



**The Institute of
Customer Service**



**Chartered
Insurance
Institute**

Chartered Insurance Institute

Trust in the Insurance sector

Consumer & SME survey analysis

February 2021

Waves 5&6 (September & December)



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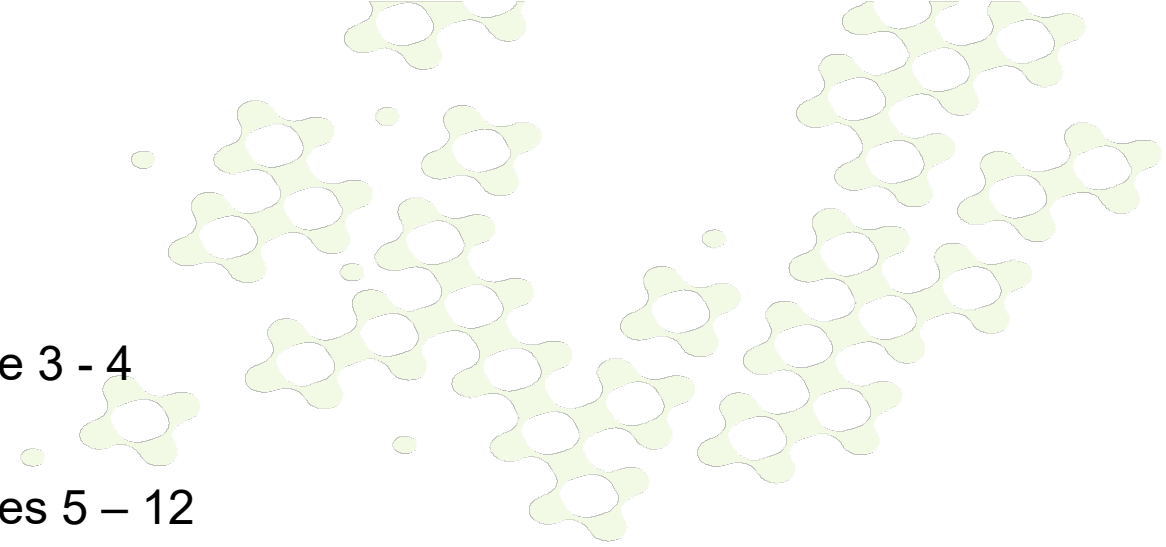
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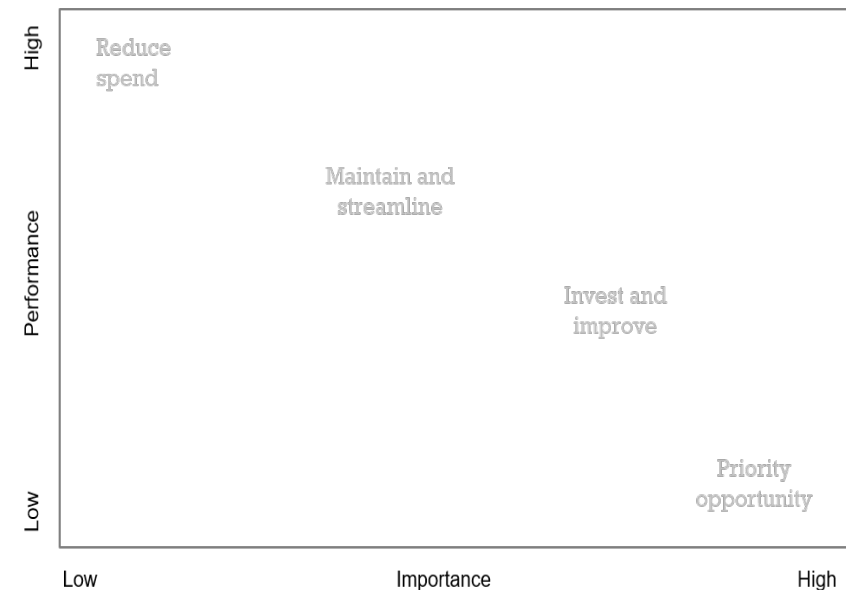


Background and methodology

- As part of the Institute of Customer Service/CII Trust in Insurance tracker, 1,002 consumers and 1,500 SME employees, who are involved in the insurance buying decisions, were surveyed
- For this report we have analysed the combined data sets from September 2020 & December 2020 (waves 5&6)
- Consumer participants who hold at least a Motor, Travel or Buildings/ Contents policy
- SME participants who hold at least a Motor, Employers' liability, Buildings / Contents or a Business Interruption policy

Importance and opportunity methodology

- Importance of outcome statements to policy holders were measured and how well insurance providers currently perform against these statements.
- Maps 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 and increase levels of trust.



The key themes of the study

Theme	Description of topics measured for importance to customers and their current insurer's level of performance
Loyalty	A reward in the shape of a discount, additional benefits, not paying more than new customers or multi-products discounts for example, for renewing a policy with the same provider
Confidence	Confidence in their understanding of the policy, the claims process, percentage of claims paid out on, in the brand, and customer complaints being handled professionally
Ease	The customer can get all of their insurance from provider in one policy, their questions are answered clearly and quickly, the documentation is easy to read, able to purchase it through a price comparison site or able to buy insurance through a multitude of channels, i.e website, mobile, broker
Protection	An understanding by providers why something of little financial value may still be important, ability to add or remove cover elements to suit needs and that the insurance cover is at the right level for a business to continue to trade or has ideas of how to cover sentimental items
Price	Measures a range of price related statements such as the price being reasonable for the level of cover, the price simply being the cheapest quote, willingness to pay more to go with a recognised brand and whether or not there are promotional discounts for new customers
Relationship	Customer obtains advice from insurer, has a range of meaningful interactions with provider throughout the year, customer has a sense the insurer knows them and what is important to them
Speed (claims)	Provider offers immediate and effective assistance, customer can get through to insurer quickly at any time and does not get asked needless questions
Respect (claims)	Insurance company does not try to avoid pay out, shows compassion and does not require customer to provide lots of receipts/pictures to prove claim is genuine
Control (claims)	Customer can choose the suppliers, whether it is a financial, repair or replacement settlement and repairs are carried out at a time convenient

Key findings – Consumers

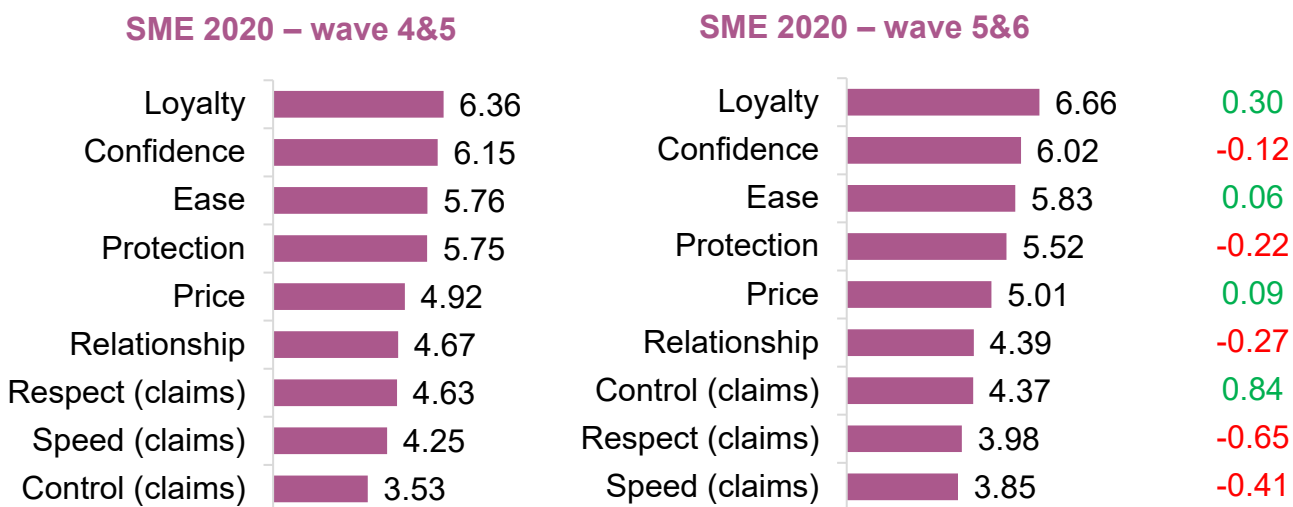
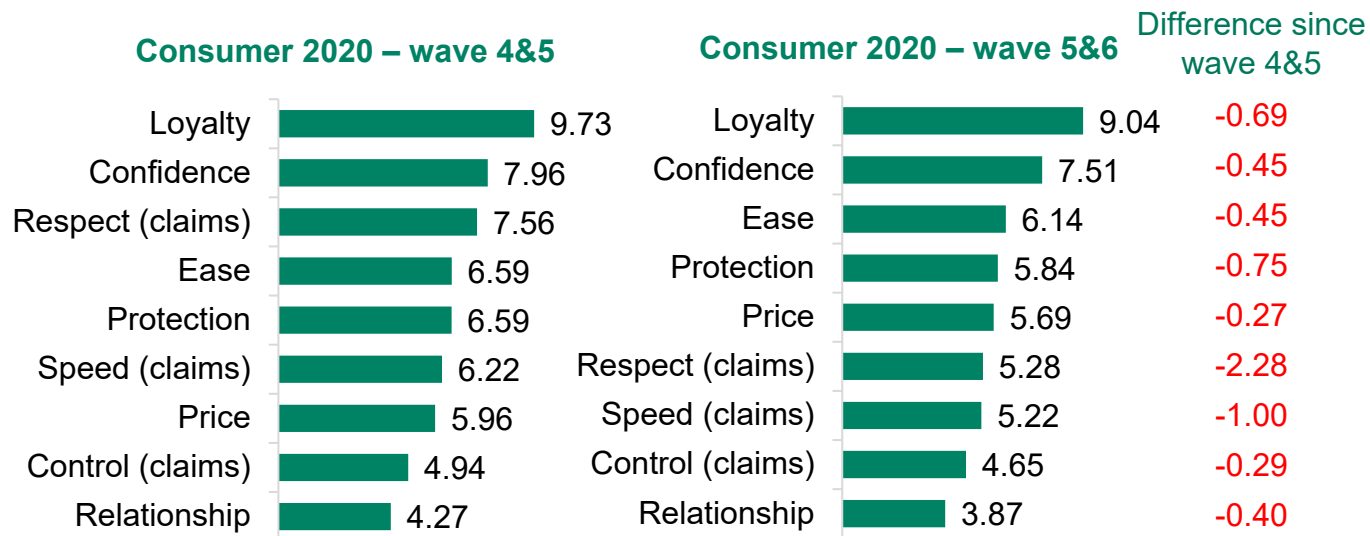
- All consumer opportunity scores have decreased since the last report meaning there has been a decrease in the importance placed upon these themes by consumers, an increase in insurer performance or a combination of both of these factors.
- The Loyalty theme remains key to improving trust in the Insurance sector with consumers
- Confidence and Ease are also influential themes and are the 2nd and 3rd highest opportunity scores
- Consumers wish to be rewarded for Loyalty for staying with the same provider through discounts, by premiums not increasing as they are no longer a new customer and insurers taking Loyalty into account following a claim
- Additional areas which are key to increasing consumer trust is handling their complaints professionally and fairly and providing additional benefits, such as enhanced cover at renewal
- Overall consumer satisfaction is 84%, 2 percentage points higher than the last wave and at the same levels as waves 1 through 4
- The number of people who are dissatisfied with their Travel Insurance policy has doubled from 4% to 8%
- In 2020, an additional question was asked of consumers regarding the impact of the Covid-19 crisis on their personal financial situation.
- Loyalty remains the key theme for consumers regardless of how their financial situations have been impacted by Covid-19.
- Speed of claims is the 2nd highest opportunity to improve trust for those significantly impacted financially by Covid-19.
- Further information is available in the Covid-19 section of this report

Key findings – SME market

- As they were in waves 4&5 Loyalty, Confidence, Ease and Protection are the highest opportunity scores in this wave
- Out of these 4 themes, Loyalty is the lowest in terms of performance of the current insurer
- SMEs place the highest level of importance on their Confidence in the policy and provider
- The other themes of Price, Relationship, Respect, Speed and Control are all closely grouped in terms of overall opportunity score
- The Control (claims) opportunity score has increased the most since the last wave, by 0.84 points
- This is due to both an increase in importance scores given by SMEs and a fall in the performance of insurance providers for Control (claims)
- Loyalty has also increased as an opportunity, by 0.30 points
- SMEs employing 20+ people continue to provide the highest opportunity to improve trust
- Overall satisfaction is 76%, a fall of 3 percentage points compared to September 2020 and a fall of 6 percentage points since May 2020
- In 2020 an additional question was asked of SMEs regarding the financial impact of the Covid-19 crisis on their business. SMEs feel more impacted financially by Covid-19 than Consumers do.

Wave comparison – Opportunity scores:

All Consumer theme opportunity scores have fallen since the last wave



- Despite a slight decrease since wave 4&5 the Ease theme is once again in the top 3 opportunities for Consumers, as it was in wave 1 and 1&2.
- Respect in relation to claims has fallen the most as an opportunity for the Consumer market, by 2.28 points.
- For SMEs all non-claim themes are relatively stable with wave 4&5 with only a slight increase or decrease in scores
- Control (claims) has increased by just under 1 point to become a higher opportunity than Respect and Speed in relation to claims for SMEs

Wave comparison – Importance & Performance Consumer scores:

The Consumer opportunity scores have fallen due to a decrease in importance to consumers, an improvement in the performance of their insurer or a combination of both factors

	Wave 4&5 Importance	Wave 5&6 Importance	Change	Wave 4&5 Performance	Wave 5&6 Performance	Change
Loyalty	6.34	6.03	-0.31	2.95	3.02	0.07
Confidence	6.99	6.71	-0.28	6.01	5.91	-0.10
Ease	6.53	6.25	-0.28	6.47	6.35	-0.12
Protection	5.97	5.62	-0.35	5.34	5.39	0.05
Price	5.19	4.88	-0.31	4.42	4.06	-0.36
Respect (claims)	6.03	4.85	-1.18	4.50	4.41	-0.09
Speed (claims)	6.01	5.32	-0.69	5.80	5.41	-0.39
Control (claims)	4.75	4.32	-0.43	4.57	3.99	-0.58
Relationship	3.56	3.41	-0.15	2.84	2.96	0.12

Lower Importance

- Respect (claims) and Speed (claims) have fallen the most in terms of being an opportunity to improve service, and increase trust, due to a lower level of importance attributed to the themes from consumers compared to the last wave
- All other themes have fallen (albeit by less than a point) in terms of being an opportunity because the level of importance attributed to them by consumers has decreased
- However, when the level of importance is already reasonably high, in the case of Loyalty and Protection, just a slight improvement in performance will also impact the overall opportunity score more than a theme such as Relationship; which carries a lower level of importance in the eyes of consumers
- In summary, Loyalty; Confidence and Ease remain the key opportunities to improve

Wave comparison – Importance & Performance SME scores:

Control (claims) has increased the most as an opportunity due to the increase in importance and decrease in performance attributed to it by SMEs

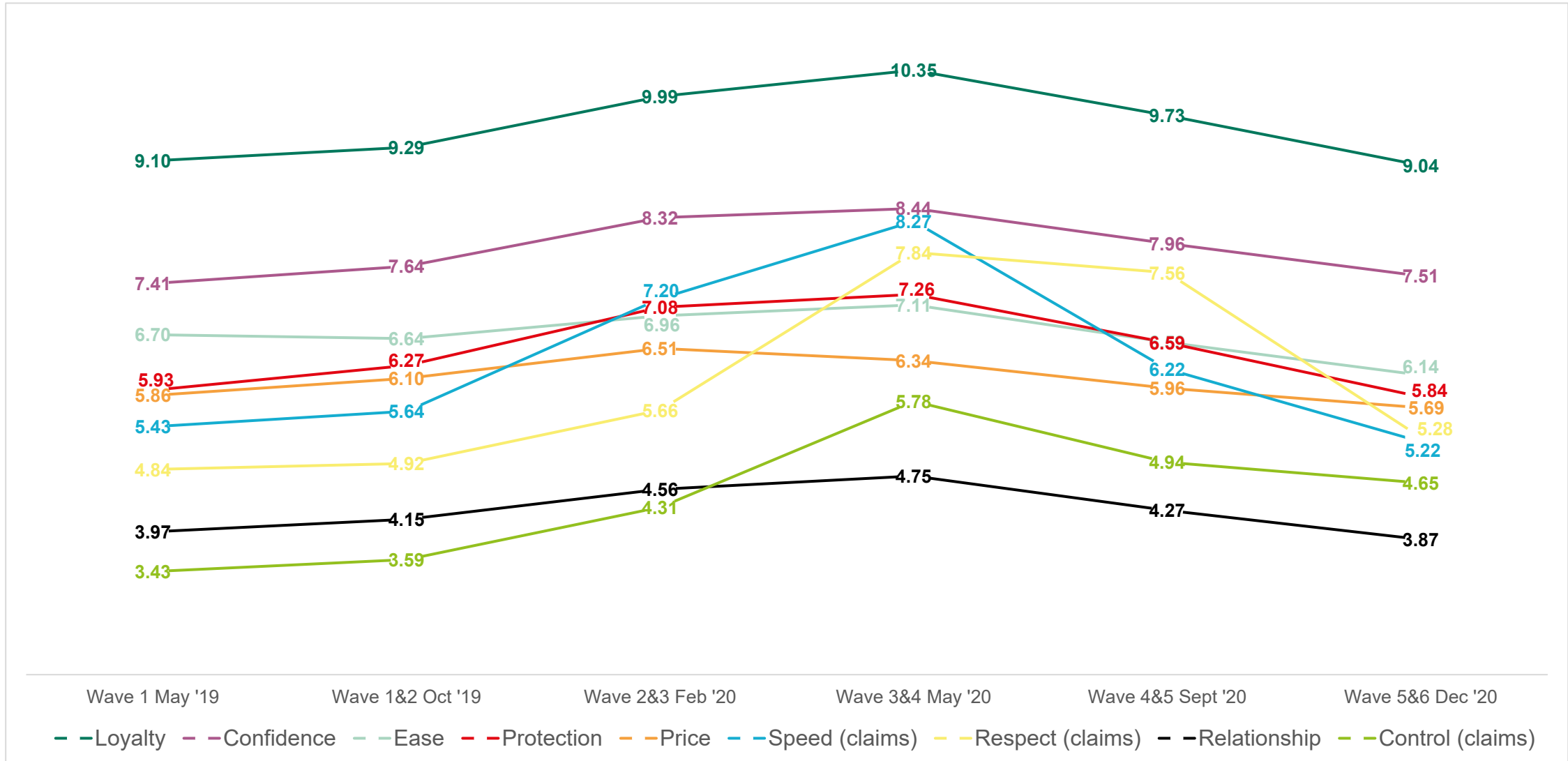
	Wave 4&5 Importance	Wave 5&6 Importance	Change	Wave 4&5 Performance	Wave 5&6 Performance	Change
Loyalty	5.50	5.68	0.18	4.63	4.70	0.07
Confidence	6.19	6.11	-0.07	6.23	6.20	-0.02
Ease	5.95	5.97	0.02	6.13	6.10	-0.02
Protection	5.80	5.68	-0.12	5.85	5.83	-0.02
Price	4.78	4.78	0.01	4.64	4.56	-0.08
Relationship	4.67	4.43	-0.24	4.67	4.46	-0.22
Control (claims)	4.03	4.29	0.26	4.52	4.21	-0.31
Respect (claims)	4.41	4.07	-0.34	4.19	4.16	-0.03
Speed (claims)	4.67	4.54	-0.13	5.09	5.23	0.14

- Despite the increase for Control (claims), Loyalty; Confidence and Ease remain the top 3 opportunities to improve service and increase trust
- As it is with Consumers, the higher levels of importance attributed to these 3 themes mean any changes to performance have a more significant impact on the overall opportunity score for improvements
- Consistently through the waves, SME opportunity scores have been more closely grouped than Consumers due to the similar levels of importance attributed to each theme by SMEs

Lower Importance Higher Importance

YoY comparison – Consumer Opportunity scores:

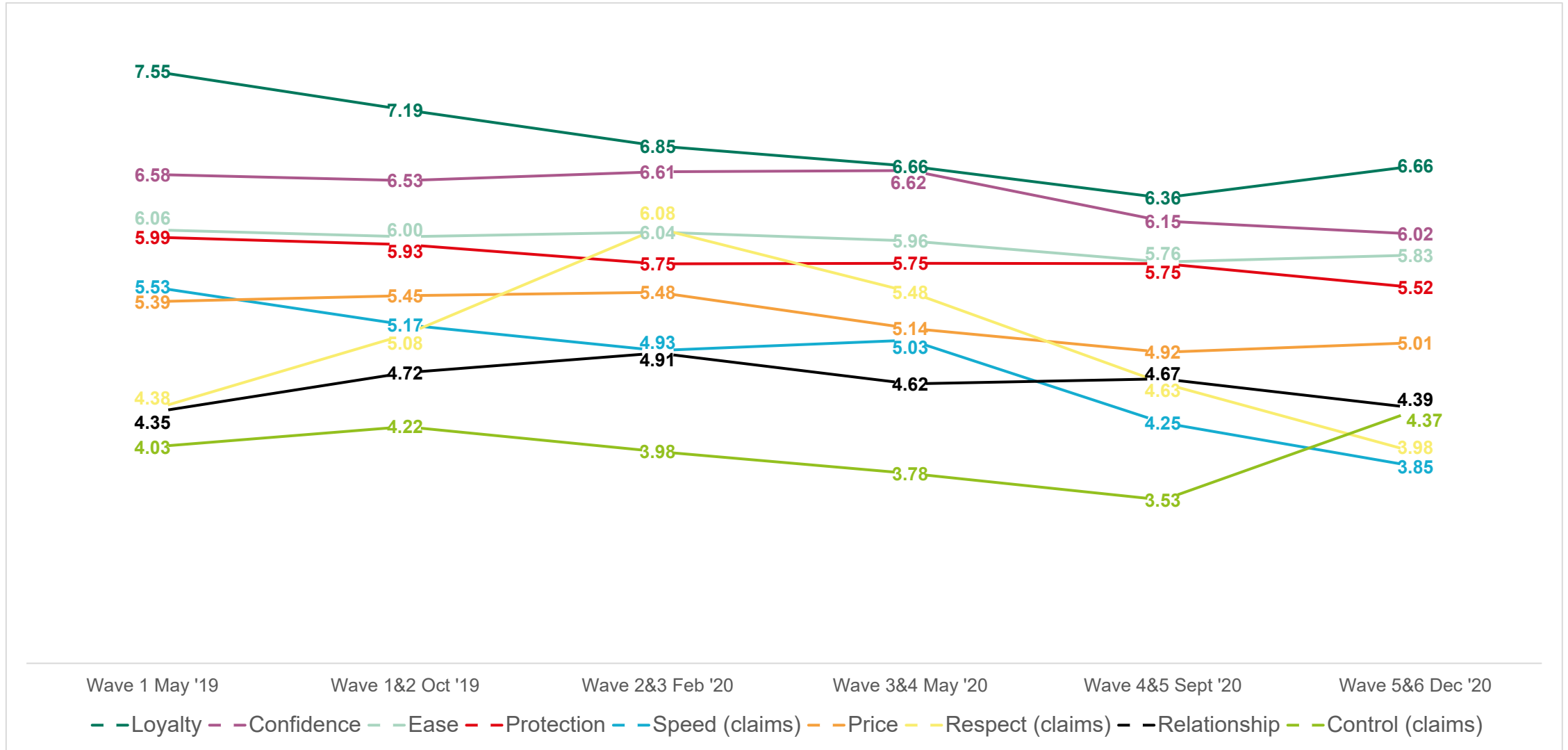
Loyalty and Confidence are the top opportunities to improve trust in the insurance sector with consumers, consistently across the waves.



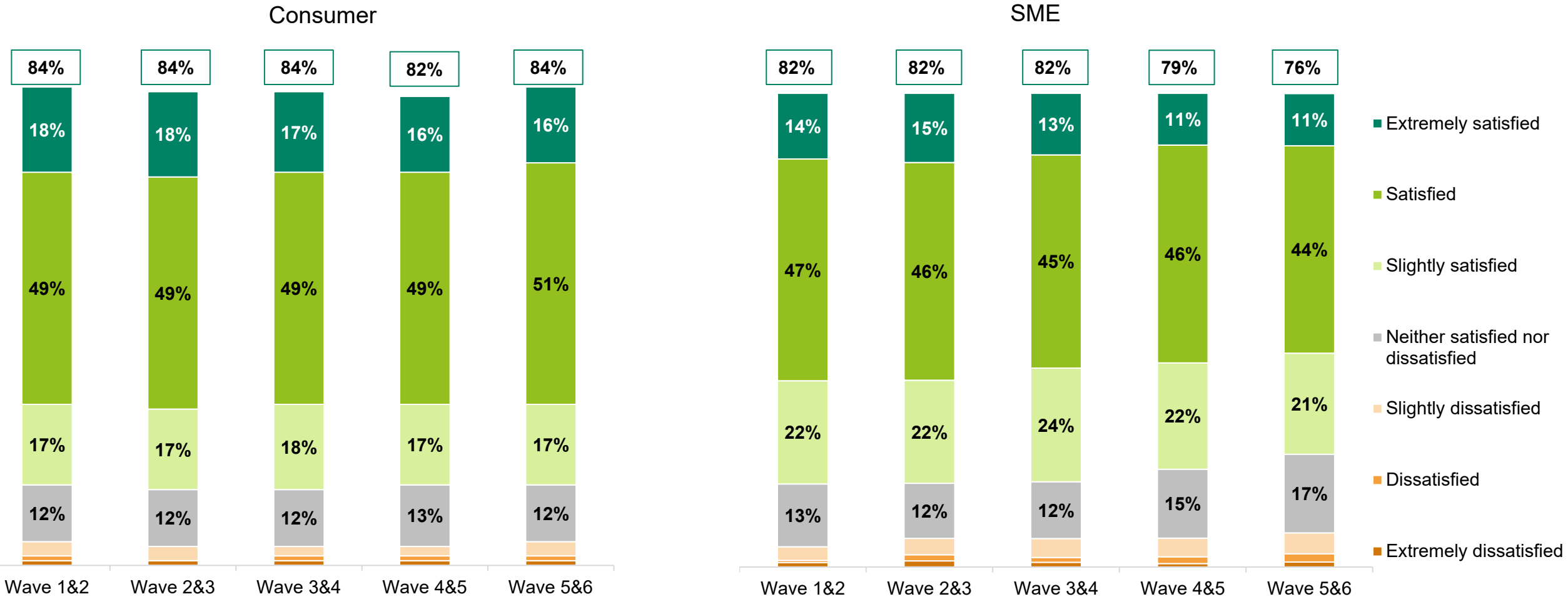
Base: All Consumers that hold at least one (motor, travel, buildings and/or contents) insurance policy/ who have claimed on at least one insurance policy in the last 12 months: Wave 1 (2019): Consumer n=1,002. Wave 1&2 (2019): Consumer n=1,503. Wave 2&3 (2019/2020): Consumer n=1,000. Wave 3&4 (2020): Consumer n=1,000. Wave 4&5 (2020): Consumer n=997. Wave 5&6 (2020): Consumer n=1,002.

YoY comparison – SME Opportunity scores:

Loyalty and Confidence are the top opportunities to improve trust in the insurance sector with SMEs, consistently across the waves.



YoY comparison – Overall satisfaction with the policy held: satisfaction levels have increased to the same levels previously seen for Consumers but have fallen further in SME markets



Base: All Consumers/ SMEs that hold at least one (motor, travel, buildings and/or contents, employers liability, business interruption) 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. Wave 4&5 (2020): Consumer n=997, SMEs n=1,246. Wave 5&6 (2020): Consumer n=1,002, SMEs n=1,500

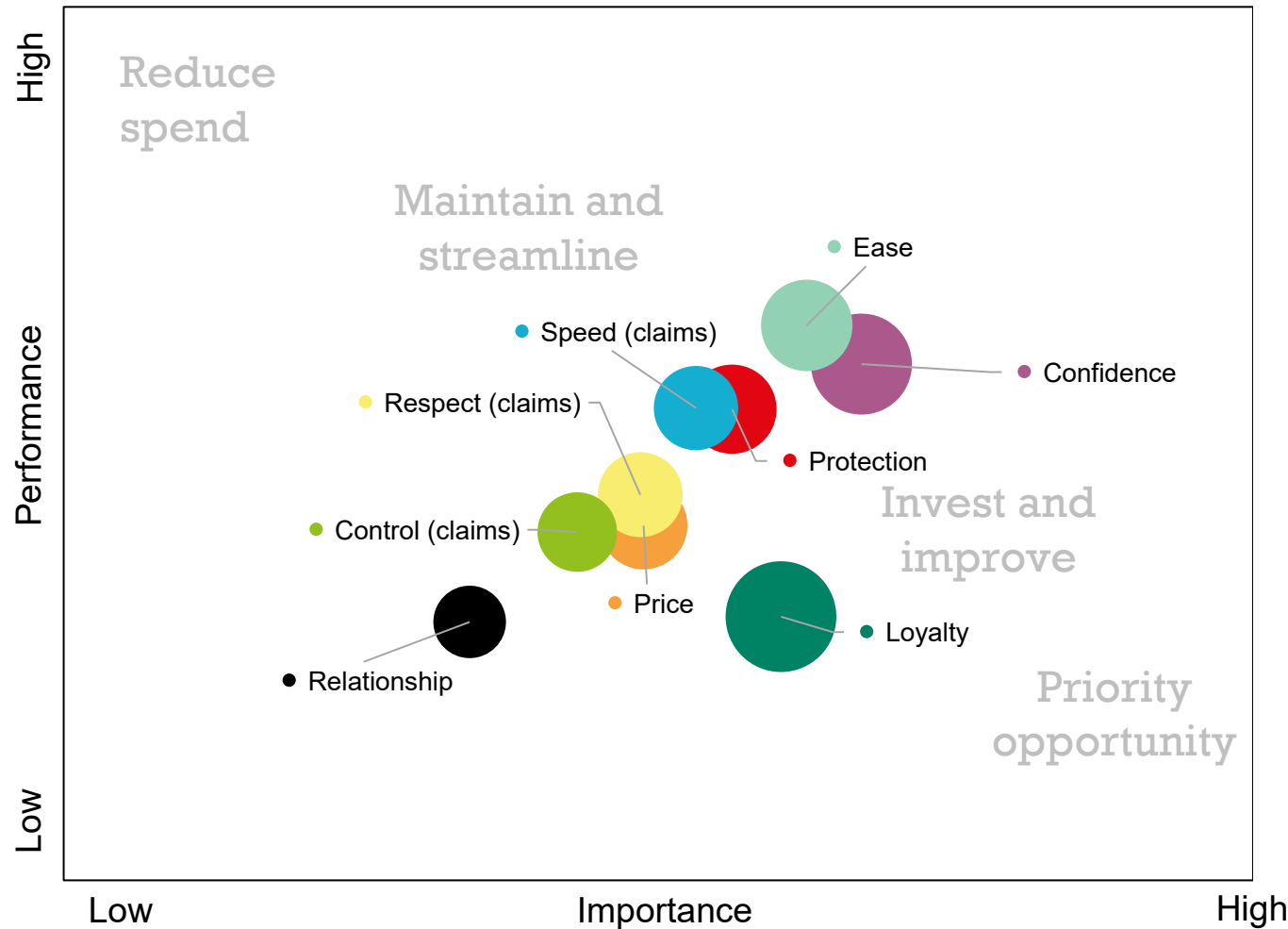
Consumer survey

September & December 2020 data



Overall Consumer themes - wave 5&6

Loyalty remains the number one opportunity for the insurance industry to improve service and increase trust, Confidence and Ease are the 2nd and 3rd highest opportunities



Consumers wish to be rewarded for Loyalty for staying with the same provider through: discounts; premiums not increasing once they are no longer a new customer; and insurers taking Loyalty into account following a claim.

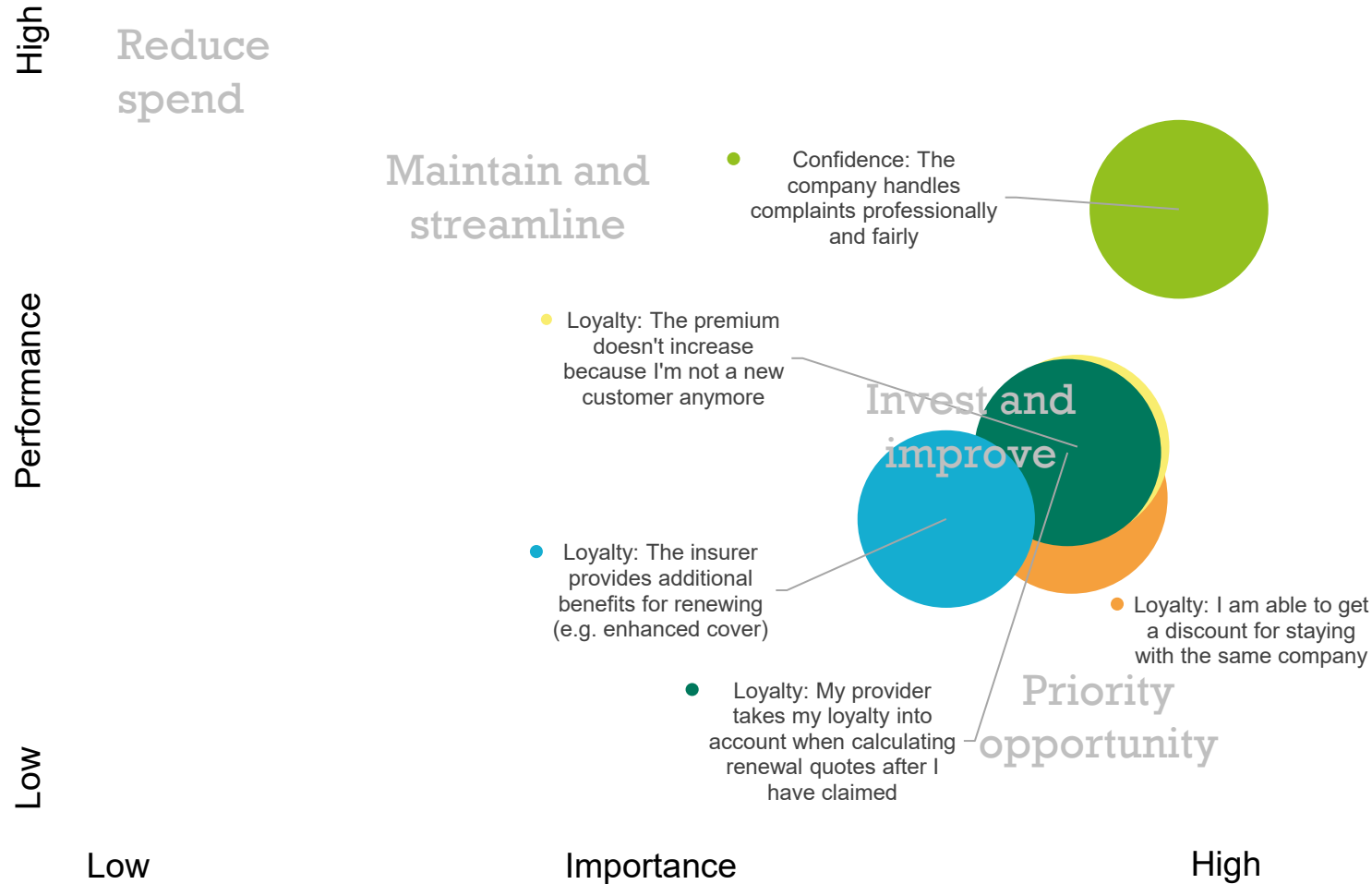
Opportunity to improve Confidence is important through: handling complaints professionally and fairly; assessing their risk individually rather than using generic assumptions; and ensuring consumers are aware if a discount or no claims bonus has been applied to their policy.

The opportunity score for the Relationship theme remains the lowest due to the low level of importance attributed to it by consumers.

*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 and increase trust

Top 5 opportunity statements for Consumers - wave 5&6

As in wave 3&4 and 4&5, Loyalty themes dominate the top opportunity statement scores, making up 4 of the top 5



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

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

The 3rd highest opportunity statement is taking loyalty into consideration when calculating renewal quotes after a claim.

The three above statements are consistent as the top 3 opportunities with Wave 4&5.

Handling Consumers' complaints professionally and fairly is the 4th highest opportunity statement.

Providing additional benefits, such as enhanced cover at renewal, make up the top 5 opportunities to improve trust with Consumers.

*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 and increase trust

Top 10 opportunities for Consumers - wave 5&6

Rewarding customers' loyalty and avoiding dual pricing for new vs existing customers remain the highest opportunities to improve trust with Consumers

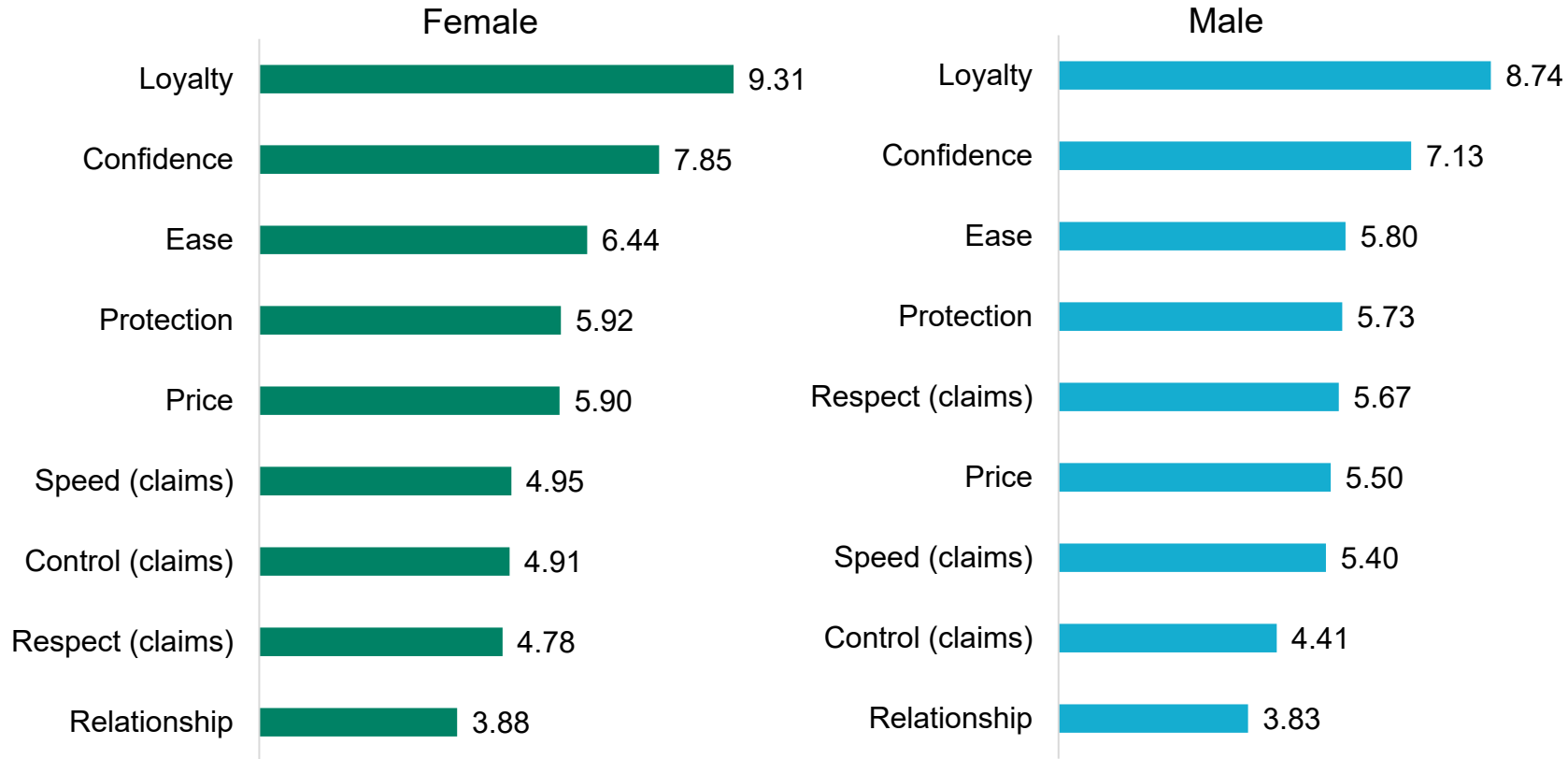
	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.91	3.16	10.65
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.95	3.68	10.21
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.88	3.62	10.13
4	Confidence	The company handles complaints professionally and fairly	7.66	6.11	9.22
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.02	2.95	9.09
6	Loyalty	I am told what the price would be if I wasn't a new customer	4.93	1.18	8.68
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.04	3.42	8.66
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.79	5.02	8.55
9	Confidence	I am able to understand if there are any discounts or no claims bonus	7.60	6.98	8.23
10	Confidence	The policy is explained clearly	7.73	7.30	8.17

Further areas that would improve trust:

- handling complaints professionally and fairly
- providing additional benefits for renewing (e.g. enhanced cover)
- informing the customer of the price if they were not a new customer
- matching a cheaper price from a competitors quote
- assessing the risk individually, rather than using generic assumptions
- ensuring Consumers understand if there are any discounts or no claims bonus
- explaining the policy clearly

Consumers Opportunity themes by gender - wave 5&6

Despite trending lower compared to May & September 2020, Loyalty remains highest Opportunity theme for both women and men



The top 4 opportunity themes are consistent across genders

Aside from the Ease theme for females, all opportunity themes have fallen for both genders when compared with wave 4&5, notably for Respect in relation to claims, down by 2.6 points for women and 2 points for men

Relationship has the lowest Opportunity score for both genders

Consumers Opportunity themes by ethnicity - wave 5&6

On average, White / White British policy holders continue to be more demanding and less satisfied with the performance of their insurers than other ethnic groups combined

White/ White British

Ethnic minorities



Loyalty is the top opportunity theme across both White / White British and Ethnic minorities consumers, as it was in May & September 2020.

White / White British consumer are far less satisfied with the Loyalty theme based on the performance of their current insurer compared to Ethnic minorities.

Control (in relation to claims) is the only theme to have increased as an opportunity for White / White British consumers

All Opportunity themes have decreased amongst Ethnic minorities, compared to Wave 4&5

Consumers Opportunity themes by age - wave 5&6

Younger consumers have lower opportunity scores than the average, except for the Relationship theme, which is consistent across all waves.

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	9.04	6.32	8.98	11.14
Confidence	7.51	5.59	7.81	8.64
Ease	6.14	4.86	6.73	6.55
Protection	5.84	4.40	6.71	6.14
Price	5.69	5.03	5.87	6.04
Respect (claims)	5.28	3.67	6.31	13.33
Speed (claims)	5.22	4.39	4.73	12.51
Control (claims)	4.65	3.13	5.63	12.63
Relationship	3.87	4.03	3.92	3.76

Despite a wide range in Opportunity score for the Loyalty theme across age groups, it remains the highest Opportunity in all age groups.

Opportunity scores for the 18-34 year-old group, have fallen the most since the previous wave.

The Opportunity scores are more consistent between the 35-54 years and 55+ age groups.

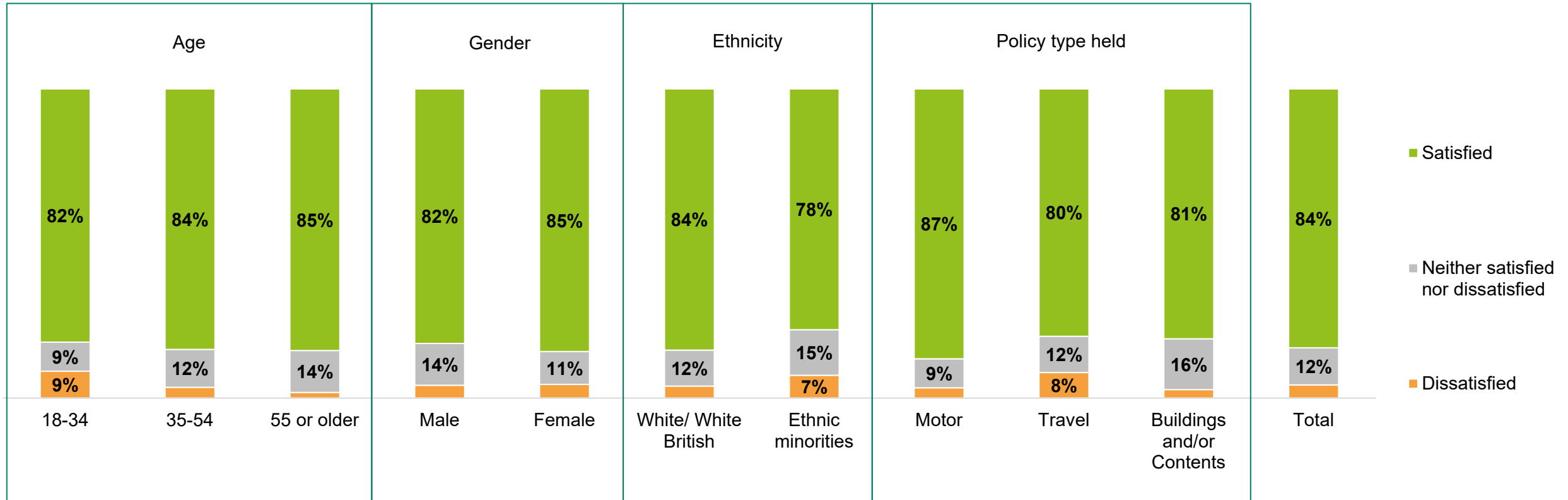
Table is showing opportunity scores by age range, relative to all respondents' average scores

Below overall score

Above overall score

Consumers Overall satisfaction with the policy held – wave 5&6:

- The number of people who are dissatisfied with Travel has doubled from 4% to 8%.
- Those in the 35-44 and 55+ age groups are more satisfied than in wave 4&5, both groups are up 2 percentage points.
- Satisfaction for Ethnic minorities has increased by 3 percentage points after a fall of 5 percentage points in wave 4&5.



Base: September & December 2020 data. All consumers who hold at least one (motor, travel, buildings and/or contents) insurance policy: 18-34 n=276, 34-54 n=343, 55 or older n=383, Male n=481, Female n=518, White/ White British n=877, Ethnic minorities n=122, Motor n=480, Travel n=230, Buildings and/or Contents n=292, Total n=997. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

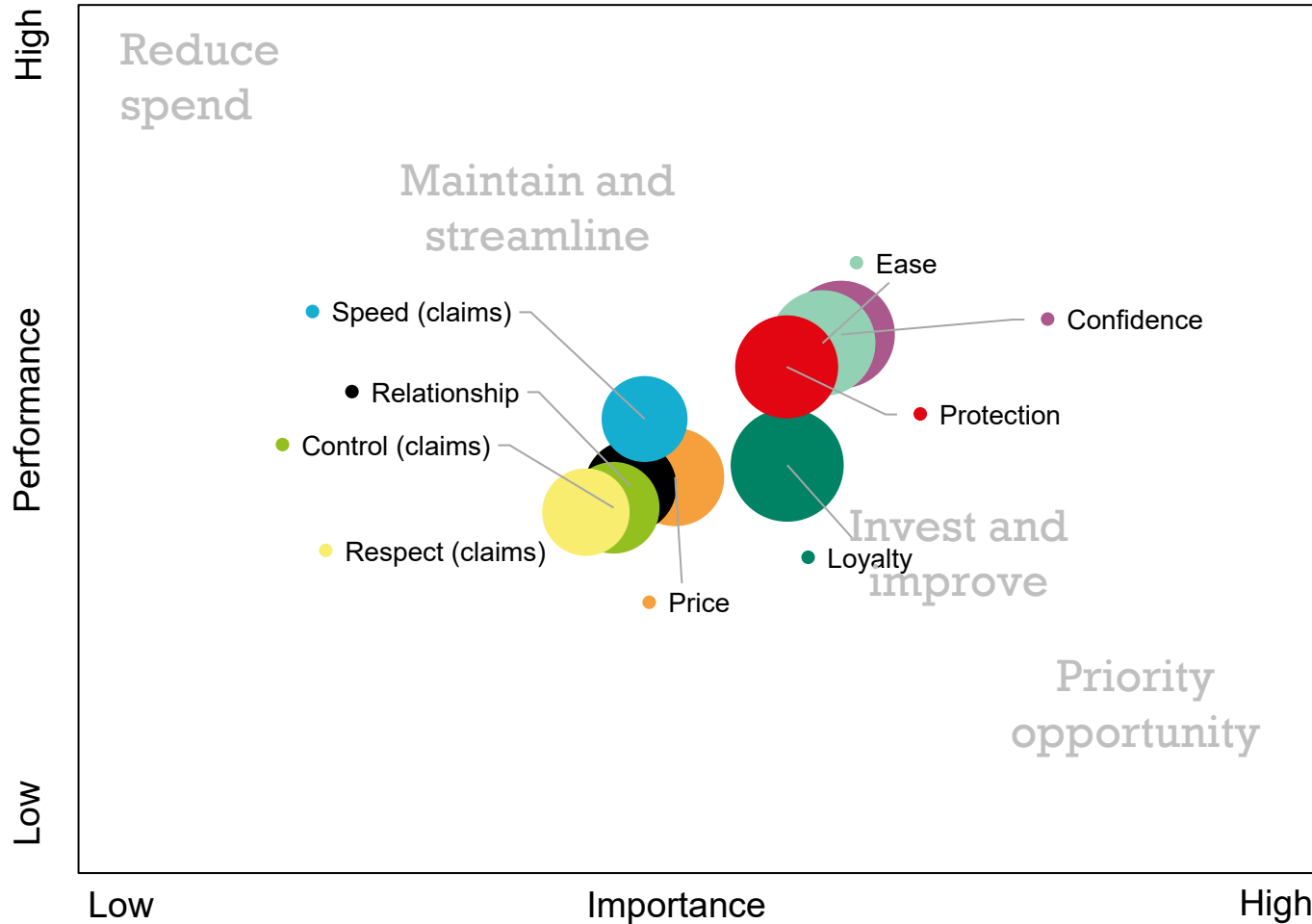
SME survey

September & December 2020 data



Overall SME themes - wave 5&6

As they were in waves 4&5 Loyalty, Confidence, Ease and Protection are the highest opportunity scores in wave 5&6.



The other themes of Price, Relationship, Respect, Speed and Control are all closely grouped in terms of opportunity score overall because of similar levels of importance attributed to them by SMEs.

The Control (claims) opportunity score has increased the most since the last wave, by 0.84 points, but is still not as key as Loyalty, Confidence, Ease and Protection in terms of being an opportunity to improve service and increase trust.

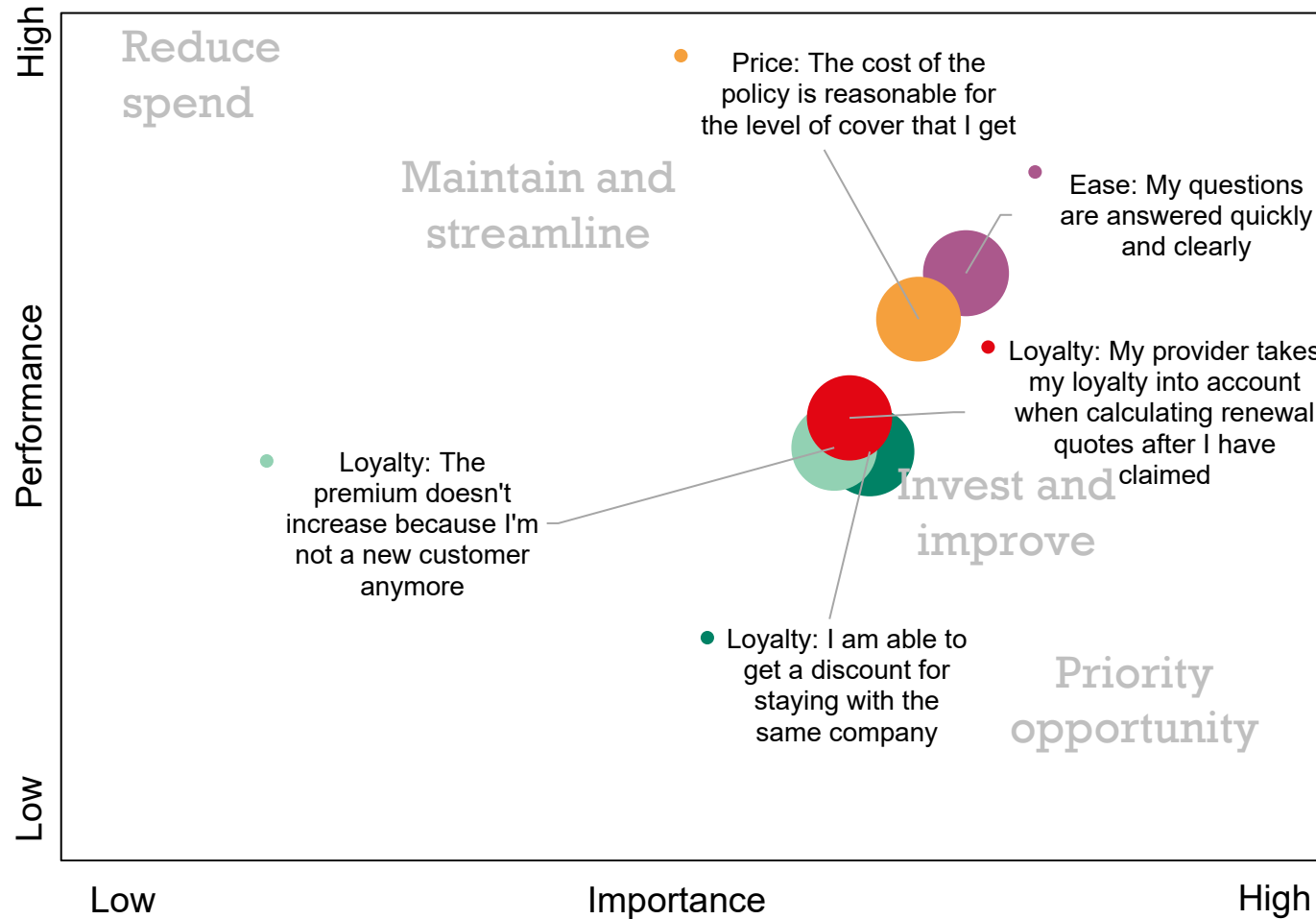
Loyalty has also increased as an opportunity, by 0.30 points. Price and Ease are very slightly up, by 0.09 and 0.06 respectively.

Respect (-0.65 points) and Speed (-0.41 points) in relation to claims are the Opportunity scores to have fallen the most.

*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 and increase trust

Top 5 opportunity statements for SMEs – wave 5&6

Only 2 of the top 5 opportunity statements to improve trust remain the same as Wave 4&5, SMEs getting a discount for staying with the same provider and taking loyalty into account when calculating renewal, following a claim



3 opportunity statements have climbed into the top 5.

SMEs' perception of the policy being a reasonable price for the level of cover they get; their questions being answered quickly but clearly; and the premium not increasing because they are no longer a new customer.

Questions being answered quickly and clearly is the statement ranked as the most important by SMEs, because of a higher than average performance though (as shown on next slide), it is not quite the top opportunity to increase trust, getting a discount for staying with the same company is.

*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 and increase trust

Top 10 opportunities for SMEs – wave 5&6

Rewarding loyalty, answering questions quickly but clearly and avoiding dual pricing are the top 3 opportunities to improve trust with SMEs

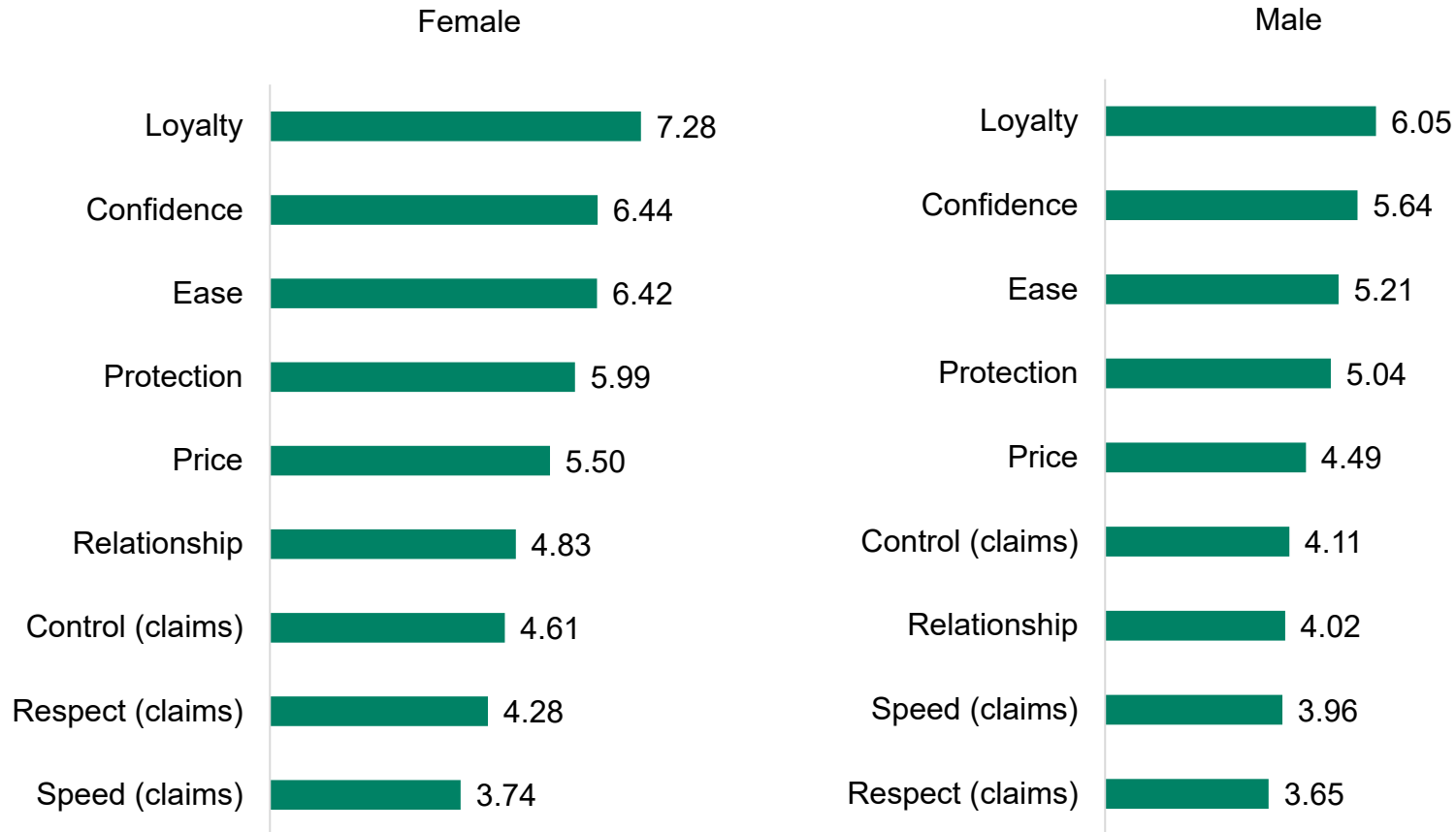
	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.40	4.82	7.98
2	Ease	My questions are answered quickly and clearly	7.17	6.93	7.40
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.12	4.87	7.38
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.24	5.22	7.26
5	Price	The cost of the policy is reasonable for the level of cover that I get	6.79	6.39	7.19
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.90	4.83	6.98
7	Confidence	The policy is explained clearly	6.98	7.01	6.95
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.38	5.82	6.94
9	Ease	The policy documents are easy to read, with little or no small print	6.53	6.18	6.88
10	Confidence	The company handles complaints professionally and fairly	6.63	6.44	6.83

In addition the key opportunity statements are:

- My provider takes my loyalty into account when calculating renewal quotes after I have claimed
- The cost of the policy is reasonable for the level of cover that I get
- The insurer provides additional benefits for renewing (e.g. enhanced cover)
- The policy is explained clearly
- The insurer assesses my risk individually, rather than using generic assumptions
- The policy documents are easy to read, with little or no small print
- The company handles complaints professionally and fairly

SMEs Overall opportunity scores by gender – wave 5&6

The top 5 opportunity themes are consistent for women and men, Loyalty, Confidence and Ease make up the top 3 for both genders



On average, higher opportunity scores are recorded for female SME decision makers / influencers, compared to males, this is consistent with previous waves.

The Loyalty opportunity score has increased for both genders, it is up 0.55 points for men and 0.11 points for women. The only other theme to have increased since the last wave for women is Control, in relation to claims, it is up 0.72 points.

The Ease, Price, Speed (claims) and Control (claims) themes have all gone up by between 0.10 points and 1.08 points for men.

SMEs Opportunity themes by age – wave 5&6

Younger decision makers / influencers 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	4.65	7.71	8.78
Confidence	6.02	4.47	6.78	7.69
Ease	5.83	4.94	6.23	6.85
Protection	5.52	4.25	6.42	6.29
Price	5.01	4.12	5.44	6.02
Relationship	4.39	3.63	4.91	4.92
Control (claims)	4.37	3.63	6.56	10.00
Respect (claims)	3.98	3.22	6.24	10.00
Speed (claims)	3.85	3.12	5.99	10.00

Ease, Loyalty and Confidence are the top 3 opportunity themes for those aged 18-34. They want a discount for staying with the same provider; their questions answered quickly and clearly; and for the document to be easy to read with little small print.

Loyalty and Confidence are the 2 key opportunities for improving trust among decision makers / influencers for 35-54 year olds and those aged 55+.

For those within the 35-54 age group the key areas to increase trust are a discount for staying with the same company; no dual pricing; and their loyalty being taken into account when calculating renewal quotes following a claim.

Excluding the Claims themes, Over 55s want the same as the 35-54 year old group apart from wanting their insurance provider to handle complaints professionally and fairly in place of their loyalty being taken into account following a claim.

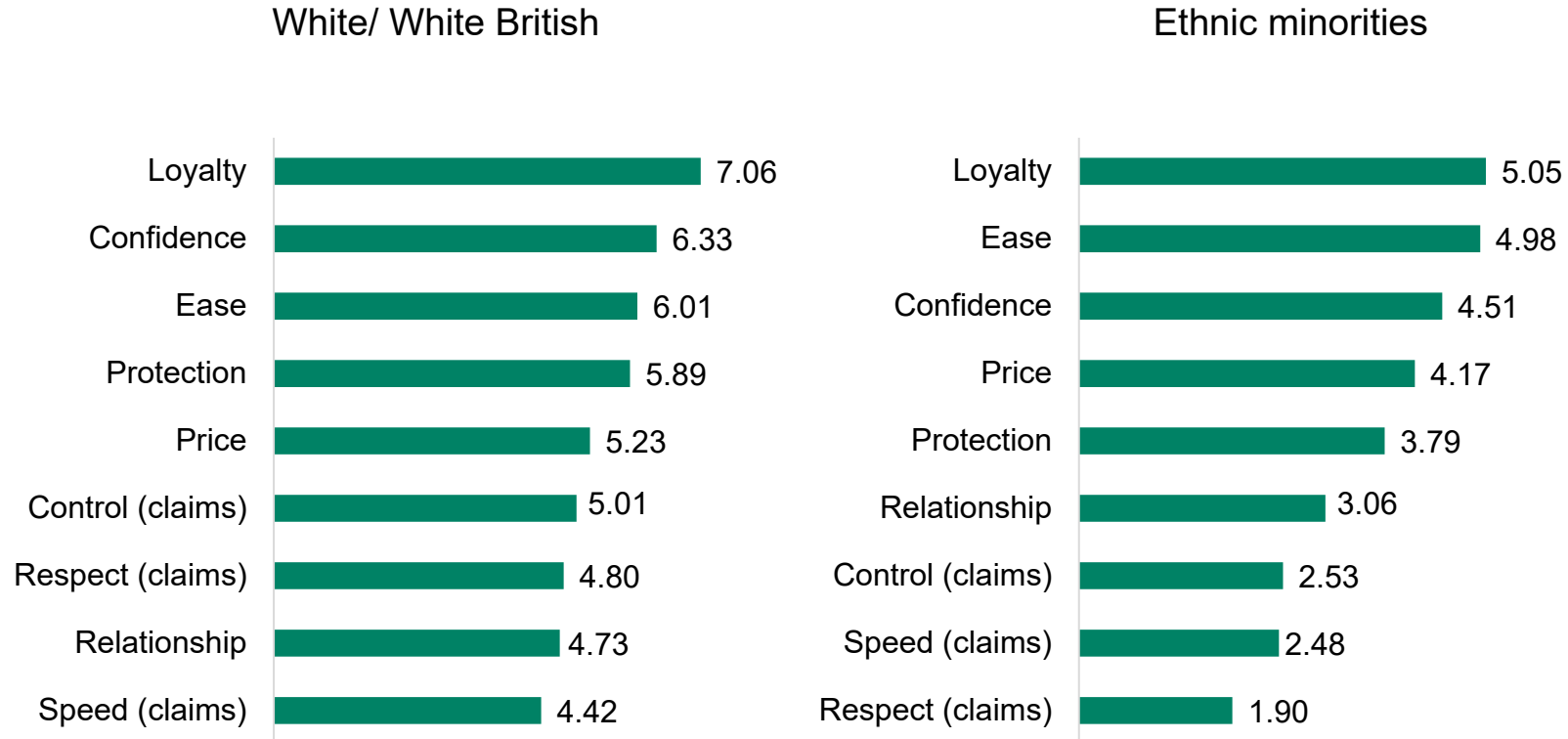
Table is showing opportunity scores by age range, relative to all respondents' average scores

Below overall score

Above overall score

SMEs Opportunity themes by ethnicity – wave 5&6

Loyalty, Confidence and Ease are the key opportunity themes for both White / White British and Ethnic minorities respondents



Loyalty has increased as an opportunity for Ethnic minority groups, up by only 0.11 points, but has climbed above both Ease and Confidence since the last wave. Confidence has dropped by 0.69 points since September 2020.

Control in relation to claims, Price and Loyalty have all increased by between 0.15 points to 1.00 point for White / White British.

The lowest 4 opportunity themes are the same for White / White British and Ethnic minorities groups.

SMEs Opportunity themes by number of employees – wave 5&6



Loyalty and Confidence are the 2 themes that feature as a top 3 opportunity to improve trust across different sized SMEs. Protection and Ease are also key themes for all sizes of organisation.

The opportunity score for Control (claims) has more than doubled since the last wave for SMEs employing 1-5 people whereas the other 2 claims related themes have hardly changed. This size of organisation want a choice of how a claim is settled and for the repair / replacement items to be completed / delivered at a time that suits them.

SMEs Overall satisfaction with the policy held – wave 5&6:

Overall satisfaction is 76%, a fall of 3 percentage points compared to September 2020 when it was 79%.

Within each group it is the 35-54 year olds; Females, White / White British, more than 20 employees and those holding an Employers' Liability policy who are the most satisfied.



Base: September & December 2020 data. All SMEs that hold at least one (motor, travel, buildings and/or contents, business interruption) insurance policy: 18-34 n=607, 34-54 n=615, 55 or older n=278, Male n=733, Female n=763, White/ White British n=1,228, Ethnic minorities n=249, 1-5 employees n=440, 6-20 employees n=493, More than 20 employees n=567, Motor n=392, Employers' Liability n=344, Buildings and/or Contents n=457, Business Interruption n=307 Total n=1,500. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

Covid-19

Impact on Financial Situations

September & December 2020 data



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

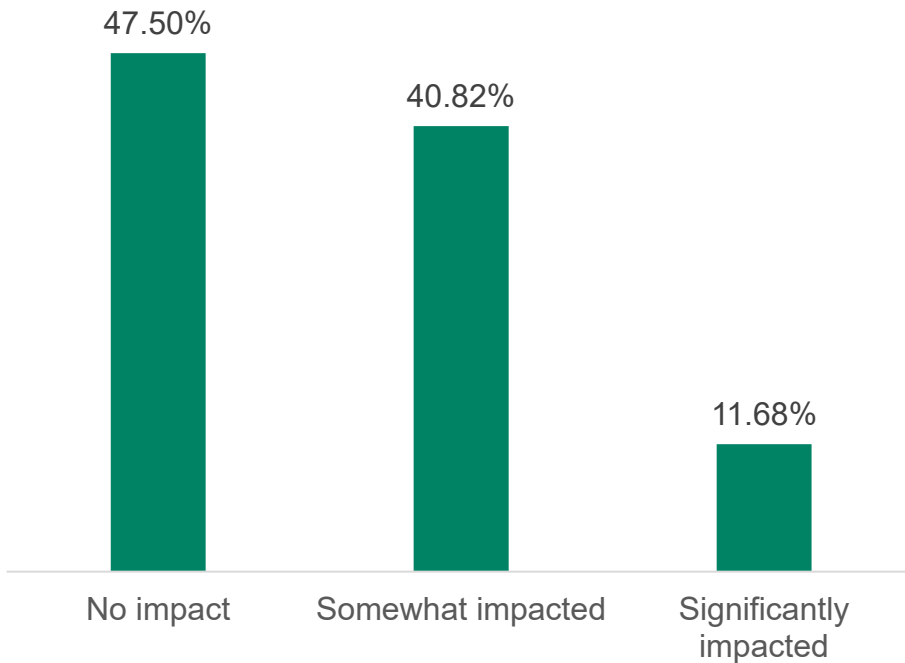
- In the May, September and December 2020 waves, Consumers and SME organisations were asked about how their financial situation has been impacted by the Covid-19 crisis, to assess if this may have had any influence on the opportunity scores for increasing trust with different customer groups
- Consumers 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 to some degree in most cases, however more than double the amount of SME respondents report being significantly impacted compared to consumers.
- Within both the Consumer and SME populations there are some slight nuances between demographics or the level of importance they place on Insurance such as:
 - The proportion of Consumer Ethnic minorities who report being significantly impacted financially is almost double that of Consumer White / White British respondents.
 - Almost 4 times as many 18-34-year-old Consumers report being significantly impacted financially than those aged 55+
 - Consumers who say they are uncertain about financial matters in general are more likely to be significantly impacted financially compared with those who are somewhat confident or confident about financial matters
 - SMEs who feel holding Insurance is important are more likely to say their business has been significantly impacted financially
 - SMEs employing 1-5 people are significantly impacted more than those employing 6-20 or more than 20 people

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

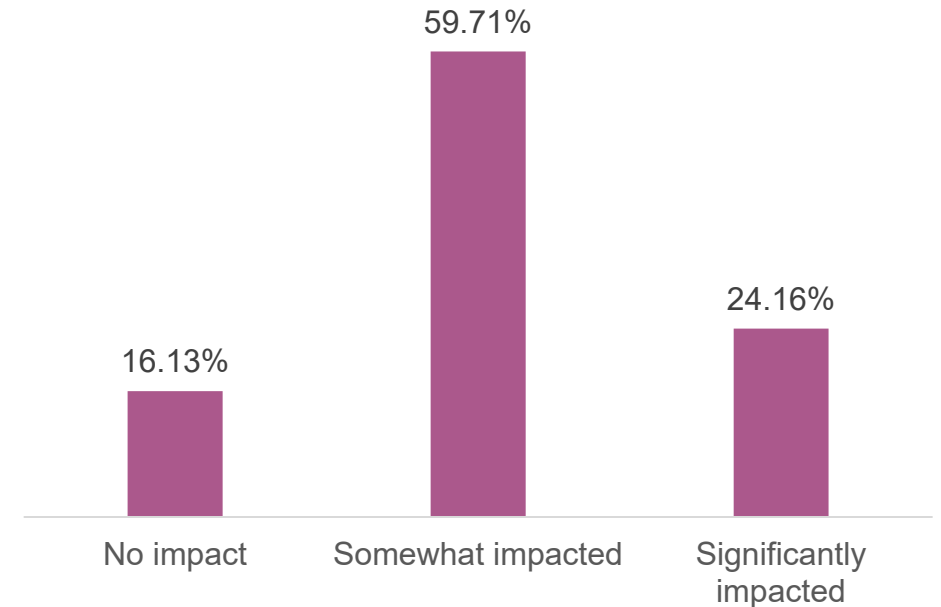
To what extent has your personal financial situation been impacted by the COVID-19 crisis?



52.5% of Consumers state that their personal financial situation has been somewhat or significantly impacted by Covid-19, this has somewhat decreased since the September and May 2020 reports though, when it was 57% and 61.5% respectively

SME market

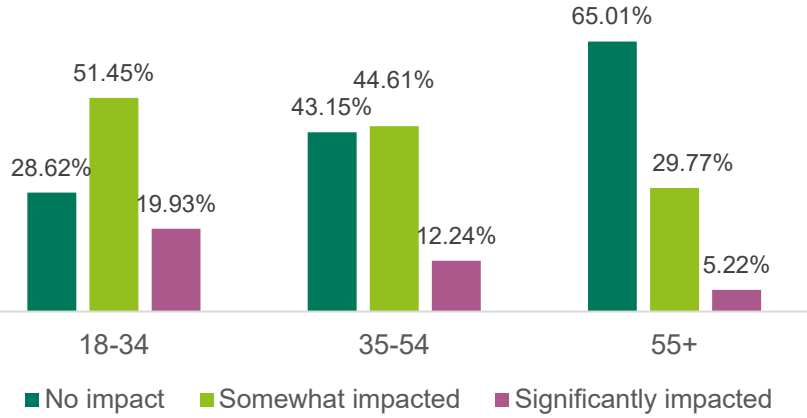
To what extent has the financial situation of your business been impacted by the COVID-19 crisis?



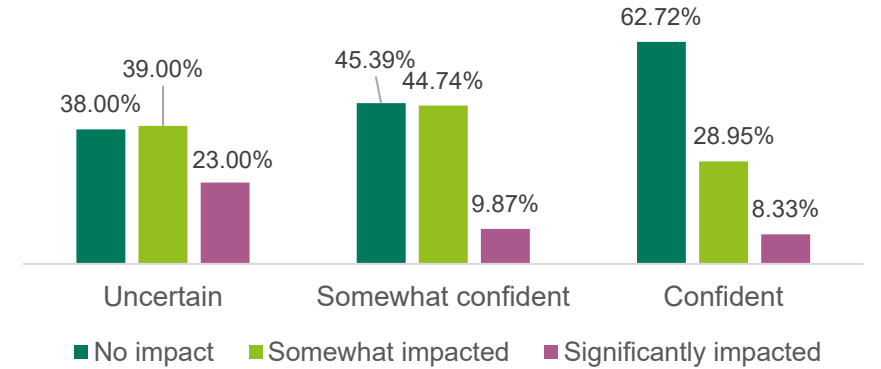
83.9% of SMEs surveyed stated that the financial situation of their business has been somewhat or significantly impacted, this is slightly less than September 2020 when it was 86%

Financial impact of COVID-19 crisis for Consumers

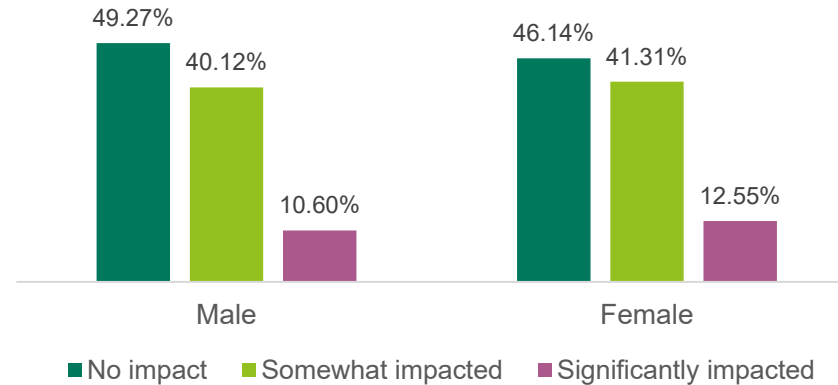
Consumers by Age Group



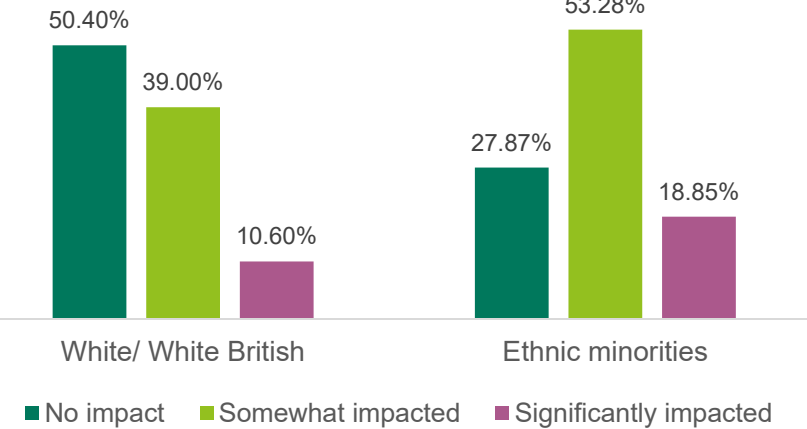
Consumers by confidence around financial matters in general



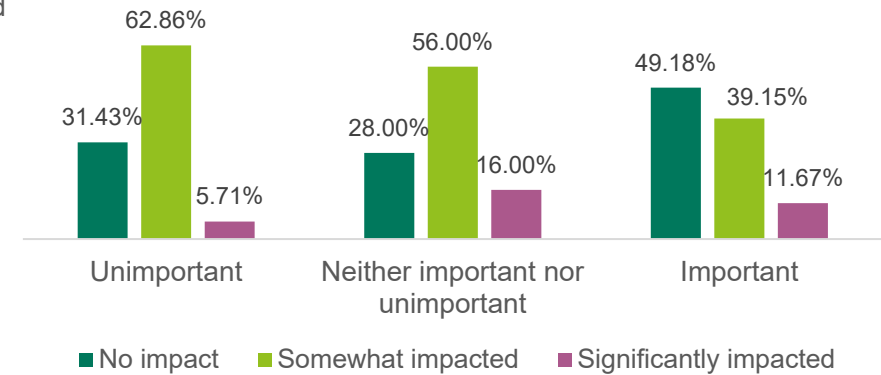
Consumers by Gender



Consumers by Ethnicity



Consumers by the importance they place on having Insurance



Base: Consumers Age Group: 18-34 = 276, 35-54 = 343, 55+=383. Consumers Ethnicity: White / White British = 877, Ethnic minorities = 122. Confidence on financial matters: Uncertain=100, Somewhat confident = 304 Confident = 598. Importance of Insurance: Unimportant = 35, Neither important or unimportant = 50, Important = 917. Gender Male = 481, Female = 518

Overall impact of COVID-19 crisis - Consumers

Opportunity theme scores are on average slightly higher amongst consumers who report that the Covid-19 crisis has significantly impacted their personal financial situation or it has no impact compared with those who reported being somewhat impacted.

Loyalty is the highest opportunity score for all groups, as it was in May & September 2020.

Speed and Respect (claims) are notably higher opportunities for consumers who have been significantly impacted financially

	All respondents	No Impact	Somewhat Impacted	Significantly Impacted
Loyalty	9.04	9.88	8.37	8.18
Confidence	7.51	8.19	7.00	6.57
Ease	6.14	6.19	6.02	6.40
Protection	5.84	6.04	5.74	5.45
Price	5.69	5.94	5.32	6.04
Respect (claims)	5.28	5.50	4.53	6.90
Speed (claims)	5.22	5.87	4.11	7.19
Control (claims)	4.65	7.47	2.37	7.01
Relationship	3.87	3.43	4.10	4.95
Base	Wave 5&6 = 1,002	476	409	117
Average	5.92	6.50	5.28	6.52

Below overall opportunity score

Above overall opportunity score

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

The highest 3 opportunity scores are **consistent** for those customers who have **not been impacted financially by Covid-19** and those **somewhat impacted**. The top 3 scores for customers **significantly impacted** are either directly or indirectly related to **claims**.

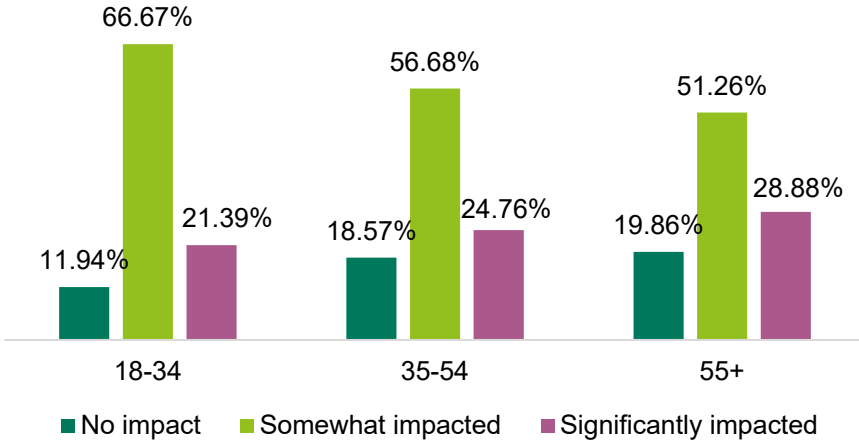
	Theme	Statement	Importance	Performance	Opportunity score
No Impact	1	Loyalty I am able to get a discount for staying with the same company	7.37	2.27	12.48
	2	Loyalty The premium doesn't increase because I'm not a new customer anymore	7.61	3.56	11.65
	3	Loyalty My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.04	3.08	11.00

	Theme	Statement	Importance	Performance	Opportunity score
Somewhat impacted	1	Loyalty The premium doesn't increase because I'm not a new customer anymore	6.36	3.51	9.20
	2	Loyalty I am able to get a discount for staying with the same company	6.38	3.58	9.18
	3	Loyalty My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.58	3.98	9.17

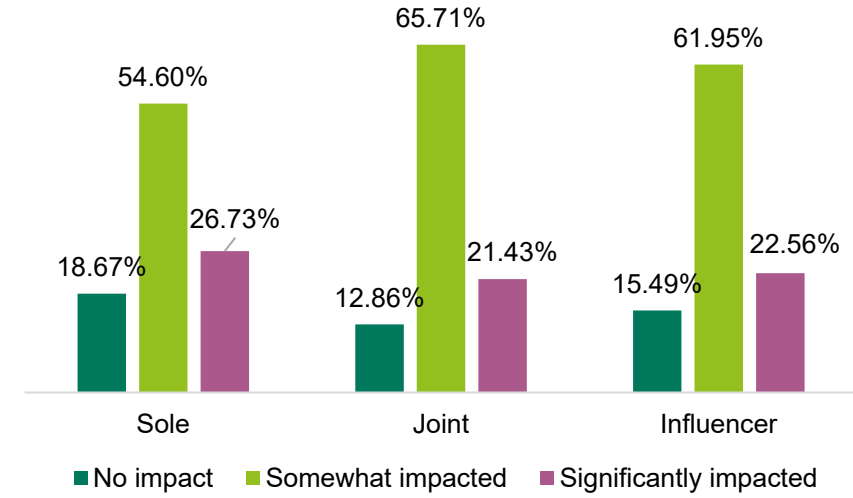
	Theme	Statement	Importance	Performance	Opportunity score
Significantly impacted	1	Speed (claims) It is clear what I need to do to claim	8.62	5.56	11.69
	2	Control (claims) I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	8.28	5.38	11.17
	3	Loyalty My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.26	4.47	10.06

Financial impact of COVID-19 crisis for the SMEs

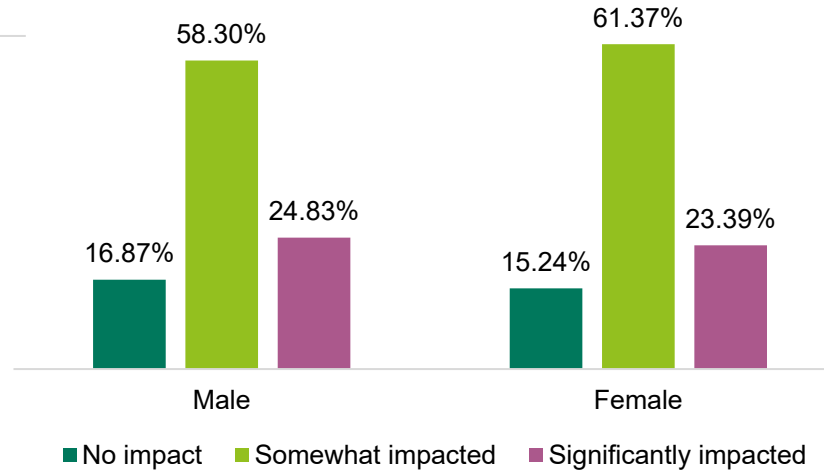
SME by Age Group



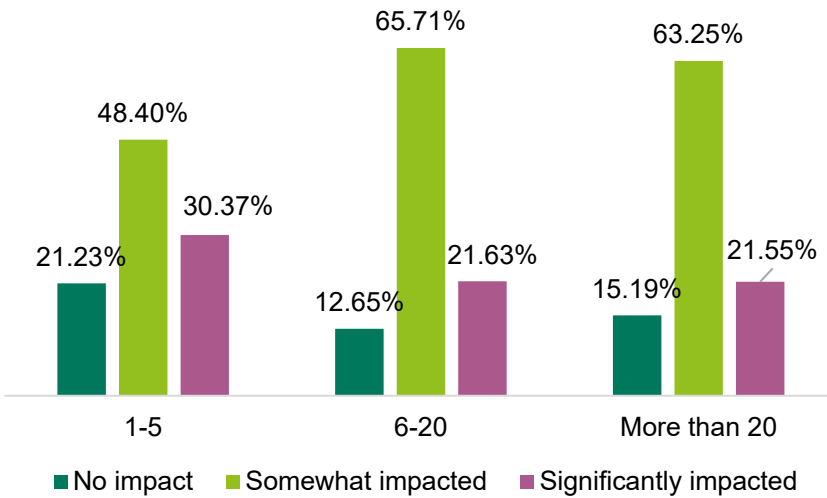
SME by Decision maker



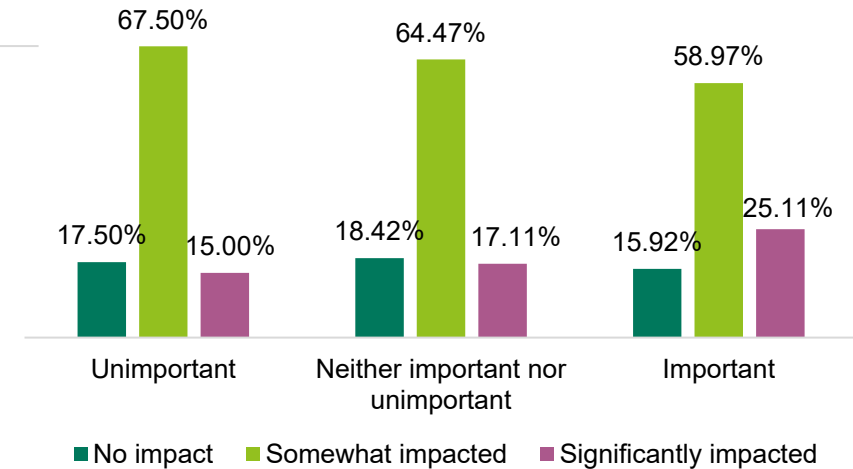
SME by Gender



SME by Number of Employees



SME by the importance they place on having Insurance



Overall impact of COVID-19 crisis - SMEs

Opportunity theme scores are on average highest amongst **SMEs who report that the Covid-19 crisis has significantly impacted their financial situation** as they have been since May 2020. The highest opportunity theme scores for this group are Loyalty, Confidence and Respect (claims). All claims related themes are higher if the business financial situation has been significantly impacted by Covid-19. The only themes which are lower for this group of SMEs compared to one or both of the other two groups are Protection and Relationship.

SMEs who report being just somewhat impacted have the lowest average opportunity scores, as is the case with the Consumers group.

	All respondents	No Impact	Somewhat Impacted	Significantly Impacted
Loyalty	6.66	7.34	6.12	7.64
Confidence	6.02	6.48	5.34	7.45
Ease	5.83	6.19	5.50	6.49
Protection	5.52	6.78	4.96	6.19
Price	5.01	5.05	4.70	5.79
Relationship	4.39	4.44	4.51	4.19
Control (claims)	4.37	5.37	3.87	5.97
Respect (claims)	3.98	2.57	3.01	7.41
Speed (claims)	3.85	4.17	3.29	5.46
Base	Wave 5&6 = 1,500	241	892	361
Average	5.07	5.38	4.59	6.29

Below overall opportunity score

Above overall opportunity score

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

The highest opportunity scores by statement are varied depending on the impact of Covid-19 but, the consistent opportunity for insurers to improve trust is for SMEs to get a discount for staying with the same company

	Theme	Statement	Importance	Performance	Opportunity score
No Impact	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.80	4.68	8.93
	Loyalty	I am able to get a discount for staying with the same company	6.60	4.46	8.74
	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.43	4.38	8.48

	Theme	Statement	Importance	Performance	Opportunity score
Somewhat impacted	Loyalty	I am able to get a discount for staying with the same company	6.23	5.02	7.45
	Ease	My questions are answered quickly and clearly	6.86	6.80	6.92
	Price	The cost of the policy is reasonable for the level of cover that I get	6.43	6.10	6.77

	Theme	Statement	Importance	Performance	Opportunity score
Significantly impacted	Loyalty	I am able to get a discount for staying with the same company	6.87	4.67	9.07
	Respect (claims)	The insurance company does not try to avoid paying out	6.74	4.52	8.96
	Confidence	The company handles complaints professionally and fairly	7.67	6.54	8.81

Appendix



Sample characteristics for both surveys - waves 5 & 6

Consumer n=1,002

Insurance policies held

Motor 80%
Travel 42%
Buildings / Contents 80%

13% have claimed on at least one of the below:

Motor 47%
Travel 35%
Buildings/ Contents 38%

Ethnicity

White/ White British 87.5%
Asian/ Asian British 6.0%
Black/ Black British 2.9%
Mixed/ multiple ethnic groups 2.0%
Other ethnic background 1.3%

Age

18-24 10%
25-34 17%
35-44 16%
45-54 18%
55-64 15%
65 or older 23%

Gender

Females 52%
Males 48%

SME n=1,500

Insurance policies held

Motor 59%
Employers' liability 53%
Buildings/ Contents 72%
Business interruption 20%

22% have claimed on at least one of the below:

Motor 33%
Employers' liability 30%
Buildings/ Contents 43%
Business interruption 31%

Ethnicity

White/ White British 82%
Asian/ Asian British 8%
Black/ Black British 4%
Mixed/ multiple ethnic groups 5%

Age

18-24 14%
25-34 26%
35-44 23%
45-54 18%
55-64 14%
65 or older 4%

Gender

Females 51%
Males 49%

Insurance buying decisions

Sole decision maker 47%
Joint decision maker 33%
Influencer, but I do not make the final decision 20%

Number of employees

1-5 29%
6-20 33%
20 or more 38%

Top 5 sectors

Construction 15%
Wholesale or retail trade 12%
Professional, scientific or technical services 10%
Education 8%
Healthcare 7%

Appendix - Consumers



Theme scores for Consumers – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.24	3.17	9.31
2	Confidence	6.98	6.12	7.85
3	Ease	6.58	6.72	6.44
4	Protection	5.82	5.71	5.92
5	Price	5.04	4.18	5.90
6	Speed (claims)	5.37	5.79	4.95
7	Control (claims)	4.50	4.08	4.91
8	Respect (claims)	5.08	5.38	4.78
9	Relationship	3.42	2.95	3.88

Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.79	2.83	8.74
2	Confidence	6.40	5.67	7.13
3	Ease	5.87	5.94	5.80
4	Protection	5.38	5.04	5.73
5	Respect (claims)	4.56	3.45	5.67
6	Price	4.71	3.91	5.50
7	Speed (claims)	5.20	4.99	5.40
8	Control (claims)	4.12	3.82	4.41
9	Relationship	3.39	2.95	3.83

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	7.26	3.46	11.06
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.22	3.88	10.56
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.26	4.02	10.50
4	Confidence	The company handles complaints professionally and fairly	7.97	6.18	9.77
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.24	3.36	9.11
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.10	5.21	9.00
7	Loyalty	I am told what the price would be if I wasn't a new customer	5.04	1.17	8.91
8	Price	The insurance provider matches a cheaper price from a competitors quote	6.27	3.72	8.83
9	Confidence	I am able to understand if there are any discounts or no claims bonus	7.84	7.14	8.54
10	Ease	My questions are answered quickly and clearly	7.92	7.30	8.53

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	6.51	2.81	10.20
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.59	3.33	9.85
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.49	3.33	9.64
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.76	2.47	9.04
5	Confidence	The company handles complaints professionally and fairly	7.32	6.01	8.62
6	Price	The insurance provider matches a cheaper price from a competitors quote	5.80	3.07	8.53
7	Loyalty	I am told what the price would be if I wasn't a new customer	4.78	1.13	8.43
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.42	4.79	8.06
9	Confidence	I know the company pays out quickly and worries about paperwork later	6.24	4.55	7.93
10	Confidence	The policy is explained clearly	7.36	6.84	7.88

Theme scores for Consumers – age

18-34

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.52	4.72	6.32
2	Confidence	5.78	5.96	5.59
3	Price	4.84	4.64	5.03
4	Ease	5.56	6.26	4.86
5	Protection	4.99	5.59	4.40
6	Speed (claims)	4.82	5.25	4.39
7	Relationship	4.18	4.32	4.03
8	Respect (claims)	3.98	4.28	3.67
9	Control (claims)	3.61	4.10	3.13

35-54

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.16	3.33	8.98
2	Confidence	6.95	6.08	7.81
3	Ease	6.66	6.59	6.73
4	Protection	6.10	5.49	6.71
5	Respect (claims)	5.86	5.41	6.31
6	Price	5.14	4.42	5.87
7	Control (claims)	5.05	4.46	5.63
8	Speed (claims)	5.36	5.99	4.73
9	Relationship	3.55	3.18	3.92

55 or older

	Theme	Importance	Performance	Opportunity score
1	Respect (claims)	7.78	2.22	13.33
2	Control (claims)	6.94	1.26	12.63
3	Speed (claims)	8.61	4.72	12.51
4	Loyalty	6.29	1.43	11.14
5	Confidence	7.17	5.69	8.64
6	Ease	6.37	6.20	6.55
7	Protection	5.64	5.14	6.14
8	Price	4.66	3.29	6.04
9	Relationship	2.74	1.72	3.76

Top 10 opportunities for Consumers – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	It is clear what I need to do to claim	6.02	4.75	7.30
2	Confidence	The insurer advertises what percentage of claims they pay out on	5.91	4.67	7.14
3	Loyalty	I get rewarded for having multiple products or policies with the same company	5.91	4.67	7.14
4	Loyalty	I am told what the price would be if I wasn't a new customer	5.22	3.48	6.95
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.98	5.08	6.88
6	Confidence	The company handles complaints professionally and fairly	6.38	6.13	6.63
7	Loyalty	I am able to get a discount for staying with the same company	6.09	5.55	6.63
8	Price	The price of the policy is the cheapest I can find	5.25	4.02	6.49
9	Confidence	I know the company pays out quickly and worries about paperwork later	5.72	5.00	6.45
10	Ease	My questions are answered quickly and clearly	6.20	6.17	6.22

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	7.08	3.26	10.91
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.41	3.92	10.89
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.03	3.77	10.28
4	Price	The insurance provider matches a cheaper price from a competitors quote	6.97	4.32	9.61
5	Confidence	The company handles complaints professionally and fairly	7.93	6.60	9.26
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.15	3.07	9.23
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.11	5.07	9.15
8	Confidence	I am able to understand if there are any discounts or no claims bonus	8.10	7.16	9.05
9	Confidence	The policy is explained clearly	8.16	7.56	8.77
10	Confidence	The insurer informs me about their claims process before I buy	6.85	4.94	8.76

Top 10 opportunities for Consumers – 55 or older

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)*	I can get through to the insurance company quickly at any time	10.00	4.55	15.45
2	Respect (claims)*	The people you deal with show compassion	8.33	2.50	14.17
3	Control (claims)*	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	5.83	-2.22	13.89
4	Speed (claims)*	I am not asked needless questions about my claim	10.00	6.36	13.64
5	Loyalty	I am able to get a discount for staying with the same company	7.34	1.26	13.41
6	Respect (claims)*	The insurance company does not try to avoid paying out	9.17	5.00	13.33
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.78	2.71	12.85
8	Control (claims)*	Repairs or replacement items are completed/ delivered at a time to suit me	8.33	4.00	12.67
9	Respect (claims)*	I do not have to prove that I am telling the truth with lots of receipts or pictures	5.83	-0.83	12.50
10	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.39	2.37	12.41

Theme scores for Consumers – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.06	2.70	9.42
2	Confidence	6.82	5.88	7.76
3	Respect (claims)	6.04	4.84	7.23
4	Ease	6.27	6.40	6.14
5	Protection	5.72	5.37	6.07
6	Speed (claims)	5.93	5.90	5.96
7	Price	4.80	3.87	5.73
8	Control (claims)	4.98	4.56	5.41
9	Relationship	3.27	2.72	3.82

Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.84	5.12	6.56
2	Ease	6.09	6.05	6.13
3	Confidence	5.91	6.04	5.78
4	Price	5.30	5.31	5.29
5	Relationship	4.41	4.53	4.28
6	Protection	4.84	5.44	4.23
7	Speed (claims)	3.52	3.95	3.10
8	Control (claims)	2.38	2.29	2.48
9	Respect (claims)	1.62	3.08	0.16

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	7.05	2.85	11.25
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.12	3.35	10.88
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.92	3.37	10.47
4	Confidence	The company handles complaints professionally and fairly	7.92	5.94	9.91
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.02	2.64	9.41
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.00	4.86	9.14
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.05	3.14	8.97
8	Loyalty	I am told what the price would be if I wasn't a new customer	4.71	0.74	8.67
9	Confidence	The policy is explained clearly	7.94	7.34	8.53
10	Confidence	I am able to understand if there are any discounts or no claims bonus	7.80	7.08	8.52

Top 10 opportunities for Consumers – Ethnic minorities

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am told what the price would be if I wasn't a new customer	6.48	4.07	8.88
2	Confidence	I know the company pays out quickly and worries about paperwork later	6.72	5.47	7.97
3	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.97	6.05	7.88
4	Ease	My questions are answered quickly and clearly	7.05	6.28	7.82
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.56	5.30	7.82
6	Confidence	The insurer advertises what percentage of claims they pay out on	6.07	5.00	7.13
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.98	5.00	6.97
8	Loyalty	I am able to get a discount for staying with the same company	5.98	5.25	6.71
9	Confidence	The insurer informs me about their claims process before I buy	5.74	4.96	6.52
10	Price	The insurance provider matches a cheaper price from a competitors quote	5.82	5.13	6.51

Theme scores for Consumers – policy type held

Motor					Travel					Buildings/ Contents				
	Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score
1	Loyalty	6.19	3.38	9.00	1	Loyalty	5.76	3.10	8.41	1	Loyalty	5.98	2.33	9.62
2	Respect (claims)	6.14	4.54	7.75	2	Confidence	6.48	5.68	7.27	2	Confidence	6.77	5.73	7.81
3	Control (claims)	5.62	3.76	7.48	3	Protection	5.54	5.00	6.09	3	Ease	5.97	6.06	5.88
4	Confidence	6.78	6.12	7.44	4	Ease	5.68	5.64	5.71	4	Price	4.55	4.03	5.07
5	Ease	6.69	6.86	6.52	5	Price	4.80	3.90	5.70	5	Protection	5.09	5.19	4.99
6	Protection	5.97	5.70	6.25	6	Speed (claims)	5.16	5.16	5.16	6	Speed (claims)	4.94	5.32	4.57

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	7.31	3.40	11.23
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.25	4.23	10.27
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.06	3.94	10.19
4	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	6.47	3.26	9.68
5	Price	The insurance provider matches a cheaper price from a competitors quote	6.48	3.77	9.19
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.17	3.14	9.19
7	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	6.47	3.80	9.14
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.10	5.32	8.89
9	Confidence	The company handles complaints professionally and fairly	7.54	6.28	8.80
10	Confidence	I am able to understand if there are any discounts or no claims bonus	7.92	7.24	8.59

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	6.30	3.22	9.38
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.43	3.82	9.05
3	Loyalty	I am told what the price would be if I wasn't a new customer	5.22	1.40	9.03
4	Confidence	The company handles complaints professionally and fairly	7.52	6.17	8.88
5	Confidence	The policy is explained clearly	7.78	6.89	8.68
6	Price	The insurance provider matches a cheaper price from a competitors quote	5.78	3.11	8.46
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.96	3.58	8.34
8	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.83	3.35	8.30
9	Speed (claims)	I can get through to the insurance company quickly at any time	5.77	3.27	8.27
10	Ease	The provider makes it easy to compare to policies from other providers	6.57	5.18	7.95

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

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.09	2.83	11.35
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.16	3.15	11.16
3	Loyalty	I am able to get a discount for staying with the same company	6.71	2.72	10.70
4	Confidence	The company handles complaints professionally and fairly	7.98	5.70	10.26
5	Loyalty	I am told what the price would be if I wasn't a new customer	5.07	0.37	9.77
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.82	2.12	9.53
7	Speed (claims)	My claim is settled quickly	6.55	3.79	9.31
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.71	4.41	9.01
9	Confidence	I know the company pays out quickly and worries about paperwork later	6.64	4.55	8.74
10	Confidence	I know what the policy covers and excludes	8.29	7.87	8.71

Theme scores for Consumers – policy type claimed

Motor					Travel					Buildings/ Contents				
	Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score		Theme	Importance	Performance	Opportunity score
1	Loyalty	5.41	3.94	6.89	1	Confidence	4.83	4.64	5.01	1	Speed (claims)	5.58	5.41	5.76
2	Respect (claims)	5.61	4.59	6.64	2	Respect (claims)	3.90	3.90	3.90	2	Control (claims)	4.50	3.60	5.40
3	Control (claims)	5.26	3.89	6.64	3	Speed (claims)	4.33	4.77	3.90	3	Loyalty	4.50	4.41	4.59
4	Ease	5.89	5.79	5.98	4	Ease	4.45	5.43	3.46	4	Respect (claims)	4.58	4.62	4.55
5	Confidence	5.65	5.32	5.98	5	Price	3.81	4.85	2.77	5	Price	4.42	4.83	4.00
6	Price	4.88	4.00	5.77	6	Loyalty	3.51	5.05	1.97	6	Confidence	4.17	5.27	3.07
7	Speed (claims)	5.73	5.80	5.66	7	Relationship	3.43	5.24	1.61	7	Ease	4.04	5.11	2.97
8	Protection	4.82	4.99	4.66	8	Protection	3.21	5.15	1.28	8	Protection	3.44	4.10	2.78
9	Relationship	3.68	4.25	3.11	9	Control (claims)	2.57	4.56	0.59	9	Relationship	2.94	3.73	2.14

Opportunities for Consumers – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.49	3.89	9.09
2	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.54	6.07	9.02
3	Speed (claims)	It is clear what I need to do to claim	6.84	5.09	8.59
4	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	5.79	3.75	7.83
5	Speed (claims)	I am offered immediate assistance and advice	6.84	5.89	7.79
6	Ease	The provider makes it easy to compare to policies from other providers	7.19	6.61	7.78
7	Confidence	The insurer informs me about their claims process before I buy	5.96	4.29	7.64
8	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	5.44	3.27	7.60
9	Price	The price of the policy is the cheapest I can find	5.26	3.21	7.31
10	Loyalty	I get rewarded for having multiple products or policies with the same company	5.96	4.64	7.29
11	Loyalty	I am able to get a discount for staying with the same company	6.49	3.89	9.09
12	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.54	6.07	9.02

Opportunities for Consumers – claimed on travel

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	I can get through to the insurance company quickly at any time	6.29	3.71	8.86
2	Relationship	I am able to go to my insurer for advice	6.00	4.00	8.00
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	5.14	2.94	7.34
4	Loyalty	I am told what the price would be if I wasn't a new customer	5.14	3.94	6.35
5	Confidence	The policy is explained clearly	6.29	6.29	6.29
6	Ease	The policy documents are easy to read, with little or no small print	5.14	4.12	6.17
7	Protection	The insurer has ideas to help me protect sentimental items which couldn't be replaced	5.14	4.12	6.17
8	Confidence	I am able to understand if there are any discounts or no claims bonus	5.43	5.45	5.40
9	Confidence	I know the company pays out quickly and worries about paperwork later	4.57	4.29	4.86
10	Confidence	The insurer advertises what percentage of claims they pay out on	4.29	3.71	4.86
11	Speed (claims)	I can get through to the insurance company quickly at any time	6.29	3.71	8.86
12	Relationship	I am able to go to my insurer for advice	6.00	4.00	8.00

Opportunities for Consumers – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My claim is settled quickly	7.00	4.50	9.50
2	Price	The price of the policy is the cheapest I can find	5.75	4.00	7.50
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.00	4.50	7.50
4	Confidence	I know the company pays out quickly and worries about paperwork later	5.50	3.51	7.49
5	Speed (claims)	It is clear what I need to do to claim	6.50	5.68	7.32
6	Loyalty	I am told what the price would be if I wasn't a new customer	5.50	4.25	6.75
7	Speed (claims)	I am not asked needless questions about my claim	6.00	5.26	6.74
8	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.75	2.97	6.53
9	Loyalty	I get rewarded for having multiple products or policies with the same company	5.50	4.50	6.50
10	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.50	2.57	6.43
11	Speed (claims)	My claim is settled quickly	7.00	4.50	9.50
12	Price	The price of the policy is the cheapest I can find	5.75	4.00	7.50

Base: September & December 2020 data. All consumers who have claimed on at least one (motor, travel, buildings and/or contents) insurance policy: Buildings/Contents n=40. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

Appendix - SMEs



Theme scores for SMEs – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.03	4.77	7.28
2	Confidence	6.36	6.28	6.44
3	Ease	6.45	6.48	6.42
4	Protection	6.01	6.04	5.99
5	Price	5.12	4.75	5.50
6	Relationship	4.60	4.38	4.83
7	Control (claims)	4.55	4.50	4.61
8	Respect (claims)	4.39	4.50	4.28
9	Speed (claims)	4.90	6.06	3.74

Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.35	4.64	6.05
2	Confidence	5.89	6.13	5.64
3	Ease	5.48	5.75	5.21
4	Protection	5.35	5.65	5.04
5	Price	4.43	4.38	4.49
6	Control (claims)	4.01	3.90	4.11
7	Relationship	4.28	4.55	4.02
8	Speed (claims)	4.15	4.34	3.96
9	Respect (claims)	3.72	3.79	3.65

Top 10 opportunities for SMEs – Females

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.68	4.90	8.46
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.69	4.94	8.45
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.69	5.31	8.07
4	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.70	5.77	7.62
5	Ease	My questions are answered quickly and clearly	7.46	7.31	7.61
6	Ease	The policy documents are easy to read, with little or no small print	7.01	6.47	7.55
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.25	5.05	7.45
8	Price	The cost of the policy is reasonable for the level of cover that I get	6.98	6.57	7.39
9	Ease	The provider makes it easy to compare to policies from other providers	6.67	5.97	7.37
10	Confidence	I know what the policy covers and excludes	7.22	7.34	7.11

Top 10 opportunities for SMEs – Males

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.15	4.77	7.53
2	Ease	My questions are answered quickly and clearly	6.90	6.58	7.23
3	Confidence	The policy is explained clearly	6.77	6.59	6.95
4	Price	The cost of the policy is reasonable for the level of cover that I get	6.59	6.23	6.95
5	Confidence	The company handles complaints professionally and fairly	6.45	6.18	6.73
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.58	4.60	6.56
7	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.80	5.17	6.42
8	Confidence	I know what the policy covers and excludes	6.78	7.15	6.41
9	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.57	4.82	6.31
10	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.08	5.90	6.27

Theme scores for SMEs – age

18-34

	Theme	Importance	Performance	Opportunity score
1	Ease	5.20	5.46	4.94
2	Loyalty	4.70	4.75	4.65
3	Confidence	5.02	5.58	4.47
4	Protection	4.70	5.15	4.25
5	Price	4.35	4.59	4.12
6	Relationship	4.02	4.42	3.63
7	Control (claims)	3.76	3.90	3.63
8	Respect (claims)	3.42	3.63	3.22
9	Speed (claims)	3.98	4.84	3.12

35-54

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.39	5.08	7.71
2	Confidence	6.74	6.70	6.78
3	Control (claims)	5.82	5.07	6.56
4	Protection	6.40	6.38	6.42
5	Respect (claims)	5.96	5.67	6.24
6	Ease	6.42	6.61	6.23
7	Speed (claims)	6.17	6.35	5.99
8	Price	5.15	4.86	5.44
9	Relationship	4.78	4.65	4.91

55 or older

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.24	3.69	8.78
2	Confidence	7.11	6.52	7.69
3	Ease	6.63	6.42	6.85
4	Protection	6.21	6.12	6.29
5	Price	4.91	3.80	6.02
6	Relationship	4.51	4.11	4.92

Top 10 opportunities for SMEs – 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	5.38	4.79	5.97
2	Ease	My questions are answered quickly and clearly	6.10	6.24	5.95
3	Ease	The policy documents are easy to read, with little or no small print	5.44	5.29	5.59
4	Speed (claims)	It is clear what I need to do to claim	5.03	4.55	5.52
5	Confidence	The policy is explained clearly	5.73	6.06	5.40
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	5.29	5.22	5.36
7	Price	The cost of the policy is reasonable for the level of cover that I get	5.40	5.44	5.36
8	Ease	The provider makes it easy to compare to policies from other providers	5.11	4.93	5.28
9	Confidence	The company handles complaints professionally and fairly	5.54	5.81	5.27
10	Confidence	I know what the policy covers and excludes	5.73	6.28	5.18

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	7.14	5.34	8.93
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.01	5.28	8.74
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.11	5.63	8.58
4	Respect (claims)	The people you deal with show compassion	7.02	5.53	8.51
5	Price	The cost of the policy is reasonable for the level of cover that I get	7.58	6.83	8.33
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.80	5.50	8.09
7	Ease	My questions are answered quickly and clearly	7.63	7.24	8.01
8	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	6.17	4.35	7.99
9	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	6.38	5.00	7.77
10	Price	The insurance provider matches a cheaper price from a competitors quote	6.11	4.48	7.74

Top 10 opportunities for SMEs – 55 or older years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.01	3.72	10.31
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.12	4.31	9.94
3	Confidence	The company handles complaints professionally and fairly	8.06	6.61	9.50
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.40	3.31	9.50
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.52	5.76	9.28
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.09	4.96	9.21
7	Ease	My questions are answered quickly and clearly	8.49	7.79	9.19
8	Confidence	I am able to understand if there are any discounts or no claims bonus	8.06	7.10	9.02
9	Ease	The policy documents are easy to read, with little or no small print	8.17	7.36	8.97
10	Confidence	The policy is explained clearly	8.35	8.00	8.69

Theme scores for SMEs – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.89	4.71	7.06
2	Confidence	6.37	6.41	6.33
3	Ease	6.17	6.33	6.01
4	Protection	5.96	6.02	5.89
5	Price	4.93	4.62	5.23
6	Control (claims)	4.68	4.36	5.01
7	Respect (claims)	4.50	4.21	4.80
8	Relationship	4.60	4.46	4.73
9	Speed (claims)	4.94	5.45	4.42

Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Loyalty	4.86	4.67	5.05
2	Ease	5.03	5.07	4.98
3	Confidence	4.94	5.36	4.51
4	Price	4.27	4.37	4.17
5	Protection	4.39	4.98	3.79
6	Relationship	3.77	4.47	3.06
7	Control (claims)	3.22	3.91	2.53
8	Speed (claims)	3.53	4.57	2.48
9	Respect (claims)	3.00	4.10	1.90

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	6.64	4.83	8.45
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.57	5.20	7.94
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.38	4.94	7.82
4	Ease	My questions are answered quickly and clearly	7.46	7.20	7.71
5	Price	The cost of the policy is reasonable for the level of cover that I get	7.10	6.59	7.60
6	Ease	The policy documents are easy to read, with little or no small print	6.90	6.40	7.40
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.71	6.03	7.39
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.08	4.79	7.37
9	Confidence	The company handles complaints professionally and fairly	6.96	6.61	7.32
10	Confidence	I am able to understand if there are any discounts or no claims bonus	6.94	6.81	7.07

Top 10 opportunities for SMEs – Ethnic minorities

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The policy is explained clearly	5.82	5.42	6.23
2	Ease	My questions are answered quickly and clearly	5.94	5.70	6.19
3	Loyalty	I am able to get a discount for staying with the same company	5.46	4.88	6.05
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.42	4.96	5.89
5	Speed (claims)	I can get through to the insurance company quickly at any time	4.67	3.56	5.77
6	Confidence	I know what the policy covers and excludes	5.74	5.94	5.54
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.02	4.50	5.54
8	Price	The cost of the policy is reasonable for the level of cover that I get	5.46	5.41	5.51
9	Ease	I am able to buy through a price comparison website	4.94	4.44	5.44
10	Ease	The provider makes it easy to compare to policies from other providers	5.26	5.16	5.36

Theme scores for SMEs – number of employees

1-5

	Theme	Importance	Performance	Opportunity score
1	Control (claims)	6.00	3.51	8.49
2	Loyalty	5.76	3.37	8.15
3	Confidence	6.01	5.59	6.43
4	Ease	6.06	5.87	6.24
5	Protection	5.76	5.38	6.14
6	Price	4.63	3.55	5.70
7	Respect (claims)	4.67	5.27	4.07
8	Speed (claims)	5.60	7.37	3.83
9	Relationship	3.09	2.70	3.47

6-20

	Theme	Importance	Performance	Opportunity score
1	Ease	5.51	5.59	5.44
2	Confidence	5.58	5.86	5.31
3	Loyalty	4.81	4.70	4.91
4	Protection	4.87	5.38	4.36
5	Price	4.42	4.66	4.19
6	Relationship	4.12	4.44	3.80
7	Respect (claims)	3.37	3.33	3.41
8	Speed (claims)	3.51	4.65	2.38
9	Control (claims)	2.86	3.67	2.05

More than 20

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.38	5.68	7.08
2	Confidence	6.66	6.95	6.36
3	Protection	6.32	6.56	6.08
4	Ease	6.29	6.73	5.85
5	Control (claims)	5.43	5.06	5.79
6	Relationship	5.73	5.81	5.65
7	Speed (claims)	5.41	5.23	5.59
8	Price	5.22	5.23	5.21
9	Respect (claims)	4.70	4.78	4.62

Top 10 opportunities for SMEs – 1-5 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	6.00	1.25	10.75
2	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	7.20	4.29	10.11
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.91	3.92	9.90
4	Loyalty	I am able to get a discount for staying with the same company	6.59	3.44	9.74
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.50	3.94	9.06
6	Ease	My questions are answered quickly and clearly	7.48	6.83	8.12
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.91	3.71	8.11
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.43	4.76	8.10
9	Price	The insurance provider matches a cheaper price from a competitors quote	5.41	2.85	7.97
10	Ease	The policy documents are easy to read, with little or no small print	7.02	6.10	7.94

Top 10 opportunities for SMEs – 6-20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Ease	My questions are answered quickly and clearly	6.63	6.44	6.83
2	Confidence	I know what the policy covers and excludes	6.41	6.54	6.28
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	5.92	5.59	6.26
4	Ease	The policy documents are easy to read, with little or no small print	5.82	5.48	6.17
5	Confidence	The company handles complaints professionally and fairly	6.09	6.11	6.06
6	Ease	The provider makes it easy to compare to policies from other providers	5.66	5.26	6.06
7	Price	The cost of the policy is reasonable for the level of cover that I get	5.85	5.68	6.03
8	Loyalty	I am able to get a discount for staying with the same company	5.35	4.78	5.91
9	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.06	4.32	5.80
10	Confidence	The policy is explained clearly	6.09	6.38	5.80

Top 10 opportunities for SMEs – More than 20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.18	5.89	8.47
2	Price	The cost of the policy is reasonable for the level of cover that I get	7.41	6.81	8.01
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.00	6.07	7.94
4	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.58	5.55	7.61
5	Confidence	The policy is explained clearly	7.51	7.64	7.38
6	Ease	My questions are answered quickly and clearly	7.39	7.42	7.36
7	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	5.77	4.29	7.25
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.63	6.11	7.16
9	Confidence	I know what the policy covers and excludes	7.43	7.74	7.11
10	Confidence	The company handles complaints professionally and fairly	7.09	7.08	7.10

Theme scores for SMEs – policy type held

Motor

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.87	4.90	6.84
2	Confidence	6.40	6.32	6.48
3	Protection	5.80	5.99	5.60
4	Ease	5.88	6.24	5.52
5	Price	4.99	4.72	5.26
6	Relationship	5.00	4.96	5.04

Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.45	3.96	6.94
2	Ease	5.76	5.64	5.87
3	Confidence	5.42	5.41	5.43
4	Protection	5.13	5.32	4.93
5	Price	4.26	3.98	4.54
6	Relationship	3.43	3.75	3.11

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.64	4.71	6.57
2	Confidence	6.17	6.45	5.90
3	Protection	5.92	6.03	5.82
4	Ease	5.95	6.25	5.65
5	Price	4.79	4.71	4.87
6	Relationship	4.47	4.39	4.55

Business interruption

	Theme	Importance	Performance	Opportunity score
1	Ease	6.33	6.25	6.42
2	Confidence	6.44	6.59	6.28
3	Loyalty	5.76	5.28	6.25
4	Protection	5.78	5.91	5.64
5	Price	5.09	4.79	5.40
6	Relationship	4.74	4.72	4.76

Top 10 opportunities for SMEs – 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	6.51	5.04	7.97
2	Ease	My questions are answered quickly and clearly	7.27	6.70	7.84
3	Confidence	The policy is explained clearly	7.22	6.76	7.68
4	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.17	4.71	7.64
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.66	5.86	7.46
6	Confidence	I know what the policy covers and excludes	7.32	7.25	7.39
7	Confidence	The company handles complaints professionally and fairly	6.89	6.40	7.37
8	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.38	5.45	7.31
9	Confidence	I am able to understand if there are any discounts or no claims bonus	7.02	6.80	7.23
10	Ease	The policy documents are easy to read, with little or no small print	6.71	6.19	7.23

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

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	Loyalty: The premium doesn't increase because I'm not a new customer anymore	6.21	3.93	8.49
2	Loyalty	Loyalty: I am able to get a discount for staying with the same company	6.09	4.33	7.85
3	Loyalty	Loyalty: My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.06	4.44	7.68
4	Price	Price: The cost of the policy is reasonable for the level of cover that I get	6.76	5.95	7.58
5	Loyalty	Loyalty: The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.74	4.11	7.38
6	Ease	Ease: The provider makes it easy to compare to policies from other providers	5.96	4.94	6.98
7	Ease	Ease: The policy documents are easy to read, with little or no small print	6.25	5.71	6.79
8	Ease	Ease: My questions are answered quickly and clearly	6.83	6.89	6.77
9	Confidence	Confidence: The insurer assesses my risk individually, rather than using generic assumptions	5.84	5.12	6.57
10	Confidence	Confidence: The policy is explained clearly	6.66	6.78	6.54

Top 10 opportunities for SMEs – 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	6.61	4.68	8.54
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.35	5.10	7.59
3	Price	The cost of the policy is reasonable for the level of cover that I get	6.87	6.29	7.46
4	Ease	My questions are answered quickly and clearly	7.20	7.07	7.33
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.72	6.13	7.31
6	Confidence	I know what the policy covers and excludes	7.18	7.25	7.10
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.84	4.73	6.95
8	Ease	The provider makes it easy to compare to policies from other providers	6.28	5.73	6.83
9	Ease	The policy documents are easy to read, with little or no small print	6.50	6.31	6.68
10	Protection	The policy is of the right level to ensure my business could continue to trade	6.65	6.73	6.57

Top 10 opportunities for SMEs – policy type held business interruption

	Theme	Statement	Importance	Performance	Opportunity score
1	Ease	My questions are answered quickly and clearly	7.36	7.06	7.66
2	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.00	6.47	7.53
3	Confidence	The company handles complaints professionally and fairly	6.97	6.44	7.50
4	Loyalty	I am able to get a discount for staying with the same company	6.32	5.33	7.31
5	Confidence	The policy is explained clearly	7.17	7.18	7.15
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.22	5.40	7.05
7	Confidence	I am able to understand if there are any discounts or no claims bonus	6.94	7.04	6.83
8	Ease	The policy documents are easy to read, with little or no small print	6.64	6.49	6.80
9	Ease	I'm not asked lots of unnecessary questions about myself when applying for a quote	6.48	6.20	6.77
10	Price	The cost of the policy is reasonable for the level of cover that I get	6.68	6.62	6.73

Theme scores for SMEs – policy type claimed

Motor

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	4.96	4.74	5.17
2	Respect (claims)	4.58	4.54	4.62
3	Control (claims)	3.83	3.87	3.79

Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Control (claims)	4.51	4.41	4.60
2	Respect (claims)	3.64	3.87	3.42
3	Speed (claims)	3.89	5.65	2.13

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Control (claims)	4.14	3.43	4.85
2	Speed (claims)	4.46	4.92	4.01
3	Respect (claims)	3.92	3.92	3.92

Business Interruption

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	5.13	5.65	4.60
2	Respect (claims)	4.36	4.53	4.19
3	Control (claims)	4.70	5.47	3.93

Opportunities for SMEs – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	5.00	3.25	6.75
2	Speed (claims)	I am offered immediate assistance and advice	5.50	4.50	6.50
3	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	5.50	4.62	6.38
4	Speed (claims)	It is clear what I need to do to claim	5.50	5.00	6.00
5	Speed (claims)	My claim is settled quickly	6.00	6.25	5.75
6	Speed (claims)	I can get through to the insurance company quickly at any time	4.50	3.75	5.25
7	Respect (claims)	The insurance company does not try to avoid paying out	5.00	5.25	4.75
8	Speed (claims)	I am not asked needless questions about my claim	4.00	4.21	3.79
9	Speed (claims)	My insurer provides effective assistance/ advice	4.25	4.75	3.75
10	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	3.00	3.16	2.84
11	Respect (claims)	The people you deal with show compassion	3.75	5.13	2.37
12	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	3.00	3.85	2.15

Opportunities for SMEs – claimed on employers' liability

	Theme	Statement	Importance	Performance	Opportunity score
1	Control (claims):	Control (claims): I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	5.19	4.81	5.56
2	Control (claims)	Control (claims): Repairs or replacement items are completed/ delivered at a time to suit me	4.44	4.15	4.74
3	Respect (claims)	Respect (claims): The insurance company does not try to avoid paying out	3.52	2.45	4.58
4	Speed (claims)	Speed (claims): It is clear what I need to do to claim	4.44	4.63	4.26
5	Speed (claims)	Speed (claims): I am not asked needless questions about my claim	4.07	4.63	3.52
6	Control (claims)	Control (claims): I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	3.89	4.26	3.52
7	Respect (claims)	Respect (claims): The people you deal with show compassion	4.07	5.19	2.96
8	Respect (claims)	Respect (claims): I do not have to prove that I am telling the truth with lots of receipts or pictures	3.33	3.96	2.70
9	Speed (claims)	Speed (claims): I can get through to the insurance company quickly at any time	3.70	5.56	1.85
10	Speed (claims)	Speed (claims): My claim is settled quickly	4.07	6.30	1.85
11	Speed (claims)	Speed (claims): I am offered immediate assistance and advice	3.70	5.93	1.48
12	Speed (claims)	Speed (claims): My insurer provides effective assistance/ advice	3.33	6.85	-0.19

Opportunities for SMEs – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	5.32	2.88	7.76
2	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.19	2.74	5.65
3	Respect (claims)	The people you deal with show compassion	4.68	3.87	5.48
4	Speed (claims)	My insurer provides effective assistance/ advice	4.84	4.68	5.00
5	Speed (claims)	It is clear what I need to do to claim	4.84	5.00	4.68
6	Speed (claims)	My claim is settled quickly	4.68	4.75	4.60
7	Speed (claims)	I can get through to the insurance company quickly at any time	4.52	4.67	4.37
8	Respect (claims)	The insurance company does not try to avoid paying out	3.87	3.71	4.03
9	Speed (claims)	I am not asked needless questions about my claim	4.19	5.08	3.31
10	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	3.23	4.19	2.26
11	Speed (claims)	I am offered immediate assistance and advice	3.71	5.32	2.10
12	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	2.90	4.67	1.14

Opportunities for SMEs – claimed on business interruption

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	It is clear what I need to do to claim	6.41	5.64	7.18
2	Speed (claims)	My insurer provides effective assistance/ advice	5.90	5.38	6.41
3	Respect (claims)	The people you deal with show compassion	5.90	5.38	6.41
4	Speed (claims)	My claim is settled quickly	5.13	4.87	5.38
5	Speed (claims)	I can get through to the insurance company quickly at any time	5.38	5.38	5.38
6	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.87	4.62	5.13
7	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	4.87	5.64	4.10
8	Respect (claims)	The insurance company does not try to avoid paying out	3.59	3.59	3.59
9	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	3.59	4.62	2.56
10	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.36	6.15	2.56
11	Speed (claims)	I am not asked needless questions about my claim	3.59	5.53	1.65
12	Speed (claims)	I am offered immediate assistance and advice	4.36	7.11	1.61