



**The Institute of  
Customer Service**



**Chartered  
Insurance  
Institute**

# **Chartered Insurance Institute**

**Trust in the Insurance sector**

**Consumer & SME survey analysis**

**February 2022**

**Waves 8&9 (July 2021 & Dec 2021)**



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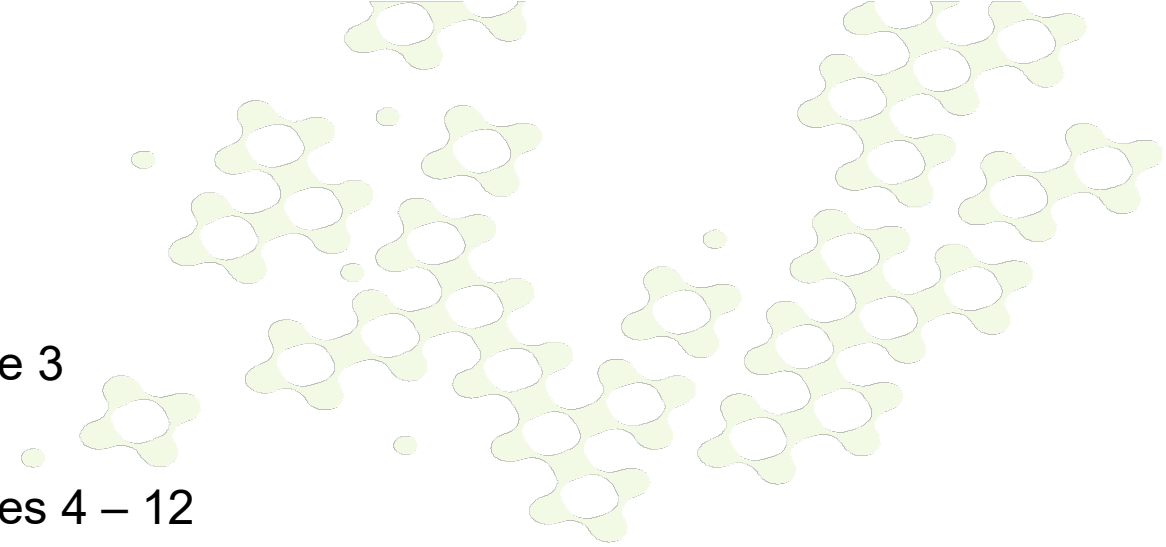
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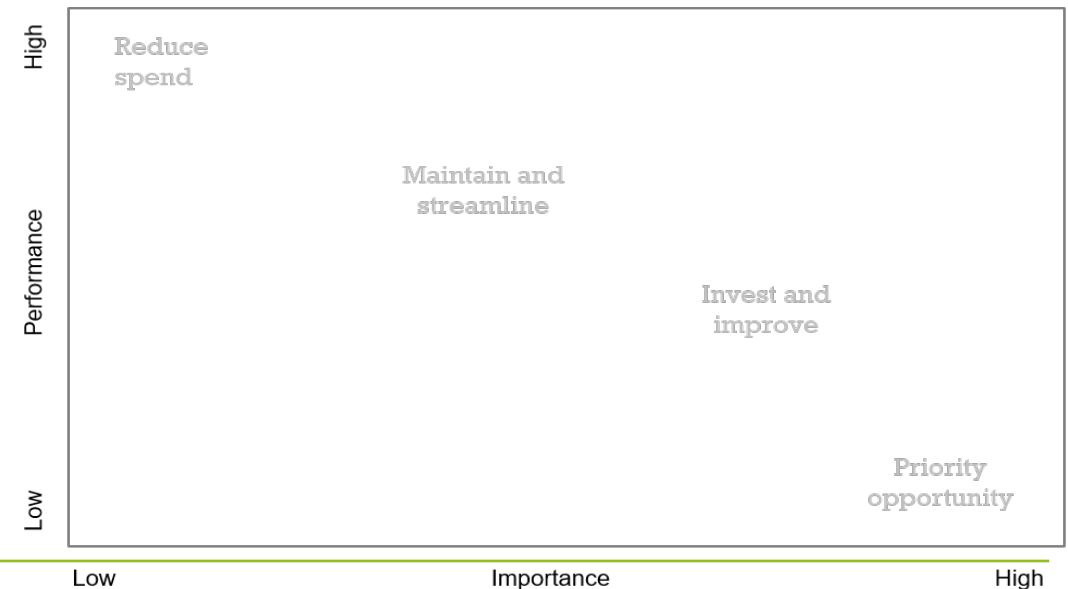


# Background and methodology

- As part of the Institute of Customer Service/CII Trust in Insurance tracker, 999 consumers and 1,498 SME employees, who are involved in the insurance buying decisions, were surveyed
- For this report we have analysed the combined data sets from the July 2021 and Dec 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

- 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
- There are positive increases in performance scores for all nine trust themes in this wave. Consumers have also attributed a higher stated importance level against each of the nine trust themes. Therefore each theme has a higher Opportunity score in wave 8&9 compared to the previous wave
- All nine of the Opportunity themes have increased in score when compared to wave 7&8, the claims related themes of Speed, Respect and Control the most, Speed (claims) is up by 1.88 points on the previous wave
- Loyalty has the lowest performance score and highest opportunity to improve of any theme
- 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; insurers taking loyalty into account following a claim; additional benefits, such as enhanced cover, when renewing
- Overall Consumer satisfaction is 85%, an increase of 3 percentage points since wave 7&8 and the highest level since the CII Trust index started in 2019
- Satisfaction with Travel insurance policies (82%) has improved the most (up 6 percentage points compared to wave 7&8) but is below the level of satisfaction with Motor (86%) and Buildings and / or Contents insurance (85%) policies
- 75% of Consumers who have previously used an insurance broker and 71% who had received professional financial advice attach high importance (score 8, 9 or 10 for level of importance) that the person they deal with had reached a professional standard or level of expertise. 75% feel that a qualification from the awarding body or working for a firm with Chartered status is the best guarantee of professional standards or expertise.

# Key findings – Consumers

## Importance scores

	Wave 8&9 Importance	Wave 7&8 Importance	Change +/-
Loyalty	5.87	5.69	0.18
Confidence	6.62	6.29	0.33
Protection	5.67	5.37	0.30
Speed (claims)	5.56	4.41	1.15
Price	4.94	4.53	0.41
Ease	6.16	5.91	0.25
Respect (claims)	5.12	4.41	0.71
Control (claims)	3.95	3.08	0.87
Relationship	3.30	3.08	0.22

## Performance scores

	Wave 8&9 Performance	Wave 7&8 Performance	Change +/-
Loyalty	2.58	2.53	0.05
Confidence	5.54	5.52	0.02
Protection	5.03	4.86	0.17
Speed (claims)	4.95	4.53	0.42
Price	3.72	3.64	0.08
Ease	6.17	5.95	0.22
Respect (claims)	4.77	4.49	0.28
Control (claims)	3.88	3.65	0.23
Relationship	2.61	2.46	0.15

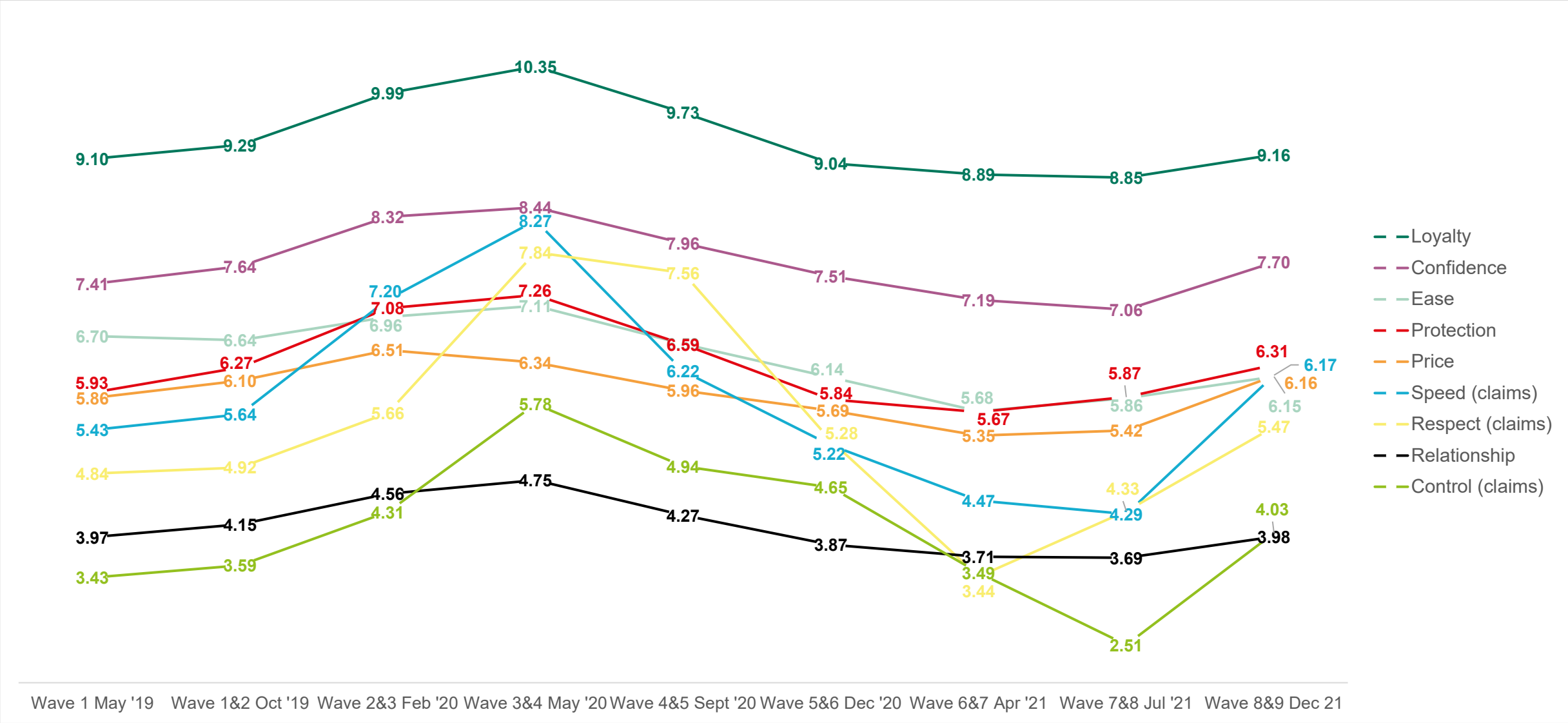
## Opportunity scores

	Wave 8&9 Opportunity Score	Wave 7&8 Opportunity Score	Change +/-
Loyalty	9.16	8.85	0.31
Confidence	7.70	7.06	0.64
Protection	6.31	5.87	0.44
Speed (claims)	6.17	4.29	1.88
Price	6.16	5.42	0.74
Ease	6.15	5.86	0.29
Respect (claims)	5.47	4.33	1.14
Control (claims)	4.03	2.51	1.52
Relationship	3.98	3.69	0.29

- The top opportunities to improve trust are: Loyalty, Confidence and Protection
- Each Opportunity score has increased when compared to wave 7&8
- Although there are positive increases in Performance scores in this wave, consumers have also attributed a higher stated Importance score against each of the nine trust themes hence the increase in Opportunity scores

# Consumer Wave on wave comparison – Opportunity scores:

Loyalty and Confidence are the top Opportunity themes to improve trust with Consumers



# Key findings – SME market

- Loyalty, followed by Confidence remain the leading opportunity themes to improve trust levels with SMEs. This is consistent with all previous waves of the research
- All Performance scores have improved compared to wave 7&8. Importance scores attributed to the themes by SMEs have increased for all themes. As a result the opportunity scores have also increased for each theme. Control in relation to claims and Loyalty are the opportunity scores that have increased the most compared to the last wave
- The top 5 opportunity statements for SMEs which would increase trust are:
  - Providing a discount for loyal customers
  - Premiums not increasing as they are no longer a new customer
  - Handling complaints professionally and fairly
  - Taking loyalty into account at renewal following a claim
  - The insurer providing additional benefits for renewing (e.g. enhanced cover)
- In terms of organisation size, SMEs employing 20 + people show the highest opportunity to improve trust
- Overall satisfaction of SMEs with their insurer is 80%, up 1 percentage points compared to wave 7&8 and at its highest level since February 2020, when it was 82%
- 77% of SMEs who have previously used an insurance broker and 71% who had received professional financial advice attach high importance (score 8, 9 or 10 for level of importance) that the person they dealt with had reached a professional standard or level of expertise.
- 79% of SMEs feel that a qualification from the awarding body or working for a firm with Chartered status is the best guarantee of professional standing or expertise



# Key findings – SME market

## Importance scores

	Wave 8&9 Importance	Wave 7&8 Importance	Change +/-
Loyalty	6.02	5.51	0.51
Confidence	6.53	6.10	0.43
Ease	6.09	5.65	0.44
Protection	5.92	5.58	0.34
Control (claims)	5.10	4.01	1.09
Price	5.00	4.86	0.14
Relationship	4.84	4.57	0.27
Speed (claims)	5.13	4.49	0.64
Respect (claims)	4.87	4.28	0.59

## Performance scores

	Wave 8&9 Performance	Wave 7&8 Performance	Change +/-
Loyalty	4.80	4.79	0.01
Confidence	6.38	6.11	0.27
Ease	6.32	5.83	0.49
Protection	6.15	5.75	0.40
Control (claims)	5.08	4.22	0.86
Price	4.95	4.79	0.16
Relationship	5.05	4.78	0.27
Speed (claims)	5.77	4.87	0.90
Respect (claims)	5.37	4.49	0.88

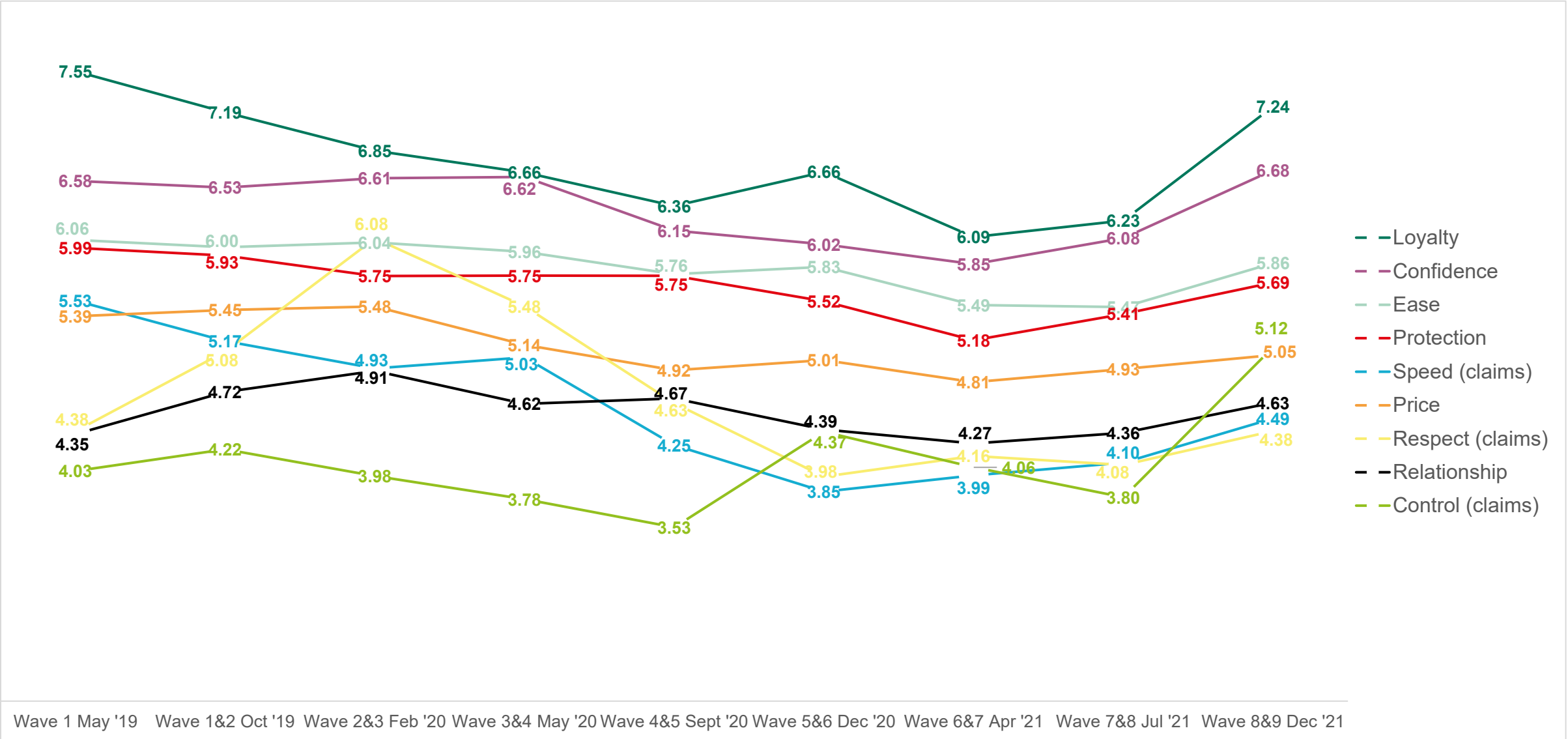
## Opportunity scores

	Wave 8&9 Opportunity Score	Wave 7&8 Opportunity Score	Change +/-
Loyalty	7.24	6.23	1.01
Confidence	6.68	6.08	0.60
Ease	5.86	5.47	0.39
Protection	5.69	5.41	0.28
Control (claims)	5.12	3.80	1.32
Price	5.05	4.93	0.12
Relationship	4.63	4.36	0.27
Speed (claims)	4.49	4.10	0.39
Respect (claims)	4.38	4.08	0.30

- Loyalty, Confidence, Ease, Protection are the highest opportunity scores to improve trust with SMEs in wave 8&9, consistent with each wave since May 2020
- As it is with Consumers, all Performance scores have improved compared to wave 7&8 but because the Importance scores attributed to the themes by SMEs have each increased all the themes have grown as opportunities to improve trust in insurance
- Control in relation to claims and Loyalty are the Opportunity scores that have increased the most compared to the last wave

# SMEs Wave on wave comparison – Opportunity scores:

Loyalty and Confidence are the top themes for SMEs consistently across the waves. The Opportunity scores for Confidence and Loyalty are at their highest and second highest levels respectively, since the Trust index began

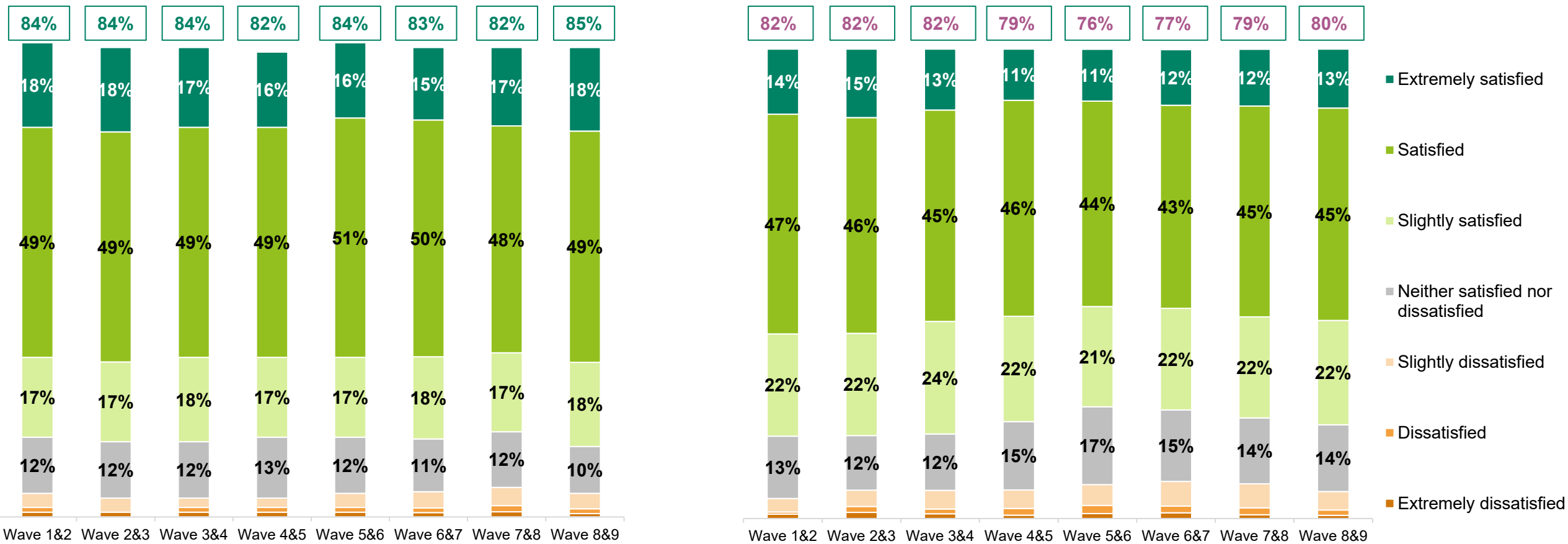


# Consumer and SME, YoY comparison – Overall satisfaction with the policy held:

Consumer overall satisfaction with their policy is 85%, its highest level since the Trust index began and SME satisfaction is 80%, the highest level since May 2020

## Consumer

## SME

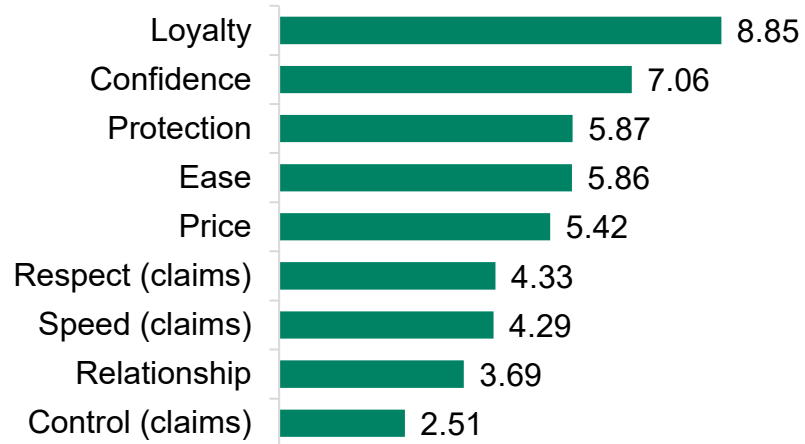


Base: All Consumers/ SMEs that hold at least one (motor, travel, buildings and/or contents, employers liability, business interruption) insurance policy. Wave 1&2 (2019): Consumer n=1,503, SMEs n=1,523. Wave 2&3 (2019/2020): Consumer n=1,000, SMEs n=1,007. Wave 3&4 (2020): Consumer n=1,000, SMEs n=1,000. 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 8&9 (2021): Consumer n=999, SMEs n=1,498

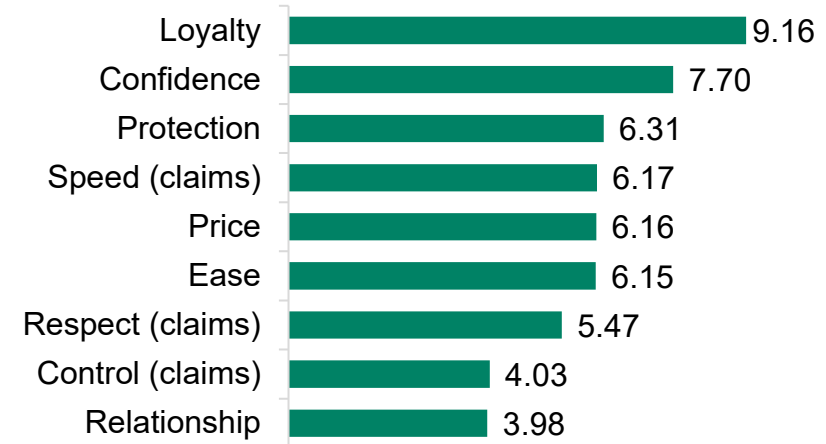
# Wave on wave comparison – Opportunity scores:

The top 3 Opportunity themes are consistent, both for Consumers and SMEs, with the previous wave

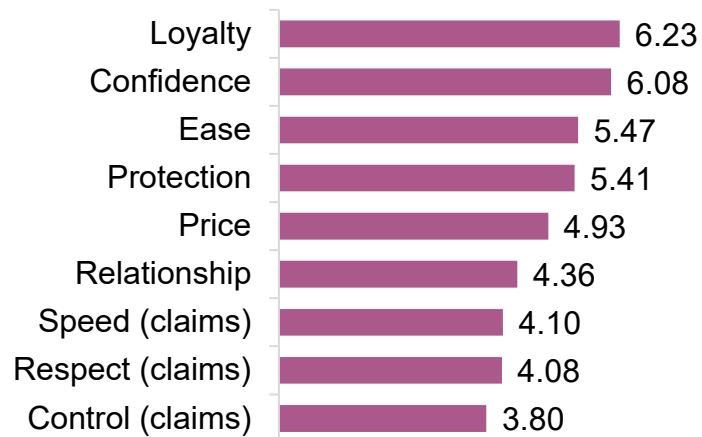
Consumer 2021 – wave 7&8



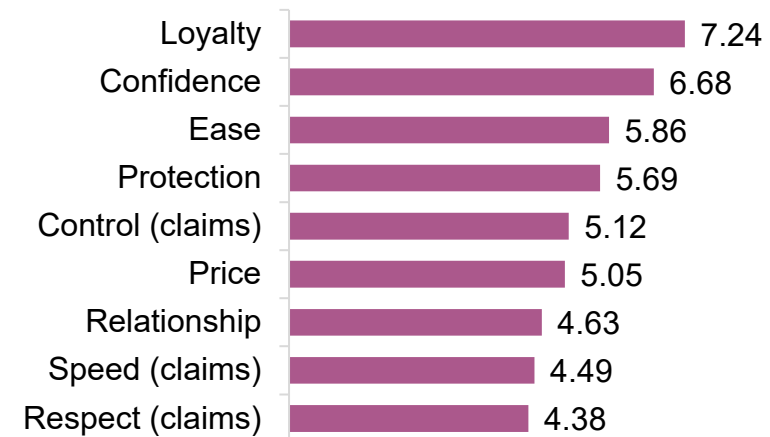
Consumer 2021 – wave 8&9



SME 2021 – wave 7&8



SME 2021 – wave 8&9



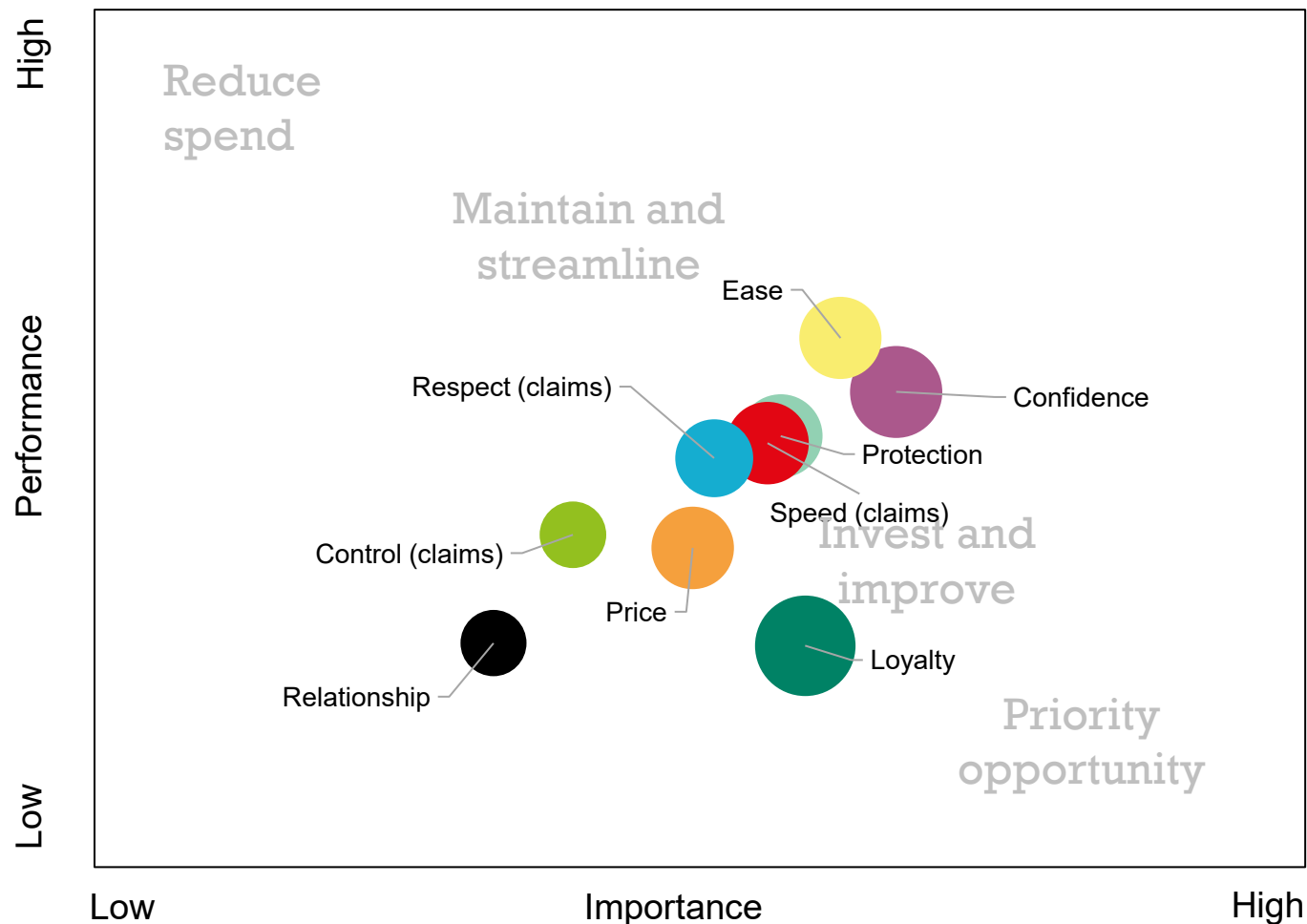
# Consumer survey

July 2021 & Dec 2021 data



## Overall Consumer themes - wave 8&9

- 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.
- Although the Loyalty theme is not the highest stated importance theme for Consumers its current performance score is the lowest overall, thus making it the biggest opportunity score to improve trust.



**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
- Insurers taking loyalty into account following a claim
- 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
- Handling consumers' complaints professionally and fairly
- Insurance providers matching a cheaper competitors' quote
- Transparency on price if they were not a new customer
- Policy documentation is easy to read with little or no small print
- Informing the customer about the claims process before they buy

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

# Top 10 opportunities for Consumers - wave 8&9

Rewarding customers' loyalty with a discount for staying and not having dual pricing for new / existing customers are the highest opportunities to improve trust with Consumers

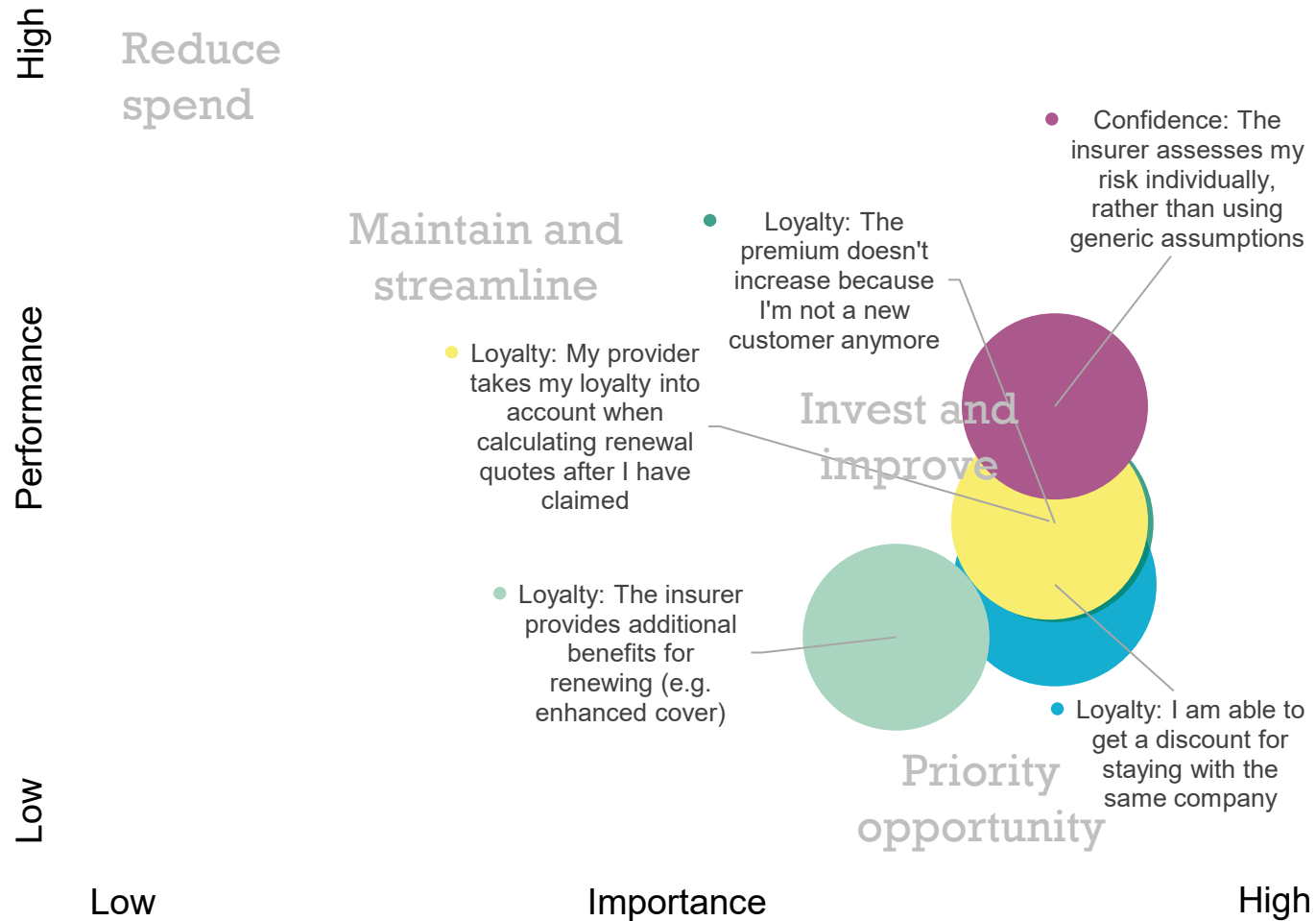
	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	7.07	2.72	11.41
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.07	3.37	10.77
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.03	3.39	10.66
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.88	2.16	9.59
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.07	4.60	9.53
6	Confidence	The company handles complaints professionally and fairly	7.55	5.72	9.37
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.23	3.27	9.19
8	Loyalty	I am told what the price would be if I wasn't a new customer	4.80	0.77	8.84
9	Ease	The policy documents are easy to read, with little or no small print	7.70	6.70	8.70
10	Confidence	The insurer informs me about their claims process before I buy	6.54	4.47	8.60

## Further areas that would improve trust:

- Taking a customers' loyalty into account when calculating renewal quotes following a claim
- Providing additional benefits for renewing (e.g. enhanced cover)
- Assessing risk individually, rather than using generic assumptions
- Handling complaints professionally and fairly
- Price matching a cheaper price from a competitors quote
- Informing consumers what the price would be if they were not a new customer
- Policy documents are easy to read, with little or no small print
- Informing the customer about the claims process before they buy

# Top 5 opportunity statements for Consumers - wave 8&9

The top 5 opportunity statements have remained the same since Wave 6&7, with four of five coming under the Loyalty theme



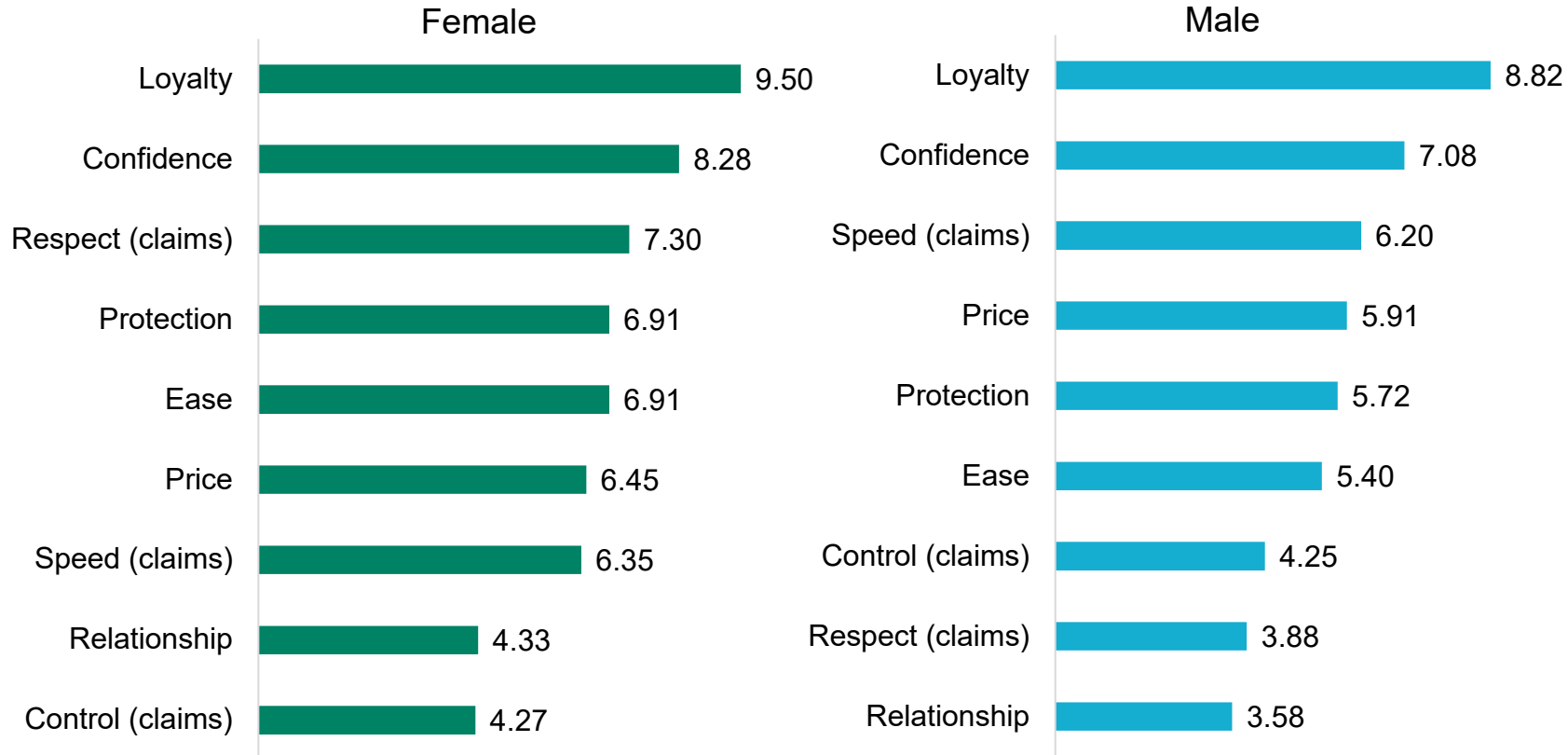
- The top 5 opportunities are stable compared to waves 6&7 and 7&8
- The highest opportunity score for an individual statement is for consumers getting a discount for staying with the same company, 11.41, up 0.44 points since wave 7&8

\*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 8&9

All opportunity themes have increased in score for both Male and Female consumers compared to wave 7&8



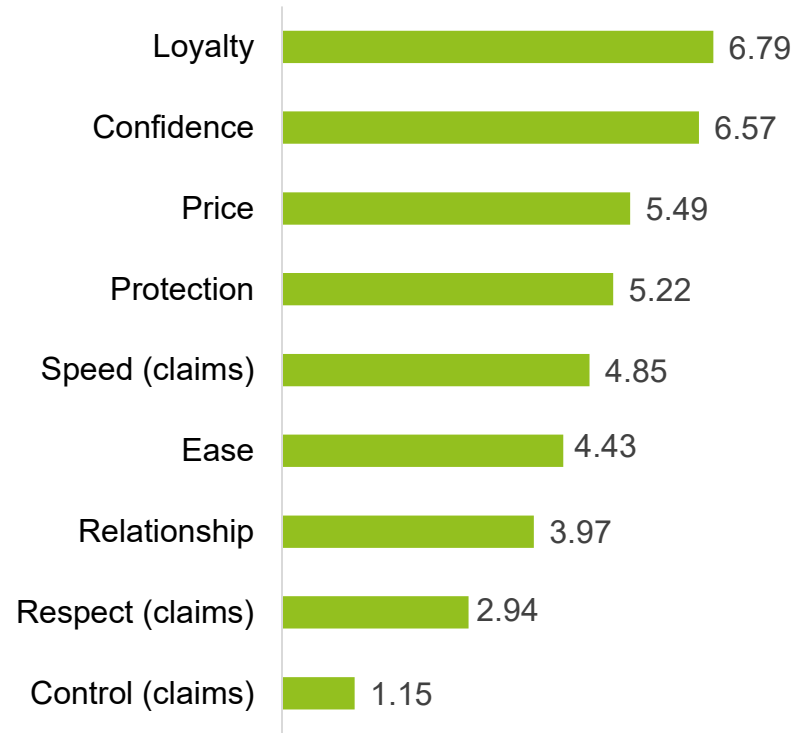
- Loyalty and Confidence remain the key opportunities to increase trust with both genders
- On average the opportunity to improve trust is greatest with females than males
- The largest increases in opportunity scores are both for men for Control (claims), up by 3.04 points and women for Speed (claims), up 2.79 points compared to wave 7&8.
- The sizable increase for these two claims related themes is due to an increase in stated importance, for example the importance men attribute to Control is 1.72 points higher than in wave 7&8
- Despite these two claims themes recording the biggest increase they are significantly lower opportunities to improve trust when compared to the Loyalty and Confidence themes

# Consumers Opportunity themes by ethnicity - wave 8&9

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.

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 have increased across all themes
- The biggest increases for White / White British are for the Control, Speed and Respect claims related themes up 2.92, 2.48 and 2.06 point respectively compared to wave 7&8
- Four of the nine opportunity themes have fallen for Ethnic minorities, albeit only slightly, Control (claims) has fallen the most, by 1.23 points

## Consumers Opportunity themes by age - wave 8&9

Younger consumers have lower opportunity scores than the average across all themes, which is consistent with all previous waves of the research. Therefore, the biggest opportunity to improve trust in insurance is with consumers aged 35 and older

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	9.16	5.75	10.06	10.99
Confidence	7.70	5.33	8.28	8.92
Protection	6.31	4.99	7.04	6.66
Speed (claims)	6.17	4.42	8.58	10.96*
Price	6.16	4.86	6.72	6.66
Ease	6.15	5.05	6.76	6.44
Respect (claims)	5.47	4.54	6.17	9.92*
Control (claims)	4.03	1.82	7.06	9.89*
Relationship	3.98	3.41	4.42	4.04

- 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.
- All opportunity theme scores have increased for the 18-34 and 35-54 age groups compared to wave 7&8. The 55+ age range is stable with the last wave and just slight increases or decreases of no more than 0.5 points
- Universally, Price has increased from wave 7&8 across each age range, up 1 point for 18-34, up 0.85 for 35-54 and up 0.44 for 55+
- The single biggest increase though is for Speed (claims) amongst 18-34 year olds, up 2.2 points to 4.42

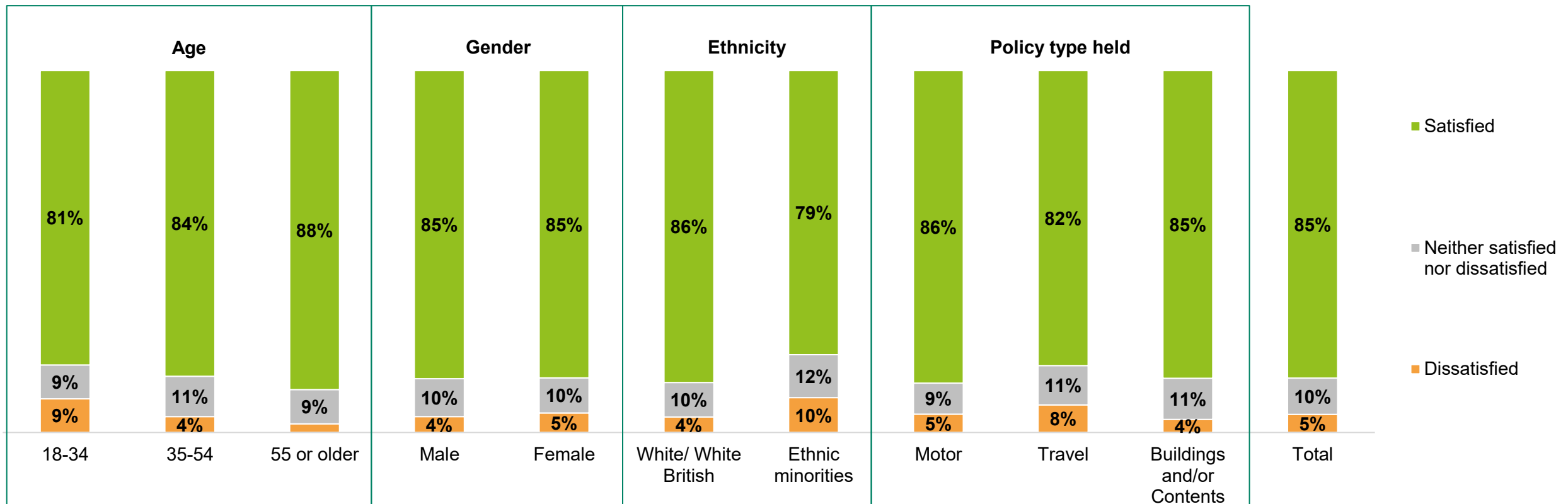
Table is showing opportunity scores by age range, relative to all respondents' average scores

Below overall score

Above overall score

## Consumers Overall satisfaction with the policy held – wave 8&9:

- Overall Consumer satisfaction is 85%, an increase of 3 percentage points since wave 7&8 and its highest level since the CII Trust index started
- Satisfaction with Travel insurance policies (82%) is up 6 percentage points on wave 7&8,
- 85% of consumers are satisfied with their Buildings and/or Contents insurance, up 4 percentage points from the last wave
- Satisfaction for those aged 18-34 (81%) is up by 7 percentage points compared to wave 7&8
- 85% of both male and female consumers are satisfied
- Satisfaction for Ethnic minorities (79%) has increased by 11 percentage points and is similar to wave 5&6 levels when it was 78%



Base: July 2021 & Dec 2021 data. All consumers who hold at least one (motor, travel, buildings and/or contents) insurance policy: 18-34 n=279, 34-54 n=341, 55 or older n=379, Male n=478, Female n=517, White/ White British n=860, Ethnic minorities n=135, Motor n=454, Travel n=184, Buildings and/or Contents n=361, 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.

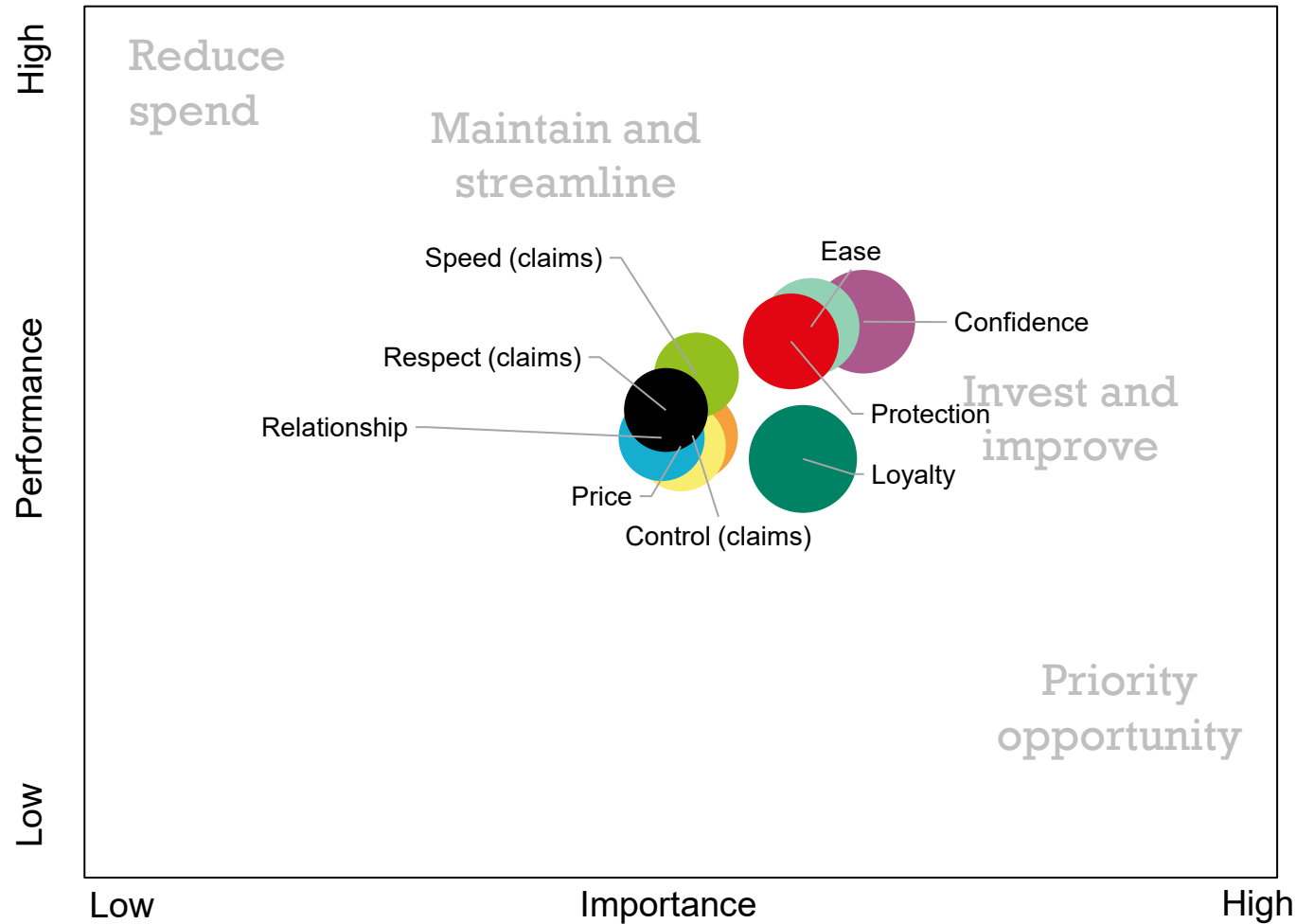
# SME survey

July 2021 & Dec 2021 data



## Overall SME themes - wave 8&9

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.



- All opportunity theme scores have increased compared to wave 7&8, Control in relation to claims the most, up 1.32 points followed by Loyalty, up 1.01 points
- Consistent with previous waves all of the SME opportunity themes are closely grouped in terms of opportunity scores
- The gap in opportunity score between the highest opportunity theme (Loyalty, 7.24) and the lowest opportunity (Respect in relation to claims, 4.38) is only 2.86 points (out of 30)
- This is in comparison to the Consumer market, where the gap in terms of the highest opportunity and the lowest opportunity to improve trust is 5.18 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.

## Top 10 opportunities for SMEs – wave 8&9

Providing a discount for loyal customers, premiums not increasing as they are no longer a new customer and handling complaints professionally and fairly, are the top 3 opportunities to improve trust with SMEs

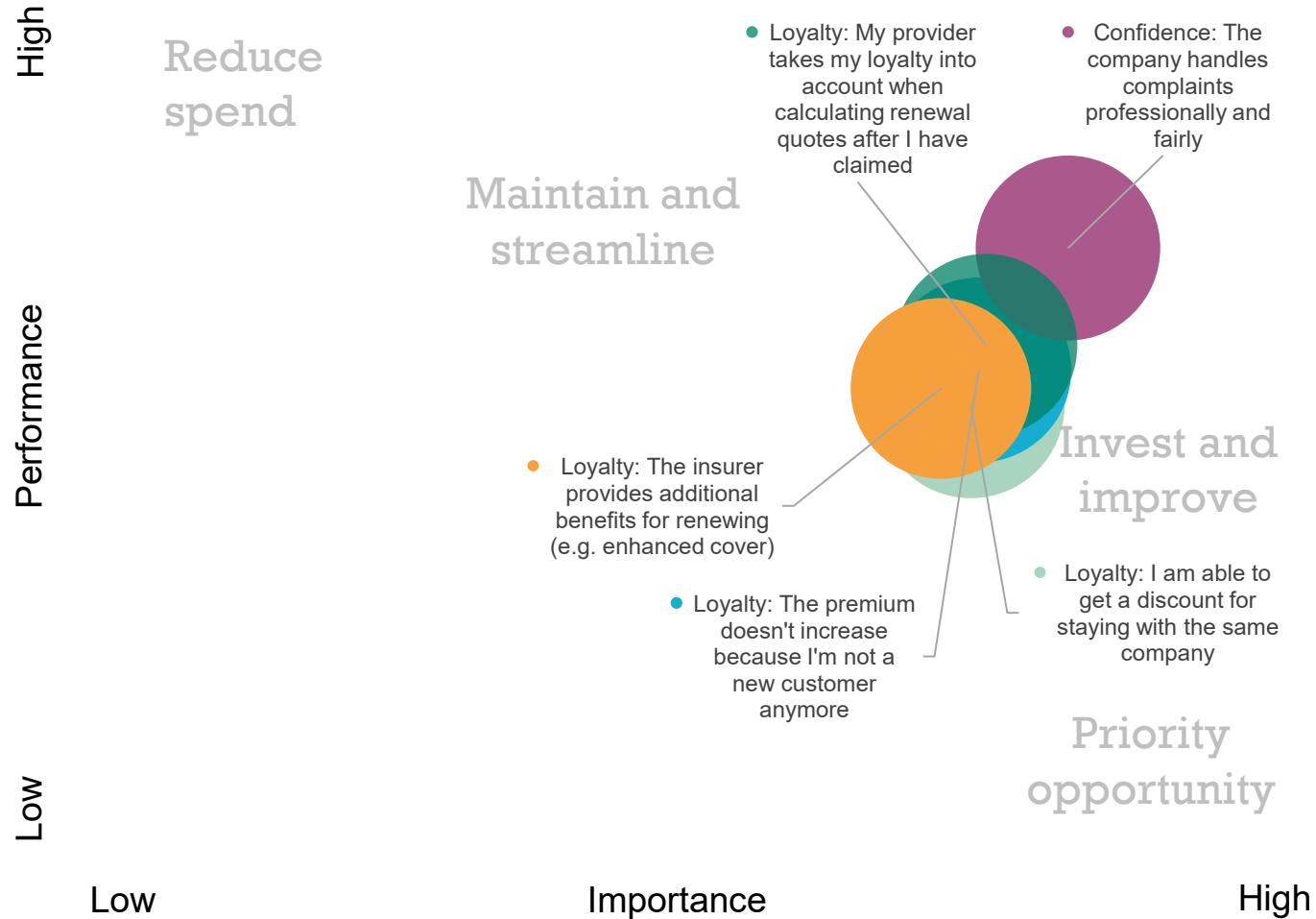
	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.54	4.72	8.35
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.60	5.10	8.09
3	Confidence	The company handles complaints professionally and fairly	7.27	6.46	8.08
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.65	5.38	7.92
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.31	4.89	7.72
6	Confidence	I know what the policy covers and excludes	7.53	7.38	7.68
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.89	6.28	7.49
8	Confidence	The policy is explained clearly	7.40	7.34	7.47
9	Ease	My questions are answered quickly and clearly	7.03	7.01	7.05
10	Price	The insurance provider matches a cheaper price from a competitors quote	5.95	4.88	7.03

In addition the other key opportunity statements are:

- Taking loyalty into account at renewal following a claim
- The insurer providing additional benefits for renewing (e.g. enhanced cover)
- Customer knows what the policy covers and excludes
- Their risk is assessed individually rather than using generic assumptions
- The policy is explained clearly
- My questions are answered quickly and clearly
- Provider matches a cheaper price from a competitors quote

# Top 5 opportunity statements for SMEs – wave 8&9

Providing a discount for staying loyal to the same company, not dual pricing and handling complaints professionally and fairly, are the key opportunities to improve trust with SMEs



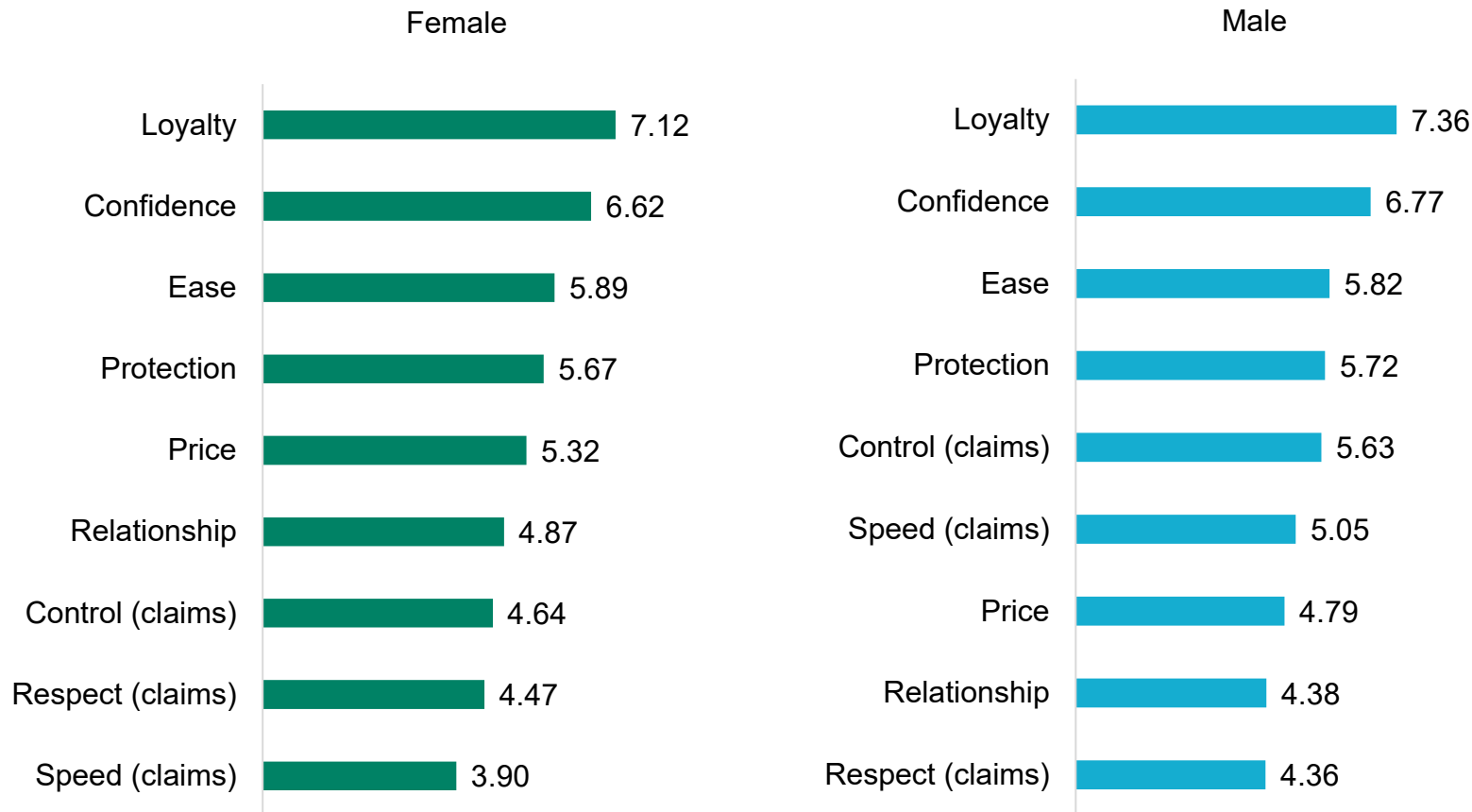
Each of the top 5 opportunity scores have increased by at least 0.5 points compared to wave 7&8, the premium not increasing because they are not a new customer anymore, by the most, 1.3 points

\*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 8&9

The top 4 opportunity themes for SME's female and male decision makers / influencers are in the same order and very consistent with one another. Loyalty and Confidence overall opportunity scores are both up by at least 0.5 points compared to wave 7&8 for men and women



On average, slightly higher opportunity scores are recorded for male SME decision makers / influencers, compared to females

The biggest gaps in opportunity scores are for Control and Speed in relation to claims, opportunity scores for men are 0.99 and 1.15 points higher for men

## SMEs Opportunity themes by age – wave 8&9

Younger decision makers / influencers are more likely to express lower opportunity scores than the average, mirroring younger Consumers so are not naturally an area for focus

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

	All respondents	18-34 years	35-54 years	55 or older
Loyalty	7.24	5.52	8.32	9.04
Confidence	6.68	5.37	7.40	8.12
Ease	5.86	4.84	6.66	6.43
Protection	5.69	4.59	6.43	6.62
Control (claims)	5.12	4.44	6.73	11.67*
Price	5.05	4.06	5.58	6.29
Relationship	4.63	3.82	5.09	5.60
Speed (claims)	4.49	3.74	6.42	10.21*
Respect (claims)	4.38	4.11	4.80	9.17*

- 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 their loyalty being taken into account when calculating renewal quotes following a claim; knowing what the policy covers and excludes 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 premium not to increase because they are no longer a new customer. Additionally they want the company to handle complaints professionally and fairly.
- Over 55s want transparent and consistent pricing for new and existing customers, rather than dual pricing and to get a discount for staying with the same company.

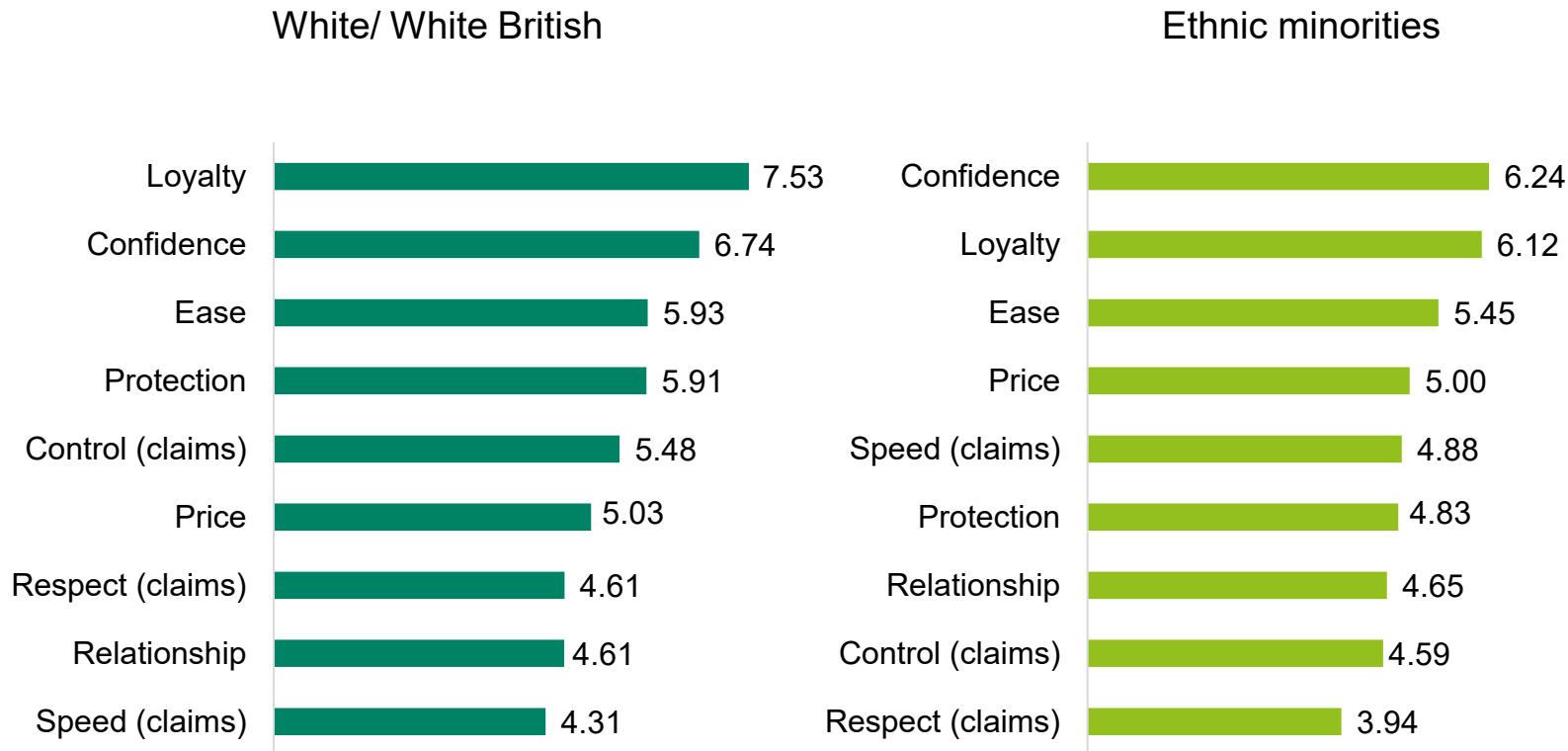
Table is showing opportunity scores by age range, relative to all respondents' average scores

Below overall score

Above overall score

# SMEs Opportunity themes by ethnicity – wave 8&9

Loyalty, Confidence and Ease are the key opportunity themes for both White / White British and Ethnic minorities' decision makers / influencers within SMEs.



## Ethnic minority customers

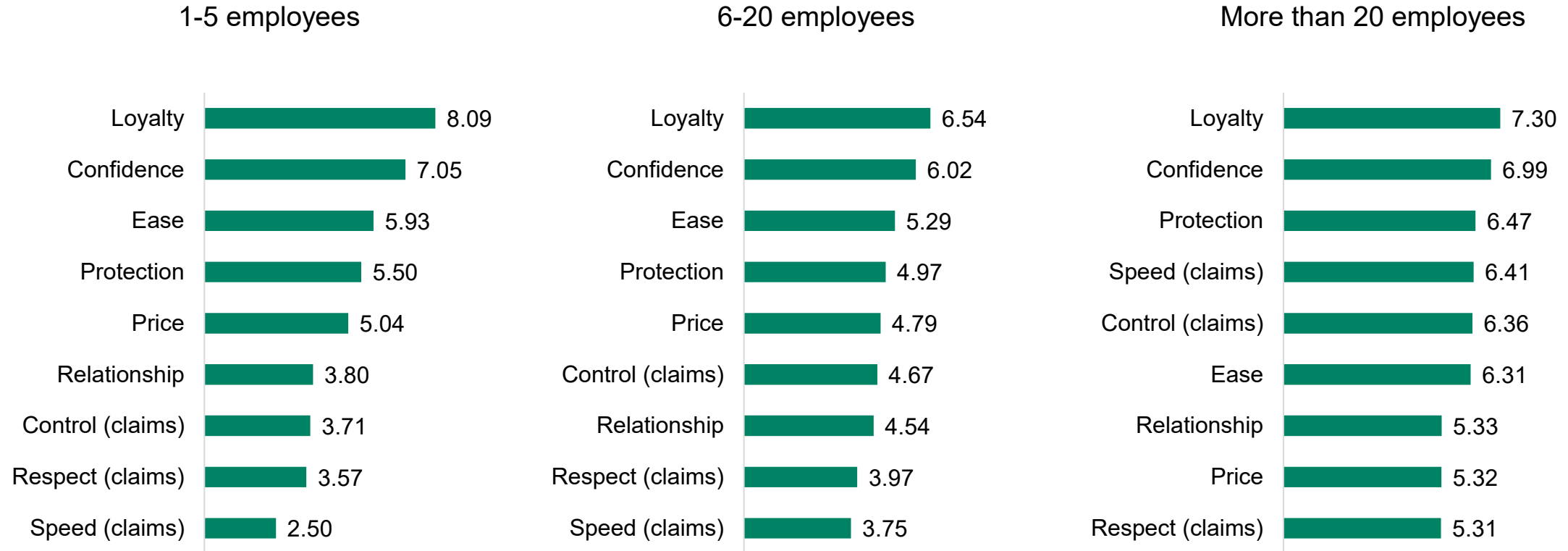
- Opportunity scores for improving trust are on average lower for Ethnic minorities, compared to White / White British customers
- However all nine opportunity themes have increased compared to wave 7&8, Control (claims) and Loyalty by the most, up 1.38 and 1.12 points respectively.
- Trust can be improved with decision makers / influencers from Ethnic minority groups by assessing their risk individually rather than making generic assumptions, handling complaints professionally and fairly and providing additional benefits for renewing

## White / White British customers

- The majority of opportunity scores are slightly higher compared to the last wave up <0.5 points, similar to Ethnic minorities Loyalty and Control in relation to claims have increased the most, by 0.92 and 1.41 points respectively.

## SMEs Opportunity themes by number of employees – wave 8&9

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

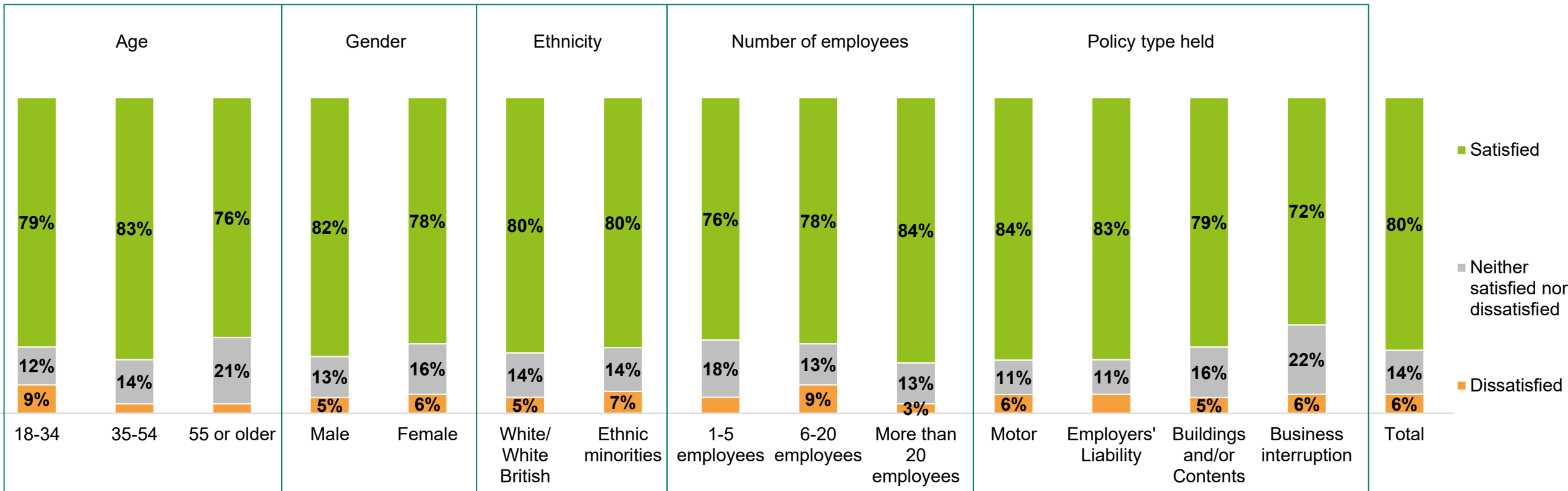


- Loyalty and Confidence are the 2 key themes for improving trust with SMEs regardless of number of employees
- The two themes have increased by at least 0.5 points across all groups, Loyalty for SMEs employing 6-20 people is up by 1.21 points to 6.54 compared to wave 7&8
- The biggest increase overall though, is for Control (claims) for SMEs with 6-20 employees, up by 1.63 points since the last wave

## SMEs Overall satisfaction with the policy held – wave 8&9:

Overall satisfaction is 80%, an increase of 1 percentage point compared to wave 7&8 and at its highest level since wave 3&4 (May 2020), when it was 82%.

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



Base: July 2021 & Dec 2021 data. All SMEs that hold at least one (motor, travel, buildings and/or contents, business interruption) insurance policy: 18-34 n=632, 35-54 n=606, 55 or older n=260, Male n=751, Female n=743, White/ White British n=1,191, Ethnic minorities n=290, 1-5 employees n=416, 6-20 employees n=497, More than 20 employees n=585, Motor n=373, Employers' Liability n=378, Buildings and/or Contents n=468, Business Interruption n=279 Total n=1,498. Note: If more than one different policies were selected, participants were randomly assigned to answer performance questions for one of the policies only.

# Importance of professional standards and expertise

Dec 2021 data

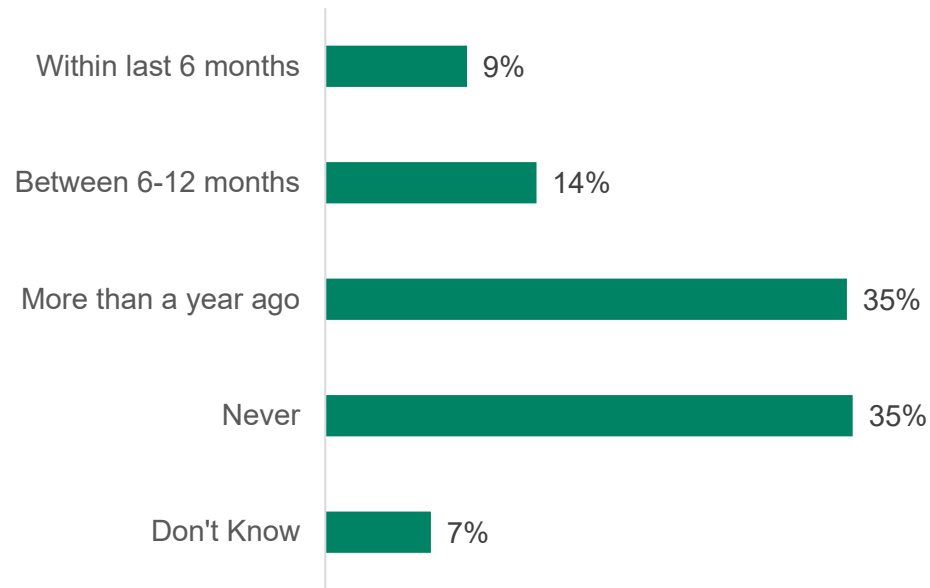


# The importance of expertise: the view from Consumers and SMEs

Before understanding the opinion of Consumers and SMEs on the importance of expertise in financial advice and insurance respondents were firstly qualified to find only those with previous experience of using a financial advisor or an insurance broker

## Consumer market

When did you last receive professional financial advice and / or use an insurance broker?

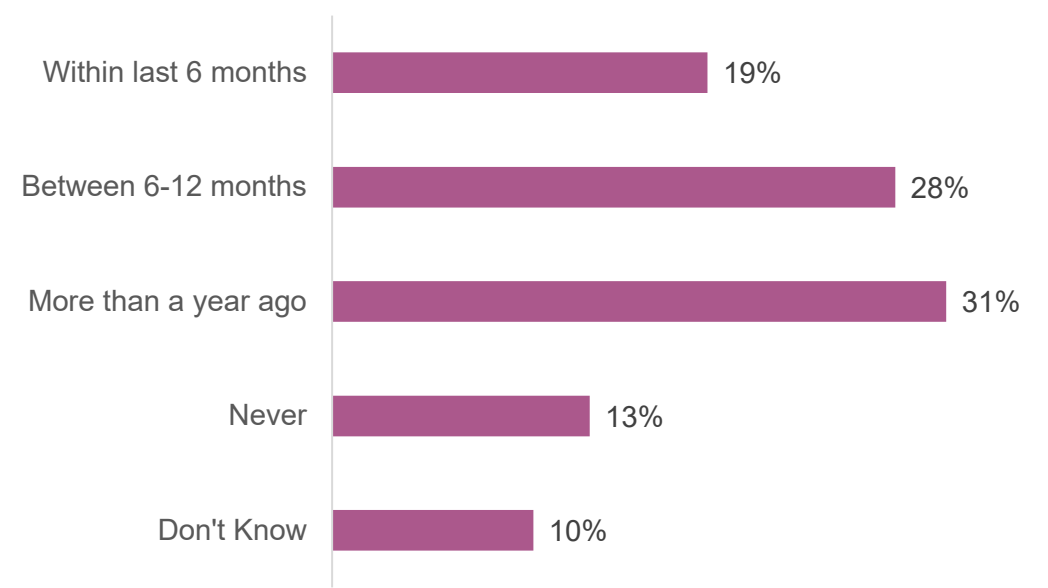


58% of Consumers state that they had received professional financial advice and / or used an insurance broker at some point in their past

35% reported they had never received advice or used an insurance broker

## SME market

When did your organisation last receive professional financial advice and / or use an insurance broker?



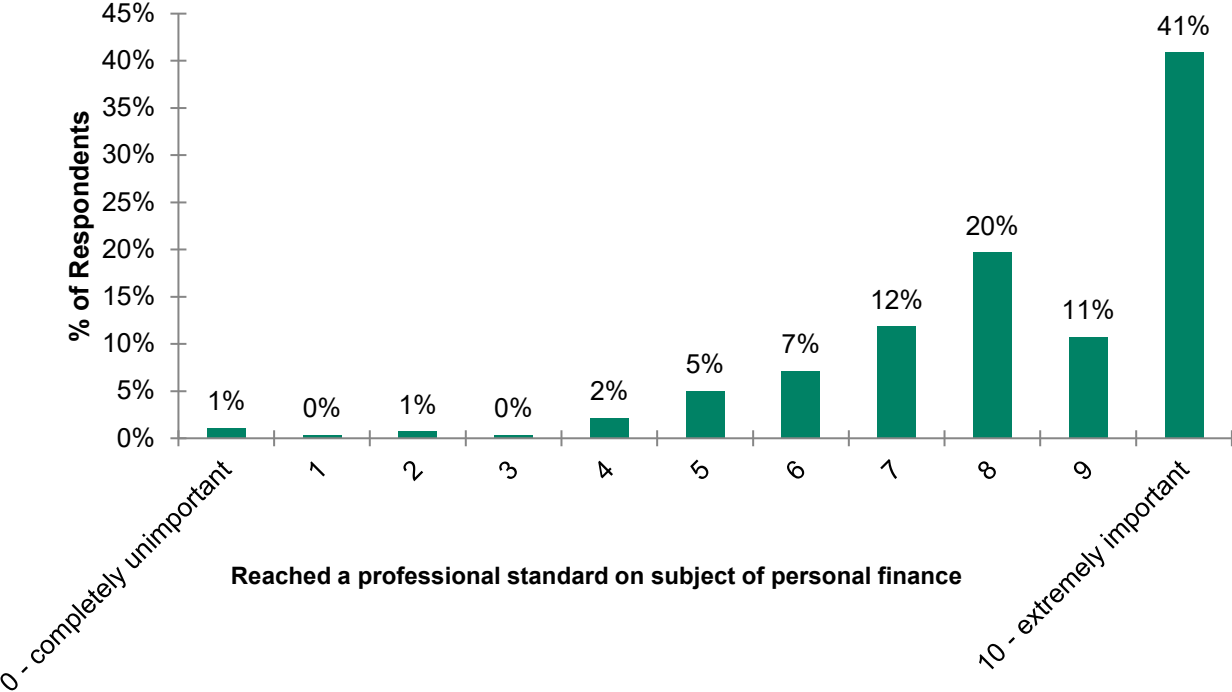
77% of SMEs surveyed state that their organisation had received professional financial advice and / or used an insurance broker at some point in their past

# Importance of reaching a professional standard or level of expertise: Personal / Business Finance

- 71% of Consumers who have previously used a financial advisor attach high importance (score 8, 9 or 10) to dealing with a person who has reached a professional standard or level of expertise on the subject of personal finance
- 71% of SMEs whose organisation have previously used a financial advisor attach high importance (score 8, 9 or 10) to dealing with a person who has reached a professional standard or level of expertise on the subject of business finance

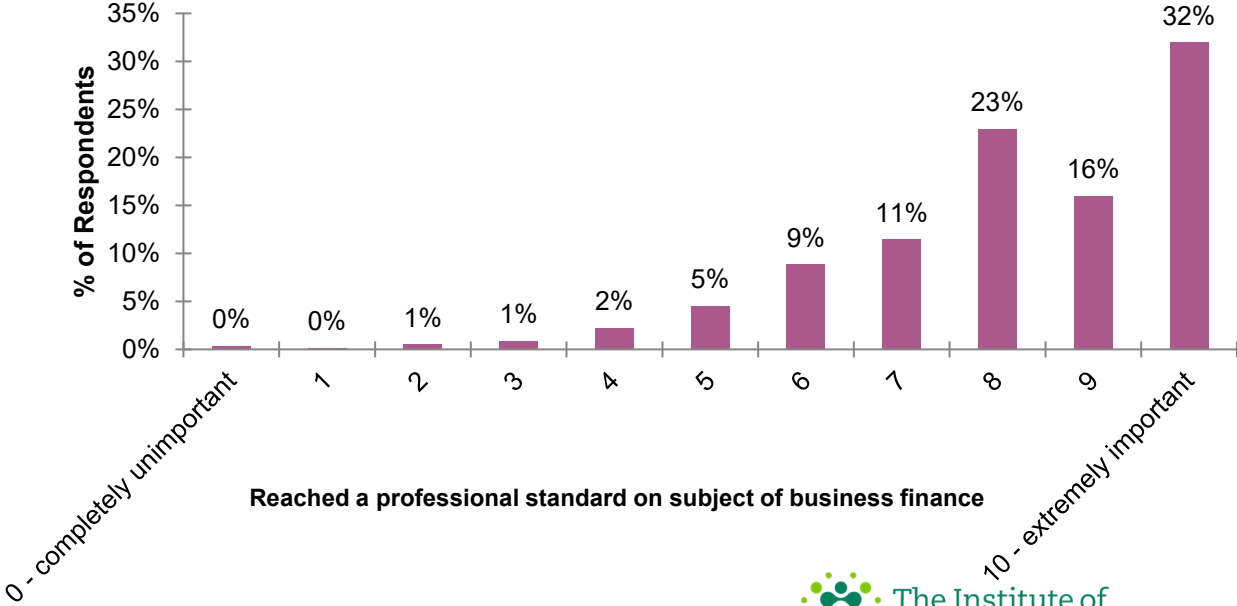
## Consumers'

How important is it to you that the person you are dealing with has reached a professional standard or level of expertise on the subject of Personal Finance?



## SMEs'

How important is it to you that the person you are dealing with has reached a professional standard or level of expertise on the subject of Business Finance?



Base: Wave 9 only Consumers / SMEs that have previously received financial advice. Consumer Base = 279 SME Base = 575



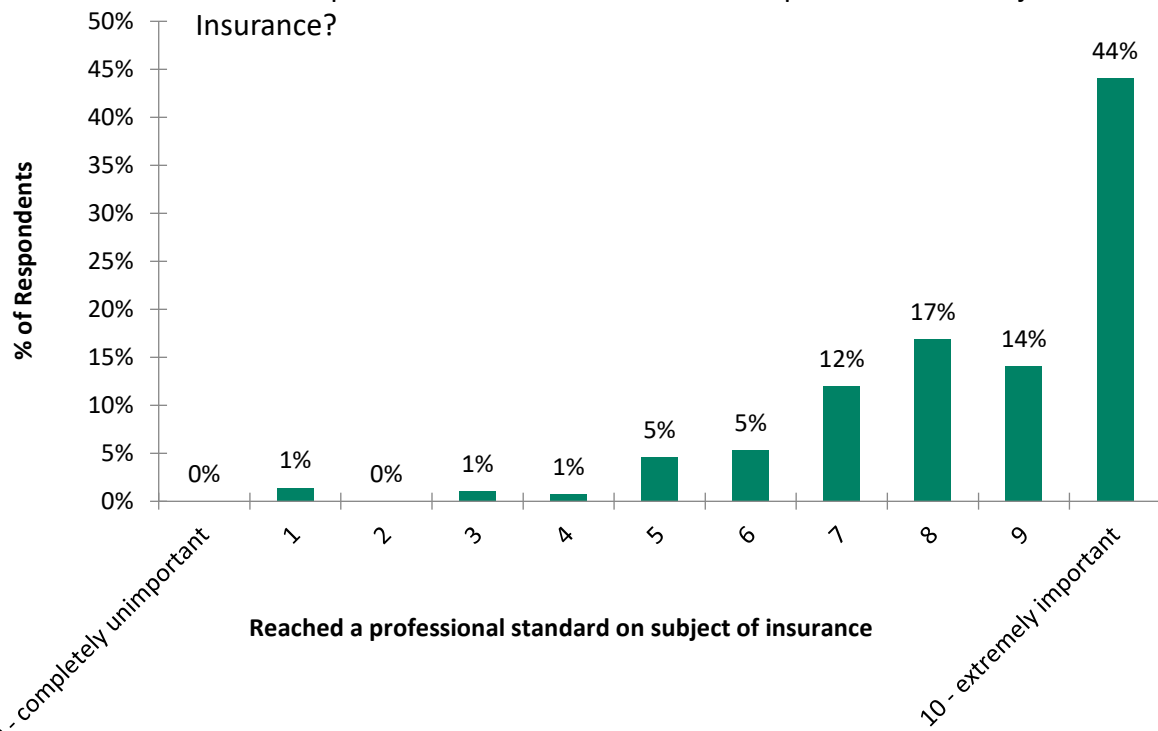


# Importance of reaching a professional standard or level of expertise: Insurance

- 75% of Consumers who have previously used an insurance broker attach high importance (score 8, 9 or 10) to dealing with a person who has reached a professional standard or level of expertise on the subject of insurance
- 77% of SMEs whose organisation have previously used an insurance broker attach high importance (score 8, 9 or 10) to dealing with a person who has reached a professional standard or level of expertise on the subject of insurance

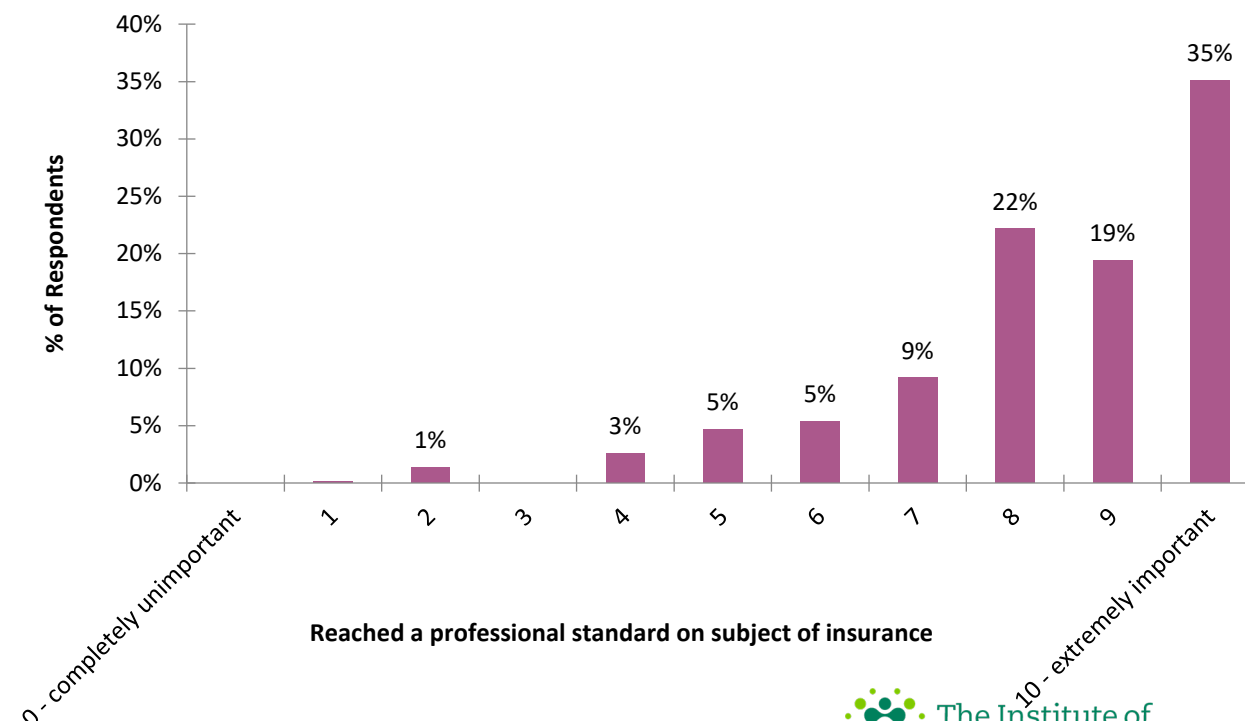
## Consumers'

How important is it to you that the person you are dealing with has reached a professional standard or level of expertise on the subject of Insurance?



## SMEs'

How important is it to you that the person you are dealing with has reached a professional standard or level of expertise on the subject of Insurance?

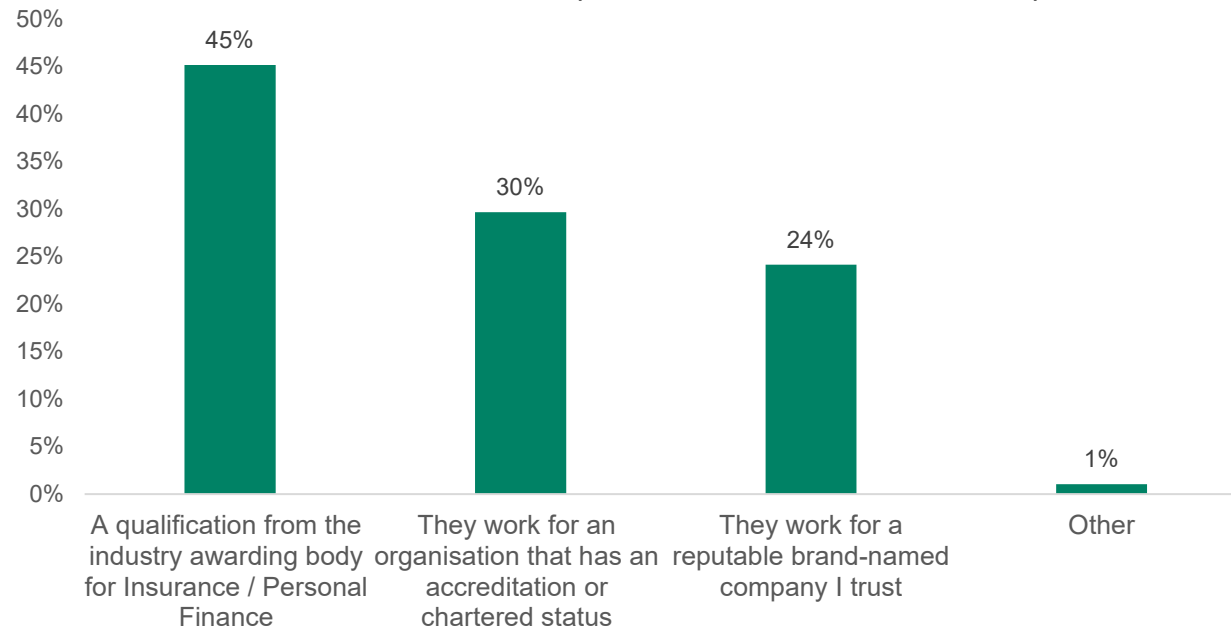


# The best guarantee that an individual has reached a professional standard or level of expertise:

- 45% of Consumers feel that a qualification from the industry awarding body for Insurance / Personal Finance is the best guarantee that an individual has reached a professional standard or level of expertise. 30% feel that working for an accredited or chartered status organisation acts as the best guarantee
- 41% of SMEs feel that a qualification from the industry awarding body for Insurance / Personal Finance is the best guarantee that an individual has reached a professional standard or level of expertise. 38% feel that working for an accredited or chartered status organisation acts as the best guarantee

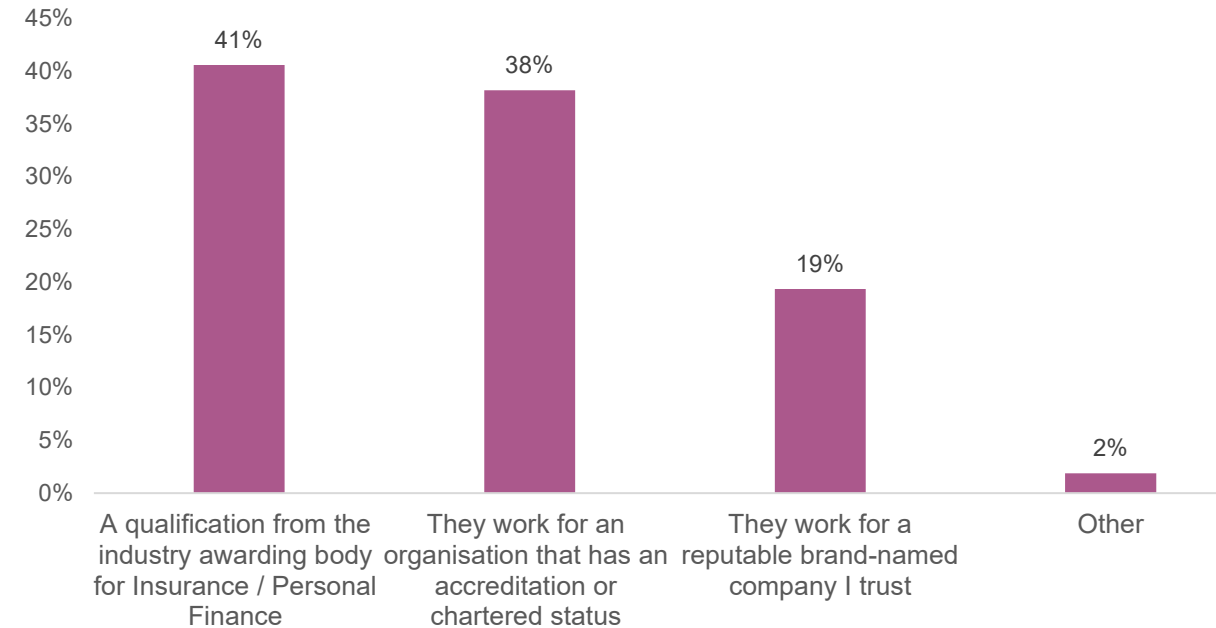
## Consumers'

Which of the following do you feel acts as the best guarantee that an individual has reached a professional standard or level of expertise?



## SMEs'

Which of the following do you feel acts as the best guarantee that an individual has reached a professional standard or level of expertise?

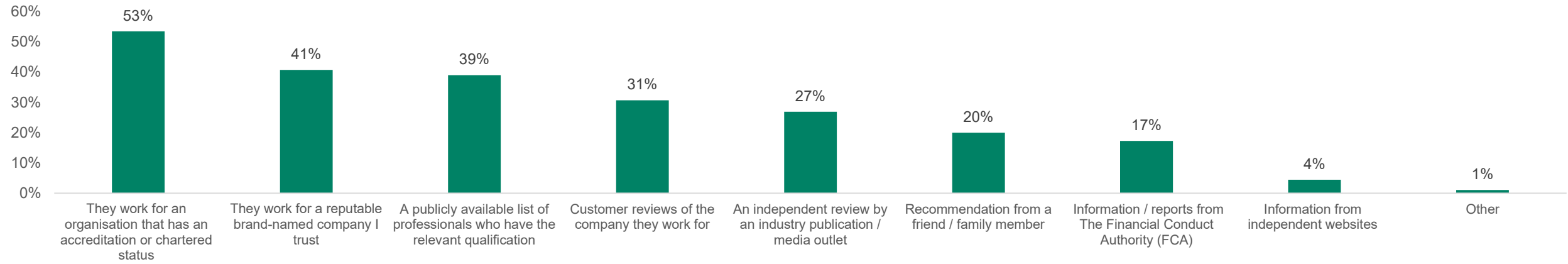


# The best way to verify an individual has reached a professional standard or level of expertise:

- 53% of Consumers and 48% of SMEs feel that if an individual works for an organisation that has an accreditation or chartered status it is the best verification they have reached a professional standard or level of expertise
- 4 out of 10 Consumers and SMEs state that if the individual works for reputable organisation they trust or a public list of professionals with the relevant qualification would be further methods of verification
- Customer reviews of a company would provide verification for 3 out of 10 Consumers and SMEs

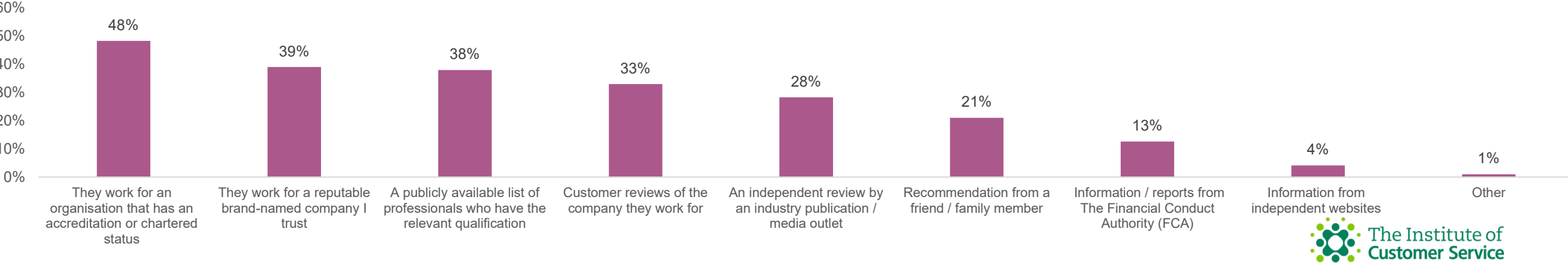
## Consumers'

What is the best way of verifying that an individual has reached a professional standard or level of expertise? (respondents could select upto 3 options)



## SMEs'

What is the best way of verifying that an individual has reached a professional standard or level of expertise? (respondents could select upto 3 options)



Base: Wave 9 only Consumers / SMEs that have previously used an insurance broker and / or received professional financial advice. Consumer Base = 290 SME Base = 579

# Appendix



# Sample characteristics for both surveys - waves 8 & 9

## Consumer n=999

### Insurance policies held

Motor 78%  
Travel 33%  
Buildings / Contents 80%

### 14% have claimed on at least one of the below:

Motor 50%  
Travel 38%  
Buildings/Contents 38%

### Ethnicity

White/ White British 86%  
Asian/ Asian British 7%  
Black/ Black British 4%  
Mixed/ multiple ethnic groups 2%  
Other ethnic background 1%

### Age

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

### Gender

Females 52%  
Males 48%

## SME n=1,498

### Insurance policies held

Motor 61%  
Employers' liability 55%  
Buildings/ Contents 72%  
Business interruption 20%

### 24% have claimed on at least one of the below:

Motor 35%  
Employers' liability 35%  
Buildings/ Contents 43%  
Business interruption 30%

### Ethnicity

White/ White British 80%  
Asian/ Asian British 9%  
Black/ Black British 7%  
Mixed/ multiple ethnic groups 4%

### Age

18-24 15%  
25-34 27%  
35-44 24%  
45-54 16%  
55-64 13%  
65 or older 5%

### Gender

Females 50%  
Males 50%

### Insurance buying decisions

Sole decision maker 48%  
Joint decision maker 32%  
Influencer, but I do not make the final decision 20%

### Number of employees

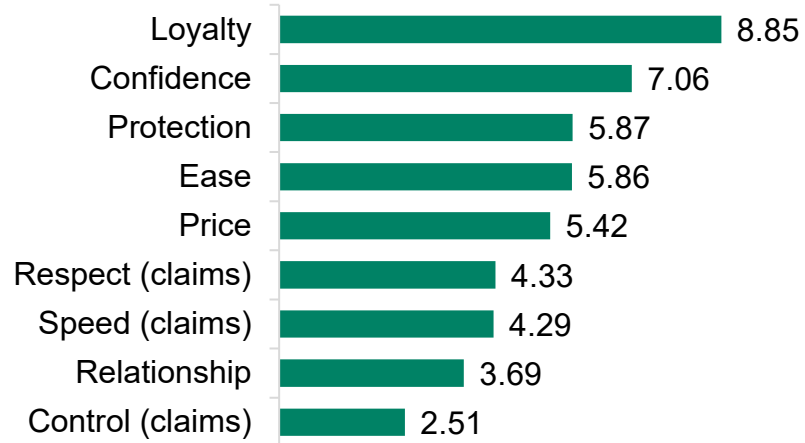
1-5 28%  
6-20 33%  
20 or more 39%

### Top 5 sectors

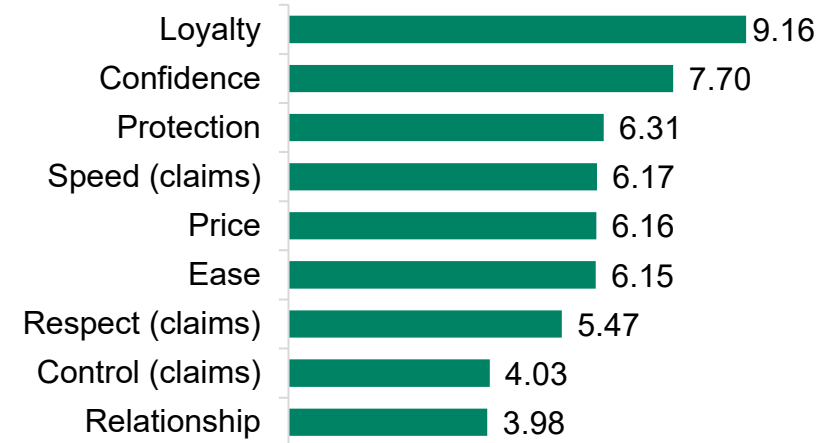
Construction 17%  
Wholesale or retail trade 9%  
Healthcare 9%  
Education 9%  
Professional, scientific or technical services 8%

# Wave on wave comparison – Opportunity scores: The top 3 Opportunity themes are consistent, both for Consumers and SMEs, with the previous wave

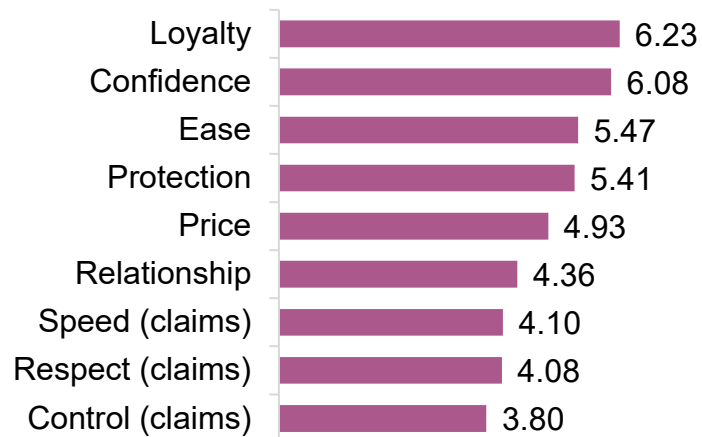
Consumer 2021 – wave 7&8



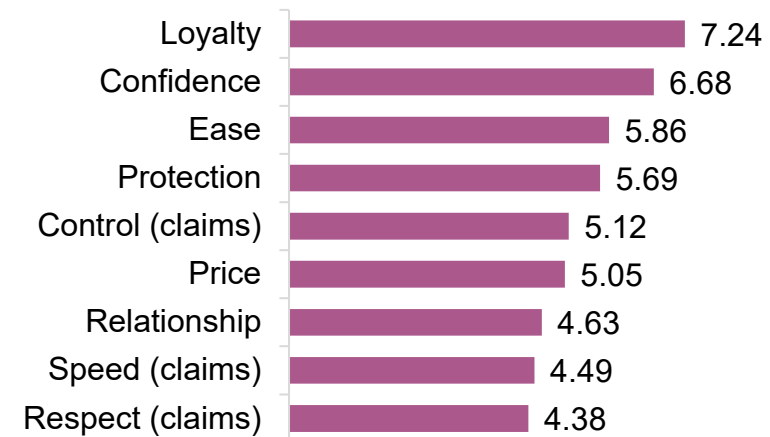
Consumer 2021 – wave 8&9



SME 2021 – wave 7&8

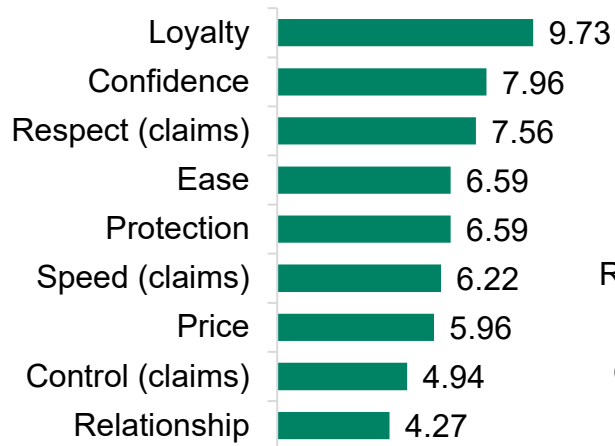


SME 2021 – wave 8&9

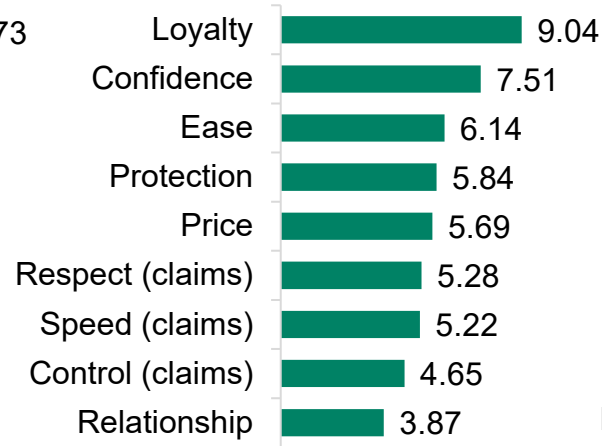


# Wave on wave comparison – Opportunity scores: Loyalty and Confidence are the top 2 themes for both the consumer and SME markets consistently across the waves.

Consumer 2020 – wave 4&5



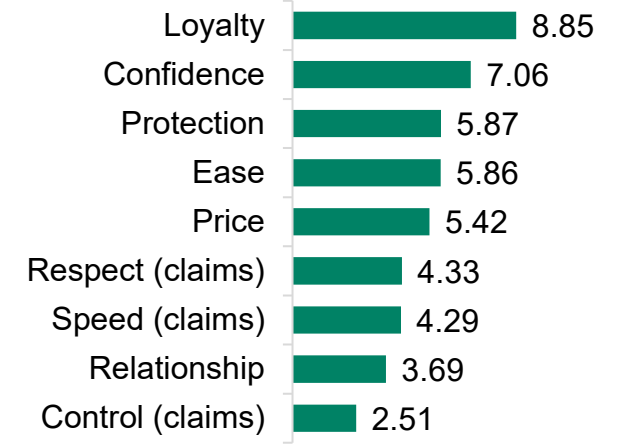
Consumer 2020 – wave 5&6



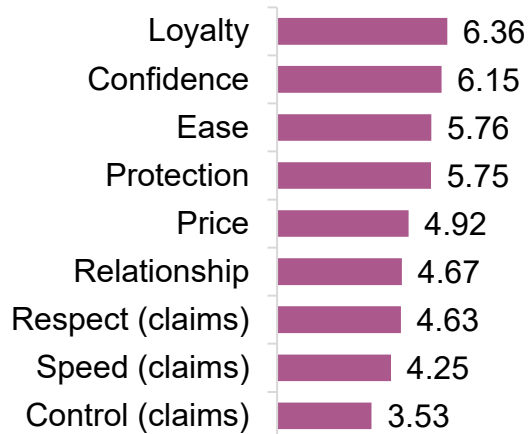
Consumer 2021 – wave 6&7



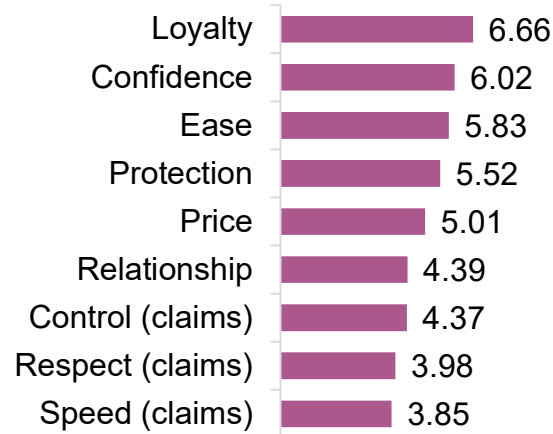
Consumer 2021 – wave 7&8



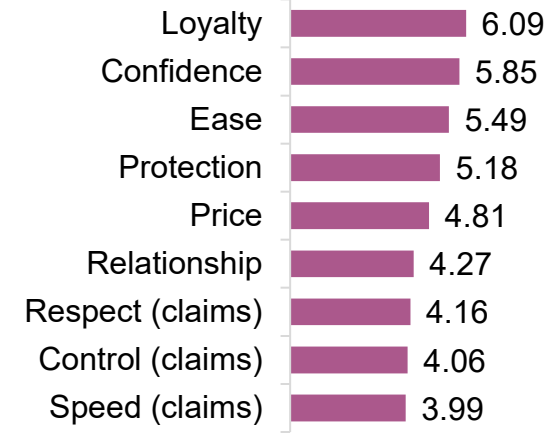
SME 2020 – wave 4&5



SME 2020 – wave 5&6



SME 2021 – wave 6&7

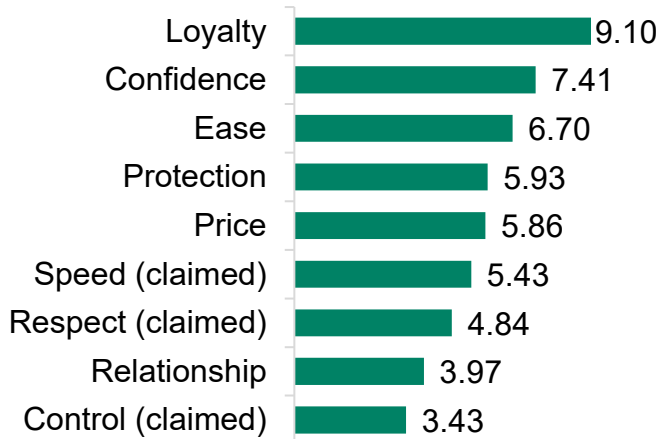


SME 2021 – wave 7&8

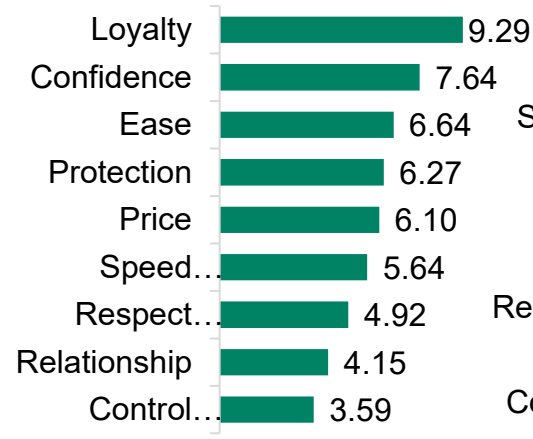


# Wave on wave comparison – Opportunity scores: Loyalty and Confidence are the top 2 themes for both the consumer and SME markets consistently across the waves.

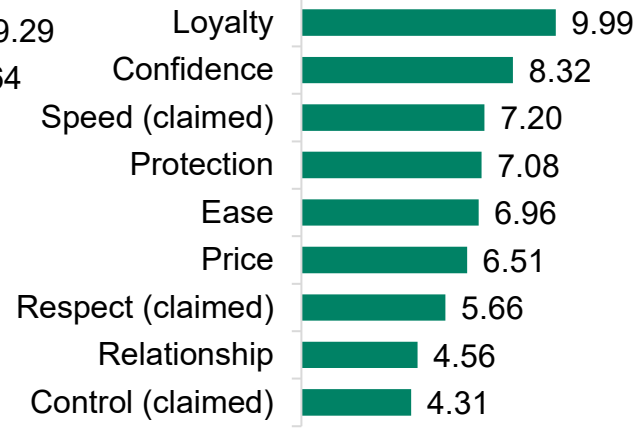
Consumer 2019 – wave 1



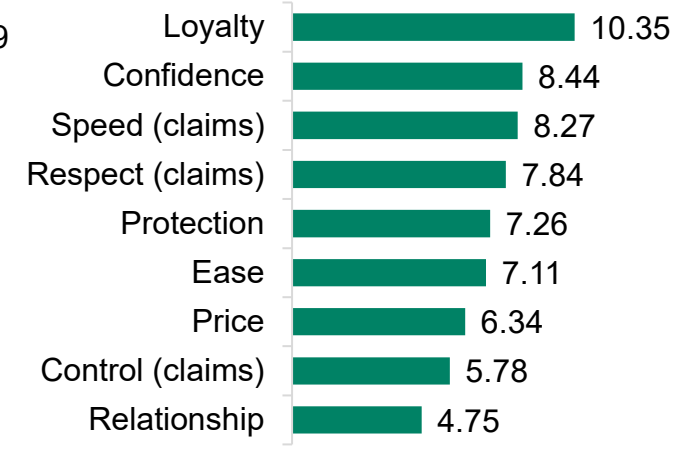
Consumer 2019 – wave 1&2



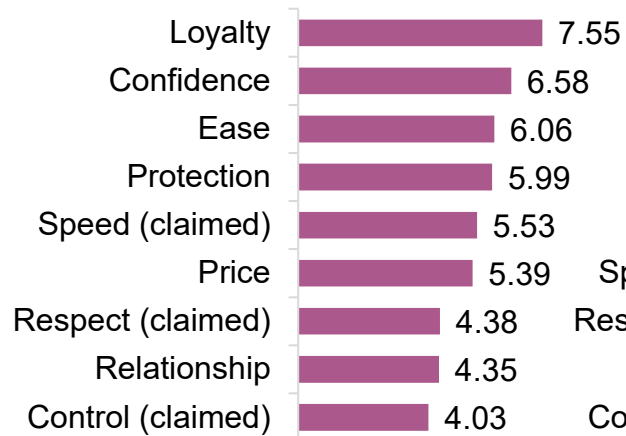
Consumer 2019/2020 – wave 2&3



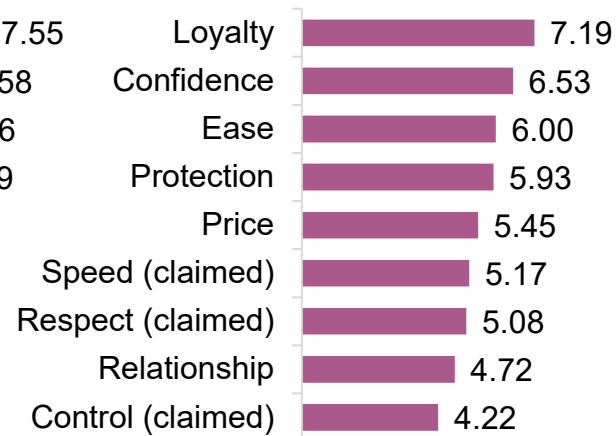
Consumer 2020 – wave 3&4



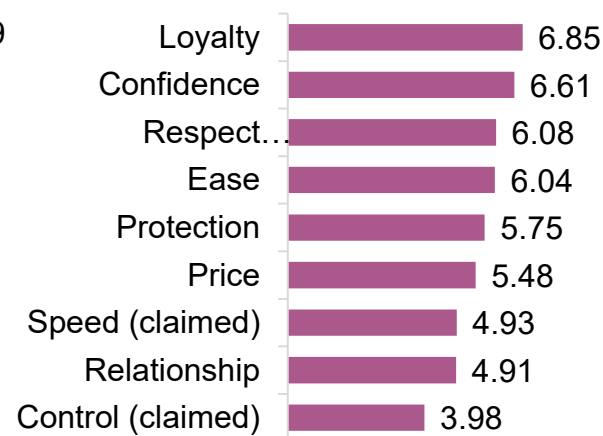
SME 2019 – wave 1



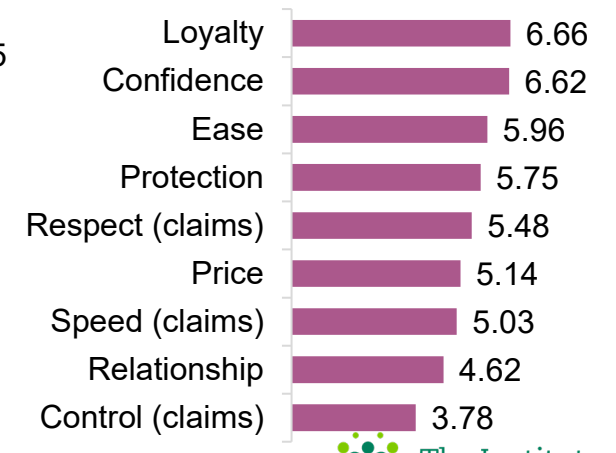
SME 2019 – wave 1&2



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	6.10	2.71	9.50
2	Confidence	6.97	5.66	8.28
3	Respect (claims)	5.70	4.10	7.30
4	Protection	6.05	5.19	6.91
5	Ease	6.67	6.44	6.91
6	Price	5.19	3.92	6.45
7	Speed (claims)	5.51	4.66	6.35
8	Relationship	3.49	2.66	4.33
9	Control (claims)	4.01	3.75	4.27

## Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.65	2.48	8.82
2	Confidence	6.27	5.46	7.08
3	Speed (claims)	5.70	5.20	6.20
4	Price	4.73	3.55	5.91
5	Protection	5.29	4.87	5.72
6	Ease	5.67	5.94	5.40
7	Control (claims)	4.11	3.96	4.25
8	Respect (claims)	4.69	5.49	3.88
9	Relationship	3.06	2.55	3.58

## 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	7.21	2.87	11.56
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.21	3.35	11.08
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.48	2.50	10.46
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.14	3.92	10.36
5	Confidence	The company handles complaints professionally and fairly	7.78	5.62	9.93
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.27	4.74	9.80
7	Ease	The policy documents are easy to read, with little or no small print	8.14	6.70	9.59
8	Confidence	The insurer informs me about their claims process before I buy	6.89	4.27	9.50
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.50	3.58	9.42
10	Loyalty	I am told what the price would be if I wasn't a new customer	4.89	0.77	9.02

## 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	6.95	2.58	11.31
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.90	2.85	10.96
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.95	3.44	10.45
4	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.86	4.49	9.24
5	Price	The insurance provider matches a cheaper price from a competitors quote	6.03	2.99	9.06
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.27	1.81	8.73
7	Confidence	The company handles complaints professionally and fairly	7.32	5.92	8.73
8	Loyalty	I am told what the price would be if I wasn't a new customer	4.71	0.73	8.69
9	Speed (claims)	My insurer provides effective assistance/ advice	6.67	4.78	8.56
10	Price	The cost of the policy is reasonable for the level of cover that I get	7.68	7.01	8.34

# 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	4.78	3.81	5.75	1	Loyalty	6.51	2.97	10.06	1	Loyalty	6.09	1.20	10.99
2	Confidence	5.30	5.27	5.33	2	Speed (claims)	7.83	7.08	8.58	2	Speed (claims)	8.89	6.82	10.96
3	Ease	5.31	5.58	5.05	3	Confidence	7.05	5.82	8.28	3	Respect (claims)	7.78	5.64	9.92
4	Protection	4.89	4.80	4.99	4	Control (claims)	6.50	5.94	7.06	4	Control (claims)	7.22	4.56	9.89
5	Price	4.52	4.17	4.86	5	Protection	6.35	5.66	7.04	5	Confidence	7.21	5.50	8.92
6	Respect (claims)	3.98	3.41	4.54	6	Ease	6.77	6.79	6.76	6	Protection	5.63	4.59	6.66
7	Speed (claims)	4.07	3.73	4.42	7	Price	5.43	4.15	6.72	7	Price	4.81	2.96	6.66
8	Relationship	3.41	3.42	3.41	8	Respect (claims)	6.83	7.50	6.17	8	Ease	6.23	6.03	6.44
9	Control (claims)	2.35	2.87	1.82	9	Relationship	3.80	3.19	4.42	9	Relationship	2.75	1.46	4.04

## Top 10 opportunities for Consumers – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My insurer provides effective assistance/ advice	5.45	3.37	7.54
2	Respect (claims)	The people you deal with show compassion	5.23	3.18	7.27
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	5.73	4.42	7.05
4	Protection	I am able to add additional cover to suit my needs	6.02	5.02	7.02
5	Ease	The policy documents are easy to read, with little or no small print	6.20	5.42	6.99
6	Price	The price of the policy is the cheapest I can find	5.59	4.25	6.93
7	Price	The insurance provider matches a cheaper price from a competitors quote	5.63	4.58	6.68
8	Confidence	The company handles complaints professionally and fairly	5.91	5.22	6.61
9	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.16	3.80	6.52
10	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.56	4.70	6.41

## 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	7.68	2.59	12.77
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.74	3.44	12.05
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.62	3.43	11.82
4	Speed (claims)	I am not asked needless questions about my claim	8.75	6.25	11.25
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.51	2.65	10.37
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.60	5.40	9.79
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.89	4.02	9.76
8	Confidence	The company handles complaints professionally and fairly	7.80	6.00	9.60
9	Speed (claims)	My claim is settled quickly	8.00	6.41	9.59
10	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	7.25	5.00	9.50

## 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	7.76	1.16	14.35
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	8.10	2.52	13.68
3	Speed (claims)*	My claim is settled quickly	8.33	3.00	13.67
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.57	2.21	12.93
5	Respect (claims)*	I do not have to prove that I am telling the truth with lots of receipts or pictures	7.50	2.73	12.27
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.83	0.36	11.30
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.57	4.01	11.14
8	Speed (claims)*	I can get through to the insurance company quickly at any time	9.17	7.27	11.06
9	Speed (claims)*	It is clear what I need to do to claim	9.17	7.27	11.06
10	Speed (claims)*	My insurer provides effective assistance/ advice	9.17	7.27	11.06



# Theme scores for Consumers – ethnicity

## White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.96	2.35	9.56
2	Confidence	6.74	5.58	7.90
3	Speed (claims)	6.16	5.39	6.93
4	Respect (claims)	5.88	4.84	6.92
5	Protection	5.75	4.97	6.52
6	Ease	6.33	6.23	6.43
7	Price	4.92	3.57	6.27
8	Control (claims)	4.79	3.91	5.68
9	Relationship	3.14	2.28	4.00

## Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.40	4.00	6.79
2	Confidence	5.98	5.40	6.57
3	Price	5.07	4.66	5.49
4	Protection	5.28	5.34	5.22
5	Speed (claims)	4.51	4.17	4.85
6	Ease	5.08	5.73	4.43
7	Relationship	4.39	4.81	3.97
8	Respect (claims)	3.79	4.64	2.94
9	Control (claims)	2.48	3.82	1.15

## 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	7.27	2.45	12.08
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.35	3.26	11.43
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.15	3.21	11.09
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.03	1.87	10.20
5	Price	The insurance provider matches a cheaper price from a competitors quote	6.38	2.98	9.79
6	Confidence	The company handles complaints professionally and fairly	7.76	5.81	9.71
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.10	4.58	9.63
8	Speed (claims)	My insurer provides effective assistance/ advice	7.42	5.47	9.37
9	Loyalty	I am told what the price would be if I wasn't a new customer	4.69	0.34	9.04
10	Ease	The policy documents are easy to read, with little or no small print	7.92	6.90	8.94

## 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	6.96	4.70	9.22
2	Price	The price of the policy is the cheapest I can find	6.22	4.32	8.13
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.30	4.53	8.06
4	Loyalty	I am told what the price would be if I wasn't a new customer	5.63	3.23	8.03
5	Confidence	I know the company pays out quickly and worries about paperwork later	5.70	4.02	7.39
6	Loyalty	I am able to get a discount for staying with the same company	5.85	4.39	7.31
7	Confidence	The insurer informs me about their claims process before I buy	6.22	5.19	7.25
8	Speed (claims)	It is clear what I need to do to claim	5.69	4.17	7.21
9	Ease	The policy documents are easy to read, with little or no small print	6.30	5.41	7.19
10	Confidence	I am able to understand if there are any discounts or no claims bonus	6.44	5.71	7.17

# Theme scores for Consumers – policy type held

## Motor

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.16	2.88	9.45
2	Confidence	6.71	5.80	7.63
3	Protection	5.73	5.07	6.39
4	Price	5.13	3.90	6.36
5	Ease	6.29	6.64	5.95
6	Relationship	3.35	2.89	3.81

## Travel

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.72	2.81	8.63
2	Confidence	6.49	5.39	7.59
3	Protection	5.64	4.85	6.43
4	Ease	5.90	5.40	6.40
5	Price	5.11	4.39	5.82
6	Relationship	3.59	2.85	4.32

## Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.58	2.07	9.08
2	Confidence	6.57	5.30	7.85
3	Ease	6.13	5.97	6.29
4	Protection	5.60	5.06	6.15
5	Price	4.62	3.15	6.08
6	Relationship	3.07	2.14	4.01

## Top 10 opportunities for Consumers – policy type held motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.71	3.50	11.92
2	Loyalty	I am able to get a discount for staying with the same company	7.53	3.33	11.74
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.29	3.86	10.72
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.26	2.14	10.37
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.38	4.80	9.95
6	Respect (claims)	The people you deal with show compassion	7.33	4.75	9.92
7	Confidence	The company handles complaints professionally and fairly	7.78	5.67	9.88
8	Speed (claims)	My insurer provides effective assistance/ advice	7.33	4.91	9.75
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.81	4.07	9.54
10	Speed (claims)	My claim is settled quickly	7.00	4.48	9.52

## 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	6.63	2.93	10.33
2	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.34	4.68	9.99
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.25	3.16	9.34
4	Loyalty	I am told what the price would be if I wasn't a new customer	5.27	1.38	9.16
5	Confidence	The insurer informs me about their claims process before I buy	6.41	4.07	8.76
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.98	3.26	8.70
7	Confidence	I know the company pays out quickly and worries about paperwork later	6.30	4.10	8.50
8	Price	The cost of the policy is reasonable for the level of cover that I get	7.50	6.65	8.35
9	Ease	My questions are answered quickly and clearly	7.45	6.59	8.30
10	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.65	3.11	8.20

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

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.70	1.83	11.58
2	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.09	2.89	11.29
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.81	3.26	10.37
4	Confidence	The company handles complaints professionally and fairly	7.59	5.66	9.52
5	Price	The insurance provider matches a cheaper price from a competitors quote	5.71	1.97	9.44
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.51	1.68	9.35
7	Loyalty	I am told what the price would be if I wasn't a new customer	4.68	0.25	9.12
8	Ease	The policy documents are easy to read, with little or no small print	7.76	6.54	8.98
9	Confidence	I am able to understand if there are any discounts or no claims bonus	7.53	6.17	8.90
10	Confidence	I know what the policy covers and excludes	8.12	7.35	8.88

# 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)	6.70	5.09	8.30	1	Price	5.16	5.04	5.28	1	Respect (claims)	4.88	4.13	5.62
2	Respect (claims)	6.08	4.43	7.73	2	Ease	5.00	4.78	5.22	2	Protection	3.96	3.00	4.92
3	Loyalty	5.29	3.72	6.86	3	Speed (claims)	5.00	4.92	5.08	3	Speed (claims)	4.55	4.76	4.35
4	Confidence	5.22	4.84	5.61	4	Confidence	5.34	6.03	4.66	4	Loyalty	3.97	3.81	4.13
5	Control (claims)	5.03	4.55	5.51	5	Loyalty	4.59	4.69	4.49	5	Price	3.41	2.96	3.87
6	Protection	4.61	3.84	5.37	6	Protection	4.76	5.51	4.01	6	Ease	3.45	3.67	3.23
7	Price	4.77	4.25	5.28	7	Relationship	4.29	5.06	3.51	7	Confidence	3.90	4.87	2.94
8	Ease	5.01	5.63	4.40	8	Control (claims)	3.65	4.01	3.29	8	Control (claims)	2.76	2.81	2.72
9	Relationship	3.95	3.74	4.15	9	Respect (claims)	4.05	5.84	2.25	9	Relationship	1.83	3.38	0.28



## Opportunities for Consumers – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My insurer provides effective assistance/ advice	7.19	4.46	9.92
2	Price	The insurance provider matches a cheaper price from a competitors quote	6.67	4.12	9.22
3	Speed (claims)	It is clear what I need to do to claim	7.02	5.00	9.04
4	Respect (claims)	The people you deal with show compassion	6.84	4.82	8.86
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.61	2.50	8.73
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.26	2.12	8.41
7	Confidence	The company handles complaints professionally and fairly	6.32	4.29	8.35
8	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.49	4.90	8.08
9	Loyalty	I am able to get a discount for staying with the same company	6.32	4.72	7.91
10	Speed (claims)	My claim is settled quickly	6.32	4.73	7.90
11	Speed (claims)	My insurer provides effective assistance/ advice	7.19	4.46	9.92
12	Price	The insurance provider matches a cheaper price from a competitors quote	6.67	4.12	9.22

## Opportunities for Consumers – claimed on travel

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My insurer provides effective assistance/ advice	6.67	3.81	9.52
2	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.14	5.48	8.81
3	Loyalty	I am told what the price would be if I wasn't a new customer	5.95	3.57	8.33
4	Ease	The policy documents are easy to read, with little or no small print	5.95	4.29	7.62
5	Price	The price of the policy is the cheapest I can find	5.95	4.88	7.03
6	Protection	I am able to add additional cover to suit my needs	5.95	4.88	7.03
7	Confidence	The insurer advertises what percentage of claims they pay out on	6.43	6.00	6.86
8	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.00	3.57	6.43
9	Ease	The provider makes it easy to compare to policies from other providers	5.00	3.57	6.43
10	Confidence	The company handles complaints professionally and fairly	6.43	6.50	6.36
11	Speed (claims)	My insurer provides effective assistance/ advice	6.67	3.81	9.52
12	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.14	5.48	8.81

## Opportunities for Consumers – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Price	The price of the policy is the cheapest I can find	4.88	1.54	8.22
2	Speed (claims)	I am not asked needless questions about my claim	5.61	3.90	7.32
3	Respect (claims)	The insurance company does not try to avoid paying out	4.88	3.17	6.59
4	Protection	I am able to add additional cover to suit my needs	4.63	2.93	6.34
5	Confidence	The insurer advertises what percentage of claims they pay out on	5.61	5.12	6.10
6	Ease	The policy documents are easy to read, with little or no small print	4.63	3.17	6.10
7	Protection	The insurer has ideas to help me protect sentimental items which couldn't be replaced	4.39	3.08	5.70
8	Speed (claims)	I am offered immediate assistance and advice	4.88	4.21	5.55
9	Relationship	I am able to go to my insurer for advice	3.90	2.50	5.30
10	Price	There is a promotional discount when joining	4.39	3.50	5.28
11	Price	The price of the policy is the cheapest I can find	4.88	1.54	8.22
12	Speed (claims)	I am not asked needless questions about my claim	5.61	3.90	7.32

# Appendix - SMEs



# Theme scores for SMEs – gender

## Females

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.98	4.85	7.12
2	Confidence	6.47	6.31	6.62
3	Ease	6.17	6.45	5.89
4	Protection	5.97	6.26	5.67
5	Price	5.21	5.10	5.32
6	Relationship	4.89	4.92	4.87
7	Control (claims)	4.65	4.66	4.64
8	Respect (claims)	4.91	5.34	4.47
9	Speed (claims)	4.80	5.69	3.90

## Males

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.06	4.76	7.36
2	Confidence	6.61	6.45	6.77
3	Ease	6.01	6.19	5.82
4	Protection	5.88	6.03	5.72
5	Control (claims)	5.54	5.45	5.63
6	Speed (claims)	5.43	5.81	5.05
7	Price	4.79	4.79	4.79
8	Relationship	4.77	5.17	4.38
9	Respect (claims)	4.88	5.39	4.36

## 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	6.39	4.82	7.97
2	Confidence	I know what the policy covers and excludes	7.60	7.30	7.91
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.51	5.14	7.89
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.24	4.80	7.69
5	Confidence	The company handles complaints professionally and fairly	7.00	6.40	7.60
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.55	5.59	7.52
7	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.89	6.39	7.39
8	Confidence	The policy is explained clearly	7.34	7.33	7.34
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.19	5.12	7.26
10	Confidence	The insurer informs me about their claims process before I buy	6.55	6.02	7.09

## 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	6.66	4.65	8.67
2	Confidence	The company handles complaints professionally and fairly	7.58	6.50	8.65
3	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.68	5.05	8.32
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.74	5.18	8.29
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.36	4.97	7.76
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.90	6.17	7.62
7	Confidence	The policy is explained clearly	7.48	7.37	7.60
8	Confidence	I know what the policy covers and excludes	7.48	7.45	7.51
9	Confidence	I know the company pays out quickly and worries about paperwork later	6.51	5.84	7.18
10	Ease	My questions are answered quickly and clearly	6.96	6.87	7.06

# Theme scores for SMEs – age

## 18-34

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.30	5.08	5.52
2	Confidence	5.62	5.88	5.37
3	Ease	5.30	5.76	4.84
4	Protection	5.06	5.53	4.59
5	Control (claims)	4.48	4.52	4.44
6	Respect (claims)	4.50	4.89	4.11
7	Price	4.51	4.96	4.06
8	Relationship	4.45	5.08	3.82
9	Speed (claims)	4.50	5.26	3.74

## 35-54

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.66	5.01	8.32
2	Confidence	7.15	6.90	7.40
3	Control (claims)	6.67	6.60	6.73
4	Ease	6.78	6.90	6.66
5	Protection	6.59	6.76	6.43
6	Speed (claims)	6.77	7.12	6.42
7	Price	5.42	5.26	5.58
8	Relationship	5.26	5.44	5.09
9	Respect (claims)	5.80	6.80	4.80

## 55 or older

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.30	3.55	9.04
2	Confidence	7.29	6.45	8.12
3	Protection	6.46	6.30	6.62
4	Ease	6.40	6.38	6.43
5	Price	5.21	4.12	6.29
6	Relationship	4.79	3.98	5.60



## Top 10 opportunities for SMEs – 18-34 years old

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.06	5.44	6.68
2	Confidence	I know what the policy covers and excludes	6.38	6.33	6.42
3	Confidence	The company handles complaints professionally and fairly	6.11	5.91	6.31
4	Loyalty	I am able to get a discount for staying with the same company	5.60	4.94	6.26
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.74	5.25	6.24
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.03	5.83	6.23
7	Ease	My questions are answered quickly and clearly	6.09	6.14	6.04
8	Confidence	The policy is explained clearly	6.33	6.65	6.01
9	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	5.93	5.90	5.96
10	Protection	I am able to add additional cover to suit my needs	5.87	6.17	5.57

## 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	7.29	4.98	9.60
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.34	5.14	9.55
3	Confidence	The company handles complaints professionally and fairly	7.97	7.07	8.87
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.90	5.04	8.75
5	Confidence	I know what the policy covers and excludes	8.25	8.12	8.38
6	Confidence	The policy is explained clearly	8.10	7.90	8.31
7	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.98	5.72	8.24
8	Confidence	I know the company pays out quickly and worries about paperwork later	6.95	5.75	8.14
9	Price	The insurance provider matches a cheaper price from a competitors quote	6.58	5.14	8.03
10	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.39	6.78	8.00

## 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	4.36	10.95
2	Loyalty	I am able to get a discount for staying with the same company	7.04	3.48	10.60
3	Confidence	The company handles complaints professionally and fairly	8.46	6.57	10.36
4	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.31	4.34	10.27
5	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.81	6.25	9.37
6	Confidence	I am able to understand if there are any discounts or no claims bonus	8.12	7.13	9.10
7	Confidence	I know what the policy covers and excludes	8.65	8.26	9.04
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.31	3.59	9.02
9	Confidence	The policy is explained clearly	8.38	7.80	8.97
10	Confidence	I know the company pays out quickly and worries about paperwork later	7.42	5.90	8.94

# Theme scores for SMEs – ethnicity

## White/ White British

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.09	4.65	7.53
2	Confidence	6.59	6.43	6.74
3	Ease	6.18	6.43	5.93
4	Protection	6.03	6.15	5.91
5	Control (claims)	5.23	4.98	5.48
6	Price	4.94	4.84	5.03
7	Respect (claims)	5.06	5.51	4.61
8	Relationship	4.78	4.95	4.61
9	Speed (claims)	5.19	6.07	4.31

## Ethnic minorities

	Theme	Importance	Performance	Opportunity score
1	Confidence	6.25	6.26	6.24
2	Loyalty	5.83	5.54	6.12
3	Ease	5.71	5.97	5.45
4	Price	5.24	5.47	5.00
5	Speed (claims)	5.15	5.41	4.88
6	Protection	5.50	6.18	4.83
7	Relationship	5.03	5.42	4.65
8	Control (claims)	4.95	5.31	4.59
9	Respect (claims)	4.60	5.26	3.94

## Top 10 opportunities for SMEs – White/ White British

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.88	5.04	8.71
2	Loyalty	I am able to get a discount for staying with the same company	6.62	4.52	8.71
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.77	5.33	8.21
4	Confidence	The company handles complaints professionally and fairly	7.35	6.52	8.18
5	Confidence	I know what the policy covers and excludes	7.66	7.47	7.85
6	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.27	4.74	7.81
7	Confidence	The policy is explained clearly	7.57	7.35	7.80
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.84	6.30	7.38
9	Price	The insurance provider matches a cheaper price from a competitors quote	5.99	4.71	7.28
10	Ease	My questions are answered quickly and clearly	7.20	7.15	7.24

## Top 10 opportunities for SMEs – Ethnic minorities

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.03	6.23	7.84
2	Confidence	The company handles complaints professionally and fairly	6.97	6.36	7.57
3	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.55	5.67	7.43
4	Loyalty	I am able to get a discount for staying with the same company	6.28	5.77	6.79
5	Confidence	The insurer informs me about their claims process before I buy	6.38	6.01	6.74
6	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.38	6.06	6.70
7	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.24	5.80	6.68
8	Confidence	I know what the policy covers and excludes	6.86	7.14	6.59
9	Protection	I am able to add additional cover to suit my needs	6.52	6.68	6.36
10	Ease	My questions are answered quickly and clearly	6.41	6.54	6.29

# Theme scores for SMEs – number of employees

## 1-5

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.78	3.46	8.09
2	Confidence	6.50	5.95	7.05
3	Ease	5.99	6.06	5.93
4	Protection	5.62	5.74	5.50
5	Price	4.46	3.87	5.04
6	Relationship	3.67	3.53	3.80
7	Control (claims)	3.74	3.76	3.71
8	Respect (claims)	3.97	4.36	3.57
9	Speed (claims)	3.97	5.43	2.50

## 6-20

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.68	4.82	6.54
2	Confidence	6.05	6.09	6.02
3	Ease	5.58	5.86	5.29
4	Protection	5.37	5.77	4.97
5	Price	4.82	4.84	4.79
6	Control (claims)	4.65	4.63	4.67
7	Relationship	4.96	5.38	4.54
8	Respect (claims)	4.55	5.14	3.97
9	Speed (claims)	4.59	5.44	3.75

## More than 20

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.49	5.68	7.30
2	Confidence	6.96	6.92	6.99
3	Protection	6.61	6.75	6.47
4	Speed (claims)	6.39	6.37	6.41
5	Control (claims)	6.33	6.29	6.36
6	Ease	6.60	6.88	6.31
7	Relationship	5.57	5.81	5.33
8	Price	5.54	5.76	5.32
9	Respect (claims)	5.72	6.14	5.31

## Top 10 opportunities for SMEs – 1-5 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	I am able to get a discount for staying with the same company	6.47	3.09	9.84
2	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.71	3.79	9.63
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.31	5.51	9.11
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.30	3.66	8.94
5	Confidence	The company handles complaints professionally and fairly	7.36	6.01	8.70
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.32	4.21	8.44
7	Confidence	I know what the policy covers and excludes	7.86	7.66	8.06
8	Ease	My questions are answered quickly and clearly	7.40	6.77	8.03
9	Loyalty	I am told what the price would be if I wasn't a new customer	5.02	2.24	7.81
10	Confidence	I am able to understand if there are any discounts or no claims bonus	7.19	6.58	7.80



## Top 10 opportunities for SMEs – 6-20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	The company handles complaints professionally and fairly	6.92	6.14	7.70
2	Loyalty	I am able to get a discount for staying with the same company	6.20	4.89	7.51
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.22	5.11	7.32
4	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.00	4.68	7.32
5	Confidence	I know what the policy covers and excludes	7.04	6.92	7.16
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.42	5.95	6.89
7	Price	The insurance provider matches a cheaper price from a competitors quote	5.65	4.54	6.77
8	Confidence	The policy is explained clearly	6.82	6.96	6.68
9	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.90	5.23	6.56
10	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.52	6.48	6.56

## Top 10 opportunities for SMEs – More than 20 employees

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	7.11	5.87	8.36
2	Speed (claims)	My claim is settled quickly	7.24	6.24	8.25
3	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	7.25	6.37	8.13
4	Loyalty	I am able to get a discount for staying with the same company	6.87	5.65	8.09
5	Confidence	The company handles complaints professionally and fairly	7.50	6.99	8.01
6	Confidence	The policy is explained clearly	7.79	7.67	7.92
7	Confidence	I know what the policy covers and excludes	7.71	7.57	7.85
8	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.30	7.05	7.55
9	Ease	My questions are answered quickly and clearly	7.50	7.62	7.39
10	Confidence	I am able to understand if there are any discounts or no claims bonus	7.38	7.40	7.37

# Theme scores for SMEs – policy type held

## Motor

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.96	4.83	7.09
2	Confidence	6.40	6.29	6.52
3	Ease	6.07	6.47	5.67
4	Protection	5.83	6.23	5.44
5	Price	4.84	4.97	4.72
6	Relationship	4.42	4.69	4.15

## Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.01	4.76	7.25
2	Confidence	6.57	6.52	6.62
3	Protection	6.01	6.04	5.97
4	Ease	6.04	6.18	5.89
5	Relationship	5.09	5.08	5.11
6	Price	4.87	4.83	4.92

## Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Loyalty	5.98	4.93	7.02
2	Confidence	6.43	6.34	6.51
3	Protection	5.97	6.20	5.73
4	Ease	6.03	6.44	5.62
5	Price	5.05	4.97	5.12
6	Relationship	4.96	5.13	4.78

## Business interruption

	Theme	Importance	Performance	Opportunity score
1	Loyalty	6.22	4.62	7.82
2	Confidence	6.81	6.38	7.24
3	Ease	6.29	6.11	6.46
4	Protection	5.86	6.13	5.58
5	Price	5.30	5.07	5.53
6	Relationship	4.85	5.36	4.34

## Top 10 opportunities for SMEs – policy type held motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.97	5.13	8.81
2	Loyalty	I am able to get a discount for staying with the same company	6.22	4.35	8.09
3	Confidence	I know what the policy covers and excludes	7.24	7.00	7.48
4	Confidence	The company handles complaints professionally and fairly	6.89	6.35	7.43
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.98	4.68	7.28
6	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	6.60	5.99	7.20
7	Confidence	The policy is explained clearly	7.24	7.34	7.14
8	Ease	My questions are answered quickly and clearly	7.00	6.97	7.03
9	Confidence	I know the company pays out quickly and worries about paperwork later	6.22	5.43	7.01
10	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.30	5.65	6.95

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

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	Loyalty: The premium doesn't increase because I'm not a new customer anymore	6.80	5.29	8.31
2	Confidence	Confidence: I know what the policy covers and excludes	7.70	7.39	8.00
3	Loyalty	Confidence: The company handles complaints professionally and fairly	7.33	6.67	7.99
4	Confidence	Loyalty: I am able to get a discount for staying with the same company	6.30	4.71	7.88
5	Ease	Loyalty: The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.30	4.78	7.81
6	Loyalty	Loyalty: My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.53	5.52	7.55
7	Confidence	Confidence: The policy is explained clearly	7.46	7.40	7.52
8	Protection	Confidence: The insurer assesses my risk individually, rather than using generic assumptions	7.12	6.74	7.49
9	Confidence	Ease: I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	7.20	6.94	7.46
10	Confidence	Confidence: The insurer informs me about their claims process before I buy	6.83	6.41	7.24

## 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	6.97	5.19	8.74
2	Loyalty	I am able to get a discount for staying with the same company	6.67	4.98	8.36
3	Confidence	The company handles complaints professionally and fairly	7.31	6.40	8.22
4	Confidence	The policy is explained clearly	7.41	7.19	7.64
5	Price	The insurance provider matches a cheaper price from a competitors quote	6.24	4.98	7.50
6	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.32	5.20	7.45
7	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	6.84	6.67	7.01
8	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	6.20	5.41	6.99
9	Confidence	I know what the policy covers and excludes	7.33	7.68	6.98
10	Confidence	I know the company pays out quickly and worries about paperwork later	6.09	5.21	6.97

## 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)	6.95	4.47	9.44
2	Loyalty	I am able to get a discount for staying with the same company	7.06	4.80	9.32
3	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	7.46	5.85	9.06
4	Confidence	The company handles complaints professionally and fairly	7.63	6.43	8.84
5	Confidence	I know what the policy covers and excludes	8.03	7.34	8.71
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	6.74	5.12	8.36
7	Loyalty	I am told what the price would be if I wasn't a new customer	5.84	3.33	8.35
8	Ease	My questions are answered quickly and clearly	7.42	6.81	8.03
9	Loyalty	The premium doesn't increase because I'm not a new customer anymore	6.27	4.63	7.91
10	Confidence	The insurer informs me about their claims process before I buy	6.92	6.25	7.59

## Theme scores for SMEs – policy type claimed

### Motor

	Theme	Importance	Performance	Opportunity score
1	Speed (claims)	6.42	6.39	6.45
2	Control (claims)	5.52	5.02	6.01
3	Respect (claims)	5.36	5.43	5.30

### Employers' liability

	Theme	Importance	Performance	Opportunity score
1	Respect (claims)	5.86	5.79	5.93
2	Control (claims)	5.72	5.69	5.74
3	Speed (claims)	5.55	6.12	4.97

### Buildings/ Contents

	Theme	Importance	Performance	Opportunity score
1	Control (claims)	4.18	4.53	3.83
2	Speed (claims)	4.25	5.22	3.27
3	Respect (claims)	3.43	4.39	2.47

### Business Interruption

	Theme	Importance	Performance	Opportunity score
1	Control (claims)	4.58	4.74	4.42
2	Respect (claims)	4.22	5.55	2.89
3	Speed (claims)	3.96	5.07	2.84



## Opportunities for SMEs – claimed on motor

	Theme	Statement	Importance	Performance	Opportunity score
1	Confidence	I know the company pays out quickly and worries about paperwork later	6.67	4.47	8.86
2	Speed (claims)	I am offered immediate assistance and advice	7.01	5.93	8.09
3	Confidence	The insurer advertises what percentage of claims they pay out on	6.44	4.82	8.05
4	Speed (claims)	My claim is settled quickly	7.01	5.98	8.05
5	Loyalty	The insurer provides additional benefits for renewing (e.g. enhanced cover)	5.63	3.91	7.36
6	Speed (claims)	It is clear what I need to do to claim	7.01	6.67	7.36
7	Price	The insurance provider matches a cheaper price from a competitors quote	6.09	4.88	7.30
8	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	5.86	4.83	6.90
9	Protection	The policy is of the right level to ensure my business could continue to trade	5.98	5.12	6.84
10	Confidence	The insurer informs me about their claims process before I buy	5.63	4.83	6.44
11	Confidence	I know the company pays out quickly and worries about paperwork later	6.67	4.47	8.86
12	Speed (claims)	I am offered immediate assistance and advice	7.01	5.93	8.09

## Opportunities for SMEs – claimed on employers' liability

	Theme	Statement	Importance	Performance	Opportunity score
1	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.78	3.72	7.83
2	Respect (claims)	The insurance company does not try to avoid paying out	6.21	5.44	6.98
3	Confidence	I know what the policy covers and excludes	6.38	5.88	6.88
4	Price	I am happy to pay a little extra for a brand that I recognise	5.86	4.96	6.77
5	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	5.86	5.04	6.68
6	Ease	My questions are answered quickly and clearly	6.38	6.11	6.65
7	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.69	4.73	6.65
8	Respect (claims)	The people you deal with show compassion	6.47	6.29	6.64
9	Confidence	The insurer advertises what percentage of claims they pay out on	5.95	5.53	6.37
10	Confidence	The company handles complaints professionally and fairly	6.03	5.84	6.23
11	Loyalty	The premium doesn't increase because I'm not a new customer anymore	5.78	3.72	7.83
12	Respect (claims)	The insurance company does not try to avoid paying out	6.21	5.44	6.98

## Opportunities for SMEs – claimed on buildings/ contents

	Theme	Statement	Importance	Performance	Opportunity score
1	Speed (claims)	My claim is settled quickly	5.92	5.57	6.26
2	Ease	My questions are answered quickly and clearly	4.65	3.29	6.01
3	Ease	I am able to buy through a price comparison website	5.07	4.57	5.57
4	Confidence	The company is a big name that I recognise	5.21	5.07	5.35
5	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	4.65	4.06	5.24
6	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	4.79	4.64	4.94
7	Protection	I am able to add additional cover to suit my needs	4.37	3.86	4.88
8	Confidence	I know what the policy covers and excludes	4.65	4.49	4.80
9	Respect (claims)	The insurance company does not try to avoid paying out	4.37	4.14	4.59
10	Control (claims)	I have a choice in how the claim is settled (e.g. financial settlement, repair or replacement)	4.23	4.14	4.31
11	Speed (claims)	My claim is settled quickly	5.92	5.57	6.26
12	Ease (claims)	My questions are answered quickly and clearly	4.65	3.29	6.01

## 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	5.42	4.70	6.14
2	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	5.30	4.51	6.09
3	Price	The cost of the policy is reasonable for the level of cover that I get	5.30	4.58	6.02
4	Confidence	The policy is explained clearly	5.66	6.05	5.28
5	Loyalty	I am able to get a discount for staying with the same company	4.34	3.54	5.14
6	Loyalty	My provider takes my loyalty into account when calculating renewal quotes after I have claimed	5.06	5.06	5.06
7	Relationship	The insurer knows me and what is important to me	4.82	4.70	4.94
8	Confidence	The insurer assesses my risk individually, rather than using generic assumptions	4.58	4.27	4.89
9	Confidence	I know what the policy covers and excludes	5.30	5.73	4.87
10	Speed (claims)	It is clear what I need to do to claim	4.94	5.13	4.75
11	Control (claims)	Repairs or replacement items are completed/ delivered at a time to suit me	5.42	4.70	6.14
12	Ease	I am able to buy the insurance in any way that suits me (e.g. online, mobile, telephone, broker)	5.30	4.51	6.09