SUNCORP

INSURANCE QUOTE - CASE STUDY

Present a vision of the future.

Suncorp were aware their insurance quote process wasn't great, and this showed in their sales. They wanted a complete review with a vision of what the future could look like. Potentially looking at the future of transport too!
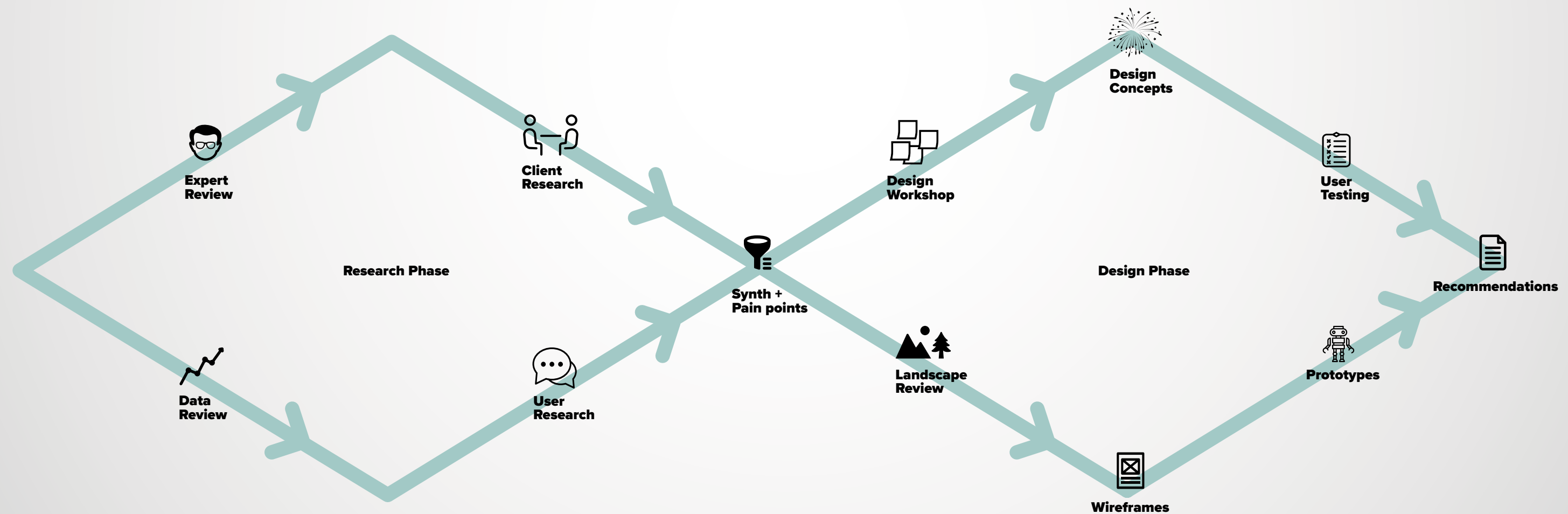
We needed to pull everything apart.

I use a Design Thinking approach on my projects. Research helps understand the process and identify the key pain points. This allows the team to zero in on the deeper issues causing the problems. Similarly for solutions, it's important to come up with many ideas, before narrowing down to those having the biggest impact.

To understand the process of completing an insurance quote we reviewed the form and data, spoke to customers, shadowed staff, and looked at what others are doing. All with the aim to uncover the customer problem behind their business problem.

Expert Review

Client Research

Research Phase

Data Review

User Research

Synth + Pain points

Design Workshop

Design Concepts

Design Phase

Landscape Review

Wireframes

User Testing

Recommendations

Prototypes

What curious things did we learn?

" Standard of construction question is confusing. Could there be help about what each means?

" The cost is too much. Makes me feel I've entered something incorrect."

" To be honest I don't know what i'm insured for.

" I'm sorry I missed all of those, could you repeat them.

26 reasons to abandon

Currently it takes all these questions to calculate the cost to rebuild your home. However at no time in the process are you made aware of why all these questions are being asked. Some people wont mind answering all these questions, but for some each question is an opportunity to lose a customer. Each question could be one question too far. So rather than accepting the status quo it would be good to challenge and see if we really need all of them?

8 *admin questions*

5 *build complexity questions*

3 *risk assessment questions*

1 *admin question*

3 *build complexity questions*

6 *property size questions*

Call centre staff simplify complicated questions

Questions on the form may have multiple choice answers such as

" What material is your home made out of? "

There would then follow 6 or 7 items. As you may have experienced, a read out list can be hard to take in. So agents would Google the customers' home and then ask a simpler question, such as, **is your home made out of brick?**

They turned long questions into simple binary ones. Although they did this for an audio medium, there is something in this.
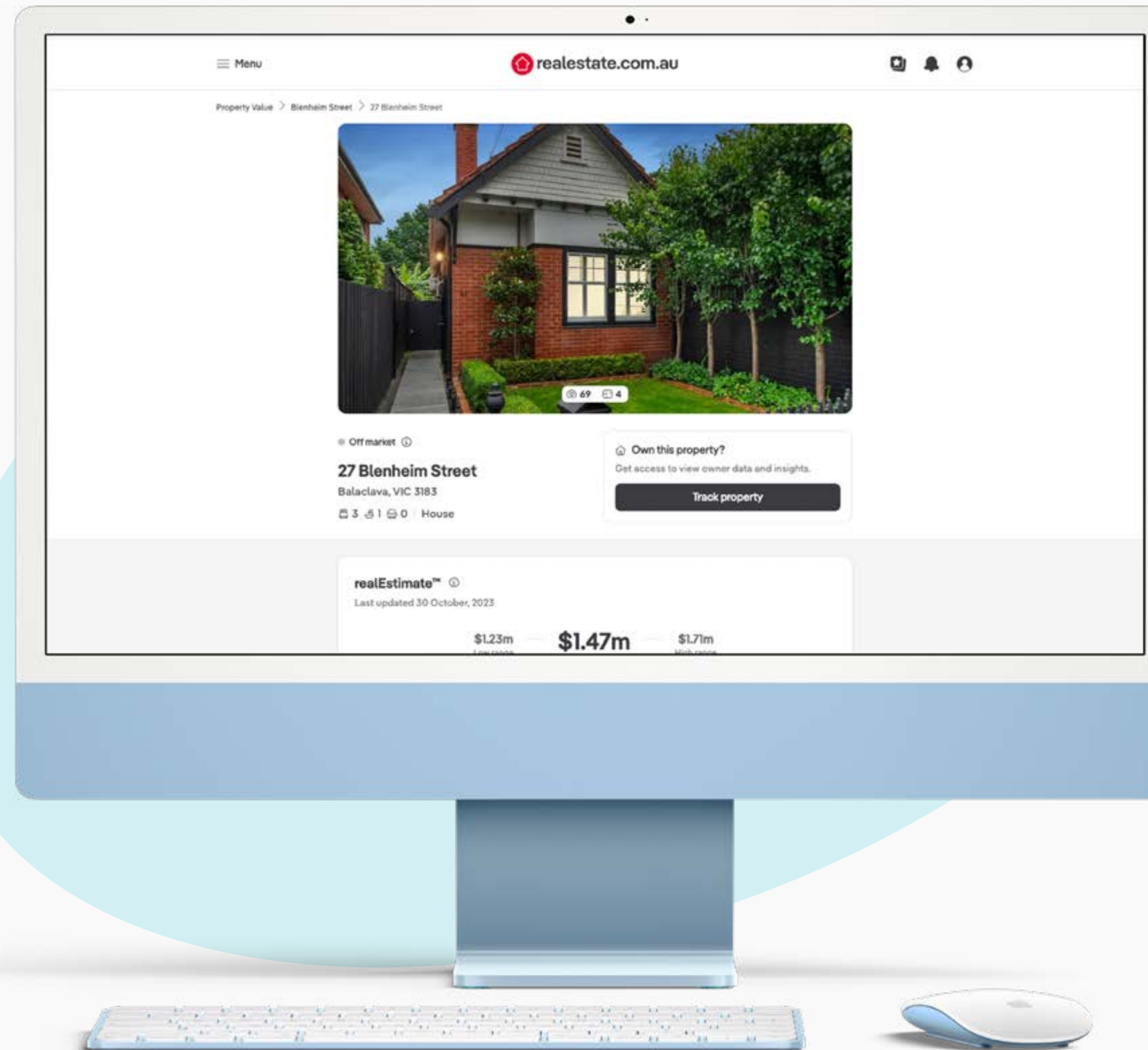
Home insurance is for the worst case scenario

We know we need insurance but most often we think it's in case we get a leaky roof. However all the questions on the home insurance form are there for one reason, to calculate the cost of rebuilding your home if it were destroyed.

It seems obvious but not everyone, including myself, had ever thought of it as simply as that. And knowing this gives a reason as to why there are so many questions. A reason, not everyone we interviewed, had ever really considered.

RESEARCH - CONCERNING LEARNING

What worried us?

Insurance pricing may be doubled by mistake

There are several questions that are ambiguous, like the question opposite. The answer is highly subjective. Those being interviewed weren't sure how to rate their home and were unaware of the impact of the question.

We found the cost to rebuild could be 95% higher depending on the answer given. We discovered the construction quality of our customers home's was usually standard, although to them it was Top of the Range.

Understandably for **"Top of the Range"** the insurance premium would also be substantially higher. Therefore people may be surprised by a much higher quote than expected, and reject Suncorp as a potential insurer. All due to an ambiguous question.

STANDARD RANGE
$477K

TOP OF THE RANGE
$934K

95%

Up to 24% of customers abandon as quote page is overwhelming

As we saw in the data for Learning Four, when a customer gets to the end of the quote process they are not presented with one final quote but three. This is confusing as they are overwhelmed with information.

In advertising, clients are advised to state one clear message. One message has a greater chance of hitting home than three. The same goes here. It's also unclear what the difference is difference between each quote.

Only 2% finish

In any sales funnel we expect to lose people along the way. We use the volume of drop outs to highlight where to focus on. For this flow we can see after the "Level of Cover" page we lose 24% of customers. This warrants a deeper look. We focused on this page in the customer interviews.

Quote Start 100%

Your Home 75%

Building Cover 56%

Level of Cover 42%

Contents Cover 18%

Quote Amount 16%

Quote Finish 2%

start quote
37,818

finish quote
845

This is a $100 million project

When we broke the data down we projected that this project could be worth upto $100 million in additional revenue, or an additional $1 Million per 1% increase in form completions.

Therefore the business reasons for solving these issues were clear.

Calculations

QuarterlyForms completed 845
Average conversion rate 65%
Policies sold 563
Average policy amount $1000

Quarterly revenue $563,000
Annual revenue $2,253,000

Current completion rate 2.23%
Therefore 1% = $1,000,000 Revenue

SYNTH + PAINPOINTS

The main problems we aim to solve

Turning problems into "how might we" questions opens the door to new ideas.

PROBLEM 1

Too many questions

There are 26 questions asked to get to the end of the quote. Each question is potentially a trigger for a user to abandon the process.

How might we gather information in a way that doesn't feel too demanding?

PROBLEM 2

Ambiguous questions

Subjective questions can be answered many ways. These questions have huge impacts on pricing which means we mistakenly lose customers.

How might we gather information in a way that requires little explanation?
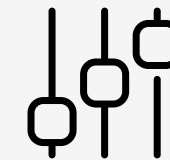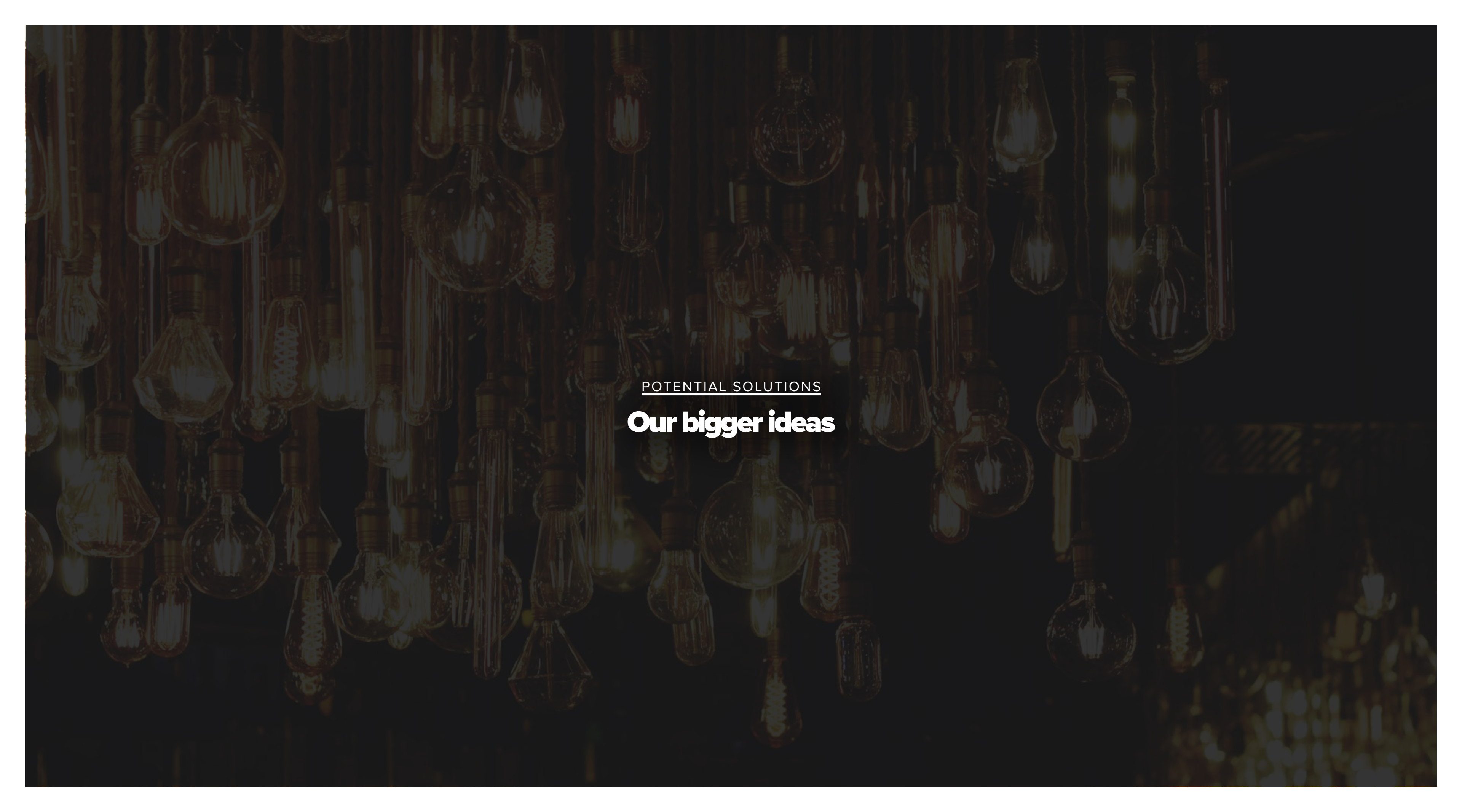
PROBLEM 3

Overwhelming options

The types of cover available are complicated. It's unclear what each mean, what they offer and which you should select.

How might we make it easier to understand the different quote amounts and cover options?

POTENTIAL SOLUTIONS

Our bigger ideas

Use Google maps to estimate house foot print

Google maps can be used to calculate distances, therefore with AI it can estimate the size of your home.

Currently area of home is based on a few assumptions. Stating you have a large bedroom increases the overall house size by 50%, although no measurements are taken.

With Google Maps we make image based measurements rather than assume sizes based on probability.

" How might we gather information in a way that doesn't feel too demanding. "
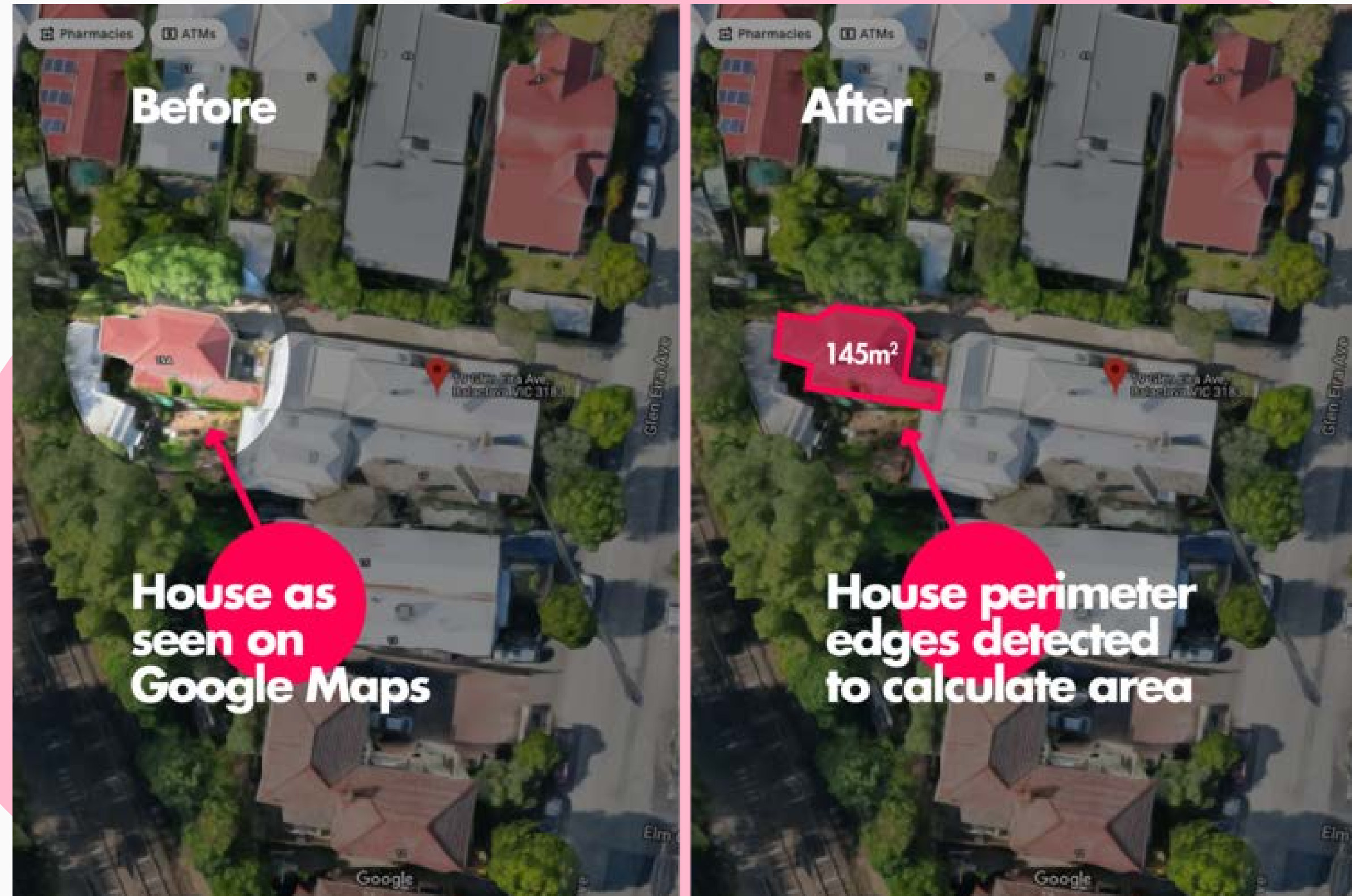
One question at a time

One question at a time means users aren't overwhelmed and they feel like they're progressing quicker.
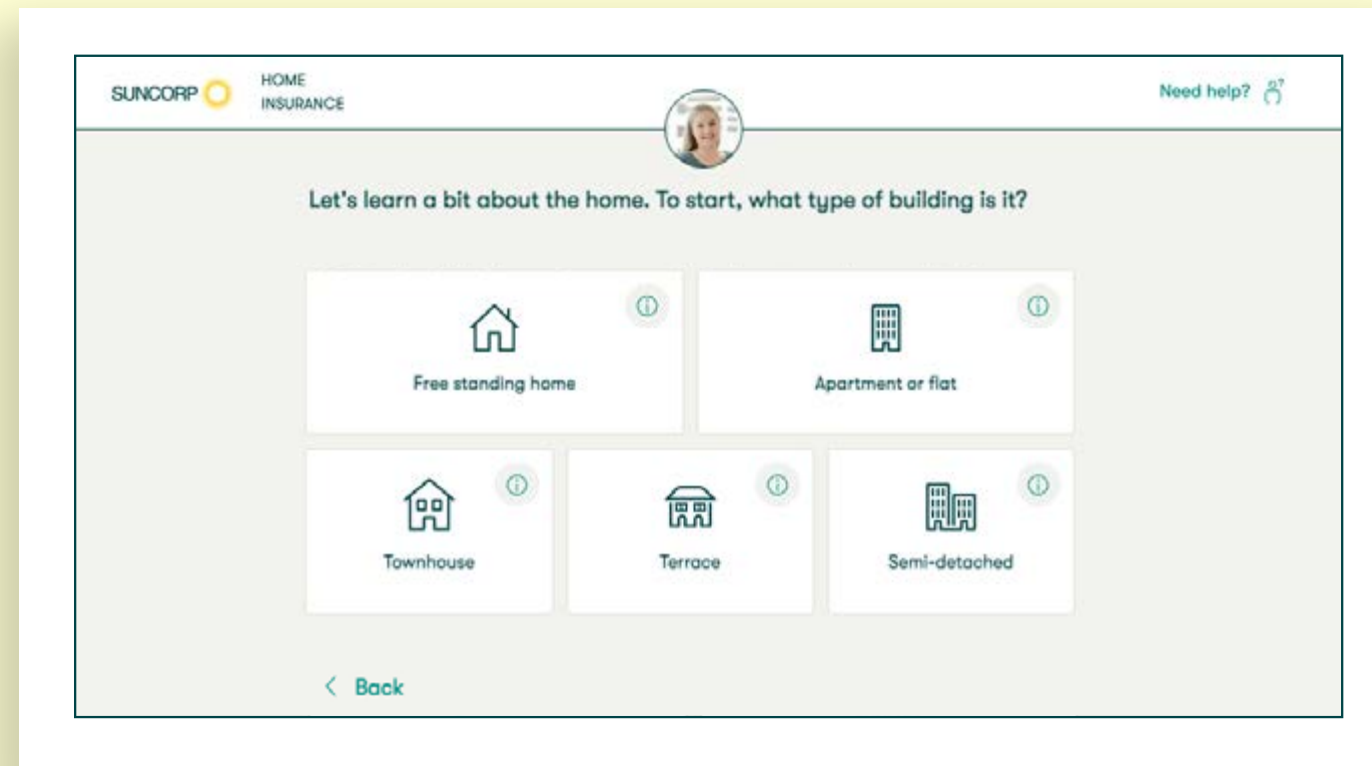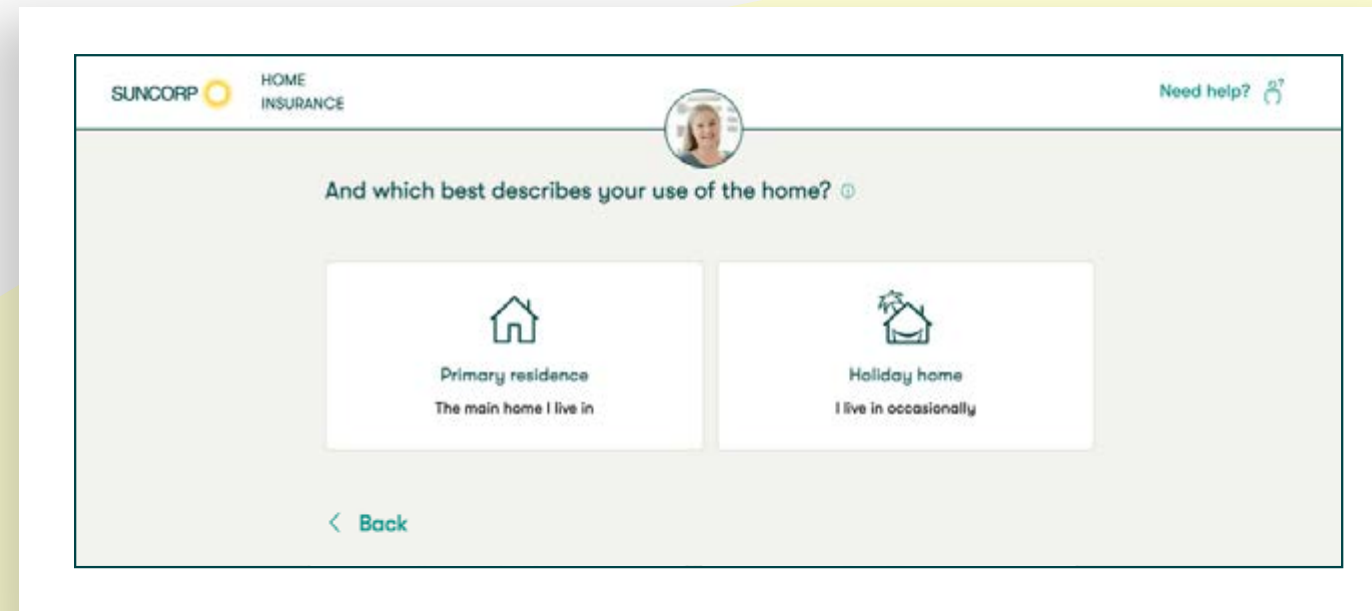
" How might we gather information in a way that doesn't feel too demanding. "

Use images to help answer subjective questions

Showing an image of an "Above Average" kitchen or "Top of the Range" bathroom gives the customer something to compare against. There is also a list of items that you might also see for that level of finish.

"How might we gather information in a way that requires little explanation."

Have only one policy price with the additional types of cover as add on extras

The original quote page displayed three different prices as they related to three different levels of cover. Each level included various features and options. However comparing prices and what each policy offered was very overwheleming for moist customers.

Instead we have a basic insurance policy with basic features. If customers want to add features they can simply switch them on and off. For ease, we are removing the complicated levels of cover and presenting just one quote amount with optional extras.

HOW MIGHT WE #3

"How might we make it easier to understand the difference between each level of cover?"

$883.68
inc. GST and gov't charges

Next

For more of what this covers and excludes, read the PDS

Select from these covers ⓘ

Burnout of electrical motors ⓘ

Excess free glass cover ⓘ

+25% cover for rebuilding your home ⓘ

Home Assist for emergencies at home ⓘ

Accidental Damage at home ⓘ

Injury to pet dogs and cats ⓘ

Items taken away from home ⓘ
We call this unspecified personal valuables and it can provide you with cover for up to 30 days at and away from home anywhere in Australia and New Zealand.

Groups of ideas

As well as the bigger ideas we came up with many other suggestions.
These were grouped in to three categories and presented to the client,
along with a prototype with many all the ideas together.

Just Do It
13 ideas

Simple design changes the
team should just do.

Such as asking one question
at a time.

Design Analysis
8 ideas

Concentrated design sessions and
number crunching to determine how to
tweak questions.

Such as, is there one item that predicts
the quality of construction
in someone's home?

Business Decisions
5 ideas

For some ideas the product being sold
needs changes and therefore needs
senior leader input.

Such as, not all fields of data need to
be captured for the model to work. Can
we remove some?

Change takes time, but it happens

This project shows that significant change does happen. But you have to be patient when working with large organisations with complex structures. Although well received, some recommendations only made their way into the final product in 2022. 4 years later.

As someone who cares greatly about my clients and the work I do, it was very heart warming to see these ideas eventually come to life.

VIEW LIVE SITE

Three brains in one

This case study was written by me, Damien Hashemi. I'm a CX consultant specialising in Strategic Behaviour Change. Prior to the world of experience design I was an advertising creative, and before that, I was a statistician.

My three careers have taught me a few things; don't be afraid of data but don't trust it, ask dumb questions (everyone is thinking it), talk to customers but be wary of the reasons they give for their behaviour.

However the most important thing I've learnt in advertising and CX is that both of them are trying to get people to change their behaviour. Advertising does this by creating desire. Design does this by making things easier.

I approach client problems with an agnostic attitude. The research i do highlights where the focus should be. Sometimes clients have an excellent product but no one knows about it. Sometimes it's the other way around, the product is great, but the wrong people are being targeted.

My skill is figuring out where to focus and what actions we need to take.

Wanna chat?
Google Damien Hashemi
there's only one of me.