



**The Institute of
Customer Service**



**Chartered
Insurance
Institute**

Chartered Insurance Institute

Trust in the Insurance sector

Consumer & SME survey analysis

September 2021

Waves 7&8 (April 2021 & July 2021)



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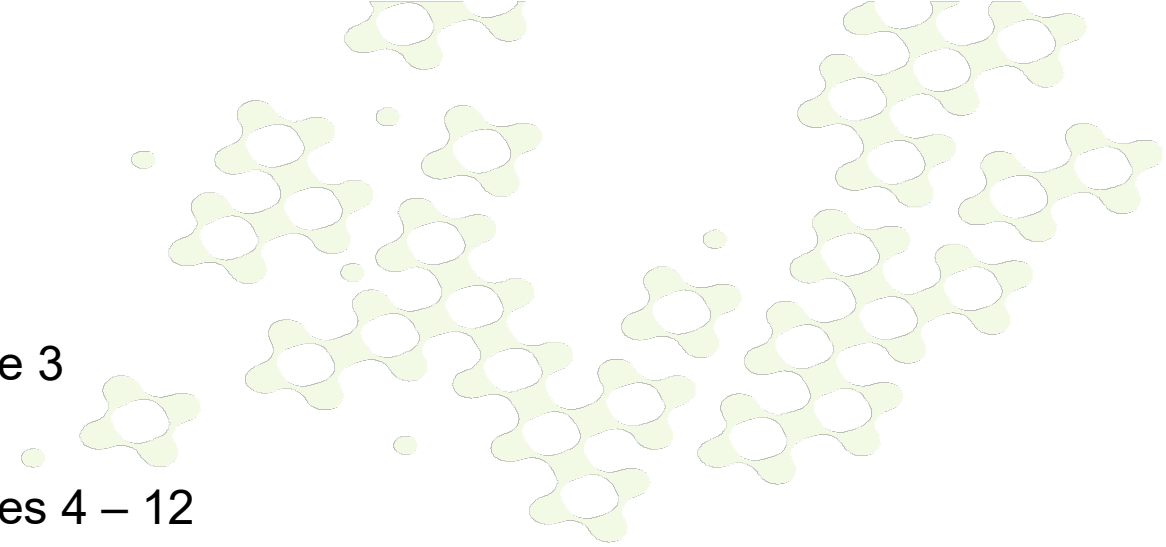
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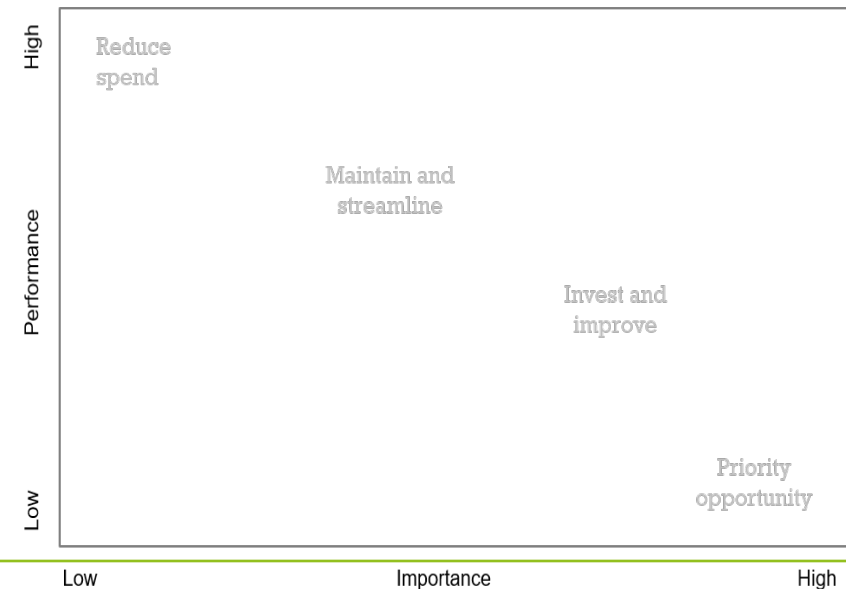


Background and methodology

- As part of the Institute of Customer Service/CII Trust in Insurance tracker, 999 consumers and 1,499 SME employees, who are involved in the insurance buying decisions, were surveyed
- For this report we have analysed the combined data sets from the April 2021 and July 2021 waves
- 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, performance and opportunity scores

- The research asked customers to rate “importance” and their current insurers’ “performance” on 50 statements across 9 themes. These responses have been used to create “opportunity” scores
- 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
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

- The top 5 opportunities to improve trust remain the same as the previous two waves: Loyalty, Confidence, Ease, Protection and Price
- The key priority actions which would increase trust are:
 - Giving customers a discount for staying with the same company
 - Taking customer loyalty into account when calculating renewal quotes following a claim
 - Not increasing the premium because they are no longer a new customer
 - Providing additional benefits for renewing (e.g. enhanced cover)
 - Assessing their risk individually, rather than using generic assumptions
- Additional areas which are key to increasing Consumer trust are price matching competitors; informing the customer of the price if they were not a new customer; and handling complaints professionally and fairly
- Overall Consumer satisfaction is 82%, 1 percentage point lower than the last wave
- Consumer satisfaction is highest for motor insurance policies (85%) and lowest for travel (76%). Satisfaction with buildings / contents is 81%
- The proportion of Consumers that are significantly impacted financially by the Covid-19 crisis is 10.5%, similar to April 2021 and down slightly from the 2020 waves of the research
- Average opportunity theme scores are highest amongst Consumers whose financial situation has not been impacted by the Covid-19 crisis.
- This is a change from previous waves where those who have been significantly impacted by Covid 19 had higher opportunity scores and has primarily been driven by an increase in the stated importance level for the Loyalty theme, up 0.81 points compared to wave 6&7 for those not impacted financially.

Key findings – Consumers

Importance scores

	Wave 7&8 Importance	Wave 6&7 Importance	Change +/-
Loyalty	5.69	5.82	-0.13
Confidence	6.29	6.42	-0.13
Protection	5.37	5.28	+0.09
Ease	5.91	5.86	+0.05
Price	4.53	4.53	0.00
Speed (claims)	4.41	4.67	-0.26
Relationship	3.08	3.03	+0.05
Control (claims)	3.08	3.54	-0.46
Respect (claims)	4.41	3.82	+0.59

Performance scores

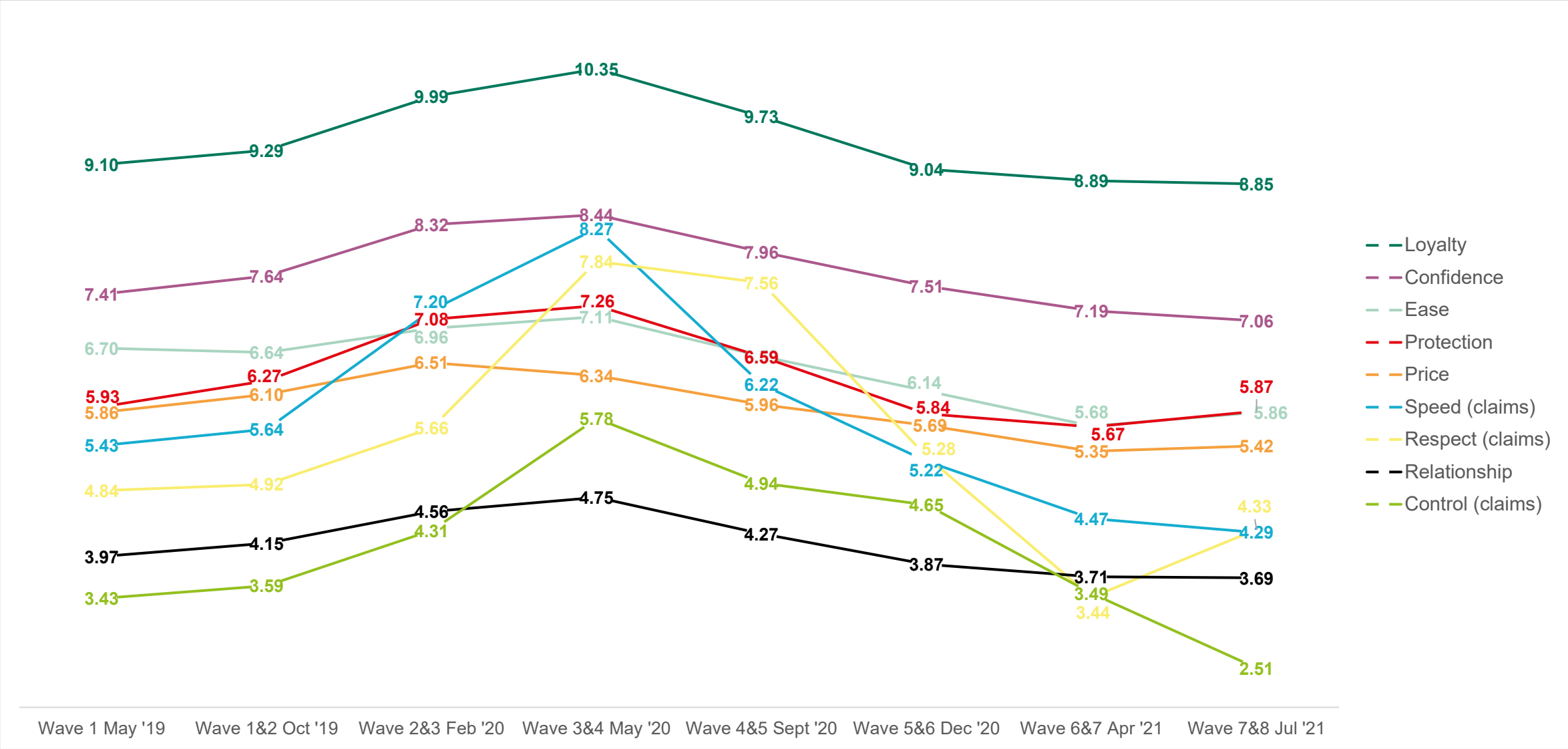
	Wave 7&8 Performance	Wave 6&7 Performance	Change +/-
Loyalty	2.53	2.74	-0.21
Confidence	5.52	5.64	-0.12
Protection	4.86	4.88	-0.02
Ease	5.95	6.05	-0.10
Price	3.64	3.72	-0.08
Respect (claims)	4.49	4.20	+0.29
Speed (claims)	4.53	4.86	-0.33
Relationship	2.46	2.36	+0.10
Control (claims)	3.65	3.59	+0.06

Opportunity scores

	Wave 7&8 Opportunity Score	Wave 6&7 Opportunity Score	Change +/-
Loyalty	8.85	8.89	-0.04
Confidence	7.06	7.19	-0.13
Protection	5.87	5.67	0.20
Ease	5.86	5.68	0.18
Price	5.42	5.35	0.07
Respect (claims)	4.33	3.44	0.89
Speed (claims)	4.29	4.47	-0.18
Relationship	3.69	3.71	-0.02
Control (claims)	2.51	3.49	-0.98

- The top 5 opportunities to improve trust remain the same as the previous two waves: Loyalty, Confidence, Ease, Protection and Price
- Importance and Performance scores are relatively stable compared with wave 6&7

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



Key findings – SME market

- The top 5 opportunity statements for SMEs which would increase trust are:
 - Their loyalty being taken into account when calculating renewal following a claim
 - Handling complaints professionally and fairly
 - Transparency about what the policy covers and excludes
 - SMEs wish to get a discount for staying with the same company
 - Providing additional benefits for renewing (e.g. enhanced cover)
- Opportunity scores for decision makers or influencers aged 35-54 and 55+ are higher than those 18-34 years old. This means there is a greater opportunity to improve trust with these age groups
- 43.3% of the 18-34 year old age group have made a claim in the last 12 months, compared to 16.4% of the 35-54 age range and 4.8% of the over 55s
- In terms of organisation size, SMEs employing 20+ people continue to provide the highest opportunity to improve trust
- Overall satisfaction is 79%, an increase of 2 percentage points compared to wave 6&7 and at its highest point since May 2020, when it was also 79%
- 18.6% of SMEs report being significantly impacted financially by the Covid-19 crisis compared to 20.5% in the April 2021 wave
- On average, the opportunity to improve trust is greatest within SMEs who have been significantly impacted by Covid-19

Key findings – SME market

Importance

	Wave 7&8 Importance	Wave 6&7 Importance	Change +/-
Loyalty	5.51	5.44	+0.07
Confidence	6.10	5.98	+0.12
Ease	5.65	5.65	0.00
Protection	5.58	5.46	+0.12
Price	4.86	4.75	+0.11
Relationship	4.57	4.40	+0.17
Speed (claims)	4.49	4.41	+0.08
Respect (claims)	4.28	4.16	+0.12
Control (claims)	4.01	4.04	-0.03

Performance

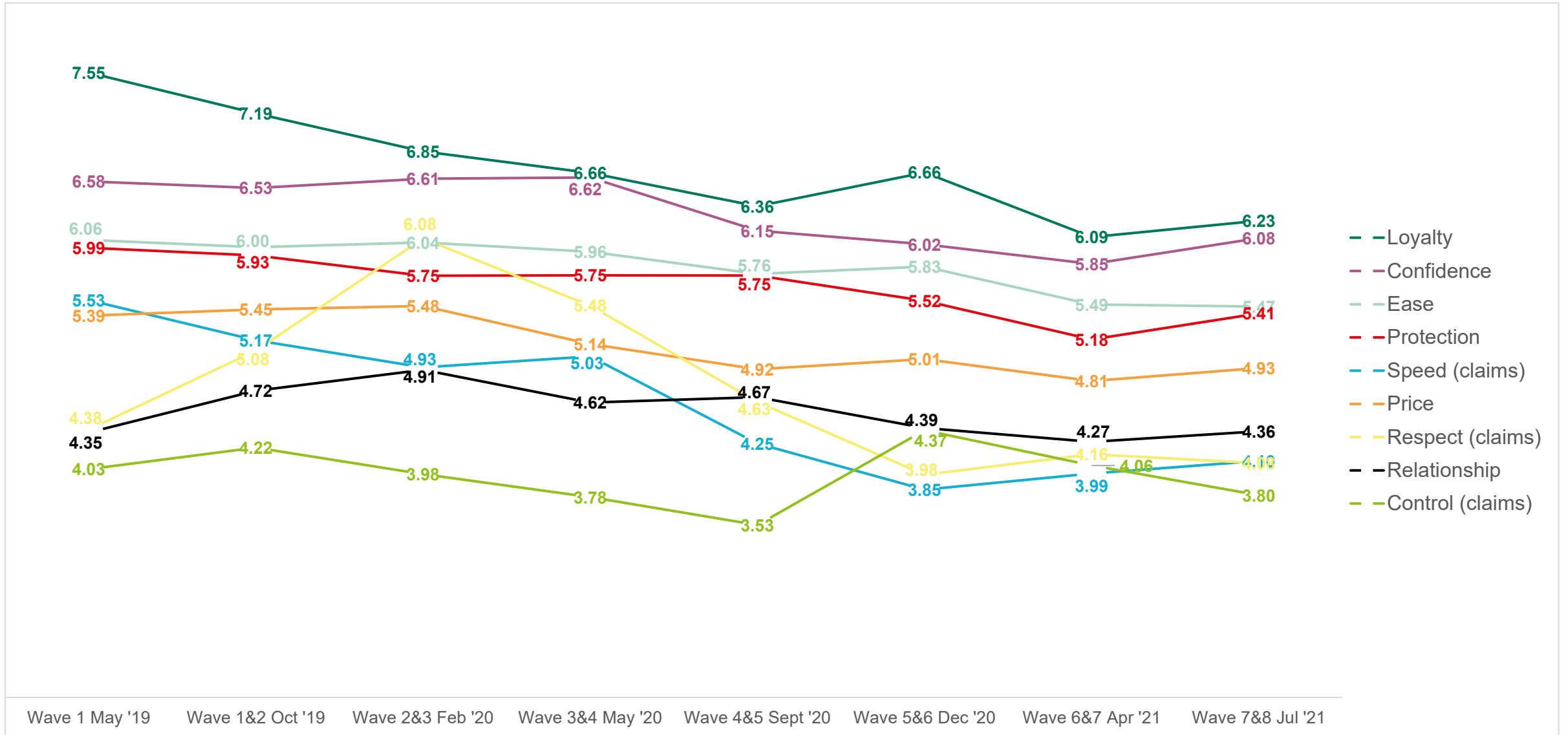
	Wave 7&8 Performance	Wave 6&7 Performance	Change +/-
Loyalty	4.79	4.80	-0.01
Confidence	6.11	6.12	-0.01
Ease	5.83	5.82	+0.01
Protection	5.75	5.74	+0.01
Price	4.79	4.69	+0.10
Relationship	4.78	4.52	+0.26
Speed (claims)	4.87	4.82	+0.05
Respect (claims)	4.49	4.17	+0.32
Control (claims)	4.22	4.02	+0.20

Opportunity

	Wave 7&8 Opportunity Score	Wave 6&7 Opportunity Score	Change +/-
Loyalty	6.23	6.09	+0.14
Confidence	6.08	5.85	+0.23
Ease	5.47	5.49	-0.02
Protection	5.41	5.18	+0.23
Price	4.93	4.81	+0.12
Relationship	4.36	4.27	+0.09
Speed (claims)	4.10	3.99	+0.11
Respect (claims)	4.08	4.16	-0.08
Control (claims)	3.80	4.06	-0.26

- Loyalty, Confidence, Ease, Protection and Price are the highest opportunity scores in wave 7&8, consistent with each wave in the last 12 months
- Importance and Performance scores are very similar to the previous wave in April 2021. As a result, opportunity scores are also relatively stable compared to wave 6&7

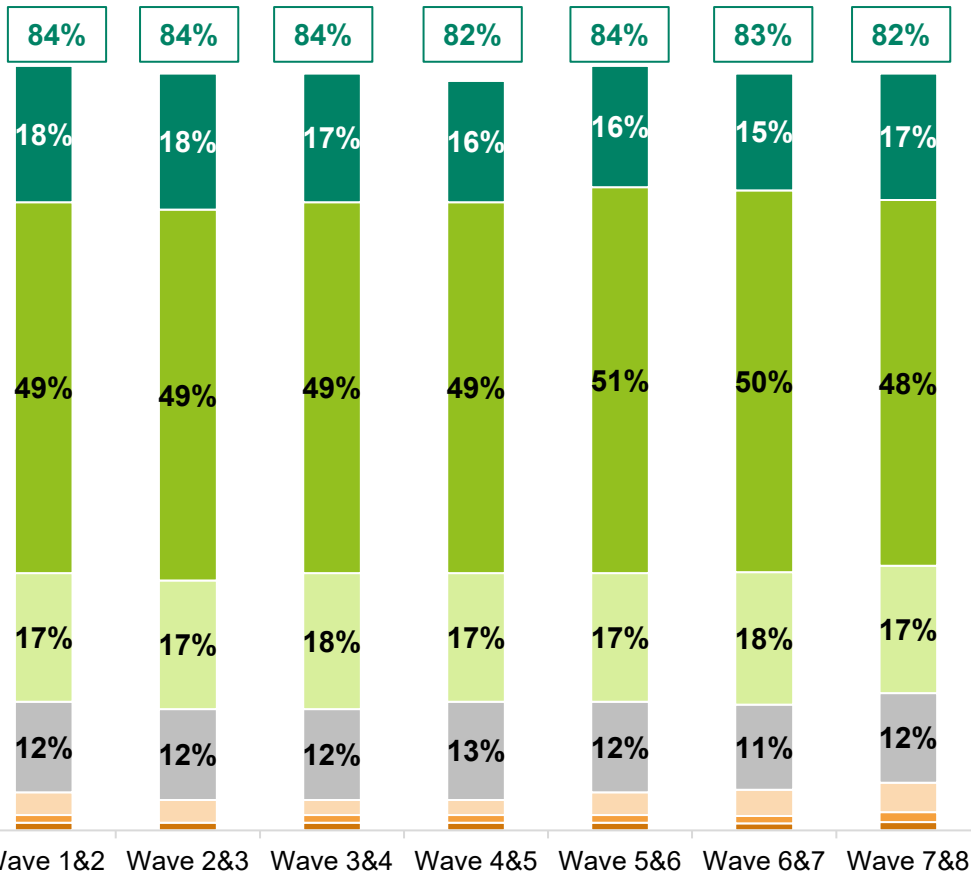
SMEs YoY comparison – Opportunity scores: Loyalty and Confidence are the top themes for both the consumer and SME markets consistently across the waves.



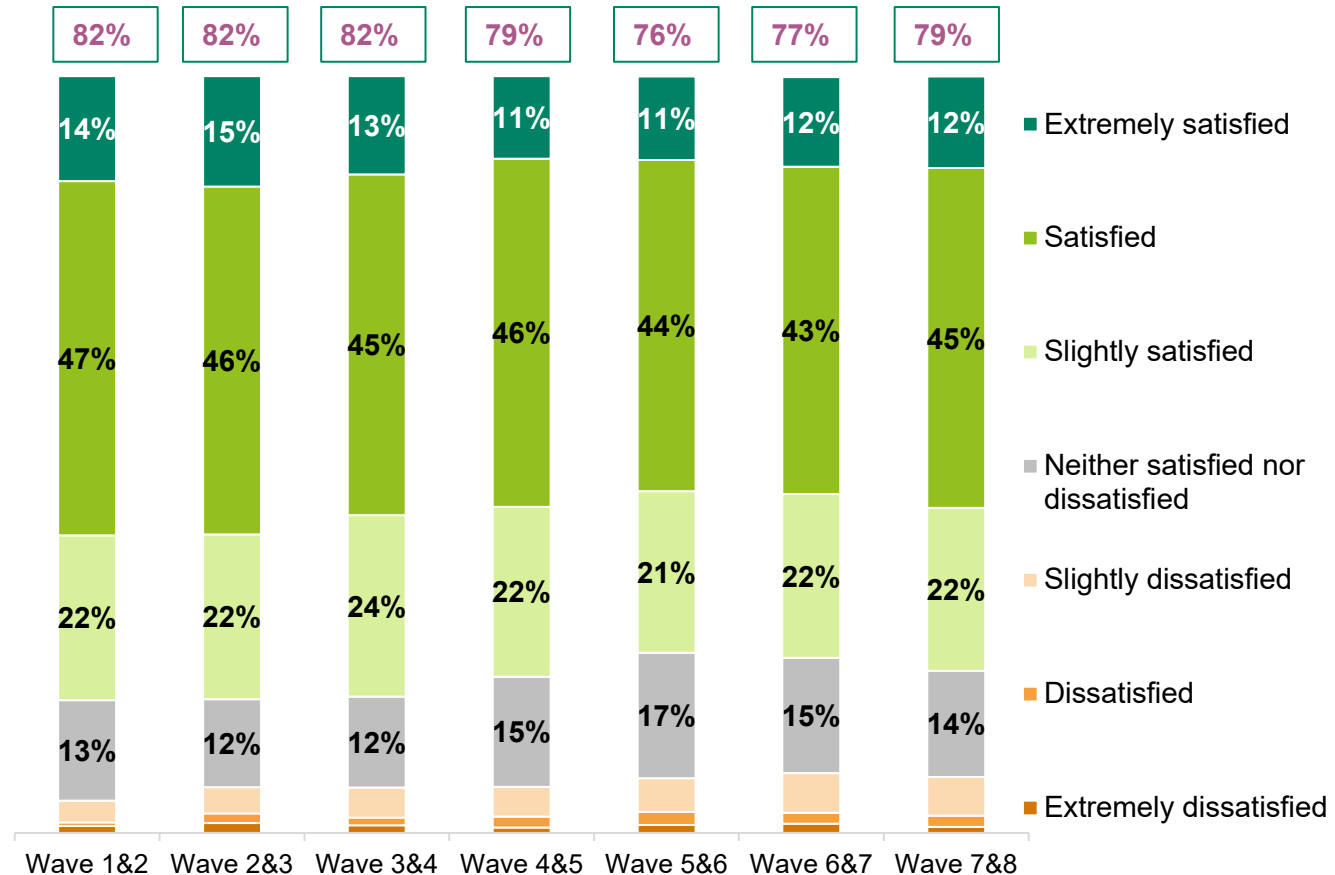
Consumer and SME, YoY comparison – Overall satisfaction with the policy held:

Satisfaction levels have fallen by 1 percentage point for Consumers compared to wave 6&7. SME satisfaction is up by 2 percentage points and at its highest level since wave 4&5 (May 2020)

Consumer



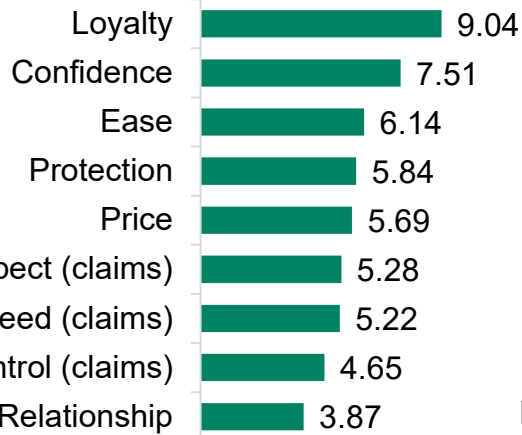
SME



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. Wave 6&7 (2021): Consumer n=1,005, SMEs n=1,505. Wave 7&8 (2021): Consumer n=999, SMEs n=1,499

Wave comparisons – Opportunity scores

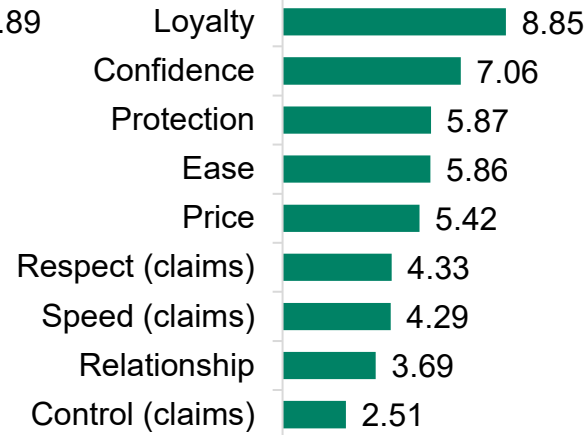
Consumer 2020 – wave 5&6



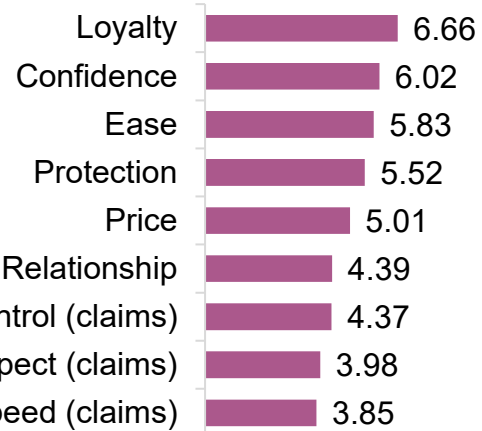
Consumer 2021 – wave 6&7



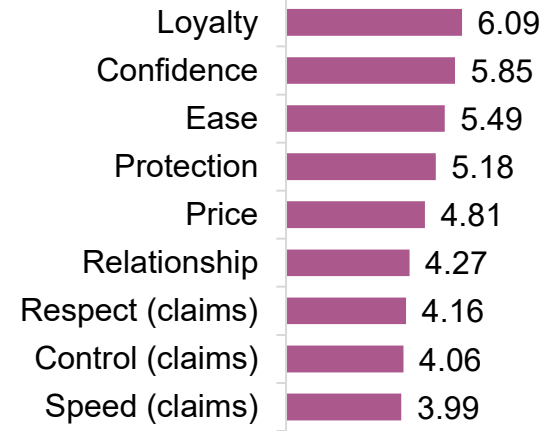
Consumer 2021 – wave 7&8



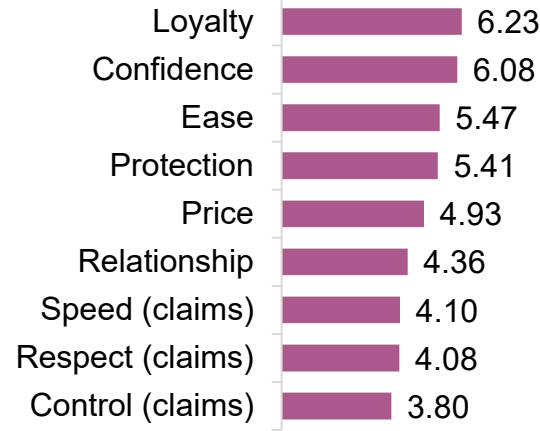
SME 2020 – wave 5&6



SME 2021 – wave 6&7



SME 2021 – wave 7&8



In the last 3 waves Loyalty, Confidence, Ease, Protection and Price are the top 5 opportunity themes to improve trust in the Insurance sector, across both Consumers and SMEs

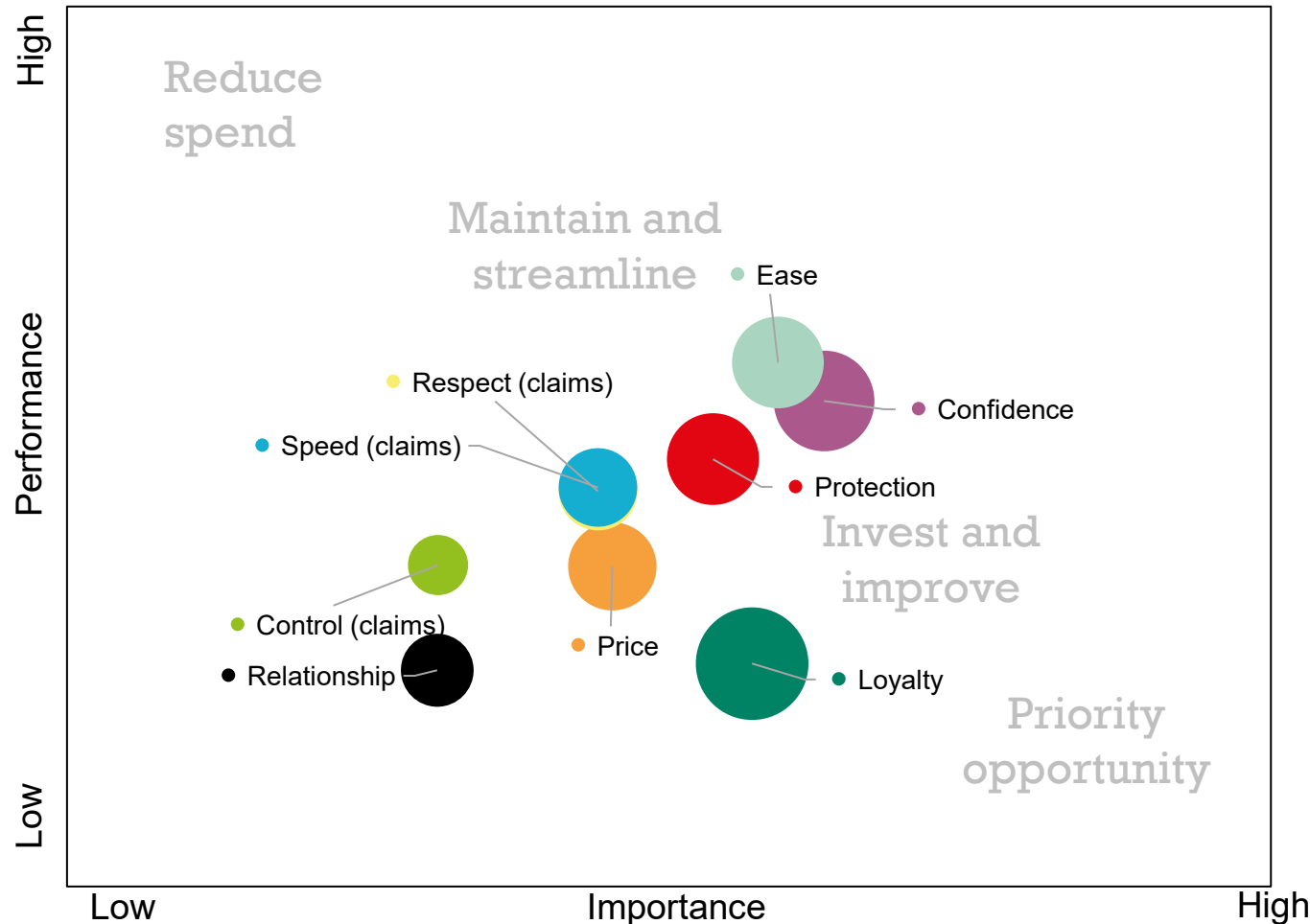
Consumer survey

April 2021 & July 2021 data



Overall Consumer themes - wave 7&8

Loyalty, followed by Confidence remain the top two opportunity themes overall to improve trust levels with Consumers. This is consistent with all previous waves of the research. Loyalty is third in terms of Consumers' stated importance behind Confidence and Ease. The performance score for Loyalty is the second lowest overall, and this makes it the biggest 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.

Consumers wish to be rewarded for Loyalty for staying with the same provider through:

- Discounts
- Insurers taking loyalty into account following a claim
- Premiums not increasing once they are no longer a new customer
- Providing consumers with additional benefits, such as enhanced cover, for renewing.

Additional examples that the industry could employ to improve trust:

- Giving consumers confidence that their risk is assessed individually
- Insurance providers matching a cheaper competitors' quote
- Transparency on price if they were not a new customer
- Handling consumers' complaints professionally and fairly
- Policy documentation is easy to read with little or no small print
- Policies being explained clearly are all specific.

Top 10 opportunities for Consumers - wave 7&8

Rewarding customers' loyalty and taking it into account when calculating renewal quotes following a claim are the highest opportunities to improve trust with Consumers

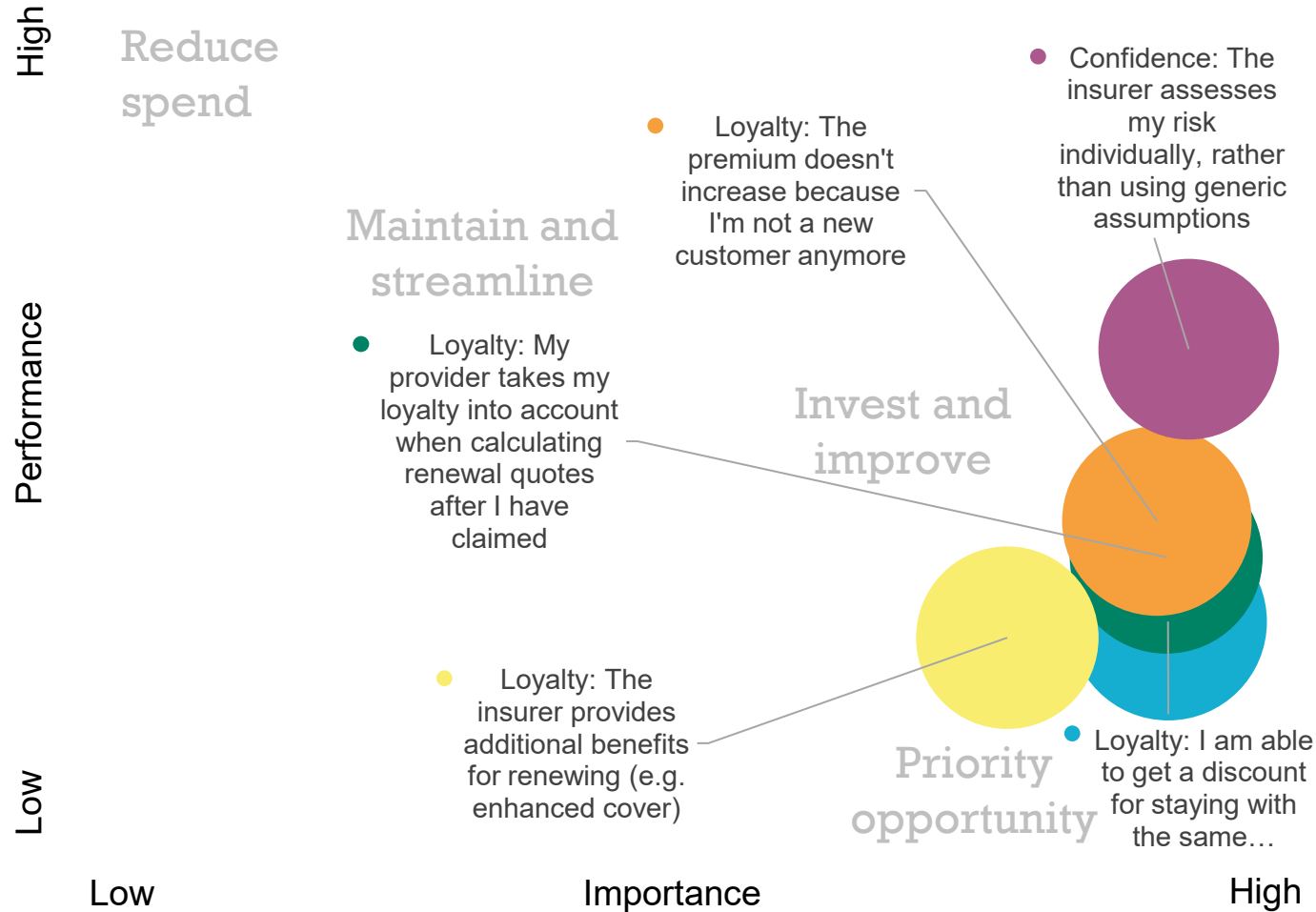
	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.78	2.58	10.97
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.77	3.06	10.48
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.72	3.33	10.11
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.92	2.46	9.37
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.89	4.61	9.16
6	Price	The insurance provider matches a cheaper price from a competitors quote	5.77	2.92	8.61
7	Loyalty	I am told what the price would be if I wasn't a new customer	4.66	0.82	8.51
8	Confidence	The company handles complaints professionally and fairly	7.03	5.73	8.33
9	Ease	The policy documents are easy to read, with little or no small print	7.38	6.47	8.28
10	Confidence	The policy is explained clearly	7.53	6.96	8.09

Further areas that would improve trust:

- Transparent and consistent pricing for new and existing customers, rather than dual pricing
- Providing additional benefits for renewing (e.g. enhanced cover)
- Assessing the risk individually, rather than using generic assumptions
- Matching a cheaper price from a competitors quote
- Transparency about new customer discounts
- Handling complaints professionally and fairly
- Policy documentation is easy to read with little or no small print
- Explaining the policy clearly

Top 5 opportunity statements for Consumers - wave 7&8

The top 5 opportunity statements remain the same as wave 6&7, with four of five coming under the Loyalty theme

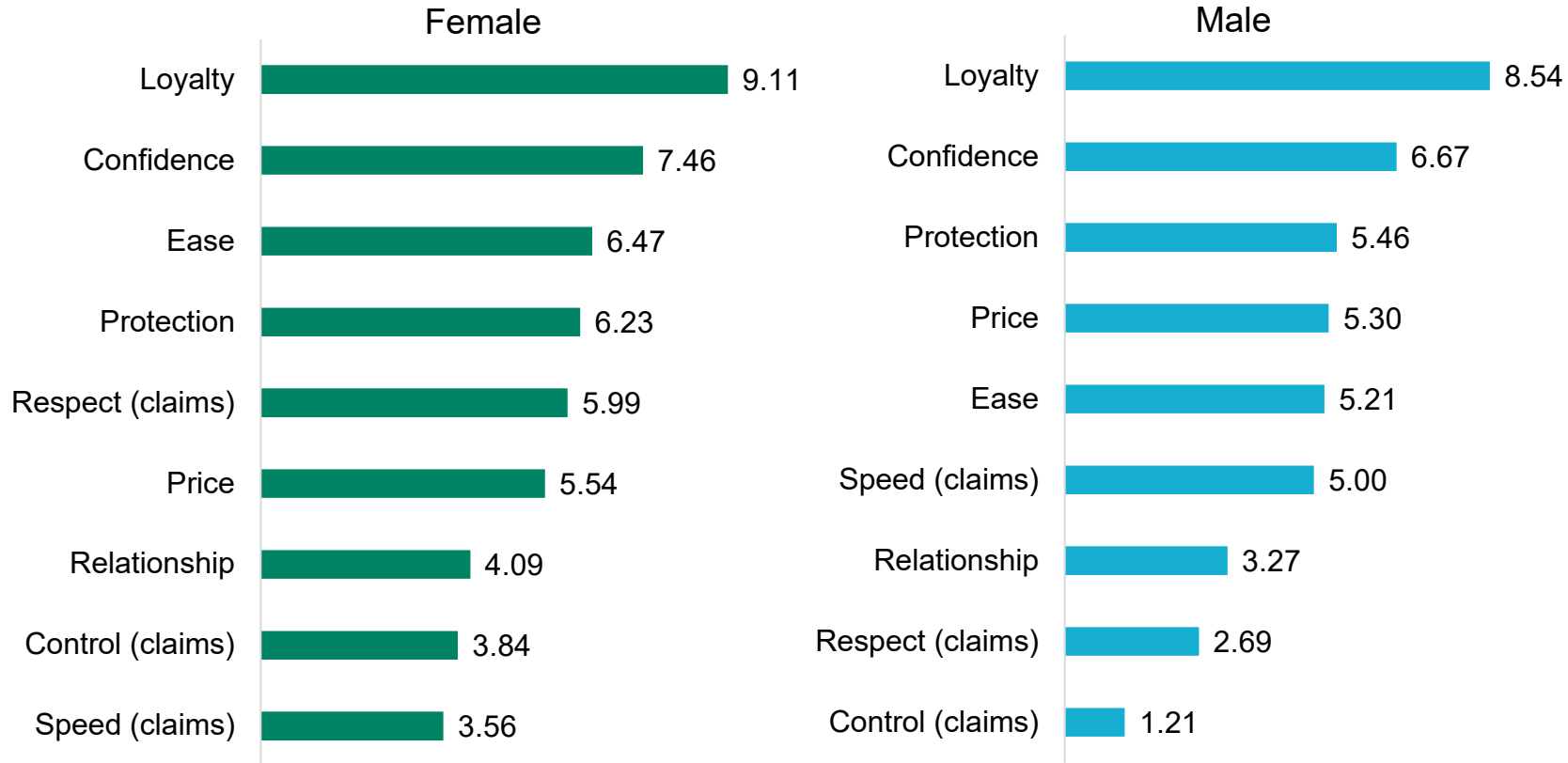


- The top 5 opportunities are stable compared to waves 6&7
- The highest opportunity score for an individual statement is for consumers getting a discount for staying with the same company, 10.97

*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.

Consumers Opportunity themes by gender - wave 7&8

Loyalty and Confidence are the top 2 themes for both Males and Females

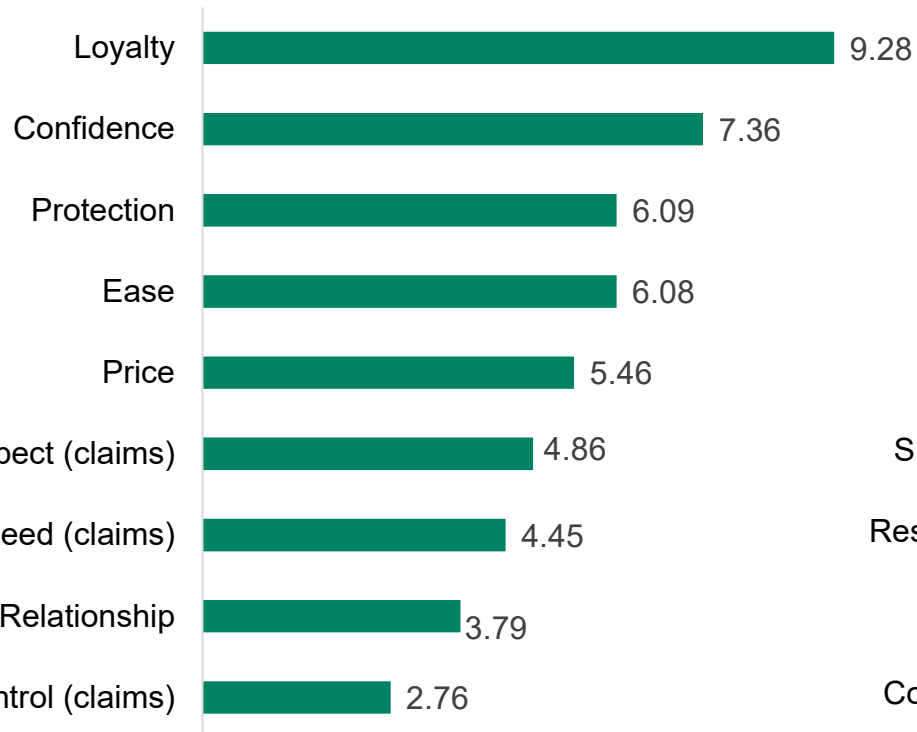


- Ease is 1.01 points higher as an opportunity theme for females compared to males.
- The largest increases in opportunity scores are both from women for Respect (claims), up by 2.67 points and for Protection, up 0.5 points compared to wave 6&7.
- The sizable increase for Respect (claims) is due to both an increase in importance for women (+0.91 out of 10) and a slight decrease in performance of their current provider compared to wave 6&7
- Male opportunity scores for Control (claims) and Respect (claims) have fallen the most, by 1.72 and 0.76 points respectively compared to wave 6&7
- The importance attributed to Control by men has fallen by 0.61 points (out of 10)

Consumers Opportunity themes by ethnicity - wave 7&8

On average, White / White British policy holders continue to be more demanding and less satisfied with the current performance of their insurers than other ethnic groups combined. However there is a slightly higher opportunity through price, to improve trust amongst ethnic minorities compared to White / White British

White/ White British



Ethnic minorities



- Loyalty remains the top opportunity theme across both White / White British and Ethnic minorities consumers
- The opportunity scores for White / White British consumers are relatively stable compared to the previous wave except for Control (claims) which has fallen by 0.93 points
- This is primarily due to the fall in the importance score of 0.54 points (out of 10)
- Opportunity scores for six out of the nine themes have increased for ethnic minority consumers. Respect (claims) is up 1.93 points, and Protection and Speed (claims) have increased by 0.94 and 0.65 points.
- The importance score attributed to Respect (claims) by ethnic minority groups is up by 1.06 points (out of 10) compared to the last wave

Consumers Opportunity themes by age - wave 7&8

Younger consumers have lower opportunity scores than the average across all themes, which is consistent with all previous waves of the research

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	8.85	5.21	9.64	10.94
Confidence	7.06	4.30	7.47	8.70
Protection	5.87	4.05	6.48	6.71
Ease	5.86	4.23	6.62	6.39
Price	5.42	3.86	5.87	6.22
Respect (claims)	4.33	3.11	5.90	10.79*
Speed (claims)	4.29	2.22	8.02	8.89*
Relationship	3.69	2.53	4.18	4.15
Control (claims)	2.51	0.64	6.15	5.32*

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

Below overall score

Above overall score

Despite a wide range in the opportunity score for the Loyalty theme, across age groups, it remains the highest opportunity to increase trust across age groups, as it has been in previous waves.

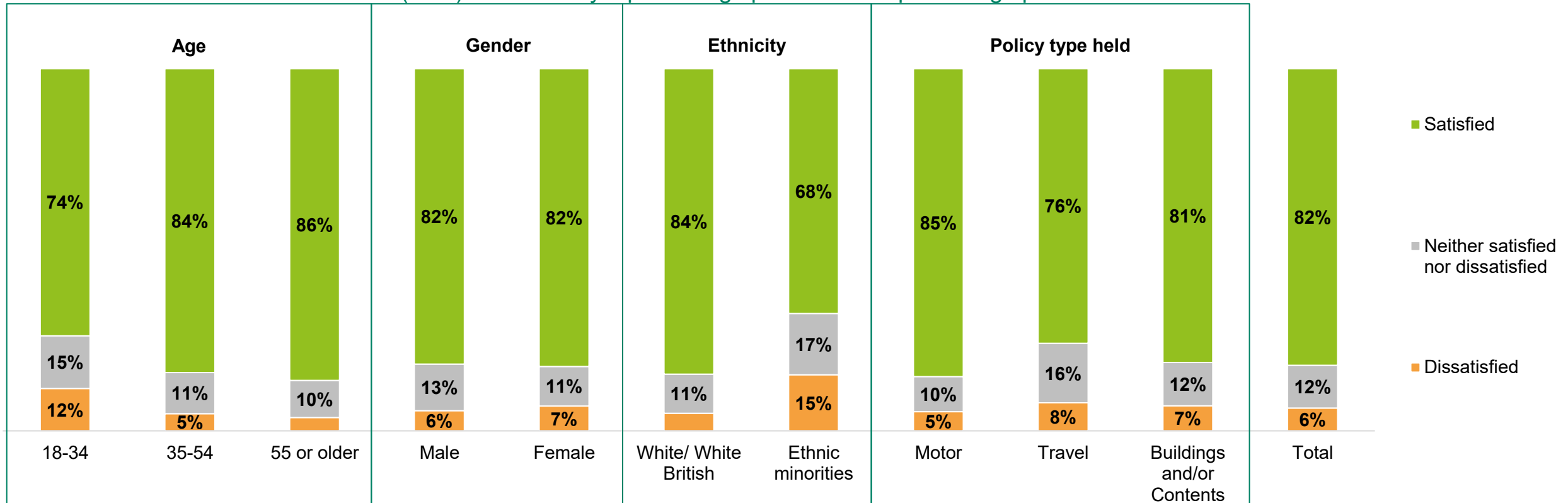
- The largest increase across age groups (aside from claims related themes) is from 18-34 year olds for Protection, up 0.79 points to 4.05. However this is still lower than the average opportunity score for Protection of 5.87.

There has been a range of changes for 18-34 and 35-54 year old age groups in relation to the claims themes:

- The opportunity score for Speed (claims) is the second highest opportunity score overall for 35-54 year olds, up 2.16 points compared with wave 6&7. Although performance is up for this theme the importance score has increased by 1.54 points (out of 10)
- 35-54 year olds has also had an increase in opportunity score for Control (claims), up by 1.60 points. As with Speed, performance has improved but importance has increased, by 1.42 points
- The opportunity score for Respect (claims) is up by 1.72 points for 18-34 year olds, driven by a fall in performance of 0.70 points. Control (claims) has fallen by 1.75 points for the same age group. The importance attributed to Control (claims) is the lowest across all opportunity themes.

Consumers Overall satisfaction with the policy held – wave 7&8:

- Overall Consumer satisfaction is 82%, a fall of 1 percentage point since wave 6&7
- Satisfaction with Buildings and/or Contents policies (81%) has fallen a further 2 percentage points since wave 6&7, and 4 percentage points since wave 5&6
- 76% of people are satisfied with Travel, down 4 percentage points since wave 6&7
- Satisfaction for those aged 18-34 (74%) has fallen by 3 percentage points compared to wave 6&7 and is 8 percentage points lower than wave 5&6
- Female satisfaction has fallen by 3 percentage points since the last wave, to 82%
- Satisfaction for Ethnic minorities (68%) has fallen by 5 percentage points and 10 percentage points since wave 5&6



Base: April 2021 & July 2021 data. All consumers who hold at least one (motor, travel, buildings and/or contents) insurance policy: 18-34 n=282, 34-54 n=336, 55 or older n=381, Male n=483, Female n=512, White/ White British n=850, Ethnic minorities n=142, Motor n=474, Travel n=207, Buildings and/or Contents n=318, Total n=999. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

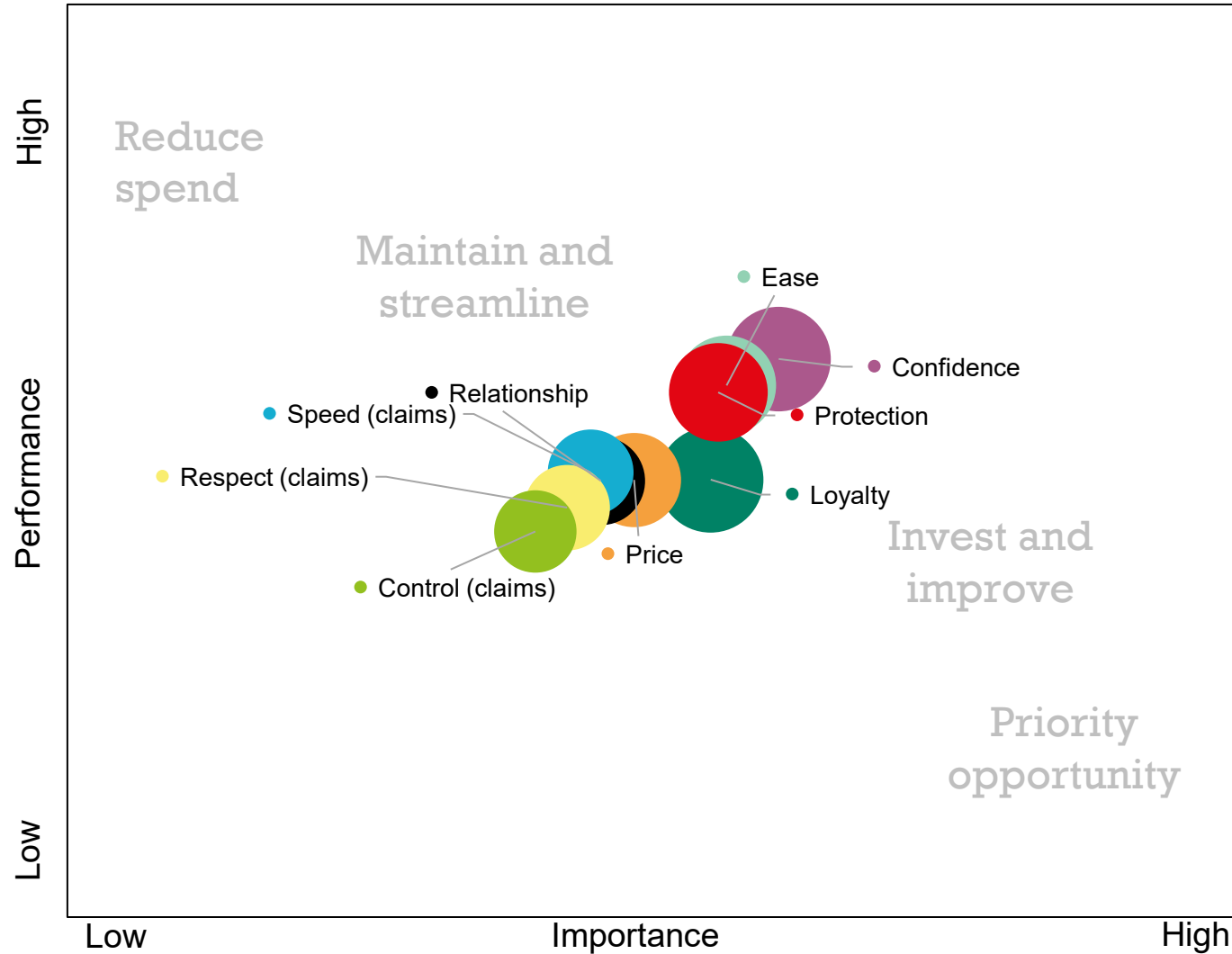
SME survey

April 2021 & July 2021 data



Overall SME themes - wave 7&8

Loyalty, Confidence, Ease and Protection are the highest opportunity scores for SME, as they have been in all waves apart from 2&3 when Respect in relation to claims took the place of Protection.



- The other themes of Price, Relationship, Respect, Speed and Control are all closely grouped in terms of opportunity score overall because of very similar levels of importance and performance attributed to them by SMEs.
- All SME opportunity scores are stable compared to wave 6&7. The largest increase is just 0.23 points for Confidence. The largest decrease is only 0.26 points for Control (claims).

*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 7&8

Taking loyalty into account at renewal following a claim, handling complaints professionally and fairly, and SMEs knowing what their policy covers and excludes are the top 3 opportunities to improve trust with SMEs

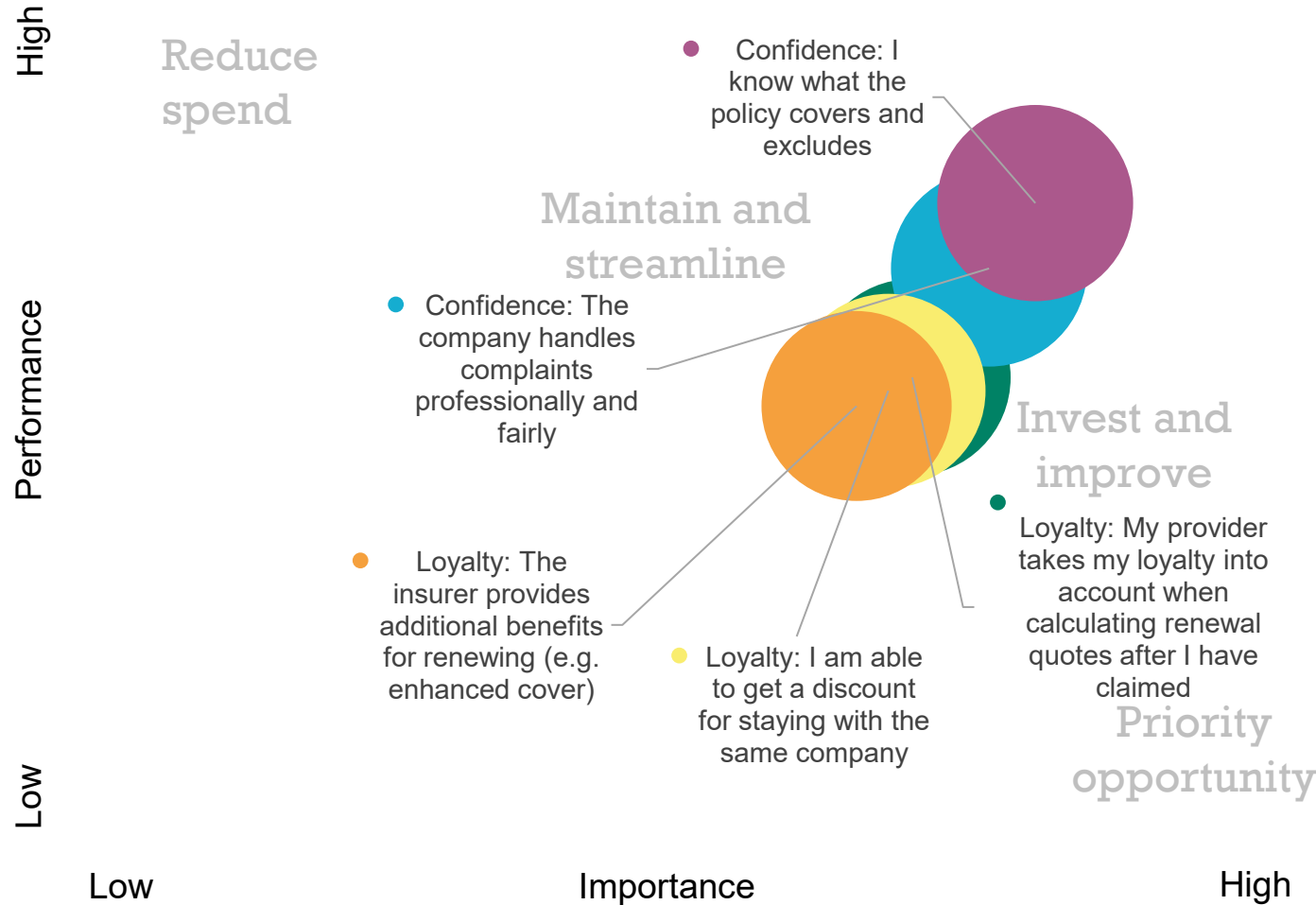
	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.23	5.12	7.34
2	Confidence	The company handles complaints professionally and fairly	6.81	6.34	7.28
3	Confidence	I know what the policy covers and excludes	7.16	7.07	7.26
4	Loyalty	I am able to get a discount for staying with the same company	6.05	4.97	7.13
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.81	4.80	6.82
6	Confidence	The policy is explained clearly	6.87	6.93	6.81
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.87	4.95	6.79
8	Confidence	The insurer informs me about their claims process before I buy	6.28	5.96	6.59
9	Price	The insurance provider matches a cheaper price from a competitors quote	5.72	5.01	6.43
10	Ease	My questions are answered quickly and clearly	6.46	6.56	6.35

In addition the other key opportunity statements are:

- Getting a discount for staying with the same company
- The insurer providing additional benefits for renewing (e.g. enhanced cover)
- The policy is explained clearly
- The premium doesn't increase because I'm not a new customer anymore
- The insurer informs me about their claims process before I buy
- The insurance provider matches a cheaper price from a competitors quote
- My questions are answered quickly and clearly

Top 5 opportunity statements for SMEs – wave 7&8

Taking loyalty into account when calculating renewal quotes after a claim; handling complaints professionally and fairly; SMEs knowing what the policy covers and excludes; getting a discount for staying with the same company; and providing additional benefits for renewing are the top opportunities to improve trust with SMEs

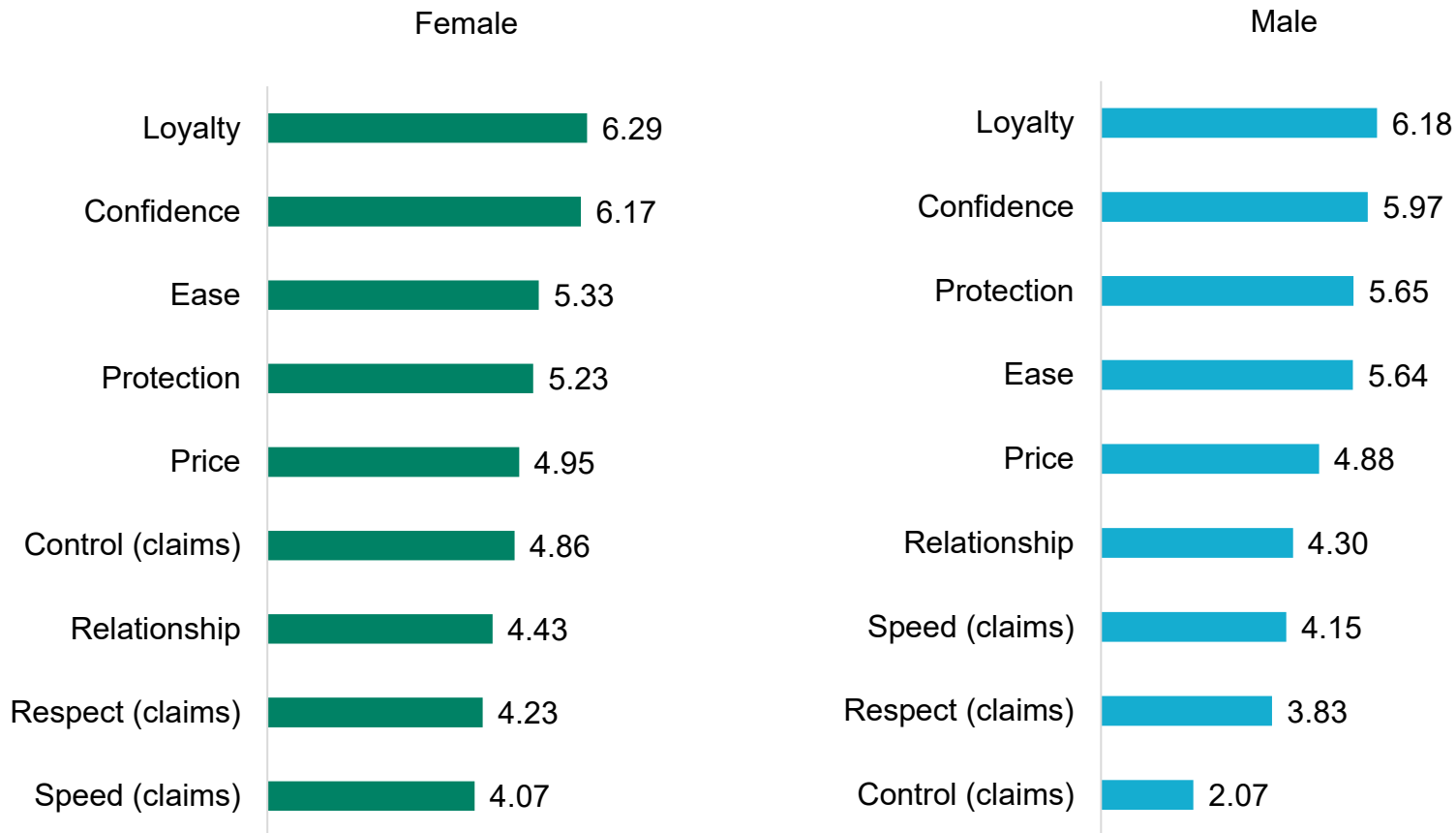


- Opportunity scores have increased for four of the top five statements compared to wave 6&7
- Getting a discount for staying with the same company is the only opportunity statement which has fallen, albeit by only 0.13 points.

*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.

SMEs Overall opportunity scores by gender – wave 7&8

The opportunity themes for SME's female decision makers / influencers are consistent with wave 6&7. Loyalty and Confidence remain the top 2 for males but Protection is now also in the top 3 having increased by 0.52 points



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

Protection, Ease and Speed (claims) are the only themes where opportunity scores are higher for men compared to women.

Apart from Respect and Control (in relation to claims) all opportunity scores have increased for males. Protection by the most followed by Confidence, up 0.39 points since wave 6&7.

SMEs Opportunity themes by age – wave 7&8

Younger decision makers / influencers are more likely to express lower opportunity scores than the average, mirroring younger Consumers

The greatest opportunity to improve trust from SMEs is with those decision makers / influencers aged 35+

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	6.23	4.92	7.31	8.79
Confidence	6.08	5.10	7.14	7.07
Ease	5.47	4.58	6.66	5.80
Protection	5.41	4.46	6.24	6.97
Price	4.93	4.51	5.23	5.83
Relationship	4.36	3.69	4.81	5.93
Speed (claims)	4.10	3.61	6.04	5.56
Respect (claims)	4.08	3.79	4.71	9.63
Control (claims)	3.80	3.35	5.05	9.63

- Loyalty and Confidence are the two key opportunities for improving trust among decision makers / influencers in all age groups.
- For those aged 18-34 years, the key areas to increase trust are knowing what the policy covers and excludes; their loyalty being taken into account when calculating renewal quotes following a claim; and the company handling complaints professionally and fairly.
- The 35-54 age group want a discount for staying with the same company and for the policy to be explained clearly. Additionally they want the company to handle complaints professionally and fairly and to take loyalty into account when calculating renewal quotes following a claim
- Over 55s want transparent and consistent pricing for new and existing customers, rather than dual pricing

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

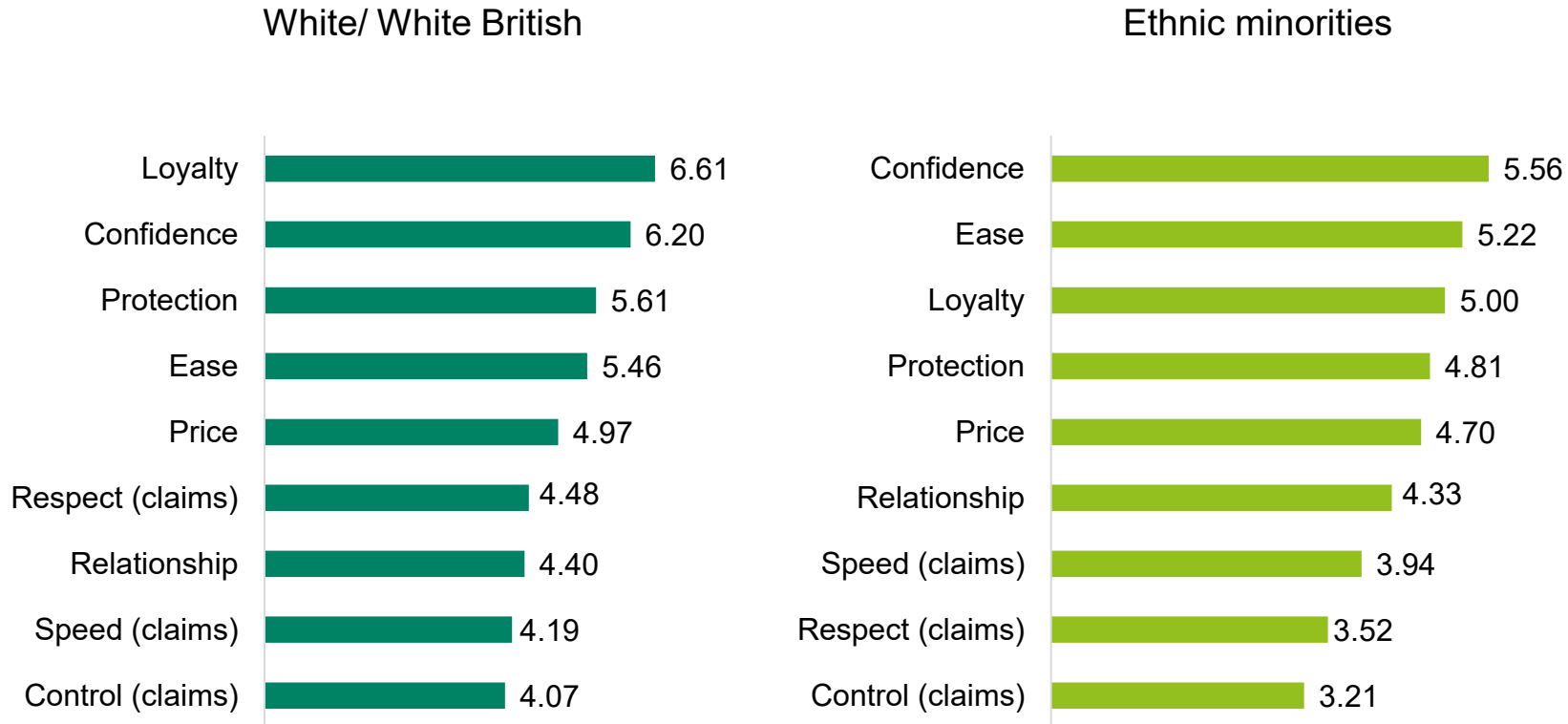
Below overall score

Above overall score

SMEs Opportunity themes by ethnicity – wave 7&8

Loyalty, Confidence and Protection are the key opportunity themes for White / White British.

Confidence, Ease and Loyalty are the top opportunities for increasing trust with Ethnic minorities decision makers / influencers within SMEs



Ethnic minority customers

- Opportunity scores for improving trust are on average lower for Ethnic minorities, compared to White / White British customers
- However all nine opportunity themes have increased compared to wave 6&7, Speed (claims) and Confidence by the most, up 1.17 and 1.00 points respectively.
- Trust can be improved with decision makers / influencers from ethnic minority groups by making it easy to compare with policies from other providers, informing them about the claims process before they buy and ensuring they know what the policy covers and excludes.

White / White British customers

- Opportunity scores are stable compared to the last wave, with a small range of increases/decreases between -0.31 to 0.19 points across all nine themes.

SMEs Opportunity themes by number of employees – wave 7&8

On average, the greatest opportunity to improve trust in SMEs is with those employing more than 20 people

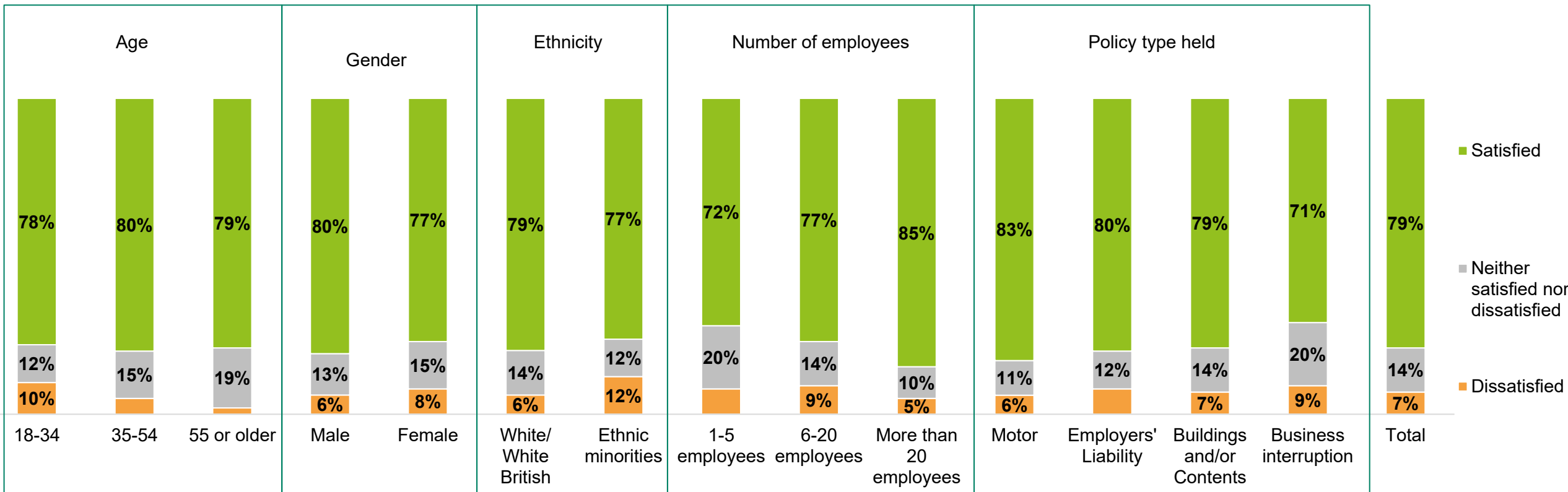


- Loyalty and Confidence are the 2 key themes that feature as a top 3 opportunity to improve trust across different sized SMEs
- Protection has become the highest opportunity to improve at SMEs employing more than 20 people. In wave 6&7 it had an opportunity score of 6.13 and was the third highest opportunity behind Loyalty and Confidence.

SMEs Overall satisfaction with the policy held – wave 7&8:

Overall satisfaction is 79%, an increase of 2 percentage points compared to wave 6&7 and at its highest level since May 2020, when it was also 79%.

It is highest in organisations employing more than 20 people and lowest for those who hold a business interruption policy



Base: April 2021 & July 2021 data. All SMEs that hold at least one (motor, travel, buildings and/or contents, business interruption) insurance policy: 18-34 n=788, 35-54 n=524, 55 or older n=187, Male n=631, Female n=866, White/ White British n=1,186, Ethnic minorities n=293, 1-5 employees n=394, 6-20 employees n=556, More than 20 employees n=549, Motor n=354, Employers' Liability n=376, Buildings and/or Contents n=480, Business Interruption n=289 Total n=1,499. 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

April 2021 & July 2021 data

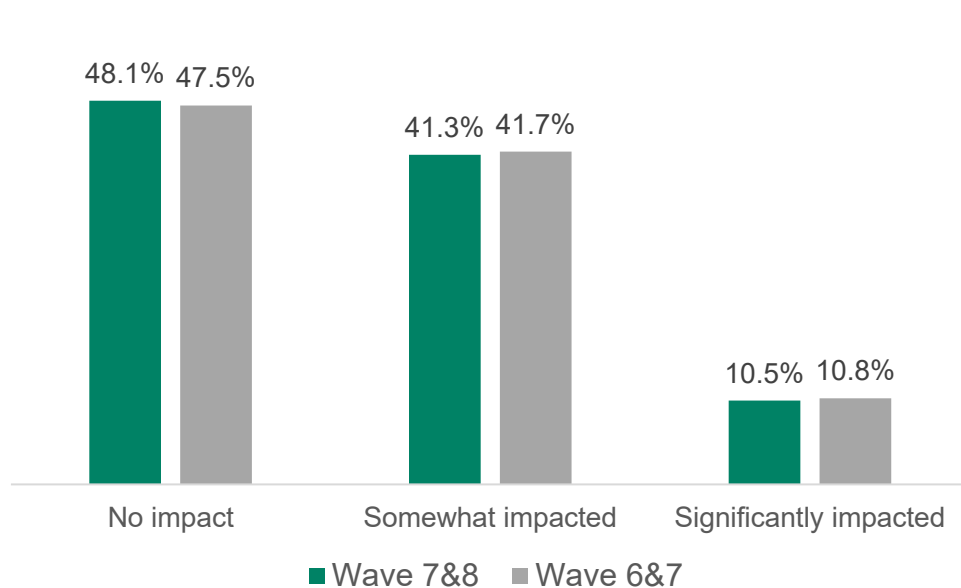


Overall impact of COVID-19 crisis

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

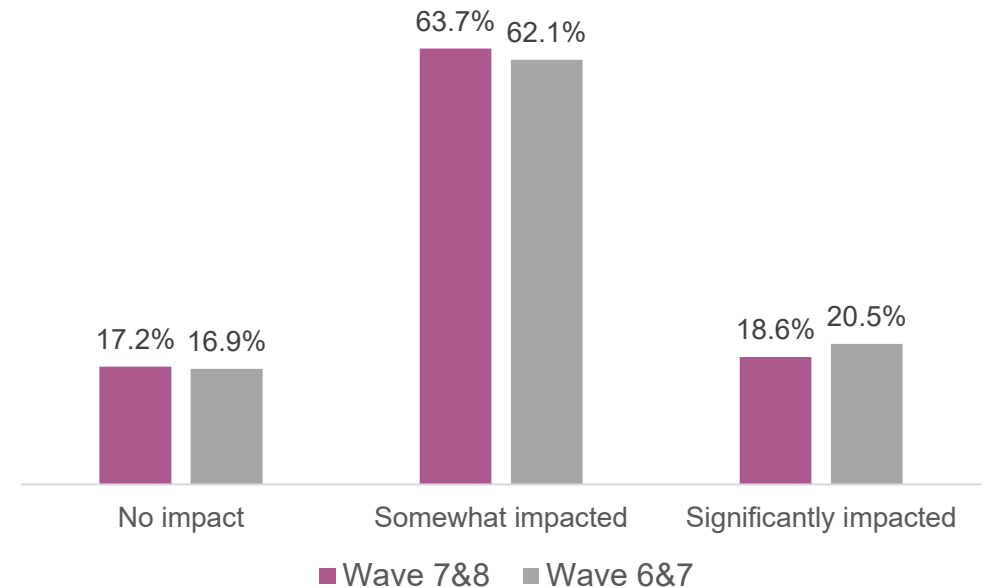
To what extent has your personal financial situation been impacted by the COVID-19 crisis?



51.8% of Consumers state that their personal financial situation has been somewhat or significantly impacted by Covid-19, slightly lower than the last wave, 52.5%

SME market

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



82.3% of SMEs surveyed stated that the financial situation of their business has been somewhat or significantly impacted, slightly lower than the last wave, when it was 83.9%

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

- Overall, both the consumer group and the SME group are impacted to some degree financially in most cases, however nearly double the amount of SME respondents report being significantly impacted compared to consumers.
- Both Consumers and SMEs who report being significantly impacted by Covid-19 are also more likely to have made an insurance claim in the last 12 months

Consumers'

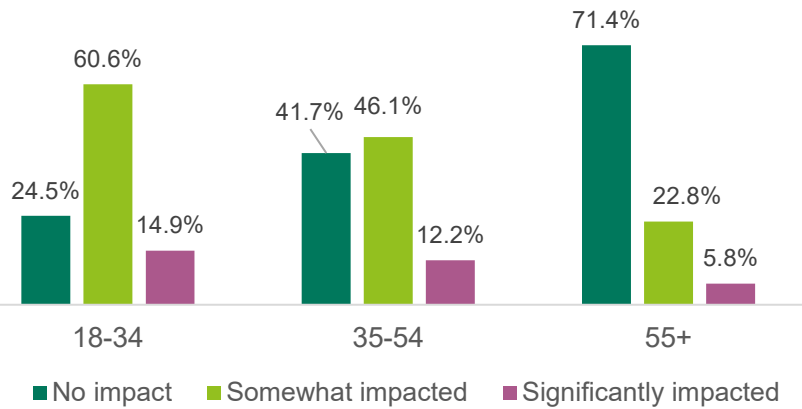
- Average opportunity theme scores are highest amongst Consumers whose financial situation has not been impacted by the Covid-19 crisis
- This is a change from previous waves where those who have been significantly impacted by Covid 19 had higher opportunity scores. It is primarily driven by an increase in the stated importance level for the Loyalty theme, up 0.81 points compared to wave 6&7
- The proportion of Consumer Ethnic minorities who report being somewhat or significantly impacted financially is 70.4% compared with 48.5% of Consumer White / White British respondents.
- 75.5% of 18-34-year-old Consumers report being somewhat or significantly impacted financially compared to 28.6% of 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'

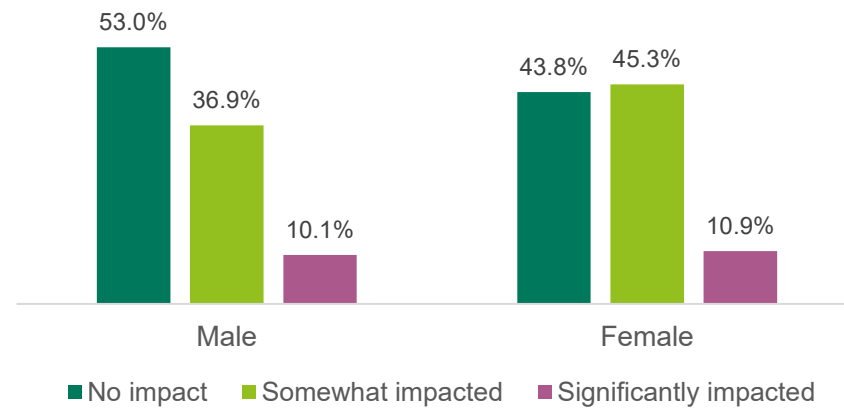
- SMEs who feel holding Insurance is unimportant are more likely to say their business has been somewhat or significantly impacted financially
- On average, the opportunity to improve trust is greatest within SMEs who have been significantly impacted by Covid-19

Financial impact of COVID-19 crisis for Consumers

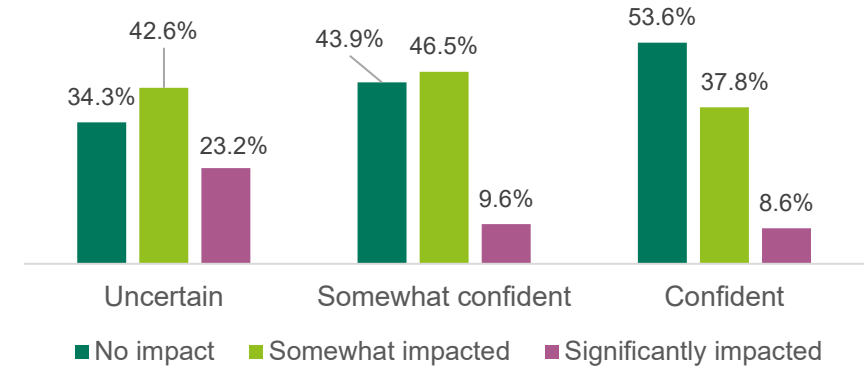
Consumers by Age Group



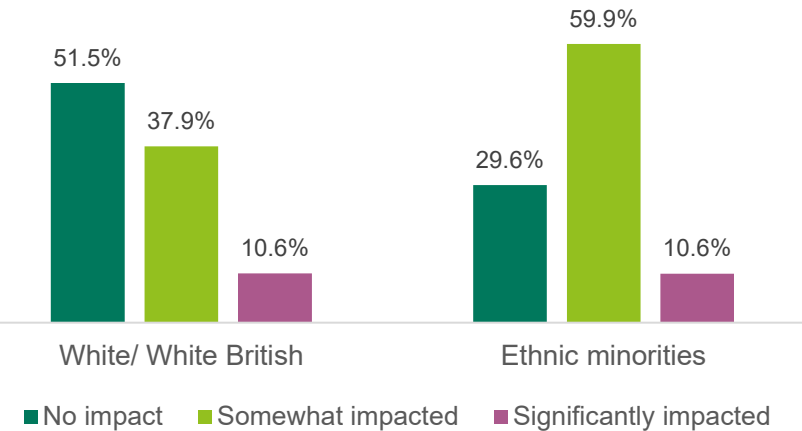
Consumers by Gender



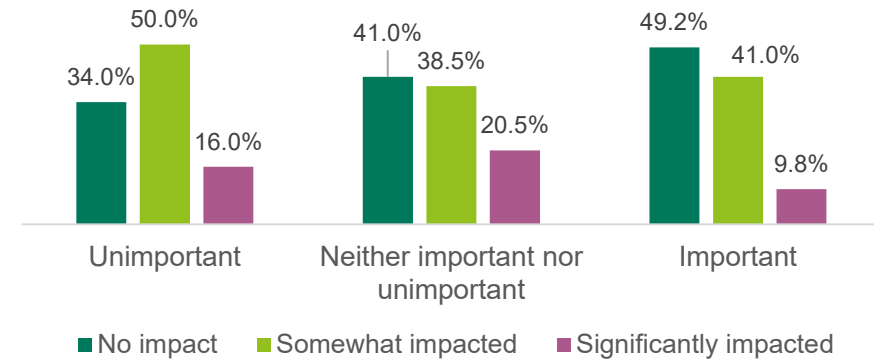
Consumers by confidence around financial matters in general



Consumers by Ethnicity



Consumers by the importance they place on having Insurance



Overall impact of COVID-19 crisis - Consumers

Opportunity theme scores are on average the highest amongst consumers who report that the Covid-19 crisis has had no impact on their personal financial situation, this is a change from previous waves where it has been those that are significantly impacted

Loyalty is the highest opportunity score for all groups, as it was in May 2020 to April 2021 waves

All claims themes are higher than average opportunities for customers who have been significantly impacted financially

	All respondents	No Impact	Somewhat Impacted	Significantly Impacted
Loyalty	8.85	9.85	7.97	7.86
Confidence	7.06	8.14	6.18	5.62
Protection	5.87	6.28	5.41	5.90
Ease	5.86	6.18	5.42	6.14
Price	5.42	5.84	5.10	4.80
Respect (claims)	4.33	3.86	3.97	5.67
Speed (claims)	4.29	4.13	4.10	4.90
Relationship	3.69	3.09	4.15	4.71
Control (claims)	2.51	4.21	1.08	4.41
Base	Wave 7&8 = 999	481	413	105
Average	5.32	5.73	4.82	5.56

Below overall opportunity score

Above overall opportunity score

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

Getting a discount for staying with the same company is consistently one of the top 3 opportunity statements regardless of the financial impact of Covid-19. Those that report not being impacted or somewhat impacted financially by Covid-19 both have a high opportunity score for taking their loyalty into account when calculating renewal quotes after a claim

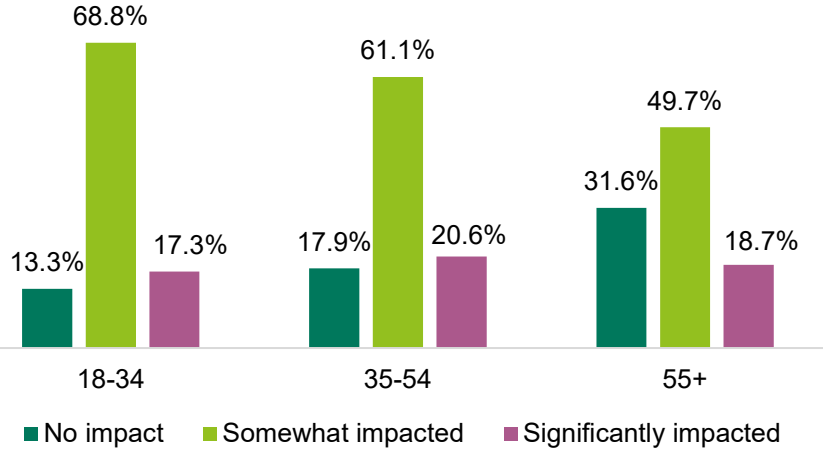
	Theme	Statement	Importance	Performance	Opportunity score
No Impact	1	Loyalty I am able to get a discount for staying with the same company	7.17	2.04	12.30
	2	Loyalty My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.36	2.57	12.15
	3	Loyalty The premium doesn't increase because I'm not a new customer anymore	7.30	2.70	11.89

	Theme	Statement	Importance	Performance	Opportunity score
Somewhat impacted	1	Loyalty I am able to get a discount for staying with the same company	6.51	3.12	9.91
	2	Loyalty My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.34	3.55	9.13
	3	Loyalty The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.91	2.88	8.94

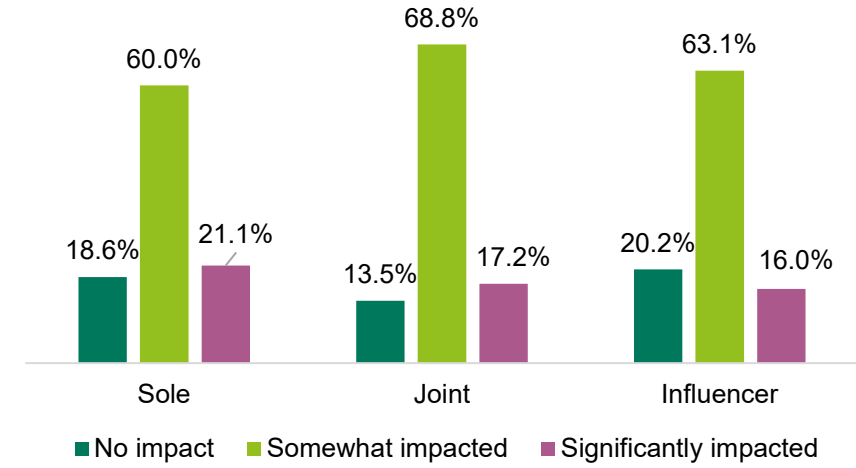
	Theme	Statement	Importance	Performance	Opportunity score
Significantly impacted	1	Speed (claims) My insurer provides effective assistance/ advice	7.33	3.33	11.33
	2	Loyalty The premium doesn't increase because I'm not a new customer anymore	6.67	3.14	10.20
	3	Loyalty I am able to get a discount for staying with the same company	6.00	2.83	9.17

Financial impact of COVID-19 crisis for the SMEs

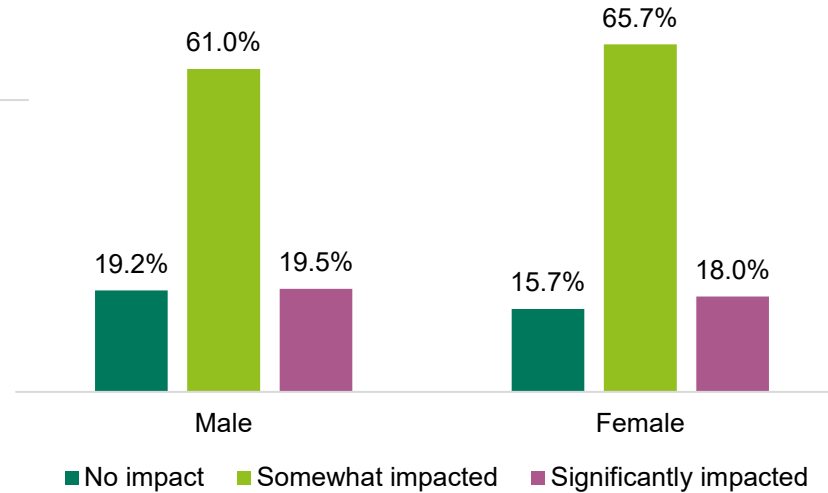
SME by Age Group



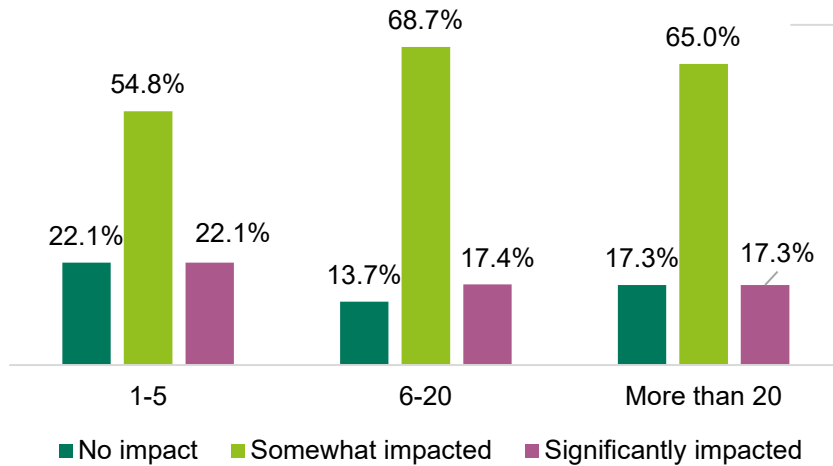
SME by Decision maker



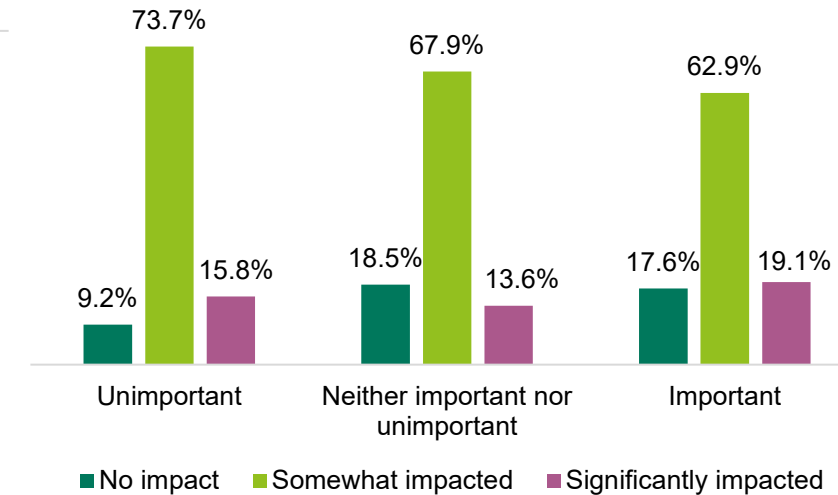
SME by Gender



SME by Number of Employees



SME by the importance they place on having Insurance



Overall impact of COVID-19 crisis - SMEs

The 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 scores for this group are Respect (claims), Confidence and Loyalty.

As a group, the percentage of those significantly impacted report making more claims than others, 34.4% have made a claim in the past year versus 31.2% of those somewhat impacted and 15.5% of those who reported Covid-19 has had no impact on their businesses' financial situation.

	All respondents	No Impact	Somewhat Impacted	Significantly Impacted
Loyalty	6.23	6.84	5.89	6.96
Confidence	6.08	6.09	5.82	6.98
Ease	5.47	5.34	5.46	5.64
Protection	5.41	5.76	5.01	6.55
Price	4.93	4.62	4.89	5.47
Relationship	4.36	4.30	4.16	5.15
Speed (claims)	4.10	5.81	3.23	5.91
Respect (claims)	4.08	4.19	3.08	7.06
Control (claims)	3.80	3.37	3.15	5.71
Base	Wave 7&8 = 1,499	258	955	279
Average	4.94	5.15	4.52	6.16

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,

	Theme	Statement	Importance	Performance	Opportunity score	
No Impact	1	Speed (claims)	I can get through to the insurance company quickly at any time	6.67	4.36	8.97
	2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.78	5.31	8.25
	3	Confidence	I know what the policy covers and excludes	7.67	7.51	7.84

	Theme	Statement	Importance	Performance	Opportunity score	
Somewhat impacted	1	Confidence	I know what the policy covers and excludes	6.96	6.89	7.04
	2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.14	5.26	7.01
	3	Confidence	The company handles complaints professionally and fairly	6.65	6.41	6.88

	Theme	Statement	Importance	Performance	Opportunity score	
Significantly impacted	1	Confidence	The insurer informs me about their claims process before I buy	7.24	5.44	9.04
	2	Confidence	The company handles complaints professionally and fairly	7.17	5.84	8.50
	3	Loyalty	I am able to get a discount for staying with the same company	6.16	4.13	8.20

Appendix




Sample characteristics for both surveys - waves 7 & 8

Consumer n=999

Insurance policies held
Motor 80%
Travel 37%
Buildings / Contents 78%


14% have claimed on at least one of the below:
Motor 50%
Travel 32%
Buildings/ Contents 49%

Ethnicity




White/ White British 85%
Asian/ Asian British 7%
Black/ Black British 4%
Mixed/ multiple ethnic groups 1%
Other ethnic background 2%

Age



18-24 11%
25-34 17%
35-44 16%
45-54 18%
55-64 15%
65 or older 23%

Gender




Females 51%
Males 48%

SME n=1,499

Insurance policies held
Motor 57%
Employers' liability 53%
Buildings/ Contents 72%
Business interruption 23%


29% have claimed on at least one of the below:
Motor 31%
Employers' liability 32%
Buildings/ Contents 45%
Business interruption 34%

Ethnicity




White/ White British 79%
Asian/ Asian British 9%
Black/ Black British 6%
Mixed/ multiple ethnic groups 4%

Age



18-24 22%
25-34 30%
35-44 21%
45-54 14%
55-64 10%
65 or older 3%

Gender



Females 58%
Males 42%

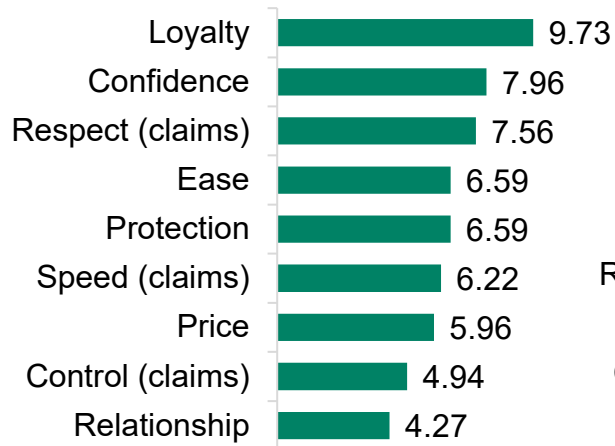
Insurance buying decisions
Sole decision maker 44%
Joint decision maker 34%
Influencer, but I do not make the final decision 22%

Number of employees
1-5 26%
6-20 37%
20 or more 37%

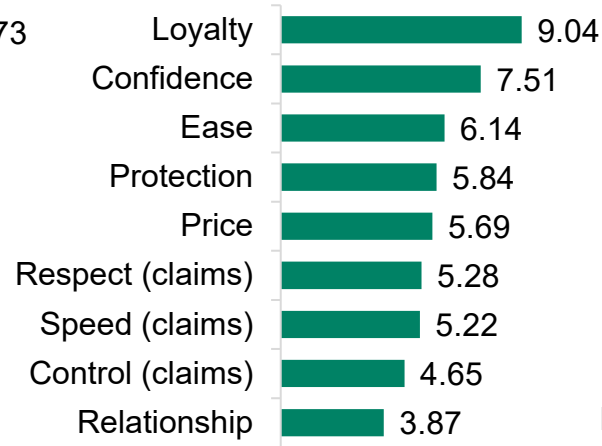
Top 5 sectors
Construction 17%
Wholesale or retail trade 10%
Healthcare 9%
Education 9%
Financial or Insurance Services 7%

YoY comparison – Opportunity scores: Loyalty and Confidence are the top 2 themes for both the consumer and SME markets consistently across the waves.

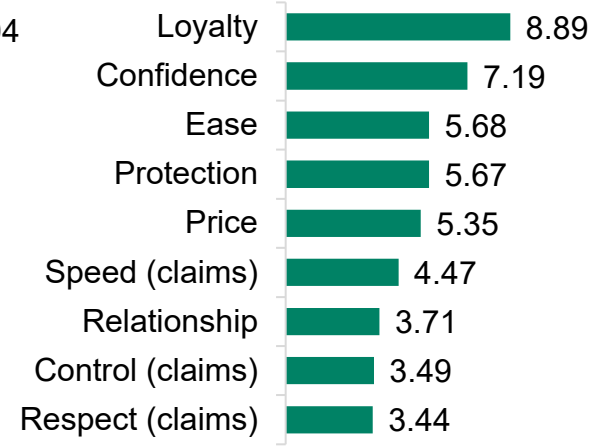
Consumer 2020 – wave 4&5



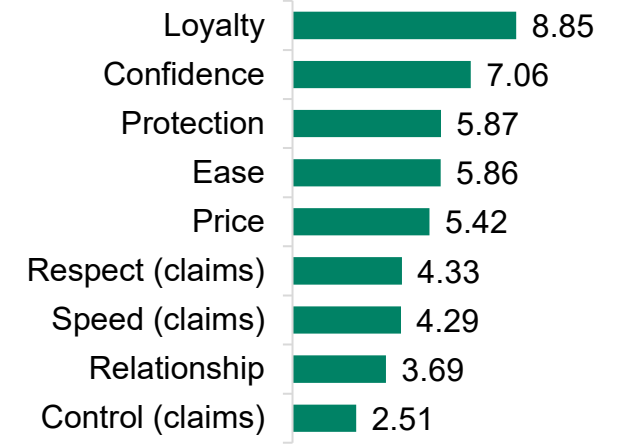
Consumer 2020 – wave 5&6



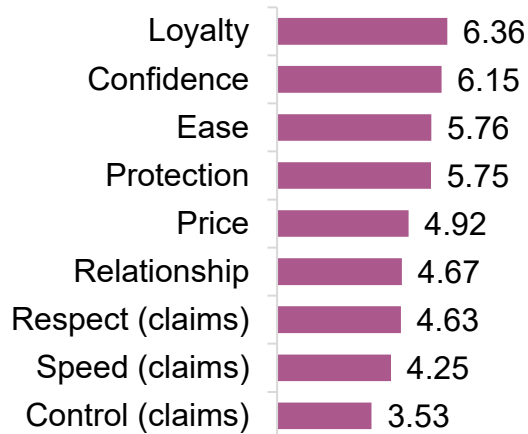
Consumer 2021 – wave 6&7



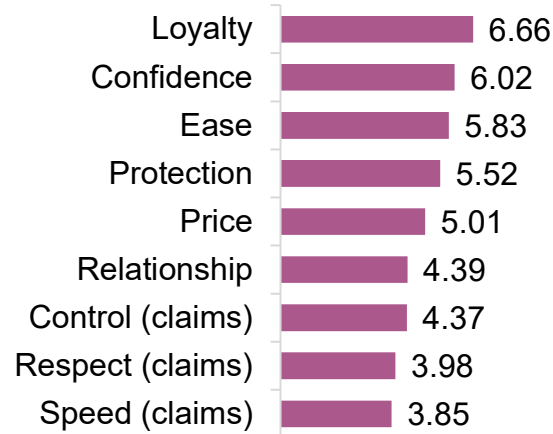
Consumer 2021 – wave 7&8



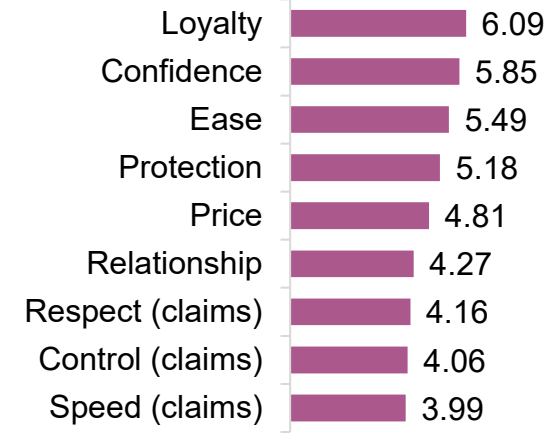
SME 2020 – wave 4&5



SME 2020 – wave 5&6



SME 2021 – wave 6&7

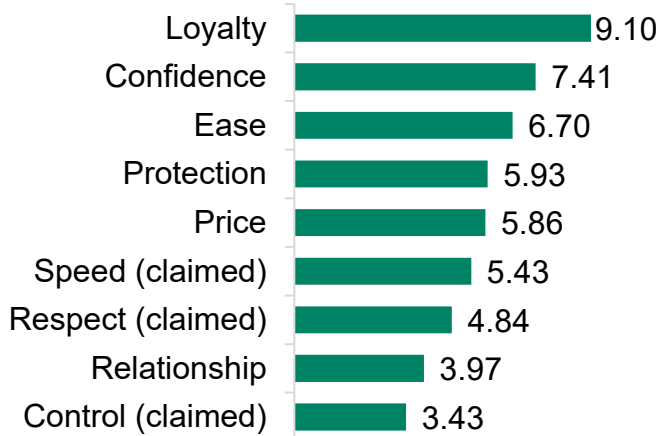


SME 2021 – wave 7&8

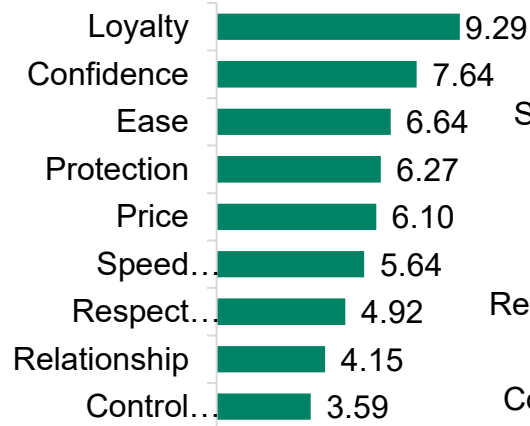


YoY comparison – Opportunity scores: Loyalty and Confidence are the top 2 themes for both the consumer and SME markets consistently across the waves.

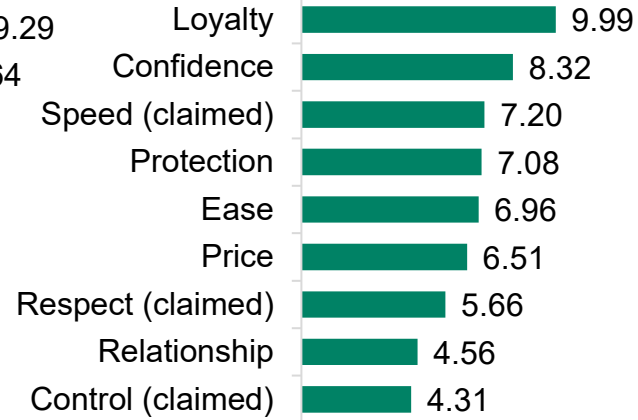
Consumer 2019 – wave 1



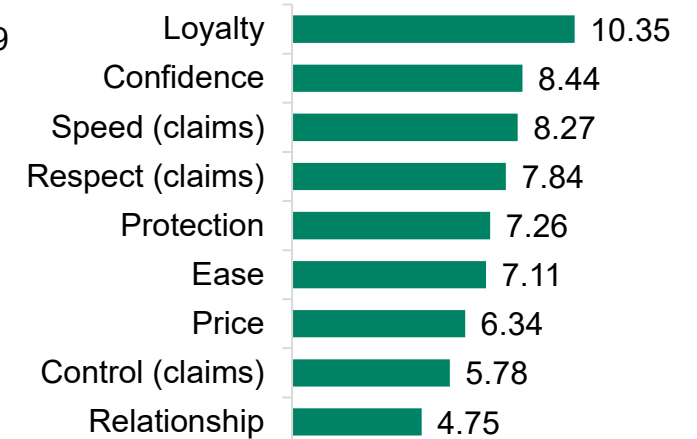
Consumer 2019 – wave 1&2



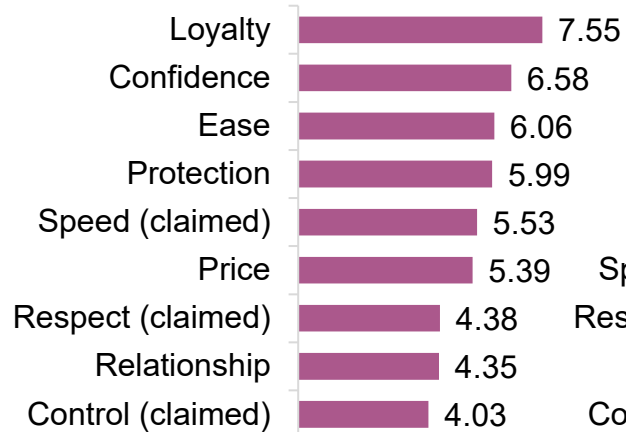
Consumer 2019/2020 – wave 2&3



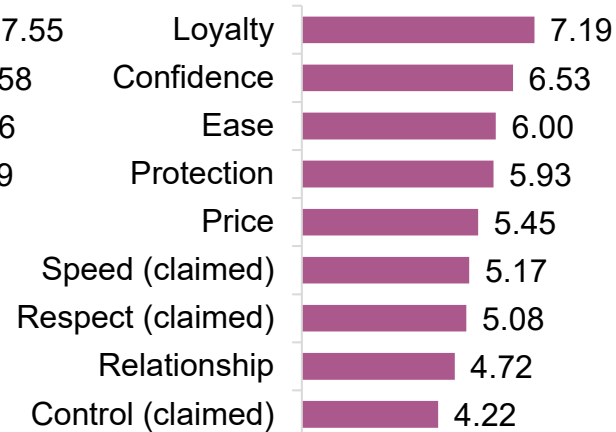
Consumer 2020 – wave 3&4



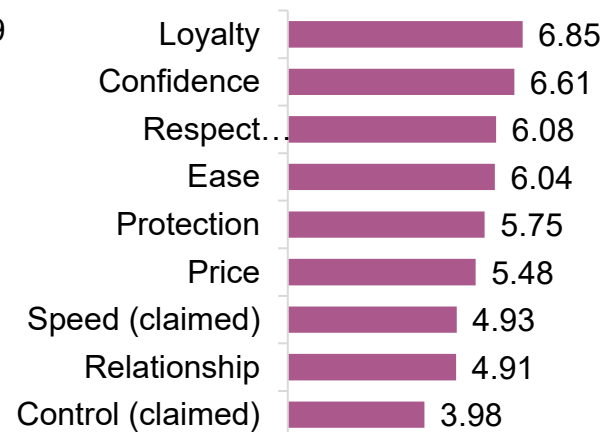
SME 2019 – wave 1



SME 2019 – wave 1&2



SME 2019/2020 – wave 2&3



SME 2020 – wave 3&4



Appendix - Consumers



Theme scores for Consumers – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.77	2.42	9.11
2	Confidence	6.55	5.64	7.46
3	Ease	6.31	6.16	6.47
4	Protection	5.62	5.00	6.23
5	Respect (claims)	5.15	4.32	5.99
6	Price	4.74	3.94	5.54
7	Relationship	3.19	2.29	4.09
8	Control (claims)	3.79	3.73	3.84
9	Speed (claims)	4.02	4.47	3.56

Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.60	2.66	8.54
2	Confidence	6.03	5.40	6.67
3	Protection	5.09	4.72	5.46
4	Price	4.31	3.31	5.30
5	Ease	5.48	5.75	5.21
6	Speed (claims)	4.80	4.60	5.00
7	Relationship	2.95	2.62	3.27
8	Respect (claims)	3.68	4.67	2.69
9	Control (claims)	2.39	3.57	1.21

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	6.99	2.47	11.51
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.70	3.03	10.37
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.60	3.21	9.99
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.13	2.33	9.93
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.17	4.48	9.86
6	Loyalty	I am told what the price would be if I wasn't a new customer	4.82	0.69	8.96
7	Ease	The policy documents are easy to read, with little or no small print	7.70	6.49	8.90
8	Confidence	The company handles complaints professionally and fairly	7.27	5.65	8.88
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.11	3.52	8.71
10	Ease	My questions are answered quickly and clearly	7.75	7.23	8.28

Top 10 opportunities for Consumers – Males

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.83	3.11	10.56
2	Loyalty	I am able to get a discount for staying with the same company	6.54	2.72	10.37
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.83	3.47	10.19
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.65	2.61	8.69
5	Price	The insurance provider matches a cheaper price from a competitors quote	5.42	2.31	8.54
6	Speed (claims)	My insurer provides effective assistance/ advice	5.82	3.18	8.46
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.60	4.76	8.45
8	Confidence	The policy is explained clearly	7.39	6.61	8.17
9	Loyalty	I am told what the price would be if I wasn't a new customer	4.51	0.91	8.11
10	Ease	My questions are answered quickly and clearly	7.41	7.10	7.73

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	4.35	3.48	5.21	1	Loyalty	6.17	2.70	9.64	1	Loyalty	6.26	1.58	10.94
2	Confidence	4.73	5.16	4.30	2	Speed (claims)	7.22	6.42	8.02	2	Respect (claims)*	7.62	4.44	10.79
3	Ease	4.72	5.21	4.23	3	Confidence	6.50	5.52	7.47	3	Speed (claims)*	8.33	7.78	8.89
4	Protection	4.14	4.23	4.05	4	Ease	6.43	6.24	6.62	4	Confidence	7.26	5.81	8.70
5	Price	3.84	3.83	3.86	5	Protection	6.03	5.58	6.48	5	Protection	5.68	4.66	6.71
6	Respect (claims)	3.26	3.40	3.11	6	Control (claims)	5.90	5.64	6.15	6	Ease	6.32	6.26	6.39
7	Relationship	2.65	2.78	2.53	7	Respect (claims)	6.41	6.92	5.90	7	Price	4.83	3.43	6.22
8	Speed (claims)	2.84	3.45	2.22	8	Price	4.77	3.67	5.87	8	Control (claims)*	5.71	6.11	5.32
9	Control (claims)	1.61	2.58	0.64	9	Relationship	3.57	2.96	4.18	9	Relationship	2.95	1.76	4.15

Top 10 opportunities for Consumers – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	5.89	4.49	7.28
2	Speed (claims)	My insurer provides effective assistance/ advice	4.60	2.56	6.64
3	Loyalty	I am able to get a discount for staying with the same company	4.93	3.70	6.15
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.00	3.85	6.15
5	Protection	I am able to add additional cover to suit my needs	5.53	4.93	6.14
6	Speed (claims)	I am offered immediate assistance and advice	4.60	3.13	6.06
7	Price	There is a promotional discount when joining	4.47	2.96	5.98
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	4.82	3.73	5.92
9	Ease	The policy documents are easy to read, with little or no small print	5.32	4.88	5.76
10	Confidence	I know what the policy covers and excludes	6.03	6.34	5.72

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	7.14	2.41	11.87
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.23	2.98	11.49
3	Speed (claims)	I am not asked needless questions about my claim	8.21	5.38	11.03
4	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.14	3.59	10.69
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.55	2.65	10.45
6	Loyalty	I am told what the price would be if I wasn't a new customer	5.42	1.42	9.41
7	Price	The insurance provider matches a cheaper price from a competitors quote	5.89	2.56	9.23
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.85	4.57	9.12
9	Confidence	The company handles complaints professionally and fairly	7.20	5.59	8.82
10	Ease	My questions are answered quickly and clearly	7.74	7.00	8.47

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	7.82	1.85	13.80
2	Speed (claims)*	It is clear what I need to do to claim	10.00	6.67	13.33
3	Respect (claims)*	The insurance company does not try to avoid paying out	10.00	6.67	13.33
4	Loyalty	The premium doesn't increase because I'm not a new customer anymore	8.08	2.89	13.28
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.66	2.44	12.88
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.17	1.27	11.07
7	Loyalty	I am told what the price would be if I wasn't a new customer	4.86	-1.23	10.94
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.66	4.75	10.58
9	Speed (claims)*	I can get through to the insurance company quickly at any time	8.57	6.67	10.48
10	Respect (claims)*	The people you deal with show compassion	8.57	6.67	10.48

Theme scores for Consumers – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.85	2.41	9.28
2	Confidence	6.49	5.62	7.36
3	Protection	5.54	5.00	6.09
4	Ease	6.07	6.05	6.08
5	Price	4.55	3.63	5.46
6	Respect (claims)	4.79	4.73	4.86
7	Speed (claims)	4.75	5.05	4.45
8	Relationship	3.06	2.34	3.79
9	Control (claims)	3.29	3.82	2.76

Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Loyalty	4.83	3.16	6.50
2	Price	4.57	3.63	5.50
3	Confidence	5.18	5.06	5.30
4	Protection	4.51	4.01	5.00
5	Ease	5.07	5.31	4.83
6	Speed (claims)	3.94	3.88	4.01
7	Respect (claims)	4.10	4.36	3.85
8	Relationship	3.22	3.18	3.26
9	Control (claims)	3.01	3.65	2.37

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	7.11	2.57	11.64
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.01	2.96	11.06
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.00	3.40	10.60
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.13	2.23	10.03
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.08	4.73	9.44
6	Price	The insurance provider matches a cheaper price from a competitors quote	5.87	2.86	8.88
7	Loyalty	I am told what the price would be if I wasn't a new customer	4.62	0.55	8.70
8	Confidence	The company handles complaints professionally and fairly	7.27	5.85	8.69
9	Ease	The policy documents are easy to read, with little or no small print	7.62	6.69	8.56
10	Confidence	The policy is explained clearly	7.86	7.21	8.51

Top 10 opportunities for Consumers – Ethnic minorities

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	5.92	3.97	7.86
2	Price	There is a promotional discount when joining	5.35	3.09	7.61
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.28	3.04	7.52
4	Loyalty	I am told what the price would be if I wasn't a new customer	4.72	2.16	7.28
5	Price	The insurance provider matches a cheaper price from a competitors quote	5.21	3.19	7.23
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.28	3.51	7.06
7	Loyalty	I am able to get a discount for staying with the same company	4.79	2.57	7.01
8	Ease	The policy documents are easy to read, with little or no small print	6.13	5.25	7.01
9	Speed (claims)	It is clear what I need to do to claim	5.19	3.40	6.98
10	Loyalty	The provider thanking me for staying with the company	5.14	3.55	6.74

Theme scores for Consumers – policy type held

Motor

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.78	2.45	9.11
2	Confidence	6.36	5.70	7.01
3	Protection	5.54	4.80	6.27
4	Ease	5.96	6.22	5.69
5	Price	4.47	3.69	5.26
6	Relationship	3.07	2.49	3.65

Travel

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.46	2.63	8.28
2	Confidence	6.27	5.43	7.10
3	Ease	5.63	5.51	5.76
4	Protection	4.88	4.44	5.32
5	Price	4.65	4.21	5.10
6	Relationship	3.19	2.91	3.47

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.71	2.59	8.83
2	Confidence	6.19	5.29	7.10
3	Ease	6.01	5.84	6.19
4	Price	4.53	3.19	5.88
5	Protection	5.42	5.22	5.63
6	Relationship	3.01	2.11	3.91

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	6.94	2.58	11.30
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.05	3.21	10.88
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.88	3.08	10.67
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.14	2.41	9.86
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.17	4.72	9.62
6	Speed (claims)	My insurer provides effective assistance/ advice	6.55	4.29	8.82
7	Confidence	The company handles complaints professionally and fairly	7.13	5.77	8.49
8	Loyalty	I am told what the price would be if I wasn't a new customer	4.60	0.71	8.48
9	Price	The insurance provider matches a cheaper price from a competitors quote	5.89	3.34	8.43
10	Confidence	The insurer informs me about their claims process before I buy	6.48	4.65	8.30

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	6.52	2.53	10.52
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.09	2.93	9.24
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.96	5.18	8.73
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.60	2.54	8.67
5	Confidence	The policy is explained clearly	7.63	6.65	8.62
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.04	3.47	8.61
7	Loyalty	I am told what the price would be if I wasn't a new customer	4.59	1.08	8.10
8	Price	The insurance provider matches a cheaper price from a competitors quote	5.70	3.33	8.07
9	Confidence	I know the company pays out quickly and worries about paperwork later	6.33	4.68	7.98
10	Speed (claims)	I am offered immediate assistance and advice	5.00	2.09	7.91

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	7.04	3.10	10.98
2	Loyalty	I am able to get a discount for staying with the same company	6.70	2.63	10.77
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.67	3.40	9.93
4	Price	The insurance provider matches a cheaper price from a competitors quote	5.63	2.03	9.23
5	Ease	The policy documents are easy to read, with little or no small print	7.74	6.33	9.15
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.79	2.47	9.10
7	Loyalty	I am told what the price would be if I wasn't a new customer	4.81	0.80	8.82
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.42	4.09	8.74
9	Ease	My questions are answered quickly and clearly	7.96	7.25	8.66
10	Confidence	The company handles complaints professionally and fairly	7.01	5.53	8.50

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	Speed (claims)	5.31	5.41	5.22	1	Loyalty	4.61	3.96	5.25	1	Respect (claims)	3.95	3.22	4.67
2	Protection	4.29	4.03	4.56	2	Ease	4.52	3.92	5.12	2	Speed (claims)	3.47	3.72	3.22
3	Respect (claims)	4.97	5.42	4.52	3	Price	4.62	4.32	4.92	3	Confidence	3.33	4.02	2.65
4	Loyalty	4.47	4.64	4.31	4	Speed (claims)	4.35	4.33	4.38	4	Loyalty	2.62	2.83	2.42
5	Confidence	4.61	4.95	4.27	5	Confidence	5.02	5.77	4.27	5	Protection	2.04	2.19	1.89
6	Control (claims)	4.03	4.42	3.63	6	Protection	4.35	4.74	3.97	6	Control (claims)	2.18	2.69	1.67
7	Price	3.84	4.43	3.25	7	Respect (claims)	4.19	4.95	3.44	7	Ease	2.13	3.06	1.20
8	Relationship	2.83	3.47	2.19	8	Relationship	3.55	4.31	2.79	8	Price	1.33	2.22	0.43
9	Ease	4.10	6.04	2.15	9	Control (claims)	2.90	3.87	1.94	9	Relationship	1.43	2.84	0.02

Opportunities for Consumers – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My insurer provides effective assistance/ advice	6.60	4.23	8.98
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.42	5.10	7.73
3	Confidence	The company handles complaints professionally and fairly	5.85	4.08	7.62
4	Protection	I am able to remove cover elements I don't need protection for	5.28	3.60	6.97
5	Speed (claims)	I am offered immediate assistance and advice	6.23	5.88	6.57
6	Protection	I am able to add additional cover to suit my needs	5.28	4.00	6.57
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	5.66	5.10	6.22
8	Price	The insurance provider matches a cheaper price from a competitors quote	4.91	3.75	6.06
9	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.09	4.38	5.81
10	Loyalty	I am able to get a discount for staying with the same company	5.28	4.80	5.77
11	Speed (claims)	My insurer provides effective assistance/ advice	6.60	4.23	8.98
12	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.42	5.10	7.73

Opportunities for Consumers – claimed on travel

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My insurer provides effective assistance/ advice	7.10	3.87	10.32
2	Confidence	The company handles complaints professionally and fairly	7.10	5.00	9.19
3	Loyalty	I am told what the price would be if I wasn't a new customer	5.81	2.90	8.71
4	Ease	My questions are answered quickly and clearly	6.13	3.87	8.39
5	Price	The cost of the policy is reasonable for the level of cover that I get	6.13	4.19	8.06
6	Ease	The policy documents are easy to read, with little or no small print	6.45	5.16	7.74
7	Ease	I am able to buy through a price comparison website	4.84	2.26	7.42
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.81	4.52	7.10
9	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.13	5.81	6.45
10	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.16	3.87	6.45
11	Speed (claims)	My insurer provides effective assistance/ advice	7.10	3.87	10.32
12	Confidence	The company handles complaints professionally and fairly	7.10	5.00	9.19

Opportunities for Consumers – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	Speed (claims): I am offered immediate assistance and advice	5.10	2.61	7.60
2	Respect (claims)	Respect (claims): The insurance company does not try to avoid paying out	4.08	1.84	6.33
3	Loyalty	Loyalty: The premium doesn't increase because I'm not a new customer anymore	4.08	2.45	5.71
4	Respect (claims)	Respect (claims): The people you deal with show compassion	5.10	4.49	5.71
5	Confidence	Confidence: I know what the policy covers and excludes	5.51	5.71	5.31
6	Confidence	Confidence: The insurer assesses my risk individually, rather than using generic assumptions	4.29	3.54	5.03
7	Confidence	Confidence: The insurer advertises what percentage of claims they pay out on	4.69	4.49	4.90
8	Confidence	Confidence: The policy is explained clearly	4.90	4.90	4.90
9	Control (claims)	Control (claims): I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	3.06	1.43	4.69
10	Relationship	Relationship: I am able to go to my insurer for advice	3.27	2.13	4.40
11	Speed (claims)	Speed (claims): I am offered immediate assistance and advice	5.10	2.61	7.60
12	Respect (claims)	Respect (claims): The insurance company does not try to avoid paying out	4.08	1.84	6.33

Appendix - SMEs



Theme scores for SMEs – gender

Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.49	4.69	6.29
2	Confidence	6.10	6.04	6.17
3	Ease	5.59	5.84	5.33
4	Protection	5.48	5.72	5.23
5	Price	4.86	4.78	4.95
6	Control (claims)	4.47	4.07	4.86
7	Relationship	4.48	4.54	4.43
8	Respect (claims)	4.52	4.80	4.23
9	Speed (claims)	4.51	4.95	4.07

Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.55	4.92	6.18
2	Confidence	6.09	6.21	5.97
3	Protection	5.71	5.78	5.65
4	Ease	5.73	5.82	5.64
5	Price	4.84	4.80	4.88
6	Relationship	4.69	5.09	4.30
7	Speed (claims)	4.45	4.75	4.15
8	Respect (claims)	3.91	3.98	3.83
9	Control (claims)	3.27	4.47	2.07

Top 10 opportunities for SMEs – Females

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The company handles complaints professionally and fairly	6.93	6.38	7.48
2	Confidence	I know what the policy covers and excludes	7.29	7.17	7.41
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.21	5.09	7.33
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.92	4.67	7.18
5	Confidence	The policy is explained clearly	6.96	6.81	7.12
6	Loyalty	I am able to get a discount for staying with the same company	5.90	4.89	6.92
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.81	4.80	6.82
8	Confidence	The insurer informs me about their claims process before I buy	6.19	5.71	6.67
9	Price	The insurance provider matches a cheaper price from a competitors quote	5.76	4.99	6.53
10	Ease	The provider makes it easy to compare to policies from other providers	5.86	5.27	6.45

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	6.26	5.08	7.44
2	Price	The cost of the policy is reasonable for the level of cover that I get	6.78	6.14	7.42
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.28	5.18	7.37
4	Confidence	I know what the policy covers and excludes	6.99	6.94	7.04
5	Confidence	The company handles complaints professionally and fairly	6.64	6.31	6.97
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.99	5.15	6.83
7	Ease	My questions are answered quickly and clearly	6.61	6.45	6.76
8	Protection	The policy is of the right level to ensure my business could continue to trade	6.51	6.41	6.62
9	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.45	6.32	6.58
10	Confidence	I know the company pays out quickly and worries about paperwork later	6.12	5.68	6.55

Theme scores for SMEs – age

18-34

	Theme	Importance	Performance	Opportunity score
1	Confidence	5.37	5.64	5.10
2	Loyalty	4.88	4.84	4.92
3	Ease	4.95	5.32	4.58
4	Price	4.56	4.60	4.51
5	Protection	4.77	5.08	4.46
6	Respect (claims)	4.09	4.39	3.79
7	Relationship	4.16	4.62	3.69
8	Speed (claims)	4.15	4.69	3.61
9	Control (claims)	3.70	4.05	3.35

35-54

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.12	4.93	7.31
2	Confidence	6.80	6.47	7.14
3	Ease	6.50	6.33	6.66
4	Protection	6.34	6.43	6.24
5	Speed (claims)	5.73	5.42	6.04
6	Price	5.17	5.11	5.23
7	Control (claims)	4.83	4.62	5.05
8	Relationship	4.94	5.08	4.81
9	Respect (claims)	4.67	4.63	4.71

55 or older

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.46	4.12	8.79
2	Confidence	7.18	7.30	7.07
3	Protection	6.89	6.81	6.97
4	Relationship	5.27	4.61	5.93
5	Price	5.25	4.67	5.83
6	Ease	6.22	6.64	5.80

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	6.42	6.22	6.63
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.52	4.87	6.17
3	Confidence	The company handles complaints professionally and fairly	6.08	6.02	6.14
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.36	4.72	5.99
5	Price	There is a promotional discount when joining	4.80	4.01	5.59
6	Confidence	The policy is explained clearly	5.98	6.45	5.51
7	Confidence	The insurer informs me about their claims process before I buy	5.43	5.44	5.42
8	Loyalty	I am able to get a discount for staying with the same company	5.29	5.19	5.40
9	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	5.44	5.50	5.37
10	Price	The insurance provider matches a cheaper price from a competitors quote	5.06	4.81	5.32

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	6.87	4.93	8.81
2	Confidence	The policy is explained clearly	7.79	7.07	8.50
3	Confidence	The company handles complaints professionally and fairly	7.46	6.45	8.47
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.95	5.43	8.46
5	Confidence	I know what the policy covers and excludes	7.86	7.70	8.03
6	Confidence	The insurer informs me about their claims process before I buy	7.27	6.55	7.99
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.55	5.14	7.95
8	Ease	The provider makes it easy to compare to policies from other providers	6.89	5.91	7.87
9	Ease	The policy documents are easy to read, with little or no small print	6.91	6.30	7.52
10	Ease	My questions are answered quickly and clearly	7.39	7.29	7.48

Top 10 opportunities for SMEs – 55 or older years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.65	4.67	10.62
2	Loyalty	I am able to get a discount for staying with the same company	6.95	4.11	9.80
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.52	3.92	9.13
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.22	5.36	9.08
5	Ease	The policy documents are easy to read, with little or no small print	8.02	7.06	8.98
6	Loyalty	I am told what the price would be if I wasn't a new customer	5.45	1.95	8.96
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.68	4.69	8.68
8	Protection	The policy is of the right level to ensure my business could continue to trade	8.45	8.29	8.60
9	Protection	I am able to remove cover elements I don't need protection for	7.65	6.75	8.55
10	Relationship	I am able to go to my insurer for advice	7.33	6.27	8.38

Theme scores for SMEs – ethnicity

White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.63	4.65	6.61
2	Confidence	6.21	6.21	6.20
3	Protection	5.71	5.81	5.61
4	Ease	5.72	5.97	5.46
5	Price	4.84	4.70	4.97
6	Respect (claims)	4.65	4.83	4.48
7	Relationship	4.54	4.68	4.40
8	Speed (claims)	4.53	4.87	4.19
9	Control (claims)	4.26	4.46	4.07

Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Confidence	5.68	5.80	5.56
2	Ease	5.28	5.34	5.22
3	Loyalty	5.19	5.38	5.00
4	Protection	5.14	5.47	4.81
5	Price	4.93	5.15	4.70
6	Relationship	4.74	5.14	4.33
7	Speed (claims)	4.44	4.94	3.94
8	Respect (claims)	3.71	3.90	3.52
9	Control (claims)	3.54	3.87	3.21

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	6.26	4.79	7.74
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.38	5.11	7.66
3	Confidence	The company handles complaints professionally and fairly	6.96	6.33	7.58
4	Confidence	I know what the policy covers and excludes	7.36	7.19	7.53
5	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.13	4.90	7.36
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.87	4.67	7.07
7	Confidence	The policy is explained clearly	7.05	7.05	7.05
8	Price	The insurance provider matches a cheaper price from a competitors quote	5.83	4.82	6.84
9	Confidence	I know the company pays out quickly and worries about paperwork later	5.94	5.32	6.57
10	Confidence	The insurer informs me about their claims process before I buy	6.33	6.11	6.55

Top 10 opportunities for SMEs – Ethnic minorities

	Theme	Statement	Importance	Performance	Opportunity score
1	Ease	The provider makes it easy to compare to policies from other providers	5.63	4.63	6.63
2	Confidence	The insurer informs me about their claims process before I buy	6.01	5.51	6.51
3	Confidence	I know what the policy covers and excludes	6.42	6.62	6.21
4	Protection	I am able to add additional cover to suit my needs	6.08	5.96	6.19
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.73	5.31	6.15
6	Confidence	The insurer advertises what percentage of claims they pay out on	5.39	4.63	6.15
7	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.67	5.30	6.03
8	Ease	My questions are answered quickly and clearly	5.84	5.64	6.03
9	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	5.70	5.38	6.01
10	Ease	I am able to buy through a price comparison website	5.49	5.02	5.97

Theme scores for SMEs – number of employees

1-5

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.22	3.27	7.17
2	Confidence	6.01	5.57	6.45
3	Ease	5.47	5.40	5.55
4	Price	4.50	3.79	5.21
5	Protection	5.14	5.28	5.00
6	Respect (claims)	3.65	3.17	4.13
7	Speed (claims)	4.08	4.35	3.80
8	Relationship	3.47	3.34	3.60
9	Control (claims)	3.20	3.30	3.09

6-20

	Theme	Importance	Performance	Opportunity score
1	Confidence	5.68	5.85	5.52
2	Loyalty	5.13	4.94	5.33
3	Ease	5.20	5.51	4.88
4	Price	4.80	4.87	4.74
5	Protection	4.99	5.42	4.56
6	Relationship	4.52	4.96	4.08
7	Respect (claims)	4.18	4.54	3.81
8	Speed (claims)	4.06	4.64	3.48
9	Control (claims)	3.59	4.13	3.04

More than 20

	Theme	Importance	Performance	Opportunity score
1	Protection	6.50	6.40	6.59
2	Loyalty	6.11	5.67	6.55
3	Confidence	6.58	6.74	6.42
4	Ease	6.23	6.42	6.04
5	Control (claims)	5.22	4.93	5.51
6	Speed (claims)	5.47	5.57	5.36
7	Relationship	5.41	5.59	5.24
8	Price	5.17	5.38	4.96
9	Respect (claims)	4.83	5.14	4.52

Top 10 opportunities for SMEs – 1-5 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.12	3.54	8.70
2	Loyalty	I am able to get a discount for staying with the same company	5.86	3.19	8.54
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.91	3.42	8.41
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.79	3.53	8.05
5	Confidence	The company handles complaints professionally and fairly	6.78	5.62	7.93
6	Confidence	I know what the policy covers and excludes	7.28	6.97	7.60
7	Ease	The policy documents are easy to read, with little or no small print	6.29	5.38	7.21
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.22	5.28	7.16
9	Confidence	I know the company pays out quickly and worries about paperwork later	5.96	4.92	7.01
10	Price	The cost of the policy is reasonable for the level of cover that I get	6.52	6.05	6.99

Top 10 opportunities for SMEs – 6-20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The policy is explained clearly	6.58	6.57	6.59
2	Confidence	I know what the policy covers and excludes	6.55	6.51	6.58
3	Confidence	The company handles complaints professionally and fairly	6.29	6.16	6.43
4	Ease	The provider makes it easy to compare to policies from other providers	5.69	5.08	6.30
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.74	5.26	6.21
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.41	4.65	6.18
7	Price	The insurance provider matches a cheaper price from a competitors quote	5.31	4.74	5.87
8	Loyalty	I am able to get a discount for staying with the same company	5.58	5.30	5.85
9	Confidence	The insurer informs me about their claims process before I buy	5.86	5.92	5.81
10	Confidence	The insurer advertises what percentage of claims they pay out on	5.29	4.97	5.60

Top 10 opportunities for SMEs – More than 20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.96	6.12	7.79
2	Confidence	The company handles complaints professionally and fairly	7.36	6.95	7.76
3	Confidence	I know what the policy covers and excludes	7.70	7.69	7.72
4	Loyalty	I am able to get a discount for staying with the same company	6.67	5.85	7.49
5	Speed (claims)	My claim is settled quickly	6.20	4.92	7.48
6	Protection	I am able to remove cover elements I don't need protection for	6.68	5.99	7.38
7	Ease	My questions are answered quickly and clearly	7.40	7.44	7.35
8	Protection	I am able to add additional cover to suit my needs	7.23	7.20	7.26
9	Confidence	The insurer informs me about their claims process before I buy	6.79	6.41	7.18
10	Confidence	The policy is explained clearly	7.30	7.50	7.10

Theme scores for SMEs – policy type held

Motor

	Theme	Importance	Performance	Opportunity score
1	Confidence	5.93	6.03	5.83
2	Loyalty	5.42	5.05	5.78
3	Protection	5.71	5.88	5.54
4	Ease	5.63	5.78	5.48
5	Price	4.62	4.84	4.40
6	Relationship	4.45	4.79	4.11

Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Confidence	6.65	6.64	6.67
2	Loyalty	5.82	5.11	6.53
3	Ease	6.14	6.25	6.03
4	Protection	5.98	6.11	5.85
5	Relationship	5.34	5.17	5.50
6	Price	5.25	5.15	5.35

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.50	4.69	6.31
2	Confidence	5.87	5.89	5.85
3	Protection	5.36	5.43	5.29
4	Ease	5.43	5.65	5.21
5	Price	4.66	4.47	4.85
6	Relationship	4.39	4.61	4.16

Business interruption

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.26	4.21	6.31
2	Confidence	5.96	5.88	6.04
3	Ease	5.40	5.61	5.19
4	Price	4.97	4.79	5.15
5	Protection	5.27	5.63	4.91
6	Relationship	4.03	4.51	3.55

Top 10 opportunities for SMEs – policy type held motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	I know what the policy covers and excludes	7.01	6.44	7.57
2	Confidence	I am able to add additional cover to suit my needs	6.69	6.29	7.10
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.02	5.20	6.83
4	Confidence	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.38	5.97	6.80
5	Protection	The company handles complaints professionally and fairly	6.53	6.27	6.78
6	Ease	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.76	4.82	6.70
7	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.07	5.45	6.69
8	Loyalty	I am able to get a discount for staying with the same company	5.85	5.23	6.46
9	Ease	I know the company pays out quickly and worries about paperwork later	5.99	5.55	6.43
10	Loyalty	My questions are answered quickly and clearly	6.44	6.53	6.35

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

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The company handles complaints professionally and fairly	7.39	6.96	7.82
2	Confidence	I know what the policy covers and excludes	7.61	7.59	7.62
3	Loyalty	I am able to get a discount for staying with the same company	6.44	5.27	7.60
4	Confidence	The policy is explained clearly	7.50	7.42	7.58
5	Ease	The provider makes it easy to compare to policies from other providers	6.62	5.90	7.35
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.49	5.64	7.34
7	Confidence	I know the company pays out quickly and worries about paperwork later	6.22	5.36	7.09
8	Protection	The policy is of the right level to ensure my business could continue to trade	7.07	7.16	6.99
9	Confidence	The insurer informs me about their claims process before I buy	6.73	6.48	6.98
10	Confidence	The insurer advertises what percentage of claims they pay out on	6.44	5.92	6.95

Top 10 opportunities for SMEs – 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	6.44	4.77	8.10
2	Loyalty	I am able to get a discount for staying with the same company	6.17	5.03	7.30
3	Confidence	The company handles complaints professionally and fairly	6.65	6.12	7.17
4	Confidence	I know what the policy covers and excludes	7.13	7.15	7.10
5	Confidence	The policy is explained clearly	6.88	6.73	7.02
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.81	4.78	6.84
7	Price	The insurance provider matches a cheaper price from a competitors quote	5.83	4.85	6.82
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.54	4.77	6.31
9	Relationship	I am able to go to my insurer for advice	5.69	5.21	6.17
10	Ease	My questions are answered quickly and clearly	6.24	6.35	6.13

Top 10 opportunities for SMEs – policy type held business interruption

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.99	4.17	7.80
2	Confidence	The insurer informs me about their claims process before I buy	6.37	5.17	7.57
3	Confidence	The company handles complaints professionally and fairly	6.68	5.95	7.41
4	Price	The cost of the policy is reasonable for the level of cover that I get	6.71	6.20	7.23
5	Loyalty	I am able to get a discount for staying with the same company	5.61	4.13	7.08
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.47	4.10	6.84
7	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.81	4.93	6.70
8	Confidence	I know what the policy covers and excludes	6.85	7.01	6.69
9	Ease	The provider makes it easy to compare to policies from other providers	5.74	4.91	6.58
10	Confidence	I am able to understand if there are any discounts or no claims bonus	6.26	5.98	6.55

Theme scores for SMEs – policy type claimed

Motor

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	5.15	5.42	4.88
2	Respect (claims)	4.49	4.53	4.44
3	Control (claims)	3.93	4.51	3.34

Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Respect (claims)	4.35	5.34	3.37
2	Control (claims)	3.72	4.28	3.16
3	Speed (claims)	4.00	5.12	2.88

Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	4.54	4.33	4.76
2	Control (claims)	3.96	4.15	3.76
3	Respect (claims)	3.55	3.99	3.11

Business Interruption

	Theme	Importance	Performance	Opportunity score
1	Respect (claims)	5.09	4.30	5.88
2	Control (claims)	4.48	3.97	4.99
3	Speed (claims)	4.18	4.83	3.52

Opportunities for SMEs – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My claim is settled quickly	5.64	4.85	6.44
2	Speed (claims)	My insurer provides effective assistance/ advice	5.94	5.70	6.18
3	Speed (claims)	I am not asked needless questions about my claim	5.64	5.25	6.03
4	Speed (claims)	It is clear what I need to do to claim	5.94	6.02	5.86
5	Respect (claims)	The people you deal with show compassion	5.54	5.50	5.59
6	Respect (claims)	The insurance company does not try to avoid paying out	4.75	4.40	5.10
7	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	4.16	3.90	4.42
8	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.16	4.10	4.22
9	Speed (claims)	I am offered immediate assistance and advice	4.36	5.54	3.17
10	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	3.17	3.70	2.64
11	Speed (claims)	I can get through to the insurance company quickly at any time	3.37	5.15	1.58
12	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	3.47	5.54	1.39

Opportunities for SMEs – claimed on employers' liability

	Theme	Statement	Importance	Performance	Opportunity score
1	Control (claims):	Repairs or replacement items are completed/ delivered at a time to suit me	4.42	3.83	5.01
2	Respect (claims)	The insurance company does not try to avoid paying out	4.84	4.68	5.00
3	Speed (claims)	My claim is settled quickly	4.11	3.40	4.81
4	Speed (claims)	My insurer provides effective assistance/ advice	4.84	5.43	4.26
5	Speed (claims)	I am not asked needless questions about my claim	4.32	4.84	3.79
6	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	4.11	5.26	2.95
7	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	3.47	4.11	2.84
8	Speed (claims)	I am offered immediate assistance and advice	4.11	5.76	2.45
9	Respect (claims)	The people you deal with show compassion	4.11	6.06	2.15
10	Speed (claims)	I can get through to the insurance company quickly at any time	3.79	5.47	2.11
11	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	3.26	4.89	1.64
12	Speed (claims)	It is clear what I need to do to claim	2.84	5.79	-0.11

Opportunities for SMEs – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My claim is settled quickly	4.75	4.06	5.44
2	Speed (claims)	I can get through to the insurance company quickly at any time	4.75	4.45	5.04
3	Speed (claims)	It is clear what I need to do to claim	4.39	3.80	4.98
4	Speed (claims)	I am not asked needless questions about my claim	4.46	4.12	4.80
5	Respect (claims)	The people you deal with show compassion	4.60	4.49	4.72
6	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.39	4.09	4.69
7	Speed (claims)	My insurer provides effective assistance/ advice	4.96	5.25	4.68
8	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	4.46	4.89	4.03
9	Speed (claims)	I am offered immediate assistance and advice	3.96	4.31	3.61
10	Respect (claims)	The insurance company does not try to avoid paying out	3.45	4.01	2.89
11	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	3.02	3.48	2.56
12	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	2.59	3.46	1.72

Opportunities for SMEs – claimed on business interruption

	Theme	Statement	Importance	Performance	Opportunity score
1	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	4.84	3.04	6.63
2	Respect (claims)	The people you deal with show compassion	5.27	4.41	6.13
3	Respect (claims)	The insurance company does not try to avoid paying out	5.27	4.52	6.02
4	Speed (claims)	It is clear what I need to do to claim	4.95	4.09	5.81
5	Respect (claims)	I do not have to prove that I am telling the truth with lots of receipts or pictures	4.73	3.98	5.48
6	Speed (claims)	My claim is settled quickly	4.84	4.52	5.16
7	Speed (claims)	My insurer provides effective assistance/ advice	5.27	5.38	5.16
8	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.62	4.62	4.62
9	Control (claims)	I am able to choose the supplier that the insurance company uses (e.g. tradesmen, garage, airline, law firm)	3.98	4.24	3.72
10	Speed (claims)	I am not asked needless questions about my claim	3.44	4.62	2.26
11	Speed (claims)	I can get through to the insurance company quickly at any time	3.33	5.28	1.39
12	Speed (claims)	I am offered immediate assistance and advice	3.23	5.11	1.34