

customer impact report for 2008



what our customers
think of us



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who is **Bright Grey?**

Bright Grey is a young, modern protection specialist set up by Royal London in March 2003 to provide a product range that suits today's flexible lifestyles.

Protection is our passion, and our obsession. We want everyone in the UK to have enough of the right cover to take care of themselves and their family in the event of death or sickness. We work with financial advisers to make sure that more people get the right advice and the right product.

We've applied bright thinking to get rid of unnecessary jargon and complicated processes. Our team has many years of experience and at the core of our business is the desire to treat our customers fairly and to do the right things consistently well.

And we don't just hand over a cheque and walk away. What makes Bright Grey different is that **we care.** We give all our plan owners and their families practical and emotional support to help them cope when things go wrong.

Find out more on the Bright Grey website
www.brightgrey.com

what is the **Customer Impact Scheme**?

The Customer Impact Scheme is an Association of British Insurers (ABI) led initiative to research customers' experiences and to track our performance.

Over 85% of our sector takes part in the scheme including leading names in the life, pension and investment industry, and each company reports the results annually to measure progress.

The 2008 survey involved over 19,425 customers in 31 participating companies. This volume of data ensures the results provide a true perspective of customers' experiences.

Find out more on the Customer Impact website www.customerimpact.org

What is the ABI?

The ABI represents the collective interests of the UK's insurance industry. It helps to inform and participate in debates on public policy issues, and also promotes high standards of customer service in the insurance industry.

The Association has around 400 company members. Between them, they provide 94% of domestic insurance services sold in the UK. ABI member companies account for almost 20% of investments in the London stock market.

Find out more on the ABI website www.abi.org.uk

how did we do?

The 2008 Customer Impact results for Bright Grey show good progress against the 2007 survey and have pushed us further ahead of the industry and our peer group in the majority of key areas.

We are in the top quartile across approximately two thirds of all areas surveyed.

The area of greatest improvement is the customer service centre with a significant increase in the rating driven mainly by the scores from general customers.

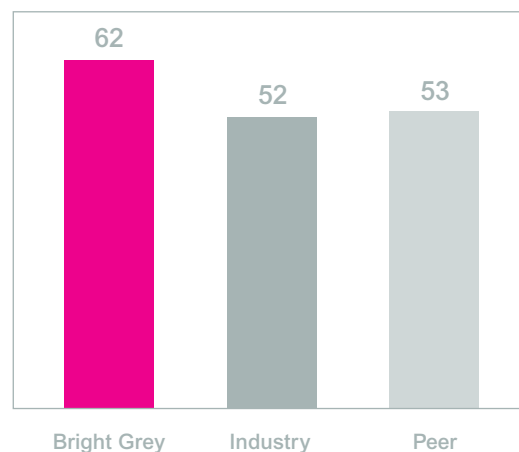
We are placed in the top quartile across the majority of areas, notably:

- Likelihood to recommend
- Ease of doing business with
- Overall rating of product
- Offering tailored solutions
- Written communication
- Overall rating of customer service centre

Customer Impact index

The overall Customer Impact index score is a key indicator of customer satisfaction based on the following questions:

- How would you rate the overall quality of the life, pensions or savings products and services provided by Bright Grey?
- If someone asked you to recommend an insurance company, how likely would you be to recommend Bright Grey?



% Rating excellent/extremely likely/very good/very likely

In 2007 Bright Grey was ahead of both industry and peer groups. Strong scores in 2008 have now put Bright Grey into the top quartile where we have **pulled further ahead** of both industry and peer groups.

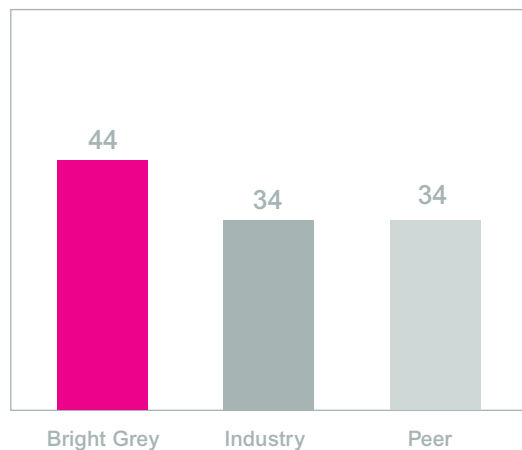
customer commitments

Bright Grey scored strongly against all three of the ABI's Customer Commitments, placing us in the top quartile for each.

Commitment 1

Developing and promoting products and services that meet the needs of customers.

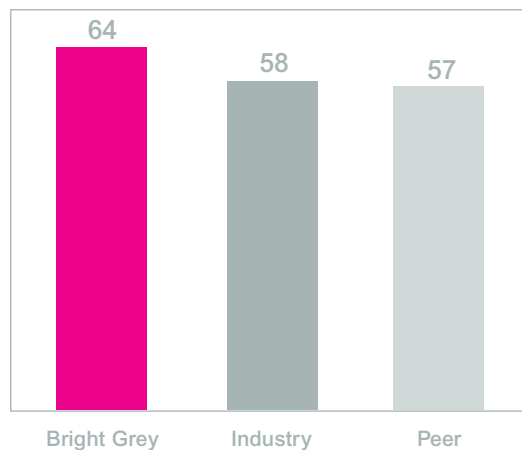
The 2008 survey shows a significant improvement, with Bright Grey moving into the top quartile from our second quartile placing in 2007.



Commitment 2

Providing customers with clear information and good service when they buy products.

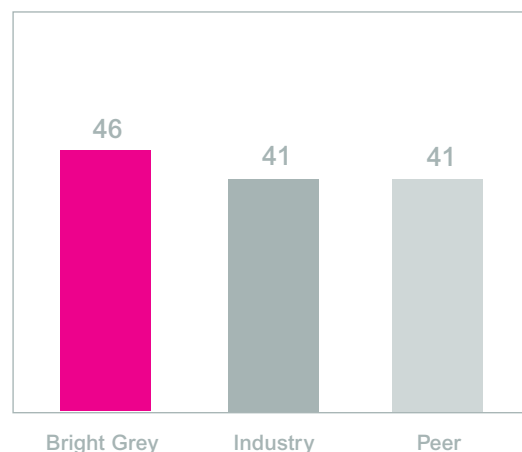
Bright Grey remains in the top quartile, pushing further ahead of both the industry and our peer group.



Commitment 3

Maintaining appropriate and effective relationships with customers, providing them with a good service after they have bought a product.

Another positive improvement in 2008 results in Bright Grey moving into a top quartile placing.



areas highlighted for **improvement**

We aim to continuously improve in all areas, however, the results show two specific aspects we need to focus on during 2008.

Our overall sales process

While we have already moved into the top quartile for 'time taken to arrange the policy', the launch of our interactive quote and apply system in 2008 has further improved the time it takes for us to offer terms. Therefore we expect this will help to increase satisfaction with our overall sales process.

Our ability to resolve issues in a single call

Although we have made progress under this area, there is still work to be done. We are reviewing our customer contact strategy and looking at further call routing to ensure that the person answering the call has the specific knowledge needed to help the customer. We began this process last year, and the benefits can be seen in the improvement in the ratings given by our general customers.

Additional areas for improvement

Another focus for 2008 will be employee engagement. We will use our employee satisfaction and staff pulse surveys to identify areas for improvement and make sure all our staff are fully focused on what we do, and can therefore deliver the best possible customer experience.

To add to these employee engagement activities, we will continue to **focus on training and development** to increase staff knowledge on product and process. This will empower our staff to deal with more enquiries at the first point of contact.

actions from **2007**

From last year's results, there were two key areas where improvements were needed.

Ability to resolve issues in a single call

There has been progress in this area, but it was not enough to push us into the top quartile and so continues to be a major focus for 2008. However, this score should be read in context with our customers' overall rating of our customer service centre, which was top quartile and significantly ahead of both our industry and peer groups.

This is also the area with the largest differential in satisfaction between our recent purchasers and general customers, which would suggest that our action to route existing customer calls to expert areas has delivered initial improvements, and is worth developing further.

Time taken to arrange the policy

We have made a significant improvement in the time it takes us to **arrange cover** and are placed in the top quartile strongly ahead of both the industry and our peer group.

This is largely a result of the changes made to our medical evidence management and our GP incentive scheme (the improvement actions we detailed in last year's report), which meant a reduction in the time taken to return GP reports to us.

Our new interactive quote and apply system will deliver further improvement in 2008. We are aiming for an online case acceptance rate of 45% by the end of 2008 and our month-on-month statistics indicate we are on target to achieve this.

summary

While we are delighted with a strong set of results and with the further progress we have made in our performance, we still have work to do to ensure we **continue to improve**. Our online interactive quote and apply system should mean a further reduction in the average time taken to offer terms, which in turn should increase satisfaction with the overall sales process. We will also continue to focus on delivering the highest standards of customer care ensuring that our service delivery remains one of Bright Grey's key differentials from our competitors.

“ At Bright Grey we are fully committed to our ongoing participation in the ABI Customer Impact Scheme. As a young, modern protection specialist we aim to provide flexible customer-focused solutions and strongly believe in putting our customers at the forefront of everything we do. Our philosophy is aligned with that of the ABI Customer Impact Scheme. We both do what we can to continuously drive up service standards. And we're absolutely delighted that our customers share that vision and appreciate our hard work, as shown by the excellent 2008 survey results.



Gordon Watson, Head of Customer Care Operations