with the same company	7.96	3.01	12.90
	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.62	3.64	11.59
	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.66	4.33	10.99

	Theme	Statement	Importance	Performance	Opportunity score
Significantly impacted	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	8.75	4.78	12.72
	Loyalty	I am able to get a discount for staying with the same company	8.75	5.00	12.50
	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	8.06	3.86	12.25

Overall impact of COVID-19 crisis - SMEs

Opportunity theme scores are on average higher amongst **SMEs who report that the Covid-19 crisis has significantly impacted their financial situation**. The highest opportunity theme scores for this group are Respect (claims) and Protection.

All claims related themes are higher if the business financial situation has been significantly impacted by Covid-19

	All respondents	No Impact	Somewhat Impacted	Significantly Impacted
Loyalty	6.66	7.06	5.46	6.89
Confidence	6.62	5.96	6.30	6.86
Ease	5.96	5.00	5.44	6.43
Protection	5.75	5.06	5.30	7.00
Respect (claims)	5.48	Low base	3.31	7.08
Price	5.14	5.20	4.81	4.89
Speed (claims)	5.03	Low base	4.28	6.77
Relationship	4.62	5.24	4.64	5.26
Control (claims)	3.78	Low base	3.62	6.06
Base	Wave 3&4 = 1,000	61	283	156
Average	5.45	5.59 / does not include claims	4.79	6.36

SMEs highest opportunity statements by impact of Covid-19 on their financial situation:

For those significantly impacted, the highest opportunities for insurers to improve is to offer immediate assistance and advice in relation to claims; ensuring the policy is the right level so the business can continue to trade and making the policy documents easy to read with little small print

	Theme	Statement	Importance	Performance	Opportunity score	
No Impact	1	Confidence	The company handles complaints professionally and fairly	7.21	4.69	9.73
	2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.07	3.16	8.97
	3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.74	3.04	8.44

	Theme	Statement	Importance	Performance	Opportunity score	
Somewhat impacted	1	Confidence	I know what the policy covers and excludes	7.42	7.04	7.80
	2	Confidence	The policy is explained clearly	7.28	7.09	7.47
	3	Confidence	I am able to understand if there are any discounts or no claims bonus	6.82	6.19	7.45

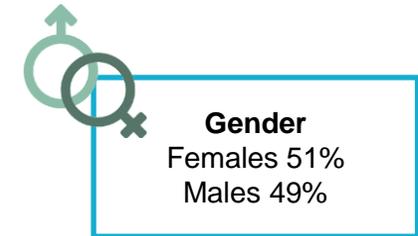
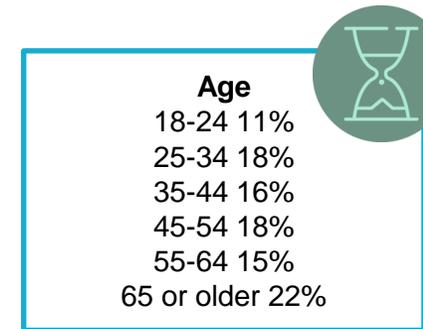
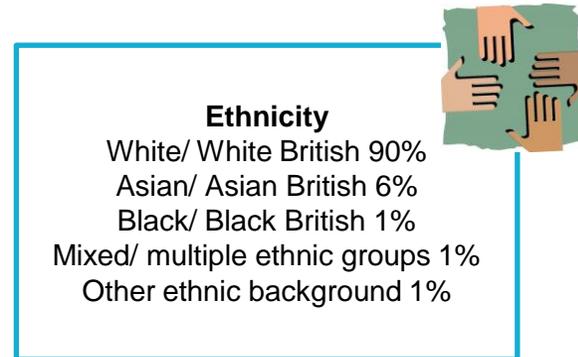
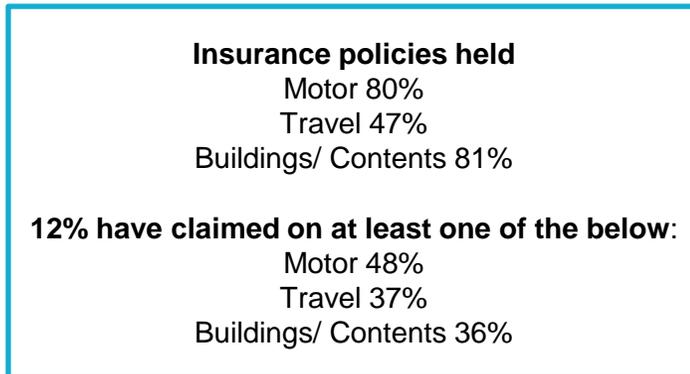
	Theme	Statement	Importance	Performance	Opportunity score	
Significantly impacted	1	Speed (claims)	I am offered immediate assistance and advice	7.73	5.35	10.11
	2	Protection	The policy is of the right level to ensure my business could continue to trade	8.14	6.97	9.31
	3	Ease	The policy documents are easy to read, with little or no small print	7.63	6.67	8.59

Appendix

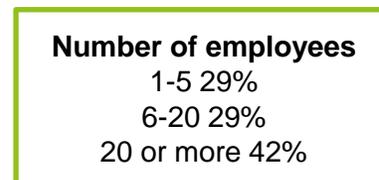
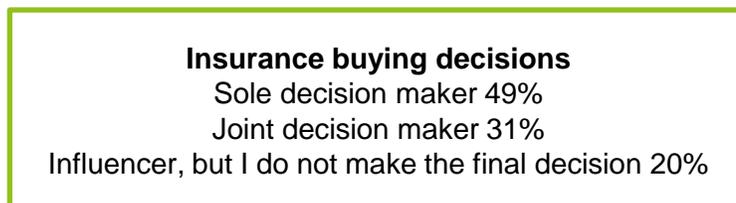
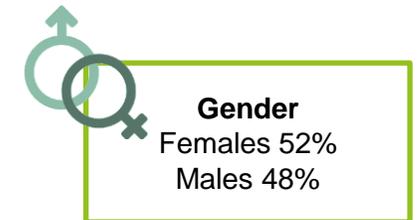
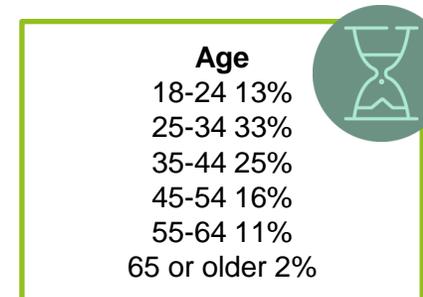
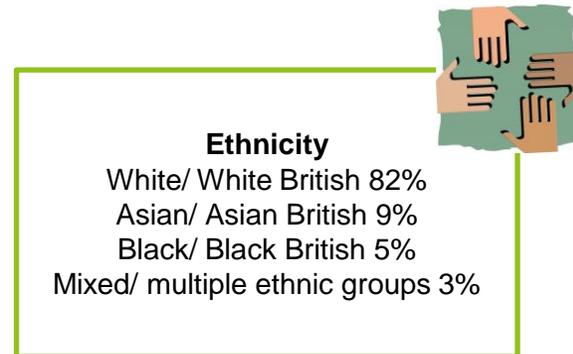
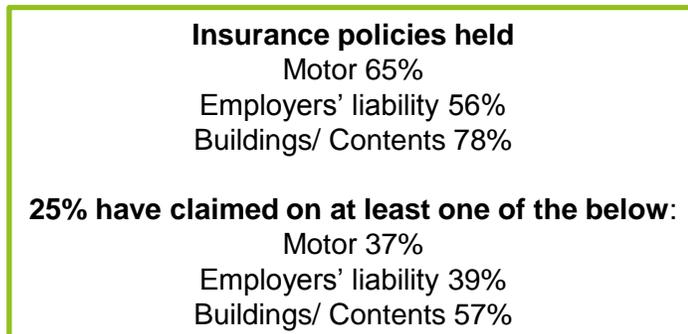


Sample characteristics for both surveys - waves 3&4

Consumer n=1,000



SME n=1,000



Appendix - Consumers



Theme scores for Consumers – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.67	2.86	10.48
2	Speed (claims)	7.19	5.08	9.30
3	Confidence	7.34	6.00	8.67
4	Respect (claims)	5.85	3.84	7.86
5	Protection	6.23	5.26	7.19
6	Ease	6.78	6.52	7.04
7	Price	5.40	4.27	6.53
8	Control (claims)	4.85	3.41	6.29
9	Relationship	3.61	2.53	4.69

Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.61	2.99	10.23
2	Respect (claims)	6.96	5.60	8.33
3	Confidence	7.11	6.05	8.17
4	Protection	6.16	4.97	7.35
5	Ease	6.77	6.33	7.20
6	Speed (claims)	7.02	6.87	7.17
7	Price	5.17	4.19	6.15
8	Control (claims)	5.00	4.46	5.54
9	Relationship	3.60	2.38	4.81

Top 10 opportunities for Consumers – Females

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.71	2.48	12.95
2	Speed (claims)	My claim is settled quickly	8.60	4.29	12.91
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.95	3.36	12.54
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.73	3.83	11.64
5	Speed (claims)	I am offered immediate assistance and advice	7.37	4.29	10.45
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.52	2.81	10.24
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.62	5.01	10.22
8	Confidence	The company handles complaints professionally and fairly	8.22	6.38	10.07
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.89	3.78	10.01
10	Respect (claims)	The people you deal with show compassion	7.19	4.55	9.84

Top 10 opportunities for Consumers – Males

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.72	2.75	12.68
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.57	3.41	11.73
3	Speed (claims)	My claim is settled quickly	8.57	6.36	10.78
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.20	3.64	10.76
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.60	2.64	10.57
6	Price	The insurance provider matches a cheaper price from a competitors quote	6.81	3.46	10.16
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.49	5.14	9.84
8	Confidence	I am able to understand if there are any discounts or no claims bonus	8.42	7.04	9.79
9	Confidence	The policy is explained clearly	8.58	7.44	9.72
10	Confidence	The company handles complaints professionally and fairly	7.98	6.42	9.55

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	6.47	4.36	8.57	1	Loyalty	6.84	3.07	10.60	1	Speed (claims)	9.65	5.66	13.64
2	Speed (claims)	6.17	4.94	7.39	2	Confidence	7.55	6.07	9.04	2	Loyalty	6.55	1.50	11.61
3	Confidence	6.82	6.35	7.29	3	Respect (claims)	7.38	6.87	7.90	3	Respect (claims)	8.25	4.99	11.50
4	Ease	6.61	6.26	6.95	4	Protection	6.84	5.81	7.86	4	Control (claims)	6.49	3.07	9.91
5	Respect (claims)	5.22	3.67	6.77	5	Ease	7.23	7.03	7.44	5	Confidence	7.22	5.62	8.82
6	Protection	5.89	5.30	6.47	6	Price	5.57	4.30	6.85	6	Protection	5.80	4.25	7.35
7	Price	5.69	5.37	6.01	7	Control (claims)	6.67	6.61	6.72	7	Ease	6.44	5.92	6.97
8	Relationship	4.47	4.02	4.93	8	Speed (claims)	7.38	8.05	6.71	8	Price	4.69	3.18	6.21
9	Control (claims)	3.53	2.81	4.25	9	Relationship	4.00	2.63	5.38	9	Relationship	2.56	1.04	4.08

Top 10 opportunities for Consumers – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.96	3.10	12.83
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.55	3.65	11.45
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	7.08	2.72	11.44
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.52	3.97	11.08
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.70	4.80	10.59
6	Confidence	The company handles complaints professionally and fairly	8.32	6.30	10.34
7	Confidence	I know the company pays out quickly and worries about paperwork later	7.79	5.30	10.27
8	Price	The insurance provider matches a cheaper price from a competitors quote	7.20	4.29	10.11
9	Confidence	The policy is explained clearly	8.73	7.41	10.05
10	Confidence	I am able to understand if there are any discounts or no claims bonus	8.50	7.18	9.81

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	7.96	3.10	12.83
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.55	3.65	11.45
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	7.08	2.72	11.44
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.52	3.97	11.08
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.70	4.80	10.59
6	Confidence	The company handles complaints professionally and fairly	8.32	6.30	10.34
7	Confidence	I know the company pays out quickly and worries about paperwork later	7.79	5.30	10.27
8	Price	The insurance provider matches a cheaper price from a competitors quote	7.20	4.29	10.11
9	Confidence	The policy is explained clearly	8.73	7.41	10.05
10	Confidence	I am able to understand if there are any discounts or no claims bonus	8.50	7.18	9.81

Top 10 opportunities for Consumers – 55 or older

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	8.19	1.04	15.35
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	8.62	2.20	15.03
3	Speed (claims)	I am offered immediate assistance and advice*	9.47	4.21	14.74
4	Speed (claims)	My insurer provides effective assistance/ advice*	10.00	5.26	14.74
5	Speed (claims)	I can get through to the insurance company quickly at any time*	9.47	4.74	14.21
6	Respect (claims)	The people you deal with show compassion*	8.95	4.44	13.45
7	Speed (claims)	My claim is settled quickly*	9.47	5.56	13.39
8	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.85	2.45	13.24
9	Speed (claims)	It is clear what I need to do to claim*	10.00	6.84	13.16
10	Respect (claims)	The insurance company does not try to avoid paying out*	9.47	5.79	13.16

Theme scores for Consumers – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.67	2.71	10.63
2	Speed (claims)	7.56	5.64	9.48
3	Confidence	7.28	6.00	8.56
4	Respect (claims)	6.63	4.80	8.45
5	Protection	6.22	5.03	7.40
6	Ease	6.81	6.44	7.19
7	Price	5.24	4.08	6.39
8	Control (claims)	4.72	3.60	5.85
9	Relationship	3.47	2.21	4.72

Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.21	4.64	7.77
2	Confidence	6.74	6.15	7.32
3	Ease	6.37	6.19	6.55
4	Respect (claims)	5.22	4.32	6.13
5	Protection	5.91	5.93	5.89
6	Price	5.63	5.39	5.86
7	Control (claims)	5.00	4.40	5.60
8	Relationship	4.71	4.54	4.88
9	Speed (claims)	5.61	6.36	4.86

Top 10 opportunities for Consumers – White/ White British

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.78	2.35	13.20
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.99	3.14	12.84
3	Speed (claims)	My claim is settled quickly	8.93	5.36	12.50
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.59	3.61	11.57
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.54	2.51	10.58
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.67	4.99	10.34
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.86	3.40	10.32
8	Confidence	The company handles complaints professionally and fairly	8.27	6.38	10.15
9	Speed (claims)	I am offered immediate assistance and advice	7.74	5.36	10.12
10	Confidence	The policy is explained clearly	8.69	7.61	9.76

Top 10 opportunities for Consumers – Ethnic minorities

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My claim is settled quickly	7.67	4.64	10.69
2	Confidence	I am able to understand if there are any discounts or no claims bonus	7.81	6.04	9.58
3	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	6.00	2.50	9.50
4	Loyalty	I am able to get a discount for staying with the same company	6.88	4.78	8.97
5	Ease	The provider makes it easy to compare to policies from other providers	6.88	4.84	8.91
6	Loyalty	I am told what the price would be if I wasn't a new customer	6.15	3.51	8.78
7	Confidence	The policy is explained clearly	7.92	7.08	8.75
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.46	4.38	8.53
9	Confidence	I know the company pays out quickly and worries about paperwork later	7.08	6.07	8.10
10	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.35	4.67	8.04

Theme scores for Consumers – policy type held

Motor

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.55	2.90	10.20
2	Confidence	7.10	6.09	8.12
3	Ease	6.80	6.40	7.20
4	Protection	5.83	4.89	6.78
5	Price	5.17	4.16	6.18
6	Relationship	3.48	2.18	4.79

Travel

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.88	3.03	10.72
2	Confidence	7.49	5.99	8.98
3	Protection	6.36	5.18	7.55
4	Ease	6.70	6.35	7.06
5	Price	5.73	4.62	6.83
6	Relationship	3.95	3.22	4.68

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.51	2.75	10.27
2	Confidence	7.16	5.85	8.47
3	Protection	6.55	5.36	7.73
4	Ease	6.74	6.46	7.01
5	Price	5.02	3.90	6.15
6	Relationship	3.44	2.16	4.73

Top 10 opportunities for Consumers – policy type held motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.78	2.79	12.77
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.71	3.36	12.06
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.33	3.89	10.78
4	Price	The insurance provider matches a cheaper price from a competitors quote	7.09	3.58	10.60
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.42	2.78	10.07
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.53	5.22	9.85
7	Confidence	The policy is explained clearly	8.53	7.42	9.65
8	Confidence	The company handles complaints professionally and fairly	7.80	6.14	9.46
9	Ease	The provider makes it easy to compare to policies from other providers	7.29	5.46	9.12
10	Confidence	The insurer informs me about their claims process before I buy	6.80	4.59	9.01

Top 10 opportunities for Consumers – policy type held travel

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.65	2.75	12.55
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.61	3.06	12.16
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.84	3.60	12.08
4	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.88	4.86	10.90
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.82	2.86	10.77
6	Confidence	I am able to understand if there are any discounts or no claims bonus	8.75	6.75	10.75
7	Price	The insurance provider matches a cheaper price from a competitors quote	7.05	3.40	10.69
8	Loyalty	The provider thanking me for staying with the company	6.82	3.24	10.40
9	Confidence	The company handles complaints professionally and fairly	8.71	7.12	10.30
10	Confidence	The policy is explained clearly	8.64	7.20	10.07

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	7.62	2.12	13.13
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.94	3.65	12.22
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.27	3.51	11.04
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.50	2.40	10.60
5	Confidence	The company handles complaints professionally and fairly	8.01	5.92	10.09
6	Confidence	I am able to understand if there are any discounts or no claims bonus	8.18	6.59	9.77
7	Loyalty	I am told what the price would be if I wasn't a new customer	5.14	0.63	9.65
8	Confidence	I know the company pays out quickly and worries about paperwork later	6.92	4.29	9.56
9	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.20	5.00	9.41
10	Ease	My questions are answered quickly and clearly	8.39	7.39	9.39

Theme scores for Consumers – policy type claimed

Motor

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	8.02	6.00	10.04
2	Respect (claims)	7.22	4.62	9.82
3	Loyalty	6.19	4.41	7.97

Travel

	Theme	Importance	Performance	Opportunity score
1	Confidence	7.28	6.48	8.09
2	Protection	5.76	4.20	7.33
3	Price	5.93	4.60	7.25

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	6.67	6.52	6.81
2	Confidence	5.93	5.99	5.86
3	Respect (claims)	5.33	5.22	5.44

Opportunities for Consumers – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My claim is settled quickly	9.17	5.21	13.13
2	Speed (claims)	I am offered immediate assistance and advice	8.33	5.53	11.13
3	Respect (claims)	The people you deal with show compassion	7.92	4.79	11.04
4	Speed (claims)	My insurer provides effective assistance/ advice	8.75	6.96	10.54
5	Speed (claims)	I can get through to the insurance company quickly at any time	7.71	4.89	10.52
6	Respect (claims)	The insurance company does not try to avoid paying out	7.71	5.32	10.10
7	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	5.83	2.17	9.49
8	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	6.04	3.75	8.33
9	Speed (claims)	It is clear what I need to do to claim	7.08	6.04	8.13
10	Speed (claims)	I am not asked needless questions about my claim	7.08	7.39	6.78
11	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	5.42	5.65	5.18
12	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	3.54	2.34	4.74

Opportunities for Consumers – claimed on travel

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My claim is settled quickly	7.78	5.59	9.97
2	Respect (claims)	The people you deal with show compassion	7.22	4.71	9.74
3	Speed (claims)	I am offered immediate assistance and advice	7.50	5.43	9.57
4	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	6.39	4.41	8.37
5	Respect (claims)	The insurance company does not try to avoid paying out	5.56	4.29	6.83
6	Speed (claims)	It is clear what I need to do to claim	6.39	6.29	6.49
7	Speed (claims)	My insurer provides effective assistance/ advice	5.83	5.29	6.37
8	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	5.00	3.82	6.18
9	Speed (claims)	I can get through to the insurance company quickly at any time	5.00	3.89	6.11
10	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	4.44	3.89	5.00
11	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.17	3.82	4.51
12	Speed (claims)	I am not asked needless questions about my claim	3.89	3.53	4.25

Base: January/February and May 2020 data. All consumers who have claimed on at least one (motor, travel, buildings and/or contents) insurance policy: Travel n=36, 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 (claims)	My claim is settled quickly	8.67	4.67	12.67
2	Speed (claims)	I am not asked needless questions about my claim	7.33	6.67	8.00
3	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	5.67	4.48	6.85
4	Speed (claims)	My insurer provides effective assistance/ advice	6.67	6.90	6.44
5	Respect (claims)	The insurance company does not try to avoid paying out	5.67	5.00	6.33
6	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	5.00	4.67	5.33
7	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.33	3.45	5.22
8	Speed (claims)	I can get through to the insurance company quickly at any time	5.67	6.33	5.00
9	Respect (claims)	The people you deal with show compassion	5.33	6.00	4.67
10	Speed (claims)	It is clear what I need to do to claim	6.00	7.59	4.41
11	Speed (claims)	I am offered immediate assistance and advice	5.67	7.00	4.33
12	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	2.33	4.83	-0.16

Appendix - SMEs



Theme scores for SMEs – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.02	4.65	7.40
2	Confidence	6.84	6.62	7.05
3	Ease	6.45	6.50	6.41
4	Protection	6.19	6.16	6.22
5	Respect (claims)	5.81	5.55	6.07
6	Speed (claims)	5.86	6.05	5.67
7	Price	5.49	5.42	5.55
8	Relationship	4.88	5.06	4.69
9	Control (claims)	4.90	5.53	4.26

Males

	Theme	Importance	Performance	Opportunity score
1	Confidence	6.33	6.52	6.14
2	Loyalty	5.51	5.17	5.85
3	Ease	5.81	6.17	5.45
4	Protection	5.62	6.00	5.23
5	Respect (claims)	4.79	4.83	4.74
6	Price	4.77	4.87	4.67
7	Relationship	4.93	5.32	4.53
8	Speed (claims)	4.85	5.48	4.22
9	Control (claims)	4.18	5.21	3.15

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	7.01	4.97	9.04
2	Loyalty	I am able to get a discount for staying with the same company	6.76	4.55	8.96
3	Confidence	I am able to understand if there are any discounts or no claims bonus	7.49	6.75	8.23
4	Confidence	The company handles complaints professionally and fairly	7.26	6.47	8.04
5	Confidence	I know what the policy covers and excludes	7.58	7.18	7.98
6	Confidence	The policy is explained clearly	7.72	7.49	7.94
7	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.18	6.78	7.57
8	Confidence	The insurer advertises what percentage of claims they pay out on	6.47	5.66	7.28
9	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.08	4.91	7.26
10	Confidence	The insurer informs me about their claims process before I buy	7.02	6.84	7.21

Top 10 opportunities for SMEs – Males

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	I know what the policy covers and excludes	7.28	7.32	7.24
2	Confidence	The policy is explained clearly	7.15	7.22	7.09
3	Confidence	The company handles complaints professionally and fairly	6.92	6.92	6.93
4	Loyalty	I am able to get a discount for staying with the same company	6.17	5.53	6.81
5	Ease	My questions are answered quickly and clearly	6.97	7.12	6.81
6	Ease	The policy documents are easy to read, with little or no small print	6.44	6.11	6.77
7	Confidence	I am able to understand if there are any discounts or no claims bonus	6.65	6.85	6.45
8	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.96	5.49	6.43
9	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.42	6.45	6.39
10	Confidence	The insurer informs me about their claims process before I buy	6.40	6.49	6.31

Theme scores for SMEs – age

18-34

	Theme	Importance	Performance	Opportunity score
1	Confidence	5.75	6.18	5.33
2	Loyalty	4.93	4.70	5.16
3	Respect (claims)	5.09	5.10	5.09
4	Ease	5.42	5.78	5.07
5	Protection	5.08	5.59	4.57
6	Speed (claims)	5.01	5.53	4.49
7	Price	4.79	5.24	4.34
8	Relationship	4.53	4.93	4.12
9	Control (claims)	4.34	5.14	3.53

35-54

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.61	5.14	8.08
2	Confidence	7.23	6.82	7.65
3	Protection	6.58	6.41	6.76
4	Ease	6.68	6.74	6.62
5	Speed (claims)	6.33	6.30	6.36
6	Respect (claims)	5.94	5.73	6.16
7	Price	5.49	5.19	5.79
8	Relationship	5.28	5.58	4.98
9	Control (claims)	5.33	6.31	4.35

55 or older

	Theme	Importance	Performance	Opportunity score
1	Confidence	7.62	7.29	7.94
2	Loyalty	6.23	4.88	7.57
3	Ease	7.08	7.12	7.03
4	Protection	6.84	6.90	6.78
5	Price	5.37	4.78	5.96
6	Relationship	5.10	4.92	5.27

Top 10 opportunities for SMEs – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	I know what the policy covers and excludes	6.51	6.34	6.68
2	Confidence	The policy is explained clearly	6.55	6.71	6.39
3	Confidence	I am able to understand if there are any discounts or no claims bonus	6.14	6.04	6.25
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.50	4.85	6.14
5	Loyalty	I am able to get a discount for staying with the same company	5.30	4.48	6.13
6	Confidence	The company handles complaints professionally and fairly	6.03	6.08	5.99
7	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	5.91	6.06	5.75
8	Respect (claims)	The insurance company does not try to avoid paying out	5.17	4.65	5.69
9	Ease	My questions are answered quickly and clearly	5.99	6.34	5.65
10	Speed (claims)	I can get through to the insurance company quickly at any time	5.00	4.57	5.43

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	7.68	5.63	9.73
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.53	5.72	9.34
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.60	6.35	8.86
4	Speed (claims)	I am not asked needless questions about my claim	7.00	5.33	8.67
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.79	5.14	8.44
6	Confidence	The policy is explained clearly	8.10	7.80	8.39
7	Confidence	I know the company pays out quickly and worries about paperwork later	7.14	5.92	8.35
8	Confidence	The company handles complaints professionally and fairly	7.85	7.44	8.26
9	Confidence	I know what the policy covers and excludes	8.02	7.81	8.24
10	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.96	5.73	8.20

Top 10 opportunities for SMEs – 55 or older years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The company handles complaints professionally and fairly	8.55	6.81	10.29
2	Confidence	I am able to understand if there are any discounts or no claims bonus	8.63	7.68	9.57
3	Confidence	I know what the policy covers and excludes	8.93	8.81	9.05
4	Ease	The policy documents are easy to read, with little or no small print	8.32	7.67	8.97
5	Confidence	The policy is explained clearly	8.63	8.39	8.86
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.95	5.04	8.85
7	Ease	My questions are answered quickly and clearly	8.55	8.31	8.79
8	Loyalty	I am able to get a discount for staying with the same company	6.95	5.12	8.77
9	Loyalty	I am told what the price would be if I wasn't a new customer	5.88	3.00	8.76
10	Confidence	The insurer informs me about their claims process before I buy	7.79	6.94	8.64

Theme scores for SMEs – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.81	4.70	6.93
2	Confidence	6.66	6.55	6.77
3	Ease	6.16	6.33	5.99
4	Protection	5.91	6.13	5.69
5	Respect (claims)	5.42	5.24	5.60
6	Price	5.18	5.06	5.29
7	Speed (claims)	5.41	5.98	4.83
8	Relationship	4.77	5.07	4.47
9	Control (claims)	4.64	5.38	3.91

Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Confidence	6.44	6.76	6.12
2	Protection	6.07	6.09	6.05
3	Ease	6.25	6.46	6.05
4	Speed (claims)	5.50	5.49	5.50
5	Loyalty	5.70	5.90	5.49
6	Relationship	5.67	5.88	5.46
7	Respect (claims)	5.36	5.38	5.34
8	Price	5.11	5.72	4.50
9	Control (claims)	4.46	5.50	3.41

Top 10 opportunities for SMEs – White/ White British

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.60	4.79	8.41
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.60	5.11	8.08
3	Confidence	I know what the policy covers and excludes	7.58	7.27	7.89
4	Confidence	I am able to understand if there are any discounts or no claims bonus	7.24	6.74	7.75
5	Confidence	The company handles complaints professionally and fairly	7.18	6.64	7.72
6	Confidence	The policy is explained clearly	7.47	7.42	7.53
7	Confidence	The insurer informs me about their claims process before I buy	6.87	6.50	7.23
8	Ease	My questions are answered quickly and clearly	7.27	7.37	7.16
9	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.00	4.90	7.10
10	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.99	5.04	6.94

Top 10 opportunities for SMEs – Ethnic minorities

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The policy is explained clearly	7.44	7.16	7.72
2	Speed (claims)	I can get through to the insurance company quickly at any time	5.81	4.52	7.10
3	Confidence	The insurer advertises what percentage of claims they pay out on	6.28	5.62	6.94
4	Confidence	I know the company pays out quickly and worries about paperwork later	6.40	5.89	6.90
5	Confidence	I know what the policy covers and excludes	7.03	7.37	6.70
6	Ease	The policy documents are easy to read, with little or no small print	6.69	6.71	6.67
7	Ease	My questions are answered quickly and clearly	6.69	6.73	6.65
8	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.16	5.68	6.65
9	Protection	The policy is of the right level to ensure my business could continue to trade	6.34	6.04	6.64
10	Respect (claims)	The people you deal with show compassion	6.49	6.34	6.63

Theme scores for SMEs – number of employees

1-5

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.20	2.99	7.42
2	Confidence	6.32	5.68	6.96
3	Protection	5.30	5.08	5.51
4	Ease	5.59	5.79	5.40
5	Price	4.41	3.80	5.02
6	Relationship	3.28	3.44	3.11
7	Respect (claims)	4.00	5.19	2.81
8	Speed (claims)	3.89	5.00	2.78
9	Control (claims)	3.33	4.38	2.29

6-20

	Theme	Importance	Performance	Opportunity score
1	Confidence	6.10	6.31	5.89
2	Loyalty	5.31	4.94	5.67
3	Ease	5.50	5.67	5.32
4	Respect (claims)	4.83	4.48	5.18
5	Protection	5.35	5.70	4.99
6	Speed (claims)	5.12	5.45	4.80
7	Relationship	4.93	5.12	4.75
8	Price	4.85	5.17	4.54
9	Control (claims)	4.11	5.51	2.71

More than 20

	Theme	Importance	Performance	Opportunity score
1	Respect (claims)	6.67	6.16	7.17
2	Confidence	7.14	7.36	6.92
3	Loyalty	6.51	6.15	6.87
4	Ease	6.99	7.19	6.79
5	Protection	6.75	7.04	6.46
6	Speed (claims)	6.52	6.62	6.42
7	Control (claims)	5.79	5.78	5.80
8	Price	5.87	6.06	5.68
9	Relationship	6.00	6.43	5.58

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	6.66	3.22	10.09
2	Loyalty	I am able to get a discount for staying with the same company	6.38	2.82	9.94
3	Confidence	I am able to understand if there are any discounts or no claims bonus	7.25	6.03	8.47
4	Confidence	The policy is explained clearly	7.56	7.11	8.01
5	Confidence	The company handles complaints professionally and fairly	6.83	5.71	7.94
6	Confidence	I know the company pays out quickly and worries about paperwork later	6.34	4.76	7.92
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.85	3.91	7.79
8	Confidence	I know what the policy covers and excludes	7.56	7.37	7.76
9	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.52	5.37	7.66
10	Loyalty	I am told what the price would be if I wasn't a new customer	4.46	1.45	7.47

Top 10 opportunities for SMEs – 6-20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The company handles complaints professionally and fairly	6.90	6.26	7.55
2	Confidence	The policy is explained clearly	6.84	6.45	7.23
3	Respect (claims)	The insurance company does not try to avoid paying out	5.42	4.10	6.75
4	Protection	I am able to add additional cover to suit my needs	6.19	5.84	6.54
5	Confidence	The insurer informs me about their claims process before I buy	6.36	6.27	6.45
6	Confidence	I know what the policy covers and excludes	6.50	6.55	6.44
7	Ease	The provider makes it easy to compare to policies from other providers	6.02	5.65	6.39
8	Ease	The policy documents are easy to read, with little or no small print	5.92	5.53	6.30
9	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.71	5.21	6.22
10	Price	The insurance provider matches a cheaper price from a competitors quote	5.41	4.75	6.06

Top 10 opportunities for SMEs – More than 20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	I can get through to the insurance company quickly at any time	6.92	5.27	8.57
2	Confidence	I know what the policy covers and excludes	8.02	7.66	8.38
3	Respect (claims)	The people you deal with show compassion	7.58	6.85	8.31
4	Loyalty	I am able to get a discount for staying with the same company	7.33	6.59	8.06
5	Ease	My questions are answered quickly and clearly	7.78	7.77	7.79
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.06	6.48	7.65
7	Confidence	I am able to understand if there are any discounts or no claims bonus	7.59	7.54	7.64
8	Speed (claims)	I am offered immediate assistance and advice	7.25	6.89	7.62
9	Ease	The provider makes it easy to compare to policies from other providers	7.28	7.02	7.54
10	Confidence	The policy is explained clearly	7.80	8.17	7.44

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	5.94	5.02	6.86	1	Confidence	6.88	6.71	7.06	1	Confidence	6.31	6.38	6.25
2	Confidence	6.60	6.64	6.56	2	Loyalty	5.99	4.95	7.04	2	Loyalty	5.37	4.72	6.03
3	Ease	6.42	6.56	6.28	3	Ease	6.22	6.46	5.98	3	Ease	5.76	5.97	5.54
4	Protection	6.09	6.05	6.14	4	Protection	6.06	6.58	5.55	4	Protection	5.57	5.65	5.49
5	Price	5.35	5.37	5.34	5	Relationship	5.24	5.28	5.20	5	Price	5.01	4.99	5.02
6	Relationship	4.69	5.40	3.99	6	Price	5.05	5.09	5.01	6	Relationship	4.82	4.85	4.80

Top 10 opportunities for SMEs – policy type held motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.70	5.34	8.06
2	Loyalty	I am able to get a discount for staying with the same company	6.60	5.31	7.88
3	Confidence	The insurer informs me about their claims process before I buy	6.89	6.34	7.44
4	Confidence	The company handles complaints professionally and fairly	7.02	6.74	7.30
5	Protection	I am able to remove cover elements I don't need protection for	6.44	5.58	7.29
6	Price	The insurance provider matches a cheaper price from a competitors quote	6.04	4.88	7.20
7	Confidence	I am able to understand if there are any discounts or no claims bonus	7.05	6.95	7.15
8	Ease	The provider makes it easy to compare to policies from other providers	6.73	6.31	7.14
9	Confidence	I know what the policy covers and excludes	7.26	7.38	7.14
10	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.26	7.38	7.14

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

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The policy is explained clearly	8.22	7.77	8.66
2	Loyalty	I am able to get a discount for staying with the same company	6.62	4.84	8.41
3	Confidence	I am able to understand if there are any discounts or no claims bonus	7.55	6.71	8.39
4	Confidence	I know what the policy covers and excludes	7.64	7.44	7.84
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.50	5.20	7.80
6	Confidence	The company handles complaints professionally and fairly	7.39	7.20	7.58
7	Loyalty	I get rewarded for having multiple products or policies with the same company	6.21	5.00	7.42
8	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.04	6.67	7.41
9	Ease	My questions are answered quickly and clearly	7.36	7.31	7.40
10	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.24	5.16	7.32

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

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	I know what the policy covers and excludes	7.45	6.91	8.00
2	Confidence	The policy is explained clearly	7.32	6.75	7.89
3	Confidence	The company handles complaints professionally and fairly	6.90	6.12	7.69
4	Loyalty	I am able to get a discount for staying with the same company	6.19	4.87	7.52
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.29	5.11	7.47
6	Protection	I am able to add additional cover to suit my needs	6.58	6.20	6.96
7	Ease	My questions are answered quickly and clearly	6.74	6.62	6.86
8	Confidence	I am able to understand if there are any discounts or no claims bonus	6.68	6.71	6.64
9	Price	The cost of the policy is reasonable for the level of cover that I get	6.58	6.59	6.57
10	Protection	The provider understands why particular things with little financial value are important to me	5.48	4.45	6.52

Theme scores for SMEs – policy type claimed

Motor

	Theme	Importance	Performance	Opportunity score
1	Respect (claims)	6.67	5.37	7.96
2	Speed (claims)	6.29	6.60	5.97
3	Control (claims)	5.38	6.06	4.70

Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Respect (claims)	5.07	5.75	4.39
2	Speed (claims)	5.02	5.77	4.28
3	Control (claims)	4.27	5.33	3.22

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	5.12	5.45	4.78
2	Respect (claims)	4.63	4.88	4.38
3	Control (claims)	4.20	5.08	3.32

Opportunities for SMEs – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Respect (claims)	The people you deal with show compassion	7.14	5.22	9.06
2	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	6.71	4.71	8.72
3	Speed (claims)	My insurer provides effective assistance/ advice	7.29	6.00	8.57
4	Speed (claims)	It is clear what I need to do to claim	7.43	6.96	7.90
5	Speed (claims)	I can get through to the insurance company quickly at any time	6.29	6.29	6.29
6	Speed (claims)	I am not asked needless questions about my claim	6.00	5.86	6.14
7	Respect (claims)	The insurance company does not try to avoid paying out	6.14	6.18	6.11
8	Speed (claims)	I am offered immediate assistance and advice	6.14	7.25	5.04
9	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	5.43	5.86	5.00
10	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	5.57	6.14	5.00
11	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	5.14	6.18	4.11
12	Speed (claims)	My claim is settled quickly	4.57	7.25	1.90

Opportunities for SMEs – claimed on employers' liability

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims):	My claim is settled quickly	5.77	6.00	5.55
2	Speed (claims)	I am not asked needless questions about my claim	5.77	6.20	5.35
3	Respect (claims)	The insurance company does not try to avoid paying out	4.51	4.29	4.73
4	Speed (claims)	I am offered immediate assistance and advice	5.21	5.77	4.65
5	Respect (claims)	The people you deal with show compassion	5.77	7.32	4.23
6	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	4.93	5.63	4.23
7	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.37	5.00	3.73
8	Speed (claims)	It is clear what I need to do to claim	4.51	5.51	3.51
9	Speed (claims)	I can get through to the insurance company quickly at any time	4.51	5.63	3.38
10	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	4.37	5.35	3.38
11	Speed (claims)	My insurer provides effective assistance/ advice	4.37	5.49	3.24
12	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.08	5.63	2.54

Opportunities for SMEs – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	I can get through to the insurance company quickly at any time	5.40	4.44	6.36
2	Respect (claims)	The insurance company does not try to avoid paying out	5.30	4.49	6.11
3	Speed (claims)	I am offered immediate assistance and advice	5.40	5.00	5.80
4	Speed (claims)	I am not asked needless questions about my claim	5.40	5.25	5.55
5	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.70	4.90	4.50
6	Speed (claims)	It is clear what I need to do to claim	5.30	6.29	4.31
7	Respect (claims)	The people you deal with show compassion	4.90	5.58	4.22
8	Speed (claims)	My claim is settled quickly	4.50	5.15	3.85
9	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	4.20	4.90	3.50
10	Speed (claims)	My insurer provides effective assistance/ advice	4.70	6.56	2.84
11	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	3.70	4.58	2.82
12	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	3.70	5.45	1.95